



**WORK SESSION**  
405 E. COLBY STREET, WHITEHALL, MI  
COUNCIL CHAMBERS  
MARCH 11, 2025  
5:00 p.m.

### **AGENDA**

1. Meeting Called to Order
2. Discussion Items
  - Senior Millage Committee (Cabala)
  - Search Consultants (Huebler)
  - West Colby Naming Rights (Holmstrom)
  - Tree Tapping (Holmstrom)
3. Informational Items
4. Public Comment \*
5. Meeting Adjourned

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City of Whitehall, 405 E. Colby Street, Whitehall, MI 49461; 231-894-4048

\* **PUBLIC COMMENT:** Citizens wishing to speak on any subject matter or with regard to items on the agenda should use this opportunity. As a courtesy to the council, state your name, and direct your comments to the board. Please limit comments to three minutes. If you have questions or issues that need to be addressed, contact City Hall during regular business hours.

**Whitehall City Council  
Work Session Information Report  
March 2025**

**Senior Millage Committee (Cabala)**

25% of the annual senior millage funds are allocated to local municipalities to coordinate and provide services, programs, and activities. Our allocation has grown from \$12,000 to \$17,000. The City Council has, since 2019, allocated these funds to White Lake Area Community Education and the White Lake Senior Center. A committee chaired by Councilmember Cabala has studied the needs of the senior population. A recommendation on the allocation is expected to be presented.

**Search Consultants (Huebler)**

Staff solicited proposals from consulting firms known to specialize in the recruitment of city managers. A consensus choice should be made Tuesday night. An official award can be made on March 25. City Manager Huebler is recommending SGR. While most of their experience has been in the southeast; their proposal is impressive and error free; they have an extremely solid reputation, have a large pool of candidates already on hand, and have the best ability to draw interest from well outside the State.

**West Colby Naming Rights (Holmstrom)**

*Should the City offer up the naming rights for the West Colby development? Staff has been calling this the Colby Connector as it meets the long-standing goal of connecting the waterfront and marinas to the downtown.*

**Tree Tapping (Holmstrom)**

*Should the City prohibit or regulate the tapping of Maple Trees located on city property, including street rights of way? Staff is aware of this being done on an extremely limited basis and is not aware of any damage being done to the trees that have been tapped.*

# Report to the Whitehall City Council on Muskegon County Senior Millage Services Funding Recommendations

## For the March 11, 2025 City Council Work Session

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### Executive Summary

This report outlines funding recommendations for senior services totaling **\$17,245**. These recommendations are informed by an internally developed survey—distributed online and via the City’s Fall 2024 newsletter—along with proposals from three key service providers.

The committee held **approximately 12 meetings**, with White Lake Community Education, the White Lake Senior Center, and AgeWell Services joining several discussions. Although the survey results are **not statistically representative** and reflect mixed responses, they provide valuable insights that, combined with ongoing stakeholder engagement, support the proposed allocations and future service refinements.

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## 1. Introduction

To enhance services for Whitehall’s senior community, the committee:

- Developed and distributed a **senior needs survey** to assess service awareness, usage, and gaps.
- Disseminated the survey **online and through the City’s Fall 2024 newsletter** to gather community feedback.
- Reviewed proposals from **three key service providers** who participated in committee meetings.
- Deliberated extensively on **the potential available services** the City could provide with the current allocation from the County.

This process has provided a **well-rounded understanding** of current senior service usage and informed the funding recommendations in this report.

### 1.1 Committee Members

The following committee members were instrumental in the discussions and recommendations outlined in this report:

- **Dick Connell**
- **Ellie Dennis**
- **Tammy Stachowicz**
- **Scott Brown**

- **Mary Ann Wolter**
  - **Coni Gafford**
  - **Ruth Skinner**
  - **Virginia DeMumbrum**
- 

## 2. Summary of Survey Results

- **Respondent Demographics:**
    - The survey primarily reached **City of Whitehall residents aged 60 and older**, with a significant number indicating personal interest in senior services and related programs.
  - **Awareness of Funding and Services:**
    - Approximately **half of the respondents** knew that the City receives an **annual allocation** from the countywide senior millage.
    - A moderate number of respondents indicated **awareness and usage of existing services**, such as free access to the **walking track and recreational opportunities at the Viking Athletic Center (VAC)**.
  - **Service Usage and Interest:**
    - **VAC and Community Education:** The survey indicated that while many seniors currently use the VAC for walking, **class offerings are limited**.
    - **White Lake Senior Center:** Responses indicated that some seniors use the facility, while a nearly equal number expressed interest in **learning more about its offerings**.
    - **Additional Services:** There was evident interest in services such as **health screenings, support groups, and independent living supports** (e.g., home maintenance and snow removal), although many responses showed an **almost equal split between interest and disinterest**.
  - **Limitations:**
    - The survey was **not designed to be statistically robust**; therefore, the results should be interpreted as **indicative of potential community needs rather than definitive priorities**.
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## 3. Funding Recommendations

- **White Lake Community Education – \$9,000**
  - **Rationale:**
    - The current program primarily provides **walking access** to the VAC with **infrequent class offerings**.
- **White Lake Senior Center – \$4,800**
  - **Rationale:**
    - Supports general operations and the regular **annual offering of trips, classes, and two new community dinners** for City of Whitehall senior residents. Enhanced programming is anticipated to foster **increased community participation and engagement**.
- **City Communication – \$1,000**
  - **Rationale:**
    - A significant portion of survey respondents were **unaware of countywide senior millage funds and related services**.

- This allocation is intended to improve **public outreach and ensure that seniors are informed** about available programs and benefits.
- **AgeWell Services – \$2,445**
  - **Rationale:**
    - Despite the **low use of non-medical transport services, there is an interest in improved mobility options.** AgeWell will also provide **Meals on Wheels.**

## 4. Library Collaboration for Senior Support

The **White Lake Community Library** is eager to assist in addressing key issues identified in the senior needs survey at **no cost to the city or seniors.**

- They currently offer a variety of **digital skills classes** and are willing to collaborate with the **Senior Center** to bring some of these classes **directly to seniors.**
- Additionally, the library's **strategic plan** includes **initiatives to build community and reduce loneliness and isolation,** aligning with **senior millage goals.**
- The only additional support needed is **assistance in spreading the word** to ensure more seniors are aware of and can access these resources.

## 5. Ongoing Engagement and Future Planning

The committee believes their work this year was just a start, and more could be done to improve services to seniors in the coming months and years. To that end, the following ideas are being considered.

- **Quarterly Service Provider Meetings:**  
To build on the effectiveness of the funded programs, the White Lake Community Library is willing to facilitate quarterly meetings. These sessions will bring service providers together to discuss current and future programs and services with the goal of coordinating and collaborating when possible and looking for ways to maximize impact and minimize cost.
- **Annual Community Forum / Survey**  
At least once per year, local seniors would be invited to attend a discussion and/or complete a survey regarding senior services in our community. This will include feedback on current services as well as ideas for future services.
- **Quarterly Senior Resources Committee Meetings**  
Several issues were raised through the survey and through committee discussions that should be explored further. The committee could continue to meet regularly to consider various possibilities. Topics include:
  - **Investigating Additional Senior Millage Grants**  
The city may be eligible for additional senior millage funding under a three-year grant cycle.

Potential uses for these funds could include home repairs, lawn care, snow removal, and transportation services.

- **Exploring a Citywide Partnership with the VAC**  
The city could consider a three-year contract with the Viking Athletic Center to provide all city residents, regardless of age, with free access to facilities such as the walking track, weight room, and pickleball courts. This initiative could be highly popular and would also free up significant senior millage funds for other projects and programs.
- **Supporting Fruitland Township's Senior Palooza Day**  
The city could allocate funds to co-sponsor this annual event, strengthening regional collaboration and providing meaningful engagement opportunities for seniors.

## 6. Conclusion and Recommendations

The proposed funding allocations of **\$17,245** are **well-supported** by survey insights and service provider proposals. While survey responses indicate **mixed interest levels**, the findings justify the **immediate allocations** and highlight areas for **ongoing service development**.

### Final Recommendations:

1. **Approve the following funding allocations:**
  - **White Lake Community Education (VAC):** \$9,000
  - **White Lake Senior Center:** \$4,800
  - **City Communication:** \$1,000
  - **AgeWell Services:** \$2,445
2. **Implement quarterly meetings** to assess **service performance** and adjust accordingly.
3. **Continue exploring additional senior services, such as expanded access to the VAC, home maintenance, transportation, and health programs, grant opportunities, and municipal partnerships such as Fruitland Township's Senior Palooza Day.**

**Respectfully submitted for your consideration,**

**Councilmember Tanya Cabala**

### A Special Thank You and Acknowledgment

As the Councilmember who convened and chaired the senior advisory committee, I sincerely thank the committee members for their dedication and thoughtful contributions throughout this process. Their insights and commitment to improving services for our senior community have been invaluable. Appreciation is also extended to the representatives from the three organizations we engaged with, whose expertise and perspectives provided important context and guidance. Their input has helped shape the committee's understanding and inform the recommendations outlined in this report.

# Whitehall Senior Millage Services Survey

**Are you a City of Whitehall resident aged 60 or older? Do you provide care for someone who is? If you can answer yes to either of these questions, we want to hear from you!**

The Muskegon County senior millage was recently renewed, and City Council needs your input on how to use its portion. Please take a few minutes to complete this survey about community-based senior services. Your feedback will help guide the council's decisions.

**Please tell us about yourself. Check all that apply.**

|    |  |
|----|--|
| 96 | I am a resident of the City of Whitehall   |
| 95 | I am age 60 or older   |
| 8  | I am a relative of or caregiver for a City of Whitehall resident age 60 or older |
| 90 | I am interested in services for seniors  |
| 14 | I am interested in services for caregivers                                       |

**Are you aware that the City receives an annual allocation from the countywide senior millage, and that the funds are used to support services for city residents aged 60 and over?**

Yes 50                       No 44                       Not sure 3

**Are you aware that these funds currently provide seniors with free access to the walking track and other recreational/fitness opportunities at the Viking Athletic Center (VAC)?**

|    |  |
|----|--|
| 45 | Yes, and I take advantage of these opportunities     |
| 20 | Yes, but I don't use them                            |
| 5  | No, but I am interested in learning more             |
|    | No, and I am not interested in these opportunities 3 |

**Are you aware that these funds also provide support to the White Lake Senior Center?**

|    |   |
|----|---|
| 15 | Yes, and I use the Senior Center 15         |
| 30 | Yes, but I don't use this 28                |
| 30 | No, but I am interested in learning more 29 |
| 11 | No, and I am not interested in this 10      |

**Are you aware of the Call 211 essential community services resource line?**

|    |   |
|----|---|
| 37 | Yes   |
| 52 | No  |
| 18 | I've heard of it but don't really know how it works |

**Thinking about your own needs or those of a person you care for, which of the following types of services or resources are you already using, or might use if they were available?**

### Health and Wellbeing Services or Resources

|                         | Already Using | Interested in Using | Would Not Use |
|-------------------------|---------------|---------------------|---------------|
| Exercise Classes/Groups | 13            | 50                  | 13            |
| Health Screenings       | 3             | 42                  | 27            |
| Grief Support           |               | 19                  | 41            |

|                          |  |    |    |
|--------------------------|--|----|----|
| Stress reduction/coping  |  | 26 | 37 |
| Life transitions/Aging   |  | 32 | 34 |
| Hobby Clubs              |  | 45 | 24 |
| Community Dining Options |  | 38 | 30 |
| Discussion groups        |  | 31 | 18 |
| Game Nights              |  | 41 | 26 |
| Volunteer Opportunities  |  | 47 | 23 |
| Group Outing/Excursions  |  | 54 | 24 |

**Independent Living**

|                                  | <b>Already Using</b> | <b>Interested in Using</b> | <b>Would Not Use</b> |
|----------------------------------|----------------------|----------------------------|----------------------|
| Transportation Services          | 1                    | 27                         | 38                   |
| Meal Delivery                    |                      | 20                         | 45                   |
| Minor home maintenance           |                      | 53                         | 23                   |
| Snow removal                     | 1                    | 40                         | 32                   |
| Lawn/leaf care                   |                      | 38                         | 34                   |
| Personal care                    | 3                    | 11                         | 41                   |
| Housekeeping assistance          | 4                    | 17                         | 40                   |
| Home accessibility modifications | 2                    | 22                         | 40                   |
| Online Paperwork Completion      | 1                    | 17                         | 45                   |
| Meal planning and nutrition      | 1                    | 14                         | 47                   |
| Computer / smartphone classes    | 1                    | 33                         | 43                   |

Thank you for your time! If you have questions or would like to provide additional feedback, please contact councilmember Tanya Cabala at [tanyacabala@gmail.com](mailto:tanyacabala@gmail.com) or (231) 798-5196.



## Senior Programming at the Viking Athletic and Activity Center

Whitehall District Schools is proud to partner with the City of Whitehall to provide free access for Whitehall seniors to the Viking and Athletic Center (VAC). Each year close to 500 Whitehall seniors have utilized the VAC and participated in various classes and activities, all offered either free or at minimal cost.

The VAC is currently staffed and open to the public from 8:00 am – 8:00 pm seven days a week.

### Programs and facilities available to seniors include:

- Walking track
- Pickleball
- Community meeting room
- Lunch and Learn series
- Golf hitting nets and golf simulator
- Chair Volleyball
- Livestrong Cancer Survivors exercise class
- Matter of Balance
- Art of Sewing
- Elder Law classes
- "Art With Beth"
- Helping Hearts (sewing, knitting, crafts)
- Diabetes programming
- Weight Watchers
- Tai Chi
- Energize
- Yoga

While some classes are currently inactive, they may be offered again in the future, depending on third-party instructor availability.

From September 1, 2023, to August 30, 2024, a total of **429 City of Whitehall seniors** participated in VAC programs, making **6,601 visits** throughout the year.

From September 1, 2024 through February 5, 2025 there have been **3,218** check-ins and the current senior membership number is **487**.

To continue supporting senior programming, Whitehall District Schools is requesting a **three-year agreement with the City of Whitehall for \$30,000**.

**CONTRACT BETWEEN THE CITY OF WHITEHALL AND WHITEHALL  
DISTRICT SCHOOLS VIKING ATHLETIC AND ACTIVITY CENTER FOR  
SENIOR SERVICES**

City of Whitehall  
405 E. Colby St.  
Whitehall, MI 49461

And

Whitehall District Schools - Viking Athletic Center  
541 Slocum St.  
Whitehall, MI 49461

This Contract ("Agreement") is entered into this \_\_\_ day of \_\_\_\_\_, 2024, between City of Whitehall ("City") and Whitehall District Schools Viking Athletic and Activity Complex ("VAC") with reference to the following:

WHEREAS, City has received Senior Millage funds through the Muskegon County Senior Millage.  
WHEREAS, City desires to engage VAC to provide services to eligible City of Whitehall seniors.

Now therefore, in consideration of the exchange of promises herein, the parties hereby agree as follows:

Township will provide up to \$30,000 to VAC in exchange for VAC providing services to eligible senior citizens residing within the Township for the period between September 1, 2024 through August 31, 2027.

As additional consideration, VAC shall:

- Upon request from City, provide a list of all eligible seniors, with addresses, phone numbers and email addresses to the City Manager.
- Upon request from City provide updates to the City Manager that include the seniors assisted and the services provided.
- Submit a \$10,000 annual invoice identifying the services rendered by recipient to the City Manager by September 15 of the program year.

- During open facility times, usage includes but is not limited to:
  - Walking track
  - Exercise equipment
  - Pickleball courts
  - Golf hitting nets
  - Basketball courts and Turf Field
- Programs may include but are not limited to: Parmenter Law and Elder Law Services, Chair Volleyball, Senior lunch and learn series and other programs or activities developed by VAC staff.
- The VAC may occasionally be closed to the public for school district related activities such as graduation, tournaments etc. Notice will be provided when such closures occur.

For purposes of this Agreement “eligible seniors” are defined as: Persons over the age of 60 who reside in the City of Whitehall, Muskegon County State of Michigan. City, will be responsible for the following:

- Pay an annual invoice for \$10,000 within 30 days of receiving said invoice.
- Review quarterly updates submitted by VAC and provide input as necessary.
- Provide oversight of the work performed by VAC, including surveying seniors for satisfaction of services provided completed.

Either party may terminate this Agreement for convenience on 60 days’ written notice.

This Contract is hereby approved by both parties:

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Signature:  
 Scott Huebler  
 City Manager

Date:

---

Signature:  
 CJ Van Wieren  
 Superintendent – Whitehall District Schools

Date:

White Lake Senior Center  
8741 Ferry St.  
Montague, MI 49437  
231-894-9493

City of Whitehall

2022: \$2,400

2023: \$2,400

\$ 144  
\$2,544

2024: \$3,205

2025: Our monthly operating budget is \$ 3,500.

Front doors in to be replaced as the locks do not work. \$ 5,000

Weesies flower class: \$ 750 (\$50 per person)

Fredrick Myer Garden Summer trip \$1,000

Canvas painting class \$ 600 (\$40 per person)

Beach Glass class \$ 900 (\$60 per person)



275 W. Clay Ave., Suite 100, Muskegon, MI 49440

PH 231-755-0434 [www.agewellservices.org](http://www.agewellservices.org)

February 3, 2025

City of Whitehall  
City Council Members  
405 E Colby St  
Whitehall, MI 49461

Dear City of Whitehall City Council Members,

Thank you for the opportunity to present our agency and programs. We would like to share a little about AgeWell Services of West Michigan (AgeWell Services) and our proposal to provide programs for City of Whitehall older adult residents before jumping into a more detailed proposal on the subsequent pages.

#### About AgeWell Services

Founded in 1973, our AgeWell Services' mission invites adults 60 and older to redefine their age. Today, with support from a three-county Board of Directors, a programming advisory committee, 300 volunteers and 90 team members, we provide six different programs in Oceana, Muskegon and Ottawa counties of West Michigan.

Our programs and partnerships help keep older adults healthy and active through good meals, fitness and creative classes, learning opportunities, rides to non-emergency medical appointments and spaces to connect with friends old and new.

#### Proposal Outline for City of Whitehall Older Adult Residents

Based on the survey the City of Whitehall completed with your older adult residents, we can provide programming directly in the community through –

- **Social Activities** | community dining programs
- **Independent Living Services** | meal delivery services
- **Transportation Services** | non-emergency medical appointments

We are looking forward to being able to provide these services to the City of Whitehall community! Thank you for your time and consideration.

Kris VanderStelt  
Executive Director

Laura Beechnau  
Mission Services Director





## Social Activities

Social activities included in your survey were (what we can support is highlighted in yellow):

- Hobby clubs (e.g., crafts, gardening, art)
- Group outings and excursions
- **Community dining programs**
- Game nights

### How AgeWell Services Can Address This Community Need

We can address this community need through:

- Lunch & Activity Centers
- Senior Dine / Voucher Programs

### Description of Programs

#### *Lunch & Activity Centers*

The purpose of Lunch & Activity Centers is to provide nutritious food and socialization for adults 60 and older.

Lunch and Activity Centers are community-based partnerships between AgeWell Services and a local organization. These can include, but aren't limited to, Senior Centers, apartment buildings, Faith Communities, Community Centers, etc.

Additional information about Lunch & Activity Centers is below:

- *Eligibility* | participants are eligible if they are 60 years or older and registered for the Lunch & Activities Center program.
- *Service Counties* | participant must reside in Oceana, Muskegon or Ottawa counties.
- *Cost* | for participants 60 and older, there is no cost; however, donations are welcome. For participants 59 and younger or don't reside in the service counties, there is an option to pay full price for the meals.
- *Dates / Times* | AgeWell Services works with the local organization to best determine dates / times.
- *Meals* | February menus are attached at the end of this packet.
- *Social Activities* | social activities are provided throughout the month.

More information about Lunch & Activity Centers can be found through our website – <https://agewellservices.org/services-for-seniors/meal-sites/> – or by calling (231) 755-0434 or 1-800-442-6769.

#### *Senior Dine / Voucher Programs*

Senior Dine / Voucher Programs are partnerships with local restaurants or purveyors of food. The partner location prepares the food as normal and AgeWell Services reimburses a negotiated amount to the restaurant for those that are registered and eligible for the program (60 years and older).

More information about Senior Dine / Voucher Programs can be found through our website – <https://agewellservices.org/senior-discount-dining-program/> – or by calling (231) 755-0434 or 1-800-442-6769.



### Independent Living Services

Independent living services included in your survey were (what we can support is highlighted in yellow):

- Meal delivery services
- Minor home maintenance support
- Snow removal services
- Lawn care services

#### How AgeWell Services Can Address This Community Need

We can address this community need through:

- Meals on Wheels

#### Description of Program

##### *Meals on Wheels*

The purpose of Meals on Wheels is to provide healthy, nutritious food and a wellness check for adults 60 and older who are homebound. Meals on Wheels helps homebound older adults stay healthy so they can live independently in their homes as long as possible.

All meals are prepared daily in our licensed kitchen. Menus vary and include both tasty and healthy options. All menus are certified by our Mission Services Director, who is a Registered Dietitian (RD). Meals are delivered weekdays with a warm smile and a friendly word. Our drivers also check on the health and safety of each older adult and forward any concerns to our professional Assessors. Assessors will also work with participants and their families to arrange any other services that might be needed.

Additional information about Meals on Wheels is below:

- *Eligibility* | participants are eligible if they are 60 years or older and are homebound.
- *Service Counties* | participant must reside in Oceana, Muskegon or Ottawa counties.
- *Cost* | for participants 60 and older, there is no cost through grant funding; however, donations are welcome. We suggest a range between \$4.50 - \$8 per meal. SNAP benefits are also accepted. For those that are not eligible for meals that are funded, in part, by grants, there is an option for full-pay meals with a monthly bill. Minimum cost is \$10 per meal.
- *Dates / Times* | meals are delivered Monday – Friday between 10.30 am to 1 pm. Participants must be home to accept the meal.
- *Meals* | February menus (standard hot meal, salads and sandwiches) are attached at the end of this packet. Frozen meals are also provided for weekends or as a second meal; additionally, with a doctors' prescription, nutrition supplements are available.

More information about Meals on Wheels can be found through our website – <https://agewellservices.org/services-for-seniors/meals-on-wheels/> – or by calling (231) 755-0434 or 1-800-442-6769.



## Transportation Services

Transportation included in your survey were (what we can support is highlighted in yellow):

- Errands
- **Medical appointments**
- Social events

### How AgeWell Services Can Address This Community Need

We can address this community need through:

- Senior Medical Transportation

### Description of Program

#### *Senior Medical Transportation*

The purpose of Meals on Wheels is to provide safe, no-cost, door-to-door non-emergency medical transportation rides for Muskegon County residents 60 and older who are low-income.

Regular hours of operation are Monday to Friday between 8 am – 3.30 pm. First ride occurs at 8 am; last ride occurs at 3.30 pm. Participants must make a reservation at least 24 hours prior to the appointment. Participants are able to reserve a ride up to three months in advance of their appointment. Ride cancellation up to day of the appointment is allowed.

Additional information about Senior Medical Transportation is below:

- *Eligibility* | participants are eligible if they are 60 years or older, Muskegon County resident and low-income (less than 150% of the federal poverty level).
- *Service Counties* | participant must reside in Muskegon County and appointment must be in Muskegon County.
- *Cost* | there is no cost due to grant funding; however, donations are welcome.
- *Dates / Times* | rides are available on a first come first serve basis Monday to Friday between 8 am – 3.30 pm.

More information about Senior Medical Transportation can be found through our website – <https://agewellservices.org/senior-transportation/> – or by calling (231) 755-0434 or 1-800-442-6769.





### **Additional Program Offered by AgeWell Services**

A program that wasn't on the community survey, but is vital for adults 60 and older is our SafeSeniors program.

#### Description of Program

##### *SafeSeniors*

The mission of SafeSeniors is to identify, advocate and seek justice for adult victims of abuse, neglect and financial exploitation with the Muskegon, Ottawa and Oceana Counties of Michigan. In the United States, Michigan ranks 13<sup>th</sup> for the highest population of adults 60 and older, with 24% of Michigan's population in that age bracket (*source – Meals on Wheels America*). Specifically, for Muskegon County, 17.6% of residents are 65 and older (*source – U.S. Census Bureau*). With an aging population, there may be an increase in cases of older adult abuse, neglect and financial exploitation. Unfortunately, the total number of cases are under-reported as only 1 in 24 cases of abuse and neglect and 1 in 44 cases of financial exploitation are reported to authorities.

AgeWell Services of West Michigan has hosted the Elder Abuse Prevention Collaborative in Muskegon, Oceana and Ottawa Counties of West Michigan for nearly 50 years. The collaborative, renamed SafeSeniors in 2020, focuses on the prevention of elder abuse through education and advocacy. In 2018, recognizing the need for support of the investigation and prosecution of elder abuse cases, a Multi-Disciplinary Team was formed. This unique group works together to investigate, and seek justice for victims of elder abuse, neglect and exploitation with a dedicated Task Force of detectives and a prosecutor to focus on these crimes. Between Oct 1, 2018 – Sep 30, 2019 (FY1819) and Oct 1, 2019 – Sep 30, 2020 (FY1920), our total cases increased by 224%, our prosecution rate increased by 306% and nearly \$1.7 million in restitution has been received or requested.

Whether you're looking for content for newsletters, pamphlets to mail with your water and / or tax bills or would like additional information on how you can share about the program in your community, please reach out to Chris Burnaw, SafeSeniors Coordinator, at [chrisb@agewellservices.org](mailto:chrisb@agewellservices.org). Additional information can be found through our website - <https://safeseniors.info/>.



# CITY OF WHITEHALL

## CITY MANAGER EXECUTIVE SEARCH

PRESENTED BY  
**NATE GEINZER**  
Founder & CEO

FEBRUARY 26, 2025





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# COVER LETTER



## Proposal for City of Whitehall City Manager Executive Search

Dear City Clerk Bourdon,

Selecting the next City Manager is a defining moment for Whitehall—a decision that will shape the city's future, strengthen its governance, and impact the daily lives of its residents, visitors, and businesses. The right leader must not only have strong municipal management expertise but also a deep understanding of community priorities, the ability to foster collaboration, and a vision for sustainable growth that aligns with Whitehall's unique character.

At Double Haul Solutions (DHS), we specialize in municipal executive search and leadership development, bringing a structured yet adaptable approach tailored to the unique dynamics of local government. Our stakeholder-driven methodology ensures that the City of Whitehall identifies a City Manager who is not only highly qualified but also aligned with the expectations of its governing body and community.

We go beyond the traditional search process. By engaging closely with city council members, staff, and key stakeholders, we develop a clear and comprehensive candidate profile based on Whitehall's specific needs and priorities. Through targeted outreach, extensive network connections, and rigorous candidate vetting, we will deliver a diverse and well-qualified pool of finalists. Throughout the process, we remain in close collaboration with the city council, ensuring transparency, responsiveness, and seamless decision-making.

We appreciate your consideration of our proposal and welcome the opportunity to further discuss our approach. If you have any questions or require additional details, please don't hesitate to reach out. We are committed to leading a professional, strategic, and transparent search—one that will result in an executive leader ready to serve Whitehall with integrity, vision, and an unwavering commitment to public service.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Nate Geinzer', is written over a light blue circular stamp.

Nate Geinzer  
Founder & CEO  
Double Haul Solutions

# DOUBLE HAUL SOLUTIONS

“Great leadership is in our nature.”



## OUR STORY

Since 2005, Nate Geinzer has been committed to advancing communities through thoughtful leadership and a deep understanding of public service. His experience, spanning chief executive roles to supporting management positions, has been defined by fostering meaningful connections and delivering practical, innovative solutions tailored to the unique challenges of local government.

In 2021, Double Haul Solutions (DHS) was established with a clear vision: to cultivate thriving communities through strategic collaboration and forward-thinking approaches. DHS is built on the principles of trust, innovation, and alignment with a focus on delivering sustainable and purpose-driven results. We take pride in equipping communities with the tools, strategies, and leadership needed to achieve their long-term goals, whether through strategic planning, economic development initiatives, or interim management support.

With decades of collective experience, our team approaches each project with professionalism, expertise, and a shared dedication to excellence. At DHS, we help communities and organizations reach further by aligning their goals with actionable strategies, fostering meaningful relationships, and overcoming obstacles to progress. Recognizing that every community is unique, we craft tailored solutions that address distinct challenges while driving sustainable growth and operational efficiency. Together, we can navigate complexities, build stronger foundations, and create resilient, vibrant communities.

## HOW WE SERVE

-  Community Engagement
-  Strategic Planning
-  Organizational Development
-  Project & Program Support
-  Economic Development

## OUR VISION

Creating Thriving, Purpose-Driven Communities, Organizations, and Teams.

## OUR MISSION

Helping clients reach further and cut through the winds of everyday challenges.

## A Definitive Decision. WHY CHOOSE US



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.

# CLIENT PORTFOLIO



| CLIENT                     | SCOPE OF WORK  | TIMELINE     |
|----------------------------|--|--------------|
| Baker Tilly                | Subject Matter Expertise                                       | Ongoing      |
| Barry County               | Human Resources Policy Support                                 | 2024         |
| City of Berkley            | Executive Search (Finance Director)                            | 2023         |
| City of Berkley            | Interim City Management & Transition Support                   | 2024         |
| City of Ionia              | Community Development Project Facilitation                     | 2024         |
| City of Ludington          | Executive Search (City Manager)                                | 2024         |
| City of Morenci            | Human Resources Support/Executive Coaching                     | 2024         |
| City of Mount Clemens      | City Commission Goal Setting                                   | 2022         |
| City of Mt. Pleasant       | Executive Search (Finance Director)                            | 2024         |
| City of Northville         | Strategic Project Prioritization                               | 2022         |
| City of Northville         | Interim Housing Director                                       | 2023         |
| City of Northville         | Project Management Support                                     | 2023         |
| City of Port Huron         | Community Engagement   | 2022         |
| City of Port Huron         | Community/Economic Development Support                         | 2023-2024    |
| City of Royal Oak          | Executive Search (City Manager)                                | 2024         |
| City of Saline             | Executive Search (DPW Director)                                | 2024         |
| City of Tecumseh           | Team Building  | 2022         |
| City of Traverse City      | Interim City Management  | 2023         |
| City of Traverse City      | Downtown Development Authority Executive Search (DDA Director) | 2024         |
| City of Zeeland            | Financial Sustainability Review (w/Municipal Analytics)        | 2025         |
| DeWitt Charter Township    | Executive Search (Township Manager)                            | 2024         |
| DeWitt Charter Township    | Strategic Planning   | 2025         |
| Downtown Ferndale          | Governance Training & Team Building                            | 2024         |
| Saline Area Fire Authority | Governance Training & Team Building                            | 2024         |
| Village of Dundee          | Executive Search (Village Manager)                             | 2024         |
| Village of Lexington       | Team-Based Village Management Services                         | 2023-Current |
| Village of Pentwater       | Executive Search (Village Manager)                             | 2024         |

# FIRM INFORMATION AND REFERENCES



## Organization Information

Double Haul Solutions  
Brighton, MI 48116  
248- 207-5293 (c)  
EIN: 87-2174640  
EST: October 2021

## DHS Project and Professional References

Bridget Dean, Mayor  
City of Berkley, MI  
bdean@berkleymi.gov  
248-930-0544

Rick Galardi, Supervisor  
DeWitt Charter Township  
517-281-9707  
rickgalardi@me.com

Mary Marshall, Village President  
Village of Pentwater, MI  
231-869-8301  
president@pentwatervillage.org

Niccolas Grochowski, City Attorney  
Royal Oak, MI  
248-246-3242  
niccolas.grochowski@romi.gov

Gabe Schneider, Chairperson  
City of Traverse City  
Downtown Development Authority  
517-449-6453  
gabe@northernstrategies360.com

Kristine Bosely, HR Director  
City of Traverse City, MI  
231-922-4407  
kbosley@traversecitymi.gov

# DOUBLE HAUL SOLUTIONS TEAM

*A Strategic Partnership for Lasting Leadership*



Our data-driven strategies, stakeholder engagement expertise, and deep understanding of municipal leadership ensure that communities have the guidance they need to thrive for years to come.

At Double Haul Solutions (DHS), we have assembled a team of dedicated professionals who understand Michigan's diverse communities and the leadership required to serve them effectively. Our team brings extensive experience in fostering inclusive, community-driven strategies that not only honor local voices but also support the long-term success of municipal organizations.

Every search is backed by a robust set of resources, ensuring a comprehensive and seamless process. We pride ourselves on our level of communication and relationship building, ensuring that both the client and candidates receive the highest level of support throughout the process.

By bringing together the expertise and hands-on guidance needed for a successful executive search, we create a positive and effective experience that leads to the placement of a leader who truly aligns with the organization's values, culture, and strategic priorities.

## **StrongStart: A Smarter Start for New Leaders**

The first months in a leadership role are critical. StrongStart ensures a seamless transition with a structured onboarding plan and three months of executive coaching. We know the challenges—missed expectations, slow starts, and leadership gaps. Our program helps new executives build relationships, align priorities, and navigate complexities with confidence, setting the stage for long-term success. Because the right hire deserves the right start.



# MEET OUR CORE TEAM

*Helping communities reach further.*

NATE GEINZER



Founder & CEO;  
Community Leadership  
Specialist

APRIL LYNCH



DHS Partner;  
Organizational Development &  
Executive Leadership Coach

MITCH FOSTER



DHS Partner;  
Economic Vitality & Small  
Community Specialist

PETER CHAPMAN



DHS Partner;  
Community-Led  
Development Specialist

TORRI MATHES



DHS Partner;  
Communications &  
Engagement Specialist

SARAH SANTIAGO



DHS Partner;  
Mental Health & Well-Being  
Specialist, Licensed Professional  
Counselor

TERESA GILLOTTI



DHS Collaborator;  
Community Development &  
Engagement Specialist

ZACHARY SZYMANSKI



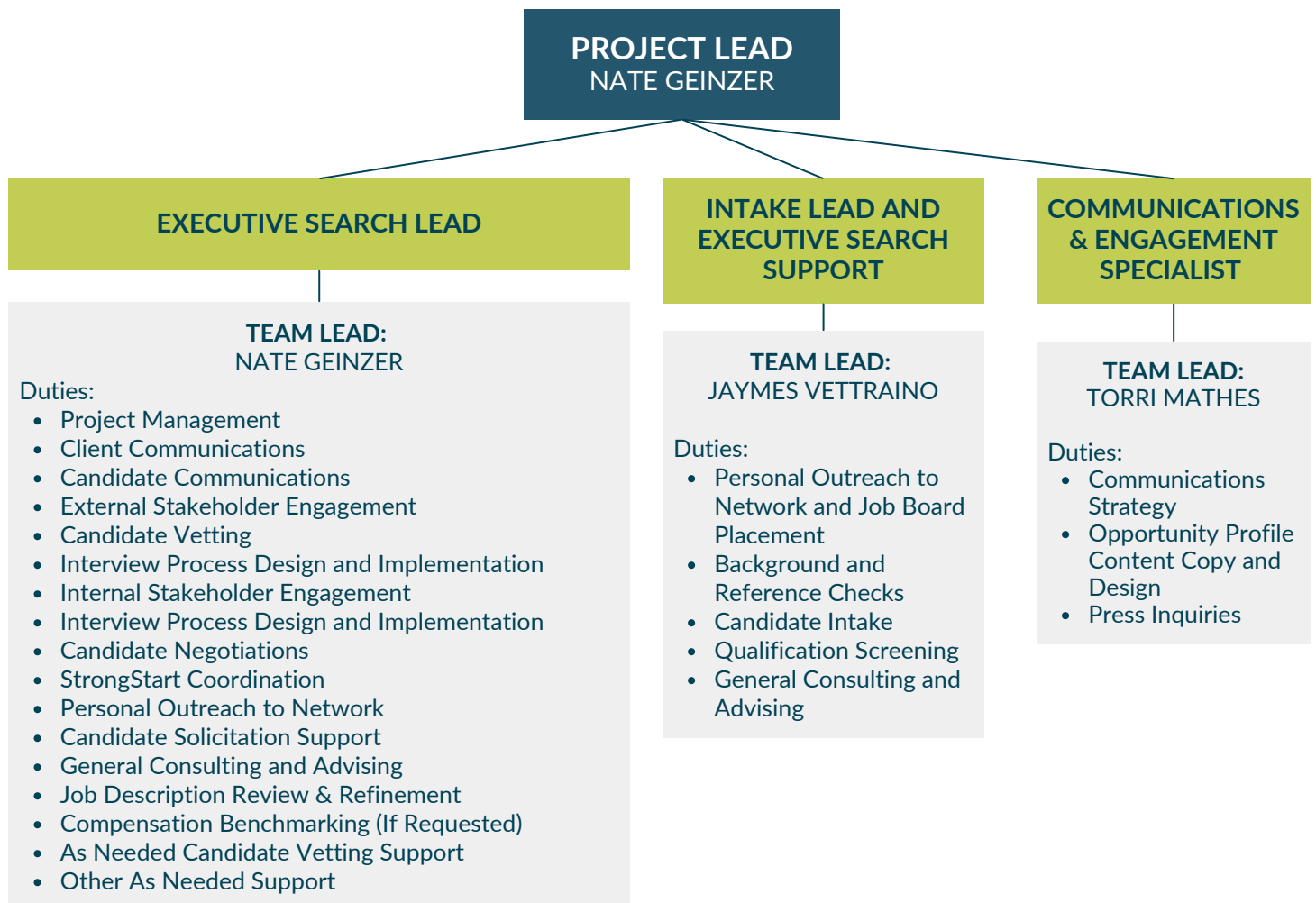
DHS Collaborator;  
System Operations &  
Management Analyst

AMANDA OPALEWSKI



DHS Collaborator;  
Management & Engagement  
Analyst

# EXECUTIVE SEARCH TEAM



“I can report with all honesty that Double Haul was without a doubt the most professional, well organized/systemized and communicative service we have experienced. Nate and his diverse-staff are highly intelligent individuals, experienced in their various specialties and, enjoyable to work with.”  
- Rick Gilardi, Supervisor, DeWitt Charter Township



# CONSULTANT PROFILE

## NATE GEINZER

Nate began his local government career in 2005, inspired by a deep commitment to understanding the unique needs of communities and fostering collaboration to drive meaningful progress. As the founder of Double Haul Solutions, he has dedicated his career to helping governments build stronger relationships, align their strategies, and overcome challenges to achieve their goals. Nate's approach is rooted in listening to diverse voices, facilitating understanding, and creating cohesive environments where elected leaders and appointed staff can work together effectively.

With experience partnering with communities like Traverse City, Berkley, Northville, Lexington, Tecumseh, and DeWitt Charter Township, Nate has demonstrated success in strategic planning, interim management, economic development, and organizational leadership. His work focuses on cutting through challenges—whether they stem from misalignment, inefficiency, or broken relationships—and creating a foundation of trust, accountability, and shared purpose.

### YEARS EXPERIENCE

20

### EDUCATION

MASTER OF PUBLIC ADMINISTRATION – EASTERN MICHIGAN UNIVERSITY

BACHELOR OF SCIENCE, HISTORY & SOCIAL SCIENCES – EASTERN MICHIGAN UNIVERSITY

### SPECIAL EXPERTISE

STRATEGIC LEADERSHIP

COMMUNITY BUILDING

ENGAGEMENT/ FACILITATION

ECONOMIC DEVELOPMENT

VISIONING

STRATEGIC ALIGNMENT + PLANNING

BUDGET STRATEGY

### Relevant Consulting Work:

- Baker Tilly – Municipal Support Services
- City of Berkley, MI – Interim City Management Services
- DeWitt Charter Township, MI – Township Manager Search
- Village of Dundee, MI – Village Manager Search
- Downtown Ferndale, MI – Strategic Facilitation
- City of Ionia, MI – Community Development Facilitation
- Village of Lexington, MI – Team-Based Village Management Services
- City of Mount Clemens, MI – Facilitation of Multi-Year Strategic Plan Update
- City of Northville, MI – Strategic Project Prioritization Planning, Special Projects, and Grant Assistance
- City of Port Huron, MI – Community Building & Engagement, Facilitation, Economic Development, Strategic Planning, Technical Assistance, and Advocacy
- City of Royal Oak, MI – City Manager Executive Search
- Saline Area Fire Authority – Strategic Facilitation
- City of Tecumseh, MI – Staff Retreat Facilitation, Team Building
- City of Traverse City, MI – Interim City Management Services
- City of Traverse City DDA – Executive Director Search

### Relevant Work Experience:

- Oakland University MPA Program – Lecturer: Local Government Management
- City of Northville – Interim Housing Director
- City of Brighton – City Manager
- City of Farmington Hills – Assistant to the City Manager

A Definitive Decision.  
**WHY CHOOSE US**



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.

# COMMUNITY LEADERSHIP SERVICES

## What Community Leadership Is & What It Is Not

True community leadership is about fostering connections, building trust, and guiding teams toward a shared vision. It's about understanding the unique needs of a community and facilitating collaboration to achieve long-term success. Effective leaders inspire others to contribute their best efforts, ensuring decisions are rooted in the collective interests of the community rather than individual gain. Leadership requires accountability, adaptability, and a commitment to strategic planning, creating a foundation for sustainable and prosperous growth.

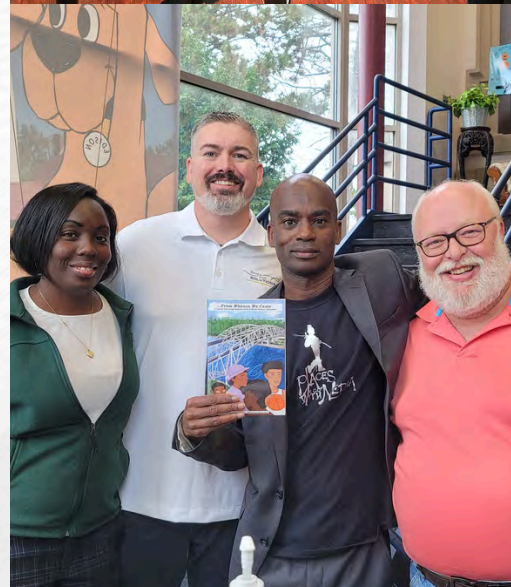
Community leadership is not about control or micromanagement. It's not about making decisions in isolation or prioritizing short-term fixes over meaningful, long-term solutions. A strong leader empowers teams, trusts their expertise, and supports them in achieving shared goals. By focusing on alignment, open communication, and mutual respect, leaders can build resilient communities where everyone feels valued and engaged.

## Nate's Approach to Community Leadership

Community leadership is about creating connections that inspire action and understanding. At its core, it's about listening—truly listening—to the voices that make up a community, uncovering their needs, dreams, and challenges. I believe that meaningful progress starts with building trust, fostering relationships, and aligning efforts around shared goals.

In my experience, governments thrive when collaboration is prioritized. Leadership isn't about controlling outcomes; it's about empowering others to contribute their strengths and ideas. By facilitating open dialogue and creating a culture of respect and accountability, I work to ensure that every voice is heard and every decision reflects the community's broader vision.

I understand that navigating the complexities of local government requires both strategy and heart. Whether it's bridging gaps between elected officials and staff or guiding teams through strategic alignment, I approach challenges by staying true to our DHS values, adapting to the unique needs of each community, and fostering alignment to create actionable solutions. For me, leadership is about helping communities cut through the noise, align their vision, and move confidently toward a brighter future together.





**YEARS EXPERIENCE**  
11

**EDUCATION**

WAYNE STATE UNIVERSITY:  
MASTER OF PUBLIC  
ADMINISTRATION,  
HUMAN & FISCAL RESOURCE  
MANAGEMENT

OAKLAND UNIVERSITY:  
BACHELOR OF ARTS,  
JOURNALISM &  
BROADCASTING

**SPECIAL EXPERTISE**  
STRATEGIC  
COMMUNICATIONS

CRISIS COMMUNICATIONS

COMMUNITY ENGAGEMENT

MEDIA RELATIONS

DIGITAL MARKETING

INTERNAL  
COMMUNICATIONS

BRAND RESEARCH &  
MANAGEMENT

SOCIAL MEDIA MARKETING

# CONSULTANT PROFILE

## TORRI MATHES

Torri Mathes is an accomplished communications professional with a decade of hands-on experience in digital marketing, public relations, community engagement, and management across municipal and nonprofit landscapes. Her expertise lies in guiding, streamlining, and executing strategic communication initiatives. Torri's focus is to empower organizations with effective communication strategies and build stronger audience relationships through transparent communication, collaboration, and community connections. With a Master of Public Administration and a Bachelor of Arts in Journalism, coupled with certifications in emergency management and DEI, Torri brings a unique blend of expertise to the table, ensuring that organizations not only communicate effectively but also resonate deeply with their constituents.

**Relevant Consulting Experience:**

- Michigan Sustainable Business Forum – Communications and Media Relations Lead
- YouthTank Detroit – Strategic Planning and Communication Facilitation
- City of Brighton – Communication and Engagement Facilitation, Downtown Project Stakeholder Analysis, Strategic Communication Services
- Double Haul Solutions - Communications and Design Lead
  - City of Port Huron, Communication and Engagement Support
  - Traverse City DDA, Stakeholder Facilitation, Design Services
- Donor Synergy Consulting – Nonprofit Content Strategist Lead
  - Strategic Communications, Digital Marketing, and Social Media Management
- Web Content Management and Development
  - Donor Synergy Consulting, Elite Trauma Clean-Up, and Link Collective Inc.
- Ferndale Women's Affirmations Group – Strategic Planning and Communication Facilitation

**Relevant Work Experience:**

- City of Troy – Director of Communications and Engagement
  - Internal Communication Improvements
  - Communication Department Restructuring
  - City-wide Community Engagement Strategy Development
- City of Berkley – Director of Communications
  - Internal Communication Lead
  - Strategic Communication Development and Implementation, including Crisis Communications
  - Brand Development, Implementation, and Management
  - Community Engagement and Facilitation
  - Media Relations Management
- City of Auburn Hills – Media Communications Specialist
- Media Genesis – Senior Marketing Project Manager

A Definitive Decision.  
**WHY CHOOSE US**



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# STRATEGIC COMMUNICATION SERVICES

## What Strategic Communications Is & What It Is Not

Strategic communications is about more than just delivering information; it's about creating meaningful connections and driving action. It's a deliberate approach to understanding your audience, crafting messages that resonate, and engaging them in ways that foster trust and clarity.

Effective strategic communication shapes perceptions and guides outcomes with intention. It's not just about pushing out content or reacting to the latest trend—it's about having a long-term vision and ensuring every message aligns with your goals and values. What it's not is scattered or disconnected—it's never just a one-way street or a one-size-fits-all approach.

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## Torri's Strategy for Connecting Government and Community

When it comes to bridging the gap between governments and communities, my focus is on building trust and fostering real connections. I believe in communication that listens just as much as it informs.

My approach is centered on creating genuine connections that build trust and engagement within the community. Government communications should be more than just transactional. Communications should be about empowering people with the information they need, in a way that feels accessible and transparent. I help government organizations not just communicate, but connect—ensuring policies and initiatives don't just stay in the abstract but are grounded in the real needs and lives of the people. Listening is just as important as informing, and by building open channels for feedback, we can tailor communications that reflect the community's true needs and create meaningful dialogue.

This approach ensures that communication is a two-way street, leading to more responsive, sustainable solutions while fostering a sense of partnership rather than separation.





**About  
Vettraino Consulting:**

Vettraino Consulting, LLC is a Michigan-based municipal management consulting firm dedicated to enhancing the operations and services of counties, cities, villages, and townships.

Founded in August 2015 and headquartered in Rochester, Michigan, our firm offers expert support in facilitation, executive recruitment, operational management, community relations, project management, human resources, event management, and financial planning – all with the goal of improving the lives of Michigan residents.

## CONSULTANT PROFILE

### JAYMES VETTRAINO

Jaymes provides municipal management consulting services to communities. His focus is on assisting with operational management, financial planning, community engagement, facilitation, and economic development. In addition, Jaymes has extensive experience in executive recruitment and employee class and compensation study services.

Prior to starting his consulting service, Jaymes spent 17 years as a City Manager. Most recently as the City Manager of Rochester, MI, where he had the opportunity to lead a dynamic management team to simultaneously reduce expenses and increase the level of community service during years of the “great recession.” Prior to serving the City of Rochester, Jaymes was the Manager of Kutztown, PA and had the chance to be the first Manager of Pen Argyl, PA.

Since 2015, Jaymes has overseen more than 100 public sector consulting projects, including over 50 executive searches for communities throughout Michigan. In addition to recruitment, he specializes in executive performance evaluation facilitation, strategic planning, and organizational assessments.

In 2024, he contributed to the textbook Local Government Administration in Small Town America, authoring the chapter “Human Resources: Recruitment and Retention in Small Cities and Towns.” Jaymes currently serves Rochester University in its School of Business as the Chair of Management and Leadership programs. He has an MBA in Management from Lehigh University (Bethlehem, PA) and a BA in Political Science from Michigan State University (East Lansing, MI).

# CLIENT PORTFOLIO



## SELECT CLIENTS SERVED BY JAYMES VETTRAINO\*

|  |  |
|--|--|
| Bloomfield Township Library  | City of Royal Oak                        |
| City of Albion   | City of South Lyon                       |
| City of Ann Arbor DDA  | City of Sterling Heights                 |
| City of Berkley  | City of Troy                             |
| City of Charlotte  | County of Barry                          |
| City of Clawson  | County of Benzie                         |
| City of Coldwater  | County of Grand Traverse                 |
| City of Dearborn   | County of Kent                           |
| City of Eastpointe   | County of Macomb                         |
| City of Ferndale   | County of Muskegon                       |
| City of Ferndale DDA   | County of Oakland                        |
| City of Hamtramck  | County of Ottawa                         |
| City of Huntington Woods   | County of Saginaw                        |
| City of Jackson  | Mich. Local Community Services Authority |
| City of Lincoln Park   | Michigan Municipal Services Authority    |
| City of Melvindale   | Midland-Saginaw Water Authority          |
| City of Northville   | Township of Independence                 |
| City of Oak Park   | Township of Kochville                    |
| City of Pleasant Ridge   | Township of Oakland                      |
| City of Pontiac  | Township of Oscoda                       |
| City of Rochester  | Tri-County Planning Commission           |
| City of Rochester DDA  | Village of Oxford                        |
| City of Rochester Hills  | Village of Romeo                         |
| * Some projects completed in partnership with GovHR USA or Municipal Analytics |  |

## SAMPLE OF POSITIONS RECRUITED BY JAYMES VETTRAINO

|   |                                      |
|---|--------------------------------------|
| Assistant City Manager                        | Director of Finance                  |
| Chief Diversity, Equity and Inclusion Officer | Director of Human Resources          |
| Chief Executive Officer                       | Director of Information Systems      |
| Chief of Staff                                | Director of Public Services          |
| City Attorney                                 | Director of Public Works             |
| City Clerk                                    | Environmental Sustainability Officer |
| City Manager                                  | Executive Director                   |
| Corporation Counsel                           | Fire Chief                           |
| County Administrator                          | Health Officer                       |
| Director of Community & Econ Development      | Police Chief                         |
| Director of Equalization                      | Township Manager                     |



# OUR VALUE AND APPROACH

## *Fostering Connections, Driving Impact*

At Double Haul Solutions, we believe that authentic engagement begins with listening. True leadership isn't about dictating solutions—it's about creating space for people to share their experiences, perspectives, and ideas. The individuals who live, work, and invest in a community are its most valuable experts, and our role is to help amplify their voices in ways that lead to lasting impact.

Engagement is not a one-size-fits-all process. It requires intentionality, adaptability, and a deep commitment to collaboration. By meeting people where they are, we can cultivate trust, accessibility, and a shared sense of purpose. Our approach is designed to remove barriers, foster inclusivity, and build relationships that extend far beyond a single project.

Double Haul Solutions helps communities and organizations create environments where collaboration, leadership, and innovation thrive. We don't just facilitate engagement—we build the conditions for lasting impact.



# PROJECT OVERVIEW

## *Double Haul Solutions' Strategy for the City Manager Search*

### **Project Summary**

Finding the right City Manager is about more than hiring a qualified professional—it's about identifying a leader who understands the complexities of municipal governance, fosters collaboration, and brings a clear vision for Whitehall's future. This individual will not only oversee daily operations but will also serve as a connector between government, residents, and businesses, ensuring that decisions reflect the community's needs and long-term aspirations.

At Double Haul Solutions, we recognize that leadership transitions are pivotal moments that shape an organization's trajectory. That's why we take a tailored, strategic approach to executive recruitment, rooted in stakeholder engagement, targeted outreach, and a deep understanding of Whitehall's priorities. Our search will focus on attracting candidates who bring expertise in governance, policy, and financial stewardship while embodying inclusive, forward-thinking, and trusted leadership.

By aligning our process with both the immediate and long-term needs of the City of Whitehall, we are committed to delivering a comprehensive and thoughtful search that results in strong candidates who reflect the community's values.

Through a people-centered approach and industry expertise, we will help secure a leader who is prepared to serve, innovate, and build upon Whitehall's successes.



# UNDERSTANDING THE CITY OF WHITEHALL

*A Closer Look at Whitehall: Heritage, Innovation, and Lakeshore Living*



## Where Tradition Meets Progress: The Spirit of Whitehall

Nestled along the shores of White Lake in northern Muskegon County, the City of Whitehall, Michigan, seamlessly blends small-town charm with progressive city services. Whitehall's picturesque setting offers residents and visitors access to numerous recreational activities, including boating, fishing, and exploring the scenic White River. The City's commitment to the arts is evident in venues like the historic Playhouse at White Lake, a 400-seat theater built in 1916, which hosts a variety of cultural events and performances. The local economy is bolstered by prominent employers such as Howmet Aerospace, a leading aerospace components manufacturer, and a diverse array of businesses supporting tourism, manufacturing, and community services.

Whitehall District Schools serve the educational needs of the community, fostering a strong foundation for future growth.

Governed by a council-manager system, Whitehall's leadership is dedicated to maintaining the city's unique character while promoting development and community engagement. Annual events, including the White Lake Area Arts & Crafts Festival and the Cruz'in Classic Car Show, celebrate local culture and bring the community together.

With its rich history, diverse economic base, and active community life, the City of Whitehall stands as a testament to the harmonious blend of tradition and progress.





# PROJECT SCOPE OF WORK

# PROJECT SCOPE

## General: Process, Communication, and Compliance

A strong executive search starts with a clear, structured process that emphasizes accessibility, transparency, and compliance. Our approach prioritizes open communication, ensuring all stakeholders remain informed and engaged throughout the search.

By providing exceptional candidate support, we deliver a seamless, inclusive, and legally sound process aligned with the City of Whitehall’s core values.

| ACTIVITY              | DHS' COMMITMENT   |
|-----------------------|---|
| Team Accessibility    | <ul style="list-style-type: none"> <li>Our team is readily available via phone, text, and email to provide support to both the City and prospective candidates, ensuring a smooth and responsive experience throughout the search.</li> </ul>   |
| Client Communications | <ul style="list-style-type: none"> <li>City Council will receive regular, structured updates to maintain transparency and keep leadership informed at every stage of the search process.</li> </ul>   |
| Process Compliance    | <ul style="list-style-type: none"> <li>We ensure full adherence to OMA, FOIA, EEO, and other applicable statutes. Our attorney specializes in municipal law and is available as a resource to our DHS team when addressing any legal questions that may arise during the search.</li> </ul> |

## Project Needs: Items the City of Whitehall to Provide

A successful executive search relies on collaboration and access to key resources that help us effectively represent the City of Whitehall and engage candidates. To ensure a smooth and efficient process, we request the following support from the City.

| ACTIVITY                | DESIRED OUTCOMES  | PROJECT TIMELINE |
|-------------------------|---|------------------|
| Single-Point of Contact | A designated contact to assist with logistics, data requests, and provide guidance as needed. | Ongoing          |
| High-Resolution Photos  | At least 15 high-quality images showcasing the City of Whitehall and its community.           | Week 2 - 3       |

# PROJECT SCOPE

## Phase One: Kick-off Meeting and Project Ramp-Up

A successful executive search begins with a deep understanding of the organization’s needs, challenges, and aspirations. This phase is designed to bring clarity to the search process by engaging key stakeholders in meaningful discussions about the City of Whitehall’s leadership priorities. Through a series of structured conversations—including workshops, one-on-one commissioner interviews, and staff roundtables—we gather critical insights that shape the ideal candidate profile. By fostering open dialogue and collaboration, we ensure the search process is aligned with the county’s strategic direction and community expectations.

| ACTIVITY   | DESIRED OUTCOMES   | PROJECT TIMELINE |
|--|--|------------------|
| <b>Executive Search Kickoff Meeting (Workshop Style)</b> | <ul style="list-style-type: none"> <li>• Project Kick-Off, Process Outlining, and Scope of Work Review including the interview structure and expectations</li> <li>• Point of Contact/Process Coordination</li> <li>• City SWOT</li> <li>• Ideal Candidate</li> <li>• Salary/Salary Benchmarking Direction</li> </ul>  | Week 1           |
| <b>Council Member One-on-Ones</b>                        | Individual City Council interviews inviting, openness and candor, to help our team further understand individual expectations for the City Manager, ideal candidate profile, opportunities/challenges, and potential stakeholders for future steps.  | Week 1           |
| <b>City Staff Roundtable</b>                             | DHS will meet with a group of City staff, inviting openness and candor, to help our team further understand individual expectations for the City Manager, ideal candidate profile, opportunities/challenges, and potential stakeholders for future steps.  | Week 1           |
| <b>Optional: City Stakeholder Roundtable(s)</b>          | <i>If requested, the DHS Team is ready and willing to hold one or more virtual stakeholder roundtables in addition to those outlined above. Inviting openness and candor, we will seek to further understand community expectations for the City Manager, ideal candidate profile, and opportunities/challenges. Up to two (2).</i>                                | Week 1           |
| <b>Optional: City Manager Survey</b>                     | <i>If requested, the DHS Team is ready and willing to develop and administer an online survey. The online survey could be available to the entire community or targeted to select audiences. The survey would be designed to seek further understanding of community expectations for the City Manager, ideal candidate profile, and opportunities/challenges.</i> | Week 2 - 4       |

### Phase One Notes:

1. One-on-One interviews up to 45 minutes each
2. Stakeholder roundtables up to 60 minutes each

# PROJECT SCOPE

## Phase Two: Finalize Position Requirements

A well-defined job description is essential to attracting the right candidate. In this phase, DHS refines the position requirements, ensuring they align with the City of Whitehall’s expectations and industry best practices. This profile not only highlights the responsibilities of the City Manager but also showcases the City of Whitehall as a destination for top-tier leadership talent. By the end of this phase, the job posting and Opportunity Profile will be finalized, setting the stage for a successful recruitment process.

| ACTIVITY  | DESIRED OUTCOMES  | PROJECT TIMELINE |
|---|---|------------------|
| <b>Optional: Compensation Benchmarking Assessment</b> | <i>If requested, DHS can conduct a comprehensive compensation benchmarking assessment. The assessment will consider factors such as community size, staff dimensions, and service delivery models. Additionally, the evaluation will include a review of benefits, retirement packages, and other ancillary benefits to ensure a thorough comparison of total compensation.</i>   | Week 1 - 4       |
| <b>Job Description Review and Refinement</b>          | DHS works with some of the best local government professionals in the state. Upon request, DHS will work to ensure the job description meets the City’s requirements while also adhering to the industry’s best practices.  | Week 2 - 3       |
| <b>Opportunity Profile Development</b>                | DHS Team will develop an Opportunity/Community Profile that incorporates the feedback received during previous steps. This Profile will feature the City of Whitehall community and highlight the personal and professional growth opportunities accessible to the successful City Manager candidate. Our team tailors the profile to the specific requirements of each client and the distinctive possibilities each position and community presents. A sample opportunity profile can be found <a href="#">HERE</a> . | Week 3 - 5       |
| <b>Opportunity Profile Review Period</b>              | The City Council will have an opportunity to review and offer comments prior to finalizing the opportunity profile. DHS will complete up to two (2) rounds of revisions.  | Week 5           |
| <b>Finalize Job Posting and Opportunity Profile</b>   | Not only will DHS bring the Opportunity Profile to completion, we will also develop a comprehensive “job posting” that will be used to accompany the City’s position announcement on various job boards.  | Week 5           |

### Phase Two Notes:

1. *It should be noted that Administrator/Manager salaries in Michigan are evolving rapidly. 10% to 30% above the prior manager’s salary has not been uncommon and varies widely across communities with patterns allusive and circumstantial.*

# PROJECT SCOPE

## Phase Three: Recruitment

Finding the right leader requires more than just posting a job—it demands a targeted, proactive approach to recruitment. In this phase, DHS leverages a combination of digital outreach, professional networks, and direct engagement to identify and attract top-tier candidates.

| ACTIVITY                                     | DESIRED OUTCOMES  | PROJECT TIMELINE |
|--|---|------------------|
| <b>Marketing and Communications Strategy</b> | DHS will develop and execute a targeted recruitment strategy that ensures a compelling and consistent message about the City of Whitehall City Manager opportunity. Through strategic job postings, professional network engagement, and digital outreach, we will maximize visibility and attract top candidates. Regular assessments will allow us to refine our approach to ensure outreach remains effective and responsive to candidate engagement trends. | Throughout       |
| <b>Job Boards</b>                            | Working with City staff as necessary, our Team will strategically place the City Manager opportunity on those job boards deemed to be most appropriate for the position. A suggested budget of up to \$2,500 is not out of the question. We will discuss reach and strategies further in our kickoff meeting.   | Week 5           |
| <b>LinkedIn Marketing</b>                    | DHS and Vettraino Consulting will use its LinkedIn Profiles, as well as the personal profiles of our team, to market the opportunity on LinkedIn.   | Week 6 - 10      |
| <b>LinkedIn Head Hunting</b>                 | Using LinkedIn Recruiter, DHS will proactively search and reach out to potential candidates whose profiles align with the City's Opportunity Profile.   | Week 6 - 10      |
| <b>Network Marketing</b>                     | Even in this world saturated with technology, nothing beats leveraging professional networks. Our Team members are well respected and well connected across Michigan and beyond.  | Week 6 - 10      |
| <b>Optional: LinkedIn Paid Promotions</b>    | <i>At the City Council's request, DHS can implement targeted LinkedIn post promotions to expand the reach of the City Manager opportunity. With interest, DHS will provide guidance on budget allocation and ad targeting strategies, ensuring the investment maximizes visibility and engagement with high-quality candidates.</i>   | Week 6 - 10      |

### Phase Three Notes:

1. We prefer not to waste our time with job boards such as Indeed, ZipRecruiter, etc. These sites may drive up the quantity of applications, but the quality of applications is severely lacking, which detracts from more valuable recruiting strategies.



# PROJECT SCOPE

## Phase Four: Candidate Screening and Shortlisting

Selecting the City of Whitehall's next leader requires more than reviewing resumes—it's about finding individuals who bring the right vision and leadership approach. This phase ensures a structured and thorough evaluation process, assessing candidates through targeted reviews, in-depth interviews, and preliminary background screenings. By maintaining consistency and transparency, we will provide the City Council with a well-vetted group of finalists ready to lead.

| ACTIVITY   | DESIRED OUTCOMES   | PROJECT TIMELINE |
|--|--|------------------|
| <b>Minimum Requirements Review</b>                 | Our Team will filter out applications who do not meet basic/ minimum requirements of a job of this stature and complexity.   | Week 6 - 10      |
| <b>Candidates Review: Questionnaire</b>            | <p>Candidates meeting minimum qualifications will be sent a short questionnaire based on key challenges and opportunities of the position and the community.</p> <p>Candidates will be reviewed in two groups: 1) Those applying prior to the posting midpoint and 2) Those applying after midpoint which helps streamline our process.</p>  | Week 8 - 12      |
| <b>Top Candidates Review: Virtual Interview</b>    | <p>Candidates who exhibit creative and thoughtful responses, as well as demonstrate their thorough preparation and research of the City of Whitehall and the broader community, will be selected to participate in a live virtual interview and conversation. To ensure consistency amongst candidate experiences, each candidate will be interviewed by the same DHS Team Member.</p> <p>Candidates will be reviewed in two groups: 1) Those applying prior to posting midpoint and 2) those applying after midpoint.</p>   | Week 8 - 12      |
| <b>Preliminary Background Check</b>                | To limit any surprises during the vetting and hiring process, we will not wait until the end of the process to investigate a candidate's background. To ensure the highest quality candidates, our Team will perform a preliminary background check on all recommended finalists prior to presenting candidates to the City Council. This screening process will entail reviewing social media and both online and traditional media sources looking particularly for "conduct unbecoming" or other matters of note that may cause hesitation or require discussion. | Week 8 - 12      |
| <b>Candidate Closed Session Packet Development</b> | Our team will assemble a comprehensive closed session packet summary that will include candidate profiles, resumes, cover letters, questionnaire responses, insights from reference checks, and preliminary background check flags of the recommended candidates. This packet will provide the City Council with a clear, well-documented overview to support informed decision-making during the selection process.   | Week 12          |

# PROJECT SCOPE

## Phase Four: Candidate Screening and Shortlisting

| ACTIVITY                 | DESIRED OUTCOMES  | PROJECT TIMELINE |
|--------------------------|---|------------------|
| Closed Session Review    | DHS will enter into a closed session with the City Council per MCL 15.268(f) "to review and consider the contents of an application for employment or appointment to a public office if the candidate requests that the application remain confidential."       | Week 13          |
| Interview Invitations    | Following the closed session, the City Council will invite applicants to interview by candidate number.   | Week 13          |
| Community Communications | Upon request and following the acceptance of the interview opportunity by each candidate, DHS will issue, or work with county staff to issue, a press release announcing the candidates and interview details (if interview details have been fully finalized). | Week 13          |

### Phase Four Notes:

1. *Although newer to the field of municipal executive recruitment, DHS has quickly built a reputation for our commitment to clear, consistent, and transparent communication. Interest in our product and approach is growing rapidly as clients and candidates recognize the value of a process that prioritizes open dialogue and accessibility. From the very start of recruitment through the interview process, we ensure that both clients and candidates remain informed, engaged, and supported every step of the way. This level of engagement fosters trust, minimizes uncertainty, and creates a smooth experience for all involved.*

# PROJECT SCOPE

## Phase Five: Interview and Deliberation Process

We avoid cookie-cutter processes and aim to finalize a strategy that best suits our client's needs while still acknowledging the expertise of our talented team. We also take into consideration the feedback we commonly receive from executive candidates and adhere to best practices. What our team outlines below is one of the near-infinite possibilities. We will work through the interview design process further as we learn the City's expectations and begin to understand our candidate pool.

| ACTIVITY   | DESIRED OUTCOMES  | PROJECT TIMELINE        |
|--|---|-------------------------|
| <p><b>Interview Questions</b></p>                  | <p>Leveraging our team's extensive experience in local government leadership and public sector human resources, we will provide a draft set of interview questions based on best practices and what we learned during earlier steps. Our questions go beyond the basic and traditional questions you may be used to. The City Council will have an opportunity to review interview questions and offer input; however, they will not be brought forth for approval at a public meeting to ensure questions are not available to candidates ahead of the interview.</p> <p>DHS will complete up to one (1) rounds of revisions.</p>  | <p>Week<br/>10 - 12</p> |
| <p><b>Interview Logistics</b></p>                  | <p>DHS will take care of interview logistics, although some arrangements will require coordination with city staff such as facilities, public notices, food, transportation, accommodations, etc. We do all we can to minimize the burden on City resources.</p>  | <p>Week<br/>12 - 14</p> |
| <p><b>Interview Process and Implementation</b></p> | <p>We are not fans of one-size-fits-all interview approaches, short interview periods, or other strategies that tend to not reflect communities well to the candidates they are trying to recruit. At DHS we design our processes with flexibility in mind. Our interview process recommendations are based on our team's experience participating in numerous processes hosted by our competitors, feedback from a wide array of job candidates, and DHS' experience leading executive recruitments.</p> <p>In general, DHS prefers a two-day interview process that engages internal, and sometimes external, stakeholders. Oftentimes, we will work with our clients to lead candidates on a community and/or operational tour. We prefer more robust interviews than traditionally conducted which allows us to dive deeper into a candidate's qualifications and organizational/community fit. This strategy also provides additional time for candidate questions and dialogue with the elected body.</p> | <p>Week<br/>13 - 14</p> |

# PROJECT SCOPE

## Phase Five: Interview and Deliberation Process

| ACTIVITY                | DESIRED OUTCOMES  | PROJECT TIMELINE |
|-------------------------|---|------------------|
| Candidate Selection     | Choosing a new executive by any elected or appointed board can be a tricky process, especially if the top candidate is not clear cut. Our Team can play as active, or as passive, a role based on the request of the City Council. Either way, whether the City Council wants to deliberate an offer of employment immediately following interviews, or come back in a day, or two, or a week later, we will be present for the City Council's deliberations to provide the support needed/requested. | Week 14 - 15     |
| Candidate Notifications | Our team will keep candidates apprised throughout the executive search process; however, it is during the last phase that communication and transparency is critically important. Until there is a signed employment agreement, the search process is not completed. We will work diligently to keep candidates interested and engaged until an employment agreement is finalized to protect the City Council's options should their top candidate remove themselves from the process.                | Week 14 - 15     |

## Phase Six: References, Background Checks, Negotiations, and Search Close Out

A thorough vetting process is essential to securing the right leader for the City of Whitehall. In this phase, DHS conducts comprehensive background and reference checks to verify a candidate's credentials, leadership history, and professional reputation, ensuring the Council has full confidence in its selection. Once a finalist is identified, we provide support during contract negotiations, facilitating clear communication and alignment between the City and the selected candidate. Our goal is to ensure a seamless transition, setting both the new leader and the City of Whitehall up for long-term success.

| ACTIVITY               | DESIRED OUTCOMES   | PROJECT TIMELINE |
|------------------------|--|------------------|
| Background Check       | Verify candidate credentials, leadership history, and reputation.  | Week 15          |
| Reference Check        | Gain insight into the candidate's work ethic, leadership style, and fit for the role.                      | Week 15          |
| Candidate Negotiations | Ensure clarity on terms, expectations, and contract details between the County and the selected candidate. | Week 15 - 16     |
| Search Close Out       | Finalize hiring process and transition plan for the new County Administrator.                              | Week 16          |

# PROJECT SCOPE

## Value Add: Onboarding with StrongStart

The first few months are a critical time in a new executive’s transition. Meeting stakeholders, understanding community and organizational dynamics, building relationships with the board, and more can feel daunting.

DHS is the only Michigan executive recruiting firm providing an onboarding plan and executive coaching program to their clients that we call StrongStart. StrongStart Basic is included with our base executive recruitment package as a value add. We want our clients and their new hire to start their new relationship strong. Our additional effort is about building an improved executive search, hiring, and onboarding experience for clients who want to set themselves apart in the increasingly complex and highly competitive public and non-profit sectors.

| ACTIVITY                         | DESIRED OUTCOMES  | PROJECT TIMELINE  |
|----------------------------------|---|---|
| <p><b>Onboarding Plan</b></p>    | <p>An onboarding plan is a structured process designed to help new employees integrate smoothly into their roles, teams, and the organization. It encompasses a series of activities, resources, and support mechanisms aimed at orienting new hires, facilitating their adaptation to the organization's culture, and setting them up for success in their new positions.</p> <p>Research has proven that investing in an effective onboarding plan can yield significant returns in terms of employee satisfaction, productivity, retention, and organizational success. It lays the foundation for long-term employee engagement and contributes to a positive organizational culture where employees thrive and contribute to the organization's success.</p> | <p>Timeline will be determined after the candidate is selected.</p> |
| <p><b>Executive Coaching</b></p> | <p>Three months of executive coaching by our Certified Executive Coach is provided with every executive search we conduct. Our executive coach will engage with the new City Manager monthly, walking through the progress being made with the onboarding plan and supporting the Administrator with any other executive coaching needs.</p>  | <p>Timeline will be determined after the candidate is selected.</p> |

# PROJECT SCOPE

## **Value Add Notes:**

At DHS, we go beyond executive placement by investing in leadership success from day one. As a part of our executive search process, we provide three months of executive coaching to support a seamless transition for the newly appointed City Manager. Through monthly coaching sessions, our Certified Executive Coach offers personalized guidance on onboarding, strategic alignment, and leadership development, ensuring early impact and long-term effectiveness. Executive coaching is a proven tool used by top leaders to accelerate decision-making, enhance team engagement, and sustain high performance. By integrating coaching into our process, we help leaders adapt quickly, refine their vision, and navigate challenges with confidence— ultimately strengthening the organization as a whole.

Our lead executive coach, April Lynch, brings over 30 years of experience in local government leadership. As a certified executive coach, she understands the unique demands of municipal leadership and provides practical, results-driven coaching. Additionally, upon request, we offer our clients reduced rates for extended coaching packages, ensuring continued leadership growth beyond the initial transition period.

# PROPOSED BUDGET FOR PROJECT

| PROJECT AND INITIATIVE  | COST   | INITIAL |
|---|--|---------|
| EXECUTIVE SEARCH  |  |         |
| <ul style="list-style-type: none"> <li>Standard City Executive Search</li> </ul>    | \$15,495   |         |
| <ul style="list-style-type: none"> <li>StrongStart City Executive Search</li> </ul> | \$21,495   |         |
| EXECUTIVE SEARCH BREAKDOWN OPTIONS  |  |         |
| Standard Executive Search   | StrongStart Executive Search                                   |         |
| All Services Outlined Above +   | All Services Outlined Above +                                  |         |
| Onboarding Plan   | Onboarding Plan  |         |
| Three (3) Months Executive Coaching   | 12 Months Executive Coaching                                   |         |
| Six (6) Month Guarantee   | 24 Month StrongStart Guarantee                                 |         |
|   | Relationship Kick-Off Workshop:<br>Mutual Expectations Setting |         |
|   | Six (6) Month Evaluation/Expectations Check<br>In Support      |         |
|   | Professionally Facilitated First Annual<br>Evaluation          |         |

## PROPOSED BUDGET FOR PROJECT

| OTHER EXECUTIVE SEARCH OPTIONS   | COST                             | INITIAL |
|--|----------------------------------|---------|
| <ul style="list-style-type: none"> <li>• <i>Compensation Benchmarking</i></li> </ul>   | +\$1,495-\$995                   |         |
| <ul style="list-style-type: none"> <li>• <i>New Executive Team Building Workshop</i> <ul style="list-style-type: none"> <li>◦ <i>(New Executive &amp; Commissioners, New Executive &amp; Department Heads, or New Executive, Commissioners, &amp; Department Heads)</i></li> </ul> </li> </ul> | + \$5,495<br>(+ Assessment Fees) |         |
| <ul style="list-style-type: none"> <li>• <i>Team Building Follow Up Sessions</i> <ul style="list-style-type: none"> <li>◦ <i>(6 Bi-monthly Virtual Sessions)</i></li> </ul> </li> </ul>  | +\$3,995                         |         |
| <ul style="list-style-type: none"> <li>• <i>Custom Training Always Available</i></li> </ul>  | Request Pricing                  |         |

| *EXPECTED EXPENSES BY CITY                         | COST                           |
|--|--------------------------------|
| Additional Trips Beyond 4                          | \$750 per Day & per Consultant |
| Job Board Sites                                    | Up to \$2,500                  |
| Background & Reference Checks                      | \$400 Each                     |
| Candidate As Needed Travel and Accommodations      | Actual Cost                    |
| Rooms, Facilities, Food, Tour Transportation, etc. | Actual Cost                    |



## PROPOSED BUDGET FOR PROJECT

**Payment Terms:** Net 30 Days. 25% Deposit, 25% Upon Closing of Application Period, 25% Upon Selection and Acceptance of Finalist Candidates, and 25% Upon Signed Agreement Between Final Candidate and County Commission.

**Timeline:** The 16-week timeline outlined above is contingent on DHS's ability to effectively receive materials & follow ups from the City, as well as schedule necessary meetings, events, interviews, etc. with the City Council, stakeholders, and candidates.

**Guarantee:** The Executive Search Process represents a collaborative effort between the client and consultant, with the client responsible for choosing the most qualified and suitable candidate for the position. DHS acknowledges this and will work diligently to ensure that the client is provided with all necessary information to make an informed decision.

**Basic Guarantee:**

DHS will conduct a new search at a discounted rate of 50% off, with the exception of costs associated with the search process such as job boards, candidate travel and accommodations, and arrangements related to the candidate interview process, should the candidate be removed from the position for cause or the candidate leaves the position within 6 months.

**StrongStart Guarantee:**

For clients who choose to invest in starting their new employee/employer relationship with StrongStart Complete, DHS will conduct a new search at no cost, with the exception of costs associated with the search process such as job boards, candidate travel and accommodations, and other arrangements related to the candidate interview process, should the candidate be removed from the position for cause or the candidate leaves the position within 24 months.

# TERMS AND CONDITIONS

THE CLIENT AND CONSULTANT AGREE AS FOLLOWS:

## **Article I. Statement and Performance of Work.**

For payment by the Client as provided under this signed Scope of Professional Services (the "Contract"), Consultant shall perform the work, duties and responsibilities as described in the above Scope of Professional Services (the "work"), which is made a part of this Contract by this reference, in a competent, accurate, efficient, timely, good, professional, thorough, complete and responsible manner, and in compliance with the terms and conditions set forth below.

## **Article II. Timing of Performance.**

Performance of this Contract shall commence immediately upon execution by both parties, and performance of the work shall be completed according to the timing set forth in the work. The timing for performance of any such work may be extended for additional specified periods of time, if allowed in writing by the Client in its sole discretion.

## **Article III. Contract Price and Payment**

A. Subject to the terms and conditions of this Contract, the Client agrees to pay Consultant in the amount and manner set forth in the work (referred to in this Contract as "payments"). Such payments are in exchange for and consideration of the timely and satisfactory performance and completion of authorized work required under and pursuant to this Contract.

B. The Client agrees to pay Consultant amounts due within thirty (30) days of receipt of an itemized billing/invoice from Consultant detailing all work performed and provided in connection with the billing and the hours and charges applicable to each such item of work. Such itemized billings shall be submitted and shall be paid only upon satisfactory completion of the work itemized in the billing.

C. All costs and expenses incurred by Consultant in the course of performing the work under this Contract are deemed to be included in the hourly fees and amounts set forth in the work, unless specifically identified in the work as reimbursable expenses and such expenses have been approved by the Client or its designee.

D. Consultant will obtain written approval of the Client prior to proceeding with any services or work that is not stated in the work; otherwise the Client will not be billed for such extra/additional services or work.

E. Payments shall be made upon verification of invoices received by the Client. All payments to Consultant shall be submitted by mail at Consultant's address listed on the invoice, unless Consultant provides written notice of a change in the address to which such payments are to be sent, or by electronic means as provided for with Consultant invoices.

F. Upon successful completion of Services, Client agrees to allow its logo and/or name to be used on Consultant's website identifying past clients.

# TERMS AND CONDITIONS

## **Article IV. Duration and Termination.**

A. This Contract, including any extension or amendment of this Contract, may be terminated at any time, with or without cause, by either party upon thirty (30) calendar days' written notice to the other party. In such event, the effective date of such termination shall be the 30th calendar day following the date of the written notice of such termination.

B. In the event this Contract is terminated prior to completion of the work, the Client shall not be responsible to make any further payments for work performed after the effective date of such termination and shall pay Consultant for such work as has been completed and is eligible for payment under the terms of this Contract through the date of such termination. In all events, the Client shall only be responsible to make the payments described in the preceding sentence if, at the Client's request, Consultant continues to fully perform its duties and obligations in full compliance with the terms of this Contract through the effective date of the termination. Additionally, termination shall not relieve Consultant of its obligation to provide Client with all of the plans and product(s) generated under this Contract through the effective date of termination. Articles V, VI, VII and VIII of this Contract shall survive completion of the work and any termination of this Contract.

C. Prior to the effective date of any termination or prior to the completion of the work (including any extension of the timing for completion), whichever is the first to occur, Consultant shall deliver to the Client all reports, opinions, compilations, research work, studies, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits, applications, manuals, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and other materials in its possession or control that is gathered or generated in the course of performing the work or that relates to the work in any way; provided that Consultant may retain a copy of such materials for its files. The Client shall be permitted to withhold any payments and reimbursements otherwise owing to Consultant under the terms of this Contract until all such materials are delivered to the Client in accordance with the terms and conditions of this Contract.

## **Article V. Independent Contractor Relationship.**

A. In the performance of this Contract, the relationship of Consultant to the Client shall be that of an independent contractor and not that of an employee or agent of Client. Consultant is and shall perform under this Contract as an independent contractor, and no liability or responsibility with respect to benefits of any kind, including without limitation, medical benefits, worker's compensation, pension rights, or other rights or liabilities arising out of or related to a contract for hire or employer/employee relationship shall arise or accrue to either party as a result of the performance of this Contract.

B. Consultant, as an independent contractor, is not authorized to enter into or sign any agreements on behalf of the Client or to make any representations to third parties that are binding upon the Client. Although Consultant is required under this Contract to advise, make recommendations to and to a limited extent represent the Client, all plans, studies, applications, submittals, surveys, reports and any other information relating to the work must be submitted to and approved by the Client or the Client's authorized official prior to being disseminated to any third party and shall only be so disseminated if such dissemination is approved in advance by the Client or an authorized Client official. Consultant may disseminate said materials held in the public realm as a part of Consultant's portfolio of work.

## TERMS AND CONDITIONS

C. Consultant represents that it will dedicate sufficient resources and provide all necessary personnel required to perform the work described in the work in accordance with the terms and conditions of this Contract. Except as may be specifically stated and agreed to in the work, Consultant shall perform all of the work under this Contract and no other person or entity shall be assigned or subcontracted to perform the work, or any part thereof, unless approved by the Client in advance.

### **Article VI: Liability and Insurance.**

A. Consultant agrees to indemnify and hold harmless the Client, its elected and appointed officials and employees and attorneys, from and against any and any claims, demands, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for any damages which may be asserted, claimed or recovered against the Client by reason of: (i) personal injury, death and/or property damages which arises out of or is in any way connected or associated with the actions or inactions of Consultant in performing or failing to perform the work; (ii) civil damages which arise out of any dispute between Consultant and its subcontractors, affiliates, employees or other private third parties in connection with this Contract; or (iii) civil damages and penalties, including without limitation damages and penalties resulting from claims of discrimination, civil rights violations, statutory violations or constitutional violations, which arise out of any or are in any way connected or associated with the actions or inactions of Consultant. Consultant also agrees to indemnify and hold harmless the Client, its elected and appointed officials and employees and attorneys, from and against any and all claims, demands for payment, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for or relating to any patented or copyrighted material, process, or device that may be used in the course of performing the work or form a part of the work.

B. If a candidate or candidates identified by Contractor as part of Contractor's work requests that their application for employment and related documentation remain confidential as authorized under MCL §15.268(1)(f), then Client shall be bound by that confidentiality request. Client shall indemnify and hold harmless Contractor from and against any and any claims, demands, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for any damages which may be asserted, claimed or recovered against the Contractor by reason of Client's failure to honor the request for confidentiality by a candidate or candidates. This indemnification obligation shall not apply to any candidate who does not request confidentiality.

C. Consultant shall obtain and maintain during the term of this agreement, insurance coverage as outlined herein. This insurance shall not be interpreted to limit the liability of the Consultant, and all deductibles and SIR's are the responsibility of the Consultant. A certificate of insurance and endorsements shall be provided by Consultant prior to start of this agreement. (1) Worker's Compensation Insurance including Employers' Liability Coverage, in accordance with all applicable statutes of the State of Michigan. (2) Commercial General Liability Insurance on an "Occurrence Basis" with limits of liability not less than \$1,000,000 per occurrence and aggregate. Coverage shall include an endorsement stating the Client shall be named as additional insured and coverage shall be primary to any insurance carried by Client. Consultant shall give the Client immediate notice of any change in or cancellation of the coverage within five (5) days of such change or cancellation, shall provide a copy of any cancellation notice received from its insurer to the Client within five (5) days of such cancellation, and shall request that its insurer send such notice of cancellation to the Client. Consultant shall provide evidence of insurance coverage as set forth herein coverage at any time requested by the Client.

# TERMS AND CONDITIONS

## **Article VII. Information.**

It is expressly acknowledged and agreed that all reports, opinions, compilations, research work, studies, data, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits, manuals, applications, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and all other materials generated by and/or coming into the possession of Consultant during the term of this Contract, and any extension thereof, that in any way relate to the performance of work by Consultant under this Contract or that are otherwise related or relevant to the work belong exclusively to the Client and shall be promptly delivered to the Client upon the termination of this Contract or, at any time, upon the Client's request.

## **Article VIII. Accuracy.**

Consultant promises that the information it provides in the work to be performed under this Contract will be accurate, excepting only inaccuracies resulting from incorrect information provided by the Client, other consultants, and/or other public sources. Consultant will not charge Client for necessary corrections to its work and will be responsible for any increased cost incurred by the Client as a result of any inaccuracies in the work excepting inaccuracies resulting from incorrect information provided by the Client other consultants and/or other public sources.

## **Article IX. General Provisions.**

A. Entire Agreement. This instrument, together with the attached Schedules, contains the entire Contract between the Client and Consultant. No verbal agreement, conversation, or representation by or between any officer, agent, or employee of the parties hereto, either before or after the execution of this Contract, shall affect or modify any of the terms or obligations herein contained.

B. Compliance with Laws. This Contract and all of Consultant's work and practices shall be subject to all applicable state, federal and local laws, ordinances, rules, or regulations, including without limitation, those which apply because Client is a public governmental agency or body. Consultant represents that it is in compliance with all such laws and eligible and qualified to enter into this Contract.

C. Governing Law. This Contract shall be governed by the laws of the State of Michigan.

D. Assignment. Consultant shall not assign this Contract or any part thereof without the written consent of the Client. This Contract shall be binding on the parties, their successors, assigns and legal representatives.

E. Dispute Resolution/Arbitration. The parties agree that any disputes regarding a claimed violation of this agreement shall first be submitted in writing to the other party in an attempt to settle the dispute before pursuing other legal actions or notices provided for in this agreement. Such written communication shall clearly state the problem or concern, allow sufficient time for a written response from the other party, and culminate in a face-to-face meeting to determine if a remedial action is possible. In no event shall this process take more than thirty (30) days unless a specific extended period of time is agreed to by both parties in writing as being necessary. The aforementioned initial written communications between the parties also shall indicate whether the party is willing to submit the dispute to binding arbitration, nonbinding mediation, or other form of alternate dispute resolution, and share equally the costs for same. Upon the parties agreeing to any such method of dispute resolution and a timetable for doing so, pursuit of other legal actions shall be deferred until the process has been completed. In any binding arbitration, the arbitrator shall provide a written statement of the reasons and basis for an award or decision, a judgment of the Livingston County Circuit Court may be entered based on the arbitration award or decision, and each party shall be responsible for their own costs and attorney fees.

## TERMS AND CONDITIONS

F. Third Parties. It is the intention of the parties hereto that this Contract is not made for the benefit of any private third party. Consultant agrees that no private party or parties will be allowed to hold sway or influence, in any way, over Consultant's performance of the work.

G. Notices. Written notices under this Contract shall be given to the parties at their addresses contained in this Contract by personal or registered mail delivery to the attention of the following persons:

Client: \_\_\_\_\_ City of Whitehall  
Consultant: Nate Geinzer, Founder & CEO, Double Haul Solutions

H. Changes. Any changes in the provisions of this Contract must be in writing and signed by the Client and Consultant.

I. Waivers. No waiver of any term or condition of this Contract shall be binding and effective unless in writing and signed by all parties, with any such waiver being limited to that circumstance only and not applicable to subsequent actions or events.

J. Jurisdiction and Venue of Contract. This Contract shall be considered for all purposes, including the establishment of jurisdiction and venue in any court action between the parties, as having been entered into and consummated in City/Township/Village of Brighton, Livingston County, Michigan.

K. Conflict. In the event of any conflict or inconsistency between the above provisions of this Contract and Scope of Professional Services, the provisions in the above text shall govern.

# CONTACT US FOR FURTHER INQUIRIES

[www.doublehaulsolutions.com](http://www.doublehaulsolutions.com)  
[nate@doublehaulsolutions.com](mailto:nate@doublehaulsolutions.com)  
248-207-5293





executive  
search

# PROPOSAL

City of Whitehall



## CITY OF WHITEHALL

• EST. 1943 •

**March 6, 2025**

Prepared by the Michigan Municipal League

Emily Kieliszewski

Asst. Dir. Member Experience & Learning

1675 Green Rd Ann Arbor, MI 48105

517-908-0302

[emilyk@mml.org](mailto:emilyk@mml.org)



City of Whitehall  
Steve Salter, Mayor  
405 E. Colby Street  
Whitehall, MI 49461



executive  
search

March 6, 2025

Dear Mayor Salter,

The Michigan Municipal League is pleased to offer the City of Whitehall 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,  
Emily Kieliszewski

**We love where you live.**

# Proposal for Executive Search

## City of Whitehall–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).

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# 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.

**We love where you live.**

# Your Facilitator

Jerry Richards will be assigned to the City of Whitehall'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.

**Here is a closer look at your assigned facilitator:**

## JERRY RICHARDS



**Jerry Richards will serve as the primary recruiter for the City of Whitehall and will perform and/or coordinate the majority of the services within this proposal.**

Mr. 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

**Emily Kieliszewski** will serve as the primary point of contact regarding negotiation and contractual matters and will provide overall project oversight and administration. Ms. Kieliszewski serves as the League's Assistant Director of Member Learning & Experience administering various member services offered within the league. Ms. Kieliszewski joined the League in 2016, is a graduate of Michigan State University, and holds a bachelor's in political science.

**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 commission to develop a 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 commission 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 to gather additional input on the prerequisites for an administrative executive

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## 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 City of Whitehall 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.

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## Interview & Selection Phase

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

- Assist in coordinating and scheduling interviews;
- Offer recommendations on an appropriate 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 one day of interviews and follow-up discussion

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 introduce the two negotiating parties to each other. 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 withdrawals 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 |
|---------------------|-------------------------------|------|------------|
| Belding             | City Manager                  | 2025 | 5,757      |
| South Haven         | Police Chief                  | 2025 | 3,964      |
| Holly               | Village Manager               | 2025 | 5,997      |
| Bloomfield Hills    | Public Safety Director        | 2024 | 4,460      |
| Wayland             | City Manager                  | 2024 | 4,435      |
| Flint               | City Engineer                 | 2024 | 96,500     |
| Livonia             | Finance Director              | 2024 | 17,680     |
| Dearborn Heights    | Finance Director/ Comptroller | 2024 | 69,292     |
| Wayne               | City Manager                  | 2024 | 17,713     |
| East Lansing        | City Manager                  | 2023 | 47,741     |
| Ecorse              | City Manager                  | 2023 | 9,216      |
| Flint               | CFO/ Finance Director         | 2023 | 96,500     |
| Grosse Pointe       | City Manager                  | 2023 | 5,584      |
| Manistique          | City Manager                  | 2023 | 2,828      |
| Elk Rapids          | Village Manager               | 2023 | 1,529      |
| Lake Odessa         | Village Manager               | 2023 | 1,988      |
| Ypsilanti           | Police Chief                  | 2023 | 20,648     |
| Bloomfield Hills    | Public Safety Director        | 2023 | 4,431      |
| Grandville          | City Manager                  | 2022 | 15,750     |
| Muskegon            | City Manager                  | 2022 | 38,318     |
| Chelsea             | Police Chief                  | 2022 | 5,393      |
| Ironwood            | City Manager                  | 2022 | 5,045      |
| Petoskey            | Finance Director              | 2022 | 5,877      |
| Petoskey            | City Manager                  | 2022 | 5,877      |
| Marshall            | City Manager                  | 2022 | 7,088      |
| Norway              | City Manager                  | 2022 | 2,845      |
| Belding             | City Manager                  | 2022 | 5,757      |
| Northfield Township | Township Manager              | 2021 | 8,245      |
| Manistee            | City Manager                  | 2021 | 6,226      |
| Missaukee County    | County Administrator          | 2021 | 14,849     |
| Ionia               | City Manager                  | 2021 | 11,394     |
| Farmington Hills    | City Manager                  | 2021 | 79,740     |
| Elk Rapids          | Village Manager               | 2021 | 1,642      |
| Riverview           | Police Chief                  | 2021 | 10,694     |
| East Grand Rapids   | City Manager                  | 2021 | 10,694     |
| 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     |

## Pricing

The League provides a fixed price of \$18,500 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: \$1,100
- Public "meet and greet" function of semi-finalists during interview stage: \$1,100

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, background check costs, and add on services being the only cost to the community.

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.

The League welcomes the opportunity to assist the City of Whitehall 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 dated March 6, 2025.

IN THE AMOUNT OF \$ \_\_\_\_\_

AUTHORIZED SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

DATE \_\_\_\_\_



michigan  
municipal  
league

executive  
search

## **APPENDIX A REFERENCES**

## References

Below are three clients who utilized the League's executive search services within the past two years, which the city may use as a reference.

**Client:** City of Belding

**Contact:** Jeannine Leary, Mayor, 616-794-1900 x210

**Project Completed:** February 2025

**Position Recruited:** City Manager

**Client:** Village of Holly

**Contact:** April Brandon, Village President, 248-634-9571

**Project Completed:** January 2025

**Position Recruited:** Village Manager

**Client:** City of Grosse Pointe

**Contact:** Sheila Tomkowiak, Mayor, 313-885-5800

**Project Completed:** August 2023

**Position Recruited:** City Manager

# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

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**City Manager  
City of Whitehall, Michigan**

**Submission Due: March 6, 2025  
This proposal is valid for 90 days**



**Strategic** Government Resources  
P.O. Box 1642, Keller, Texas 76244  
Office: 817-337-8581

Jennifer Fadden, Chief Operating Officer  
[JenniferFadden@GovernmentResource.com](mailto:JenniferFadden@GovernmentResource.com)



March 6, 2025

Hon. Mayor Steve Salter and City Council Members  
City of Whitehall, Michigan

Dear Mayor Salter and Council Members,

Thank you for the opportunity to submit this proposal to assist the City of Whitehall in your recruitment for a new City Manager. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 20,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 35,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city and county management professionals.

We are enthusiastic about the prospect of conducting this recruitment for the City of Whitehall, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jennifer Fadden', written in a cursive style.

Jennifer Fadden, Chief Operating Officer  
[JenniferFadden@GovernmentResource.com](mailto:JenniferFadden@GovernmentResource.com)

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## About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 27 full-time employees, 27 recruiters, 16 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Montana, Nevada, New York, North Carolina, Ohio, Oklahoma, and South Carolina.

View all SGR team members and their bios at: <https://sgr.pub/MeetTeamSGR>.



## SGR's Unique Qualifications

### Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

### Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

### Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a “boutique” firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

### **Trust of Candidates**

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

### **Accessibility and Communication**

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

### **Comprehensive Evaluation and Vetting of Candidates**

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded one-way semifinalist interviews.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

### **Executive Recruitment Clients**

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>.

## DEI in Recruitments

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2024 placements, 33% of candidates were female and 31% indicated they were a person of color. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

## Project Personnel

**Michael Czymbor, Senior Vice President**

[MichaelCzymbor@GovernmentResource.com](mailto:MichaelCzymbor@GovernmentResource.com)

843-368-6659



Senior Vice President Michael J. Czymbor joins SGR with more than 35 years of local government management experience. His extensive background and specialized knowledge in municipal budgeting, capital improvement programming, strategic goal setting and planning, economic development, and the effective management of high-growth communities and organizations have become the hallmarks of his distinguished career. Spanning four states, his experience includes leadership positions in cities and towns in Ohio, Michigan, Florida, and South Carolina, culminating in a nine-year tenure as City Manager in Hardeeville, South Carolina.

He has worked with many economic development organizations, chambers of commerce, downtown business associations, business incubators, and other groups striving to improve their respective communities. Always committed to service whether professionally or privately, Michael has been active in various capacities in numerous civic organizations. He also served on the Michigan Municipal League Board of Trustees.

Throughout his career, Michael has been a practitioner of the servant leadership philosophy, making it a cornerstone of his career. He has prioritized his time to mentor, coach, and promote his employees so they could be the best version of themselves.

Michael holds a bachelor of science in local government management from Central Michigan University and a master's degree in public administration from Bowling Green State University. He has been an ICMA Credentialed Manager since 2003.

Michael resides in Fernandina Beach, Florida, with his spouse, Mary Beth, and his dog Koda.

# Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
  - Project Kickoff Meeting and Develop Anticipated Timeline
  - Stakeholder Interviews and Listening Sessions
  - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
  - Advertising and Marketing
  - Sourcing Prospective and Active Candidates
  - Communication with Prospective Applicants
  - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
  - Written Questionnaires
  - Recorded One-Way Semifinalist Interviews
  - Media Searches - Stage 1, as described below
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
  - Comprehensive Media Searches - Stage 2, as described below
  - Background Investigation Reports
  - DiSC Management Assessments (if desired, supplemental cost)
  - First Year Plan or Other Advanced Exercise
  - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
  - Face-to-Face Interviews
  - Stakeholder Engagement (if desired)
  - Deliberations
  - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
  - Determine Terms of an Employment Offer
  - Negotiate Terms and Conditions of Employment
  - Press Release Announcing New Hire (if requested)

## **Step 1: Organization/Position Insight and Analysis**

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### **Project Kickoff Meeting and Develop Anticipated Timeline**

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

### **Stakeholder Interviews and Listening Sessions**

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

### **Develop Recruitment Brochure**

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

## **Step 2: Recruitment Campaign and Communication with Candidates**

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### **Advertising and Marketing**

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Sourcing Prospective and Active Candidates**

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals

who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

### **Communication with Prospective Applicants**

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

### **Communication with Active Applicants**

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

### **Step 3: Initial Screening and Review by Executive Recruiter**

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SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

### **Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists**

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At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

## **Step 5: Evaluation of Semifinalists**

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The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

### **Written Questionnaires**

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

### **Recorded One-Way Semifinalist Interviews**

Recorded one-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

### **Media Searches - Stage 1**

“Stage 1” of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any “red flags” or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.



## **Step 6: Search Committee Briefing to Select Finalists**

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Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes, and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

## **Step 7: Evaluation of Finalists**

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### **Comprehensive Media Searches - Stage 2**

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™, supplemented by Google as an additional tool. By combining both resources, we offer an enhanced due diligence process to our clients, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. The Stage 2 media search consists of a more complex search, encompassing social media platforms, and has proven to be instrumental in identifying potential adverse news about the candidate that may not have been disclosed previously. The media search provides the Search Committee with an overview of the candidate’s press coverage throughout their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

### **Background Investigation Reports**

Through SGR’s partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

### **DiSC Management Assessments (if desired, supplemental cost)**

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate’s preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

### **First-Year Plan or Other Advanced Exercise**

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

## **Step 8: Interview Process**

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### **Face-to-Face Interviews**

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

### **Stakeholder Engagement**

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

### **Deliberations**

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public

prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

## **Step 9: Negotiations and Hiring Process**

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### **Determine Terms of an Employment Offer**

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

### **Negotiate Terms and Conditions of Employment**

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

### **Press Release (if requested)**

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

## **Satisfaction Surveys**

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SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

## **Post-Hire Services**

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As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Strategic Planning
- Team Building
- Strategic Visioning

For additional information on our leadership development workshops, please email [training@governmentresource.com](mailto:training@governmentresource.com) or visit <https://www.governmentresource.com/leadership-development-training-resources/workshops-retreats>

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please visit <https://www.governmentresource.com/leadership-development-training-resources>.

## Typical Timeline \*

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted.

| Initial Steps Prior to Posting Position:  |   |
|---|---|
| <ul style="list-style-type: none"> <li>Contract Execution</li> <li>Kickoff Meeting to Discuss Recruitment Strategy and Timeline</li> <li>Organization/Position Insight and Analysis</li> <li>Stakeholder Interviews and Listening Sessions</li> <li><b>Deliverable:</b> Draft Recruitment Brochure</li> <li><b>Deliverable:</b> Recommended Ad Placements</li> <li>Organization Approves Ad Placements</li> <li>Search Committee Reviews and Approves Brochure</li> </ul> | <p><i>Timing varies and usually takes a minimum of 2-3 weeks.</i></p> |

| Task   | Week       |
|--|------------|
| <ul style="list-style-type: none"> <li>Post Position and Firm up Timeline</li> <li>Recruitment Campaign and Outreach to Prospective Applicants</li> <li>Initial Screening and Review by Executive Recruiter</li> </ul>   | Weeks 1-4  |
| <ul style="list-style-type: none"> <li>Search Committee Briefing to Review Applicant Pool and Select Semifinalists</li> </ul>  | Week 5     |
| <ul style="list-style-type: none"> <li>Questionnaires</li> <li>Recorded One-Way Semifinalist Interviews</li> <li>Media Searches - Stage 1, as described in Approach/Methodology</li> </ul>   | Week 6     |
| <ul style="list-style-type: none"> <li><b>Deliverable:</b> Semifinalist Briefing Books via Electronic Link</li> <li><b>Deliverable:</b> Recorded Online Interviews, if applicable</li> </ul>   | Week 7     |
| <ul style="list-style-type: none"> <li>Search Committee Briefing to Select Finalists</li> </ul>  | Week 8     |
| <ul style="list-style-type: none"> <li>Comprehensive Media Searches - Stage 2, as described in Approach/Methodology</li> <li>Background Investigation Reports</li> <li>Disc Management Assessments (if desired, supplemental cost)</li> <li>First-Year Plan or Other Advanced Exercise (if desired)</li> </ul> | Weeks 9-10 |
| <ul style="list-style-type: none"> <li><b>Deliverable:</b> Finalist Briefing Books via Electronic Link</li> </ul>  | Week 11    |
| <ul style="list-style-type: none"> <li>Face-to-Face Interviews</li> <li>Stakeholder Engagement (if desired)</li> <li>Deliberations</li> <li>Reference Checks (may occur earlier in process)</li> <li>Negotiations and Hiring Process</li> </ul>  | Week 12    |

*\* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.*

## Fee Proposal

**Not-to-Exceed Price: \$29,419**

**Not-to-Exceed Price is comprised of:**

- **Fixed Fee of \$26,919**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

**The Fixed Fee includes:**

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
  - Outreach to Prospective Applicants
  - Custom Graphics for Email and Social Media Marketing
  - Announcement in SGR's Servant Leadership e-Newsletter
  - Post on SGR's Website
  - Ad on SGR's Job Board
  - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
  - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
  - Questionnaires for up to 15 Semifinalists
  - Recorded One-Way Interviews for up to 15 Semifinalists
  - Media Searches – Stage 1 Reports for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

**Reimbursable Expenses included in the not-to-exceed price:**

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

**Reimbursable Expenses not included in the not-to-exceed price:**

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

**Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:**

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Online interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$256 per candidate.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the two (2) onsite visits included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

**Billing**

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.



## Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

## Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

## City & County Management Recruitments, 2019-Present

### In Progress

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- Abilene, Texas (pop. 125,000) – City Manager
- Biddeford, Maine (pop. 22,300) – City Manager
- Heath, Texas (pop. 10,400) – City Manager
- Marshall, Texas (pop. 23,500) – City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Miami, Oklahoma (pop. 13,000) - City Manager
- New Smyrna Beach, Florida (pop. 32,000) - City Manager
- Perryton, TX (pop. 8,500) - City Manager
- Scarsdale, New York (pop. 18,000) - Village Manager
- Springfield, Missouri (pop. 170,100) - City Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

### 2025

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- Coffeyville, Kansas (pop. 9,000) - City Manager
- Corsicana, Texas (pop. 25,000) – City Manager
- Johnson County, Kansas (pop. 629,000) – Assistant County Manager
- Jonestown, Texas (pop. 2,500) – City Administrator

### 2024

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- Coffeyville, Kansas (pop. 9,000) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,000) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 80,000) - City Manager
- Leavenworth, Kansas (pop. 37,000) – City Manager
- Manhattan, Kansas (pop. 55,000) – City Manager
- Medford, Oregon (pop. 90,000) - City Manager
- Orono, Maine (pop. 11,000) - Town Manager
- San Juan County, Washington (pop. 18,000) - County Manager
- Topeka, Kansas (pop. 125,000) - City Manager
- New Rochelle, New York (pop. 82,000) – City Manager
- St. Joseph, Missouri (pop. 72,000) – City Manager

## 2023

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- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

## 2022

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- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator

- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

## 2021

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- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator

- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

## 2020

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- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager

- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

## References

### **City of Johnston, Iowa**

Population: 24,000

Paula Dierenfeld

Mayor

[paulasdierenfeld@gmail.com](mailto:paulasdierenfeld@gmail.com)

515-490-8023

Cyndee Rhames

Director of Internal Operations

[crhames@cityofjohnston.com](mailto:crhames@cityofjohnston.com)

515-727-7771

### **City of Treasure Island, FL**

Population: 6,500

Tyler Payne

Mayor

[tpayne@mytreasureisland.org](mailto:tpayne@mytreasureisland.org)

727-748-5062

Jessica Zamora, SHRM-CP

Human Resources Director

[jzamora@mytreasureisland.org](mailto:jzamora@mytreasureisland.org)

727-547-4575

### **Town of Orono, Maine**

Population: 11,400

Dan Demeritt

Council Chair

[ddemeritt@orono.org](mailto:ddemeritt@orono.org)

Sarah Marx

Council Vice Chair

[smarx@orono.org](mailto:smarx@orono.org)

### **City of Rochelle, New York**

Population: 81,000

Yadira Ramos Herbert

Mayor

[yramosherbert@newrochelleny.com](mailto:yramosherbert@newrochelleny.com)

Michelle Oliveros

Human Resources Commissioner

[moliveros@newrochelleny.com](mailto:moliveros@newrochelleny.com)

914-654-2162



# POLICE CHIEF

Annual Salary:

\$165,000-\$195,000 DOE/DOQ



*Town of*  
**TIMNATH**  
ESTABLISHED 1882

Timnath, Colorado

**Are you a dedicated law enforcement professional with strong leadership skills and a commitment to community policing?**

If so, apply to be Timnath, Colorado's next Police Chief!

We're looking for an exceptional leader who is:

- A collaborative and professional law enforcement executive
- Experienced in police department leadership and management
- Skilled in community engagement and outreach
- Adept at budget management and strategic planning in a growing and dynamic environment

Timnath is a welcoming, connected, and thriving community – read on to learn more about this exciting opportunity!



# NATURAL BEAUTY – FRIENDLY NEIGHBORS – OUTDOOR ADVENTURES

Timnath, Colorado, is a vibrant and growing town in Northern Colorado along the I-25 corridor. The population has surged by 64.3% since 2020, reaching 10,500 residents. Offering a blend of small-town charm and big-city access, Timnath is known for its family-friendly environment, strong schools, and access to outdoor recreation at the foothills of the Rockies.

Residents enjoy activities such as hiking, backcountry skiing, and visiting nearby parks and trails. The town also boasts top-rated schools and a thriving local business scene, making it an ideal place to live and work. Just an hour from Denver, Timnath provides the perfect balance between natural beauty and urban convenience.



POPULATION  
**10,500**



MEDIAN HOUSEHOLD INCOME  
**\$163,000**



MEDIAN HOME VALUE  
**\$695,000**

[Timnath History](#)



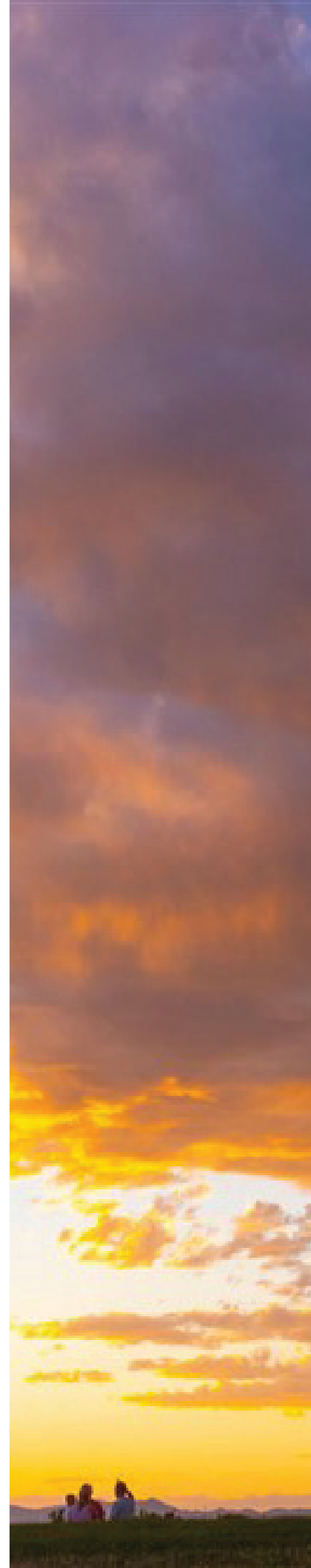
## GOVERNANCE & ORGANIZATION

Timnath operates as a home-rule municipality with a Mayor, Mayor Pro-Tem, and three at-large Council Members, all serving four-year terms. The Town Manager is appointed by the governing body and oversees the town's operations. Additionally, the Town Attorney, Judge, and Prosecutor are appointed and/or confirmed by the governing body. The Town's Police Chief is hired by the Town Manager.

Major projects underway or recently completed in Timnath include: a Town Center (in 2019), a Police Department (in 2022), and the Facilities Master Plan (currently underway).

Timnath is a full-service organization with 75 employees and a total fiscal year budget of \$85,000,000. The Town's mill levy is 6.688, with a 3% sales and use tax.

[Timnath Website](#)





## THE JOB

Formed in 2008 with one officer, the Timnath Police Department ensures community safety through modern policing strategies rooted in transparency, accountability, and public trust built through outreach and opportunities for positive community-law enforcement interaction and events. The department operates with 26 sworn officers and three civilian staff, providing 24-hour coverage.

Reporting to the Town Manager, the Police Chief:

- Develops and oversees the department's vision, mission, and strategic initiatives, with an eye toward future growth
- Maintains and continues to strengthen the vital community support for a department that has been led by a 40-year police veteran and currently enjoys a 95% support rating, according to a recent resident survey
- Manages a \$5.2 million annual budget
- Leads community policing efforts and takes every opportunity to enhance public engagement
- As a member of the Town's leadership team, works closely with local, regional, and state agencies and nurtures partnerships that benefit the Town and its stakeholders

### DEPARTMENT QUICKFACTS



SWORN OFFICERS

**26**



CIVILIAN STAFF

**3**



DEPT. BUDGET

**\$5.2**  
MILLION

### KEY PROJECTS FOR 2024-2025

- DEVELOP AND IMPLEMENT A LONG-TERM DEPARTMENT GROWTH STRATEGY
- ENHANCE COMMUNITY ENGAGEMENT THROUGH OUTREACH PROGRAMS
- EXPAND TRAINING INITIATIVES FOR OFFICERS
- CONTINUE INTEGRATING TECHNOLOGY AND DATA-DRIVEN POLICING METHODS

Full Job Description



Department Values





## IDEAL CANDIDATE

The ideal candidate will have a strong tenure in municipal law enforcement leadership and is a strong leader/manager ready to move the Department into its next evolution of high-quality police services. A commitment to community-oriented policing is essential, as are sound decision-making and strategic planning competencies. They will possess a working knowledge of emergency management and hazards unique to Colorado, as well as a management style that fosters open and honest communication at all organizational levels. Experience formulating a budget for a young, growing, and eager workforce is desired.

## EXPERIENCE & QUALIFICATIONS

### Required:

- Bachelor's degree from an accredited college or university, with major coursework in criminal justice
- Eight (8) years of law enforcement experience; at least four (4) years at a supervisory level
- Experience in a community policing-based agency
- Willingness to work a non-traditional work schedule, including frequent evenings and weekends
- Proficiency in Basic Colorado Peace Officer mini skills, per POST
- Colorado POST certification and valid Colorado driver's license
- Passage of a psychological evaluation; extensive background check; polygraph examination; urinalysis testing for illegal drug use

### Preferred:

- Master's degree and/or advanced police management training (example: the FBI National Academy or Northwestern SPSC)

Any equivalent combination of training and experience that provides evidence that the applicant possesses the required knowledge, skills, and abilities to manage a municipal Police Department will be considered.



## SALARY & BENEFITS

- Compensation: \$165,000-\$195,000, dependent on qualifications and experience
- Benefits
  - ◆ Health, dental, vision, and life insurance
  - ◆ Paid holidays, vacation, and sick leave
  - ◆ Annual wellness benefit (\$600)
  - ◆ Take-home vehicle and town issued cell phone
  - ◆ Access to a gym, flexible scheduling, and tuition reimbursement
- Retirement
  - ◆ Retirement benefits through CO PERA (9% employee, 14.81% employer contribution)
  - ◆ Mission Square 457(b) voluntary plan

## HOW TO APPLY

Apply Here



For more information on this position, contact:

**Charles Kimble, Sr. Vice President**

[charleskimble@governmentresource.com](mailto:charleskimble@governmentresource.com)

910-261-6681

*The Town of Timnath is an Equal Opportunity Employer and values diversity in its workforce. Finalists for this position will undergo a comprehensive background check.*



**Agreement for Executive Recruitment Services (“PROJECT”)  
to City of Whitehall, Michigan (“CLIENT”) between  
CLIENT and Strategic Government Resources, Inc., DBA SGR (“SGR”)**

SGR and CLIENT (together, “Parties”) agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

**1. SGR promises and agrees:**

- A. To perform the services described in SGR’s Proposal for PROJECT dated March 6, 2025 (“PROPOSAL”) substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

**2. CLIENT promises and agrees:**

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR’s reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR’s reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation,

national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.

- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

**3. Additional Terms and Conditions:**

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
  - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
  - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations,

understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.

- I. This Agreement will be governed by the substantive laws of the State of Michigan without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in Muskegon County of the State of Michigan.
- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
  - i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
  - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

**Legal Notices:**

**SGR**

Attn: Melissa Valentine, Corporate Secretary  
PO Box 1642  
Keller, TX 76244  
[Melissa@GovernmentResource.com](mailto:Melissa@GovernmentResource.com)

**CLIENT**

Attn: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
Email: \_\_\_\_\_



**PROJECT Representative:**

**SGR**

Jennifer Fadden  
Chief Operating Officer  
[JenniferFadden@GovernmentResource.com](mailto:JenniferFadden@GovernmentResource.com)  
817-337-8581

**CLIENT**

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

**Billing and Invoicing:**

**SGR**

Attn: Finance  
[Finance@GovernmentResource.com](mailto:Finance@GovernmentResource.com)  
817-337-8581

**CLIENT**

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party’s respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

**Strategic Government Resources, Inc., DBA SGR**

**CLIENT**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Printed Name: Jennifer Fadden

Printed Name: \_\_\_\_\_

Title: Chief Operating Officer

Title: \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



**CITY COUNCIL MEETING**  
405 E. COLBY STREET, WHITEHALL, MI  
COUNCIL CHAMBERS  
MARCH 11, 2025  
6:00 p.m.

**AGENDA**

1. Meeting called to Order
  - Pledge of Allegiance
2. Approval of Agenda
3. Consent Agenda
  - Approval of the February 25, 2025 Council Meeting Minutes
  - Approval of Accounts Payable
  - Communications – Alice Frizzell Letter, June Ullman Letter, Planning Commission Minutes
4. Messages from the Mayor, Council, and City Manager
5. Public Comment \*
6. Old Business
7. New Business
  - Resolution 25-08 Sidewalk Bids
8. Public Comment \*
9. Adjournment

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City of Whitehall, 405 E. Colby Street, Whitehall, MI 49461; 231-894-4048

\* **PUBLIC COMMENT:** Citizens wishing to speak on any subject matter or with regard to items on the agenda should use this opportunity. As a courtesy to the council, state your name, and direct your comments to the board. Please limit comments to three minutes. If you have questions or issues that need to be addressed, contact City Hall during regular business hours.



# WHITEHALL

## CITY COUNCIL

### MEETING MINUTES

Council Chambers

February 25, 2025

**PRESENT** Scott Brown, Tanya Cabala, Debra Hillebrand, Jeff Holmstrom, Steve Salter, Steve Sikkenga and Tom Ziemer

**ABSENT** None

**ALSO PRESENT** Scott Huebler, Brenda Bourdon, Will Meier, Roger Squiers

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Mayor Salter called the meeting to order at 6:01 p.m.

#### APPROVAL OF THE AGENDA

Motion by Cabala, seconded by Hillebrand to approve the agenda.

Voice Vote: All yeses

**MOTION CARRIED**

#### APPROVAL OF THE CONSENT AGENDA

- A. Approval of the February 11, 2025 Work Session & Council Meeting Minutes
- B. Accounts Payable \$216,956.15
- C. Communications: Central Dispatch Meeting Minutes, Central Dispatch Financial Statements, WMSRSDC Annual Report

Motion by Holmstrom, seconded by Hillebrand to approve the Consent Agenda.

Voice Vote: All yeses

**MOTION CARRIED**

#### MESSAGES FROM THE MAYOR, COUNCIL, AND CITY MANAGER

Messages were received from Council members.

Hillebrand wanted to go on record with the following statement:

“At the end of the February 11 council meeting, the mayor falsely stated that the council had deemed Mr. Huebler unfit to continue as the City Manager and I have to correct that record. The council never suggested that Mr. Huebler was unfit to serve. In fact, Scott had announced his intent to retire at the August 13, 2024 meeting, 6 months ago, and then formalized those plans in a letter addressed to Mr. Salter and shared with the council on November 12. Since then, we’ve openly had discussions at two separate work sessions - September 10th and January 14th work sessions - to discuss the process to hire a new city manager. That process begins with hiring a consultant which is underway already and we’re expecting an update at the March 11th work session.

After that statement, the mayor abruptly ended the meeting, which denied the public any further opportunity to speak. Which it was still public comment time. So, that's very disturbing and sets a bad precedent. So, I wanted to acknowledge that I felt like that was very inappropriate and apologize to the community because there was no opportunity to finish the public comment section.

I would like to ask you to consider these comments as my contribution to setting the record straight and I want to submit a written form of my comments to be included in the meeting minutes."

**PUBLIC COMMENT**

None

**OLD BUSINESS**

None

**NEW BUSINESS**

**A. Resolution 25-07 – Speed Sign**

Motion by Brown, seconded by Sikkenga, to award the speed signs bid to Radarsign for the low, qualified bid of \$6,707 and approves a budget amendment to cover the \$707 excess from the Major Street Fund balance.

Roll Call Vote: Yes – Brown, Sikkenga, Holmstrom, Cabala, Hillebrand, Ziemer, and Salter;  
No – None; Absent – None

**MOTION CARRIED**

**PUBLIC COMMENT**

Santiago Carmin from Public Health made a comment.

**ADJOURNMENT**

Mayor Salter adjourned the Council Meeting at 6:30 pm.

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Respectfully submitted,  
Brenda Bourdon, City Clerk

CITY OF WHITEHALL  
ACCOUNTS PAYABLE  
March 11, 2025

**February 2025 Prepaids**

| <u>VENDOR NAME</u>            | <u>DESCRIPTION</u>   | <u>AMOUNT</u> | <u>Check No.</u> |
|-------------------------------|----------------------|---------------|------------------|
| City of Whitehall-Common Cash | Payroll              | \$49,240.67   | Transfer         |
| IRS                           | Payroll              | \$17,464.66   | EFT              |
| Alerus Financial              | Payroll              | \$7,004.32    | EFT              |
| MISDU                         | Payroll              | \$61.84       | 9357             |
| FOP-CD Hammond #00            | Payroll - Union Dues | \$60.18       | 9358             |
| Teamsters Local 214           | Payroll - Union Dues | \$375.00      | 9359             |

**Total Prepaids:**

\$74,206.67

**Accounts Payable:**

\$90,325.51

**TOTAL ACCOUNTS PAYABLE**

\$164,532.18

| Vendor Code                                   | Vendor Name                        | Description                                  | Amount    |
|---|------------------------------------|--|-----------|
| BLPR  | BLUE LAKE PUBLIC RADIO             |  |           |
|   | 4138-1                             | RADIO MARKETING - STAGE & SAVOR SWEETS EVENT | 60.00     |
| TOTAL FOR: BLUE LAKE PUBLIC RADIO             |                                    |  | 60.00     |
| MAHON   | BRANDON L MAHONEY                  |  |           |
|   | REIMBURSEMENT                      | FOOTWEAR REIMBURSEMENT                       | 58.28     |
|   | REIMBURSEMENT                      | MEAL REIMBURSEMENT - FOIA/DTI TRAININGS      | 39.91     |
| TOTAL FOR: BRANDON L MAHONEY                  |                                    |  | 98.19     |
| BOU   | BRENDA BOURDON                     |  |           |
|   | REIMBURSEMENT                      | MEAL REIMBURSEMENT - FOIA TRAINING 2/21/25   | 23.86     |
| TOTAL FOR: BRENDA BOURDON                     |                                    |  | 23.86     |
| COBB  | COBB COMMUNICATIONS INC            |  |           |
|   | 2022-12886                         | AD - WHITE LAKE VISITORS GUIDE               | 795.00    |
| TOTAL FOR: COBB COMMUNICATIONS INC            |                                    |  | 795.00    |
| CONSU   | CONSUMER'S ENERGY                  |  |           |
|   | STATEMENT                          | PUBLIC UTILITIES                             | 2,055.41  |
|   | STATEMENT                          | PUBLIC UTILITIES                             | 19,530.21 |
| TOTAL FOR: CONSUMER'S ENERGY                  |                                    |  | 21,585.62 |
| CORR  | CORRPRO COMPANIES, INC             |  |           |
|   | 7777790                            | TOWER #5 & 6 - INSPECTION/MAINTENANCE        | 2,855.00  |
| TOTAL FOR: CORRPRO COMPANIES, INC             |                                    |  | 2,855.00  |
| DELTA   | DELTA DENTAL                       |  |           |
|   | RIS0006249492                      | DENTAL - MARCH - 2025                        | 2,569.63  |
| TOTAL FOR: DELTA DENTAL                       |                                    |  | 2,569.63  |
| BOND  | DONALD BOND                        |  |           |
|   | OPTICAL                            | OPTICAL - DON                                | 72.17     |
| TOTAL FOR: DONALD BOND                        |                                    |  | 72.17     |
| DTE   | DTE ENERGY                         |  |           |
|   | STATEMENT                          | PUBLIC UTILITIES                             | 6,384.23  |
| TOTAL FOR: DTE ENERGY                         |                                    |  | 6,384.23  |
| ELESOU  | ELECTION SOURCE                    |  |           |
|   | 25-543                             | ROLLING BALLOT BAGS (4)                      | 583.36    |
| TOTAL FOR: ELECTION SOURCE                    |                                    |  | 583.36    |
| ELITE   | ELITE AIR LLC                      |  |           |
|   | I-5064-1                           | SERVICE CALL - FURNACE WIRING HARNESS REPAIR | 479.00    |
| TOTAL FOR: ELITE AIR LLC                      |                                    |  | 479.00    |
| EPS   | ENGINEERED PROTECTION SYSTEMS INC. |  |           |
|   | A424060                            | SYSTEM MONITOR 04/01 - 06/30/25              | 516.75    |
| TOTAL FOR: ENGINEERED PROTECTION SYSTEMS INC. |                                    |  | 516.75    |
| ETNA  | ETNA SUPPLY INC                    |  |           |
|   | S106094760.001                     | REPAIR CLAMP                                 | 125.00    |
| TOTAL FOR: ETNA SUPPLY INC                    |                                    |  | 125.00    |

| Vendor Code                                   | Vendor Name                        | Description                                   | Amount   |
|---|------------------------------------|---|----------|
| FRONT   | FRONTIER                           |   |          |
|   | STATEMENT                          | TELEPHONE 231-893-0406                        | 40.78    |
|   | STATEMENT                          | TELEPHONE 231-893-4708                        | 112.93   |
| TOTAL FOR: FRONTIER                           |                                    |   | 153.71   |
| GILLROY                                       | GILL-ROY'S HARDWARE                |   |          |
|   | STATEMENT                          | PAINTING SUPPLIES/SAFETY MARKERS/CLEANING SUP | 537.73   |
| TOTAL FOR: GILL-ROY'S HARDWARE                |                                    |   | 537.73   |
| MISC  | GIT-R-CUT.COM                      |   |          |
|   | 10951                              | ARBORIST CONSULTANT - 1391 GEE                | 199.00   |
| TOTAL FOR: GIT-R-CUT.COM                      |                                    |   | 199.00   |
| GRLF  | GREAT LAKES FORD                   |   |          |
|   | FOCS387439                         | OIL CHANGE/TIRE ROTATION/BRAKE CHECK - TRUCK  | 115.72   |
| TOTAL FOR: GREAT LAKES FORD                   |                                    |   | 115.72   |
| HAVIL   | HAVILAND                           |   |          |
|   | 530446 / CR5307                    | QTY 16- 15 GAL DRUM CHLORINE                  | 1,067.88 |
| TOTAL FOR: HAVILAND                           |                                    |   | 1,067.88 |
| HOME  | HOME SERVICES OF WHITE LAKE        |   |          |
|   | 25103                              | UPS CHARGES                                   | 13.93    |
| TOTAL FOR: HOME SERVICES OF WHITE LAKE        |                                    |   | 13.93    |
| HYDCO   | HYDROCORP METER SALES              |   |          |
|   | CI-04882                           | BI-ANNUAL SERVICE PROGRAM -FEB-2025 - CROSS   | 970.00   |
| TOTAL FOR: HYDROCORP METER SALES              |                                    |   | 970.00   |
| JJ'S ELEC                                     | JJ'S ELECTRIC LLC                  |   |          |
|   | FEB-2025                           | ELECTRICAL PERMITS - FEB-2025                 | 1,703.80 |
| TOTAL FOR: JJ'S ELECTRIC LLC                  |                                    |   | 1,703.80 |
| KENT EQUIP                                    | KENT EQUIPMENT, INC.               |   |          |
|   | P59737                             | PARTS - 70-01 BEARINGS/FLANGE/SHAFT/SPROCKET/ | 501.72   |
| TOTAL FOR: KENT EQUIPMENT, INC.               |                                    |   | 501.72   |
| KONICA  | KONICA MINOLTA BUSINESS SOLUTIONS  |   |          |
|   | 500387060                          | COPIER MAINT - #308 DPW                       | 34.38    |
|   | 500500322/50050                    | DIGITAL SUPPORT SERVICE/SUPPLIES - #368/CITY  | 239.09   |
| TOTAL FOR: KONICA MINOLTA BUSINESS SOLUTIONS  |                                    |   | 273.47   |
| MICHSTPOL                                     | MICHIGAN STATE POLICE-CASHIERS OFF |   |          |
|   | 551-653605                         | SOR FEES                                      | 30.00    |
| TOTAL FOR: MICHIGAN STATE POLICE-CASHIERS OFF |                                    |   | 30.00    |
| MILL  | MILLER'S OIL AND LUBE EXPRESS      |   |          |
|   | 133213                             | OIL CHANGE -TRUCK 12-06                       | 45.46    |
| TOTAL FOR: MILLER'S OIL AND LUBE EXPRESS      |                                    |   | 45.46    |
| MODEL   | MODEL COVERALL SERVICE INC         |   |          |
|   | STATEMENT                          | UNIFORMS -FEB-2025                            | 30.68    |
| TOTAL FOR: MODEL COVERALL SERVICE INC         |                                    |   | 30.68    |

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| Vendor Code                                  | Vendor Name  | Description  | Amount             |
|--|--|--|--------------------|
| MUCTR  | MUSKEGON CENTRAL DISPATCH<br>2500002440                  | VIRTUAL SERVER & SUPPORT - MARCH 2025                            | 527.37             |
| TOTAL FOR: MUSKEGON CENTRAL DISPATCH         |  |  | 527.37             |
| MUTRE  | MUSKEGON COUNTY TREASURER'S<br>208066<br>208504          | HAULED WASTE - 1012 GALLONS<br>DOG TAGS - JAN-2025               | 59.71<br>228.00    |
| TOTAL FOR: MUSKEGON COUNTY TREASURER'S       |  |  | 287.71             |
| THRONE                                       | NOLAN THRONE<br>REIMBURSEMENT                            | REIMBURSEMENT -MILAGE/MEALS - WATER CLASS                        | 175.52             |
| TOTAL FOR: NOLAN THRONE                      |  |  | 175.52             |
| ED   | OGBORN ENTERPRISES, INC.<br>WCH & WDPW-25-0              | CLEANING SERVICES - CH & DPW - FEB-2025                          | 665.00             |
| TOTAL FOR: OGBORN ENTERPRISES, INC.          |  |  | 665.00             |
| PELL   | PELL'S FARM SERVICE, INC<br>I197292                      | UNIVERSAL SHOE - 70-01 KUBOTA SNOWBLOWER                         | 174.08             |
| TOTAL FOR: PELL'S FARM SERVICE, INC          |  |  | 174.08             |
| PRHLTH                                       | PRIORITY HEALTH<br>250470113476                          | HEALTH INSURANCE - MAR-2025                                      | 33,608.20          |
| TOTAL FOR: PRIORITY HEALTH                   |  |  | 33,608.20          |
| REPC   | REPCOLITE PAINTS INC<br>K69128D / K6933                  | PAINT - DPW GARAGE   | 1,364.60           |
| TOTAL FOR: REPCOLITE PAINTS INC              |  |  | 1,364.60           |
| ROTHB  | RIVERS ACE<br>STATEMENT                                  | HEATER/TAPE/ELBOWS/NIPPLES/COUPLINGS/BUSHINGS                    | 70.28              |
| TOTAL FOR: RIVERS ACE                        |  |  | 70.28              |
| RIVERS                                       | RIVERS RENTAL & EQUIPMENT<br>STATEMENT                   | CHAIN SAW CHAIN  | 39.60              |
| TOTAL FOR: RIVERS RENTAL & EQUIPMENT         |  |  | 39.60              |
| TUFT   | ROBERT E TUFTS JR<br>FEB-2025                            | BUILDING PERMITS - FEB-2025                                      | 1,720.60           |
| TOTAL FOR: ROBERT E TUFTS JR                 |  |  | 1,720.60           |
| SCHEI  | SCHEID PLUMBING HEATING & COOL<br>I-33382-1<br>I-33770-1 | WATER HEATER REPLACEMENT - DPW<br>SERVICE/REPAIR - THERMOCOUPLER | 1,980.00<br>189.78 |
| TOTAL FOR: SCHEID PLUMBING HEATING & COOL    |  |  | 2,169.78           |
| SHO  | SHORELINE INSPECTION SERVICE LLC<br>FEB-2025             | MECHANICAL & PLUMBING PERMITS -FEB-2025                          | 1,230.40           |
| TOTAL FOR: SHORELINE INSPECTION SERVICE LLC  |  |  | 1,230.40           |
| STAPLADV                                     | STAPLES CONTRACT & COMMERCIAL LLC<br>7004395111          | PAPER TOWELS/COUNTERFIET PEN/MASKS                               | 44.00              |
| TOTAL FOR: STAPLES CONTRACT & COMMERCIAL LLC |  |  | 44.00              |



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| Vendor Code   | Vendor Name                      | Description  | Amount    |
|---|----------------------------------|--|-----------|
| SYTS  | SYTSEMA FUNERAL HOMES            | STATEMENT  |           |
|   |                                  | FLAGS FOR CEMETERY (582) & HOLDERS (6)                 | 558.30    |
| TOTAL FOR: SYTSEMA FUNERAL HOMES                    |                                  |  | 558.30    |
| HELTAY  | TAYLOR HELLEWELL                 |  |           |
|   |                                  | 2162025 / 22220 CLEANING SERVICE - PH 2.16 & 2.22.2025 | 200.00    |
| TOTAL FOR: TAYLOR HELLEWELL                         |                                  |  | 200.00    |
| TRUCK   | TRUCK & TRAILER SPECIALTIES      |  |           |
|   | DSO015887                        | DRAG CHAIN/BEARING/SHAFT/SPROCKET/SPRING - TR          | 3,408.27  |
| TOTAL FOR: TRUCK & TRAILER SPECIALTIES              |                                  |  | 3,408.27  |
| TWIN  | TWIN CITIES AUTO PARTS & SERVICE |  |           |
|   |                                  | 496222 / 496214 PARTS - TRUCK 12-15                    | 93.93     |
| TOTAL FOR: TWIN CITIES AUTO PARTS & SERVICE         |                                  |  | 93.93     |
| VANCE   | VANCE OUTDOORS INC               |  |           |
|   | 1238190-IN                       | AMMUNITION   | 360.30    |
| TOTAL FOR: VANCE OUTDOORS INC                       |                                  |  | 360.30    |
| VERIZ   | VERIZON WIRELESS                 |  |           |
|   | 6107192650                       | ON CALL PHONE/I-PAD PLAN                               | 41.82     |
| TOTAL FOR: VERIZON WIRELESS                         |                                  |  | 41.82     |
| WESTMI  | WEST MICHIGAN INTERNATIONAL      |  |           |
|   | X102077551:01                    | MIRROR - TRUCK 12-19                                   | 102.69    |
| TOTAL FOR: WEST MICHIGAN INTERNATIONAL              |                                  |  | 102.69    |
| WLAUT   | WHITE LAKE AUTOMOTIVE            |  |           |
|   | STATEMENT                        | SUPPLIES/PARTS 12-11 / 12-08 / 12-15                   | 418.15    |
| TOTAL FOR: WHITE LAKE AUTOMOTIVE                    |                                  |  | 418.15    |
| WLFIR   | WHITE LAKE FIRE AUTHORITY        |  |           |
|   | FEB-2025                         | MECHANICAL FIRE SUPPRESSION PERMITS -FEB-2025          | 1,274.00  |
| TOTAL FOR: WHITE LAKE FIRE AUTHORITY                |                                  |  | 1,274.00  |
| TOTAL - ALL VENDORS                                 |                                  |  | 90,325.51 |
| <b>FUND TOTALS:</b>                                 |                                  |  |           |
| Fund 101 - GENERAL OPERATING FUND                   |                                  |  | 50,215.98 |
| Fund 202 - MAJOR STREET FUND                        |                                  |  | 199.00    |
| Fund 247 - TAX INCREMENT FINANCE AUTHORITY #1       |                                  |  | 625.24    |
| Fund 249 - BUILDING INSPECTION DEPARTMENT           |                                  |  | 5,928.80  |
| Fund 250 - LOCAL DEVELOPMENT FINANCE AUTHORITY FUND |                                  |  | 851.56    |
| Fund 580 - PLAYHOUSE                                |                                  |  | 4,834.74  |
| Fund 590 - SEWER FUND                               |                                  |  | 1,779.14  |
| Fund 591 - WATER FUND                               |                                  |  | 13,391.70 |
| Fund 594 - MARINA FUND                              |                                  |  | 1,595.32  |
| Fund 661 - MOTOR POOL FUND                          |                                  |  | 10,904.03 |

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|---|---------------------------------|--------------------------|--------------|---------------------|-----------|
| Fund 101 GENERAL OPERATING FUND             |                                 |                          |              |                     |           |
| Dept 000 247                                |                                 |                          |              |                     |           |
| 101-000-082.000                             | CREDIT DUE - YOUNG - MARCH 2025 | DELTA DENTAL             | 03/01/25     | RIS0006249492       | 41.88     |
| 101-000-082.000                             | UNIFORMS - CREDIT YOUNG         | MODEL COVERALL SERVICE I | 03/03/25     | STATEMENT           | (165.13)  |
| 101-000-222.100                             | DOG TAGS - JAN-2025             | MUSKEGON COUNTY TREASURE | 02/28/25     | 208504              | 228.00    |
| 101-000-238.000                             | SWITANOWSKI - JAN/FEB 2025      | DELTA DENTAL             | 03/01/25     | RIS0006249492       | 83.76     |
| 101-000-238.000                             | SOR FEES                        | MICHIGAN STATE POLICE-CA | 03/04/25     | 551-653605          | 30.00     |
| 101-000-238.000                             | SWITANOWSKI - JAN-2025          | PRIORITY HEALTH          | 02/16/25     | 250470113476        | 519.00    |
| Total For Dept 000 247                      |                                 |                          |              |                     | 737.51    |
| Dept 172 ADMINISTRATION                     |                                 |                          |              |                     |           |
| 101-172-727.000                             | COUNTERFIET PEN                 | STAPLES CONTRACT & COMME | 03/05/25     | 7004395111          | 12.36     |
| 101-172-818.000                             | VIRTUAL SERVER & SUPPORT - MARC | MUSKEGON CENTRAL DISPATC | 03/01/25     | 2500002440          | 527.37    |
| 101-172-850.000                             | TELEPHONE - 231.893.4708        | FRONTIER                 | 02/20/25     | STATEMENT           | 56.47     |
| 101-172-935.000                             | DIGITAL SUPPORT SERVICE/SUPPLY- | KONICA MINOLTA BUSINESS  | 02/16/25     | 500500322/500500323 | 239.09    |
| Total For Dept 172 ADMINISTRATION           |                                 |                          |              |                     | 835.29    |
| Dept 215 CITY CLERK                         |                                 |                          |              |                     |           |
| 101-215-880.000                             | MEAL REIMBURSEMENT- FOIA TRNG 2 | BRENDA BOURDON           | 02/21/25     | REIMBURSEMENT       | 23.86     |
| Total For Dept 215 CITY CLERK               |                                 |                          |              |                     | 23.86     |
| Dept 262 ELECTIONS                          |                                 |                          |              |                     |           |
| 101-262-962.000                             | ROLLING BALLOT BAGS (4)         | ELECTION SOURCE          | 03/22/25     | 25-543              | 583.36    |
| Total For Dept 262 ELECTIONS                |                                 |                          |              |                     | 583.36    |
| Dept 265 CITY HALL BLDG & GROUNDS           |                                 |                          |              |                     |           |
| 101-265-818.700                             | CLEANING SERVICES - CH - FEB-25 | OGBORN ENTERPRISES, INC. | 03/01/25     | WCH & WDPW-25-03    | 380.00    |
| 101-265-920.000                             | PUBLIC UTILITIES/100017760891   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT           | 1,021.47  |
| 101-265-920.000                             | PUBLIC UTILITIES/910021159454   | DTE ENERGY               | 02/24/25     | STATEMENT           | 1,649.55  |
| 101-265-931.000                             | FURNACE FILTERS                 | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT           | 111.19    |
| Total For Dept 265 CITY HALL BLDG & GROUNDS |                                 |                          |              |                     | 3,162.21  |
| Dept 270 FRINGE BENEFITS                    |                                 |                          |              |                     |           |
| 101-270-719.450                             | UNIFORMS - FEB-2025             | MODEL COVERALL SERVICE I | 03/03/25     | STATEMENT           | 172.94    |
| 101-270-719.600                             | FRINGE-HEALTH INS               | PRIORITY HEALTH          | 02/16/25     | 250470113476        | 30,918.94 |
| 101-270-719.601                             | FRINGE BENEFITS-RETIREEE HEALTH | PRIORITY HEALTH          | 02/16/25     | 250470113476        | 2,170.26  |
| 101-270-719.605                             | DENTAL - MARCH - 2025           | DELTA DENTAL             | 03/01/25     | RIS0006249492       | 2,443.99  |
| 101-270-719.650                             | OPTICAL - DON                   | DONALD BOND              | 02/24/25     | OPTICAL             | 72.17     |
| Total For Dept 270 FRINGE BENEFITS          |                                 |                          |              |                     | 35,778.30 |
| Dept 301 POLICE                             |                                 |                          |              |                     |           |
| 101-301-741.000                             | AMMUNITION                      | VANCE OUTDOORS INC       | 02/25/25     | 1238190-IN          | 360.30    |
| 101-301-757.000                             | TRASH CAN                       | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT           | 19.79     |
| 101-301-759.000                             | FOOTWEAR REIMBURSEMENT - MAHONE | BRANDON L MAHONEY        | 03/03/25     | REIMBURSEMENT       | 58.28     |
| 101-301-760.300                             | MEAL REIMBURSEMENT - FOIA/DTI T | BRANDON L MAHONEY        | 03/05/25     | REIMBURSEMENT       | 39.91     |
| 101-301-850.000                             | TELEPHONE - 231.893.4708        | FRONTIER                 | 02/20/25     | STATEMENT           | 56.46     |
| Total For Dept 301 POLICE                   |                                 |                          |              |                     | 534.74    |
| Dept 448 STREET LIGHTING                    |                                 |                          |              |                     |           |
| 101-448-920.000                             | PUBLIC UTILITIES/100000345759   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT           | 7,207.94  |
| Total For Dept 448 STREET LIGHTING          |                                 |                          |              |                     | 7,207.94  |
| Dept 567 CEMETERY                           |                                 |                          |              |                     |           |
| 101-567-757.000                             | FLAGS FOR CEMETERY (582) & HOLD | SYTSEMA FUNERAL HOMES    | 03/01/25     | STATEMENT           | 558.30    |

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|--|---------------------------------|--------------------------|--------------|------------|-----------|
| Fund 101 GENERAL OPERATING FUND                        |                                 |                          |              |            |           |
| Dept 567 CEMETERY                                      |                                 |                          |              |            |           |
| 101-567-920.000  | PUBLIC UTILITIES/100016180844   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT  | 57.98     |
| 101-567-920.000  | PUBLIC UTILITIES/910021159306   | DTE ENERGY               | 02/24/25     | STATEMENT  | 60.88     |
| Total For Dept 567 CEMETERY                            |                                 |                          |              |            | 677.16    |
| Dept 751 PARKS DEPARTMENT                              |                                 |                          |              |            |           |
| 101-751-757.000  | SAFETY MARKERS                  | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT  | 12.12     |
| 101-751-775.000  | PARTS FOR FLAG POLES            | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT  | 30.56     |
| 101-751-920.000  | PUBLIC UTILITIES/100017154418   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT  | 382.91    |
| Total For Dept 751 PARKS DEPARTMENT                    |                                 |                          |              |            | 425.59    |
| Dept 756 119 S BALDWIN ST                              |                                 |                          |              |            |           |
| 101-756-920.000  | PUBLIC UTILITIES/103021521192   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT  | 138.76    |
| 101-756-920.000  | PUBLIC UTILITIES/910021159793   | DTE ENERGY               | 02/24/25     | STATEMENT  | 111.26    |
| Total For Dept 756 119 S BALDWIN ST                    |                                 |                          |              |            | 250.02    |
| Total For Fund 101 GENERAL OPERATING FUND              |                                 |                          |              |            | 50,215.98 |
| Fund 202 MAJOR STREET FUND                             |                                 |                          |              |            |           |
| Dept 463 ROUTINE MAINT                                 |                                 |                          |              |            |           |
| 202-463-818.000  | ARBORIST CONSULTANT - 1391 GEE  | GIT-R-CUT.COM            | 02/19/25     | 10951      | 199.00    |
| Total For Dept 463 ROUTINE MAINT                       |                                 |                          |              |            | 199.00    |
| Total For Fund 202 MAJOR STREET FUND                   |                                 |                          |              |            | 199.00    |
| Fund 247 TAX INCREMENT FINANCE AUTHORITY #1            |                                 |                          |              |            |           |
| Dept 525 DOWNTOWN STREETScape                          |                                 |                          |              |            |           |
| 247-525-920.000  | PUBLIC UTILITIES/920030385842   | DTE ENERGY               | 02/24/25     | STATEMENT  | 64.53     |
| 247-525-921.000  | PED LIGHTS/100102691894         | CONSUMER'S ENERGY        | 02/17/25     | STATEMENT  | 60.91     |
| 247-525-921.000  | PED LIGHTS/100000242550         | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT  | 499.80    |
| Total For Dept 525 DOWNTOWN STREETScape                |                                 |                          |              |            | 625.24    |
| Total For Fund 247 TAX INCREMENT FINANCE AUTHORITY     |                                 |                          |              |            | 625.24    |
| Fund 249 BUILDING INSPECTION DEPARTMENT                |                                 |                          |              |            |           |
| Dept 000 247   |                                 |                          |              |            |           |
| 249-000-818.000  | ELECTRICAL PERMITS - FEB-2025   | JJ'S ELECTRIC LLC        | 03/01/25     | FEB-2025   | 1,703.80  |
| 249-000-818.000  | BUILDING PERMITS - FEB-2025     | ROBERT E TUFTS JR        | 03/01/25     | FEB-2025   | 1,720.60  |
| 249-000-818.000  | MECHANICAL PERMITS -FEB-2025    | SHORELINE INSPECTION SER | 03/01/25     | FEB-2025   | 1,230.40  |
| 249-000-818.000  | MECH FIRE SUPPRESS PERMITS - FE | WHITE LAKE FIRE AUTHORIT | 03/01/25     | FEB-2025   | 1,274.00  |
| Total For Dept 000 247                                 |                                 |                          |              |            | 5,928.80  |
| Total For Fund 249 BUILDING INSPECTION DEPARTMENT      |                                 |                          |              |            | 5,928.80  |
| Fund 250 LOCAL DEVELOPMENT FINANCE AUTHORITY FUND      |                                 |                          |              |            |           |
| Dept 000 247   |                                 |                          |              |            |           |
| 250-000-818.100  | AD - WHITE LAKE VISITORS GUIDE  | COBB COMMUNICATIONS INC  | 11/11/24     | 2022-12886 | 795.00    |
| 250-000-818.100  | C/S-INDUSTRIAL PARK/1000164878  | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT  | 56.56     |
| Total For Dept 000 247                                 |                                 |                          |              |            | 851.56    |
| Total For Fund 250 LOCAL DEVELOPMENT FINANCE AUTHORITY |                                 |                          |              |            | 851.56    |
| Fund 580 PLAYHOUSE                                     |                                 |                          |              |            |           |

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| Fund 580 PLAYHOUSE                         |                                 |                          |              |                   |           |
| Dept 000 247                               |                                 |                          |              |                   |           |
| 580-000-757.000                            | TRASH BAGS/P TOWEL/CLEANER/PARA | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT         | 67.85     |
| 580-000-805.000                            | RADIO MARKETING - STAGE & SAVOR | BLUE LAKE PUBLIC RADIO   | 02/22/25     | 4138-1            | 60.00     |
| 580-000-818.800                            | CLEANING SERVICE - PH 2.16.25   | TAYLOR HELLEWELL         | 02/16/25     | 2162025 / 2222025 | 200.00    |
| 580-000-920.000                            | PUBLIC UTILITIES/100015238247   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT         | 929.58    |
| 580-000-920.000                            | PUBLIC UTILITIES/910021159660   | DTE ENERGY               | 02/24/25     | STATEMENT         | 2,581.56  |
| 580-000-931.000                            | SERVICE CALL- FURNACE WIRING RE | ELITE AIR LLC            | 03/04/25     | I-5064-1          | 479.00    |
| 580-000-931.000                            | SYSTEM MONITOR 04/01 - 06/30/25 | ENGINEERED PROTECTION SY | 03/01/25     | A424060           | 516.75    |
| Total For Dept 000 247                     |                                 |                          |              |                   | 4,834.74  |
| Total For Fund 580 PLAYHOUSE               |                                 |                          |              |                   | 4,834.74  |
| Fund 590 SEWER FUND                        |                                 |                          |              |                   |           |
| Dept 552 SEWER CUSTOMER ACCOUNTS           |                                 |                          |              |                   |           |
| 590-552-850.000                            | IPAD SERVICE PLAN               | VERIZON WIRELESS         | 02/28/25     | 6107192650        | 19.00     |
| Total For Dept 552 SEWER CUSTOMER ACCOUNTS |                                 |                          |              |                   | 19.00     |
| Dept 554 SEWER PUMPING                     |                                 |                          |              |                   |           |
| 590-554-818.000                            | HAULED WASTE - 1012 GALLONS     | MUSKEGON COUNTY TREASURE | 02/15/25     | 208066            | 59.71     |
| 590-554-920.000                            | PUBLIC UTILITIES/100016488460   | CONSUMER'S ENERGY        | 02/17/25     | STATEMENT         | 839.86    |
| 590-554-920.000                            | PUBLIC UTILITIES/100015288960   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT         | 804.73    |
| 590-554-920.000                            | PUBLIC UTILITIES/910021159892   | DTE ENERGY               | 02/24/25     | STATEMENT         | 53.93     |
| Total For Dept 554 SEWER PUMPING           |                                 |                          |              |                   | 1,758.23  |
| Dept 558 SEWER T & D                       |                                 |                          |              |                   |           |
| 590-558-850.000                            | ON CALL CELL                    | VERIZON WIRELESS         | 02/28/25     | 6107192650        | 1.91      |
| Total For Dept 558 SEWER T & D             |                                 |                          |              |                   | 1.91      |
| Total For Fund 590 SEWER FUND              |                                 |                          |              |                   | 1,779.14  |
| Fund 591 WATER FUND                        |                                 |                          |              |                   |           |
| Dept 540 WATER ADMINISTRATION              |                                 |                          |              |                   |           |
| 591-540-760.000                            | MILAGE REIMB - THRONE WATER CLA | NOLAN THRONE             | 02/27/25     | REIMBURSEMENT     | 175.52    |
| Total For Dept 540 WATER ADMINISTRATION    |                                 |                          |              |                   | 175.52    |
| Dept 542 WATER CUSTOMER ACCOUNTS           |                                 |                          |              |                   |           |
| 591-542-850.000                            | IPAD SERVICE PLAN               | VERIZON WIRELESS         | 02/28/25     | 6107192650        | 19.01     |
| Total For Dept 542 WATER CUSTOMER ACCOUNTS |                                 |                          |              |                   | 19.01     |
| Dept 546 WATER SOURCE PLANT                |                                 |                          |              |                   |           |
| 591-546-757.000                            | QTY 16 - 15 GAL DRUM            | HAVILAND                 | 02/20/25     | 530446 / CR530727 | 1,067.88  |
| 591-546-775.000                            | HEATER - WELL 7                 | RIVERS ACE               | 02/28/25     | STATEMENT         | 70.28     |
| 591-546-818.100                            | TOWER #5 & 6 - INSPECTION/MAINT | CORRPRO COMPANIES, INC   | 12/31/24     | 7777790           | 2,855.00  |
| 591-546-818.100                            | UPS CHARGES                     | HOME SERVICES OF WHITE L | 03/04/25     | 25103             | 13.93     |
| 591-546-818.100                            | SERVICE/REPAIR - THERMOCOUPLER  | SCHEID PLUMBING HEATING  | 02/27/25     | I-33770-1         | 189.78    |
| 591-546-920.000                            | PUBLIC UTILITIES/100015972811   | CONSUMER'S ENERGY        | 02/17/25     | STATEMENT         | 1,154.64  |
| 591-546-920.000                            | PUBLIC UTILITIES/100016430884   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT         | 6,396.87  |
| 591-546-920.000                            | PUBLIC UTILITIES/920017788919   | DTE ENERGY               | 02/24/25     | STATEMENT         | 311.11    |
| 591-546-920.000                            | TELEPHONE - 231.893.0406        | FRONTIER                 | 02/16/24     | STATEMENT         | 40.78     |
| Total For Dept 546 WATER SOURCE PLANT      |                                 |                          |              |                   | 12,100.27 |
| Dept 548 WATER T & D                       |                                 |                          |              |                   |           |
| 591-548-775.000                            | REPAIR CLAMP                    | ETNA SUPPLY INC          | 02/25/25     | S106094760.001    | 125.00    |

INVOICE GL DISTRIBUTION REPORT FOR CITY OF WHITEHALL  
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UNJOURNALIZED

OPEN  
CITY OF WHITEHALL ACCOUNTS PAYABLE  
COUNCIL MEETING OF MARCH 11, 2025

| GL Number                          | Invoice Line Desc               | Vendor                   | Invoice Date | Invoice           | Amount    |
|------------------------------------|---------------------------------|--------------------------|--------------|-------------------|-----------|
| Fund 591 WATER FUND                |                                 |                          |              |                   |           |
| Dept 548 WATER T & D               |                                 |                          |              |                   |           |
| 591-548-818.000                    | BI-ANNUAL SERVICE PROGRAM - FE  | HYDROCORP METER SALES    | 02/28/25     | CI-04882          | 970.00    |
| 591-548-850.000                    | ON CALL CELL                    | VERIZON WIRELESS         | 02/28/25     | 6107192650        | 1.90      |
| Total For Dept 548 WATER T & D     |                                 |                          |              |                   | 1,096.90  |
| Total For Fund 591 WATER FUND      |                                 |                          |              |                   | 13,391.70 |
| Fund 594 MARINA FUND               |                                 |                          |              |                   |           |
| Dept 000 247                       |                                 |                          |              |                   |           |
| 594-000-920.000                    | PUBLIC UTILITIES/100000353241   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT         | 1,595.32  |
| Total For Dept 000 247             |                                 |                          |              |                   | 1,595.32  |
| Total For Fund 594 MARINA FUND     |                                 |                          |              |                   | 1,595.32  |
| Fund 661 MOTOR POOL FUND           |                                 |                          |              |                   |           |
| Dept 000 247                       |                                 |                          |              |                   |           |
| 661-000-757.000                    | MINERAL SPIRITS                 | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT         | 20.50     |
| 661-000-757.000                    | C-FOLD PAPER TOWELS             | STAPLES CONTRACT & COMME | 03/05/25     | 7004395111        | 31.64     |
| 661-000-757.000                    | 2.5 DEF - TRUCK 12-15           | WHITE LAKE AUTOMOTIVE    | 03/01/25     | STATEMENT         | 152.10    |
| 661-000-781.000                    | BRUSH/ROLLER COVER - GARAGE     | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT         | 244.19    |
| 661-000-781.000                    | CHAIN - 96-29                   | RIVERS RENTAL & EQUIPMEN | 02/28/25     | STATEMENT         | 39.60     |
| 661-000-781.000                    | PARTS - TRUCK 12-15             | TWIN CITIES AUTO PARTS & | 02/25/25     | 496222 / 496214   | 93.93     |
| 661-000-781.000                    | MIRROR - TRUCK 12-19            | WEST MICHIGAN INTERNATIO | 02/05/25     | X102077551:01     | 102.69    |
| 661-000-818.000                    | SHOP TOWELS                     | MODEL COVERALL SERVICE I | 03/03/25     | STATEMENT         | 22.87     |
| 661-000-818.700                    | CLEANING SERVICES - DPW - FEB-2 | OGBORN ENTERPRISES, INC. | 03/01/25     | WCH & WDPW-25-03  | 285.00    |
| 661-000-920.000                    | PUBLIC UTILITIES/100016488254   | CONSUMER'S ENERGY        | 03/04/25     | STATEMENT         | 438.29    |
| 661-000-920.000                    | PUBLIC UTILITIES/910021159181   | DTE ENERGY               | 02/24/25     | STATEMENT         | 1,551.41  |
| 661-000-931.000                    | PAINT - DPW GARAGE              | REPCOLITE PAINTS INC     | 02/28/25     | K69128D / K69331D | 1,364.60  |
| 661-000-933.000                    | NUTS & BOLTS - 12-16            | GILL-ROY'S HARDWARE      | 03/01/25     | STATEMENT         | 31.53     |
| 661-000-933.000                    | OIL/TIRE ROTATE/BRAKE CHK -12-0 | GREAT LAKES FORD         | 02/26/25     | FOCS387439        | 115.72    |
| 661-000-933.000                    | PARTS - 70-01                   | KENT EQUIPMENT, INC.     | 02/14/25     | P59737            | 501.72    |
| 661-000-933.000                    | COPIER MAINT - #308 DPW         | KONICA MINOLTA BUSINESS  | 02/03/25     | 500387060         | 34.38     |
| 661-000-933.000                    | OIL CHANGE -TRUCK 12-06         | MILLER'S OIL AND LUBE EX | 01/29/25     | 133213            | 45.46     |
| 661-000-933.000                    | UNIVERSAL SHOE - 70-01 KUBOTA S | PELL'S FARM SERVICE, INC | 02/21/25     | I197292           | 174.08    |
| 661-000-933.000                    | 12-16 - CHAIN/BEARING/SHAFT/SPR | TRUCK & TRAILER SPECIALT | 02/24/25     | DSO015887         | 3,408.27  |
| 661-000-933.000                    | OIL FILTER                      | WHITE LAKE AUTOMOTIVE    | 03/01/25     | STATEMENT         | 266.05    |
| 661-000-974.000                    | WATER HEATER REPLACEMENT - DPW  | SCHEID PLUMBING HEATING  | 03/03/25     | I-33382-1         | 1,980.00  |
| Total For Dept 000 247             |                                 |                          |              |                   | 10,904.03 |
| Total For Fund 661 MOTOR POOL FUND |                                 |                          |              |                   | 10,904.03 |

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COUNCIL MEETING OF MARCH 11, 2025

| GL Number | Invoice Line Desc | Vendor               | Invoice Date           | Invoice | Amount           |
|-----------|-------------------|----------------------|------------------------|---------|------------------|
|           |                   | Fund Totals:         |                        |         |                  |
|           |                   | Fund 101             | GENERAL OPERATING FUND |         | 50,215.98        |
|           |                   | Fund 202             | MAJOR STREET FUND      |         | 199.00           |
|           |                   | Fund 247             | TAX INCREMENT FINANCE  |         | 625.24           |
|           |                   | Fund 249             | BUILDING INSPECTION DE |         | 5,928.80         |
|           |                   | Fund 250             | LOCAL DEVELOPMENT FINA |         | 851.56           |
|           |                   | Fund 580             | PLAYHOUSE              |         | 4,834.74         |
|           |                   | Fund 590             | SEWER FUND             |         | 1,779.14         |
|           |                   | Fund 591             | WATER FUND             |         | 13,391.70        |
|           |                   | Fund 594             | MARINA FUND            |         | 1,595.32         |
|           |                   | Fund 661             | MOTOR POOL FUND        |         | 10,904.03        |
|           |                   | Total For All Funds: |                        |         | <u>90,325.51</u> |

2-23-2025

Dear City Council

I am writing in support of Whitehall continuing to own the Playhouse on Meas Avenue. I think it's a valuable place.

I also have a suggestion: why

don't you publicize a website where citizens could contribute to the upkeep of the Playhouse. I, for one, would like to contribute

Sincerely,

Alice Fuzzill  
1027 S. Meas  
Whitehall



Norman G. Ullman

P.O. BOX 52 • WHITEHALL, MICHIGAN 49461 • PHONE (231) 894-9385

To whom it may concern:

I received (June Ullman) a late notice from the City of Whitehall saying that I have failed to pay my Jan. water bill of 278.11.

My checkbook shows,

no. 1236 <sup>late</sup> 1-13 City of Whitehall 278.11

but it has not cleared at the bank as of yet. So of course it has increased to

305.92.

The only explanation I can give is that because I place

"On White Lake The Beautiful"



Norman G. Ullman

P.O. BOX 52 • WHITEHALL, MICHIGAN 49461 • PHONE (231) 894-9385

my checks in the same envelop as my sisters (Jean Moon), that maybe they stuck together and was overlooked.

I have always made it a point to pay my bills on time or ahead of time and I don't think I should have to pay a delinquent, late fee. I would gladly rewrite another check for the original 278.11.

(Also my sister can vouch for the fact that we pay in same envelop). Sincerely,  
June Ullman

"On White Lake The Beautiful"



**Whitehall Planning Commission  
Meeting Minutes  
March 4, 2025**

**Present**

B. Armstrong, R. Blankstrom, D. Bowyer, J. Dillivan, J. Holmstrom

**Absent**

L. Abramson, A. Church, S. Salter

**Call to Order**

Chair Dillivan called the meeting to order at 6:00 p.m.

**Agenda**

Motion by Armstrong, second by Holmstrom, CARRIED, to approve the agenda as submitted. All voted yes.

**Approval of Minutes**

Motion by Blankstrom, second by Armstrong, CARRIED, to approve the February 2025 meeting minutes as submitted. All voted yes.

**Communications**

**Public Comment**

**Unfinished Business**

**New Business**

- Resolution 25-03 Byfam Site Plan

Motion by Armstrong, second by Holmstrom, CARRIED, to adopt Resolution 25-03 approving the Byfam Site Plan as submitted. Roll Call Vote: 5 yes, 3 absent.

**Adjournment**

There being no further business, Chair Dillivan adjourned the meeting at 6:05 p.m.

CITY OF WHITEHALL  
RESOLUTION 25-08  
2025 Sidewalk Bids

WHEREAS, the Public Works Director identified the 400 block of Slocum, the 100 block of West Muskegon, the 200 and 300 blocks of South Livingston, and Carleton to Lake as the sidewalks most in need of repair.

WHEREAS, in accordance with City Ordinance §22.04, staff solicited bids for the sidewalk repairs as noted above along with replacement of the stairs down to Lake Street.

WHEREAS, the following bids were received;

|                                     |           |
|-------------------------------------|-----------|
| Jaekel Construction (Whitehall)     | \$135,000 |
| Kamminga & Roodvoets (Grand Rapids) | \$245,250 |

WHEREAS, the city budgeted \$90,000 in the General Fund for sidewalk repairs.

WHEREAS, the Public Works Director recommends awarding the bid to Jaekel subject to negotiating a reduced scope of project not to exceed \$90,000 that will include the sidewalk and stairs between Carleton and Lake.

NOW, THEREFORE, LET IT BE RESOLVED

that the Whitehall City Council does hereby award the 2025 Sidewalk Bid to Jaekel Construction subject to a negotiated project scope not to exceed \$90,000.

Moved by \_\_\_\_\_, seconded by \_\_\_\_\_ and thereafter adopted by the City Council of the City of Whitehall, at a regular meeting held March 11, 2025 at 6:00 p.m.  
(\_\_ yes; \_\_ no; \_\_ absent)

\_\_\_\_\_  
Steve Salter, Mayor

\_\_\_\_\_  
Brenda Bourdon, City Clerk