City of Hart, Michigan
CITY COUNCIL AGENDA
June 24, 2025, 7:30 PM
407 State St. – Council Chamber
NOTICE OF PUBLIC MEETING
REGULAR COUNCIL MEETING

1. Call to Order
2. Roll Call – Burillo, Cunningham, Hodges, Mullen, Root, Thomson, Klotz
3. Pledge of Allegiance
4. Approval of Agenda
5. Public Comments – **Public comment on any matter other than a scheduled public hearing. We ask that you please limit your comments to 3 minutes.**
    a. Correspondence, Events, Presentations
        i. Dark Water Coffee Company
6. Consent Agenda:
    a. Approval of Minutes from June 10, 2025
    b. Bills, Claims, Payroll
    c. Reports of Boards, Commissions, and Committees
    d. Department Reports – Police/BioPure/Public Works/Energy/♥C&E Dvlp./Parks & Rec
7. Action Items
    a. Resolution 2025-19 Adopt FY25 End-of-Year Budget Amendments
    b. Resolution 2025-20 Approve TIFA streetscape funding conditions
    c. Resolution 2025-21 Approve streetscape design and funding commitment
    d. Resolution 2025-22 City Manager Recruitment firm selection
8. Discussion Items
9. City Manager Report
10. Communications from the Mayor and Council (Including board and committee updates.)
11. Adjournment –

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Proposal to the City of Hart

Roasting Facility Development
Dark Water Coffee Roasters

Lauren & Tony Dematteo • Hart, Michigan
darkwaterroasting@gmail.com • (720) 352-6841

Introduction

We, Lauren and Tony Dematteo, are the co-owners of Dark Water Coffee Roasters, a small-batch specialty coffee roasting company proudly based in Hart, Michigan. Since 2018, we have been roasting and producing coffee from The Starting Block, a vital resource that has supported our early growth and operations. With deep gratitude for the foundation this space has provided, we are now preparing to take the next step in our business journey: establishing a dedicated roasting facility that allows us to grow, hire local talent, and enrich the Hart community.

Proposal Summary

We respectfully submit this proposal to the City of Hart to express our interest in obtaining a parcel of land on Industrial Park Drive, which we understand is city-owned. Our intent is to develop a custom roasting facility for Dark Water Coffee Roasters that will serve as:

- A full-scale production hub
- A space to employ local residents
- A community-focused destination for education and coffee appreciation

This facility represents not only a necessary operational expansion but also a long-term investment in Hart's economic and cultural fabric.

Background & Business Overview

Dark Water Coffee Roasters has operated in Hart for over six years. What began as a passion project has grown into a respected regional brand, known for quality, transparency, and craft. Our products are served in cafes and homes across Michigan, and we continue to see rising demand for both our wholesale and retail offerings.

Operating from The Starting Block has given us the tools and flexibility to incubate and refine our methods. However, our production needs are now exceeding what shared space can accommodate. We are ready to build a permanent home that supports future growth.

Vision for the Facility

The proposed facility would be designed for:

- Roasting & Packaging Operations: A modern, efficient space to handle increased production volume with room for equipment expansion.
- Training & Education: A small tasting lab and brewing education area, offering classes and experiences for locals and visitors alike—mirroring what companies in cities like Grand Rapids offer but with a distinctly Hart identity.
- Community Employment: We anticipate hiring local team members in the first 12–18 months of operation, with roles in production, fulfillment, and education.
- Destination Appeal: The artisanal nature of specialty coffee roasting and our open-door

philosophy means the facility could serve as a micro-destination within Hart—offering tours, classes, and more.

Request from the City of Hart

We are requesting:

- Information on available property parcels on Industrial Park Drive
- The process and timeline for consideration of sale
- Any applicable incentives or support programs for businesses expanding or relocating within Hart

We are open to discussion on flexible arrangements and eager to work alongside city leadership to ensure our development aligns with the goals of Hart's economic and community development plans.

Conclusion

We are proud to call Hart our home—personally and professionally. Our roots are here, and we're committed to growing in a way that honors this community. We see this facility as a milestone not just for Dark Water Coffee Roasters, but for Hart's thriving network of small businesses and future workforce.

We would welcome the opportunity to discuss this vision further with the City of Hart and are happy to provide business plans, financial statements, or meet in person at your convenience.

With appreciation,

Lauren & Tony Dematteo
Dark Water Coffee Roasters
Darkwaterroasting@gmail.com
720-352-6841
Darkwatercoffeeroasters.com

CITY OF HART
407 S. STATE ST.
HART, MI 49420
REGULAR MEETING OF CITY COUNCIL - COUNCIL PROCEEDINGS
JUNE 10th, 2025
MINUTES – Draft

PRESENT: Mayor Amanda Klotz, Councilors, Catalina Burillo, Jim Cunningham, Andrew Mullen, and Betty Root
ABSENT: Dean Hodges, and Karen Thomson
OTHERS PRESENT: City Manager – Rob Splane, BioPure Superintendent – Paul Cutter, Clerk/Treasurer – Karla Swihart, Sharon Hallack, Cristina Juska, Rolando Salgado, and Emily Sigler

APPROVAL OF AGENDA:

- C. Burillo motioned to approve the Agenda and was supported by B. Root
  - Ayes: 5 Nays: 0 Absent: 2

PUBLIC COMMENTS:

- NONE

CORRESPONDENCE, EVENTS, PRESENTATIONS:

- Public Hearing – Truth in Taxation Hearing.
  - A. Mullen motioned to open the Public Hearing on increasing 2025 Property Taxes at 7:37pm and supported by C. Burillo
    - Ayes: 5 Nays: 0 Absent: 2
- No Public Present.
  - B. Root motioned to close the Public Hearing on increasing 2025 Property Taxes at 7:45pm and supported by C. Burillo
    - Ayes: 5 Nays: 0 Absent: 2

CONSENT AGENDA:

- Approval of minutes from May 27th, 2025
- Bills, Claims, Payroll
- Reports of Boards, Commissions, and Committees
- Department Reports – Police/BioPure/Public Works/Energy/C&E Dvlp
  - C. Burillo motioned to approve Consent Agenda and supported by A. Mullen
    - Ayes: 5 Nays: 0 Absent: 2

ACTION ITEMS:

- Resolution 2025-15 FY 2026 Millage Rates and Tax Levy
  WHEREAS, the City of Hart has established a general millage for operating purposes and voted millage for the cemetery and street improvements in 2018 and 2024, respectively; and
  WHEREAS, the City conducted a "Truth In Taxation" hearing on June 10, 2025, which permits the proposed tax rates to exceed the maximum rates allowed by "Headlee" rules (MCL 211.34); and
  WHEREAS, the City has determined that for FY 2026 that it is necessary to levy the maximum allowable mill levy;
  NOW THEREFORE BE IT RESOLVED THAT THE HART CITY COUNCIL:

Adopts and levies the following tax rates for 2025 as follows:

Purpose	**2025 Millage Rate**
Operating	12.2687
Street (voted November 2024)	1.9349
Cemetery (voted November 2018	.4844
Total	**14.6880**

- K. Thomson motioned to approve Resolution 2025-14 and supported by A. Mullen
  - Ayes: 7 Nays: 0 Absent: 0

- Resolution 2025-16 FY 2026 Utility and Solid Waste Rates

WHEREAS the City of Hart owns and operates electric, water, sewer and wastewater treatment facilities; and contracts for trash hauling services ("services"); and

WHEREAS, these services are funded through user rates and should self-fund their operations, maintenance, equipment replacement, and debt service; and

WHEREAS, the FY2026 Annual Budget is developed assuming the following electric, water, sewer and trash rates; and

WHEREAS, in order to secure the benefits of efficient self-government and to promote and protect our common interests and welfare, the City Council hereby declares:

NOW THEREFORE BE IT RESOLVED THAT THE HART CITY COUNCIL:

Adopts the rates and charges as identified below for FY2026, effective for utility bills for services after July 1, 2025:

A	**ELECTRIC—RESIDENTIAL – Council adopted 4.7% annual increase per 2023 Study**	**RATES FY 2026 - RATES FY 2025**
	Single phase monthly base rate	$9.32 - $8.90
	Three phase monthly base rate	$22.47 - $21.46
	kWh charge	$0.09383 - $0.08962
B	**ELECTRIC-- COMMERCIAL– Council adopted 4.0% annual increase per 2023 Study**	**RATES FY 2026 - RATES FY 2025**
	Single phase monthly base rate	$21.09 - $20.28
	Three phase monthly base rate	$23.80 - $22.88
	kWh charge	$0.1092 - $0.1050
C	**ELECTRIC--DEMAND CUSTOMER– Council adopted 2.9% annual increase per 2023 Study**	**RATES FY 2026 - RATES FY 2025**
	Monthly base rate	$95.30 - $92.61
	Demand charge per KW	$9.53 - $9.26
	kWh charge	$0.06745 - $0.06555
D	**ELECTRIC—INDUSTRIAL CUSTOMER EXCEDING 2,000,000 KWH ANNUALLY– Council adopted 2.9% annual increase per 2023 Study**	**RATES FY 2026 - RATES FY 2025**

	Monthly base rate	$158.83 - $154.35
	Demand charge per KW	$9.53 - $9.26
	kWh charge	$0.06253 - $0.06077
E	**POWER COST ADJUSTMENT FACTOR (12-MONTH ROLLING AVERAGE)**	Varies
F	**ENERGY OPTIMIZATION**	**RATES FY 2026 - RATES FY 2025**
	Residential per kWh	$0.0013 - $0.0013
	Commercial per meter	$4.43 - $4.43
	Industrial per meter (6)	$215.24 - $215.24
G	**WATER – Council planned 1% annual increase per 2022 Water Rate Study**	**RATES FY 2026 - RATES FY 2025**
	Base rate per month with: 5/8 inch meter **1 inch meter** **1.5-inch meter** **2-inch meter** **3-inch meter** **4-inch meter**	$6.44 - $6.38 $8.07 - $7.99 $11.29 - $11.18 $19.35 - $19.16 $29.02 - $28.73 $29.02 - $28.73
	Rate per 1000 gallons (1-13,000 gallons per month)	$1.34 - $1.33
	Rate per 1000 gallons (over 13,000 per month)	$1.15 - $1.14
H	**WASTEWATER – Council planned increase per 2023 debit payment schedule**	**RATES FY 2026 - RATES FY 2025**
	Base rate per month	$41.86 - $35.75
	Volume rate per 1000 gallons per month	$4.65 - $3.97
	Volume rate per 1000 gallons per month (industrial)	$4.65 - $3.97
	BOD Surcharge per pound	$0.254 - $0.237

	TSS Surcharge per pound	$0.187 - $0.174
I	**CUSTOMER CHARGE** **Gray & Company** **Michigan Freeze Pack** **Indian Summer**	 $3,893.08 - $3,414.98/month $3,893.08 - $3,414.98/month $1,109.72 - $973.44/month
J	**MONTHLY RESIDENTIAL TRASH COLLECTION FEE**	$25.32 - $24.61
	MONTHLY RESIDENTIAL CLEAN-UP FEE	$1.00
	Monthly residential trash collection fees increase annually at 2.9% per contractual agreement with Republic Services	

- A. Mullen motioned to approve Resolution 2025-16 and supported by B. Root
  - Ayes: 5 Nays: 0 Absent: 2.

- Resolution 2025-17 Adoption of Fiscal Year 2026 Budget

WHEREAS, the City of Hart pursuant to Chapter IX of the Hart City Charter is required to conduct a public hearing for and adopt an annual budget on or before the first meeting in June each year, and City staff have prepared and submitted a budget for review by various committees and boards, and

WHEREAS, the City of Hart conducted a Truth and Taxation public hearing on June 10, 2025, formalizing revenue included in the annual budget: and

WHEREAS, the City of Hart has prepared a 10-Year Capital Improvement Program, a planning and forecasting tool to assess the long-term infrastructure needs of the City; and

WHEREAS, in order to secure the benefits of efficient self-government and to promote and protect our common interests and welfare, the City Council hereby declares:

NOW THEREFORE BE IT RESOLVED THAT the Annual Budget for FY2026 (July 1, 2025 – June 30, 2026) and 10-Year Capital Improvement Program is adopted as follows:

GENERAL OPERATING FUNDS			
	REVENUES	**EXPENDITURES**	
General - 101	$2,499,410	$2,209,227	
	Balance	***$290,183***	
Major Streets - 202	$206,200	$81,500	
	Balance	***$124,700***	
Local Streets - 203	$128,280	$67,980	
	Balance	**$60,300**	
Street Improvements - 204	$105,100	$21,500	
	Balance	***$83,600***	

Park - 208	$561,400	$530,850	
	Balance	***$30,550***	
Tax Increment Financing - 215	$299,200	$200,185	
	Balance	***$99,015***	
HEART - 244	$43,800	$38,800	
	Balance	***$5,000***	
Historic District - 702	$59,960	$29,200	
	Balance	**$30,760**	
ENTERPRISE FUNDS			
Hydroelectric - 580	$5,455,200	$5,682,029	
	Balance	***($226,829)***	
BioPure - 590	$2,183,505	$2,109,735	
	Balance	***$73,770***	
Water - 591	$888,880	$329,742	
	Balance	***$559,138***	
SPECIAL FUNDS			
Library Debt Service - 301	**Retired**	**Retired**	
	Balance	***$0***	
Hart Lake Board - 241	**$37,400**	**$25,303**	
	Balance	***$12,097***	
GRAND TOTAL FY 2026	**REVENUES**	**EXPENDITURES**	
	$15,520,572	**$14,374.308**	
	Includes use of cash reserves	Includes interfund transfers	
PRIOR YEAR BUDGETED FY2025	**$22,80,169**	**$21,315,182**	

- C. Burillo motioned to approve Resolution 2025-17 and supported by A. Mullen
  - Ayes: 5 Nays: 0 Absent: 2

- Resolution 2025-18 Accept MDOT right-of-way turn-back
  WHEREAS, the City of Hart operates and maintains approximately 14 miles of major and local streets within City limits; and
  WHEREAS, the Michigan Department of Transportation wishes to transfer jurisdiction of the Road Segment of South State Street from Polk Road to Johnson Road to the City of Hart; and
  Whereas, MDOT proposes a one-time payment of $2,450,257.12 to the City of Hart for the reconstruction of the road segment, along with regular Michigan Transportation Fund ACT51 revenues associated with the maintenance and operation of the said right-of-way; and
  WHEREAS, the City believes residents and business owners will benefit from the transfer as local control will enable closer scrutiny of this road segment; and
  WHEREAS, the City Council desires to secure the benefits of efficient self-government and to promote and protect our common interest and welfare;
  NOW THEREFORE BE IT RESOLVED THAT THE HART CITY COUNCIL:

  Accepts the conditions proposed by MDOT in the attached Memorandum of Understanding:
  The "ROAD SEGMENT" proposed for jurisdictional transfer from MDOT to the City of Hart,
  to become a City Major Street, specifically:
  US-31BR/State St. from US-31BR/Polk Rd to Johnson St. a distance of approximately
  0.72 miles in Control Section 64016
  Furthermore, the Council authorizes the City Manager, the designated ACT51 Street Administrator,
  to sign any related documentation to complete the transfer.

  - B. Root motioned to approve Resolution 2025-18 and supported by C. Burillo
    - Ayes: 5 Nays: 0 Absent: 2

DISCUSSION ITEMS:

- Special Event Permit – Community Wide Garage Sales - **APPROVED**
- Special Event Permit – First Baptist Church Outdoor Service and Picnic – **APPROVED**
- City Manager Search Strategy – Will present proposals at next City Council meeting June 24th, 2025

CITY MANAGER'S REPORT:

Updates:

- In a new conversation, we are working with the Hart-VFW "brick team" to seek a short-term solution while we work on funding the total construction project. – (next meeting is June 24th, 2pm at City Hall.)
- Daupler Communication System administrator training was held on the morning of June 10, and team training is scheduled for June 20th. The Daupler launch will follow the conclusion of training.
- The Hart Energy GIS system is nearing completion of an effort that began in 2023.
- Work at Hart BioPure continues at a rapid pace. The Headworks building has taken shape and adds a substantial presence at the plant. Wadel and other contractors are working as a team through the project, as logistics with plant operations continue to be a weekly conversation.
- The first Hart Parks and Recreation Movie Night, on June 2nd, was a success at John Gurney Park, with over 35 attending. The concession stand at the ball field was also a hit with area rec groups playing baseball on Monday nights. Movie nights will continue on Mondays through the summer, weather permitting.
- Construction has started on another four units at the Creeks Subdivision as the last four wrap up construction. They are selling faster than they can build.
- Paul Cutter will receive the Operations Professional of the Year award on June 17th at the Michigan Water Environment Association's Conference, where the MWEA will also celebrate its 100th Anniversary.

Legacy Topics:

- Safe Routes to School trail project – work with MDOT is on-going – [Cadaver Dog right-of-way search being scheduled]

Upcoming Topics:

- Redevelopment Ready Community re-certification in 2025
  Adopt Zoning Board of Appeals By-Laws

Adopt two new ordinances (June 2025)

- Council review of rental inspection policies, procedures, and implementation.

COMMUNICATIONS FROM THE MAYOR AND COUNCIL:

- J. Cunningham – in addition to the asparagus parade there is also a car show going on at the historic district.
- C. Burillo – will be in the dunk tank Saturday afternoon, feel free to come and dunk me.
- If any council members would like to be in the parade, they are welcome.
- C. Burillo – There will be a movie shown at Hart Middle School world premier called "Did you Eat" on Thursday 12th at 6:30pm.

ADJOURN:

- There being no further business to come before the Council, Mayor Klotz adjourned the meeting at 8:35pm. The next regularly scheduled meeting will be on June 24th, 2025, at 7:30 pm.

Respectfully Submitted

Karla Swihart

Karla Swihart, City Clerk

Payables Date 06.25.2025	Description	Total	General +	DPW	Energy	BPTF	Water
Absopure	Water	$ 45.45			$ 45.45		
ACE 1 Port-A-Potties	Portable Restroom - Vet's Park	$ 175.00			$ 175.00		
ACE 1 Port-A-Potties	Portable Restroom - JGP Boat Launch	$ 100.00	$ 100.00				
ACE 1 Port-A-Potties	Portable Restroom - Disc Golf Course	$ 100.00	$ 100.00				
Alta Industrial Equipment	Caterpillar Service	$ 2,882.72		$ 2,882.72			
Blue Cross Blue Shield	Retirees Medical Insurance	$ 4,003.50	$ 2,001.75	$ 400.35	$ 1,601.40		
Campbell's Plumbing & Mechanical	Backflow Prevention - E Main/Griswold Lift Station	$ 190.00				$ 190.00	
Campbell's Plumbing & Mechanical	Backflow Prevention - WWTP	$ 190.00				$ 190.00	
Campbell's Plumbing & Mechanical	Backflow Prevention - Diesel Plant	$ 285.00			$ 285.00		
Campbell's Plumbing & Mechanical	Backflow Prevention - Courtland Irrigation	$ 95.00					$ 95.00
Campbell's Plumbing & Mechanical	Backflow Prevention - DPW	$ 95.00		$ 95.00			
Campbell's Plumbing & Mechanical	Backflow Prevention - Hart Commons	$ 95.00			$ 95.00		
Campbell's Plumbing & Mechanical	Backflow Prevention - Booster Station	$ 95.00					$ 95.00
Campbell's Plumbing & Mechanical	Backflow Preventioni - City Hall Irrigation	$ 95.00	$ 95.00				
Campbell's Plumbing & Mechanical	Backflow Prevention - Pocket Park	$ 95.00			$ 95.00		
Campbell's Plumbing & Mechanical	Pressure Vacuum Breaker - Historic District Irrigation	$ 999.78	$ 999.78				
Cedar Crest Dairy	Ice Cream - JGP Campstore	$ 631.79	$ 631.79				
Charter	Phone/Fax Line	$ 97.49	$ 97.49				
Charter	Phone/Internet - Starting Block	$ 175.00			$ 175.00		
Charter	Internet - Hart Commons	$ 125.00			$ 125.00		
Cintas	Hart Commons Bathroom Supplies - 6/10	$ 63.17	$ 63.17				
Cintas	JGP Bathroom Supplies - 6/10	$ 210.36	$ 210.36				
Cintas	JGP Bathroom Supplies - 6/17	$ 78.63	$ 78.63				
Cutter, Paul	Underground Irrigation Installation - Historic	$ 18,022.27	$ 18,022.27				
Dave's Party Store	Fuel May 2025 - Parks & Rec/Historic	$ 374.14	$ 374.14				
Dave's Party Store	Fuel May 2025 - DPW	$ 907.94		$ 907.94			
FirstNet	Dept. Hotspots	$ 302.68	$ 43.24		$ 172.96	$ 43.24	$ 43.24
Fish	Window Cleaning - City Hall	$ 175.00	$ 175.00				
Frontier	Phone - Diesel Plant	$ 142.06			$ 142.06		
Frontier	Phone - DAM	$ 138.40			$ 138.40		
Gracon Services	1 Block LAN Hours	$ 1,760.00	$ 586.68	$ 293.33	$ 293.33	$ 293.33	$ 293.33
Great Lakes Energy	Electrical Installation	$ 9,825.30				$ 9,825.30	
GRP - Verdantas	GIS Mapping Implementation	$ 362.50			$ 362.50		
GRP - Verdantas	Misc Engineering	$ 287.50			$ 287.50		
Huntington Bank	May 2025 CC Statement	$ 9,847.84	$ 5,241.23	$ 2,374.23	$ 2,232.38		
KS State Bank	Loader Initial Payment (was due March)	$ 7,124.13		$ 7,124.13			
KS State Bank	Loader 2nd Payment (June)	$ 7,124.13		$ 7,124.13			
Lara	LIEAF Payment	$ 934.38			$ 934.38		
Lawson-Fisher Associates	2025 DAM Licensing	$ 1,927.81			$ 1,927.81		
Lighthouse Car Care	May 2025 Statement	$ 80.00		$ 80.00			
Louis Gelder & Sons	Scag Blades	$ 132.48		$ 132.48			
Ludington Daily News/Oceana Herald	Public Notices - Ads	$ 539.20	$ 539.20				
Medler Electric	Parts/Supplies	$ 43.05			$ 43.05		
Michigan Association of Chief	Annual Membership	$ 115.00	$ 115.00				
Michigan Municipal League	Membership Dues	$ 1,890.00	$ 1,890.00				
Motion Picture Licensing Corp.	Annual Blanket License - Movies in the Park	$ 749.00	$ 749.00				
MPPA	Purchased Power - 6/10	$ 69,896.85			$ 69,896.85		
MPPA	June 2025 Summary	$ 135,070.71			$ 135,070.71		
MPPA	Purchased Power - 6/17	$ 15,904.95			$ 15,904.95		
MRWA	Annual Dues - Water/Wastewater Connections	$ 850.00				$ 425.00	$ 425.00
Oceana County	Property Assessment Services June, July, Aug 2025	$ 9,350.00	$ 9,350.00				
Oceana County Treasurer	020-570-007-00 Tax Chargebacks 2024	$ 20.58	$ 20.58				
Power Line Supply	Parts/Supplies	$ 10,000.00			$ 10,000.00		
Power Line Supply	Parts/Supplies	$ 160.41			$ 160.41		
Power Line Supply	Parts/Supplies	$ 257.25			$ 257.25		
Power Line Supply	Parts/Supplies	$ 3,109.00			$ 3,109.00		
Power Line Supply	Parts/Supplies	$ 1,364.80			$ 1,364.80		
Power Line Supply	Parts/Supplies	$ 83.62			$ 83.62		
Power Line Supply	Credit Memo	$ (785.00)			$ (785.00)		
Power Line Supply	Uniforms	$ 745.00			$ 745.00		
Power Line Supply	Parts/Supplies	$ 1,364.75			$ 1,364.75		
Power Line Supply	Parts/Supplies	$ 10,896.53			$ 10,896.53		
Power Line Supply	Parts/Supplies	$ 127.59			$ 127.59		
Power Line Supply	Parts/Supplies	$ 89.20			$ 89.20		
Power Line Supply	Parts/Supplies	$ 327.00			$ 327.00		
Power Line Supply	Parts/Supplies	$ 279.30			$ 279.30		
Power Line Supply	Credit Memo	$ (77.00)			$ (77.00)		
Prein & Newhof	2221070 Dryden & Wood St	$ 708.00		$ 708.00			
Prein & Newhof	2200777 Drinking Water Asset Mgmnt	$ 6,870.75					$ 6,870.75
Prein & Newhof	2221059 BioPure Facility Construction	$ 27,936.50				$ 27,936.50	
Prein & Newhof	2160076 NPDES Permit & Irrigation	$ 1,023.00				$ 1,023.00	
Profit Makers	Campstore Supplies/Merch - JGP	$ 121.80	$ 121.80				
Quill	Office/Building Supplies - City Hall	$ 80.46	$ 80.46				
Sherwin Williams	Paint	$ 872.91		$ 872.91			
TNT Enterprize	Parks Assistance Grounds Maintenance	$ 4,820.00	$ 4,820.00				
TruGreen	Lawn Services - City Hall	$ 54.65	$ 54.65				
TruGreen	Lawn Services - City Hall	$ 54.65	$ 54.65				
Uline	Parts/Supplies	$ 398.48				$ 398.48	
Verizon	Department Phones	$ 518.16	$ 82.21	$ 178.03	$ 175.71	$ 82.21	
Verizon	Office Phones	$ 484.56	$ 396.42	$ 29.38	$ 29.38	$ 29.38	
Wadel Stabilization	Hydrovac Irrigation Pumphouse - BioPure	$ 1,375.00				$ 1,375.00	
Wells Fargo Vender (Ricoh)	Copier Lease Payment	$ 143.20	$ 143.20				
Windridge	Truck Decal - DPW	$ 120.00		$ 120.00			
	Sub-total	**$ 378,345.36**	**$ 47,237.70**	**$ 23,322.63**	**$ 258,151.27**	**$ 41,811.44**	**$ 7,822.32**
HAND CHECKS/ACH/EFT							
Alerus	City Share 401 Retirement	$ -	$ -				
US Postmaster	Postage/Tax Bills						
AFLAC	Insurance Premium	$ -	$ -				
Guardian	Insurance Premium	$	$				
Delta Dental	Insurance Premium	$	$ -				
MWG/Amfirst	Insurance Premium	$ -	$ -				
Blue Cross Blue Shield	Insurance Premium	$ -	$ -				
	TOTAL HAND CHECKS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Sub-Total Regular Bills/Hand Checks		***$ 378,345.36***	***$ 47,237.70***	***$ 23,322.63***	***$ 258,151.27***	***$ 41,811.44***	***$ 7,822.32***
Gross Payroll	PR237	$ 79,253.16					
Gross Payroll							
Gross Payroll							
	Sub-Total	**$ 79,253.16**					
	GRAND TOTAL	***$ 457,598.52***	**$ 47,237.70**	**$ 23,322.63**	**$ 258,151.27**	**$ 41,811.44**	**$ 7,822.32**

City of Hart Police Department

407 State Street Ph. (231)873-2488 Fax (231)873-0100 Hart, MI 49420-1259

Juan Salazar, Chief

TO: City of Hart Mayor, City Council, and City Manager
FROM: Juan Salazar, Chief of Police
DATE: June 24th, 2025

RECENT EVENTS

From Thursday, June 5th, 2025, through Wednesday, June 18th, 2025, the Hart Police Department received 63 complaints ranging from Medical Assists, Well-Being checks, Driving Complaints, Threats Complaints, Juvenile Complaints, Alarms, Suspicious Situations, Assault & Battery Complaints, Disorderly Conduct Complaints, Animal Complaints, and Assist to Other Agencies.

On Friday, June 6th, 2025, the Hart Police Department began a joint investigation with Child Protective Services, alleging a 9-year-old girl had been hit in the arms with a belt, causing small bruising. The girl also had bruises on both legs. An investigation is ongoing.

On Saturday, June 7th, 2025, the Hart Police Department was dispatched to the 400 block of State Street, referencing a juvenile runaway. A 42-year-old Hart woman reported her 12-year-old daughter had left the home after an argument. The officer successfully located the runway and turned her back over to her parents without incident.

On Sunday, June 8th, 2025, the Hart Police Department was dispatched to the 700 block of State Street regarding a Well-Being Check. A 15-year-old Hart boy had sent a social media message to a 15-year-old New Era girl threatening self-harm. The officer located the boy at home with his parents. The boy denied wanting to cause self-harm. The boy was turned over to his parents without incident.

On Monday, June 9th, 2025, the Hart Police Department was dispatched to the 1000 block of Parmington Avenue regarding a Fraud Complaint. A 64-year-old Hart man reported that his checking account had been infiltrated, and approximately $6,500 had been withdrawn from his account without authorization. An investigation is ongoing.

On Saturday, June 14th, 2025, members of the Hart Police Department, along with members of the Shelby Police Department, Rothbury Police Department, New Era Police Department, Hart Area Fire Department, and Oceana County Sheriff's Office Reserve Unit, assisted with traffic control during the National Asparagus Festival parade. I want to thank each of these agencies for their assistance, allowing the parade to be a safe and enjoyable event.

Respectfully,

J. Salazar,
Chief of Police

RESOLUTION 2025-19
Hart City Council
City of Hart, Michigan

Approve Fiscal Year 2025 Budget Amendments

WHEREAS, the City Council may amend the annual budget to reflect changes in purchasing patterns or revised objectives; and

WHEREAS, the City Council desires to secure the benefits of efficient self-governance and to promote and protect our common interests and welfare; and

NOW THEREFORE BE IT RESOLVED THAT THE HART CITY COUNCIL:

Amends the FY2025 Annual Budget as follows:

Fund	GL Number	*DESCRIPTION*	Activity	Original Budget	Amended Budget
General	**101-301.000-702.900**	*OVERTIME*	$ 55,813	$ 40,000	**$56,000**
General	**101-441.000-702.800**	*WAGE Reg Employee*	$ 235,091	$ 231,000	**$241,000**
General	**101-441.000-970.000**	*Dump Truck Purchase*	$ 49,515	$ 15,000	**$21,700**
General	**101-441.000-970.000**	*Outfit Dump Truck for Salter use*	$ 15,000		
	fund 202 to fund 203	*Transfer $90,000*			
Major Streets	**202-970.000-801.000**	*West Main Resurfacing*	$ 2,172,346	$ -	**$315,555**
Local Streets	**203-970.000-801.000**	*Engineering & Contactor for Dryden proj*	$ 2,172,346	$ 18,250	**$0**
Park	**208-751.000-801.000**	*Professional Services*	$ 48,286	$ 22,500	**$34,886**
HEART	**244-728.000-818.000**	*Contractural Service*	$ 26,538	$ 4,800	**$26,538**
Energy	**580-537.300-740.000**	*Operating Supplies*	$ 410,710	$ 205,000	**$415,000**
Energy	**580-537.300-801.000**	*Professional Services*	$ 48,457	$ 20,000	**$49,000**
Energy	**580-537.300-818.000**	*Contractural Service*	$ 51,656	$ 15,000	**$52,000**
Energy	**580-537.300-818.500**	*Tree Trimming Contractual*	$ 40,000	$ 102,395	**$105,000**
Energy	**580-537.300-818.661**	*Motor Operations*	$ 158,721	$ 25,000	**$16,000**
Energy	**580-537.300-970.661**	*Vehicle/EquipPurchases*	$ 104,743	$ -	**$248,437**
BioPure	**590-527.100-801.000**	*Professional Services*	$ 334,235	$ 75,000	**$1,400**
BioPure	**590-527.100-983.200**	*Sludge Removal*	$ 752,377	$ 480,000	**$752,377**
BioPure	**590-527.400-970.598**	*SewerSystemImprovements/SRF repay*	$ 211,888	$ -	**$211,888**
	Fund 591 to 590	*Transfer 2,632,140*			
	Fund 591 to 590	*Transfer 407,185*			
Water	**591-547.400-801.002**	*2200777 - DWAM Grant expenditures*	$ 93,688	$ 20,000	**$96,500**

Moved by _____, supported by _____, and thereafter adopted by the Hart City Council at a regularly scheduled meeting held on June 24, 2025

Ayes: __ Nays: __ Absent: __

City of Hart FY 2025 Budget Amendment

Fund	GL Number	*DESCRIPTION*	Activity	Original Budget	Amended Budget	Justification
General	**101-301.000-702.900**	*OVERTIME*	$ 55,813	$ 40,000	**$56,000**	Staffing shortage due to parental leave and turn-over (offset by $70,000 wage surplus)
General	**101-441.000-702.800**	*WAGE Reg Employee*	$ 235,091	$ 231,000	**$241,000**	DPW Dept union wage increase not factored (offset by $10,000 overtime surplus)
General	**101-441.000-970.000**	*Dump Truck Purchase*	$ 49,515	$ 15,000	**$21,700**	Split 1/3 between Genral, Major and Local Street funds
General	**101-441.000-970.000**	*Outfit Dump Truck for Salter use*	$ 15,000			Split between Major and Lcoal Streets and other funds as acceptable
	fund 202 to fund 203	*Transfer $90,000*				Planned Local Streets maintenance work
Major Streets	**202-970.000-801.000**	*West Main Resurfacing*	$ 2,172,346	$ -	**$315,555**	Cost of West Main Resurfacing - less Dryden Street Project funding
Local Streets	**203-970.000-801.000**	*Engineering & Contactor for Dryden proj*	$ 2,172,346	$ 18,250	**$0**	Dryden Street Project funding - to be capitalized as SRF project 590-970.000-970.596
Park	**208-751.000-801.000**	*Professional Services*	$ 48,286	$ 22,500	**$34,886**	Transfer 13,400 to 580-537.600-880.300 as FERC lake improvement contribution (sand)
HEART	**244-728.000-818.000**	*Contractural Service*	$ 26,538	$ 4,800	**$26,538**	Wayfinding signage contribution
Energy	**580-537.300-740.000**	*Operating Supplies*	$ 410,710	$ 205,000	**$415,000**	Transformer purchases, Pad mount work, (some 50101d grant reimbursable)
Energy	**580-537.300-801.000**	*Professional Services*	$ 48,457	$ 20,000	**$49,000**	Boring work (billed to customer)
Energy	**580-537.300-818.000**	*Contractural Service*	$ 51,656	$ 15,000	**$52,000**	Boring work to underground service - (Lake road work 50101d grant reimbursable)
Energy	**580-537.300-818.500**	*Tree Trimming Contractual*	$ 40,000	$ 102,395	**$105,000**	Engineering work for downtown streetscape design and new parkinglot #0 engineering
Energy	**580-537.300-818.661**	*Motor Operations*	$ 158,721	$ 25,000	**$16,000**	Capital purchase of 2024 Freightliner M2 bucket to 580-537.300-970.661
Energy	**580-537.300-970.661**	*Vehicle/EquipPurchases*	$ 104,743	$ -	**$248,437**	Freightliner purchase + line winder/puller & trailer (50101d grant reimbursable)
BioPure	**590-527.100-801.000**	*Professional Services*	$ 334,235	$ 75,000	**$1,400**	Transfer 320,235 to 590-970.000-970.596 as part of SRF projects
BioPure	**590-527.100-983.200**	*Sludge Removal*	$ 752,377	$ 480,000	**$752,377**	Sludge Removal - additional hauling prompted by SRF projects
BioPure	**590-527.400-970.598**	*SewerSystemImprovements/SRF repay*	$ 211,888	$ -	**$211,888**	First SRF loan repayment - budgeted for in FY 2026
	Fund 591 to 590	*Transfer 2,632,140*				2,632,140 SRF revenue from 591-000.000-540.000 to 590-000.000-694.100
	Fund 591 to 590	*Transfer 407,185*				407,185 EDA Grant revenue from 591-000.000.501.000 to fund 590 (EDA Grant revenue)
Water	**591-547.400-801.002**	*2200777 - DWAM Grant expenditures*	$ 93,688	$ 20,000	**$96,500**	Water service verification work (potholing) - DWAM Grant reimburseable

RESOLUTION 2025-20
City Council
City of Hart, Michigan
Oceana County

APPROVE TIFA REVITALIZATION AND PLACEMAKING GRANT FUNDING CONDITIONS

WHEREAS, the Michigan Economic Development Corporation (MEDC) has tentatively offered grant assistance to The City of Hart to revitalize and develop public space through the Revitalization and Placemaking (RAP) program; and

WHEREAS, proposed funding for the project includes a contribution from the City of Hart Tax Increment Finance Authority in the amount of $660,000; and

WHEREAS, the City of Hart TIFA Board has met multiple times to discuss funding the project; and

WHEREAS, the TIFA Board has stipulated that their approval of the fund allocation will be contingent on three conditions; and

WHEREAS, the City Council now considers the stipulations as set forth by the TIFA Board; and

NOW THEREFORE BE IT RESOLVED THAT THE CITY COUNCIL

Approves and authorizes the TIFA imposed grant funding conditions as follows:

- The Main Street Market Chalets are to be permanently removed from the parking lot
- The renewed parking will become ADA compliant
- TIFA is to be renewed for an additional 15-year term so that TIFA can support continued downtown development

Authorizes and directs the City Manager or TIFA administrator to sign MEDC RAP grant documents on behalf of the City of Hart.

Moved by _____, supported by _____, and thereafter adopted by the Hart City Council at a regular council meeting held on June 24, 2025.

Ayes: __ Nays: __ Absent: __

RESOLUTION 2025-21
City Council
City of Hart, Michigan
Oceana County

APPROVE REVITALIZATION AND PLACEMAKING GRANT DESIGN AND FUNDING COMMITMENT

WHEREAS, the Michigan Economic Development Corporation (MEDC) has tentatively offered grant assistance to the City of Hart to revitalize and develop public spaces through the Revitalization and Placemaking (RAP) program; and

WHEREAS, the City of Hart authorized Prein&Newhof to prepare site development and cost estimate documents for the redevelopment of the State Street and Main Street corridors; and

WHEREAS, the City of Hart has conducted multiple community input sessions, gathered public comments, and invited local business owners to provide feedback on the proposed design of the revitalization project; and

WHEREAS, the City Council has reviewed the proposed design and wishes to proceed with the project understanding minor changes may be made to the existing project, while major material components will exist as presented; and

WHEREAS, the City Council desires to secure grant funding assistance for the redevelopment of the State Street and Main Street intersection to provide more pedestrian and event space; and

NOW THEREFORE BE IT RESOLVED THAT THE CITY COUNCIL

Approves the proposed revitalization design and identifies the following funding as the city match seeking RAP grant funding
Recognizing that local matching funds are available for allocation to the project as follows:

- City of Hart – Installment Purchase Agreement (Per Public Act 99) - $660,000
- Hart Economic And Redevelopment Team - $50,000
- Hart Energy – $80,000 (electric infrastructure)
- Hart Water Department - $45,000 (water infrastructure)
- Hart BioPure - $45,000 (sewer infrastructure)
- Major Streets Fund - $70,000
- Local Streets Fund - $30,000
- City of Hart Parks and Recreation - $20,000

Authorizes and directs the City Manager to sign RAP grant documents on behalf of the City of Hart.

Moved by _____, supported by _____, and thereafter adopted by the Hart City Council at a regular council meeting held on June 24, 2025.

Ayes: __ Nays: __ Absent: __



































RESOLUTION 2025-22
Hart City Council
City of Hart, Michigan

Accept Proposals and Award Executive Search Services Contract

WHEREAS, pursuant to the City Charter, the City of Hart operates under a Council-Manager form of Government; and

WHEREAS, resultant to a May 2025 resignation of the existing City Manager, the city must seek a new City Manager; and

WHEREAS, due to the complexities of recruiting, evaluating, screening, interviewing, and selecting a City Manager, a qualified executive search organization should be retained to assist the City through the process; and

WHEREAS, the City Council desires to secure the benefits of efficient self-governance and to promote and protect our common interests and welfare; and

NOW THEREFORE BE IT RESOLVED THAT THE HART CITY COUNCIL:

Accepts proposals from; Double Haul Solutions, Michigan Municipal League, and Pivot Group Municipal Services.

Awards the contract to _____ to provide executive recruitment services for the quoted fee of $_____.

Authorizes and directs the City Manager to sign the aforementioned proposal on behalf of the City of Hart.

Moved by _____, supported by _____, and thereafter adopted by the Hart City Council at a regularly scheduled meeting held on June 24, 2025

Ayes: __ Nays: __ Absent: __

DOUBLE HAUL SOLUTIONS
Great leadership is in our nature.

CITY OF HART

CITY MANAGER EXECUTIVE SEARCH

PRESENTED BY
NATE GEINZER
Founder & CEO



JUNE 2025



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Cover Letter

Proposal for Hart's City Manager Executive Search

Dear Mr. Splane and City Council,

Selecting the next City Manager is a pivotal opportunity for the City of Hart. It is a chance to shape the city's future leadership, strengthen civic engagement, and continue building on Hart's rich tradition of adaptability, growth, and community pride. This next leader must understand how to navigate the complexities of small-town governance with a big-picture mindset, grounded in transparency, collaboration, and a deep appreciation for what makes Hart unique.

At Double Haul Solutions (DHS), we specialize in municipal executive search and leadership development with a community-centered, tailored approach that honors each client's identity, priorities, and long-term vision. Our team is committed to finding the right candidate while guiding a process that reflects the values and aspirations of Hart's elected officials, staff, and community.

Our process begins by listening. Through council interviews, staff engagement, and stakeholder input, we will build a candidate profile rooted in Hart's needs and goals. With this foundation, we will conduct a targeted, well-rounded search that leverages our statewide network, proven vetting methods, and an unwavering focus on public service excellence. From kickoff to onboarding, DHS will provide responsive support, clear communication, and the diligence required to ensure a successful hire.

We appreciate the opportunity to support the City of Hart in this important work. Please do not hesitate to reach out with any questions or to further discuss our proposal. We look forward to partnering with you in selecting a City Manager who will lead with integrity, strategic vision, and a genuine connection to the Hart community.

Sincerely,

Nate Geinzer
Founder & CEO
Double Haul Solutions

WWW.DOUBLEHAULSOLUTIONS.COM

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.

www.doublehaulsolutions.com @doublehaulsolutions 248-207-5293

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 Mt. Pleasant	Executive Search (Finance Director)	2024
City of Northville	Strategic Project Prioritization	2022
City of Northville	Interim Housing Director	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 Saline	Executive Search (City Manager)	2025
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
Ottawa County	Executive Search (County Administrator)	2025
Saline Area Fire Department	Governance Training & Team Building	2024
Village of Dundee	Executive Search (Village Manager)	2024
Village of Lexington	Team-Based Village Management Services	2023-2025
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

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

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

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

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

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



ZACHARY SZYMANSKI

DHS Collaborator;
System Operations & Management Analyst



TERESA GILLOTTI

DHS Collaborator;
Community Development & Engagement Specialist



AMANDA OPALEWSKI

DHS Collaborator;
Management & Engagement Analyst



NANCY MAURER

DHS Collaborator;
Team and Leadership Development Facilitator

Executive Search Team

Double Haul Solutions
Great leadership is in our nature.

PROJECT LEAD
MITCH FOSTER

EXECUTIVE SEARCH LEAD

TEAM LEAD:
MITCH FOSTER

Duties:

- Project Management
- Client Communications
- Candidate Communications
- External Stakeholder Engagement
- Candidate Vetting
- Interview Process Design and Implementation
- Internal Stakeholder Engagement
- Interview Process Design and Implementation
- Candidate Negotiations
- StrongStart Coordination
- Compensation Benchmarking Support (If Requested)
- Personal Outreach to Network
- Application Intake Coordination
- Candidate Solicitation Support
- General Consulting and Advising
- Compensation Benchmarking (If Requested)
- As Needed Candidate Vetting Support
- Other As Needed Support

INTAKE LEAD AND EXECUTIVE SEARCH SUPPORT

TEAM SUPPORT:
APRIL LYNCH
ZACK SZYMANSKI
JAYMES VETTRAINO

Duties:

- Job Description Review & Refinement
- Personal Outreach to Network and Job Board Placement
- Background and Reference Checks
- Candidate Intake
- Qualification Screening
- General Consulting and Advising
- Other As Needed Support

COMMUNICATIONS & ENGAGEMENT SPECIALIST

TEAM LEAD:
TORRI MATHES

Duties:

- Communications Strategy
- Opportunity Profile Content Copy and Design
- Press Inquiries

> *"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*

DOUBLE HAUL SOLUTIONS



YEARS EXPERIENCE
10

EDUCATION
MASTER OF PUBLIC ADMINISTRATION – UNIVERSITY OF NEVADA, RENO

BACHELOR OF SCIENCE, POLITICAL SCIENCE – NORTHERN MICHIGAN UNIVERSITY

SPECIAL EXPERTISE
COMMUNITY DEVELOPMENT

ECONOMIC DEVELOPMENT

VISIONING

STRATEGIC PLANNING

PLACEMAKING

TOWN/GOWN COLLABORATIONS

CONSULTANT PROFILE

MITCH FOSTER

Mitch Foster is the Vice President of Administrative Services at West Shore Community College, having transitioned from a successful career in local government. Before joining the college, Mitch served as the City Manager for the waterfront community of Ludington beginning in 2019. Prior to that, he was the Village Administrator for the Village of Winneconne, WI, as well as the Village Manager for the Village of Kingsley, MI. Mitch and his wife, Becky, have two children, Otto and Elle, who keep them on their toes. When not juggling their busy schedules, they relish living the lake life, with spare time filled with hiking, golf, and a healthy dose of good books.

Relevant Experience:

- West Shore Community College
  - Town/Gown relations
- City of Ludington, MI – City Manager
  - Capital Project Management
  - Economic Development
    - Led the Creation of the Ludington Brownfield Authority
  - Placemaking
    - Created Multiple Public Gathering Spaces Throughout the Community
  - Strategic Planning
- Village of Winneconne, WI – Village Administrator
  - Infrastructure Asset Management
    - Oversaw Multiple Million Dollar Infrastructure Projects (Water/Sewer/Roadway/Bridge)
  - Tax Increment Financing Planning and Projects
    - Created Industrial TIF Districts to Accomplish Job Retention/Creation
  - Human Resources
- Village of Kingsley, MI – Village Manager
  - Infrastructure Management Contracting
    - Oversaw Private Contract for Wastewater Plant Operations
  - Downtown Redevelopment
  - Brownfield Redevelopment Planning
    - Cooperative Planning work with Grand Traverse County Brownfield Authority

Relevant Training:

- Economic Development Basic Course: Michigan Economic Development Association
- Real Estate Development and Reuse: International Economic Development Council
- Entrepreneurship and Small Business Strategies: International Economic Development Council
- Business Retention and Expansion: International Economic Development Council

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.

SERVICES FOR SMALL TOWNS



The Importance of Capacity, Recruitment, and Community Support

Small communities often face unique challenges in building capacity, attracting and retaining talent, and fostering meaningful community engagement. At Double Haul Solutions, we specialize in supporting small communities by providing strategic guidance, recruitment services, and tools to enhance capacity and build sustainable progress. We understand the importance of creating strong foundations, cultivating local pride, and encouraging incremental growth that aligns with your community's vision.

Our services focus on empowering small communities to achieve sustainable economic growth through a collaborative and proactive approach. By addressing critical needs and implementing thoughtful strategies, we help communities thrive while maintaining their authenticity and unique identity.



Mitch's Approach to Building Sustainable & Economically Viable Communities

My perspective on sustainable economic development highlights the critical role local governments play in fostering community investments. I emphasize developing entrepreneurial ecosystems, driving economic growth through human capital investments, cultivating social capital, enhancing the quality of place, and remaining dedicated to progress.

Vibrant downtowns are at the heart of successful communities, serving as regional destinations that attract talent and maintain authenticity. I believe in focusing on small, proactive steps that create incremental changes with significant impacts on community pride and private investment.

During my time in Winneconne, WI, and Ludington, MI, I showcased how even modest improvements around downtowns can dramatically enhance the pride of a community and inspire further development. This community-driven approach ensures development is sustainable and manageable, avoiding overwhelming projects while fostering lasting, meaningful progress.



DOUBLE HAUL SOLUTIONS
Great leadership is in our nature.

DOUBLE HAUL SOLUTIONS



YEARS EXPERIENCE
30

EDUCATION
MASTER OF BUSINESS-HUMAN RESOURCES-BAKER COLLEGE

BACHELOR OF SCIENCE, COMMUNICATIONS–GRAND VALLEY STATE UNIVERSITY

SPECIAL EXPERTISE
ORGANIZATIONAL EXCELLECE

LEADERSHIP COACHING

DIVERSITY, EQUITY, AND INCLUSION

ENGAGEMENT/ FACILITATION

BUDGET MANAGEMENT & DEVELOPMENT

STRATEGIC PLANNING

CONSULTANT PROFILE

APRIL M. LYNCH

April launched her local government career in 1996 taking detours, twists, and turns into local government leadership roles, with her latest position as a Deputy County Executive for Oakland County, the second largest County in Michigan. April's passion for community building starts with a strong, willing, innovative, and driven organization that values diversity, equity, and inclusion for each and every resident they serve.

Relevant Experience:
- Deputy County Executive, Oakland County
- City Manager, City of Ferndale
- Assistant City Manager/HR Director, City of Ypsilanti
- Assistant to City Manager/HR Director, City of Grand Haven
- Lecturer for Oakland University – MPA for Local Government

Relevant Expertise:
- Extensive experience in leading small and large teams
- Prioritizing and managing community input and involvement in multiple master plans, strategic planning processes, as well as, budget development and prioritization
- Leading communities in environmentally sustainable planning for both the organization and the community
- Creating and delivering training on multiple topics for Organizations
- Process improvement and efficiency modeling
- Facilitation of organization-wide staff, leadership, and elected official retreats

Relevant Certifications:
- Feilding Institute-Coaching Certification in Executive Leadership
- DiversityFirst Certification, National Diversity Council
- Urban Sustainability Directors Network – Diversity Foundations
- Human Resources Certification Institute – Diversity Certification
- SHRM-SPHR (Senior Professional in Human Resources)

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.

EXECUTIVE COACHING SERVICES







What Executive Coaching Is & What It Is Not

Executive coaching is a professional development strategy that helps executives and other executive-level employees improve their leadership and management performance. Coaches are an extension of talent development with the goal of helping individuals improve self-awareness, emotional intelligence, and the capacity to influence others.

Executive coaches do not aim to fix individuals, as that process begins with yourself. Executive coaching differs from counseling, therapy, or consulting because its purpose is to serve as a career accelerator, helping you enhance your problem-solving abilities, envision bigger goals, and cultivate a stronger presence within your organization.

April's Approach to Coaching Local Government Professionals

My executive coaching philosophy is anchored in the belief that leadership within the public sector is not just about managing resources but transforming them. With over two decades of experience in various leadership roles, I am dedicated to helping leaders harness their potential to effect substantial, positive changes in their organizations and communities. My own leadership was immensely shaped by an executive coach during my tenure with Michigan Municipal Executive (MME), an experience so transformative that it inspired me to guide other municipal executives on a similar path.

My coaching approach is highly personalized and interactive, ensuring that each coaching session is unique to the individual and their needs. I employ a blend of theoretical knowledge and practical insights, drawing on my experience as an executive in the public sector, as well as, an academic background in both organizational development and executive coaching.

For many, executive coaching is part of their mental wellness. For me, coaching is about providing a level of support that nurtures your growth every step of the way and helps you navigate the complexities of public service with confidence and foresight.

DOUBLE HAUL SOLUTIONS
Great leadership is in our nature.

DOUBLE HAUL SOLUTIONS



YEARS EXPERIENCE
3

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

WAYNE STATE UNIVERSITY: BACHELOR OF ARTS, POLITICAL SCIENCE, PEACE AND CONFLICT STUDIES

SPECIAL EXPERTISE
POLICY ANALYSIS & IMPLEMENTATION

SYSTEMS PROCESS IMPROVEMENT

STAKEHOLDER ENGAGEMENT & FACILITATION

STRATEGIC PLANNING & PROJECT MANAGEMENT

TEAM & CONSENSUS BUILDING

CONSULTANT PROFILE

ZACHARY SZYMANSKI

Driven by his deep commitment to public service and the belief that government can be a force for positive change, Zack has dedicated his career to improving the lives of everyday people. With both a BA and MPA from Wayne State University, his expertise spans policy development, data-driven decision-making, systems improvement, and fostering consensus. Zack is passionate about ensuring equitable access to quality public education and essential services, firmly believing that no individual's opportunities should be determined by their zip code. As a proud Michigander, Zack strives to create meaningful change and strengthen the communities he calls home.

Relevant Consulting Work:

- Systems Administrator/Legal Assistant, Collins & Blaha P.C. Education Law Firm
  - Provided administrative and legal support, focusing on system improvements to streamline operations and enhance efficiency.
- Assistant Program Manager, The Borgen Project
  - Advocated for poverty reduction policies, engaging in grassroots mobilization and program management to drive meaningful policy change.
- Policy Fellow, Emgage Michigan
  - Worked to amplify the voices of underrepresented communities by supporting policy initiatives and fostering civic engagement.
- Assistant to Program Director, Wayne State Global Studies Program
  - Supported program administration and development, contributing to global studies initiatives and interdisciplinary collaboration.

Relevant Academic Experience:

- Leadership
  - Inaugural President, Wayne State University ICMA Chapter, fostering student engagement in public management and leadership.
- Coursework Expertise
  - Specialized in policy analysis, program evaluation, public budgeting and finance, managing public organizations and programs, organizational theory and behavior, Michigan politics, urban studies, and legislative processes.

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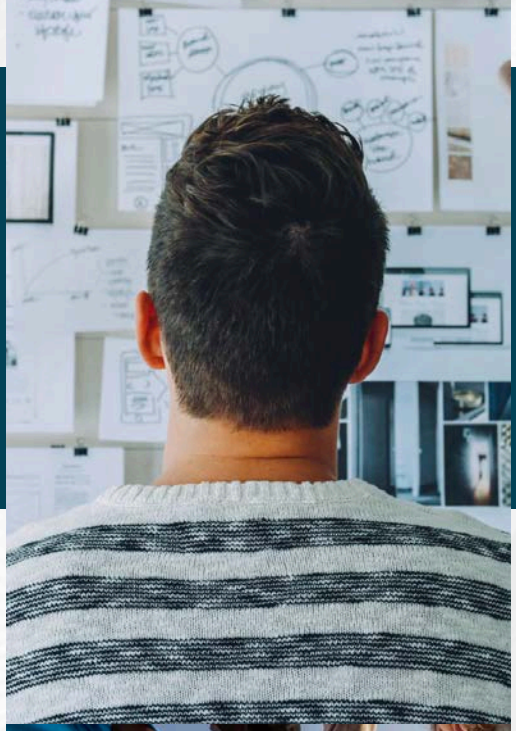
OPERATIONAL SERVICES



What Public Service Operational Excellence Is & What It Is Not:

Operational excellence is about more than simply keeping systems running—it's about optimizing processes to meet the evolving needs of your community and organization. Effective operations require thoughtful design, adaptability, and alignment with organizational goals. It's not about sticking to "the way things have always been done" or waiting for problems to escalate before acting.

True operational excellence begins with listening—to frontline staff who implement processes and to the community members who rely on services. It requires a proactive approach to identifying inefficiencies, adapting workflows, and ensuring that systems are resilient, transparent, and scalable for the future. Neglecting operational gaps can turn manageable challenges into critical failures, which is why a commitment to continuous improvement is essential.



Zack's Approach to Operational Services:

I believe operational success is built on open communication, a willingness to learn, and a commitment to improvement. My approach starts with actively listening to employees and community members to uncover challenges and priorities, ensuring that solutions are grounded in real-world needs.

By fostering a culture of inquiry and collaboration, I help identify gaps in workflows and processes, offering actionable recommendations that balance efficiency with long-term sustainability. Ignoring small operational inefficiencies today can lead to major obstacles tomorrow, which is why I emphasize proactive strategies that enhance service delivery and ensure resilience.

Strong operations are the backbone of any successful organization. They allow teams to deliver consistent, high-quality services while staying agile in the face of change. Through thoughtful process design and a focus on continuous learning, I work to empower organizations to adapt, scale, and thrive—providing a strong foundation for achieving their mission and serving their community.



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DOUBLE HAUL SOLUTIONS



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

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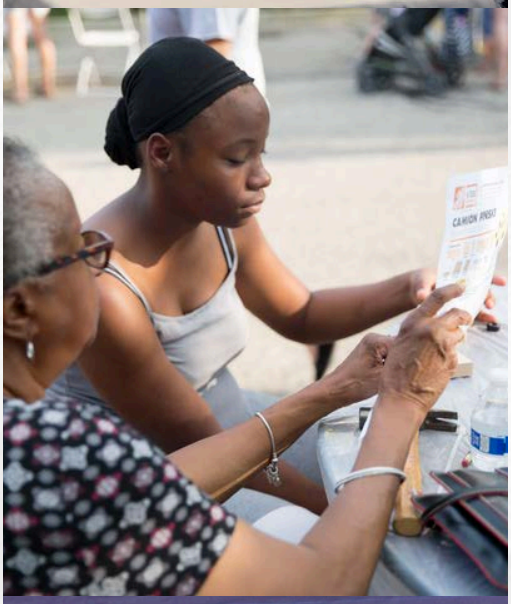
STRATEGIC COMMUNICATION SERVICES







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.

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.

DOUBLE HAUL SOLUTIONS
Great leadership is in our nature.

Vettraino Consulting LLC



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).

P.O. Box 82202 Rochester, MI 48308 | 248-379-8923 | VettrainoConsulting@gmail.com

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

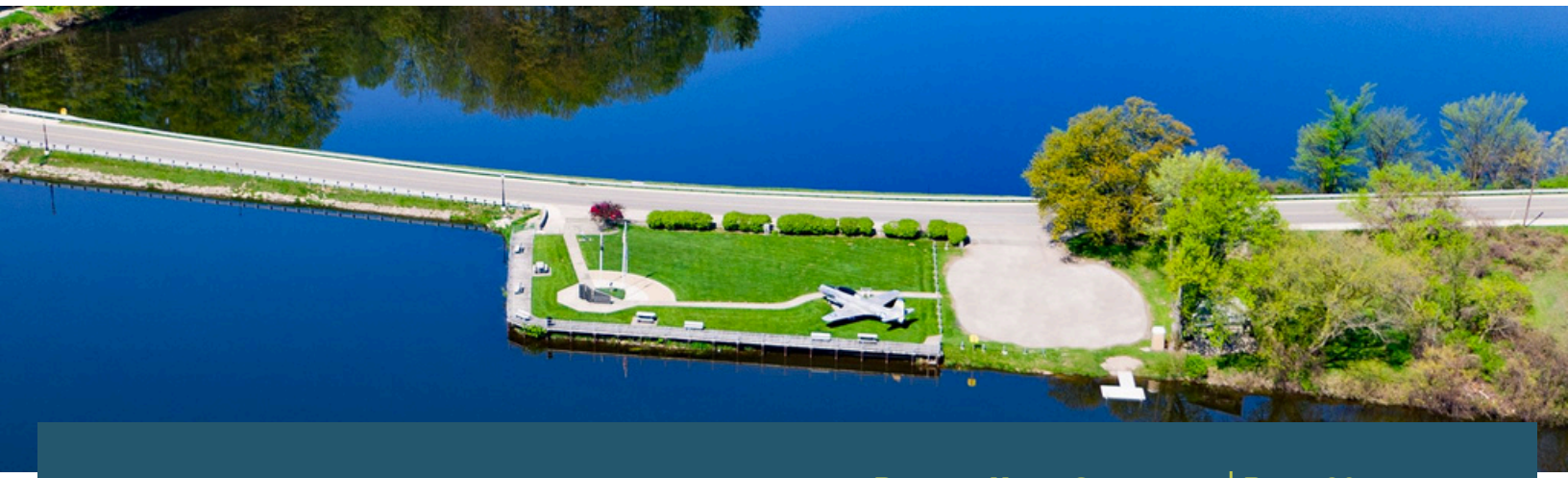
OUR VALUE AND APPROACH

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

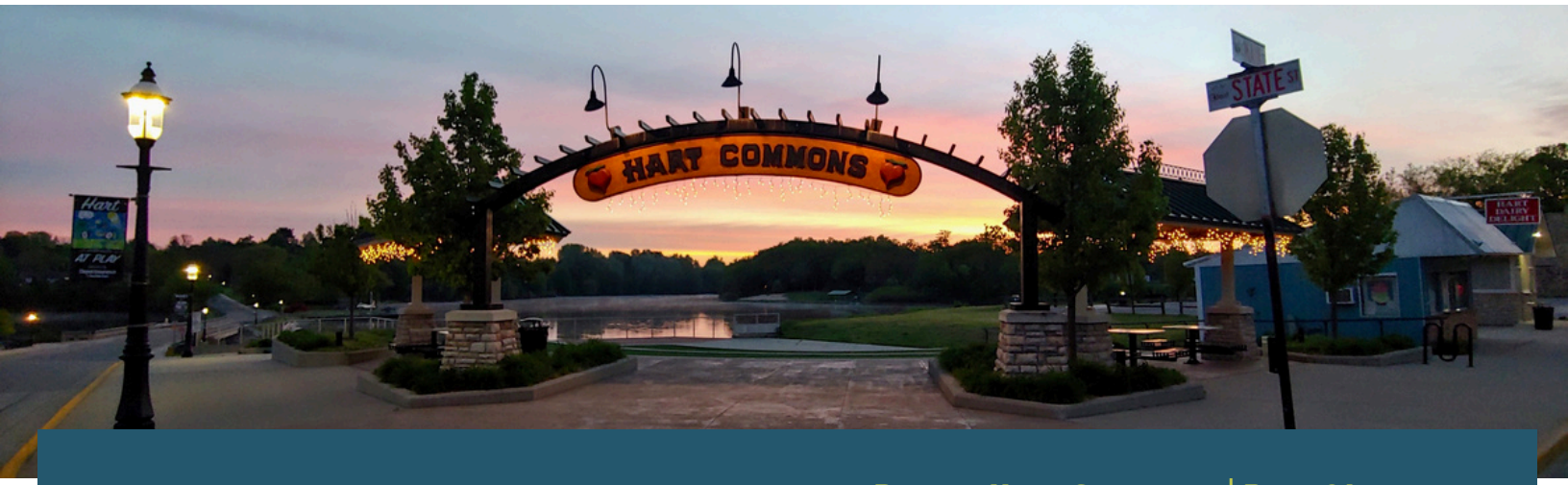
Project Summary

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 Hart'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 Hart'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.

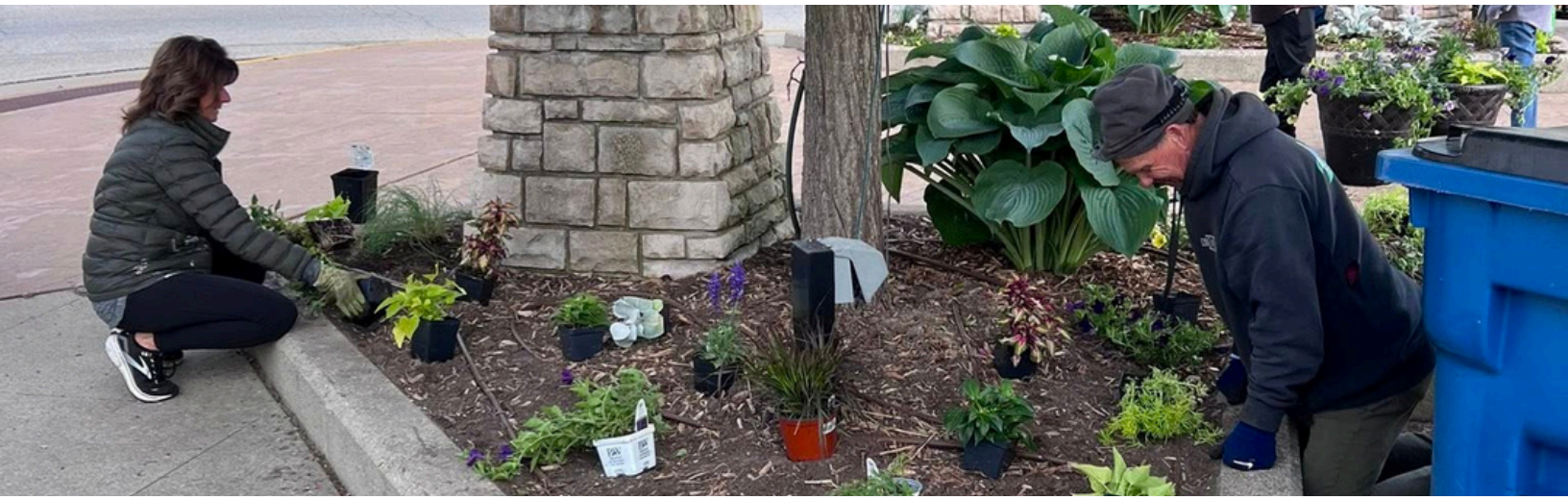
By aligning our process with both the immediate and long-term needs of Hart, we are committed to delivering a comprehensive and thoughtful search that results in strong candidates who reflect the community's values.

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



Understanding The City of Hart

A Closer Look at Hart: Where Natural Beauty and Economic Vitality Converge



Where Lakeshore Spirit Meets Community Vision

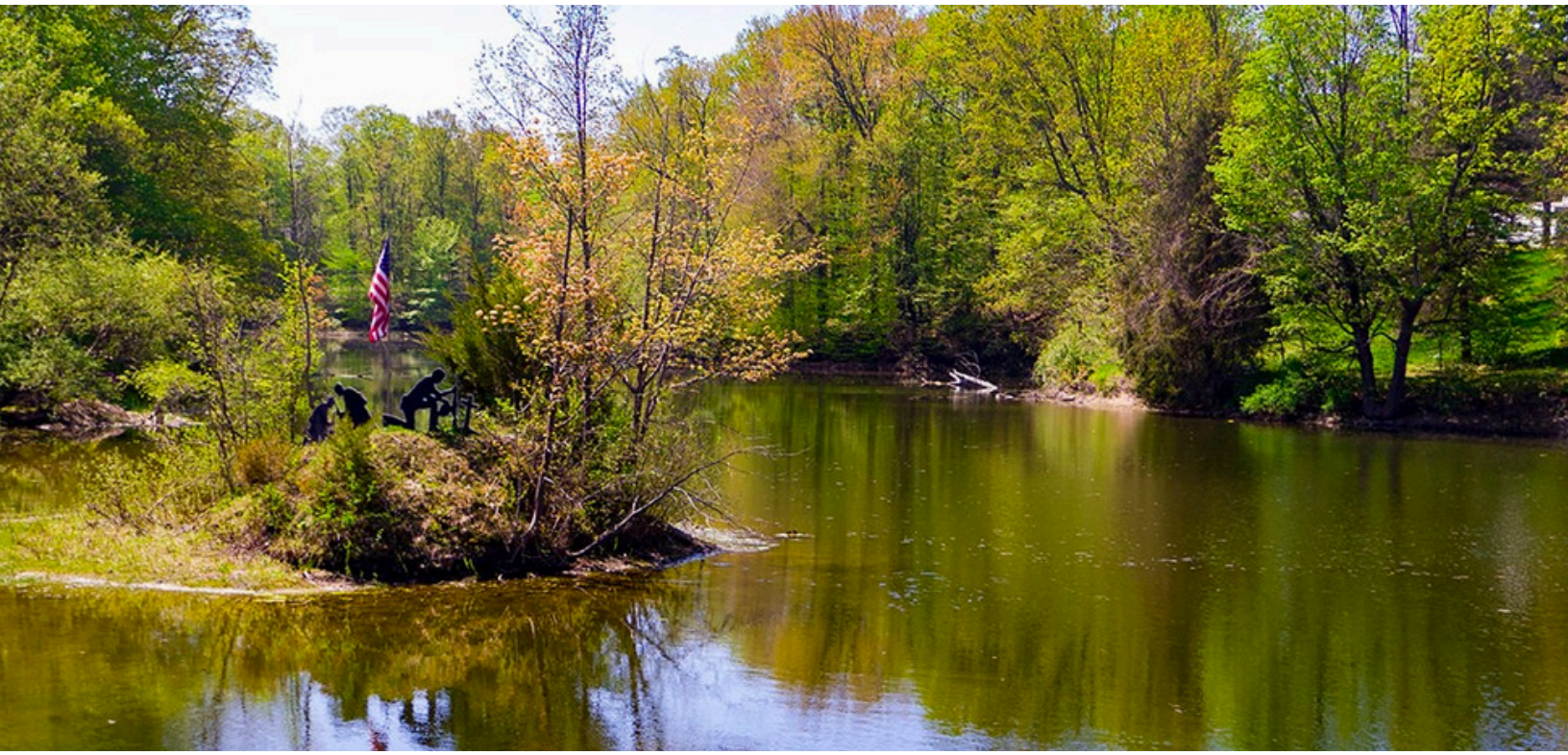
Nestled in the heart of Oceana County, the City of Hart offers a unique blend of small-town charm and strategic significance. As the county seat, Hart serves as a central hub for governance, commerce, and community life. With a population of approximately 2,055 residents, the city maintains a close-knit atmosphere while embracing opportunities for growth and development.

Hart's picturesque setting is defined by its proximity to Hart Lake and the renowned Hart-Montague Trail, a 23-mile pathway that attracts outdoor enthusiasts year-round. The city's downtown area, recognized as a historic district, showcases a rich architectural heritage and serves as a focal point for community events and local businesses.

Economically, Hart boasts a diverse portfolio. The city is home to manufacturing, healthcare, and food processing industries. Recent investments, such as the enhancement of water infrastructure to support the food processing sector, underscore Hart's commitment to sustainable economic development.



Operating under a council-manager form of government, Hart emphasizes transparency and citizen participation. Regular city council meetings and community events foster an environment where residents are encouraged to engage with local governance and contribute to the city's ongoing initiatives. The city's blend of natural beauty, economic diversity, and engaged citizenry creates a dynamic environment for impactful municipal leadership.



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 Hart's core values.

ACTIVITY	DHS' COMMITMENT
Team Accessibility	• 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.
Client Communications	• City Council will receive regular, structured updates to maintain transparency and keep leadership informed at every stage of the search process.
Process Compliance	• 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.

Project Needs: Items Hart Needs to Provide
A successful executive search relies on collaboration and access to key resources that help us effectively represent Hart 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 Hart 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 Hart's leadership priorities. Through a series of structured conversations—including workshops, one-on-one Counciler 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 city's strategic direction and community expectations.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Executive Search Kickoff Meeting (Workshop Style)	• Project Kick-Off, Process Outlining, and Scope of Work Review including the interview structure and expectations • Point of Contact/Process Coordination • City SWOT • Ideal Candidate • Salary/Salary Benchmarking Direction	Week 1
Council Member One-on-Ones	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
City Staff Roundtable	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
Optional: City Stakeholder Roundtable(s)	*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).*	*Week 1*
Optional: City Manager Survey	*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.*	*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 Hart's expectations and industry best practices. This profile not only highlights the responsibilities of the City Manager but also showcases Hart 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
Optional: Compensation Benchmarking Assessment	*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.*	*Week 1 - 4*
Job Description Review and Refinement	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
Opportunity Profile Development	The DHS Team will develop an Opportunity/Community Profile that incorporates the feedback received during previous steps. This Profile will feature the Hart 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 **HERE**.	Week 3 - 5
Opportunity Profile Review Period	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
Finalize Job Posting and Opportunity Profile	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
Marketing and Communications Strategy	DHS will develop and execute a targeted recruitment strategy that ensures a compelling and consistent message about Hart's 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
Job Boards	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 $3,000 is not out of the question. We will discuss reach and strategies further in our kickoff meeting.	Week 5
LinkedIn Marketing	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
LinkedIn Head Hunting	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
Network Marketing	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
Optional: LinkedIn Paid Promotions	*At the City Council's request, DHS can implement targeted LinkedIn post promotions to expand the reach of the City Manager opportunity. DHS will provide guidance on budget allocation and ad targeting strategies, ensuring the investment maximizes visibility and engagement with high-quality candidates.*	*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 Hart'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
Minimum Requirements Review	Our Team will filter out applications who do not meet basic/minimum requirements of a job of this stature and complexity.	Week 6 – 10
Candidates Review: Questionnaire	Candidates meeting minimum qualifications will be sent a short questionnaire based on key challenges and opportunities of the position and the community. 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.	Week 8 - 12
Top Candidates Review: Virtual Interview	Candidates who exhibit creative and thoughtful responses, as well as demonstrate their thorough preparation and research of Hart 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. Candidates will be reviewed in two groups: 1) Those applying prior to posting midpoint and 2) those applying after midpoint.	Week 8 - 12
Preliminary Background Screening	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 screening 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
Candidate Closed Session Packet Development	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 applicates 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 city 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 work to finalize a strategy that best suits our client's needs while leveraging 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
Interview Questions	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. DHS will complete up to one (1) round of revisions.	Week 10 - 12
Interview Logistics	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.	Week 12 - 14
Interview Process and Implementation	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. 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.	Week 13 - 14

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 Counci'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 Hart. 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 Hart 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 City and the selected candidate.	Week 15 - 16
Search Close Out	Finalize hiring process and transition plan for the new City Manager.	Week 16

Project Scope

Onboarding: 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
Onboarding Plan	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. 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.	Timeline will be determined after the candidate is selected.
Executive Coaching	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 Manager with any other executive coaching needs.	Timeline will be determined after the candidate is selected.

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		
• Standard City Executive Search	$15,495	
• StrongStart City Executive Search	$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: Mutual Expectations Setting
	Six (6) Month Evaluation/Expectations Check In Support
	Professionally Facilitated First Annual Evaluation

Proposed Budget for Project

OTHER EXECUTIVE SEARCH OPTIONS	COST	INITIAL
• *Compensation Benchmarking*	~~*+$1,495*~~ *$995*	
• *New Executive Team Building Workshop* ◦ *(New Executive & Councilers, New Executive & Department Heads, or New Executive, Councilers, & Department Heads)*	*+ $5,495* *(+ Assessment Fees)*	
• *Team Building Follow Up Sessions* ◦ *(6 Bi-monthly Virtual Sessions)*	*+$3,995*	
• *Custom Training Always Available*	*Request Pricing*	

*EXPECTED EXPENSES BY CITY	COST
Additional Trips Beyond 4	$750 per Day & per Consultant
Job Board Sites	Up to $3,000
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 City Council.

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 Hart
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
nate@doublehaulsolutions.com
248-207-5293

DOUBLE HAUL SOLUTIONS
Great leadership is in our nature.





michigan municipal league | executive search

PROPOSAL

City of Hart

City of Hart

June 6, 2025

Prepared by the Michigan Municipal League
Emily Kieliszewski
Asst. Dir. Member Experience & Learning
1675 Green Rd Ann Arbor, MI 48105
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emilyk@mml.org

michigan municipal league | executive search

City of Hart
Mayor Amanda Klotz
407 State St.
Hart, Michigan 49420

michigan municipal league | executive search

June 6, 2025

Dear Mayor Klotz,

The Michigan Municipal League is pleased to offer the City of Hart 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 Hart–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).

We love where you live.



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

Jeff Mueller will be assigned to the City of Hart'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:

JEFF MUELLER



Jeff Mueller will serve as the primary recruiter for the City of Hart and will perform and/or coordinate the majority of the services within this proposal.

Mr. Mueller is an experienced and respected management professional. He has over 40 years of municipal experience, is a credentialed Life Member of ICMA and a member of Michigan Municipal Executives Association. Jeff was recognized as the Local Government Manager of the year in 2010 by his peers. He has worked for the City of Lathrup Village, City of Madison Heights, City of Grosse Pointe Park, and the City of Detroit. He has also served as chair of the South Oakland County Water Authority, the South Oakland Resource and Recovery Authority, and the Michigan Municipal League Centennial Youth Committee. He received his Bachelor's degree from Western Michigan University and completed the three-year Institute for Public Administration at Central 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 council 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 council to consider the salary recommendations carefully to create a competitive posting, one which will attract candidates to meet your expectations. If the community chooses to offer a compensation package outside of the range of the facilitator recommendations, we cannot guarantee a successful recruitment.

Optional: We are happy to facilitate a third session to meet with City-identified stakeholders to gather additional input on the prerequisites for an administrative executive

Advertisement Phase

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

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

Screening & Shortlist Phase

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

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

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

- Present a confidential summary of the applicants and their qualifications. This serves as the basis for a suggested "shortlist" of candidates for further consideration.
- After discussion and consideration, the City of Hart 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.

We love where you live.



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 $20,000 for the standard executive search services outlined within this proposal, which includes both professional fees and project expenses (advertising, travel, etc.). Additional fees for optional services are provided below.

Optional Services Available (check those that are applicable)

- ☐ Third profiling session with city-identified stakeholders: $1,500
- ☐ Public “meet and greet” function of semi-finalists during interview stage: $1,500

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 Hart 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 June 6,2025.

IN THE AMOUNT OF $_____

AUTHORIZED SIGNATURE_____

TITLE_____ **DATE**_____

michigan municipal league | executive search

PIVOT group | Municipal Services

City of Hart, Michigan

A proposal for Mayor Klotz
and
City Council



440 South State Street, Suite 320, Zeeland, MI 49464
(810) 300.7147 | Info@ThinkAboutPivot.com
www.PivotGroupMunicipalServices.com

City of Hart
407 State St
Hart, MI 49420

June 16, 2025

Re: Executive Recruitment, City Manager

Dear Mayor Klotz and City Council,

Choosing the City of Hart's next City Manager is one of the most important decisions you will make in the upcoming year. At Pivot Group Municipal Services, we take the process of recruiting, robustly vetting, and selecting the best candidate for such a critical position very seriously. With that in mind, we are proud to provide the City of Hart with the following proposal to conduct professional services during the search for your next City Manager.

Pivot Group will provide professional vetting of candidates and advocacy of the best possible choice for the City, soliciting candidates from the ranks of various professionals and public policy practitioners across our state and region. We will actively reach out and recruit candidates, bearing in mind that the qualified candidates you desire are not necessarily spending their days looking at job boards or classified ads. We know that City of Hart is a wonderful community, and we believe the opportunity to serve as your next City Manager will garner much interest among qualified professionals.

We provide a one-year placement guarantee. If for any reason the chosen candidate does not work out during their first year on the job, we will redo the search at no cost to the City.

We look forward to collaborating with you during this important process.

Respectfully,

Kris D. Pence
_____
Kris Pence, Principal

Scope of Services

Pivot Group Municipal Services proposes to provide the following services to the City of Hart:

- Develop a public job posting based on consultation with the City of Hart and the job description as denoted by the City charter and ordinances.
- Advertise the job posting on the Michigan Municipal League, Michigan Municipal Executives and the American Association of Municipal Executives websites.
- Market the position to select, top-notch potential candidates and advocate that they apply for the job.
- Pivot Group's principal and lead search members will review applicant résumés and provide a selection of recommended candidates for the Mayor and Council to review.
- Pivot Group will provide a deep dive into the work history and social media history of all applicants, as well as reference screenings for all applicants. We will also provide a formal criminal and financial background review of the lead candidate.
- Pivot Group will attend an in-person meeting to review candidates and provide guidance.
- Once the Mayor and Council have narrowed the applicant field to three or four candidates, Pivot Group will conduct pre-interview questionnaires with each top candidate.
- Selected candidates will be invited and scheduled for interviews with the Mayor and Council.
- Pivot Group will attend an in-person meeting to facilitate the candidate interviews.
- Upon identification of a lead candidate, Pivot Group will provide a criminal background check completed by a certified law enforcement officer in the State of Michigan.
- Pivot Group will facilitate the completion of an Everything DiSC® Management Profile questionnaire, as well as a research-validated personal assessment, and we will offer professional feedback to the Mayor and Council.
- A sample contract will be provided for the Mayor, Council, and candidate to review.
- Aid in contract negation facilitation will also be provided as necessary.
- Onboarding and transition support services can be added at additional cost, pending individual and organizational need.
- Leader success check-in following six months of employment to aid in transition and performance review.

Executive Search Work Plan

Pivot Group submits the following Executive Search Work Plan to outline the timeline of this recruitment proposal. This structured but flexible process is meant to be adapted as the needs of the City, stakeholders, and potential candidates are taken into consideration.



Phase I: Identify Target Talent

Through in-depth listening assessments, we will learn the "must-have" and "ideal" experiences, traits, and behaviors you are looking for in a City Manager. We will start by interviewing stakeholders and staff members to understand the goals, skills, experiences, and behaviors that are critical and "ideal" for the position. We will also identify the key selling points of the position, organization, and community, which informs the marketing strategy that we will create to pursue a talent pool.

Based on stakeholder assessments, a comprehensive position profile will be prepared for approval. Additionally, we will research the existing compensation and benefits structure as compared to the market. The finalized position profile and compensation will be presented for approval prior to marketing the position.

Phase II: Market the Posting to the Right People, and Assess Applicants

We will use social media and national job boards to promote the opportunity, as well as to promote the amazing aspects of living, working, and playing in and around the City of Hart. This will result in the largest possible number of qualified applicants. In addition to searches of executive and professional talent databases, we will perform direct targeted outreach to candidates who might not apply through social media platforms or who might not engage with Michigan Municipal League and other municipal websites. This targeted outreach will help create a deep, diverse pool of qualified and interested candidates.

Upon receipt of applications, we will thoroughly assess the qualifications and suitability of all candidates in an independent and objective manner. We will use a survey, video interview, phone interview, cyber review, reference checks, and background checks to thoroughly assess applicants. We will provide access to and summarize this data for review by relevant decision stakeholders. Select candidates will be recommended for further consideration and as potential interview candidates. Additional assessments can be coordinated, as needed, or directed by the Mayor and Council.

Phase III: Interviews

We will coordinate an outstanding interview experience of the top three or four candidates, conducted by the City stakeholders, in compliance with current laws. Finalists will have an on-site interview, which can include a wide range of community engagement opportunities and tours. As directed by the Mayor and Council, we will coordinate schedules, manage candidate communications, and provide on-site logistic support during the on-site interviews. We will thoroughly prepare the Mayor and Council for the interviews by providing guidance, support, and interview questions customized to the qualities that emerged through the detailed position profile and ideal candidate assessment. We will also provide a comprehensive background review of the selected lead candidate.

Phase IV: Negotiation and Contract Development

We will assist with the negotiation and contract development process, along with other administrative and legal parties. We can provide a sample contract for consideration. Our specific role will be directed by the Mayor and Council as it relates to an offer extension and the facilitation of contract negotiation. An Everything DiSC® Management Profile will be completed upon offer acceptance.

Optional Phase V: Onboarding and Transition Support

For additional fees, candidate onboarding and support services can be arranged to aid in their successful transition into their new role. We offer a complimentary 360-degree feedback check-in after six months, and we will assist the hiring stakeholder(s) in determining performance expectations.

Executive Search Team

James R. Freed, Lead Executive Recruiter



James has more than 17 years of senior leadership experience in both the public and private sectors. In the private sector, James served as an executive working to grow businesses in southern Michigan. In the public sector, as City Manager of one of Michigan's larger core communities, he led one of the largest financial turnarounds in state history. James has also led executive recruitments for municipalities ranging in size from six employees to more than 540 employees. This gives him a unique perspective on local government, as well as the needs of the business community.

James holds a Bachelor of Science from Indiana Wesleyan University, with an emphasis in political science, as well as a Master of Business Administration from DeVos Graduate School at Northwood University.

James was among the *Crain's Detroit Business* "40 Under 40" winners in 2016. In 2017, the Port Huron NAACP awarded him the Martin Luther King "Honorable Mention" for his work on equity and inclusion. And in 2018, the Michigan Chamber Foundation and JCI Michigan included him on their list of Outstanding Young Michiganders.

James has previously served as a keynote speaker for the Michigan Municipal League, West Michigan Policy Forum, and several colleges and universities.

In addition to his formal education, James has proven experience in economic development, community development, government administration, human resources fiscal policy, grant writing, collective bargaining negotiations, project management, environmental protection, and constituent relations.

Kris Pence, Principal



Kris Pence is an organizational development consultant, licensed professional counselor, and award-winning educator. He is passionate about human capital — aiding organizations in the retention of high-value employees and the attraction of new talent. Kris draws on more than a decade of experience teaching political science and public policy, and nearly as much time counseling/consulting with individuals, groups, and organizations.

Pivot Group was started when Kris began consulting with organizations to develop and strengthen their people and processes. He has designed and delivered learning strategies to meet the needs of everyone from frontline employees to members of the boardroom. As his engagement with leaders deepened, it provided opportunities to aid with hiring decisions and subsequently finding talent as well. He has also

assisted with generating organizational change by helping leaders clarify their goals, shift workplace cultures, close performance gaps, and achieve organizational objectives.

Kris holds a Bachelor of Science from Indiana Wesleyan University, with majors in political science, psychology, and history. He also holds a Master of Arts in political science from Miami University of Ohio, as well as a Master of Arts in clinical mental health counseling from Western Michigan University (WMU). He is in the final stages of his doctoral work in counselor education and supervision at WMU. He is a licensed professional counselor (License # 6401015448) and a licensed marriage and family therapist (License # 4151000160) in the State of Michigan.

Darin Dood, Lead Investigator

Darin has spent 22 years working in Michigan law enforcement, 16 of those years as a chief of police. In addition to his experience in community policing and criminal investigations, Darin has also served as a City Manager and chief administrative officer in our state. This gives him great perspective on what municipalities are looking for during an executive recruitment process.



Darin is an expert in candidate vetting and background investigations. His deep dives into a candidate's history include criminal, financial, and social media reviews.

Here are just a few of our recent clients

CITY of ALBION, MICHIGAN
= Est. 1835 =

Pivot Group is currently conducting the executive search for the City of Albion for their next City Manager.

City of Montrose
Est. 1899

Pivot Group successfully lead the recruitment and placement of Montrose' new Village Manager

CITY OF PORTLAND, MICHIGAN
CITY OF TWO RIVERS
Est. 1869

Pivot Group lead the successful search for the City of Portland's new City Manager

Lapeer District Library

Pivot Group successfully recruited and placed a new Library Director for the Lapeer District Library

THE CITY OF CHARLOTTE MICHIGAN

The City of Charlotte, Michigan engaged Pivot Group to facilitate their successful executive recruitment for their City Manager, Chief Administrative Officer.

THE CITY OF LAPEER MICHIGAN

"In a tight talent market, Pivot Group did a great job bringing us quality candidates and ultimately a new quality City Manager. I would not hesitate to hire Pivot Group again in the future. They are very professional, always available, and completely guide you through the process."

-Mayor Deb Marquardt
www.ci.lapeer.mi.us

THE CITY OF LAPEER MICHIGAN

"In a tight talent market, Pivot Group did a great job bringing us quality candidates and ultimately a new quality City Manager. I would not hesitate to hire Pivot Group again in the future. They are very professional, always available, and completely guide you through the process."

-Mayor Deb Marquardt
www.ci.lapeer.mi.us



Pivot Group Municipal Services successfully placed the City Planner | Director of Neighborhood Services for the City of Coldwater, Michigan.
www.coldwater.org

CITY OF Stanton
Stanton, MI

"Pivot Group Municipal Services did an excellent job. Their product was on par with larger and more expensive firms. We are very pleased with their recruitment work and City Manager placement"

-Mayor Lori Williams
www.stantononline.com

St. Clair COUNTY, MICHIGAN EDA

"Pivot Group Municipal Services did an excellent job facilitating our Executive Board's strategic planning session. They kept stakeholders engaged and created an open dialogue."

-Dan Casey, CEO
www.edascc.com

CITY OF PORTLAND, MICHIGAN · CITY OF TWO RIVERS ·

PIVOT group | Municipal Services



Pivot Group lead the successful search for the City of Portland's new City Manager

Executive Recruitment – Price Proposal

Executive Recruitment Fee: **- Scope of Services & Executive Search Work Plan** **- Consultant Travel (up to 3 trips)**	**$10,300**
Total Recruitment Fee:	**$10,300**

The recruitment fee does not include advertising/publication costs, background review (up to $750), or travel/accommodations for candidates interviewed.

Consultant travel expenses, up to three trips, are included in the price proposal. Possible in-person meetings could include:

1. Stakeholder interviews for position profile and ideal candidate description.

2. Presentation of recommended candidates.

3. Interview process and lead candidate selection dialogue.

Any additional consultant visits requested by the client (beyond the three visits listed above) will be billed at $100 per hour, $340 for a half day, or $680 for a full day. The travel expenses incurred for additional visits will be billed to the client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Invoice upon acceptance of proposal:	40% of the Recruitment Fee
2nd Invoice upon recommendation of candidates:	40% of the Recruitment Fee
Final Invoice upon completion:	20% of the Recruitment Fee plus all expenses

Payment of invoices is due within 30 days of receipt (unless the client advises that its normal payment procedures require 60 days).

Placement Guarantee

Pivot Group is dedicated and committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not select from the initial group of recommended candidates and requests that additional candidates be developed for interview consideration. If additional advertising beyond Phase I is requested, the client will be billed for the actual advertising charges.

Upon appointment of a candidate, Pivot Group provides the following guarantee: Should the selected and appointed candidate, at the request of the client or the employee's own determination, leave the employ of the client within the first 12 months of appointment, we will (if desired) conduct one additional recruitment, billing the client for the cost of expenses and announcements only. This request must be made within three months of the employee's departure.

Proposal Acceptance

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

The City of Hart, Michigan, agrees to retain Pivot Group Municipal Services to conduct City Manager recruitment in accordance with the above proposal. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

City of Hart, Michigan

By: _____
Title: _____
Date: _____
Billing Contact: _____
Billing Contact Email: _____

Pivot Group Municipal Services

By: _____
Title: _____
Date: _____

Recent Client References

Micheal Duweck
Mayor Pro-Tem
City of Charlotte
(517) 888.3544

Micheal Womack
City Manager
City of Lapeer
(586) 215.0851

Bill Marquardt
Board Chair
Lapeer District Library
(810) 240.0546

Jim Barnes
Mayor
City of Portland
(517) 256.3585

Lori Williams
Former Mayor
City of Stanton
(989) 304.1426

Thomas Banks
Mayor
City of Montrose
810.639.6125

Doug Terry
City Manager
City of Albion