



**CITY COUNCIL WORKSHOP AGENDA
September 24 – 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:
citymanager@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. City Manager Executive Search Firms**
 - B. Kalamazoo Harbor Eurasian Water Milfoil**
 - C. Pop-Up Patios**
 - D. Reactivating the Tri-Community Non-Motorized Trail Committee**
 - E. Follow-Up re Lake Michigan Frontage Obstacles**
 - F. Park Street Non-Motorized Study Update**
 - G. Christmascape Proposal**
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

To: Saugatuck City Council
 From: Karen Doyle Homan, Interim City Manager
 Meeting Date: September 21, 2020
 Re: Executive Search Firms

You have before you three proposals for conducting the City of Saugatuck’s search for a new city manager. The firms are the Michigan Municipal League (MML), Walsh Municipal Services, LLC, and Amy Cell, LLC.

Both Walsh and Amy Cell suggest a 12 week time frame from start of process until approving a new manager contract, while MML projects a conditional offer could be made in weeks 13-14. In reality it’s variable and a lot depends on how accessible we are in the early phases. There is no time to lose. If we start now we can have ready solid candidates for the next council to interview and to make their selection from.

As you’ll see from their proposals, all the firms have experience in the municipal arena. Both Walsh and MML will have persons assigned to our search who are or were successful local government managers. They know the field.

All three have near-by West Michigan experience. Walsh Municipal Services assisted both Douglas and Saugatuck Township, MML both Caledonia and Ludington, and Amy Cell did Holland’s search.

Their total costs are:

- Walsh Consulting LLC \$12,800 (plus publication costs estimated around \$900)
- Michigan Municipal League \$17,000 (inclusive of expenses)
- Amy Cell LLC \$17,000 (inclusive of expenses/advertising estimated at \$4,000)

The three firms have been invited to give up-to 5 minute presentations and they will answer any questions you may have.

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

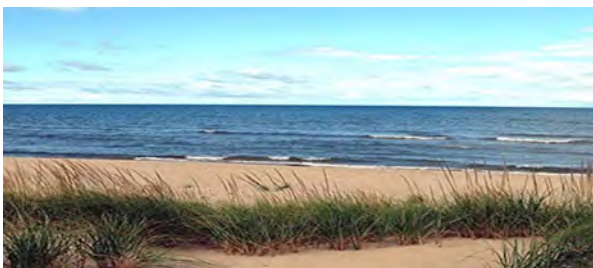


RECRUITING AND IDENTIFYING CANDIDATES

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

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

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

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.



EXECUTIVE SEARCH PROPOSAL

City of Saugatuck



September 17, 2020

Prepared by the Michigan Municipal League
Mandy M. Reed, PHR

Manager, Human Resources

1675 Green Rd Ann Arbor, MI 48105

734.669.6361

m3rd@mml.org

City of Saugatuck
Ken Trester, Mayor
102 Butler St,
Saugatuck, Michigan, 49453



michigan municipal league

September 17, 2020

Dear Mayor Trester,

The Michigan Municipal League is pleased to offer the City of Saugatuck our assistance in selecting its next City Manager. The League is committed to strengthening Michigan communities, and works hand-in-hand with our members to provide the tools needed to effectively manage and develop their city. This close relationship gives the League a deep understanding of a community's needs and challenges, and makes us uniquely qualified to provide a comprehensive executive search service.

The League's executive search service is designed to ensure the best possible match between a community and its top administrator, with the ultimate goal of providing them with a highly-qualified leader who will add tremendous value to the city. To that end, we are dedicated to serving the needs of our clients before, during, and after a search process. Our service is focused exclusively on Michigan communities, but our recruitment is nationwide. We manage an unparalleled network of applicants, almost half of whom are from outside the state.

Each search process is tailored to meet the community's specific needs and goals. We work closely with our clients to gain a full understanding of the priorities as a basis for structuring the search process. We facilitate consensus-building around the attributes a community is looking for to gain a complete picture of the desired candidate's experience, qualifications, and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

A typical search requires at least 120 days to complete. The timeline varies on a number of factors including the timing of ad placement, the availability of candidates, city officials, and the needs of the city.

Feel free to contact the League with any questions or to request an in-person presentation from one of our search facilitators.

Thank you,
Mandy Reed

PROPOSAL FOR EXECUTIVE SEARCH

City of Saugatuck – City Manager

SERVICE SUMMARY

Our executive search service includes the following activities, which are accomplished over the course of **up to four** personal visits with the search facilitator:

Profile Phase (Page 5)

- Engagement of elected officials and city staff in the profiling process to facilitate consensus building around necessary skills, knowledge, attributes, and team leadership expectations;
- Development of an extensive candidate and community profile featured within a professionally designed recruitment brochure;
- Review of current compensation and benefits packages, and recommendations based on market conditions

Advertisement Phase (Page 6)

- Featured placement in League’s online classifieds which receive 5,000+ hits per week;
- Advanced marketing and promotion of position utilizing nationwide recruitment boards as well as the League’s social media outlets with more than 5,000 followers;
- Direct recruitment of passive candidates through an exclusive direct email to Michigan municipal managers and others as appropriate

Screening & Shortlist Phase (Page 6)

- Pre-screening activities including review of social media activity, general online screening, and other public information;
- Application analysis, personal screening of viable candidates, and reference checks;
- Develop a shortlist of candidates to present for the city’s consideration

Interview & Selection Phase (Page 7)

- Guidance and recommendations on a robust interview format and process;
- Development of customized interview questions and attendance during the entire interview process

Final Phase (Page 8)

- Extension of the conditional offer of employment and initiation of contract negotiation; and
- Completion of a full background check performed by a third-party of selected finalist.

Optional Services Available

- Solicitation of feedback from city-identified stakeholders (community, neighborhood, and business leaders) during the profiling process to gather input as well as seeking stakeholders’ prerequisites for an administrative executive (page 5); and
- Assistance with, and attendance at, a public forum for an informal “meet and greet” function to solicit community feedback of semi-finalists. (page 7).

Why the League

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and services to Michigan's communities since 1899. With the League's intimate knowledge of the needs and challenges facing local government, we are in a unique position to provide a comprehensive executive search service for Michigan's communities.

The League offers executive search services as a resource to Michigan's communities to help strengthen the quality of municipal government and administration through the successful placement of public leaders. Key features of the League's search services include the following:

- The League has been providing executive search services *exclusively* to Michigan communities since 1998!
- All four of our recruiters are highly respected former public administrators in Michigan, each with decades of local government experience and proven records of success.
- Every search is facilitated by one of our highly specialized recruiters who work closely and collaboratively with our community clients throughout the entire search process.
- The League and its recruiters have extensive knowledge of Michigan's Freedom of Information Act (FOIA) and Open Meetings Act (OMA), and how they impact the recruitment process.
- We utilize state, national, and international recruitment and promotion sources to solicit a broad pool of potential candidates, including a variety of customized web announcements, our own exclusive email database, and our strong social media presence. Through these efforts, we've found that almost half of our applicants come from out of state!
- While our reach is far and wide, our small team approach allows for excellent customer service, close communication and collaboration with clients, and strong and effective communication and collaboration with other League recruiters which helps ensure a successful search.

As Michigan's most dedicated and longest-serving association for Michigan municipal government, we offer an abundance of programs and services beyond executive searches to help our member communities sustain highly livable, desirable, and unique places within the State. These include state and federal advocacy, placemaking and engagement techniques, legal and insurance services, education on a multitude of municipal topics, and so much more.

When you work with the League, you aren't just selecting a recruitment firm. You are reaffirming a partnership established over 100 years ago that is dedicated to help inspire positive change for Michigan's greatest centers of potential: its communities.

YOUR FACILITATOR

One of the League’s search facilitators will be assigned to the City of Saugatuck’s executive search. All of our facilitators understand the unique skills and abilities required to succeed in this environment. They are among the most highly-regarded and well-respected public managers in the state and bring immeasurable credibility to a search process. They have well-established professional networks and are highly trusted and approachable within the public employment field.

KATHIE S. GRINZINGER

Kathie S. Grinzinger, our lead executive recruiter, has an extensive background in human resources including organizational and employee development; job description analysis; selection processes; and evaluation. She served as the assistant city manager and then city manager for the City of Mt. Pleasant for 25 years before her recent retirement. Grinzinger has served as the President of the Michigan Municipal Executives, served on the Michigan Municipal League Board of Trustees and multiple League policy committees. She is a retired member of the International City/County Managers Association, and has served with distinction on many other boards.



GLENN ANDERSON

Glenn Anderson Mr. Anderson has over 38 years of successful municipal management, downtown development, community development, and economic development experience. He has served as village manager with the Village of Baraga, the Village of Ontonagon, and as City Manager with the City of Hancock. He has served on the Board of the Portage Lake Water and Sewer Authority, and served as President of the Michigan Tech SmartZone Board of Directors. He received his Bachelor’s degree from Carthage College and his Master’s degree from Northern Michigan University.



JEFFREY L. MUELLER

Jeffrey L. Mueller is an experienced and respected management professional. He has over 35 years of municipal experience, is an ICMA credentialed manager and a member of the Michigan Municipal Executives Association. He has worked for the City of Lathrup Village, City of Madison Heights, and the City of Grosse Pointe Park. He has also served as the chair of the South Oakland County Water Authority, South Oakland County Resource and Recovery Authority, and the Michigan Municipal League Centennial Youth Committee. He received his Bachelor’s Degree from Western Michigan University and attended the Institute for Public Administration at Central Michigan University.



JERRY RICHARDS

Jerry Richards is an experienced local government manager with private sector experience in marketing, engineering, and recruitment services. He has served as both a township and city manager, in Meridian Charter Township, the City of Ludington, and the City of Corunna. Jerry was professionally recognized as the Local Government Manager of the Year in 2009 by his peers. He was a Board Member of the Michigan Municipal Executives, a six-year member of the MDOT Asset Management Council, and a founding member and chair of the Michigan Local Government Benchmarking Consortium. He has been conducting public executive searches since 2013. In addition to a Bachelor Degree in Electrical Engineering, Jerry holds a Master’s in Public Administration from Western Michigan University.



Additional Project Team

Mandy Reed will serve as the primary point of contact regarding negotiation and contractual matters and will provide overall project oversight and administration. Ms. Reed serves as the League’s Human Resources Manager administering all internal HR functions as well as managing the League’s executive search and HR consulting services. Ms. Reed joined the League in 2006, is a graduate of the University of Michigan, and is a certified professional in Human Resources.

Heather Elliott will serve as the project coordinator for this search providing research, task coordination, and administrative support, and will be available to the city during every step in the process. Ms. Elliott is a graduate from Ferris State University with a concentration in political science.

Additional internal staff may be utilized to assist with media and press releases, clerical, financial, and other tasks related to this project.

SEARCH PROCESS

Profiles Phase

To begin the search process, the search facilitator will coordinate a work session with council as well as meet with staff to develop a comprehensive recruitment profile. During these sessions, the facilitator will spur the development of an ideal recruitment profile that the city can agree on and be proud of. This ensures the quality of applicants recruited, as well as manages and clarifies the expectations of the new position.

- The recruitment profile has two primary components:
 - ◆ **The Candidate Profile** details the qualifications, experience, and professional characteristics required for the position. It is designed to reflect the goals and priorities of the community, and goes beyond what is normally found in succinct ad language. The completed profile is used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection. An essential part of developing the candidate profile is for the community leaders to work with the facilitator to make sure desired qualifications match available financial resources.
 - ◆ **The Community Profile** provides a description of the position, the organization (i.e. organizational structure, culture, services provided, etc.), and the community itself. This component is an excellent opportunity to highlight the quality of life aspects of your city or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths, and cultural or entertainment opportunities.)
- The profile is used to develop a professionally designed recruitment brochure that will be featured on the League's classifieds page, which receives an average of 5,000 hits per week.
- During the profiling meeting, the facilitator will provide salary information and recommendations in order to attract the best applicants.
- **Note:** It is important for council to consider the salary recommendations carefully to create a competitive posting, one which will attract candidates to meet your expectations. If the community chooses to offer a compensation package outside of the range of the facilitator recommendations, we cannot guarantee a successful recruitment.
- **Optional:** We are happy to facilitate a third session to meet with city-identified stakeholders, such as community and/or business leaders, to gather additional input on the prerequisites for an administrative executive.

Advertisement Phase

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to widest and most appropriate audience. To accomplish this, we will develop an outreach and advertisement campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought, such as:

- Utilization of our extensive network of professional contacts to identify professionals in transition and managers who may have an interest in the opportunity;
- Featured placement on the League’s Classified Ads website, featuring the full recruitment brochure;
- ICMA Website;
- League social media outlets;
- Professional associations as appropriate (i.e. MGFOA, MAP, MME, etc.); and
- Other professional organizations as appropriate to encourage a diverse pool of candidates.

Screening & Shortlist Phase

We receive resumes directly and assess each applicant against the criteria established in the recruitment profile to identify viable candidates who most closely meet the municipality’s requirements. Following the closing date for receipt of resumes, the League will proceed with resume review and prescreening interviews by:

- Assessing each applicant against the criteria established in the recruitment profile.
- Conducting initial prescreening and online searches, as well as screen the top candidates either by phone or in person.
- Conducting preliminary reference reviews to verify an applicant’s prior work history and learn more about the candidates’ experience, past performance, and management style.

At the conclusion of the initial screening process, we will:

- Present a confidential summary of the applicants and their qualifications. This serves as the basis for a suggested “shortlist” of candidates for further consideration.
- After discussion and consideration, the Saugatuck officials will determine whom to invite for personal interviews.
- **Note:** Once invitations to interview have been extended and accepted, the names and resumes of candidates are no longer protected by confidentiality. Until that time, we closely guard the identity of confidential applicants to ensure your search process yields the strongest pool of candidates. Please note that we do not ever release the name, resume, other identifiers, or application materials of confidential applicants who are not qualified candidates. We only lift confidentiality for candidates who agree to participate in the interview process.

Interview and Selection Phase

Once a list of final candidates has been developed, we will:

- Assist in coordinating and scheduling interviews;
- Offer recommendations on an appropriate and robust interview format and process;
- Develop interview questions that focus on the priorities outlined within the candidate profile;
- Offer guidance and advice concerning appropriate interview topics; and
- Attend and participate in the entire interview process.

At the conclusion of the interview process, the facilitator will:

- Facilitate discussion and evaluation of each candidate.
- Help the community reach consensus on a final candidate from the finalists provided. In the unlikely event that consensus cannot be reached by the elected body, the parties agree that the League will have met its contractual obligation.
- **Note:** While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys. It is always advisable for the municipal attorney to be apprised of the proposed interview and selection process.
- **Note:** Keep in mind that our search facilitators do not presume to choose the best candidate for the position. That important decision is completely at the discretion of the municipality. Rather, we aide in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.
- **Optional:** To further citizen engagement in the process, we are available to coordinate and attend community forums, held as an informal “meet and greet” between candidates and residents to gather community feedback of the semi-finalists. A summary of collected comments can be provided to the elected officials as they move into the final decision phase of the process.

Final Phase

After the community has chosen a candidate, the search facilitator will perform the following tasks:

- Extend a conditional offer on behalf of the client and initiate contract negotiations between the two parties. Please note that the facilitator does not advocate for either party.
- Initiate a thorough background check, as well as conduct additional reference reviews as necessary. The background check is processed by a contracted third party who specializes in employment investigation and includes:
 - ◆ Federal, state, and county criminal check;
 - ◆ Civil record search;
 - ◆ Employment and education verification;
 - ◆ Credit and driving check; and
 - ◆ Sex offender registry.
- Once an agreement is reached with the individual selected for the position, the facilitator will perform closing tasks, such as personal notification of unsuccessful candidates.
- **Note:** In the unlikely event that an offer is withdrawn from the finalist, the finalist withdraws from the search, or if negotiations fall through, the League will work with the city to determine what additional steps should be taken. There are generally a few different options available to address these situations and your search facilitator will work with the City to determine the best option for your community. Under certain circumstances, however, additional fees may apply.

Search Timeline

Timing is critical in an executive search and any delay in action can often result in losing a highly sought-after candidate. We encourage our client communities to establish a well-defined project timeline with the search facilitator at the first meeting to ensure the process moves quickly and positions the community to compete for the best talent. An approximate timeline is provided below with the first profiling meeting as the start date.

WEEK 1-3	Hold Initial Meeting(s): Create Profiles, Recruitment Strategy, Ad Language
WEEK 3	Place Advertisements
WEEK 3-6	Direct Recruitment, Active Solicitation of Candidates
WEEK 3-7	Application Screening, Initial Reference Checks
WEEK 8-9	Develop Short List, Meet and Review Candidates
WEEK 11-12	Conduct Interviews
WEEK 13-14	Extend Conditional Offer
WEEK 15	Conduct Background Check
WEEK 16	Perform Close Out Activities

Our Clients

The League has completed hundreds of executive searches since 1998. Many of our clients return to the League for executive search assistance because of their satisfaction with our work and their trust in the League to do its best for their community. Listed below are searches the League has performed in recent years:

Client	Position	Year	Population
Clare	City Manager	2020	3,118
Flint	Finance Director	2020	102,434
Flint	Human Resources Director	2020	102,434
Ogemaw County	County Administrator	2020	21,699
Vassar	City Manager	2020	2,697
Quincy	City Manager	2020	1,652
Ishpeming	City Manager	2019	6,445
Grosse Pointe Park	City Manager	2019	11,125
Sault St Marie	City Manager	2019	13,631
Albion	City Manager	2019	8,285
Scottville	City Manager	2019	1,214
Caledonia	Village Manager	2019	1,511
Ludington	City Manager	2019	8,061
Gladwin	City Manger	2019	2,884
Battle Creek	Fire Chief	2018	52,347
Dewitt Township	Township Manager	2018	14,321
Hancock	City Manager	2018	4,634
Hart	City Manager	2018	2,126
Stanton	City Manager	2018	1,417
Cass City	City Manager	2017	2,428
Eaton Rapids	City Manager	2017	5,214
Emmet County	County Administrator	2017	32,694
Fraser	City Manager	2017	14,480
Gladstone	City Manager	2017	4,973
Lathrup Village	City Administrator	2017	4,075
Otsego	City Manager	2017	3,956
Rockford	City Manager	2017	5,719
St. Johns	City Manager	2017	7,865
Allegan	City Manager	2016	4,998
Benton Harbor	Finance Director	2016	9,889
Berkley	City Manager	2016	14,970
Bloomfield Hills	City Manager	2016	3,869
Durand	City Manager	2016	3,446
Elk Rapids	Village Manager	2016	1,642
Flint	DPUW Director	2016	97,738
Frankenmuth	City Manager	2016	4,944
Grand Rapids	City Attorney	2016	196,251
Grand Traverse County	Finance Director	2016	91,914
Grand Traverse County	Human Resources Director	2016	91,914
Gratiot County	County Administrator	2016	40,932
Lowell	City Manager	2016	3,783
Mount Clemens	City Manager	2016	16,340
Scio Township	Township Manager	2016	17,423
St. Joseph	Public Safety Director	2016	9,804
St. Joseph	Finance Director/Clerk	2016	9,804
Union Township	Township Manager	2016	7,615
Washtenaw County	County Administrator	2016	364,752
Ypsilanti	City Manager	2016	21,018
Bridgeman	City Manager	2015	2,249
Brighton	City Manager	2015	7,444
Cedar Springs	City Manager	2015	3,509
Eaton Rapids	Building Official	2015	5,214

Pricing

The League provides a fixed price of \$17,000 for the standard executive search services outlined within this proposal, which includes both professional fees and project expenses (advertising, travel, etc.). Additional fees for optional services are provided below.

Optional Services Available (check those that are applicable)

- Third profiling session with city-identified stakeholders: \$1,000
- Public “meet and greet” function of semi-finalists during interview stage: \$1,000

Services performed that extend beyond the scope of this proposal, including additional visits with the facilitator, will be billed at a rate of \$75 per hour plus the actual cost of related expenses.

This quoted price is guaranteed for 90 days from the date of this proposal. Invoices for the League services shall be submitted in two installments: at the halfway point and upon completion. Invoices shall be payable within 30 days.

Terms of Service

This agreement is effective upon execution. This agreement may be terminated by the client or the League should the other fail to perform its obligations hereunder. In the event of termination, the client shall pay the League for all services and expenses rendered to the date of termination.

Our Promise

The League is committed to providing the best possible outcome and employment match for the community. Therefore, we strongly encourage the management professionals placed to comply with Tenet 4 of the ICMA Code of Ethics, which sets a term of employment with a local government. In the highly unlikely event that the incumbent voluntarily vacates the position within a year of placement, the League will offer another search with direct advertising costs being the only cost to the community.

The League welcomes the opportunity to assist the City of Saugatuck with the search for its next City Manager. Please feel free to contact me with questions about our service or this proposal.

Please provide authorized signature below to officially engage the League to provide the executive search services outlined within this proposal date September 17, 2020.

IN THE AMOUNT OF \$ _____

AUTHORIZED SIGNATURE _____

TITLE _____

DATE _____

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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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>	<p>Weeks 4-9</p>
<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>	<p>Week 10</p>
<p>Review candidates with council and determine interview panelists.</p>	<p>Week 10</p>
<p>Invite interviewers and provide interview materials.</p>	<p>Week 10</p>
<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>	<p>Week 12</p>
<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>	<p>Week 12</p>
<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>	<p>TBD</p>

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.

HR DRIVERS, Los Altos, CA

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: Karen Doyle Homan — Interim City Manager
Meeting Date: September 22, 2020
Re: Discussion: Invasive Species Kalamazoo Harbor

I understand that citizens have asked to speak to the Council during public comment regarding the Milfoil in Kalamazoo Harbor.

To that end I thought that you might want to review the July 23, 2020 Discussion Item Report from Kirk Harrier regarding the Invasive Species. That follows this memo.

I do not have any information to add except that in an email conversation between Aquatic Doctors Lake Management and Douglas, when asked if the cities joined efforts would the pricing change his answer was, "if the city of Saugatuck also goes under contract with us, we will absolutely be able to offer some great discounts for both cities as we can combine the two under one permit and we can conduct both treatments on the same days."

City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: July 23, 2020
Re: Invasive Species Kalamazoo Harbor

The City Council has been discussing the problem with Eurasian Water Milfoil in the Kalamazoo Harbor for some time; specifically an area just north of the Blue Star Bridge as shown in the photo below.



Eurasian Water Milfoil is aggressive and invasive. The vast majority of waterfront property owners up stream along the Kalamazoo River are simply cutting the offending vegetation which then spreads it down river to the Saugatuck/Douglas location. Boats also spread the vegetation. In 2019 staff solicited bids from six (6) different chemical contractors to submit proposals for a one-time treatment. The City received two bids.

- Clarke Aquatic Services bid for chemical treatment was \$1,200 per acre with an estimated treatment area of 11.5 acres (\$13,800). The City would also be

responsible for obtaining the required authorization forms from each property owner in the treatment area and paying the fee for the State of Michigan permit (\$408). Total cost \$14,208.

- Aquatic Doctors bid for chemical treatment listed a number of different chemical treatment options and costs. However if the City is interested in just treating the Eurasian Water Milfoil they recommend using the Navigate granular herbicide which is \$315 per acre. 11.5 acres would cost \$3,622. The City would also be responsible for obtaining the required authorization forms from each property owner in the treatment area paying the fee for the State of Michigan permit, which is assumed to be the same costs as identified by Clarke Aquatic Services (\$408). Total cost \$4,030.

The City never moved forward with treatment due to a few reasons noted below. Discussions regarding the matter lost momentum due to the many other pressing priority issues Council had/has on the docket.

- 1.) The two bids received had a substantial difference in pricing and the City was unable to receive confirmation regarding the pricing spread to determine if the low bid was worth completing or would provide less than desirable results compared to the more expensive option.
- 2.) Funding concerns, i.e. should treatment be financed via a special assessment so the property owners that benefit the most have the most responsibility or should treatment options be paid for through general property tax revenues consisting of all the properties in the City, not just waterfront. The City does not own the water or the bottom land in the majority of the proposed treatment areas due to riparian rights issues.
- 2.) Some residents raised issues with using chemicals in the waterway for invasive species treatment and suggested using a non-chemical approach such as weevils; which has been verified as having some success in studies.
- 3.) The City received conflicting information on the best treatment approach. Some experts said chemical treatment was the best and others said physically cutting was the best.
- 4.) The Outdoor Discovery Center was consulted and they stated they would not recommend treating vegetation with herbicide/algacide as those treatments require a granular (solid) which sinks to the root zone of these plants and slowly dissolves thus killing the submerged vegetation. Being in a riparian system like the Kalamazoo River, this method runs the risk of significant off target kill dependent on currents. The Outdoor Discovery Center has attempted milfoil granular treatments in Kalamazoo River in the past and said they have had very moderate success.
- 3.) Dr. Bob Shuchman, the Co-Director at Michigan Tech Research Institute put the City in contact with a researcher, Colin Brooks, who performed some extensive research on Eurasian Water Milfoil through Michigan Technological University (report attached). Mr.

Brooks stated chemical treatment of Eurasian Water Milfoil comes back very quickly, often times within a month or two. A small fragment of milfoil will establish and most of the issues in

Saugatuck Harbor are from contamination up river which makes it difficult and expensive to control. Mr. Brooks stated the best success so far he has seen is the use of DASH (diver assisted suction harvesting) which produces less fragmentation. However it is the most expensive approach. Mr. Brooks attended the June 8, 2020 City Council meeting and discussed the matter. The video and discussion with Mr. Brooks can be viewed via this link: https://youtu.be/B_tL9KB96Vg?t=155. It is recommended Council members watch this segment of the June 8, 2020 meeting prior to the workshop meeting.



City Council Workshop Discussion Item

To: Saugatuck City Council
From: Cindy Osman—Planning/Zoning
Date: September 24, 2020
Re: Pop up Patio November extension

Description: At the onset of Covid, City Council authorized the Planning and Zoning Administrator to establish rules and procedures to allow Pop up Patios (PoP) for businesses with food service licenses to occupy parking spaces in front of their business to help overcome the 50% occupancy load restriction for restaurants and bars.

MLCC fast tracked and expedited licenses for PoPs that was set to expire October 31, 2020, the same date that our local permits will expire. Now the MLCC as agreed to allow their temporary licenses to be extended to November 30, 2020 if the local jurisdiction allows. Two businesses are requesting an extension through the end of November.

Attached are the original application form, and the revised application form for November. Also attached is the list of the currently permitted PoPs.



_____ Approved
 _____ Denied
 _____ Date

102 Butler Street • P.O. Box 86 • Saugatuck, MI 49453
 Phone: 269-857-2603 • Website: www.saugatuckcity.com

FOOD SERVICE POP-UP PATIO

Must be filled out in its entirety & returned to the planning and zoning office with required attachments.
 Applications will be reviewed by the applicant and the zoning administrator in the zoning office by appointment only.

LEGAL BUSINESS NAME: _____ TELEPHONE: _____

MAILING ADDRESS: _____

CONTACT NAME: _____ TELEPHONE: _____

E-MAIL ADDRESS: _____ CELL PHONE: _____

CONTACT INFORMATION OF THE PERSON RESPONSIBLE FOR THE POP-UP PATIO

CONTACT NAME: _____ TELEPHONE: _____

E-MAIL ADDRESS: _____ CELL PHONE: _____

POP-UP LOCATION: _____ HOURS: _____

WILL ALCOHOL BE SERVED: Yes No
 Provide Copy of Liquor Liability Insurance (listing the City as additionally insured)
 Provide Copy of Michigan Liquor Control License when issued

PARKING LOT CLOSURES: Yes No

Parking Lot Location: _____

APPLICATION CHECK LIST

- Completed Application
- Current photo(s) of the front of your business that includes the curb strip and parking space

Pop-up Map (includes detailed seating layout, trash container, and sanitation station with exact measurements)

Description or photos of proposed barriers, tables, and chairs

Parking Lot Closure Map (if applicable)

Certificate of Insurance (listing the City of Saugatuck as additionally insured)

Michigan Liquor Control Commission License (if applicable) **Attached** **In process**

Health Department Food Service License (if applicable)

Indicate lighting plan if the patio will be open after dark

If document is missing, please explain: _____

The applicant or sponsoring organization understands and agrees to:

Provide a certificate of insurance with all coverages deemed necessary for the pop-up, name the City of Saugatuck as an additional insured on all applicable policies and submit the certificate with this application.

Comply with all City and County Ordinances and applicable State laws, including Executive Orders by the Governor, and City policies and acknowledges that the pop-up permit does not relieve the applicant or organization from meeting any applicable requirements of law or other public bodies or agencies.

Patio furniture/barriers may not extend more than 8 feet from the face of the curb, and not exceed 60 feet in length.

Applicant or sponsoring organization further understands the approval of this permit may include additional requirements and/or limitations based on the City's review of this application. The applicant or sponsoring organization understands that it is required to meet with City staff during the review of this application.

Applicant understands that he/she is responsible for contacting the Michigan Liquor Control Commission and/or Allegan County Health Department to secure all permits required for this pop-up permit.

Applicant agrees to defend, indemnify and hold harmless the City of Saugatuck, Michigan from any claim, demand, suit, loss, cost of expense or any damage which may be asserted, claimed or recovered against or from this pop-up permit by reason of any damage to property, personal injury or bodily injury, including death, sustained by any person whomsoever and which damage, injury or death arises out of or is incident to or in any way connected with the performance of this contract, and regardless of which claim, demand, damage, loss cost of expense is caused in whole or in part by the negligence of the City of Saugatuck or by third parties, or by the agents, servants, employees or factors of any of them.

As the duly authorized agent of the applicant or sponsoring organization, I hereby apply for approval of this pop-up permit and affirm the above understandings. The information provided on this application is true and complete to the best of my knowledge.

Applicant Signature

Date



_____ Approved
 _____ Denied
 _____ Date

102 Butler Street • P.O. Box 86 • Saugatuck, MI 49453
 Phone: 269-857-2603 • Website: www.saugatuckcity.com

FOOD SERVICE POP-UP PATIO NOVEMBER EXTENSION

Must be filled out in its entirety & returned to the planning and zoning office with required attachments.
 Applications will be reviewed by the applicant and the zoning administrator in the zoning office by appointment only.

LEGAL BUSINESS NAME: _____ TELEPHONE: _____

MAILING ADDRESS: _____

CONTACT NAME: _____ TELEPHONE: _____

E-MAIL ADDRESS: _____ CELL PHONE: _____

CONTACT INFORMATION OF THE PERSON RESPONSIBLE FOR THE POP-UP PATIO

CONTACT NAME: _____ TELEPHONE: _____

E-MAIL ADDRESS: _____ CELL PHONE: _____

POP-UP LOCATION: _____ HOURS: _____

WILL ALCOHOL BE SERVED: Yes No
 Provide Copy of Liquor Liability Insurance (listing the City as additionally insured)

PARKING LOT CLOSURES: Yes No

Parking Lot Location: _____

APPLICATION CHECK LIST

- Completed Application
- Current photo(s) of the front of your business that includes the curb strip and parking space
- Pop-up Map (includes detailed seating layout, trash container, and sanitation station with exact measurements)

- Description or photos of proposed barriers, tables, and chairs
- Parking Lot Closure Map (if applicable)
- Certificate of Insurance (listing the City of Saugatuck as additionally insured)
- Michigan Liquor Control Commission License (if applicable) Attached In process
- Health Department Food Service License (if applicable)
- Indicate lighting plan stating the PoP be lit 24 hours a day.
If document is missing, please explain: _____

The applicant or sponsoring organization understands and agrees to:

Provide a certificate of insurance with all coverages deemed necessary for the pop-up, name the City of Saugatuck as an additional insured on all applicable policies and submit the certificate with this application.

Comply with all City and County Ordinances and applicable State laws, including Executive Orders by the Governor, and City policies and acknowledges that the pop-up permit does not relieve the applicant or organization from meeting any applicable requirements of law or other public bodies or agencies.

Patio furniture/barriers may not extend more than 8 feet from the face of the curb, and not exceed 60 feet in length. Tents or enclosures are not allowed in the street. Heating equipment must be approved by the Fire Department.

PoPs must be completely removed from the street when there is a forecast of plowable snowfall. The City will attempt to notify you of the forecast, but it is your responsibility to monitor the weather.

Applicant or sponsoring organization further understands the approval of this permit may include additional requirements and/or limitations based on the City’s review of this application. The applicant or sponsoring organization understands that it is required to meet with City staff during the review of this application.

Applicant agrees to defend, indemnify and hold harmless the City of Saugatuck, Michigan from any claim, demand, suit, loss, cost of expense or any damage which may be asserted, claimed or recovered against or from this pop-up permit by reason of any damage to property, personal injury or bodily injury, including death, sustained by any person whomsoever and which damage, injury or death arises out of or is incident to or in any way connected with the performance of this contract, and regardless of which claim, demand, damage, loss cost of expense is caused in whole or in part by the negligence of the City of Saugatuck or by third parties, or by the agents, servants, employees or factors of any of them.

As the duly authorized agent of the applicant or sponsoring organization, I hereby apply for approval of this pop-up permit and affirm the above understandings. The information provided on this application is true and complete to the best of my knowledge.

Applicant Signature

Date

Permit Export

Created: 9/21/2020, User: CINDY

Address Display String	Name Owner	Work Description	Stipulations
127 HOFFMAN ST	HOFFMAN HOUSE LLC	Pop up patio per application four tables - Uncommon Grounds	submit certificate of insurance naming the City as Additional insurance and health department certificate
128 HOFFMAN ST	AWOOL ENTERPRISES INC	Pop-up Patio for Wally's in the parking spaces in front of 128 Hoffman Street per application and attachments	
147 WATER ST	MARRO LAND CO LLC	pop up patio per application and submission for Marro's	See attached application materials.
149 GRIFFITH ST	LUCY'S 505 LLC	Pop up patio per application and materials submitted Lucy's	
201 CULVER ST	DMW ENTERPRISES, LLC	Pop up patio for Tree of Life picnic tables.	
215 BUTLER ST	SAUVE HOLDINGS LLC	pop up patio for Phil's 28 x 8. ☒	
230 CULVER ST	SAUGI HOLDINGS LLC	Pop up patio per appalication and attachements - Bowdies	mary@coast236.com
236 CULVER ST	MCPIETSCH HOLDINGS LLC	Pop up patio for 236 Coast per application and attachment through October 30 2020	
302 CULVER ST THUR 322	FMG INVESTMENTS LLC	Pop up patio for food service for Grow as per application and drawing.	
329 WATER ST	MRM - 329 WATER LLC	pop up patio for The Mitten	
360 WATER ST	MERMAID PROPERTY LLC	Pop up patio for Mermaid per application and drawing	
360 WATER ST	MERMAID PROPERTY LLC	pop up patio for Coppercraft as described on the attached application	
449 WATER ST 435	WPBG, LLC	Pop up patio not more than 8 feet from face of curb for Wicks per application and attachments.	



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Karen Doyle Homan — Interim City Manager
Meeting Date: September 22, 2020
Re: Discussion: Reactivating the Tri-Community Non-Motorized Trail Committee

The City Council adopted Resolution No. 200127-C, A Resolution to Appoint a 2020 Advisory Blue Star Trail Joint Committee. I understand that the Committee was able to meet just one time before COVID slammed. Unfortunately, the Resolution terminated on July 1, 2020. The discussion tonight is to consider reactivating the Committee.

**CITY OF SAUGATUCK
COUNTY OF ALLEGAN
STATE OF MICHIGAN**

RESOLUTION NO. 200127-C

A RESOLUTION TO APPOINT A 2020 ADVISORY BLUE STAR TRAIL JOINT COMMITTEE

Council Member Johnson, offered the following resolution and moved for its adoption, seconded by Council Member Lewis:

WHEREAS, the Friends of the Blue Star Trail (FOTBST) is a 501(c)(3) non-profit organization incorporated in the State of Michigan for the charitable purpose of advocating for the development and continuance of the Blue Star Trail from South Haven to Saugatuck; and

WHEREAS, the FOTBST is requesting that Saugatuck Township, the City of the Village of Douglas, and the City of Saugatuck (“Communities” or “Community” as appropriate) jointly accept responsibility to construct a section of the Blue Star Trail, from Washington Street in the City of the Village of Douglas, through the City of Saugatuck, and into Saugatuck Township terminating at Holland Street; and

WHEREAS, while unknown at this time, the FOTBST estimate the cost of the portion of the Blue Star Trail to be constructed within the Communities would be between \$1,000,000 and \$2,000,000, to be paid using state grants (75%) and a local match (25%); and

WHEREAS, the Communities need to collaborate regarding such topics as staff resources, engineering/construction costs, on-going maintenance costs and replacement costs in order to construct and operate the proposed section of Blue Star Trail, and recognize that these activities would involve expenditures for the Communities, which funds are currently not available or limited.

WHEREAS, the Communities each adopted a Joint Resolution to pursue construction of a non-motorized trail segment within each jurisdiction (City of Saugatuck Resolution No. 191223-B); and

WHEREAS, the Joint Resolution established the formation of an Advisory Blue Star Trail Joint Committee (“Committee”); and

WHEREAS, the City of Saugatuck is allowed two (2) voting members to be appointed to serve on the Committee and the City Manager as an ex-officio member; and

WHEREAS, per Section 4.28 of the Saugatuck City Charter, the Mayor, with the advice and consent of the Council may, from time to time, appoint such committees or boards as are deemed appropriate to advise and consult with them, and with appropriate departments, regarding any municipal activity, and such committees or boards shall be advisory, serve temporarily and without compensation unless otherwise provided by the Council.

THEREFORE, BE IT RESOLVED the Council does hereby authorize the appointment of members to serve on the 2020 Advisory Blue Star Trail Joint Committee as follows:

1. The City of Saugatuck members appointed to the Committee will be comprised of Mayor Ken Trester and Council Member Holly Leo with Mayor-Pro Tem Chris Peterson serving as an alternate in case of an absence of any City of Saugatuck Committee member.

2. The Committee's actions shall be advisory in nature only.
3. The Council does not delegate any authority to the Committee to make decisions on behalf of the Council.
4. The Committee shall terminate on July 1, 2020 unless otherwise extended by Council via resolution.

BE IT FINALLY RESOLVED All resolutions and parts of resolutions insofar as they conflict with the provisions of this Resolution are rescinded.

YEAS: Council Members: Johnson, Lewis, Leo, Verplank, Bekken, Peterson

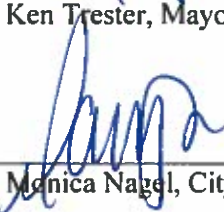
NAYS: Council Members: None

ABSTAIN: Council Members: None

ABSENT: Council Members: Trester

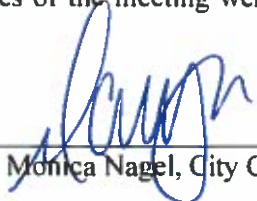
ADOPTED this 27th day of January, 2020

Signed: 
Ken Trester, Mayor

Signed: 
Monica Nagel, City Clerk

CERTIFICATION

I, Monica Nagel, the duly appointed clerk of the City of Saugatuck do hereby certify the foregoing is a true and complete copy of a resolution adopted by the Saugatuck City Council at a regular meeting held January 27, 2020, in compliance with the Open Meetings Act, Act No. 267 of the Public Acts of Michigan, 1976, as amended. The minutes of the meeting were kept and will be or have been made available as required by said Act.

Signed: 
Monica Nagel, City Clerk



City Council Workshop Discussion Item

To: Saugatuck City Council
From: Karen Doyle Homan, Interim City Manager
Meeting Date: September 21, 2020
Re: Follow-Up Lake Michigan Frontage Obstacles

Please find attached a follow-up letter from Attorney Clifford Bloom regarding Lake Michigan Frontage Obstacles to Beach Walkers. There are two options before you:

1. To file a motion to intervene in the pending EGLE contested case proceeding regarding the Hueles case. If the city wants to do this a decision needs to be made Monday so that the filings can be timely prepared. This option may be fruitless and expensive however; Attorney Bloom advised that an Administrative Law Judge rarely overturns on appeal. After all, the Administrative Law Judge is an employee of EGLE.
2. To pass a Resolution urging the Administrative Law Judge to reverse EGLE's decision and perhaps look differently on issuing more permits. Should you wish to go this route we can have the Resolution ready for your regular meeting Monday.

Although not mentioned in his letter, another option to mull over would be for the City to pass an Ordinance banning placing obstacles that would interfere with the public walking the beach. This may, however, be challenged. And if so, time and resources would be spent in the resulting litigation. Something to consider though.

Bloom Sluggett, PC

COUNSELORS & ATTORNEYS

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

September 18, 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:

I have reviewed the relevant portion of the video of the recent Saugatuck City Council meeting on September 9, 2020 regarding our earlier opinion letter of September 8, 2020 and the City Council's discussion of that letter. The City Council requested follow-up legal advice regarding exactly what steps the City of Saugatuck (the "City") could pursue to ensure that the Michigan Department of Environment, Great Lakes and Energy ("EGLE") carefully vets the installation of Lake Michigan erosion control shoreline structures, including interference with members of the public walking on the beach.

Recently, I consulted with attorney Dustin Ordway who is representing certain members of the public (the "Beachwalker Group") who are opposed to the seawall and related structures that were recently approved by EGLE and installed on behalf of the owners of a lakefront parcel on Lake Michigan, the Hueles. For multiple legal reasons the Beachwalker Group did not file a lawsuit in the Allegan County Circuit Court. Instead, the Beachwalker Group "appealed" EGLE's awarding of a seawall permit to the Hueles. That is an administrative appeal which is often called a "contested case" proceeding. Those proceedings are presided over by an administrative law judge who is an employee of EGLE.

It is apparently too late for the City to file its own appeal or contested case proceeding in the Huele case, as the appeal must be filed within sixty (60) days of the date that EGLE approves the permit as issue. However, the City could move to formally intervene as a party in the pending EGLE contested case proceeding regarding the Hueles. That would require drafting and filing the appropriate motion. Although contested case proceedings tend to be less involved and less expensive than conventional lawsuits, they do constitute something akin to "mini-litigation" and can still involve significant attorney fees and costs, as well as delays. Attorney Ordway has told

me that if the City desires to file a motion to intervene in the Huele proceedings, the City should do so within the next two weeks.

Apparently, Mr. Kirk Cousins has also recently installed a seawall along his lakefront within Dunegrass, and possibly without a permit.¹ The City could file a formal complaint with EGLE regarding that property (after the City investigates and verifies that matter). Then, it would be a question of whether or not the City has “standing” to pursue a contested case appeal if EGLE grants an “after-the-fact” permit to Mr. Cousins.

If the City does not want to formally intervene in the Huele contested case proceedings, the City Council could still adopt a formal resolution urging the administrative law judge in that case to reverse EGLE’s decision or to at least make EGLE perform its due diligence. The administrative law judge could then put whatever weight he or she determines is appropriate on the resolution.

If the City investigates and it is clear that Mr. Cousins installed a seawall without a required EGLE permit, the City Council could adopt a formal resolution requesting that EGLE investigate the matter and should EGLE issue any after-the-fact permit, also request that EGLE make sure that the structure does not interfere with public beach walking once the water recedes below or lakeward of the ordinary high water mark. If the City is not satisfied with EGLE’s actions, the City could potentially appeal through a contested case proceeding.

In both cases, it is not clear whether the City would have “standing” to pursue a contested case proceeding. Nevertheless, attorney Ordway currently has a similar case pending before the Michigan Supreme Court with private parties where standing is an issue. It is not clear when the Supreme Court will issue its opinion and decision.²

Please do not hesitate to contact Jeff or me should you or the City Council have any questions regarding this matter.

Very truly,



Clifford H. Bloom

cc: City Mayor
City Clerk

¹ Both the Heule and Cousins lakefront parcels are within the Dunegrass development.

² Over the years, many litigants have often found contested case proceedings frustrating. They tend to move at a glacial speed, the administrative law judges tend to be very deferential to EGLE and the property owners seeking permits can increase the attorney fees and costs of the person who challenges EGLE’s permitting in a given case via delays, motions, etc. In most cases, the administrative law judges do not ultimately overturn the decisions by EGLE.

ITEM #5. F



City Council Workshop Discussion Item

To: Saugatuck City Council
From: Karen Doyle Homan, Interim City Manager
Meeting Date: September 22, 2020
Re: Park Street Non-Motorized Study Update

Please find attached the Park Street Non-Motorized Study Update from City Engineers Fleis & Vandenbrink. Jon Moxey will give an overview and answer questions.

September 18, 2020

Karen Doyle-Homan, Interim City Manager
City of Saugatuck
102 Butler Street
Saugatuck, MI 49453
citymanager@saugatuckcity.com

RE: Park Street Non-Motorized Study Update

Dear Karen,

As you are aware, in 2005 Fleis & VandenBrink prepared a “Non-Motorized Pathway Study” that included Park Street between Campbell Road and Mount Baldhead Park plus a connector to Oval Beach. As that study is now 15 years old, the City requested that we update the study focusing just on Park Street between Campbell Road and Perryman Street. Our updated study follows.

Background & Purpose

- Park Street between Campbell Road and Perryman Street generally consists of two 9-foot travel lanes and paved shoulders varying in width up to approximately 2 feet. The paved width is limited in a number of areas by steep slopes, utility poles, parking areas and other site improvements.
- The asphalt pavement is in fair to poor condition within the study area. The road is not curbed within the study area, however several sections of the road incorporate asphalt valley gutter for stormwater management. Ditching is limited, but there are a number of areas where the road slopes down to wet lowland areas to the west that receive road runoff. To the east, runoff generally flows overland to the Kalamazoo River. There are also a few catch basins with piped outlets.
- Parking at Oval Beach is less than the demand during peak summer season, leading many visitors to seek non-motorized access. Park Street is also used for recreational walking and biking, both by Park Street residents and visitors. The chain ferry crosses the Kalamazoo River near the north end of the study area.
- Park Street is signed for a speed limit of 25mph. Traffic counts and speeds were obtained in June-July 2020. The average daily traffic count between June 12 and July 14 was just under 1,800. The average vehicle speed was 25mph and the 85th percentile speed was 30mph. Absent other factors, the corridor would be signed for a speed limit of 30mph. The narrow width, limited sight distance and driveway spacing provide justification to maintain the 25mph limit. The City has installed two solar powered feedback signs to make drivers more alert to their travel speed and has increased law enforcement presence in the area. Based on anecdotal evidence, we understand these steps have been beneficial.
- While there does not appear to be an accident history in the corridor (several incidents have been reported), there is a perception that the road is not safe, given its limited width and non-motorized use, especially during summer months. This study presents options both for additional infrastructure and operational/ancillary items to better accommodate all users of the corridor.

- The 2005 study considered two options for Park Street. Both options were developed to meet American Association of State Highway Transportation Officials (AASHTO) standards with the intent of applying for Michigan Department of Transportation (MDOT) and/or Michigan Department of Natural Resources (MDNR) funding for the project.
 - The first option included the construction of an 8-foot wide asphalt pathway separated from the existing road using retaining walls, barrier walls and boardwalk sections to solve the various width and grade challenges. (The study noted that a minimum width of 10 feet would be required to meet AASHTO.) This option had an estimated project cost of approximately \$1.1M. Prorating that cost for just the current study area would be approximately \$900,000 (2005 dollars).
 - The second option included widening the existing asphalt shoulders to create 4-foot bike lanes, using retaining walls where necessary. This option had an estimated project cost of approximately \$320,000. Prorating that cost for just the current study area would be approximately \$260,000 (2005 dollars).
 - Note that neither of the options considered in 2005 included road improvements, which will be considered in this updated study due to current pavement condition.
 - We understand that the City did not implement either of the options presented in the 2005 primarily due to the amount of impact on the corridor and the project cost. Both of those factors have been compounded over the past 15 years, as more development and growth have occurred. Given the inflation in construction costs, an AASHTO-compliant trail (14-foot clear width) is projected to be on the order of \$2.5-3.0M, and bike lanes on the order of \$1.0-1.5M. After discussing the cost-benefit implications with City staff, we have focused this study on options that are AASHTO-compliant where it does not significantly increase the cost but preserves flexibility in other areas.

Non-Motorized Infrastructure Options

Option 1 – Separate Sidewalk

- This option includes constructing a 5-foot concrete sidewalk separate from the existing asphalt pavement. The 2005 study concluded the pathway would be constructed on the west side of the street, based on the end destination for many being Oval Beach, utility pole conflicts, driveway locations and other obstacles. Following that, this study assumes sidewalk would be constructed on the west side of the street, though costs would be comparable for a sidewalk on the east side.
- A separation of 3 to 5 feet was used between the edge of existing asphalt and new sidewalk. AASHTO suggests a 5-foot separation (or barrier), however, a narrower separation was considered in certain locations due to the unique nature of the corridor. The separation would primarily be grass, similar to other areas of the City, and would provide space for signage, snow storage, etc.
- The attached photo log illustrates the various conflicts and challenges in the corridor with proposed solutions. We have also attached a conceptual cross section illustrating this option.
- The pre-design estimate of probable project cost for this option is \$1,660,000.
- The notable advantages of this option are as follows:
 - Even though it is less than the AASHTO recommendation, a 3-foot buffer would provide a significant safety benefit for non-motorized users.
 - By separating non-motorized and motorized traffic, this option retains the narrow paved width on Park Street. There is a natural tendency for drivers to use a higher rate of speed when they are comfortable in wide lanes. The narrow lanes have a traffic calming effect.
 - Many of the streets on the east side of the Kalamazoo River have sidewalks, whereas few (if any) have widened shoulders/bike lanes. From a consistency standpoint, a sidewalk would match the character of other areas in the City.
- The notable disadvantages of this option are as follows:
 - This option requires more infrastructure to be constructed and therefore has a higher estimated project cost than the others considered.
 - This option would result in more impact to resolve the various conflicts and disproportionately affects properties on the west side of the street (or east side of the street).
 - This option increases maintenance activities to a greater degree than other options considered. For example, property owners would presumably be required to shovel snow similar to other areas in the City. This area may have a higher percentage of seasonal residents than other areas in the City, which could complicate that process. Long term maintenance, such as

replacement of sidewalk squares or fence/railing repair, would be a separate operation from what is currently needed for the road.

Option 2 – Shoulder Widening

- This option includes widening the existing shoulders (currently approximately zero to 2-foot width) to 2 to 4 feet. AASHTO requires 4 feet for an official bike lane, however, a narrower width was considered in certain locations due to the unique nature of the corridor. In combination with this option, the lanes could be offset to the east (or even to the west) to provide a wider shoulder on the west side than the east. The difference would only be where pavement markings are placed and would not significantly impact the project cost.
- The attached photo log illustrates the various conflicts and challenges in the corridor with proposed solutions. We have also attached a conceptual cross section illustrating this option.
- The pre-design estimate of probable project cost for this option is \$920,000.
- The notable advantages of this option are as follows:
 - This option has less conflicts than the sidewalk option, and therefore requires less impact to the existing features in the corridor. The impact is more equitably distributed to properties on the east and west sides of the street.
 - This option has the lowest estimated project cost of the three considered.
 - Winter maintenance can be accomplished using the same operations as are currently deployed (snowplow). Long term maintenance, such as crack sealing, would be accomplished concurrently with the travel lanes.
- The notable disadvantages of this option are as follows:
 - Without a buffer between motorized and non-motorized traffic, this option is less of a safety improvement than the other two options considered.
 - This option results in a wider paved width, which may lead to increased speeds in the corridor. Operational/ancillary improvements can be used to mitigate that impact (see below).

Option 3 – Hybrid Sidewalk/Shoulder Widening

- This option is a combination of Options 1 and 2. Where width allows, a separate 5-foot sidewalk would be constructed. In areas of restricted width, the sidewalk would transition to abut the asphalt pavement as a widened shoulder of sorts (similar to the sidewalk currently along the docks at 443 Park Street).
- The attached photo log illustrates the various conflicts and challenges in the corridor with proposed solutions. We have also attached a conceptual cross section illustrating this option.
- The pre-design estimate of probable project cost for this option is \$1,110,000.
- The notable advantages of this option are as follows:
 - This option provides the greatest flexibility during design, allowing a balance between cost/impact and safety benefit. In areas without significant conflicts, the benefits of the sidewalk option can be achieved. In areas with significant conflicts, cost can be controlled while still improving non-motorized functionality/safety.
 - As one might expect, the cost for this option falls between the other 2 options considered.
 - This option could also be paired with offsetting the travel lanes to the east, providing additional space and less impact.
- The notable disadvantages of this option are as follows:
 - Though the impact would be less than in the sidewalk option, it would still disproportionately impact properties on the west side.
 - With its variable cross section to accommodate the various obstacles, this option may not be as visually appealing as the other two from a consistency standpoint.

Right-of-Way Considerations

Based on available record drawings, it appears that the Park Street right-of-way is 66 feet wide between Campbell Road and Interlaken Drive and narrows to 50 feet wide between Interlaken Drive and Perryman Street. The right-of-way will be confirmed in conjunction with survey activities during design. The City should plan on a moderate amount of easement and grading permit acquisition for the separate sidewalk option, especially between Interlaken and Perryman. We anticipate some nominal grading permit acquisition for the shoulder widening option and limited easement/grading permit acquisition for the hybrid option (the flexibility

in design would be used to reduce acquisition to the extent practical). Costs associated with right-of-way acquisition are highly variable and are not included in the project cost estimates presented.

Operational/Ancillary Items

- **Speed Bumps/Speed Humps:** The City has utilized speed bumps on Park Street north of Perryman Street for a number of years during busy summer months and have received mixed feedback from area residents. We studied the effectiveness of those speed bumps in a study dated August 20, 2018 and concluded that the speed bumps did not have a significant impact on speeds in the area except at the bumps themselves. Speed bumps are relatively short in length (~1-2 feet) and are typically jarring to motorists. Speed humps are a more modern solution. They are a longer raised area (~12-14 feet) and less jarring. Since their benefit is limited to the area adjacent to the hump, their use is typically limited to things like mid-block pedestrian crossings. For the sidewalk or hybrid options, the City could consider a speed hump at the chain ferry in addition to pedestrian crossing signage. The biggest drawback for both speed bumps and speed humps is impact on winter maintenance. If either is considered, a removable option should be utilized and the appropriate warning signs should be installed.
- **Speed cushions:** Speed cushions are essentially a hybrid of speed bumps and humps. They are typically on the order of 3 inches tall and 3 to 4 feet long. Speed bumps/humps are typically continuous across the traveled width. Speed cushions are often deployed strategically within the normal wheel paths leaving gaps for emergency vehicles. A drawback of the gaps is the tendency for drivers weaving to straddle the centerline and avoid the cushions. Speed cushions have the same winter maintenance drawbacks as speed bumps/humps and a removable option should be considered.
- **Signage Improvements:** Some communities fall victim to the concept of “the more the better” when it comes to corridor signage. Redundant, unnecessary and non-standard signage can lead to driver fatigue or confusion, obstruct sight lines and present the driver with too much information to process and react to in a timely fashion. It is recommended that all signs in the corridor be reviewed during design. Given that context, several enhancements could be considered:
 - **Driver feedback signs:** The City has already deployed two of these signs. With an overall length of approximately 3,500 feet between Campbell Road and Perryman Street, there is adequate space for an additional 2-4 signs without “over-signing” the corridor. They are a relatively non-intrusive solution to non-speeders, and could be located with every speed limit sign, if desired. For a 25mph speed limit, a spacing of 1,000-2000 feet is not excessive.
 - While not included as a standard in the Michigan Manual on Uniform Traffic Devices, many communities incorporate a “strictly enforced” placard with the standard speed limit signs in speed-sensitive or problematic areas. They are a low-cost enhancement that can be effective, especially when combined with increased law enforcement.
 - **Warning signs:** Warning signs for non-motorized use of the corridor currently consist of “share the road” signs for northbound traffic just north of Campbell Road and at Perryman Street, a “slow, children at play” sign for northbound traffic north of Vine Street. We recommend replacement of these signs with standard fluorescent signs that are coordinated with the selected option for infrastructure improvements.
- **Rumble strips:** Raised rumble strips are essentially a series of miniature speed bumps. They are commonly used in construction zones to alert drivers and sometimes in advance of a reduction in the speed limit. They have the same disadvantages as speed bumps in terms of winter maintenance and also can be a noise nuisance for surrounding properties. Rumble strips can also be ground into the surface of the asphalt to produce the same affect without the winter maintenance issue. Rumble strips are commonly used along the centerline and edge lines of rural and interstate highways to alert drivers wandering from their lane. Rumble strips could be deployed along the edge line with the widened shoulder or hybrid sidewalk/shoulder option to better define the separation without requiring more width. Rumble strips ground into the pavement surface do have the disadvantage of damaging the surface and providing a space for water to collect, which can lead to premature deterioration of the pavement.
- **Law enforcement:** We understand that the City has already increased the law enforcement presence in the corridor. The limited width of the corridor limits options for officers to stage their vehicles. During design, officers could be engaged to provide feedback on incorporating better/more locations for staging within the roadway design. Since resources are limited, the space could even be utilized for decoy vehicles.

- **Clearing:** The photo log contains a number of photos illustrating areas where brush obstructs non-motorized improvements. Clearing beyond what is needed for a specific option could be utilized to improve sight lines and provide more space for non-motorized users to seek refuge when a vehicle is passing.

Road Improvement Options

- **Patching and Slurry Seal:** In this option, areas of deteriorated pavement would be saw cut, removed and patched prior to applying a slurry seal to provide a uniform driving surface and appearance. Slurry seal is a preventative maintenance strategy the City has utilized a number of times. A mixture of emulsified asphalt, water, fine aggregate (sand) and mineral filler is applied to the surface. It is similar in nature to chip sealing, but has less aggregate and is more conducive to urban/suburban areas where chip sealing is more commonly used on rural roads. The pre-design estimate of probable project cost for this option is \$190,000.
 - The notable advantage of slurry seal is its relatively low cost. It provides a new surface and preserves the underlying asphalt at a fraction of the cost for new pavement. This option pairs well with shoulder widening, as it seals the joint between the existing and new asphalt, at least for a time, and produces a uniform appearance.
 - One notable disadvantage is its limited design life compared to new pavement. Reflective cracking will typically be seen within a year or two. Also, the material follows the profile of the underlying asphalt – the crown cannot be corrected without asphalt wedging beforehand and this option provides limited design flexibility for adjusting the travel lanes to better utilize the width of the corridor, as in the case of the hybrid option.
- **Crush and Shape:** In this option, the existing asphalt is pulverized and incorporated to some degree into the underlying base material. The resulting surface is graded and compacted prior to placing new asphalt. The City most recently utilized this strategy in the Oval Beach parking lot and on Perryman Street. The pre-design estimate of probable project cost for this option is \$290,000.
 - One notable advantage of this option is its longevity. The crushed asphalt improves the base before paving, and the new asphalt surface has a design life of approximately 20 years. This option also provides much more flexibility for realigning the travel lanes to more efficiently utilize the available width in the corridor. It pairs well with any of the non-motorized options.
 - The notable disadvantage of this option is cost. The cost difference is magnified because the road elevation is raised slightly, requiring work to reconnect driveways.

Public Utility Considerations

The water main and sanitary sewer in the study area were constructed in the late 1970's. Both are owned by the City and operated and maintained by the Kalamazoo Lake Sewer & Water Authority (KLSWA). We reviewed the 2015 KLSWA Water System Capital Improvements Plan, and there does not appear to be significant water infrastructure needs in the project area. We also reviewed the 2017 KLSWA Wastewater Asset Management Plan (AMP). The AMP identified two sanitary manholes as medium priority to be repaired and/or lined within the project area. The cost for that work is fairly limited and is well within the "undeveloped details" area of the cost estimates. The manhole work could either be addressed during a road project on Park Street or as part of a City-wide manhole project (a total of approximately 15 were identified in the City of Saugatuck). The AMP did not identify any needs for the sanitary sewer pipe.

Estimated Project Costs

Below is a table summarizing the pre-design estimates of probable project cost combining the three non-motorized options and two road improvement options. Detailed cost estimates are attached for reference. Cost estimates for the road improvement options include line items for basic signage improvements. Cost estimates for non-motorized improvements do not include private utility relocation, which is anticipated to be completed at no cost to the City.

Non-Motorized Options	Road Improvement Options	
	Patching & Slurry Seal	Crush & Shape
Option 1 – Separate Sidewalk	\$1,850,000	\$1,950,000
Option 2 – Widened Shoulders	\$1,100,000	\$1,210,000
Option 3 – Sidewalk/Shoulder Hybrid	\$1,300,000	\$1,400,000

Funding Considerations

The Michigan Department of Transportation’s Transportation Alternatives Program (TAP) provides funding for non-motorized improvements. The funding covers up to 80% of construction costs for the eligible items, but 50-60% is probably more realistic. To be eligible for this funding, the improvements would need to meet AASHTO criteria. The sidewalk option presented would need to be widened from 5 feet to 10 feet plus 2-foot shoulders (14-foot total) with a minimum 5-foot buffer or barrier. Bike lanes would need to be a minimum of 4-foot width on both sides of the road. To be attractive for funding, the improvements should connect to other AASHTO-compliant non-motorized facilities. Given the nature of the corridor and critical dunes requirements for permitting, TAP is probably not a viable option for this project. The MDOT Congestion, Mitigation and Air Quality program would also require AASHTO compliance.

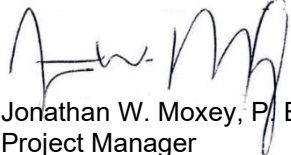
The Michigan Department of Natural Resources Trust Fund also provides funding for certain non-motorized improvements. The sidewalk would not need to be AASHTO-compliant, but it should be widened to a path at least 6 to 8 feet wide to be attractive for funding. Regional connectivity is also important. The scoring for this program has become heavily weighted toward urban areas with low median household income levels, which will make it very difficult for the City to be competitive, even with a match of 50% or more. Extending the project to Oval Beach, especially with a connection to the chain ferry, would improve the project’s regional importance, but would not improve the economic portion of the scoring.

We are in a unique period for interest rates. We have seen municipal bond rates of 2% or less for terms of 20 years or more. Comparing those rates to the inflation in construction cost, borrowing to do projects today has become much more attractive than saving to do them tomorrow. A locally-funded project provides the most design flexibility – money can be focused just on those improvements desired by the City as opposed to a larger project to meet other criteria. Our cost estimates assume a locally-funded project supported by the City’s road millage.

We appreciate the opportunity to assist you with this study and look forward to discussing it with City Council and other stakeholders. In the meantime, please feel free to contact me with any questions.

Sincerely,

FLEIS & VANDENBRINK



Jonathan W. Moxey, P.E.
 Project Manager

Enclosures:

- Photo Log
- Conceptual Cross Sections
- Detailed Cost Estimates



Photo 1: Trees and brush on west side north of Campbell Road (across from Saugatuck Yacht Club), grade drops off
Solution:

- Sidewalk option: Brush clearing, tree removal, medium retaining wall, fence
- Shoulder option: Brush and tree trimming
- Hybrid option: Limited brush and tree removal, small retaining wall, fence



Photo 2: Landscaping between 16 and 18 Park Street
Solution:

- Sidewalk option: Remove landscaping, trim trees
- Shoulder option: None (relocate mailbox)
- Hybrid option: Limited landscaping removal and tree trimming



Photo 3: Trees along pond

Solution:

- Sidewalk option: Trim trees
- Shoulder option: None
- Hybrid option: Limited tree trimming



Photo 4: Utility pole north end of pond

Solution:

- Sidewalk option: Consider relocating pole
- Shoulder option: None
- Hybrid option: Consider relocating pole



Photo 5: Sign across from 54 Park Street

Solution:

- Sidewalk option: Relocate sign
- Shoulder option: Relocate sign
- Hybrid option: Relocate sign



Photo 6: Hill across from 53-59 Park Street

Solution:

- Sidewalk option: Large retaining wall
- Shoulder option: Small retaining wall
- Hybrid option: Medium retaining wall



Photo 7: Trees and brush with grade drop across from Lakeview Street

Solution:

- Sidewalk option: Clear brush, trim tree, fence, relocate sign
- Shoulder option: Limited brush clearing, relocate sign
- Hybrid option: Clear brush, relocate sign



Photo 8: Brush between Lakeview Street and 71 Park Street and grade drop-off

Solution:

- Sidewalk option: Brush clearing, fence, relocate utility pole
- Shoulder option: Limited brush clearing
- Hybrid option: Brush clearing



Photo 9: Hill across from 99 Park Street

Solution:

- Sidewalk option: Medium retaining wall, relocate sign
- Shoulder option: None
- Hybrid option: Small retaining wall, relocate sign



Photo 10: Driveway at 100 Park Street

Solution:

- Sidewalk option: Relocate boulders, consider relocating light pole
- Shoulder option: Relocate boulders
- Hybrid option: Relocate boulders



Photo 11: Trees, brush and grade drop-off north of 100 Park Street

Solution:

- Sidewalk option: Tree (3) and stump (2) removal, medium retaining wall and fence
- Shoulder option: Fence
- Hybrid option: Tree (2) and stump (2) removal, small retaining wall and fence



Photo 12: Trees, brush and grade drop-off south of 120 Park Street

Solution:

- Sidewalk option: Relocate pedestal, brush clearing, tree removal (3), small retaining wall and fence
- Shoulder option: None
- Hybrid option: Brush clearing and tree removal (2)



Photo 13: Driveway at 120 Park Street

Solution:

- Sidewalk option: Relocate boulders, grading north of driveway
- Shoulder option: Relocate boulder, grading north of driveway
- Hybrid option: Relocate boulders, grading north of driveway



Photo 14: Hill at 156 Park Street

Solution:

- Sidewalk option: Clearing and tree removal (~4), large retaining wall
- Shoulder option: Small retaining wall
- Hybrid option: Medium retaining wall, limited clearing



Photo 15: Hill north of 156 Park Street

Solution:

- Sidewalk option: Large retaining wall
- Shoulder option: Medium retaining wall
- Hybrid option: Medium retaining wall



Photo 16: Slope at Vine Street – note: slope of Vine Street prevents meeting ADA guidelines for cross slope

Solution:

- Sidewalk option: Medium retaining wall
- Shoulder option: Small retaining wall
- Hybrid option: Small retaining wall



Photo 17: Slope north of Vine Street

Solution:

- Sidewalk option: Large retaining wall, tree removal (2), pole and pedestal relocation, mailbox relocation
- Shoulder option: Medium retaining wall, mailbox relocation
- Hybrid option: Medium retaining wall, mailbox relocation



Photo 18: Landscaping at 242 Park Street

Solution:

- Sidewalk option: Relocate boulders, tree removal (2), mailbox relocation
- Shoulder option: Relocate boulders, mailbox relocation
- Hybrid option: Relocate boulders, tree removal (1), mailbox relocation



Photo 19: 306 Park Street

Solution:

- Sidewalk option: Relocate pole and pedestal, significant parking impact
- Shoulder option: Relocate pole and pedestal, moderate parking impact
- Hybrid option: Relocate pole and pedestal, moderate parking impact



Photo 20: 306 – 336 Park Street

Solution:

- Sidewalk option: Large tree removal, significant parking impact
- Shoulder option: Moderate parking impact
- Hybrid option: Moderate parking impact, potential tree disturbance



Photo 21: Catch basin at 336 Park Street

Solution:

- Sidewalk option: Adjust structure, relocate mailbox
- Shoulder option: Adjust structure, relocate mailbox
- Hybrid option: Adjust structure, relocate mailbox



Photo 22: 338 Park Street

Solution:

- Sidewalk option: Moderate parking impact
- Shoulder option: Minor parking impact
- Hybrid option: Minor parking impact



Photo 23: Retaining wall and stairs at 416 Park Street

Solution:

- Sidewalk option: Large retaining wall to replace existing, relocate steps
- Shoulder option: Medium retaining wall, likely will impact existing walls
- Hybrid option: Medium retaining wall to replace existing, relocate steps



Photo 24: Slope north of 416 Park Street

Solution:

- Sidewalk option: Brush removal, large retaining wall
- Shoulder option: Brush removal, medium retaining wall
- Hybrid option: Brush removal, medium retaining wall



Photo 25: 432 Park Street

Solution:

- Sidewalk option: Moderate parking impact
- Shoulder option: Minor parking impact
- Hybrid option: Minor parking impact



Photo 26: Landscaping north of 432 Park Street

Solution:

- Sidewalk option: Landscape removal, tree removal (1), medium retaining wall
- Shoulder option: Small retaining wall, tree trimming
- Hybrid option: Medium retaining wall, tree trimming



Photo 27: Slope and steps at 434 Park Street, south side of driveway

Solution:

- Sidewalk option: Large retaining wall (with integral steps?)
- Shoulder option: Small retaining wall (with integral steps?)
- Hybrid option: Medium retaining wall (with integral steps?)



Photo 28: Slope and steps at 434 Park Street, north side of driveway

Solution:

- Sidewalk option: Large retaining wall with integral steps
- Shoulder option: Small retaining wall
- Hybrid option: Medium retaining wall with integral steps



Photo 29: Landscaping and steps north of Bliss Street

Solution:

- Sidewalk option: Trim bushes, relocate steps
- Shoulder option: None
- Hybrid option: Minor bush trimming



Photo 30: Sign south of lift station

Solution:

- Sidewalk option: Relocate sign
- Shoulder option: Relocate sign
- Hybrid option: Relocate sign



Photo 31: Lift station south of Perryman Street

Solution:

- Sidewalk option: Medium retaining wall, coordinate access requirements with KLSWA
- Shoulder option: Small retaining wall, coordinate access requirements with KLSWA
- Hybrid option: Small retaining wall, coordinate access requirements with KLSWA



Photo 32: Parking at 450 Park Street

Solution:

- Sidewalk option: Significant parking impact
- Shoulder option: Minor parking impact
- Hybrid option: Moderate parking impact



Photo 33: Catch basin at southwest corner of Park Street and Perryman Street

Solution:

- Sidewalk option: Cover adjustment
- Shoulder option: Cover adjustment
- Hybrid option: Cover adjustment



Photo 34: Parking areas south of Perryman Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Utilize existing paved surface
- Hybrid option: N/A (opposite side)



Photo 35: Utility pole at chain ferry, 3' clear from edge of asphalt
Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Consider relocating pole, raise sign
- Hybrid option: N/A (opposite side)



Photo 36: Existing sidewalk south of chain ferry
Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Utilize existing paved surface, but prevents shifting travel lanes
- Hybrid option: N/A (opposite side)



Photo 37: Grade drop-off across from 434 Park Street

Solution:

- Sidewalk option: Install guardrail (and consider fence)
- Shoulder option: Install guardrail (and consider fence)
- Hybrid option: Install guardrail (and consider fence)



Photo 38: Utility pole across from 434 Park Street, 3' clear from edge of asphalt

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Consider relocating pole
- Hybrid option: N/A (opposite side)



Photo 39: 405 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Relocate mailbox and stones, utilities aren't direct conflicts
- Hybrid option: N/A (opposite side)



Photo 40: Existing masonry (CMU) retaining wall south of 405 Park Street, ~1' clear from edge of asphalt

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Consider wall replacement based on condition and proximity (~3' from edge line)
- Hybrid option: N/A (opposite side)



Photo 41: Slope north of 399 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Small retaining wall, relocate sign
- Hybrid option: N/A (opposite side)



Photo 42: Catch basin south of 347 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Adjust structure cover
- Hybrid option: N/A (opposite side)



Photo 43: Slope across from 306 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Tree and brush trimming, small retaining wall
- Hybrid option: N/A (opposite side)



Photo 44: Driveway at 255 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Relocate boulders and mailbox
- Hybrid option: N/A (opposite side)



Photo 45: Utility pole at 183 Park Street, 2' clear to edge of asphalt

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Relocate pole
- Hybrid option: N/A (opposite side)



Photo 46: Hill north of 153 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Medium retaining wall
- Hybrid option: N/A (opposite side)



Photo 47: Driveway at 143 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Note significant cross slope, not easy to improve
- Hybrid option: N/A (opposite side)



Photo 48: Pole at 107 Park Street, 5' clear from edge of asphalt

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: None
- Hybrid option: N/A (opposite side)



Photo 49: Slope south of 107 Park Street

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Small retaining wall
- Hybrid option: N/A (opposite side)



Photo 50: Slope south of 59 Park Street, utility pole is 5'+ clear from edge of asphalt

Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Small retaining wall
- Hybrid option: N/A (opposite side)



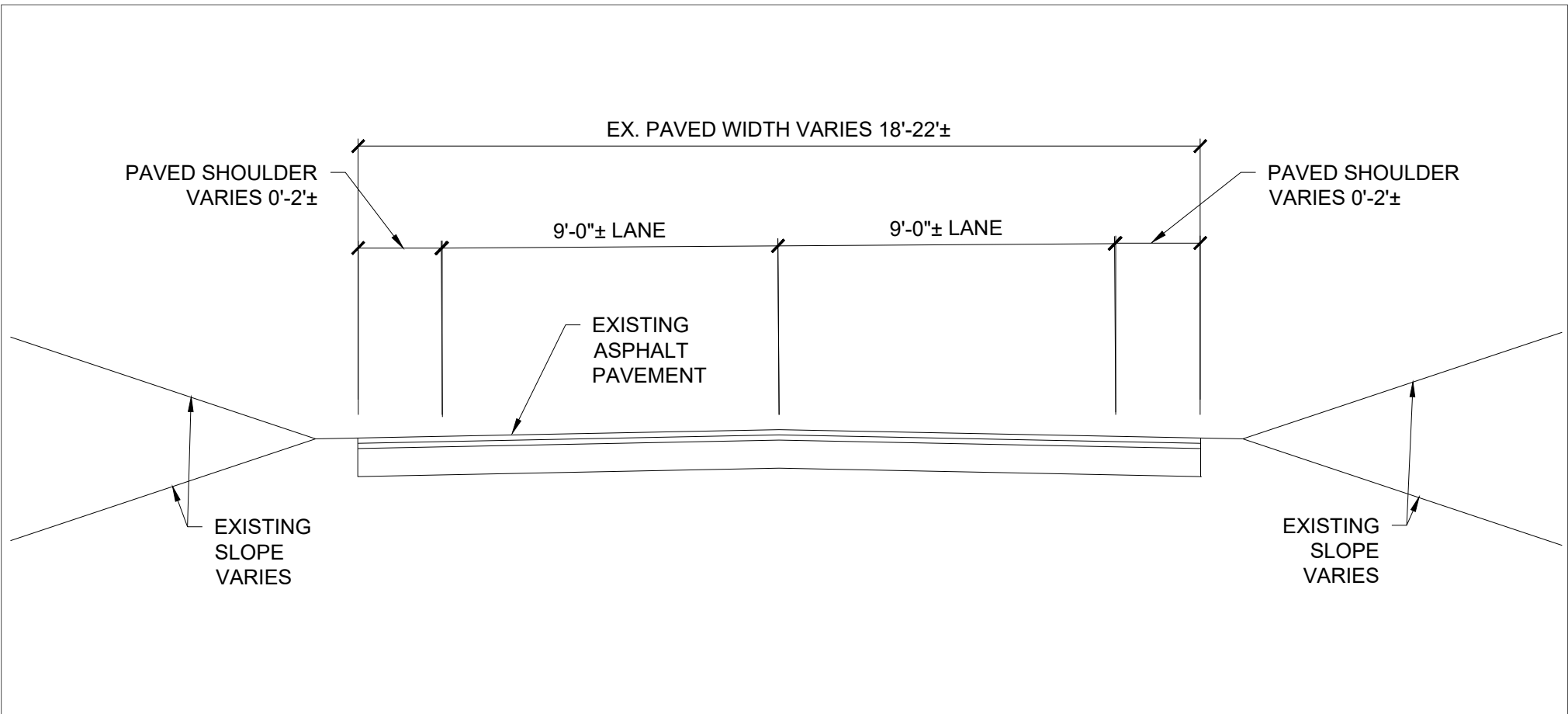
Photo 51: Utility poles south of 54 Park Street, all are 5'+ from edge of asphalt
Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: None
- Hybrid option: N/A (opposite side)



Photo 52: Landscaping at 5 Park Street
Solution:

- Sidewalk option: N/A (opposite side)
- Shoulder option: Relocate boulders
- Hybrid option: N/A (opposite side)



TYPICAL EXISTING CROSS SECTION

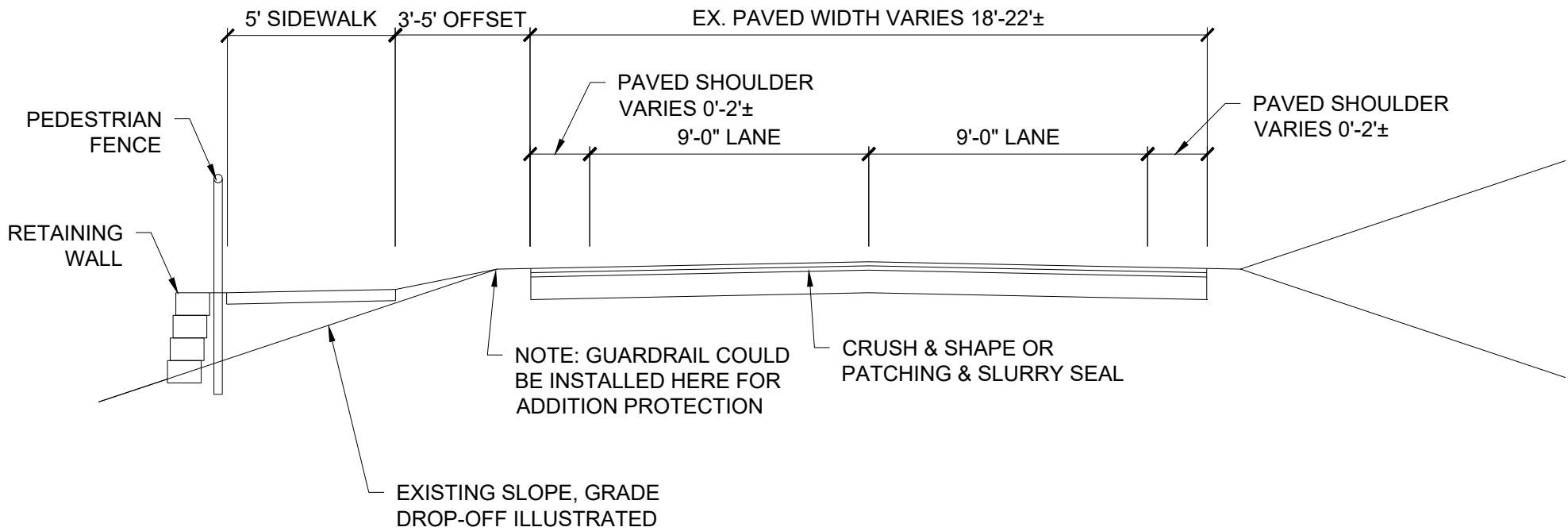
NOT TO SCALE

CITY OF SAUGATUCK
 PARK STREET
 NON-MOTORIZED STUDY UPDATE

FIGURE 1

F&V PROJECT NO. 03167G



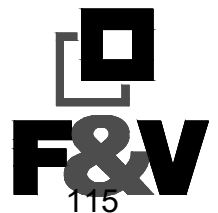


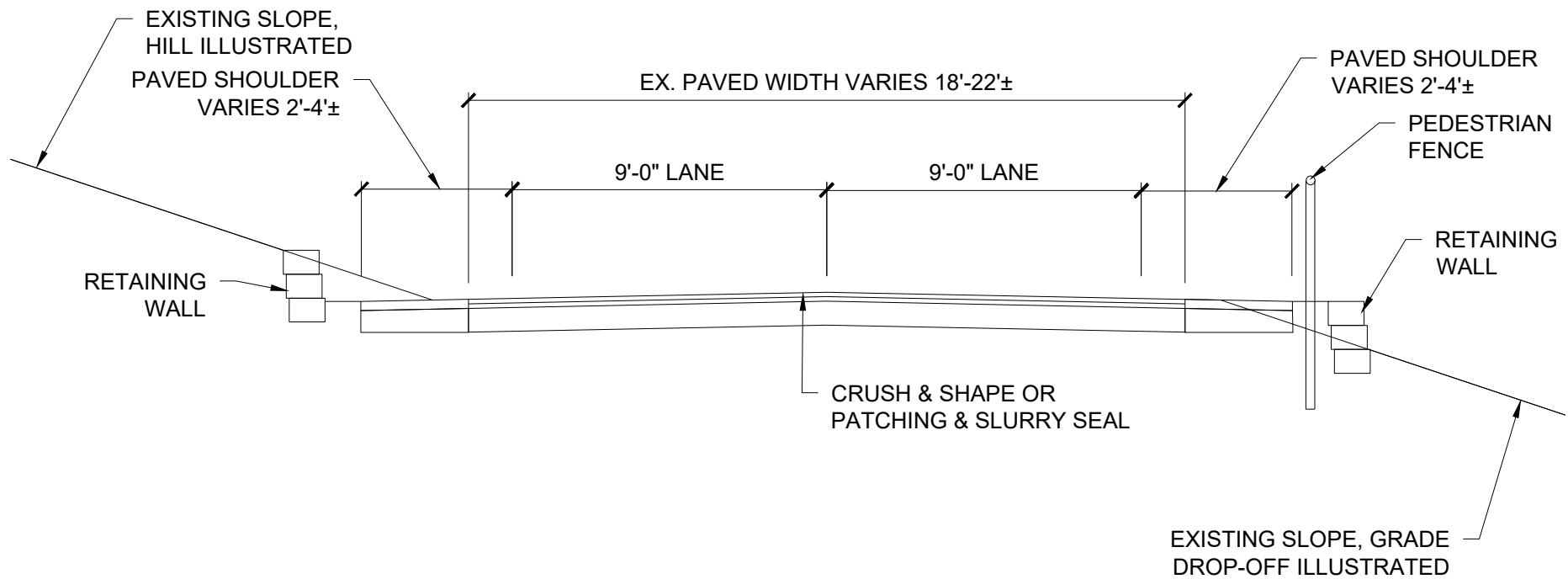
OPTION 1 - SEPARATE SIDEWALK
 NOT TO SCALE

**CITY OF SAUGATUCK
 PARK STREET
 NON-MOTORIZED STUDY UPDATE**

FIGURE 2

F&V PROJECT NO. 03167G





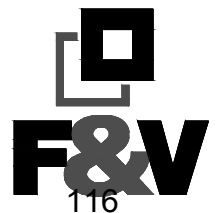
OPTION 2 - SHOULDER WIDENING

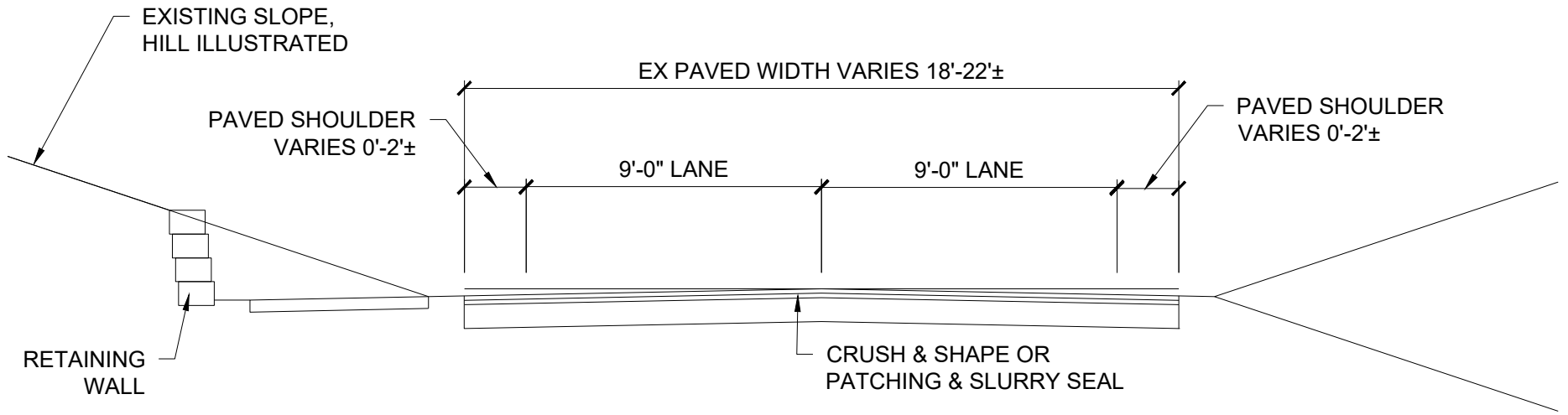
NOT TO SCALE

**CITY OF SAUGATUCK
PARK STREET
NON-MOTORIZED STUDY UPDATE**

FIGURE 3

F&V PROJECT NO. 03167G





OPTION 3 - HYBRID SIDEWALK/SHOULDER
 NOT TO SCALE

**CITY OF SAUGATUCK
 PARK STREET
 NON-MOTORIZED STUDY UPDATE**

FIGURE 4

03187G
 F&V PROJECT NO.



City of Saugatuck
Park Street Study - Campbell Road to Perryman Street
Engineer's Pre-Design Estimate of Probable Project Cost



Project No.: 3187
 By: JWM
 Date: 9/10/2020

Non-Motorized Options

Separate Sidewalk

Widened Shoulders

Hybrid Sidewalk/Shoulder

ITEM NO.	ITEM DESCRIPTION	UNIT	ESTIMATED UNIT PRICE	ESTIMATED QUANTITY	ESTIMATED AMOUNT	ESTIMATED QUANTITY	ESTIMATED AMOUNT	ESTIMATED QUANTITY	ESTIMATED AMOUNT
1	General Conditions, Bonds & Insurances (5%)	LSUM	Varies	1	\$ 57,000	1	\$ 31,600	1	\$ 38,300
2	Temporary Traffic Controls & Flagging	LSUM	Varies	1	\$ 10,000	1	\$ 25,000	1	\$ 15,000
3	Temporary Soil Erosion & Sedimentation Control	LSUM	\$ 5,000.00	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000
4	Drainage Modifications	Ea	\$ 1,000.00	1	\$ 1,000	2	\$ 2,000	1	\$ 1,000
5	Pavt, Rem	Syd	\$ 8.00	500	\$ 4,000	100	\$ 800	300	\$ 2,400
6	Sidewalk Grading	Sta	\$ 3,500.00	35	\$ 122,500	0	\$ -	25	\$ 87,500
7	Shoulder Grading	Sta	\$ 1,500.00	0	\$ -	70	\$ 105,000	10	\$ 15,000
8	Tree Removal	Ea	\$ 500.00	25	\$ 12,500	0	\$ -	10	\$ 5,000
9	Clearing	Syd	\$ 2.00	1,000	\$ 2,000	400	\$ 800	600	\$ 1,200
10	Retaining Wall	Sft	\$ 100.00	8,000	\$ 800,000	4,000	\$ 400,000	5,000	\$ 500,000
11	Fencing/Railing (Basic)	Ft	\$ 50.00	650	\$ 32,500	200	\$ 10,000	400	\$ 20,000
12	Misc. Site Improvement Relocation	Ea	\$ 100.00	60	\$ 6,000	50	\$ 5,000	50	\$ 5,000
13	Subbase, CIP	Cyd	\$ 15.00	400	\$ 6,000	400	\$ 6,000	400	\$ 6,000
14	Aggregate Base, 8 inch	Syd	\$ 15.00	0	\$ -	1,500	\$ 22,500	750	\$ 11,250
15	Sidewalk, Conc, 4 inch	Sft	\$ 5.00	15,000	\$ 75,000	0	\$ -	7,500	\$ 37,500
16	Sidewalk, Conc, 6 inch	Sft	\$ 6.00	2,500	\$ 15,000	0	\$ -	1,250	\$ 7,500
17	HMA Shoulder	Ton	\$ 150.00	0	\$ -	250	\$ 37,500	125	\$ 18,750
18	Driveway, Nonreinf Conc, 6 inch	Syd	\$ 50.00	250	\$ 12,500	0	\$ -	125	\$ 6,250
19	HMA Approach	Ton	\$ 150.00	50	\$ 7,500	0	\$ -	25	\$ 3,750
20	Slope Restoration	Syd	\$ 5.00	5,000	\$ 25,000	2,000	\$ 10,000	3,000	\$ 15,000
21	Mulch Blanket	Syd	\$ 1.50	2,000	\$ 3,000	1,000	\$ 1,500	1,500	\$ 2,250

Estimated Construction Costs (Rounded):	\$ 1,197,000	\$ 663,000	\$ 804,000
Undeveloped Details & Construction Contingencies (20%):	\$ 240,000	\$ 133,000	\$ 161,000
<u>Est. Design & Construction Engineering & Admin (15%):</u>	<u>\$ 216,000</u>	<u>\$ 120,000</u>	<u>\$ 145,000</u>
Total Estimated Project Cost (Rounded):	\$ 1,660,000	\$ 920,000	\$ 1,110,000

The Design Professional has no control over costs or the price of labor, equipment or materials, or over the Contractor's method of pricing. Bid prices may vary significantly based on these factors and market conditions at time of bid.

City of Saugatuck
Park Street Study - Campbell Road to Perryman Street
Engineer's Pre-Design Estimate of Probable Project Cost



Project No.: 3187
 By: JWM
 Date: 9/10/2020

Road Improvement Options

Patching & Slurry Seal

Crush & Shape

ITEM NO.	ITEM DESCRIPTION	UNIT	ESTIMATED UNIT PRICE	ESTIMATED QUANTITY	ESTIMATED AMOUNT	ESTIMATED QUANTITY	ESTIMATED AMOUNT
1	General Conditions, Bonds & Insurances (5%)	LSUM	Varies	1	\$ 6,400	1	\$ 10,000
2	Temporary Traffic Controls & Flagging	LSUM	Varies	1	\$ 10,000	1	\$ 25,000
3	Temporary Soil Erosion & Sedimentation Control	LSUM	\$ 2,000.00	1	\$ 2,000	1	\$ 2,000
4	Dr Structure, Temp Lowering	Ea	\$ 400.00	0	\$ -	18	\$ 7,200
5	Dr Structure Cover, Adj	Ea	\$ 400.00	0	\$ -	18	\$ 7,200
6	HMA Surface, Rem	Syd	\$ 5.00	1,000	\$ 5,000	100	\$ 500
7	Pavt, Rem	Syd	\$ 8.00	0	\$ -	150	\$ 1,200
8	Hand Patching	Ton	\$ 200.00	200	\$ 40,000	0	\$ -
9	Slurry Seal	Syd	\$ 5.00	10,000	\$ 50,000	0	\$ -
10	Driveway, Nonreinf Conc, 6 inch	Syd	\$ 50.00	0	\$ -	150	\$ 7,500
11	HMA Approach	Ton	\$ 150.00	0	\$ -	25	\$ 3,750
12	HMA, 13A or LVSP (3")	Ton	\$ 80.00	0	\$ -	1,500	\$ 120,000
13	Permanent Signage & Pavement Markings	LSUM	\$ 10,000.00	1	\$ 10,000	1	\$ 10,000
14	Guardrail, Type A	Ft	\$ 80.00	50	\$ 4,000	50	\$ 4,000
15	Slope Restoration	Syd	\$ 5.00	1,000	\$ 5,000	2,000	\$ 10,000
16	Mulch Blanket	Syd	\$ 1.50	200	\$ 300	400	\$ 600

Estimated Construction Costs (Rounded):	\$ 133,000	\$ 209,000
Undeveloped Details & Construction Contingencies (20%):	\$ 27,000	\$ 42,000
<u>Est. Design & Construction Engineering & Admin (15%):</u>	<u>\$ 24,000</u>	<u>\$ 38,000</u>
Total Estimated Project Cost (Rounded):	\$ 190,000	\$ 290,000

The Design Professional has no control over costs or the price of labor, equipment or materials, or over the Contractor's method of pricing. Bid prices may vary significantly based on these factors and market conditions at time of bid.



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Karen Doyle Homan — Interim City Manager
Meeting Date: September 22, 2020
Re: Discussion: Christmascape Proposal

Attached please find a Proposal from Chip’s Groundcover to expand the tree lighting from what was in his original agreement.



11931 E Lakewood Blvd • Holland MI 49424 • info@chipsgroundcover.com • Phone - 616.546.9196 • Fax – 616.546.9210

September 21, 2020

City of Saugatuck
102 Butler St.
PO Box 86
Saugatuck MI 49453

To whom it may concern,

Thank you for the opportunity to bid on the upcoming Christmas Lighting projects. Please see attached proposal including 2019 display renewal and pricing for 2020 additions, along with a map indicating which trees can be safely lit and notes listed below while considering 2020 Christmascap Display.

Most tree-lighting is completed in one or more these categories:

1. Canopy Wrap. Strands of lights are installed in branches in the outside of the canopy.
2. Trunk Wrap: The trunk of the tree is wrapped with lights.
3. Branch Wraps. The trunk and certain branches are wrapped with lights. (Very rarely are trunks not wrapped when installing branch wraps.)
4. Combinations. Things like wrapping installing a trunk wrap plus canopy wrap, or branch wrap plus canopy wrap in the same tree.

In 2019, most trees were decorated in trunk-wrap type style. If trees were not lit, it was due to one of several reasons: either there was no power available, overhead lines created working hazards, the tree isn't big enough to support an extension cord (risk breaking the tree), the tree might not be aesthetically pleasing, or due to budget constraints.

The attached map is intended to show which trees can support more lights and the style of lighting that could be completed (unspecified trees would continue to be trunk wrapped). Trees that are marked with a sun-burst are mostly hazard-free and could support a lot of lights. Yellow lines represent overhead wires / working hazards. (The drawing is not to scale, some trees may appear hazard-free but aren't in reality.) Additionally, there is the possibility of running into unforeseen challenges (an electrical line that wasn't seen during inspection). Actual installation is left to the installation's crew discretion. Items that are not able to be lit will be deducted from job total. Most star-burst trees could be lit very dramatically. We could add lights in certain branches of certain other trees.

Please don't hesitate to contact us if you have questions. I can be reached at 616-836-5731.

Sincerely,

-Nick

Nicholas Weaver
Managing Member
Chips Groundcover LLC



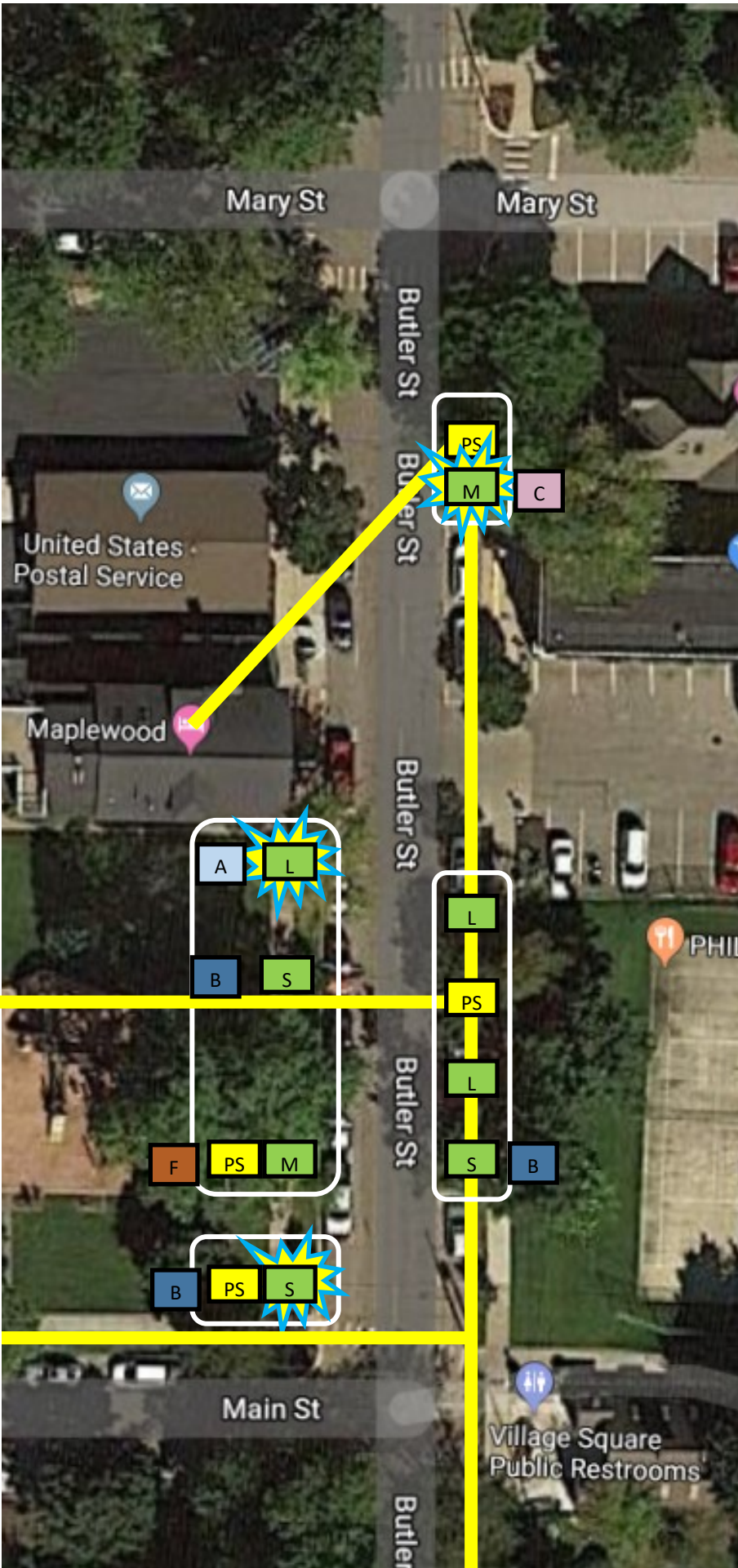
11931 E Lakewood Blvd • Holland MI 49424 • info@chipsgroundcover.com • Phone - 616.546.9196 • Fax - 616.546.9210

Christmascap Proposal. Prepared For:

NAME: CITY OF SAUGATUCK ATTN: KIRK HARRIER **DATE:** 09-21-2020 R1
PHONE: 269-857-2603 **EMAIL:** KIRK@SAUGATUCKCITY.COM
BILLING ADDRESS, CITY, STATE, ZIP: 102 BUTLER ST. PO Box 86. SAUGATUCK MI 49453
JOBSITE ADDRESS, CITY, STATE: DOWNTOWN SAUGATUCK

Thank you for your interest in our services! We take pride in the displays we create (we call them “Christmascapes!”) for your enjoyment and we hope to work with you soon.


Item #:	Description:	Annual Cost (w/ 3-year agreement)
1	<p><u>Renewal of Previous year Display (Year 2 of 3 year contract)</u> Wrap (25) tree trunks and select branches to 10-12 foot height, using 5 mm warm white LED lights with green wire (bulb spacing @ 6”). Each “wrap / strand” approx 6” apart. (Extension cord cost allocated at \$250 per year, or \$750 total. Pricing does not include sale of material at end of 3-year agreement. Cost of lighting installation, takedown, service, and storage per year: \$6,600) Butler St from Culver to Mason: 5 trees Butler St from Mason to Hoffman: 5 trees Butler St from Hoffman to Main: 5 trees Butler St from Main to Mary: 6 trees Culver Street from Butler to Griffith St: 4 trees Additional Trees: Up to 10 additional trees (2 per block, or as desired) with similar shape and size (adequate power required prior to installation). Lighting installation to be consistent as described from bid requirements as listed in Item 1. (Cost of extension cords allocated at \$100 per year, or \$300 total. Pricing does not include sale of material at end of 3-year agreement. Cost of lighting installation, takedown, service, and storage per year: \$2760) 10 Trees as discussed along Culver St. (7 trees between Butler St. and Griffith. 3 Trees between along Culver St from Griffith to Near Scooter Pizza). Lighting to be installed consistent with Trees on Butler St. 5 additional trees (location to be determined) due to increasing spacing of tree wraps from 3” to approximately 6”. 15 trees total. (2019: \$2950. 2020 cost: \$1450)</p>	\$11,160
Service	<p>Pricing Includes up to 20 free service calls per season upon renewal acceptance. Service calls are typically completed within 4 business days of notice of the closest business day, weather and safety depending (Saturday and Sunday calls will be processed Monday). Each additional service call billed at \$85 first hour (minimum). \$85 each additional hour, billed in 15 minute increments. Material needing replacement due to theft, vandalism, or acts of nature may be billed additional. Material to be replaced due to installation error or manufacturer defect will be completed at no additional costs. No Sunday or Holiday call-outs.</p>	
2 New Item	<p>Add estimated 20,000 lights (400 strands) to trees as possible. See proposed map & cover letter for detail. Pricing does not include sale of material. Installation and Takedown requires use of rented lifts (included in pricing) and will require traffic closures. Fees may apply if rented equipment is needed for service. Annual price for 2020 & 2021 seasons.</p>	\$9350



Green trees get light

Red trees not to do

L	"L" = Large Tree
M	"M" = Medium Tree
S	"S" = Small Tree
PS	"PS" = Power Supply
A	"A" = Partial Branch & Canopy Wrap
B	"B" = Branch & Canopy Wrap
C	"C" = Partial Branch Wrap
D	"D" = Branch Wrap
E	"E" = Partial Canopy Wrap
F	"F" = Canopy Wrap
	Unspecified = trunk wrap

 = Able to be very heavily lit

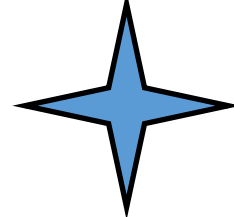
Butler st.

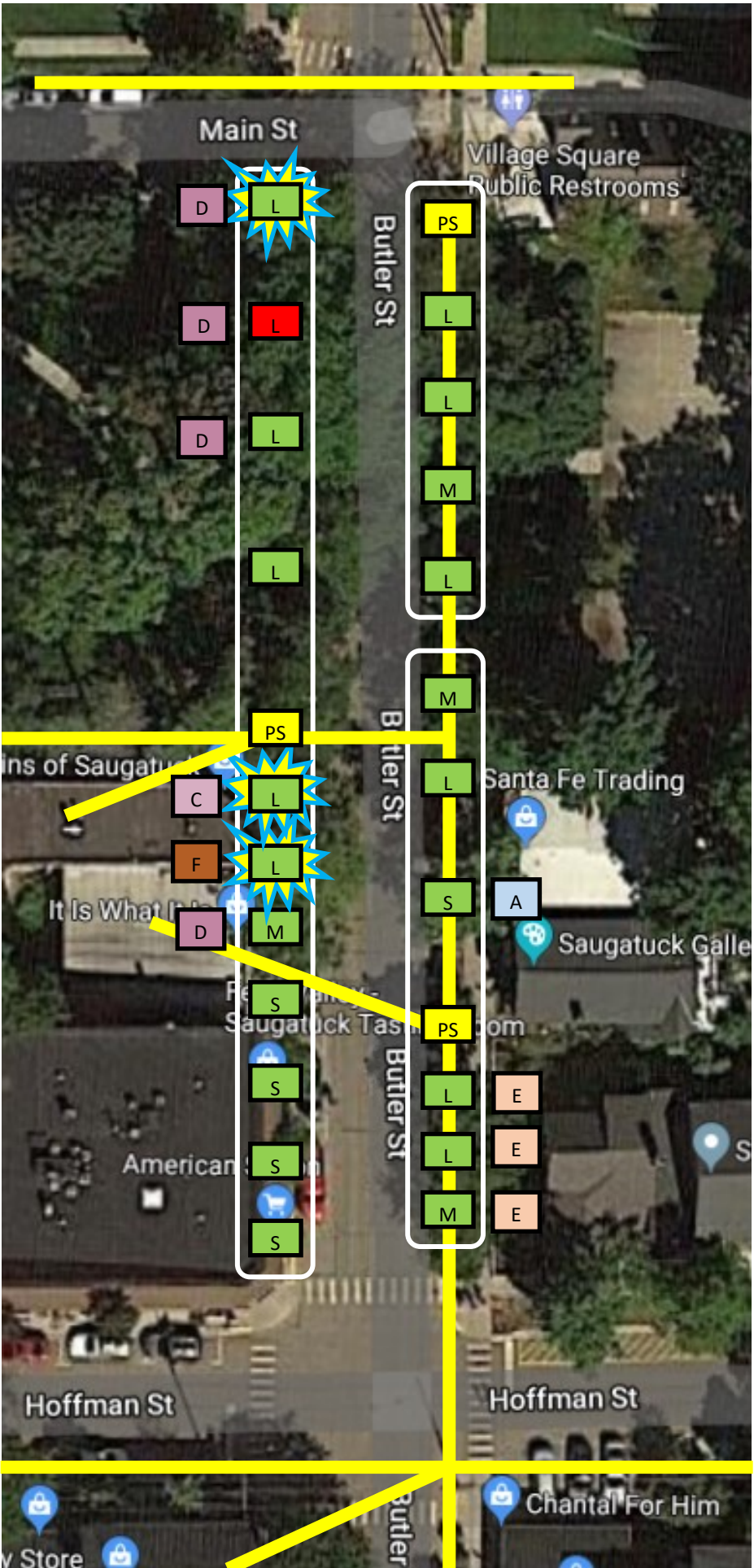
Mary st.

To

Main st.

North





Green are trees to do

Red are trees not to do

"L" = Large Tree
"M" = Medium Tree
"S" = Small Tree
"PS" = Power Supply
"A" = Partial Branch & Canopy Wrap
"B" = Branch & Canopy Wrap
"C" = Partial Branch Wrap
"D" = Branch Wrap
"E" = Partial Canopy Wrap
"F" = Canopy Wrap
Unspecified = trunk wrap

= Able to be very heavily lit

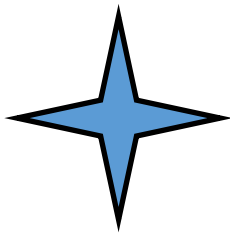
Butler st.

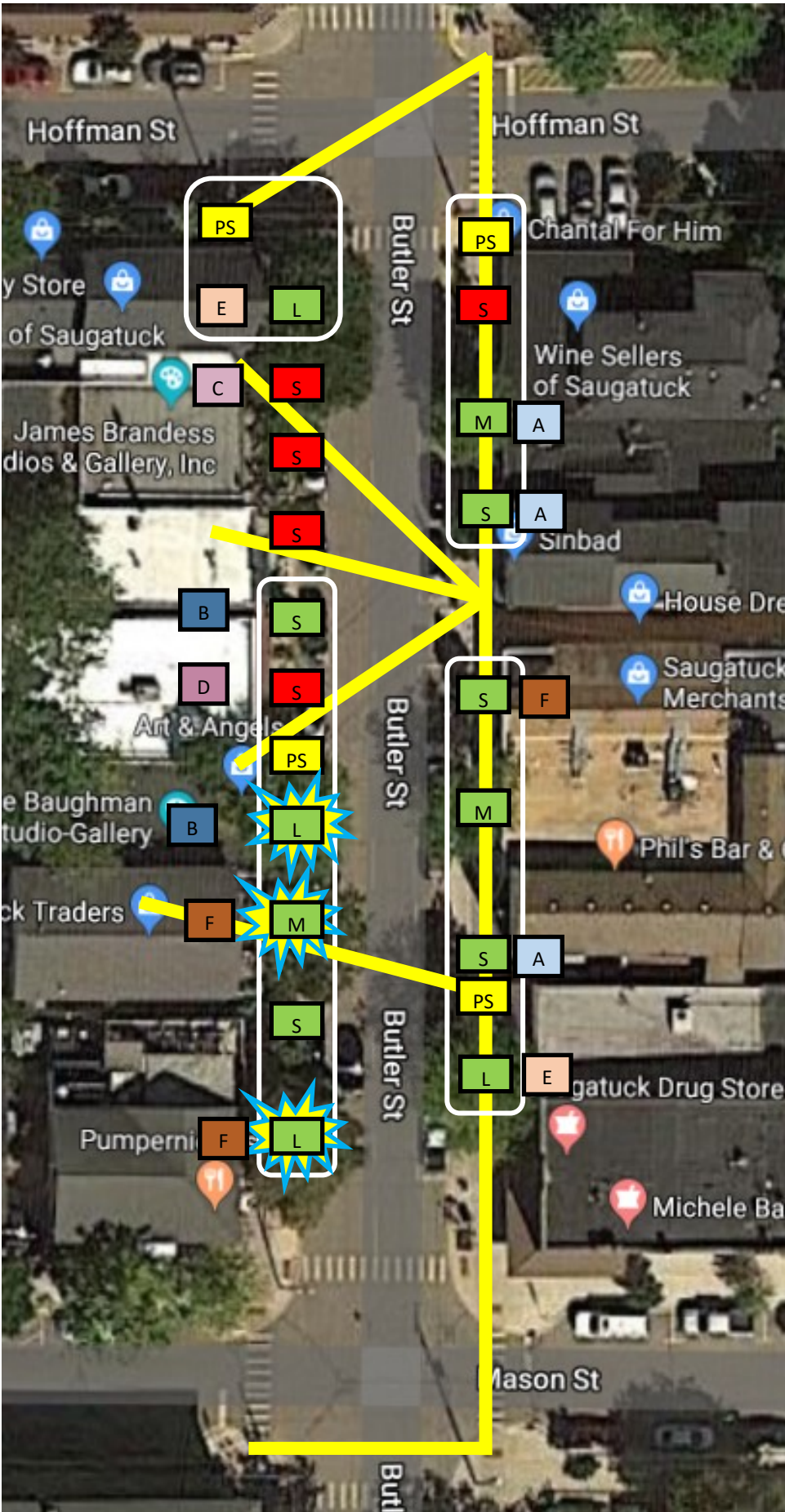
Main st.

To

Hoffman st.

North






Green are trees to do

Red are trees not to do

“L” = Large Tree
“M” = Medium Tree
“S” = Small Tree
“PS” = Power Supply
“A” = Partial Branch & Canopy Wrap
“B” = Branch & Canopy Wrap
“C” = Partial Branch Wrap
“D” = Branch Wrap
“E” = Partial Canopy Wrap
“F” = Canopy Wrap
Unspecified = trunk wrap

 = Able to be very heavily lit

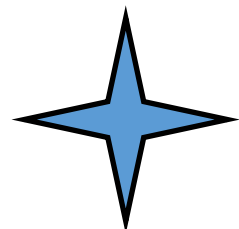
Butler st.

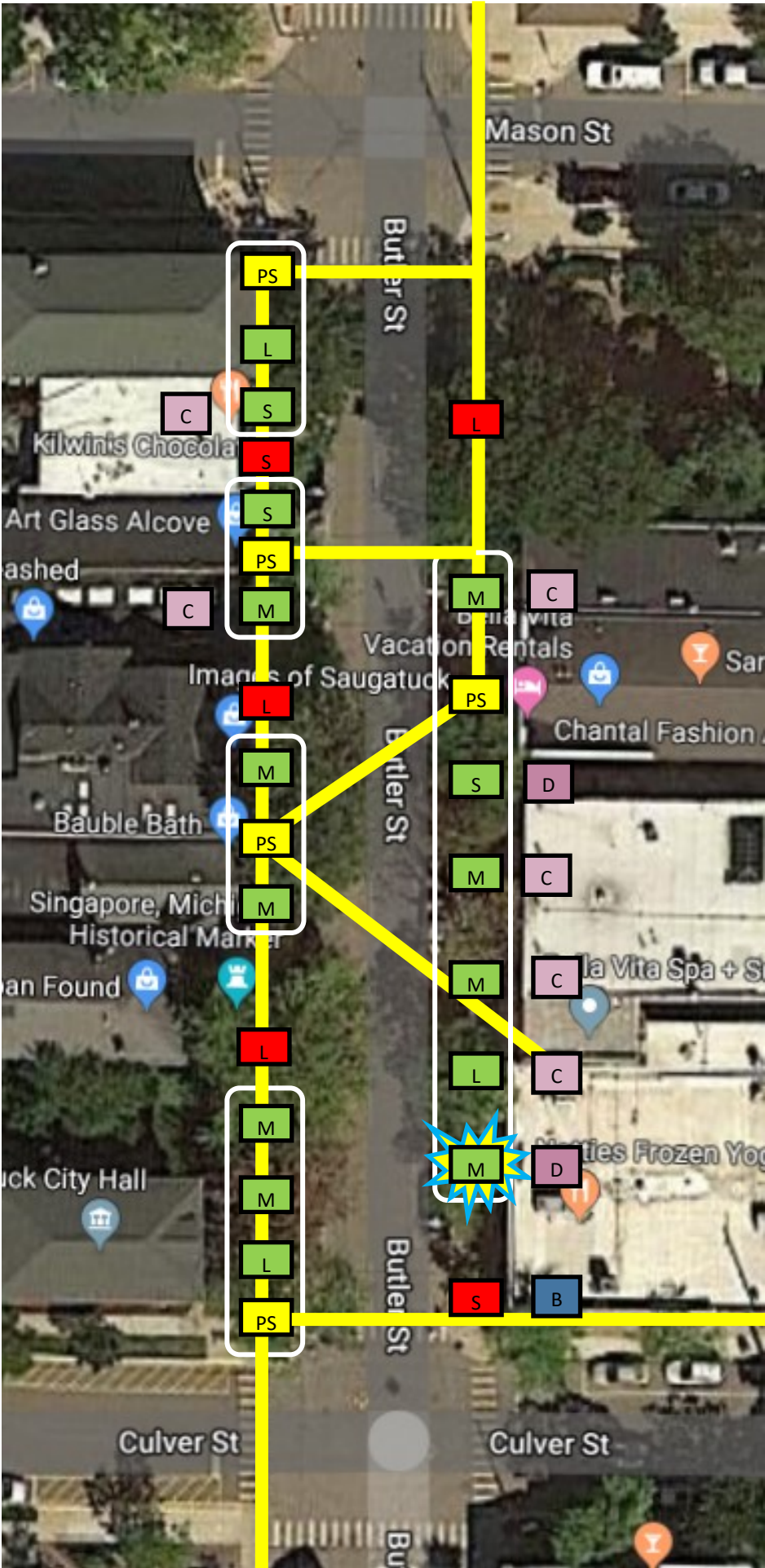
Hoffman st.

To

Mason st.

North






Green are trees to do

Red are trees not to do

"L" = Large Tree
"M" = Medium Tree
"S" = Small Tree
"PS" = Power Supply
"A" = Partial Branch & Canopy Wrap
"B" = Branch & Canopy Wrap
"C" = Partial Branch Wrap
"D" = Branch Wrap
"E" = Partial Canopy Wrap
"F" = Canopy Wrap
Unspecified = trunk wrap

 = Able to be very heavily lit

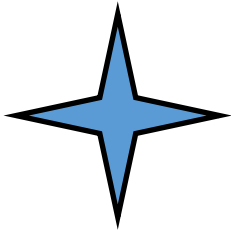
Butler st.

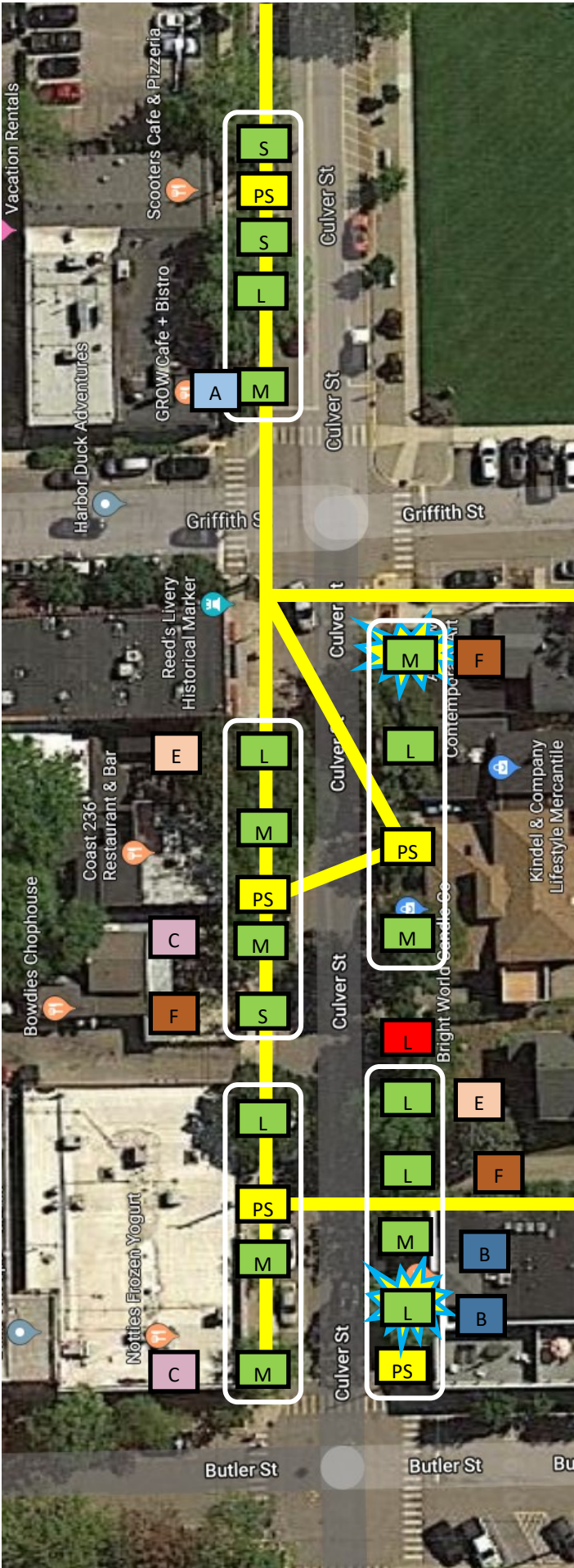
Mason st.

To

Culver st.

North






Green are trees to do

Red are trees not to do

"L" = Large Tree
"M" = Medium Tree
"S" = Small Tree
"PS" = Power Supply
"A" = Partial Branch & Canopy Wrap
"B" = Branch & Canopy Wrap
"C" = Partial Branch Wrap
"D" = Branch Wrap
"E" = Partial Canopy Wrap
"F" = Canopy Wrap
Unspecified = trunk wrap

 = Able to be very heavily lit

Culver st.

Butler st.

To

Griffith st.

And Scooters Pizza

North

