



CITY COUNCIL SPECIAL MEETING AGENDA

May 22, 2024 – 3:00 pm

This is an in-person meeting at Saugatuck City Hall, 102 Butler St, Saugatuck, MI 49453.

The meeting will also be available live, virtually on Zoom.

- 1. Call to Order**
- 2. Roll Call**
- 3. Agenda Changes** *(Additions/Deletions)*
- 4. Guest Speaker**
- 5. Public Comment on Agenda Items Only** *(Limit 3 minutes)*
- 6. Discussion Items:**
 - A. City Manager Interviews:**
 - a. Will Joseph – 3:00 p.m. *(pg. 3)*
 - b. Joshua Eggleston – 3:50 p.m. *(pg. 9)*
 - c. Michael Sheahan – 4:50 p.m. *(pg. 16)*
 - d. Ryan Cummins – 5:40 p.m. *(pg. 21)*

Move to extend a conditional offer of employment to _____ to serve as Saugatuck City Manager, contingent on a successful background check and contract negotiations. (roll call vote)

- 7. Public Comments** *(Limit 3 minutes)*
- 8. Correspondence:**
- 9. Council Comments**
- 10. Adjourn**

NOTICE:
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:
rcummins@saugatuckcity.com

Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact Saugatuck City Clerk at 269-857-2603 or jwolters@saugatuckcity.com for further information.

CITY OF SAUGATUCK

City Manager Interviews

Wednesday, May 22, 2024

3:00 P.M. William Joseph

Former Village Manager, Village of Paw Paw, MI

3:50 P.M. Joshua Eggleston

City Manager, City of Wayland, MI

4:40 P.M. Break

4:50 P.M. Michael Sheahan

Senior Operations Manager, U.S. Coast Guard Station Niagara

5:40 P.M. Ryan Cummins

Interim Manager, City of Saugatuck, MI

6:30 P.M. Council Deliberations



3:00 P.M.
William Joseph

William Joseph

Mayor Stanton and City Council
(I wish confidentiality provided per Michigan law)

I wish to express my strong interest in the City Manager position for Saugatuck, MI. My experience as a local government professional, elected council member, appointed mayor, volunteer, appointed board member, seasonal employee and formal education have prepared for me for this role.

As the Village Manager for the Village of Paw Paw, MI overseeing finances was a core responsibility. I worked with the Council and department heads to develop budgets for the 2023 and 2024 fiscal years with minimal amendments and successful audits. I oversaw grant reporting for CBDG funds and two DWSRF/CWSRF projects which I also directed the bonding process in conjunction with staff and the council. I submitted a grant application to EGLE's Dam Risk Reduction Grant Program to help fund a \$2.2 million project to reconstruct the Briggs Pond Dam with. For this project specifically we had great collaboration with our State Senator Nesbitt.

As a Village Manager I performed several human resource functions with assistance from the Village Clerk. I resolved employee concerns and disputes. I led the negotiation and adoption of two collective bargaining agreements also a letter of understanding with our police officers union (POAM) to increase our ability to hire new employees.

I have served eighteen months as a Planning Commissioner in Mt. Pleasant where we completed a completely new master plan and zoning ordinance re-write to achieve a form based code. As Village Manager I was the staff liaison to the Planning Commission and handled a wide variety of special use permits and special land use plans.

Collaboration is essential in municipal government. It has been my pleasure to foster great working relationships with other units of local government and small business leaders. A variety of projects I have worked on achieved place making goals, land purchases and mixed use development to bring retail and housing to historic downtown areas.

I look forward to an opportunity to discuss my experience and qualifications for the role of City Manager of Saugatuck!

Sincerely,



William Joseph

William Joseph

Education

B.S. Central Michigan University

Graduated May 2018

Majors: Mathematics and Political Science

Professional Experience

Paw Paw Village Manger

December 2021-December 2023

Village of Paw Paw, MI

- Chief administrative official responsible for 30+ employees and \$13 million budget
- Liaison to all boards and commissions
- Completed downtown streetscape reconstruction including water/sewer upgrades, pedestrian amenities
- Lead negotiation of collective bargaining agreements
- Completed bond process and provided oversight for design and construction phases of CWSRF and DWSRF projects totaling a combined \$13 million investment in water and sewer infrastructure.
- Operate and maintain electric utility
 - Executed and negotiated easement, purchase and interconnection agreements for a 2.5 megawatt solar farm.

Soaring Eagle Water Park & Hotel Facilities Maintenance **October**

2020-November 2021

Migizi Economic Development Company

- Repair and document condition of hotel, waterpark, golf course and restaurant amenities.
- Assist guests, housekeeping and front desk staff with repairs, minor cleaning, room assignment and security concerns.
- Inform guests of community resources, attractions and events

Nbakade Restaurant Cashier

November 2018-October 2022

Migizi Economic Development Company

- Complete payment transactions, bartend, serve tables, host, bus dishes, deliver room service orders, dishwasher, food preparation.
- Coordinate wait staff assignments and relay information between kitchen, dining room staff and customers.
- Inform guests of community resources, attractions and events
- Train new employees

Water Department Seasonal Maintenance

June 2016-February 2017 & June 2017-December 2017

City of Mount Pleasant, MI

- Recommend, document, perform maintenance and installation of water system infrastructure
- Certified as Waterworks System Operator Classification S-4
- Train new seasonal staff

Library Monitor

August 2011-September 2015

Central Michigan University Park Library

- Assist Patrons successfully utilize library and community resources including those with disabilities or English as a secondary language
- Represent Park Library and CMU to the general public, current and prospective students.
- Train new employees and updated employee training manual

Community Leadership

William Joseph



Mayor

January 2019-December 2021

City of Mount Pleasant, MI

- Set Agenda, Chair Meetings, Make Committee Appointments, Ambassador of the City
- Completed Redevelopment Ready Certification to streamline property development and other city services. Certification has led to thousands of dollars in grants awarded to local businesses and the city.
- Created and led Ad-hoc Committee during pandemic to streamline services and meet local business needs including expansion of façade grants, wayfinding signs, new business rental subsidies, downtown street closures with amenities including picnic tables and QR codes for downtown restaurant menus and coordinated events in central business district
- Completed sale and development agreement with Michigan Community Capital for 410 W. Broadway. A \$16.9 million project including grants from MEDC for site preparation. This multi-use building provides 48 new apartments in the downtown and first floor commercial space hosting a cooperative grocery store.
- Approved agreement with Mid-Michigan Development Cooperation, Union Township, Isabella County and Saginaw Chippewa Indian Tribe to provide annual funding for the Mt. Pleasant Municipal Airport and create an oversight board. Ensuring sustainable funding for the airport which generates \$8 million to the local economy annually.
- Served on ad-hoc committee to select a firm to lead the adoption of a new master plan that envisions Mt. Pleasant for 2050. Participated in week-long public engagement events with residents and community partners. Focus of the master plan is sustainable land use, connected mobility systems, focused redevelopment, parks and public spaces and innovative services. The master plan was adopted in 2020.

City Commissioner

January 2018-December 2021

City of Mount Pleasant, MI

- Created grant program in conjunction with TIFA Board to provide fire protection systems in downtown buildings to assist conversion of underutilized space into housing or other allowable uses.
- Adopted a completely new zoning ordinance to reflect a more character-based code. The new ordinance provides greater flexibility in commercial and industrial development while safeguarding traditional neighborhoods.

Planning Commissioner

August 2016-December 2017

City of Mount Pleasant, MI

- Reviewed 60+ applications for special use permits, site plan reviews, rezoning map amendments and ordinance text amendments.
- Served on ad-hoc committee to review the Michigan Medical Marihuana Facilities Licensing Act (MMFLA) and draft a recommendation on regulatory and zoning ordinance to Planning and City Commissions.

ICRH Board Member

October 2018-June 2023

Isabella County, MI

- President 2022-2023 Shelter Season
- Manage Budget and Set Vision for Isabella County's Rotating Homeless Shelter
- Fundraise and Raise Awareness about Homelessness and Related Socioeconomic Issues

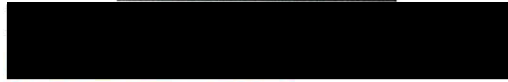
Professional Organizational Membership

Kiwanis Paw Paw, MI Chapter

January 2022-December 2023

- Fundraise to provide scholarships to graduating high school seniors to further education

William Joseph



Michigan Municipal Executives

January 2022- Present

- Continuing education on issues facing municipal executives and municipal organizations
- Advocate for the Council-Manager form of government

Pi Sigma Alpha

April 2019-Present

- National Political Science Honors Society, Omega Beta Chapter
- Discuss with current students issues facing municipal government and importance of civic participation

Michigan Association of Mayors

July 2019-December 2021

- Continuing education and networking for Mayors and municipal organizations

Saugatuck Questionnaire - William Joseph

1. As a professional who has spent most of my adult life working and volunteering in local government I am motivated by understanding and perfecting the essential and quality of life services that underpin a successful community. I enjoy collaborating people and resources to achieve goals and fostering genuine relationships in the process. The City of Saugatuck is an exciting opportunity to be part of a premier Michigan coastal community representing the natural and community features I love about my home state. As a smaller community I look forward to having a personal and significant involvement in all areas of the organization and community.

2. I am currently a municipal executive in transition, my last role was the Village Manager for the Village of Paw Paw, MI. As an Village Manager I have experience in leading a team to accomplish many goals. Major focal points of my tenure were focused on infrastructure improvements including water and waste water distribution systems, park amenities, electric system distribution, event management, negotiating collective bargaining agreements and building institutional knowledge with succession plans for staff members. In my role as a Village Manager and formally as a Mayor in Mt. Pleasant I have had extensive experience fostering relationships amongst neighboring governmental units of government and residents. I have first had experience working with water distribution systems as a former water operator and have formally been trained in assessing through the State Tax Commission. My experience in a multitude of places and array of accomplishments will be strongly suited to continue the success of Saugatuck.

3. My proudest professional accomplishment is the successful negotiation of a purchase agreement for a 2.5 megawatt solar farm for the Village of Paw Paw. The Village of Paw Paw is a municipal utility and therefore adding this asset to the distribution system will save rate payers in Paw Paw thousands of dollars over the next several decades. The addition of solar power will also aid the Village in meeting sustainable generation goals mandated by the State of Michigan. As the mandate increases in thresholds the purchase of sustainable energy credits will dramatically rise. Owning their own solar farm will shield the Village from some of these cost increases therefore saving precious resources. The work to negotiate this agreement involved several entities including Paw Paw Township, The Village of Paw Paw, Sol-America, and the Michigan Public Power Agency. We were able to utilize land already owned by the Village at our Waste Water Treatment Lagoon Facility this single fact accomplished two feats. First we were able to save money by not having to pay for privately held land, by utilizing our own facility we avoided disturbing farm land and residential neighbors who may have had strong resentment to the project. This accomplishment took several months of negotiation and education of the public and my council. The collaboration between several entities, a complex infrastructure addition that will serve the Paw Paw community for decades to come has made me very proud.

4. My three greatest personal qualities are my patience to be tactful and kind in the face of adversity. I have great persistence in my work and am not afraid to face challenges. I am also very approachable, quick to make friends and love learning from others.

5. None.

6. I do request confidentiality.

3:50 P.M.
Joshua Eggleston

[REDACTED]

Joshua M. Eggleston

April 25, 2024

City of Saugatuck
102 Butler Street
P.O. Box 86
Saugatuck, MI 49453

Dear Mayor and City Council:

Enclosed is my resume for your consideration for the vacant City Manager position.

This position is very appealing to me because I am very attracted to managing a full-service community with many unique qualities like Saugatuck that honors the principles of professional public management and expects ethical public management.

Some of the highlights of my municipal management career include successful negotiations on various interagency utility service agreements, spearheading the development of a storm water utility, prepared and implemented personnel policies, and assisted in the development of an Economic Development Retention and Expansion program. I also have previous experience serving as the Chief Administrative Officer in a community with its own municipal electric system. I have also gained significant experience in labor relations/negotiations, grant writing, infrastructure management, project funding, and utility rate structures in my previous positions.

I am a highly motivated individual in possession of strong interpersonal skills, strong attention to detail, and a committed drive towards continuous organizational improvement. I am confident that I will quickly become a strong asset to this community and its residents through active community involvement in addition to the duties of City Manager.

I want to thank you in advance for your consideration. I look forward to the opportunity to further discuss my qualifications and candidacy for this position with you. Unless named a finalist for this position I am requesting confidentiality. Please feel free to contact me at your earliest convenience at [REDACTED]

Sincerely,

Joshua M. Eggleston

Joshua M. Eggleston

Objective:

I am pursuing a challenging and growth-oriented position as a professional local government manager. My desire is that this position would allow me to utilize my public management knowledge, further enhance my experience level, and be a continual ambassador for the profession while supporting the progressive management and development of the community.

Employment:

February 2018-Present

City of Wayland (pop 4,250)

Wayland, MI

City Manager

- Oversaw daily operations of Public Works, Public Utilities, Police, Fire, Parks and Recreation
- Successfully negotiated labor agreements and renewals with three bargaining units
- Oversaw pension reform lowering multiplier and reducing legacy costs to the City.
- Implemented Water/Sewer rate increases to enable City to implement SAW Grant (Sewer) and Lead service line abatement program as well as other capital improvements.
- Oversaw development and completion of three major street rehabilitation/resurfacing projects
- Updated and implemented City Capital Improvement Plan
- Initiated Redevelopment Ready Community Certification process including update of Master Plan
- Prepared annual budget and implemented new budget process to promote better education regarding financial condition of City.

June-2013-February 2018

City of Durand (pop 1,981)

Durand, WI

City Administrator/Clerk/Treasurer

- Administered over \$2 million in Capital projects/purchasing to improve City fleet and Infrastructure
- Implemented Cost Allocation Plan for the allocation of general government expenses
- Submitted five annual budgets that were eligible for State Expenditure Restraint Program funding
- Oversaw the implementation of Vacant Building Registration and Chronic Nuisance property ordinances to encourage a more attractive community
- Conducted water and sewer rate analysis to ensure departments were financially sustainable
- Updated City Capital Improvement Plan
- Implemented and set forth policies as set forth by the City Council
- Oversaw daily operations of Public Works, Parks and Recreation, Water, Wastewater, Police, and general office departments.
- Administered City Elections, issuance of Liquor and Tobacco Licenses, and issuance of bartender licenses in the City.

December 2008-July 2013

WSOS Community Action Commission

Fremont, OH

Rural Development Specialist (Ohio Rural Community Assistance Program)

- Leveraged over \$11 Million in funds for Municipal Water/Wastewater projects throughout the State
- Conducted Local Govt. trainings around the State of Ohio on Management, Budgeting, and Rate Setting
- Conducted over 20 cost of service studies for Water/Wastewater Utilities throughout the State of Ohio
- Frequent presenter at National and Regional Conferences
- Served as a Consultant in the areas of Management and Finance to over 30 communities throughout the State of Ohio
- Served as a USEPA CUPSS Trainer

April 2007-December 2008

Village of Monroeville (pop. 1,500)

Monroeville, OH

Village Administrator

- Responsible for the execution of policies set forth by the Legislative Authority
- Responsible for the management of the Water, Wastewater, Electric Distribution, Street, and Park Departments
- Assisted in department budget preparations
- Updated the Personnel Manual
- Represented Village interests on various County and State boards
- Initiated the development of a Storm Water Utility
- Initiation of an economic development plan including Retention and Expansion Visits
- Performed Zoning and Property Maintenance compliance inspections
- Researched State and Federal Laws related to community application
- Pursued funding assistance from various State programs for the completion of various capital improvements

January 2006-April 2007

Village of Thornville (pop. 1,000)

Thornville, OH

Village Administrator

- Prepared and administered department budgets for various Village departments under my supervision
- Led the day-to-day operation of the Village including Utilities and Public Works
- Served as a liaison to the residents and elected officials of the Village.
- Served as an advisor to the Village Council
- Collaborated with developers to ensure that all projects are completed in accordance with Village standards and requirements.
- Prepared personnel manual for Village employees
- Negotiated intergovernmental utility usage contracts
- Researched State and Federal laws related to community application.

June 2005-September 2005

Village of Sparta

Sparta, MI

Summer Intern

- Prepared and updated Internal Policies and Procedures Manual
- Assisted Village Manager with ongoing capital improvement project oversight
- Helped to resolve resident concerns and inquiries
- Researched State & Federal laws related to community application

Education:

College and University:

Cleveland State University

Cleveland, OH

- Masters of Public Administration
 - Focus in City Management
 - Local and Urban Management Certificate

The King's University College

Edmonton, AB

- Bachelor of Commerce in Business Administration
- Minor Concentration in Economics

Key Strengths

- Budget Preparation and Management
- Capital Improvements Funding
- Labor Negotiations
- Ethical Community Leadership

Professional Memberships

- Ohio City/County Managers Association Member January 2006-July 2013
- Ohio City/County Managers Association Membership Services Committee member January 2006-July 2013
- Wisconsin City/County Managers Association Member July 2013-February 2018
- International City/County Management Association Member 2006-Present
- Michigan Municipal Executives Member 2018-Present
 - Professional Development Committee 2021-2022
 - DEI Committee 2023-2024
- Durand Junior Achievement Board Member and Teaching Volunteer 2014-2018
- Perry County Community Improvement Corporation Office of Economic Development Board Member 2006-2007



CITY OF SAUGATUCK

CANDIDATE QUESTIONNAIRE

DATE: April 30, 2024

NAME: Joshua M. Eggleston

ADDRESS: [REDACTED]

ZIP: [REDACTED]

PHONE: [REDACTED]

EMAIL: [REDACTED]

The City of Saugatuck wishes to thank you for your interest in serving as their next City Manager. Please be advised that the information contained in the Candidate Questionnaire will be reviewed by the City Council. If you are selected for an interview, your Questionnaire could be published in the public City of Saugatuck City Council Agenda Packet.

Please complete the attached Candidate Questionnaire and return by email to (walshmuni@gmail.com) no later than Sunday, April 28, 2024.

1. Please tell us why you chose to apply to be our next City Manager?
 - **This role is incredibly attractive to me for both personal and professional reasons. This position would be close to my current home in Zeeland. Additionally it would give me the opportunity to manage a resort community which presents many challenges that intrigue me as I like to take on new challenges.**
2. Please tell us about your current role and how your skills will enhance the City of Saugatuck.
 - **I have spent the past 6 years managing a full-service community in the City of Wayland. I have been responsible for managing Police, Fire, Utilities, Public Facilities, and General Administrative Services (Clerk and Finance). In addition to this I have worked to build relationships with neighboring entities and tribal governments to enhance the City both locally and regionally.**

3. Please tell us about your proudest professional accomplishment.

- **My proudest professional accomplishment is an ongoing accomplishment, though somewhat abstract. That is my commitment to this profession and leading and promoting ethical and transparent governance.**
- **A more concrete accomplishment that I am most proud of is my first round of labor negotiations when I began my position in Wayland. My first 2 hours on the job was met with news that non-union employees had decided the Friday before my arrival that they were planning to unionize. Having never been through negotiations before I could have caved under pressure. However, I handled it with poise and gained a lot of trust and respect from both those representing the union and the City’s attorney.**

4. What do you consider to be your three greatest personal qualities?

- **Stewardship/Servitude: Working in this profession requires a servant mentality and a firm realization that many different stakeholders for the community are relying on me to do what is right and ensure that the resources they provide to their local government are treated with due care and respect.**
- **Communication: In order to succeed in this profession, it is necessary to understand the audience (read the room), and ultimately communicate in the most optimal manner possible. Sometimes this involves communicating bad news and not always telling people what they want to hear. I feel that I’ve always been successful (and have received appreciation from current Council members) in always providing information that made decisions by the elected officials will be defensible.**
- **Attention to detail: I have an excellent memory and a strong attention to detail which enables me to see where things fit in within an organization. However, I also can “see the forest through the trees” and do not get lost in the details.**

5. The final candidate will be subject to a comprehensive background check, is there anything in your background that the City Council should be aware of at this time?

- **No Issues of concern**

6. Under the Michigan Open Meetings Act, you are permitted to request confidentiality, your name will not be released until such a time you are granted, and accept, an interview.

Do you request confidentiality as permitted under the Michigan Open Meetings Act?
Confidentiality allows the elected body to review your candidacy in closed session.

YES NO



4:50 P.M.
Michael Sheahan

Mike Sheahan

5/2/2024

City Manager
Saugatuck, MI

Mr. Walsh,

I am writing to express my interest in the City Manager position for the city of Saugatuck. Throughout my 21-year military career, continual development in leadership and an unwavering commitment to succeeding under challenging assignments have developed me into the leader I am today. With 15+ years of experience in Senior operational management, particularly within high-stakes military environments, my proven track record of effective and efficient leadership, from personnel readiness to safety and training policy development, makes me the ideal candidate to contribute effectively to the city of Saugatuck.

The last 15+ years of my career as a Senior Operations Manager in the United States Coast Guard have allowed me complete ownership of various operations and projects, from complex leadership challenges to policy enforcement and compliance with local, state, federal, and international partners. I have spearheaded the development and implementation of safety policy, training programs, budget management, and procurement practices, resulting in over 200 members being trained and certified, zero operational loss of over \$6M in government-furnished property, and a 90% compliance rate for safety audits and inspections.

Furthermore, I have led initiatives to optimize operational efficiency and ensure compliance with state, federal, and international regulations, contributing to the secure transportation of a significant portion of the nation's daily commerce on the western river systems; operations such as these have direct impact to our countries economy if not appropriately executed, achieving these operational benchmarks, translate to helping effectively run city management operations.

Moreover, my experience and professional commitment bring a focus on leadership and development in building and empowering a team, as well as a robust background in safety and training policy development and compliance, budget management, and financial analysis, primarily in continuing fiscal resolutions and strategic operational and logistic planning for military operations globally. These challenges have given the management a leadership experience in challenging economic times.

I have served my country for 21.5 years and my desire is to continue my public service, this is why the city manager position in Saugatuck excites me. My proven track record of transparency in decision making coupled with my unwavering commitment to relationship building and operational success, makes me a prime candidate to help the future growth and economic development of the city of Saugatuck. I look forward to the challenging opportunity of leveraging my experience and knowledge in strategic planning, team leadership, and risk management to drive innovation and achieve tangible and exciting results for the city of Saugatuck.

Enclosed is my resume, which details my professional background and education. I look forward to the opportunity to discuss how my skills and experiences align with the needs of your team. Thank you for considering my application.

Respectfully,

Mike Sheahan

MICHAEL S. SHEAHAN

United States Coast Guard

PROFESSIONAL SUMMARY

Result-oriented military veteran with 15+ years of senior operations management experience in the U.S. Coast Guard. Proven track record in strategic and tactical planning, team leadership, safety, and training policy development and implementation with direct oversight of daily organizational operations. Exceptional problem-solving and communication skills demonstrated through consistent results (e.g., growth in budget management, financial analysis, personnel management, and conflict resolution across all levels of organizational leadership).

SKILLS

- Strategic Planning & Implementation
- Safety Policy Development
- Team Leadership & Empowerment
- State and Federal Regulatory Compliance
- Microsoft Office Suite Proficiency
- Budget Management
- Risk Analysis & Mitigation Processes
- Training Policy Development
- Conflict Management/Resolution
- Organizational Communication

EXPERIENCE

OFFICER-IN-CHARGE (SENIOR OPERATIONS MANAGER) – U.S. Coast Guard Station Niagara
Youngstown, NY (June 2023 – Present)

- Directed a 25-member team, overseeing end-to-end responsibilities encompassing daily operations, leadership and development, training programs, safety policy implementation, and human resource compliance.
- Formulated creative operational management plans across five divisions, maintaining productivity levels despite being understaffed by 15%.
- Developed and implemented training programs to instruct members on unit safety policies. Conducted audits for compliance across more than 30-unit programs.
- Managed fiscal year budgets and spending plans for \$1M in property and appropriations, employing financial analysis to assess organizational spending habits and address procurement needs.

OFFICER-IN-CHARGE (SENIOR OPERATIONS MANAGER) – U.S. Coast Guard Station Paducah
Paducah, KY (June 2021 – June 2023)

- Directed a 22-member team in developing and implementing inaugural standard operating procedures on the Western Rivers. Conducted risk analysis metrics to identify gaps in security and safety for the Marine Transit System, crucial for moving 35% of the nation's daily commerce.
- Spearheaded the creation and implementation of comprehensive safety and training policies and procedures across all organizational levels, securing 110 certifications for 22 members in the initial 90 days of commissioning.
- Initiated introducing and developing new policies and procedures for maritime operations on the Western Rivers, collaborating with 15+ local, state, and federal agencies. Facilitated through detailed presentations and practical training.

OPERATIONS MANAGER – U.S. Coast Guard Cutter Chinook
Corpus Christi, TX (June 2019 – June 2021)

- Compiled and presented comprehensive quarterly reports, highlighting key-operational performance metrics and strategic insight to support informed decision making.
- Supervised three dry dock projects with a total value of \$3M. Through effective collaboration with contractors and budget authorities, all projects were completed ahead of schedule, averaging 10 days early completion while meeting budgetary goals.

- Conducted monthly operational policy reviews, resulting in zero loss of \$6M in property and achieving zero training accidents for eight consecutive quarters.
- Mentored a high-performing team of 30 members, fostering professional and personal growth through tailored training programs emphasizing employee benefits, including educational assistance initiatives.

OPERATIONS MANAGER – U.S. Coast Guard Station Grand Haven
Grand Haven, MI (June 2015 - June 2019)

- Led the operations department for a 45-person team, responsible for all search and rescue, law enforcement, and high-profile marine events covering a 200-square nautical mile area.
- Generated and provided precise, timely operations’ reports for risk mitigation assessments. Advocated for efficient resource allocation through data analysis of the operational impact of future operations to executive leadership.
- Championed the development of operating procedures and training policies to minimize operational MISHAPS and personnel misconduct, resulting in a 90% reduction in MISHAPS and a 60% decrease in personnel misconduct.
- Developed tactical operation plans and evaluated intelligence reports to identify potential high-risk areas while escorting senior-level officials through heavily populated city events.

OPERATIONS MANAGER – U.S. Coast Guard Cutter Sea Devil
Naval Base Kitsap Bangor, WA (June 2012 – June 2015)

OPERATIONS MANAGER – U.S. Coast Guard Boat Forces Detachment St. Croix
Christiansted, St. Croix, U.S. Virgin Islands (July 2010 – July 2012)

OPERATIONS DEPARTMENT – U.S. Coast Guard Maritime Safety and Security Team (91109)
San Diego, CA (January 2006 – June 2010)

OPERATIONS DEPARTMENT - U.S. Coast Guard Cutter Wahoo
Port Angeles, WA (June 2003 – January 2006)

EDUCATION

MASTER OF BUSINESS ADMINISTRATION (M.B.A.) CANDIDATE CLASS OF 2025
Troy University, Troy, AL

BACHELOR OF SCIENCE (B.S.) IN INTERDISCIPLINARY STUDIES
Troy University, Troy, AL (GPA 3.8) (May 2023)

RELEVANT COURSEWORK - Business Administration, Global Marketing, Military Operations

CERTIFICATIONS

- Lean Six Sigma Black Belt, The Council for Six Sigma Certification (CSSC), 2024
- Data Literacy Essentials (SAS), 2024
- Active “SECRET” Security Clearance
- OSHA 10 & 30 Hour, U.S. Department of Labor, 2024
- Advanced MISHAP Analysis, U.S. Coast Guard, 2023

Michael Sheahan

1. My military career has instilled a deep calling for public service; my career has developed a passion for leadership development and helping those around me. I came to Western Michigan in 2015 as the Operations Petty Officer of Coast Guard Station Grand Haven, where my love of Michigan began! Saugatuck is a community that deserves the efforts and care of its surroundings while maintaining its small charm. I want to be part of something that allows me to serve and improve the environment around me. I am not looking for a secondary career stepping stone; I am looking for a career that will enhance the community around me for a place I call home. The opportunity to be the next city manager allows me to apply my 21 years of leadership and strategic planning experience to Saugatuck while continuing to grow personally and professionally.
2. I currently serve as the Officer in Charge of Coast Guard Station Niagara, NY. I have end-to-end ownership of all operations for a 25-member complement. I have extensive interaction with all levels of government, including international with Canada. Being in government work for over two decades, I have a very intimate understanding of budget management and financial analysis in uncertain times. My emphasis on leadership and development and policy promulgation and implementation are challenges I have thrived in throughout my 21 Coast Guard Career. Combining teams of different cultures, beliefs, and values to achieve a common goal is a challenge I like taking on because the complex tasks are worth pursuing.
3. In 2017, I was able to advocate and accomplish a Coast Guard policy change that allowed members to efficiently attend training for critical certifications, reducing wait times by 90%. This was a proud moment because I worked through various levels of leadership, showing the policy's negative impact while providing the necessary data to show how the policy change would increase efficiency and reduce risk to the overall mission.

4. Integrity and transparency

Adaptability

Open minded and collaborative

5. In 2005 I did receive a DUI in the state of Washington at my first duty station. This has been something I have turned into a learning moment and a negative I have turned into a positive for others through being humble and open about the incident, which has deterred many other junior members from making the same mistake. It's a mistake I own and have no issue addressing and speaking on.
 - I do not request confidentiality, I am open to my candidacy being reviewed in any setting open or closed.

5:40 P.M.
Ryan Cummins

April 23, 2024

Walsh Municipal Services, LLC
Attn: Frank L. Walsh
Okemos, MI 48864

Dear Mr. Walsh:

I am writing to express my great interest in the City Manager position for the City of Saugatuck. Having served the Saugatuck community for over a year and a half as the Director of Planning, Zoning, and Project Management, and currently as the Interim City Manager, I possess a deep understanding of the City's unique character, its challenges, and exciting potential.

My experience aligns well with the qualities the City seeks in their next City Manager. Throughout my career, I have consistently demonstrated:

- **Leadership:** As the Interim City Manager, I have provided reliable leadership during a transitional period, ensuring stable day-to-day operations of the City and implementing Council directives. My experience as Mayor Pro Tem on the Grand Haven City Council further demonstrates my leadership abilities.
- **Collaboration:** Building strong relationships is paramount to me. I have fostered productive working relationships with staff at all levels, the Planning Commission, Historic District Commission, Zoning Board of Appeals, and City Council. I have also done the same with the Fire Department, Kalamazoo Lake Water-Sewer Authority, Convention and Visitors Bureau, Saugatuck Township and the City of the Village of Douglas. I am a strong believer in open communication, addressing problems head on, and collaboration with residents, businesses, and neighboring municipalities.
- **Community Engagement:** My dedication to community engagement is evident in my past roles as a Police-Community Coordinator and Event Planner. I am passionate about fostering a vibrant and inclusive community and believe in the importance of active listening and transparent communication. I have actively shown leadership in this area through surveys, town halls, and information sharing during the work of the Short-Term Rental Task Force and Waterfront Development Assessment Project.

- **Problem-Solving:** My background in law enforcement, zoning administration, and project management has honed my problem-solving skills. I am adept at analyzing complex situations, identifying solutions, and implementing them effectively.
- **Resourcefulness:** I am resourceful, comfortable working with a limited staff and have experience maximizing existing resources to achieve desired outcomes. Additionally, my experience with grant writing and budgeting will prove beneficial in securing funding for vital projects.

During my tenure with the City, I have actively participated in shaping the future of Saugatuck. I am particularly proud of the updated waterfront development regulations, new short-term rental ordinances and enforcement plan, and proposed budget for the next fiscal year.

I am eager to leverage my existing knowledge of Saugatuck, combined with my extensive experience in government, to propel the City forward. I am confident that I have the skills and dedication to serve as the next City Manager and contribute to the continued success of Saugatuck.

Thank you for your time and consideration. I welcome the opportunity to discuss my qualifications further in an interview.

Sincerely,

Ryan Cummins

EDUCATION

- Bachelor of Arts Degree, Criminal Justice with Honors** December 2009
Michigan State University, East Lansing, MI
- Completed Courses toward a Master of Business Administration Degree** August 2014 - May 2015
Davenport University, Grand Rapids, MI
- Zoning Administrator Certificate** March 2023
Michigan State University Extension, East Lansing, MI

RELEVANT EXPERIENCE

City of Saugatuck September 2022 – Present
Administration
Saugatuck, MI

- **Director of Planning, Zoning, and Project Management / Interim City Manager**
 - Staff liaison to the Planning Commission, Historic District Commission, and Zoning Board of Appeals. Also provide support to the City Council and Parks and Public Works Committee.
 - Review a wide range of permit applications and requests including but not limited to zoning, historic district, land divisions, water-sewer connections, right of way, special land use and variances. Conduct site plan reviews, process requests and issue permits.
 - Inspects construction sites, the downtown area and other areas of interest to ensure compliance with codes and ordinances. Works with property owners to encourage compliance and takes enforcement action as appropriate.
 - Meet and collaborate with various internal and external entities including residents, business owners, legal, professional consultants, building official, surrounding municipalities, Department of Public Works, Water-Sewer Authority, Sheriff's Office, and Fire Department.
 - Research and draft City ordinances, resolutions, and policies for Council review and approval. Prepare memorandums for City Council meetings.
 - Research, compile information, and complete special projects. Evaluate problems related to the project and develop solutions to address issues.
 - Serve as the Interim City Manager including leading day-to-day operations and implementing policies and directives of the City Council.

City of Grand Haven November 2019 – Present
Grand Haven, MI

- **Mayor Pro Tem**
 - Elected member of the Grand Haven City Council in a Council-Manager form of government.
 - Work with other Council Members to make policy decisions, adopt resolutions and ordinances, and approve an annual budget.
 - Served on the Paid Parking Committee, Beyond the Pier Master Plan Committee, and Land Use Master Plan Steering Committee.

Ottawa County January 2012 - Present
Sheriff's Office
West Olive, MI

- **Marine Deputy** (January 2012 – Present)

- Patrol Ottawa County waterways educating the public about marine laws, responding to calls for service, writing police reports, and enforcing laws as needed. This also includes instructing boater safety education classes and educating the public at various special events such as fire prevention open houses, festivals, and parades.
- Previous squad leader for the marine patrol unit for three years which included maintenance scheduling for the unit's boats, assisting in shift scheduling, training new deputies, leading marine units during special events, and being available to assist marine deputies with determining the appropriate course of action.
- **Reserve Deputy** (January 2012 – August 2020)
 - Provided uniformed security, traffic control, and other requested police services at special events.
 - Volunteered and rode along with road patrol units as a second uniformed deputy answering citizen calls for service, patrolling an assigned area, and providing police services to the community.
 - Selected as the Reserve Deputy of the Year for 2017.

City of Muskegon

Clerk's Office and Police Department
Muskegon, MI

February 2019 – September 2022

- **Police-Community Coordinator** (February 2021 – September 2022)
 - Grant administrator for the Police Department including grant writing, budgeting, reporting, and compliance.
 - Planned and coordinated community engagement programs including the Citizen's Police Academy, Youth Academy, National Night Out, Youth Fishing Derby, Last Day of School Events, Bike Rodeos and Cops and Kids Cruise.
 - Built and maintained relationships with neighborhood associations, community leaders and civic groups to keep abreast of their concerns and suggestions, and to monitor criminal activities within the community.
 - Analyzed crime statistics and developed reports regarding crime activity within the city.
 - Developed informational materials regarding safety issues, crime prevention and reporting. Prepared press releases, Nixle messages, Facebook posts, and other means of communicating important police information including crime tips, emergency weather situations, road closures, department events, and related topics.
 - Staff liaison to the Citizen's Police Review Board. Prepared agendas, gathered and presented packet materials, records minutes, and complete follow-up tasks.
- **Event Planner** (February 2019 – February 2021)
 - Planned numerous small, medium, and large-scale community events and festivals. This included monitoring and coordinating event marketing, logistics, budgets, and contingency planning.
 - Worked with other team members to maintain eight of the City's social media pages totaling over 95,000 followers. This included creating and sharing relevant content, posting information, monitoring feedback, and answering follower questions.
 - Assisted the FOIA Coordinator with processing FOIA requests which included gathering records, preparing cost estimates, review and appropriate redaction of documents, and providing timely responses.
 - Conducted electronic meetings via Zoom for the City Commission and other boards and commissions. This included creating and updating the City's electronic Open Meetings Act policy and monitoring compliance.
 - Assisted with election administration which included registering voters, processing absentee ballots, testing voting equipment, answering voter questions and supporting fourteen precincts.
 - Other regular duties included processing special event applications, preparing and presenting policy and ordinance updates to the City Commission, processing passport applications as a passport acceptance agent, and assisting customers in person and via phone.

State of Michigan

Department of Health and Human Services and Department of Civil Rights
Muskegon, MI and Grand Rapids, MI

November 2010 - May 2017

- **Civil Rights Investigator** (February 2017 - May 2017)
 - Investigated and attempted to resolve complaints of unlawful discrimination in employment, education, housing, public accommodation and other jurisdictional areas.
 - Conducted fact finding conferences, on site visits, interviewed witnesses, and gathered evidence.
 - Analyzed evidence and made a finding in accordance with applicable federal and state laws and established discrimination theories. Documented the results and findings in an investigative report and departmental data base.

- **Child Protective Services Program Manager** (January 2015 - February 2017)
 - Provided supervision of a unit of Children's Protective Services caseworkers who investigate abuse and neglect.
 - Assisted staff in evaluating evidence, analyzing assessments, and determining the appropriate course of action. This included developing strength based service plans and finding resources to address family and youth needs.
 - Reviewed staff prepared reports and court documents for accuracy, thoroughness, policy, and law compliance.
 - Evaluated employee performance, identified staff development and training needs, planned and conducted in service trainings.
 - Reviewed performance metrics, prepared reports, monitored service provider contracts, and attended meetings with management and staff work groups to evaluate, resolve, and improve service delivery problems.
 - Represented and acted as a liaison for the agency at hearings, meetings and conferences with other community agencies.

- **Child Protective Services Investigator** (August 2012 - January 2015)
 - Investigated, assessed, and followed up on complaints of abuse or neglect.
 - Conducted family and child assessments to determine family and youth strengths and needs.
 - Determined the appropriate method and course of action and recommended service and treatment plans utilizing teaming, engagement, mentoring, and assessing (MiTEAM) model.
 - Prepared legal documents, forms, and petitions and testified in court as required.
 - Wrote detailed case reports.
 - Mentored and coached new workers.

- **Foster Care / Juvenile Justice Specialist** (November 2010 - August 2012)
 - Provided case management services to neglected, abused, and delinquent youth and families.
 - Conducted family and youth assessments and develop case service and treatment plans based on strengths, needs, and barriers.
 - Visited abused, neglected, or delinquent wards and families in the community.
 - Testified, submitted written reports, and participated in court proceedings.

BOARDS AND COMMISSIONS

Board Member December 2019 – Present
 Northwest Ottawa Recreational Authority, Grand Haven, MI

- City of Grand Haven representative and board member for the recreational authority serving the City of Grand Haven, City of Ferrysburg, Grand Haven Township and Robinson Township.

Zoning Board of Appeals Chairman April 2017 – November 2019
 City of Grand Haven, Grand Haven, MI

- Meet, listen and rule on variances and requests for interpretation of the city zoning ordinance brought by residents, business owners, and city staff.

Planning Commission Member October 2015 – November 2019
 City of Grand Haven, Grand Haven, MI

- Worked with other planning commissioners and city planning staff to render decisions on the majority of non-residential facility site plans. This also included review and rendering decisions on special land uses and drafting and adopting zoning ordinances and the Community Strategic Land Use Master Plan.



CITY OF SAUGATUCK

CANDIDATE QUESTIONNAIRE

DATE: 4/28/2024 NAME: Ryan Cummins

ADDRESS: [REDACTED] ZIP: [REDACTED]

PHONE: [REDACTED] EMAIL: [REDACTED]

The City of Saugatuck wishes to thank you for your interest in serving as their next City Manager. Please be advised that the information contained in the Candidate Questionnaire will be reviewed by the City Council. If you are selected for an interview, your Questionnaire could be published in the public City of Saugatuck City Council Agenda Packet.

Please complete the attached Candidate Questionnaire and return by email to (walshmuni@gmail.com) no later than Sunday, April 28, 2024.

1. Please tell us why you chose to apply to be our next City Manager?

"Smile! You're in Saugatuck". This mural has said it all for me since my work started with the City of Saugatuck.

When I first received a call from Frank Walsh nearly two years ago explaining there was an opportunity in Saugatuck, my first words to him were, "I love Saugatuck!". For the past year and a half, I've had the privilege of serving Saugatuck as both Director of Planning and Zoning and, currently, Interim City Manager. This experience has given me a unique perspective on the character of this special community. The recent accolade by USA Today, naming Saugatuck a top coastal small town – even surpassing Key West – is a testament to its undeniable charm.

From the engaged citizenry and stakeholders to the pristine beaches, waterfront, and natural resources, all the way to the vibrant and eclectic downtown that draws thousands each year, Saugatuck paints a clear picture of a thriving community. Leveraging my experience, knowledge of Saugatuck, and collaborative spirit, I'm eager to be a part of Saugatuck's continued success. I'm confident that by working closely with the Council, staff, and residents to capitalize on Saugatuck's strengths will allow me to effectively manage the City through its next chapter.

2. Please tell us about your current role and how your skills will enhance the City of Saugatuck.

Through several years of hands-on experience in various government departments and roles and working in a smaller community such as here in Saugatuck, I have developed the ability to wear multiple hats and be resourceful.

In my current staff role as Interim City Manager / Director of Planning, Zoning, and Project Management for Saugatuck and elected Mayor Pro Tem role in Grand Haven, I have developed several skills including successfully leading teams, strategic planning, collaboration, fiscal responsibility, problem-solving and communication.

I also gained an understanding of how important it is to learn the unique history, natural resources, and character of a community while also being innovative when planning for its future and success.

3. Please tell us about your proudest professional accomplishment.

A recent example would be the success of Saugatuck's Short-Term Rental Task Force. As the local Planning Commissioners and Council members made evaluating and addressing short-term rental concerns and opportunities a top priority for staff, I recommended that a diverse committee representing various stakeholders be formed. Many were skeptical and nervous about such a committee as Saugatuck's economy is based upon tourism and others worried their concerns about neighborhood issues wouldn't be heard. After several months of meetings, extensive public engagement, much study, and respectful dialogue, the Task Force formulated a quality set of recommendations.

Many in the community have praised how collaborative, engaging, thorough, and transparent the process was. While everyone may not agree on any final changes, residents and stakeholders felt heard and learned a lot along the way.

4. What do you consider to be your three greatest personal qualities?

Listener - I believe it is so important to actively listen and learn. I appreciate varying views and my listening skills have helped me to build successful working relationships.

Learner - I love learning how things work, exploring new places, and trying new things. I enjoy taking the opportunity to tour businesses, infrastructure projects, neighborhoods, and public spaces.

Public Servant - I am a government nerd and love that I can be a part of all the things we rely upon local government for each day such as public safety as we sleep, clean water for morning coffee, roads to get to work on, sidewalks for exercise, and parks to relax and enjoy nature.

5. The final candidate will be subject to a comprehensive background check, is there anything in your background that the City Council should be aware of at this time?

No

6. Under the Michigan Open Meetings Act, you are permitted to request confidentiality, your name will not be released until such a time you are granted, and accept, an interview.

Do you request confidentiality as permitted under the Michigan Open Meetings Act?
Confidentiality allows the elected body to review your candidacy in closed session.



YES

____ NO