



## NOTICE OF CITY COMMISSION MEETING

May 20, 2024 | 7:30p.m.

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Royal Oak residents, visitors to the city and vendors with business before the city commission are welcome to attend all public meetings of the city commission or remotely through viewing options listed below.

Individuals attending the meetings may participate in public comment when a public hearing is opened for comment; and/or when the member of the public has an agenda item. All individuals wishing to speak will raise their hand and after being recognized by the meeting chair, shall proceed to the lectern unless a physical impairment requires adaptive alternative. They shall state their full name (providing accurate spelling) and state the topic(s) to be discussed.

Public comment is welcome for items appearing on the agenda or any matter of city concern. Public comment is made in-person during this portion of the meeting. An individual shall be allowed to speak only once during the public comment portion of a meeting agenda or a public hearing. Speakers shall be limited to a presentation of three minutes. \*

### **View or Listen Live**

**Broadcast from City Commission Chambers 121**  
**WROK WOW Channel 10 | Comcast Channel 17**

**WROK You Tube** <https://www.youtube.com/channel/UC4ybfAUGhd-GQM2jbJFKbOg>  
**WROK Live Stream:** <https://www.romi.gov/523/Live-Stream-and-Video-on-Demand>

### **Additional Information**

Members of the public shall be allowed exhibits, displays and visual aids which will be used in connection with presentations of agenda items coming before the city commission at their meeting. Any member of the public desiring to distribute support materials shall *submit these to the city manager's office the Friday prior meeting*.

*\*Speakers requesting more than three minutes must have such period of time extended by a vote of the city commission. Any member of the public recognized by the meeting chair whose time to comment, or present has expired will be directed by the meeting chair to cease speaking. Should a second request from the meeting chair be required, the speaker shall immediately cease and failing to do so will cause removal of this individual from the meeting.*



# Royal Oak

## Revised Agenda

### Royal Oak City Commission Meeting

Monday, May 20, 2024, 7:30 p.m.

City Hall Commission Chambers Room 121

203 South Troy Street

Royal Oak, MI 48067

Anyone planning to attend the meeting who has need of special assistance under the Americans with Disabilities Act (ADA) is asked to contact the city clerk's office at 248-246-3050 at least two (2) business days prior to the meeting.

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17.	Adjournment	

# Proclamation Declaring the First Friday in June as National Gun Violence Awareness Day in Royal Oak

**Whereas**, every day 327 people are shot in the United States and of those, on average, 117 will die by gun violence and in 2021 gun deaths hit a 40 year high of 48,830 deaths in that year alone;

**Whereas**, Americans are 26 times more likely to die by gun homicide than people in other high-income countries and as of 2022, the United States, has 121 firearms per 100 residents making us the only country with more civilian owned firearms than people; and

**Whereas**, Michigan had 1,544 gun deaths in the last reporting year of 2021, this is rate of 15.4 deaths per 100,000 people and a five-percent increase from 2020, which places Michigan as the 21st highest rate of gun deaths in the US moving up from 25<sup>th</sup> highest rate in 2020; and

**Whereas**, gun homicides and assaults are concentrated in cities, with more than half of all firearm related gun deaths in the nation occurring in 127 cities; and

**Whereas**, cities across the nation, including in Royal Oak are working to end the senseless violence with evidence-based solutions; and

**Whereas**, protecting public safety in the communities they serve is mayors' highest responsibility; and

**Whereas**, support for the Second Amendment rights of law-abiding citizens goes hand-in-hand with keeping guns away from people with dangerous histories; and

**Whereas**, mayors and law enforcement officers, in partnership with local violence intervention activists and resources, know their communities best, are the most familiar with local criminal activity and how to address it, and are best positioned to understand how to keep their citizens safe; and

**Whereas**, gun violence prevention is more important than ever as we see an increase in firearm homicides, and nonfatal shootings across the country, increased calls to domestic violence hotlines, and an increase in city gun violence;

**Whereas**, in January 2013, Hadiya Pendleton was tragically shot and killed at age 15; and on June 7, 2024 to recognize the 27th birthday of Hadiya Pendleton (born: June 2, 1997), people across the United States will recognize National Gun Violence Awareness Day and wear orange in tribute to Hadiya Pendleton and all victims of gun violence, including the families and loved ones of those victims; and

**Whereas**, the idea was inspired by a group of Hadiya's friends, who asked their classmates to commemorate her life by wearing orange; they chose this color because hunters wear orange to announce themselves to other hunters when out in the woods, and orange is a color that symbolizes the value of human life; and

**Whereas**, anyone can join this campaign by pledging to wear orange on June 7th, the first Friday in June in 2024, to help raise awareness about gun violence; and

**Whereas**, by wearing orange on June 7, 2024 Americans will raise awareness about gun violence and honor the lives of gun violence victims and survivors; and

**Whereas**, we renew our commitment to reduce gun violence and pledge to do all we can to keep firearms out of the hands of people who should not have access to them, and encourage responsible gun ownership to help keep our families and communities safe.

**Now, therefore, be it resolved**, I, Royal Oak Mayor Mike Fournier and members of the Royal Oak City Commission hereby declare the first Friday in June, June 7, 2024, to be National Gun Violence Awareness Day in Royal Oak to honor and remember all victims and survivors of gun violence. We encourage all citizens to raise awareness by wearing orange; to demonstrate their support of Royal Oak and all surrounding communities in efforts to prevent the tragic effects of gun violence; to honor and value human lives; and to further declare that we as a country must do more to end this public health crisis.



Mayor Michael C. Fournier  
City of Royal Oak





## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Spirit of Main Street Grant Check Presentation	
<b>SUBMITTING DEPARTMENT</b>	Community Development - Planning	
<b>PRESENTER</b>	Main Street Oakland County & Genysis Credit Union	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### EXECUTIVE SUMMARY *(include history of previous Commission action/discussion, background, scope of work, etc.):*

The Downtown Development Authority maintains accreditation with Main Street American and Main Street Oakland County. Through this affiliation our downtown business community acquires access to grant funding opportunities including the Spirit of Main Street Micro Business Startup Grant, presented by Genysis Credit Union.

Your Personal Jeweler, 302 S. Washington, has been awarded one of these grants in the recent funding cycle.

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### Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	N/A
<b>AMOUNT CURRENTLY BUDGETED</b>	N/A
<b>BUDGET AMENDMENT REQUIRED</b>	\$0.00 (BA between dept; net -0- effect on FB)
<b>FUNDING SOURCE/ GL NUMBER</b>	Main Street Oakland County & Genysis Credit Union
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

N/A

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

Added workload impact for the Downtown Manager is minimal and includes confirming the business owner completed the work as it was applied for in the grant application, communicating with our liaisons with Main Street Oakland County, and processing the reimbursement. Total anticipated time to complete these objectives is less than 2 total hours.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

N/A

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## **ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

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## **COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

N/A

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## **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

N/A

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## **LEGAL COMMENTS**

**PROPOSED COMMISSION RESOLUTION:** None.

## **ATTACHMENTS:**

## Report Approval Details

Document Title:	Spirit of Main Street Micro Business Grant Presentation of Award to Your Personal Jeweler.docx
Attachments:	- CCLetter_MSOCGranttoYPJ_May2024.docx
Final Approval Date:	May 13, 2024

This report and all of its attachments were approved and signed as outlined below:

Tony DeCamp

Nic Gochowski

Todd Fenton



Community Development Department  
Planning Division  
203 South Troy Street  
Royal Oak, MI 48067

**Spirit of Main Street Micro Business Startup Grant  
Check Presentation**

May 1, 2024

The Honorable Mayor Fournier and  
Members of the City Commission:

As part of the Downtown Development Authority's accreditation with Main Street America, we and our downtown business communities receive access to grant funding through Main Street Oakland County, our county-level coordinating program. The MSOC grant funding portfolio includes the Spirit of Main Street Micro Business Startup Grant, presented by Genysis Credit Union.

This grant program is designed to support economic vitality at the local community level by providing funding to entrepreneurial businesses that are less than 5 years old.

In June 2019, Patricia "Trish" Carruth (Founder and Lead Designer) started Your Personal Jeweler in an upstairs office suite in the Washington Square Plaza building. In December 2022, the business moved into its street-level storefront located at 302 S. Washington Street. In October 2023, Your Personal Jeweler applied for grant funding through Main Street Oakland County to upgrade store fixtures, create a jewelry try-on center, revamp window displays, modernize store footprint, and to upgrade the checkout counter to match the premium quality of products the retail business offers.

Following their application, Your Personal Jeweler was awarded the grant for their improvements to their storefront. Main Street Oakland County and Genysis Credit Union have requested to present a large check to Trish Carruth of Your Personal Jeweler before the City Commission.

Respectfully submitted,  
Daniel S. Solomon  
Downtown Manager

Approved,

Todd Fenton  
Interim City Manager

0 Attachment

A special budget work session meeting of the Royal Oak City Commission was held on Thursday, May 9, 2024 in the city hall, 203 S Troy, Royal Oak. The meeting was called to order by Mayor Fournier at 6:03 p.m.

ROLL CALL	PRESENT	ABSENT
Mayor	Fournier	
Mayor Pro Tem		Hunt
Commissioners		Herzog
	Cheezum	
	Douglas	
	Kolo	
	Macey	

\* \* \* \* \*

#### APPROVAL OF AGENDA

Moved by Commissioner Cheezum  
Seconded by Commissioner Macey

Be it resolved that the city commission hereby approves the agenda for the May 9, 2024 budget work session.

Adopted unanimously

\* \* \* \* \*

#### REVIEW OF FISCAL YEAR 2024-2025 RECOMMENDED BUDGET

Ms. Debra Peck Lichtenberg went through the power point slides that are attached to the agenda at [https://www.romi.gov/AgendaCenter/ViewFile/Agenda\\_05092024-3356](https://www.romi.gov/AgendaCenter/ViewFile/Agenda_05092024-3356).

\* \* \* \* \*

#### PUBLIC COMMENT

Janice Wagman voiced concerns of the proposed water rate increases, the impact of loss of two highly used surface lots. She didn't see anything in the CIP regarding the violation for the ADA doors in the parking structures. She was happy to hear they were going to be fiscally responsible this year and hold back on the spending and also noted that last year the bond rating was downgraded from AA+ to AA.

\* \* \* \* \*

Upon motion of Commissioner Kolo and seconded by Commissioner Macey, the meeting was adjourned at 8:30 p.m.

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Melanie Halas, City Clerk

The foregoing minutes of the special budget work session meeting held on May 9, 2024 having been officially approved by the city commission on Monday, May 20, 2024 are hereby signed this twentieth day of May 2024.

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Michael C. Fournier, Mayor

DRAFT

A regular meeting of the Royal Oak City Commission was held on Monday, May 13, 2024 in the city hall, 203 S Troy, Royal Oak. The meeting was called to order by Mayor Fournier at 7:34 p.m.

Commissioner Douglas gave the Invocation. Everyone present gave the pledge of allegiance.

ROLL CALL	PRESENT	ABSENT
Mayor	Fournier	
Mayor Pro Tem	Hunt	
Commissioners	Cheezum	
	Douglas	Macey
	Herzog	
	Kolo	

\* \* \* \* \*

#### APPROVAL OF AGENDA

Moved by Commissioner Kolo  
Seconded by Commissioner Douglas

Be it resolved that the city commission hereby approves the agenda for the May 13, 2024 meeting.

Adopted unanimously

\* \* \* \* \*

#### PUBLIC COMMENT

Tim Norton, 303 West Houstonia, spoke against a sidewalk being installed by his home and explained reasons why.

Chris Shellnut, 2806 Maplewood, spoke against a sidewalk being installed at location 15 and explained reasons why.

Carolyn Martz spoke on item 10 and why she opposed the development. There was a petition with 300 signatures opposing the development.

Anthony Pinho, 1946 Vinsetta, spoke against a sidewalk being installed at location 6 and explained reasons why.

Rich Hetrick, 1002 Genesee, spoke on item 10 and why he opposed the development.

Mike Wilcox, 2822 Maplewood, spoke against a sidewalk being installed at location 15 and explained reasons why.

Dave Nelson, 2619 Vinsetta, spoke against a sidewalk being installed and explained reasons why. He provided a petition to the city clerk.

Bill Barnes, 1504 North Connecticut, was concerned about the two tennis courts that were going to be demolished at Lockman Park. They should just resurface the courts.

Ann Steffy, 1129 Ottawa, was opposed to item 10 and discussed why she felt some members should recuse themselves from the vote.

Michael Rankin, 2703 Vinsetta, spoke against a sidewalk being installed at location 5 and explained reasons why.

Tom Hoermann, 914 Genesee, spoke on item 10 and why he opposed the development.

Tom Toggweiler, 1018 Longfellow, representing the Royal Oak Historical Society, wanted to promote the Memorial Day breakfast on Memorial Day from 7:00 a.m. to 11 a.m.

Felix Schneider, 2709 Vinsetta, spoke against a sidewalk being installed at location 5 and explained reasons why.

Hitesh Angra, 823 S Main Street, spoke on behalf of Prana Juices regarding item 13.

Katrina, 922 Genesee Drive, spoke on item 10 and why she was opposed to the development.

Deno Bistolarides, 2817 Vinsetta, spoke against a sidewalk being installed and explained reasons why.

Judy Smith, 712 W Webster, spoke against a sidewalk being installed at location 5 and explained reasons why.

Elizabeth Carpenter, 1213 Genesee, spoke on item 10 and why she was opposed to the development.

Mary Bogush, 1418 Ottawa, spoke about Royal Oak's tree canopy and the proposed sidewalk installations.

Unnamed resident spoke against a sidewalk being installed at location 15 and explained reasons why.

Elizabeth Hollow, on behalf of her mother Lulu Hollow at 2332 Linwood, spoke against the installation of a sidewalk at location 10 and explained reasons why.

Walter Plymale, 627 Royal, spoke against a sidewalk being installed and explained reasons why.

Unnamed resident, 302 Walnut, spoke against a sidewalk being installed at location 1 and explained reasons why.

Unnamed resident, 303 Houstonia, spoke against a sidewalk being installed at location 1 being installed and explained reasons why.

Corinne, 632 W Webster, spoke against a sidewalk being installed and explained reasons why.

Marvin Zimberg, 708 W Webster, spoke against a sidewalk being installed and explained reasons why.

Bill Harrison, 2729 Trafford, spoke about item 10 and why he was opposed to the development.

John Okeefe, 2325 Oliver Road, spoke against a sidewalk being installed at location 9 and explained reasons why.

Katherine Dukhan, 2935 Vinsetta, spoke against a sidewalk being installed. It was not recommended that a sidewalk be placed at their property, but she wanted to make sure that one wouldn't be placed there.

Brian Herman, 1402 Genesee, spoke against item 10 and listed reasons why.

Lynda Campbell, 1128 Genesee, spoke against item 10 and why she opposed the development.

Rebecca Aughton, 29372 Woodward Avenue, spoke on item 10 and why she opposed the development.

Nancy Poprafsky asked if they could do a roll call vote or a hand raise vote when voting for those who are hearing or vision impaired. She wanted the public comment in the planning commission minutes to be added. She spoke on item 10 and why she opposed the development.

Paul Weidig, 1419 Huron, spoke on item 10 and why he opposed the development.

Frank Holbeck spoke against a sidewalk being installed at location 3 and listed reasons why.

Lulu Hollow spoke against a sidewalk being installed at location 10.

Bob Stuglin, 4404 Rochester Road, spoke on item 10 and why he opposed the development.

Ray Allen, 922 Genesee, spoke on item 10 and why he opposed the development.

Pat Wall spoke about the sidewalk improvement program and why she opposed the development on Rochester Road.

Ross Gilders, Genesee, spoke on item 10 and why he opposed the development.

Randy Houston, 1310 Genesee, spoke on item 10 and why he opposed the development.

\* \* \* \* \*  
**CONSENT AGENDA**

Moved by Commissioner Douglas  
Seconded by Commissioner Herzog

Be it resolved that the city commission hereby approves the consent agenda as follows:

- a. Be it resolved that the city commission meeting minutes of April 22, 2024 are hereby approved.
- b. Be it resolved, that the appointments committee members rotate to Commissioner Herzog, Mayor Pro Tem Hunt and Commissioner Kolo effective immediately.
- c. Be it resolved, the claims of April 26 (Special Pay), April 30, May 3 and May 14, 2024 are hereby approved.
- d. Be it resolved, the city commission approves the following requisition/purchase orders for fiscal year 2023-24:

Requisition #	R007677 change order
Vendor:	JH Hart Urban Forestry
Requesting approval for:	\$50,000 additional for a total of \$500,000
Price Source:	estimation
Budgeted:	\$500,000
Department / Fund:	solid waste / solid waste
Description:	tree trimming, removal & forestry issues

Requisition #	R007752 change order
Vendor:	NYE Uniform
Requesting approval for:	\$10,000 additional for a total of \$155,000
Price Source:	estimation

Budgeted:	\$155,000
Department / Fund:	police & fire / public safety
Description:	uniforms for police & fire
Requisition #	R007911 change order
Vendor:	ABR Alpine Design
Requesting approval for:	\$18,650 additional for a total of \$146,495
Price Source:	bid by Royal Oak
Budgeted:	\$146,495
Department / Fund:	housing assistance program / community develop block grant
Description:	housing rehab
Requisition #	R008054 change order
Vendor:	White Pine Bldg. & Development
Requesting approval for:	\$30,000 additional for a total of \$108,875
Price Source:	bid by Royal Oak
Budgeted:	\$108,875
Department / Fund:	housing assistance program / community develop block grant
Requisition #	R007770 change order
Vendor:	Core & Main
Requesting approval for:	\$11,500 additional for a total of \$80,000 estimation
Price Source:	\$80,000
Budgeted:	water maintenance / water & sewer
Department / Fund:	curb stop/box copper, bricks, block, mortar, pipes
Description:	
Requisition #	R008080 change order
Vendor:	Mansfield
Requesting approval for:	\$17,200 additional for a total of \$67,200
Price Source:	bid by Royal Oak
Budgeted:	\$67,200
Department / Fund:	housing assistance program / community develop block grant
Description:	housing rehab
Requisition #	R007768 change order
Vendor:	Otis Elevator Company
Requesting approval for:	\$19,340 additional for a total of \$58,360
Price Source:	Omnia Partners/contract # 2019001563
Budgeted:	\$58,360
Department / Fund:	library & auto parking & fire / library & auto parking & public safety
Description:	service for elevators
Requisition #	R007930 change order
Vendor:	Bell Equipment Company
Requesting approval for:	\$8,500 additional for a total of \$55,000
Price Source:	MiDeal pricing (contract # 071B7700091)
Budgeted:	\$55,000
Department / Fund:	motor pool / motor pool
Description:	vehicle repair & maintenance parts / repair parts for

	sweepers
Requisition #	R007761 change order
Vendor:	EJ USA Inc.
Requesting approval for:	\$5,000 additional for a total of \$55,000
Price Source:	estimation
Budgeted:	\$55,000
Department / Fund:	water & sewer maintenance / water & sewer
Description:	fire hydrants, valves, sewer ring & covers
Requisition #	R007859 change order
Vendor:	AIS Construction Equipment
Requesting approval for:	\$5,400 additional for a total of \$45,400
Price Source:	MiDeal pricing (contract #071B7700090)
Budgeted:	\$45,400
Department / Fund:	motor pool / motor pool
Description:	parts/labor needed for repairs
Requisition #	R008305 change order
Vendor:	Daco Construction Inc.
Requesting approval for:	\$1,680 additional for a total of \$40,680
Price Source:	bid by Royal Oak
Budgeted:	\$40,680
Department / Fund:	housing assistance program / community develop block
Description:	grant housing rehab
Requisition #	R007952 change order
Vendor:	Community Publishing
Requesting approval for:	\$5,000 additional for a total of \$35,000
Price Source:	sole source
Budgeted:	\$35,000
Department / Fund:	multiple / multiple
Description:	ads for Royal Oak Today
Requisition #	R007794 change order
Vendor:	Cintas Corporation
Requesting approval for:	\$5,000 additional for a total of \$35,000
Price Source:	Omnia Partners/contract #222886
Budgeted:	\$35,000
Department / Fund:	multiple / multiple
Description:	cleaning service for floor mats at city hall and other various city buildings
Requisition #	R007979
Vendor:	Rosati, Schultz, Joppich & Amstbuechler, P.C.
Requesting approval for:	\$35,000
Price Source:	estimation
Budgeted:	\$35,000
Department / Fund:	attorney / general
Description:	special counsel
Requisition #	R008331
Vendor:	Envisionware

Requesting approval for:	\$33,530
Price Source:	quotes (3 received, other 2 were not what the library was looking for)
Budgeted:	\$33,530 (a future budget amendment will be needed/approved by the library board on 4/23/24)
Department / Fund:	library / library
Description:	library material vending machine
Requisition #	R008320
Vendor:	Clarke
Requesting approval for:	\$27,530
Price Source:	sole source
Budgeted:	\$27,530
Department / Fund:	sewer maintenance / water & sewer
Description:	cases of mosquito larvicide tablets

e. An Officer of the Year award was given to Detective Daniel Pelletier.

A Civilian Employee of the Year award was given to Matthew Murray.

The Kenneth Evancho Award for Excellence was given to Sergeant Dominick Catanese.

A Lifesaving Award was given to Officers Mitchell Miller and Kyle Adair.

A Lifesaving Award was given to Auxiliary Officers Tim Teer and Corey Watts.

A Lifesaving Award was given to Officers Brenna Link and Renee Hertz.

A Lifesaving Award was given to Officers Bruce Handrinos and Gerald Karr.

A Lifesaving Award was given to Officers Vincent Chandler and Joseph Petrone.

A Distinguished Service Award was given to Detective Bret Nelson.

A Meritorious Service Award was given to 911 Dispatcher Brooke Williams.

A Meritorious Service Award was given to Officer Joshua Little.

A Meritorious Service Award was given to Officer Andrew Nadrowski.

A Meritorious Service Award was given to Officer Kyle Knauss.

A Meritorious Service Award was given to Detective Bret Nelson.

A Meritorious Service Award was given to Detective Daniel Pelletier.

A Unit Citation Award was given to David Budzynowski, Matthew Bobek, Richard Millard, John Love and Paul Urbanowicz.

A Unit Citation Award was given to Paul Urbanowicz, Brooke Williams, Benjamin Cameron, Daniel Spears, Cassidy Cundiff, Joseph Ivy, Ashley Palomba, Robert Beaver and Christine Page.

A Unit Citation Award was given to John Love, Eric Cherry and Trevor Holston.

A Unit Citation Award was given to Auxiliary Officers Dan Evans, Tim Teer, Charles Girten, Dan Mazur, Ronald Varty, Barb Gehring, Carole Allen, Richard Hasse, Bill Sayre, Corey Watts, Ed Mepham, Richard Boarman, Kirk Horvet, Kevin Thomas, Carol Willard, John Smith, Mark Chopp, Alicia Huebner, Robert Tierney and Robin Winter.

A Community Service Award was given to Sergeants Dominick Catanese and Jimmy Elrod.

A Community Service Award was given to Sergeant Ryan Spangler.

A Certificate of Commendation was given to Detective Keith Bierenga and Officers Andre Steinke and Joseph Yerke.

A Certificate of Commendation was given to Officers Tyler Snyder and Blaine Goertler and Detectives Michael Paramo and Andrew Rougeau.

A Certificate of Commendation was given to Officer Jacob Gostiaux.

A Certificate of Commendation was given to Detective Andrew Rougeau.

A Certificate of Commendation was given to Officers Kyle Vanderhoff, Tyler Snyder and Alex Collins.

A Certificate of Commendation was given to Officers Blaine Goertler, Jacob Gostiaux, Joseph Lovasz, Natalia Satterfield, Michael Stokes, Jessica Reece, Renee Hertz, Vincent Chandler, Joseph Petrone and Joseph Francis.

A Citizens Award was given to Karen Hardy.

A Citizens Award was given to Ken MacLean.

A Citizens Award was given to Casey Robinson.

A Citizens Award was given to Kathleen Spangler and Alex Desano.

- f. Be it resolved, the city commission hereby accepts the police department's annual report.
- g. Be it resolved, the Royal Oak City Commission hereby approves the filling of Municipal Clerk I.
- h. Be it resolved, the Royal Oak City Commission hereby approves the filling of Manager of Information and Technology.
- i. Be it resolved, the Royal Oak City Commission hereby awards Royal Oak 2024 Sewer Televising and Root Treatment Contract S2401 to Taplin Group, LLC of Kalamazoo, Michigan for the bid price of \$331,301.82 and directs staff to issue a purchase order in the amount of the bid price.
- j. Be it resolved, the city commission hereby approves the Amended Interlocal Agreement between the Participating Political Subdivisions as Signatories to this Interlocal Agreement creating Oakway Mutual Aid Association and Mutual Aid Box Alarm System Division 3202; and

Be it further resolved, Mayor Fournier and City Clerk Melanie Halas are authorized to execute the agreement on behalf of the City of Royal Oak.

k. Whereas, mental health includes our emotional, psychological and social well-being; it affects how we think, feel, and act; it also affects how we handle stress, relate to others, and make choices; and

Whereas, mental health is important for our individual well-being and vitality, as well as that of our families, communities, and businesses; and

Whereas, Mental Health American's (MHA) 2023 "State of Mental Health in America" Survey, ranks Michigan as 25<sup>th</sup> in the nation for prevalence of mental illness, and 20<sup>th</sup> in the nation for access to care; and

Whereas, May 1 through 31, 2024 is recognized as Mental Health Awareness Month. MHA's 2024 theme is "Where to Start: Mental Health in a Changing World", which highlights getting back to the basics including self-care, coping skills, advocating for mental health, and knowing when to seek additional help; and

Whereas, Oakland Community Health Network (OCHN) joins our national partners in promoting this year's "Where to Start" campaign; and

Whereas, mental health management ensures that individuals can focus on their abilities to live, work, learn and fully participate and contribute to our society, while promoting diversity, inclusion, and acceptance; and

Whereas, improved systems of care of vulnerable populations, access to non-emergent and crisis-services, advanced integrated physical and behavioral health care along with provider relations help to fortify services coordinated with OCHN; and

Whereas, OCHN and its service provider agencies, are committed to inspiring hope, empowering people, and strengthening communities.

Now, therefore, be it resolved, I Mayor Fournier, and members of the Royal Oak City Commission on behalf of the entire Royal Oak Community do hereby proclaim May 2024 as Mental Health Awareness Month and calls upon our citizens, public and private institutions, businesses, faith-based organizations, and schools to recommit our City to increasing awareness and understanding of mental illness, and the need for appropriate and accessible services for all people with mental illnesses to promote recovery and a higher quality of life.

Adopted unanimously

\* \* \* \* \*

**PUBLIC HEARING AND APPROVAL OF COMMUNITY DEVELOPMENT BLOCK GRANT  
PROGRAM YEAR 2024 ANNUAL ACTION PLAN**

Mayor Fournier opened the public hearing. No one wished to speak so Mayor Fournier closed the public hearing.

Moved by Commissioner Kolo  
Seconded by Mayor Pro Tem Hunt

Whereas, the Royal Oak City Commission held a public hearing with regard to the City's community development needs for inclusion in the Community Development Block Grant (CDBG) Program

Year 2024 (July 1, 2024 – June 30, 2025) Annual Action Plan at its May 13, 2024, meeting and considered all comments; and

Whereas, the Royal Oak City Commission has reviewed a draft version of the CDBG Program Year 2024 Annual Action Plan at its May 13, 2024, meeting in light of an estimate CDBG entitlement grant allocation;

Be It Resolved, that the Royal Oak City Commission approves the following activities with associated funding levels for incorporation into the CDBG Program Year 2024 Annual Action Plan.

<u>recommended PY 2024 CDBG expenditures / activities</u>	<u>budget</u>
public services:	
in-home supportive services - ROSES	35,000
homeless prevention & assistance services - LADA	55,000
housing rehabilitation program – owner rehabilitation assistance	602,000
Clawson Park improvements	600,000
program administration including fair housing testing services	217,958
contingency / unprogrammed funds	114,321
total estimated program costs	\$1,624,279
<u>estimated PY 2024 CDBG revenues</u>	
entitlement allocation	1,180,079
program income – residential rehab. loan repayments	255,000
transfer from prior years	189,200
total estimated program revenues	\$1,624,279

Be It Further Resolved, if the actual entitlement grant allocation is adjusted from our estimate those funds will be allocated or deducted from the programs overall contingency amount.

Be It Further Resolved, the Royal Oak City Commission directs staff to process the submittal in accordance with program requirements and authorizes Mayor Fournier to execute required documentation.

Adopted unanimously

\*\*\*\*\*

#### **APPROVAL OF INTERIM CITY MANAGER EMPLOYMENT AGREEMENT**

Moved by Commissioner Kolo  
Seconded by Commissioner Douglas

BE IT RESOLVED, the Royal Oak City Commission hereby appoints Mark Wollenweber to serve as Interim City Manager and hereby approves the Interim City Manager Employment Agreement effective May 14, 2024.

BE IT FURTHER RESOLVED, the mayor and city clerk as authorized to execute the agreement on behalf of the city.

Adopted unanimously

\*\*\*\*\*

## REVIEW OF POTENTIAL SIDEWALK LOCATIONS 2024 SIDEWALK IMPROVEMENT PROGRAM

Commissioner Kolo left the table at 9:36 p.m. He returned to the table at 9:39 p.m.

Moved by Commissioner Kolo  
Seconded by Commissioner Herzog

Be it resolved, the Royal Oak City Commission exempts the properties from installing new sidewalk at the following locations and including locations 17b, 17d and 17e:

Location #	Street:	From:	To:	Description:
2	Marywood Drive	W. Houstonia Avenue	La Plaza Court	East side of road
4	Marywood Drive	Vinsetta Boulevard	Webster Road	West side of road
7	Lloyd Avenue	Murdock Avenue	Vinsetta Boulevard	North side of road
	Murdock Avenue	Lloyd Avenue	Vinsetta Boulevard	South side of road
11	Carman Avenue	Benjamin Avenue	Clawson Avenue	South side of road
12	Sagamore Boulevard	Woodward Avenue	Dead End	Both sides of road
13	Glenwood Road	Clawson Avenue	Linwood Avenue	South side of road
14	Maplewood Avenue	Glenwood Road	355 feet south	East side of road
16	Ellen Avenue	N. Main Street	Western bend in road	North side of road

\*\*\*

Moved by Commissioner Kolo  
Seconded by Commissioner Douglas

Be it resolved, the city commission denies installation of sidewalks at location 1, West side of road on North Washington Avenue from Walnut Avenue to West Houstonia Avenue.

Adopted unanimously

\*\*\*

Moved by Commissioner Douglas  
Seconded by Mayor Pro Tem Hunt

Be it resolved, the city commission denies installation of sidewalks at location 3, South side of road on Mary Avenue from Marywood Drive to North Lafayette Avenue.

Adopted unanimously

\*\*\*

Moved by Commissioner Kolo  
Seconded by Commissioner Cheezum

Be it resolved, the city commission denies the installation of sidewalks at location 5, South side of road on West Webster from the dead end to West of Marywood Drive with a request to consider adding a ramp in the future.

Adopted unanimously

\* \* \*

Moved by Commissioner Cheezum  
Seconded by Commissioner Herzog

Be it resolved, the city commission approves the installation of sidewalks at location 6, South side of road on West Houstonia Avenue from Vinsetta Boulevard to McDonald Avenue.

Adopted unanimously

\* \* \*

Moved by Commissioner Kolo  
Seconded by Commissioner Douglas

Be it resolved, the city commission approves the installation of sidewalks at location 8, East side of road on Bonnie View Drive from West Houstonia to Lloyd Avenue.

Ayes: Commissioner Douglas, Commissioner Herzog, Commissioner Kolo and Mayor Pro Tem Hunt

Nays: Commissioner Cheezum and Mayor Fournier

Motion adopted

\* \* \*

Moved by Commissioner Douglas  
Seconded by Commissioner Herzog

Be it resolved, the city commission denies the installation of sidewalks at location 9, West side of road on Oliver Road from Northwood Boulevard to the dead end.

Adopted unanimously

\* \* \*

Moved by Commissioner Kolo  
Seconded by Mayor Pro Tem Hunt

Be it resolved, the city commission denies the installation of sidewalks at location 10.

Ayes: Commissioner Cheezum, Commissioner Herzog, Commissioner Kolo, Mayor Pro Tem Hunt and Mayor Fournier

Nays: Commissioner Douglas

Motion adopted

\* \* \*

Moved by Commissioner Kolo  
Seconded by Mayor Pro Tem Hunt

Be it resolved, the Royal Oak City Commission denies the installation of 50 square feet of new sidewalk adjacent 2903 Maplewood Avenue, approves the installation of new crosswalk ramps at the sidewalk termination points on Maplewood Avenue and Glenwood Avenue, and exempts installation of new sidewalk elsewhere for location 15 in Attachment 1.

Adopted unanimously

\* \* \*

Moved by Commissioner Kolo  
Seconded by Mayor Pro Tem Hunt

Be it finally resolved, the Royal Oak City Commission directs staff to install crosswalks across the Vinsetta Boulevard median at the intersections of Laurome Drive and Marais Avenue as outlined for location 17 in Attachment 1.

Adopted unanimously

Commissioner Douglas left the table at 10:20 p.m.

Mayor Fournier called for a recess at 10:21 p.m. The meeting reconvened at 10:33 p.m.

\* \* \* \* \*

#### **CONSIDERATION OF ORDINANCE TO REZONE 4704 ROCHESTER ROAD TO PLANNED UNIT DEVELOPMENT, FIRST READING**

Attorney Dennis Cowan and architect Jason Krieger made a presentation to the commission on behalf of the petitioners and answered questions.

Moved by Commissioner Douglas  
Seconded by Commissioner Kolo

Whereas the Royal Oak Planning Commission held a public hearing April 9, 2024, and recommends approval of an amendment to the Zoning Map for the purpose of rezoning 4704 Rochester Road (parcel number 25-03-201-023) from "Mixed Use 2" to "Planned Unit Development," along with approval of a final planned unit development site plan (SP 24-04-04) to construct a multiple-family building with three to three-and-a-half stories and 42 multiple-family dwellings at 4704 Rochester Road (parcel number 25-03-201-023); and

Whereas the Royal Oak City Commission has determined that the planned unit development will result in a recognizable and material benefit to the residents of the project and to the community, where such benefit would otherwise be unfeasible or unlikely to be achieved without application of the planned unit development regulations; and

Whereas the City Commission has determined that the proposed multiple-family dwellings will not result in an unreasonable increase in the need for or burden upon public services, facilities, streets, and utilities; and

Whereas the City Commission has determined that the proposed development will be consistent with the public health, safety, and welfare of the city, and will not result in an unreasonable negative economic impact upon surrounding properties; and

Whereas the City Commission has determined that the proposed development is under single ownership and/or control such that there is a single entity having responsibility for completing the project in conformity with the Zoning Ordinance; and

Whereas the City Commission has determined that the Zoning Map amendment to "Planned Unit Development" and associated final planned unit development site plan are consistent with the goals and objectives of the city's Master Plan and received the record of public comments taken at the public hearing held at the Planning Commission meeting of April 9, 2024.

Therefore, be it resolved, that Ordinance 2024-08, entitled an ordinance to amend the Zoning Map of the City of Royal Oak is hereby adopted on first reading.

The City of Royal Oak ordains:

Section 1 Ordinance. Pursuant to the provisions of the Michigan Zoning Enabling Act, Public Act 110 of 2006, as amended, and pursuant to all applicable provisions of law, the Zoning Map of the City of Royal Oak is hereby amended to rezone 4704 Rochester Road (parcel number 25-03-201-023) from "Mixed Use 2" to "Planned Unit Development," and the final planned unit development site plan (SP 24-04-04) to construct a multiple-family building with three to three-and-a-half stories and 42 multiple-family dwellings at 4704 Rochester Road (parcel number 25-03-201-023), is hereby approved, subject to the associated "development agreement."

Section 2 Severability. If any section, subsection, clause, phrase, or portion of this ordinance is for any reason held invalid or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent portion of this ordinance, and such holding shall not affect the validity of the remaining portions of this ordinance.

Section 3 Savings. As proceedings pending and all rights and liabilities existing, acquired or incurred at the time this ordinance takes effect are saved and may be consummated according to the law in force when they are commenced.

Section 4 Repeal. All ordinance or parts of ordinances in conflict herewith are hereby repealed only to the extent necessary to give this ordinance full force and effect.

Section 5 Effective Date. A summary of this ordinance shall be published in a newspaper of general circulation in the City of Royal Oak and shall become effective ten (10) days after publication, as provided by law.

Be it further resolved the City Commission directs the petitioner to revise the final PUD site plan prior to second reading to (a) correct the maximum density formula in the zoning information table on sheet C.100 in accordance with Zoning Ordinance standards, and (b) modify the curbed island in the driveway approach to Genesee Drive to comply with required standards of the City Engineer and Fire Marshal, and (c) include any further modifications required by the City Commission.

Be it further resolved the City Commission directs staff to prepare a development agreement required under Article VIII of the Zoning Ordinance for consideration by the City Commission as part of the required second reading of Ordinance 2024-08.

Be it finally resolved, the city commission requires the inclusion a development agreement that the sidewalks be kept open and only shut down on a temporary basis.

Adopted unanimously

\* \* \* \* \*

**RESOLUTION TO AMEND COMPOSTING ORDINANCE SECTION 633-13 OF THE CODE OF ORDINANCES, FIRST READING**

Moved by Commissioner Kolo  
Seconded by Commissioner Cheezum

BE IT RESOLVED, the Royal Oak City Commission hereby approves and adopts on first reading, Ordinance 2024-07 entitled an Ordinance to amend the 2008 Ordinance Adopting the Royal Oak Code of Ordinances, codifying and adopting a new Code of the City of Royal Oak, by amending Section 633-13, Composting, of Chapter 633, Solid Waste, of the Code of Ordinances, City of Royal Oak, Michigan; and

BE IT FURTHER RESOLVED, the Royal Oak City Commission hereby approves and adopts the Royal Oak Composting Guide as presented.

Adopted unanimously

\* \* \* \* \*

**HEARING OF NECESSITY AND STANDARD RESOLUTIONS 3 & 4 – SPECIAL ASSESSMENT PAVING OF E. PARENT AVENUE**

Mayor Fournier opened the public hearing. Being that no one wished to speak, the Mayor closed the public hearing.

Moved by Commissioner Kolo  
Seconded by Commissioner Douglas

Whereas, the city commission, after due and legal notice, has met and heard all interested persons to be affected by the proposed public improvements hereinafter described; and

Whereas, the city commission deems it advisable and necessary to proceed with said public improvements:

21-foot wide, 7-inch thick concrete pavement of E. Parent Avenue from Longfellow Avenue to the dead end

Now, therefore be it resolved that:

1. The city commission hereby determines to make the public improvements described above and to defray the cost by special assessment upon the property specially benefited in proportion to the benefits to be derived.
2. The city engineer is directed to prepare and finalize the profiles, plans, and specifications for the public improvements.
3. The city commission tentatively determines that of said total estimated cost the sum of \$100,075.92 be paid by special assessment upon the properties specially benefited, as more particularly hereinafter described, and that the sum of \$0 shall be the obligation of the city by reason of general benefit to the city.

4. The city commission hereby designates the following lots and parcels of land as the property to comprise the special assessment district upon which the special assessments shall be levied:

25-22-336-011

25-22-336-025

When the assessor shall have completed the special assessment roll, he shall report the same to the commission and the same shall be filed with the city clerk, such report shall be signed by the assessor and may be in the form of a certificate as provided for in chapter twelve, section seven of the charter of the City of Royal Oak, Michigan, indicating that he has conformed in all things to the directions contained in this resolution and the charter of the City of Royal Oak Michigan relating to such assessment.

5. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same hereby are rescinded.

#### ROLL CALL VOTE

Ayes: Commissioner Kolo, Commissioner Herzog, Commissioner Cheezum, Mayor Pro Tem Hunt, Commissioner Douglas and Mayor Fournier

Nays: none

Adopted unanimously

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Moved by Commissioner Kolo  
Seconded by Mayor Pro Tem Hunt

Whereas, the assessor has prepared a special assessment roll for the purpose of specifically assessing that portion of the costs of the public improvement more particularly hereinafter described to the properties specially benefited by said public improvement, and the same has been presented to the city commission by the city clerk.

Now, therefore be it resolved:

1. Said Special Assessment Roll No. 2417-CAP2636 is hereby accepted and shall be filed in the office of the city clerk for public examination.
2. The city commission shall meet at the city hall, at 7:30 o'clock, p.m., Eastern Time on June 10, 2024 for the purpose of hearing all persons interested in said special assessment roll and reviewing the same, and at said meeting all interested persons shall be afforded an opportunity to be heard.
3. The city clerk is directed to publish the notice of said hearing once in a newspaper of general circulation in the City of Royal Oak, said publication to be not less than five (5) full days prior to the date of said hearing and shall further cause notice of said hearing to be sent by first class mail to each owner of or person in interest in property to be assessed as shown by the last general tax assessment roll of the city, at least ten (10) full days before the time of said hearing, and said notice to be mailed to the addresses shown on said general tax rolls of the city.
4. The notice of said hearing to be published and mailed shall be in substantially the following form:

Notice of Hearing to Review

Special Assessment Roll

City of Royal Oak

County of Oakland, Michigan

To the owners of all property within the following described special assessment district:  
Take notice, that a special assessment roll has been prepared for the purpose of defraying the special assessment district's share of the cost of the following described public improvement:

21-foot wide, 7-inch thick concrete pavement of E. Parent Avenue from Longfellow Avenue to the dead end

The special assessment district is comprised of the following described property:

Tax parcels identified as:

25-22-336-011  
25-22-336-025

The said special assessment roll is on file for public examination with the city clerk and any objections to said special assessment roll may be made in writing prior to the close of the hearing to review said special assessment roll.

Take further notice that the city commission will meet at City Hall, 203 South Troy Street, at 7:30 o'clock, p.m., Eastern Time on June 10, 2024 for the purpose of reviewing said special assessment roll and hearing any objections thereto.

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Melanie Halas, City Clerk

5. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same hereby are rescinded.

Adopted unanimously

\* \* \* \* \*

**LICENSE AGREEMENT FOR SIDEWALK BENCHES AT 823 S. MAIN STREET**

Moved by Commissioner Kolo  
Seconded by Commissioner Herzog

Be it resolved, the commission hereby authorizes the mayor and city clerk to execute the license agreement with South Main Lofts, LLC of 37020 Garfield Road, Suit T-1, Clinton Township, Michigan for an encroachment into the public right-of-way at 823 S. Main Street for installation of two benches.

Adopted unanimously

\* \* \* \* \*

Community Engagement Specialist Judy Davids and Mayor Fournier recognized City Clerk Halas for her hard work and dedication in honor of Professional Municipal Clerk's Week which was May 5<sup>th</sup>-11<sup>th</sup>.

\* \* \* \* \*

Mayor Fournier recognized Interim City Manager Todd Fenton for his 10 years of service to the City of Royal Oak and presented him with a customized street sign.

\* \* \*

Upon motion of Commissioner Kolo, seconded by Commissioner Herzog, and adopted unanimously, the regular meeting was adjourned at 12:05 a.m.

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Melanie Halas, City Clerk

The foregoing minutes of the regular meeting held on May 13, 2024 having been officially approved by the city commission on Monday, May 20, 2024 are hereby signed this twentieth day of May 2024.

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Michael C. Fournier, Mayor

Exhibit A

**ORDINANCE NO. 2024-08**

**An ordinance to amend the Zoning Map for the purpose of rezoning 4704 Rochester Road (parcel number 25-03-201-023) from “Mixed Use 2” to “Planned Unit Development,” along with approval of a final planned unit development site plan (SP 24-04-04) to construct a multiple-family building with three to three-and-a-half stories and 42 multiple-family dwellings at 4704 Rochester Road (parcel number 25-03-201-023)**

**The City of Royal Oak ordains:**

**Section 1 Ordinance.** Pursuant to the provisions of the Michigan Zoning Enabling Act, Public Act 110 of 2006, as amended, and pursuant to all applicable provisions of law, the Zoning Map of the City of Royal Oak is hereby amended to rezone 4704 Rochester Road (parcel number 25-03-201-023) from “Mixed Use 2” to “Planned Unit Development,” and the final planned unit development site plan (SP 24-04-04) to construct a multiple-family building with three to three-and-a-half stories and 42 multiple-family dwellings at 4704 Rochester Road (parcel number 25-03-201-023), is hereby approved, subject to the associated “development agreement.”

**Section 2 Severability.** If any section, subsection, clause, phrase, or portion of this ordinance is for any reason held invalid or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent portion of this ordinance, and such holding shall not affect the validity of the remaining portions of this ordinance.

**Section 3 Savings.** As proceedings pending and all rights and liabilities existing, acquired or incurred at the time this ordinance takes effect are saved and may be consummated according to the law in force when they are commenced.

**Section 4 Repeal.** All ordinance or parts of ordinances in conflict herewith are hereby repealed only to the extent necessary to give this ordinance full force and effect.

**Section 5 Effective Date.** A summary of this ordinance shall be published in a newspaper of general circulation in the City of Royal Oak and shall become effective ten (10) days after publication, as provided by law.

Exhibit B

**ORDINANCE NO. 2024-07  
CITY OF ROYAL OAK,  
OAKLAND COUNTY, MICHIGAN**

**AMENDMENT TO THE CODE OF ORDINANCES**

An Ordinance to amend the 2004 Ordinance Adopting the Royal Oak Code of Ordinances, codifying and adopting a new Code of the City of Royal Oak by amending Section 633-13, Composting, of Chapter 633, Solid Waste, of the Code of Ordinances, City of Royal Oak, Michigan, to add provisions incorporating, by reference, the Royal Oak Composting Guide and to prohibit commercial composting at private residences in the City.

**THE CITY OF ROYAL OAK ORDAINS:**

**SECTION 1. Amendment.**

That Section 633-13, Composting, of Chapter 633, Solid Waste, of the Code of Ordinances, City of Royal Oak, Michigan, is hereby amended, to read as follows:

**Sec. 633-13.**

Composting is permitted subject to the following conditions:

- A. All compost shall be adequately and properly contained within a compost bin such as a manufactured composter or approved homemade structure. Approved homemade and manufactured compost bins are outlined in the Royal Oak Composting Guide, which is hereby incorporated by reference. All future amendments and revisions to the Royal Oak Composting Guide, when they become effective, are likewise incorporated, and adopted by reference. Notwithstanding any provision in this section, when there is a conflict between this section and the Royal Oak Composting Guide, this section controls.
- B. Composting shall be conducted in a manner that does not create a nuisance by reason of unsightliness, odor, or attraction of rodents or other pests.
- C. Compost bins shall be located in a rear yard, at least 15 feet from any dwelling on adjacent property and at least five feet from the property line.
- D. Compost shall not include meat, fish, dairy products, vegetable or animal oils, animal fats, bones, or pet waste. Plastics, synthetic products, or other nonbiodegradable materials are also prohibited.
- E. Compost bins are not permitted in drainage easements.
- F. Commercial composting is prohibited at private houses or residential buildings.

**SECTION 2. Repealer.**

All ordinances, or parts of ordinances, in conflict with this ordinance are repealed only to the extent necessary to give this ordinance full force and effect.

**SECTION 3. Severability.**

Should any section, subdivision, clause, or phrase of this ordinance be declared by the courts to be invalid, the validity of the ordinance as a whole, or in part, shall not be affected other than the part invalidated.

**SECTION 4. Savings.**

All proceedings pending and all rights and liabilities existing, acquired or incurred at the time this ordinance takes effect, are saved, and may be consummated according to the law in force when they were commenced.

**SECTION 5. Effective Date.**

This ordinance as ordered shall take effect ten (10) days after its adoption and upon publication.

**SECTION 6. Inspection.**

A copy of this ordinance may be inspected or purchased at the city clerk's office between the hours of 8:00 a.m. and 4:30 p.m. on regular business days and between the hours of 8:00 a.m. and 12:00 p.m. on Fridays.

DRAFT

**PAYROLL #595**PAYROLL DATE: 05/17/24**HUNTINGTON - PAYROLL**

DIRECT DEPOSIT	\$847,385.87
PAPER CHECK	
ADJUSTMENTS	
	<b><u>\$847,385.87</u></b>

**ELECTRONIC MONEY TRANSFER - ACH**

IRS

FED. W/H	109,775.38
SOC SEC	83,412.10
MEDICARE	34,422.64
	<b><u>227,610.12</u></b>

STATE OF MICHIGAN TREASURY	<b><u>43,942.61</u></b>
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FRIEND OF THE COURT	<b><u>2,957.70</u></b>
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MISSIONSQUARE	<b><u>123,682.31</u></b>
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NATIONWIDE	<b><u>39,196.78</u></b>
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MERS	<b><u>27,398.08</u></b>
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TASC	<b><u>10,245.80</u></b>
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**ACCOUNTS PAYABLE - CHECKS**

MICHIGAN EDUCATION TRUST	<b><u>-</u></b>
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MISC DEDUCTIONS	<b><u>154.66</u></b>
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**UNION DUES**

PSA	-
POA	-
Command	-
Detectives	-
DPS	-
Fire	-
TPOAM	-
Parking	-
UNION DUES	<b><u>-</u></b>

<b>GRAND TOTAL</b>	<b><u>\$ 1,322,573.93</u></b>
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**Request for Purchase Order Approval**

May 10, 2024

 The Honorable Mayor Fournier and  
 Members of the City Commission:

If the city commission is in agreement, the following resolution to approve purchase orders is recommended:

**Be it resolved**, the city commission approves the following requisition/purchase orders for fiscal year 2023-24:

Requisition #	R007766
Vendor:	Trans-Tek Transport
Requesting approval for:	\$40,000 additional for a total of \$240,000
Price Source:	estimation
Budgeted:	\$240,000
Department / Fund:	multiple / multiple
Description:	refuse haul out from DPS yard & material for DPS operations
Requisition #	R007744
Vendor:	Accumed Billing Inc.
Requesting approval for:	\$20,000 additional for a total of \$120,000
Price Source:	in a multi-year contract
Budgeted:	\$120,000
Department / Fund:	ambulance services / public safety
Description:	ambulance billing services
Requisition #	R008009
Vendor:	MParks
Requesting approval for:	\$35,000
Price Source:	sole source
Budgeted:	\$35,000
Department / Fund:	senior center / senior citizen services
Description:	travel costs for senior center trips
Requisition #	R007793
Vendor:	Bianco Travel & Tours Inc.
Requesting approval for:	\$30,000
Price Source:	sole source
Budgeted:	\$30,000
Department / Fund:	senior center / senior citizen services
Description:	travel costs for senior center trips
Requisition #	R007697



Finance Department  
203 South Troy Street  
Royal Oak, MI 48067

Vendor:	Law Offices of Steven Lynch
Requesting approval for:	\$30,000
Price Source:	estimation / bid by Royal Oak
Budgeted:	\$30,000
Department / Fund:	indigent defense
Description:	contracted legal / advisory counsel
Requisition #	R007709
Vendor:	K & Q Law
Requesting approval for:	\$30,000
Price Source:	estimation / bid by Royal Oak
Budgeted:	\$30,000
Department / Fund:	district court / indigent defense & general
Description:	contracted legal / advisory counsel & sobriety court
Requisition #	R007698
Vendor:	Susan Chrzanowski Cole
Requesting approval for:	\$30,000
Price Source:	estimation / bid by Royal Oak
Budgeted:	\$30,000
Department / Fund:	district court / indigent defense & general
Description:	contracted legal / advisory counsel & sobriety court
Requisition #	R007595
Vendor:	Michigan Municipal League
Requesting approval for:	\$30,000
Price Source:	sole source
Budgeted:	\$30,000
Department / Fund:	multiple / multiple
Description:	dues & memberships/training
Requisition #	R007900
Vendor:	MOSS
Requesting approval for:	\$25,530
Price Source:	quote
Budgeted:	\$25,530
Department / Fund:	information systems & court / information systems & general
Description:	security cameras, decoder, & support for the genetec video surveillance system & door access control

Respectfully submitted,

Tony DeCamp  
Interim Finance Director



**Finance Department**  
203 South Troy Street  
Royal Oak, MI 48067

Approved,

Todd Fenton  
Interim City Manager

Ro



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Approval of Fire Chief Employment Agreement	
<b>SUBMITTING DEPARTMENT</b>	City Manager	
<b>PRESENTER</b>	TBD	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### EXECUTIVE SUMMARY (include history of previous Commission action/discussion, background, scope of work, etc.):

Fire Chief Dave Cummins retired from the city on May 3, 2024. The appointment of a new Fire Chief is within the discretion of the City Manager.

After interviewing multiple candidates for this position, Interim City Manager Todd Fenton made the decision to appoint Assistant Fire Chief Jim Cook as the new chief effective May 3, 2024, subject to an employment agreement to be approved by the city commission at a future date.

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### Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	\$131,000 + benefits
<b>AMOUNT CURRENTLY BUDGETED</b>	\$131,000 + benefits
<b>BUDGET AMENDMENT REQUIRED</b>	\$0.00 (BA between dept; net -0- effect on FB)
<b>FUNDING SOURCE/ GL NUMBER</b>	
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)

None

**WORKLOAD IMPACT:** If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)

None

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

None

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### **ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

The Fire Chief is the highest official in the Royal Oak Fire Department, whose work is referenced in many components of the Strategic Plan, including, “Welcoming, Engaged and Livable Community,” “Efficient and Effective Services,” and “Safe, Healthy, and Just City.”

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### **COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

None

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### **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

N/A

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### **LEGAL COMMENTS**

#### **PROPOSED COMMISSION RESOLUTION:**

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves the Fire Chief Employment Agreement with James Cook, and authorizes the Mayor and City Clerk to execute it on behalf of the city.

## **FIRE CHIEF EMPLOYMENT AGREEMENT**

This Agreement was made and entered into this \_\_\_\_ day of May 2024 between the City of Royal Oak (hereinafter referred to as "City") and James Cook (hereinafter referred to as "Employee").

**Whereas**, the parties recognize the Employee currently serves in the position of Assistant Chief of the City of Royal Oak Fire Department; and

**Whereas**, the Employee wishes to continue to be employed by the City as its Fire Chief through December 31, 2024 under the terms and conditions set forth in this agreement; and

**Whereas**, the City Manager has appointed, and the City Commission has determined it is in the best interest of the City to continue the Employee in this capacity; and

**Now, therefore**, in consideration of the mutual covenants and promises contained herein, the parties agree as follows:

1. **Scope of Agreement:** It is contemplated and expressly agreed that this agreement shall set forth the terms and conditions of employment and benefits for the Employee as the Fire Chief. All benefits not referenced in this agreement are reserved to the benefit package presently being provided to the Employee in his capacity as Assistant Fire Chief except that he shall not be eligible for Holiday pay, longevity, and additional pension benefits.

2. **Salary and Commencement Date:** The City agrees to retain the Employee commencing upon the execution of this agreement and beginning May 3, 2024, at an annual salary of One Hundred and Thirty-one Thousand and no/100 (\$131,000.00)

dollars. All subsequent base wage changes shall be consistent with the Administrative Rules for Executive Department Heads.

3. **Duties and Authority:** The City agrees to employ Employee as its Fire Chief to perform the functions and duties specified in the Charter of the City of Royal Oak, as amended, and all other legally permissible and proper duties and functions, subject to the general supervision of and pursuant to the order, advice and direction of the City Manager.

4. **Term:** The parties acknowledge that this agreement shall be for a period through December 31, 2024 upon acceptance by the City Commission unless terminated in accordance with this agreement.

5. **Benefits in Addition to Salary:** In addition to the salary and benefits, as previously specified, the Employee shall be entitled to the following additional benefits:

A. The parties agree that the Employee shall be provided health care in accordance with this appointment as the Fire Chief for the City of Royal Oak as is currently being provided and may otherwise change from time-to-time by the City in the Executive Department Heads group.

B. Time-off:

(1) Employee will begin with a prorated portion of twenty-five (25) vacation days and in each subsequent year of service with the City shall be allowed 25 vacation days.

(2) Employee shall receive a prorated portion of other leave time (including, but not limited to, sick leave, personal business days and bereavement leave) as provided in the Administrative Rules for Executive Department Heads.

(3) Employee also will retain any leave time already accumulated in his banks.

(4) Unused vacation time will be paid out as of December 31, 2024. Unused sick time will be converted on an hour-for-hour basis and used to pay for consulting compensation as noted in paragraph 10 below.

C. Employee will continue to be eligible and receives 401 benefits under the City Executive Plan with immediate vesting.

6. **Indemnification:** To the fullest extent permitted by law, the City shall defend, hold harmless and indemnify Employee against any tort, professional liability claim, demand, or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring during the performance of Employee's duties as Fire Chief, or resulting from the exercise of judgment or discretion in connection with the performance of program duties or responsibilities, unless the act or omission involves willful or wanton conduct. Employee may request and the City shall not unreasonably refuse to provide independent legal representation at the City's expense in the event of a conflict between Employee's interests and those of the City. Legal representation, which is currently provided by the City through the Michigan Municipal Risk Management Authority (MMRMA), shall extend until a final decision of the legal action, including any appeals brought by any party. The City shall indemnify Employee against any and all losses, damages, judgments, interest, settlements, fines, court costs and other reasonable costs and expenses of legal proceedings, including attorney fees, and other liabilities incurred by, imposed upon, or suffered by Employee in connection with or resulting from any claim, action, suit, or proceeding, actual or threatened, arising out of

or in connection with the performance of his duties. Any settlement of any claim must be made with the prior approval of the City for this indemnification to be available.

7. **Outside Activities:** Subject to the prior approval of the City Manager, Employee may accept other teaching, consulting, or business opportunities. The compensation provided for under this agreement shall not be offset by any income Employee may earn from any other source.

8. **Termination:** For purposes of this agreement, termination shall occur when either of the following take place:

A. The City notifies Employee in writing that his employment shall be terminated.

B. Employee submits a written letter of resignation to the City Manager. Employee shall provide a minimum of ninety (90) days advance written notice to the City. If Employee fails to provide this notice, he shall not be entitled to payment of any accrued vacation, sick leave, or personal business time upon separation.

C. The parties agree the Employee's term as Fire Chief will end on December 31, 2024.

9. **Severance:**

A. If Employee's contract is terminated pursuant to Section 8(A) of his Employment Agreement for any reason other than just cause prior to December 31, 2024, he shall be entitled to severance pay for a period of up to ninety (90) days at his rate of pay on the effective date of termination. For purposes of this agreement, just cause shall include, but not be limited to, acts of insubordination, conduct unbecoming a department head, actions which would be criminal in nature, acts of moral turpitude, gross negligence

or acts of a similar nature. It will also include less serious offenses which have not been corrected through progressive steps. The City shall pay severance pay in biweekly installments until Employee has received the severance described herein, or until Employee secures and commences other employment, whichever occurs first. Employee shall not accrue or receive any additional benefits for the period that he is receiving severance pay.

B. If Employee's employment is terminated under his Employment Agreement pursuant to Section 8(A) for just cause, or if his employment is terminated pursuant to Section 8(B), he shall not be entitled to any severance pay.

10. The Employee is committed to providing for an orderly transition in the Royal Oak Fire Department. To assist the City in moving forward, he has agreed to provide assistance and consulting services for a period of time after his formal retirement as Fire Chief takes place on December 31, 2024. These assignments will be as needed by the City as it moves through the transition and change in leadership in the Fire Department. He has agreed to provide such service in a civilian position for a period not to exceed June 30, 2025. Such services, which will not include participation in operations, will be as needed by the City. Such payments will be made utilizing unused sick time which the Employee had at the time of his retirement from the City. Services will not exceed, on average, twenty-four (24) hours a week.

**11. Return of City Equipment:**

A. Upon ending his consulting services, Employee shall return all City property in his possession or under his control, including but not limited to any keys, computer or other office equipment, cell phone, credit card, and the originals and copies

of all paper or electronic files, records, or other documents. This does not preclude Employee from retaining copies of any document he produced or that was produced under his direction.

B. The Employer agrees that Employee will be entitled to keep his cellphone number should he desire to do so, and it will be transferred to him for his personal account should he make that request. The Employee should make this request in writing to the Human Resources Director.

12. **Entire Agreement:** This agreement shall constitute the entire agreement between the parties, and supersede all other agreements, whether oral, written, or implied, regarding the subject matter hereof.

13. **Amendment:** This agreement can be modified or amended only in a subsequent written document signed by both the City and Employee.

14. **Waiver of Breach:** A waiver of any breach of this agreement shall not constitute a waiver of any future breach.

15. **Dispute Resolution Exclusive Remedy:** The Employee agrees that any action or suit against the City arising out of his employment or termination, including, but not limited to claims arising under state or federal civil rights statutes, state or federal law, or under this agreement, must be brought within one hundred eighty (180) days of the event giving rise to the claims or be forever barred. The Employee waives any limitation periods to the contrary. Further, the Employee agrees that any action or suit as described above shall be submitted to binding arbitration before the American Arbitration Association (“AAA”) under the rules for resolution of employment disputes as his

exclusive remedy and waives the right to pursue any action or suit in a court of law or in any administrative proceeding.

**16. General Provisions:**

A. This agreement shall continue in effect until terminated in accordance with the above.

B. This agreement shall be binding upon and inure to the benefit of the heirs-at-law and executors of the estate of Employee, in the event of Employee's death during the term hereof, with respect to entitlement to salary or benefits due Employee at the time of his death.

C. If any provision, or any portion thereof, contained in this agreement are held unconstitutional or unenforceable, the remainder of this agreement shall not be affected and shall remain in full force and effect.

D. The terms and conditions of this agreement shall take effect on the effective date of appointment.

Witnesses:

**CITY OF ROYAL OAK**

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Michael Fournier, Mayor Date

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Melanie Halas, City Clerk Date

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James Cook, Employee Date



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Oakland County Tactical Consortium Agreement	
<b>SUBMITTING DEPARTMENT</b>	Police Department	
<b>PRESENTER</b>	Chief Michael Moore	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

**EXECUTIVE SUMMARY** (include history of previous Commission action/discussion, background, scope of work, etc.):

Renewal of the existing Oakland County Tactical Consortium Agreement.

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### Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	
<b>AMOUNT CURRENTLY BUDGETED</b>	
<b>BUDGET AMENDMENT REQUIRED</b>	\$0.00 (BA between dept; net -0- effect on FB)
<b>FUNDING SOURCE/ GL NUMBER</b>	
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**OTHER FISCAL IMPACTS:** (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)

N/A

**WORKLOAD IMPACT:** If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)

N/A

**OPERATIONS IMPACT:** If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.

N/A

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### **ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

N/A

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### **COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

N/A

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### **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

N/A

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### **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**Be it resolved**, the city commission hereby approves the Oakland County Tactical Consortium Agreement; and

**Be it further resolved**, the city commission authorizes the mayor to execute the agreement on behalf of the city.

### **ATTACHMENTS:**

Oakland County Tactical Consortium Agreement

# OAKLAND COUNTY TACTICAL CONSORTIUM AGREEMENT

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This Agreement is made and entered into by and among the undersigned entities, which are collectively referred to in this Agreement as the “Members” or individually as a “Member”.

In 2012, certain Members entered into an Interlocal Agreement Formally Establishing the Oakland County Tactical Training Consortium (OAK-TAC), and they now wish to amend and replace the existing agreement by executing this Agreement.

Members may include law enforcement agencies, other governmental entities, and non-governmental entities who share a common interest in the goals of OAK-TAC.

The purpose of this Agreement is to establish and document an organizational framework of collaboration and cooperation for OAK-TAC and its Members, who have a common interest in coordinating and standardizing training, communication, policies, and tactical response and recovery techniques.

In consideration of the mutual promises, obligations, representations, and assurances in this Agreement, the Members agree to the following:

**1. DEFINITIONS.** The following words and expressions used throughout this Agreement, whether used in the singular or plural, shall be defined, read, and interpreted as follows:

- a. Agreement** means the terms and conditions of this Agreement and any other mutually agreed to written and executed modification, amendment, exhibit and attachment.
- b. Board** means OAK-TAC’s Board of Directors.
- c. Claims** mean any alleged losses, claims, complaints, demands for relief or damages, lawsuits, causes of action, proceedings, judgments, deficiencies, liabilities, penalties, litigation, costs, and expenses, including, but not limited to, reimbursement for reasonable attorney fees, witness fees, court costs, investigation expenses, litigation expenses, amounts paid in settlement, and/or other amounts or liabilities of any kind which are incurred by or asserted against a Member, or for which a Member may become legally and/or contractually obligated to pay or defend against, whether direct, indirect or consequential, whether based upon any alleged violation of the federal or the state constitution, any federal or state statute, rule, regulation, or any alleged violation of federal or state common law, whether any such claims are brought in law or equity, tort, contract, or otherwise, and/or whether commenced or threatened.
- d. Day** means any calendar day beginning at 12:00 a.m. and ending at 11:59 p.m.
- e. Fiduciary Member** means a Non-Voting or Voting Member appointed by the Board.
- f. Non-Voting Member** means an OAK-TAC Member that signs this Agreement and is not a law enforcement agency in Oakland County.
- g. Voting Member** means an OAK-TAC Member that signs this Agreement and is a law enforcement agency in Oakland County.

**2. AGREEMENT EXHIBITS.** The attached Exhibit A, Oakland County Tactical Consortium Bylaws (“Bylaws”), and any amendments thereto, are incorporated into and part of this Agreement.

3. **PURPOSE & OBJECTIVES OF OAK-TAC.** The purpose and objectives of OAK-TAC are as follows:
  - a. to provide professional training and leadership to law enforcement personnel;
  - b. to establish and implement cooperative programs and activities for training and response in small squad tactics and use of weapons, such as, but not limited to, hostage situations, events requiring use of special weapons and tactics (“SWAT”), Mobile Field Force, active assailant and terrorist situations, and Homeland Security Defense;
  - c. to promote education and safety in the use of special tactics;
  - d. to establish a forum for the free exchange of ideas regarding training by various law enforcement personnel; and
  - e. to establish coordinated response and recovery protocols, policy recommendations, and training for significant events requiring a multi-agency law enforcement response, as permitted in the Mutual Aid Agreement implemented by the Oakland County Chiefs of Police organization.
4. **POWERS OF THE BOARD.** The Board of Directors shall have the power and duty to establish policies and procedures for meetings; to determine topics of training; to implement training programs; to select training instructors and personnel; to provide for equipment, protective gear and venues for training; to schedule dates and times for training; to establish criteria for those eligible for specific trainings; to establish communication protocol between multiple agencies; to resolve disputes between or among Members; and to call for investigations of incidents involving the Members. The Board shall also have any other power or duty that has not been delegated to the Members in this Agreement and in the Bylaws.
5. **NON-EXCLUSIVE TRAINING.** No Member is obligated by this Agreement to use OAK-TAC exclusively for training and is expressly allowed to train internally or participate in other training programs.
6. **FUNDING.** OAK-TAC and its Board of Directors are not legal entities, so the Board shall appoint a Fiduciary Member, according to the process herein. The Fiduciary Member shall receive any income generated by OAK-TAC through its Members’ dues and training events. The Fiduciary Member shall not decide the allocation of funds. The allocation of OAK-TAC funds shall be decided by the Board.
7. **NEW MEMBERSHIP.** An entity that wishes to become a Member of OAK-TAC must make its request to the Board Secretary. Membership shall be approved upon a two-thirds (2/3) vote of the Voting Members. If approved, that entity must become a signatory and execute this Agreement within 6 months of approval by the Board to become a Member of OAK-TAC.
8. **DUES.** All Members shall be responsible for annual dues. Different rates will be set for Non-Voting and Voting Members. The rates shall be set and approved upon a two-thirds (2/3) vote of the Voting Members.
9. **COMPENSATION.** No Members, including Board Members, shall receive any compensation from OAK-TAC for the performance of their duties. However, a Member may be reimbursed for costs that Member incurred as a result of business meetings or other expenses directly related to OAK-TAC activities, if such costs are approved by the Board.
10. **MEMBER INSURANCE REQUIREMENTS.** Each Member shall have adequate insurance or self-insurance coverage to protect it from any Claims arising under or related to this Agreement and its participation in OAK-TAC.

11. **REMOVAL OF MEMBERS.** A Member may be removed upon a two-thirds (2/3) vote of the Voting-Members. The removed Member shall not receive any refund or compensation from OAK-TAC.
12. **DURATION OF AGREEMENT.**
  - a. This Agreement and any amendments hereto shall be effective when executed by the Members. Voting and Non-Voting Members that are governmental entities must also have resolutions passed by their governing bodies, and this Agreement and any amendment must be filed in accordance with MCL 124.510. The approval and terms of this Agreement and any amendments hereto shall be entered into the official minutes of each governmental entities' governing bodies.
  - b. This Agreement shall remain in effect for so long as two or more Voting Members remain and the Agreement is not terminated in accordance with Section 13.b.
13. **TERMINATION OR CANCELLATION OF AGREEMENT.**
  - a. Any Member may terminate their participation in OAK-TAC and withdraw from OAK-TAC for any reason upon a minimum of 30 Days' written notice before the effective date of termination or cancellation. The written notice must be sent to all of the Board Members, and the effective date for termination or cancellation shall be clearly stated in the notice. The terminating Member shall not receive any refund or compensation from OAK-TAC.
  - b. This Agreement shall be terminated upon a unanimous vote of all Voting Members.
14. **ASSETS UPON TERMINATION.** Upon termination of this Agreement, any expenses or outstanding liabilities shall be paid with OAK-TAC's funds. Any remaining funds shall be distributed to the existing Members on an equitable basis, as determined by the Board.
15. **AGREEMENT MODIFICATION OR AMENDMENT.** Any modifications, amendments, restatements of this Agreement, recissions, waivers, or releases to this Agreement must be in writing and agreed to by all Members. Unless otherwise agreed, the modification, amendment, reinstatement, recission, waiver, or release shall be signed by the same persons who signed the Agreement or other persons authorized by law. Notwithstanding the language herein, an amendment to add an additional member pursuant to Section 7 shall only require the additional member to become a signatory to this Agreement and they must forward their signature page to the Board.
16. **NO EMPLOYER-EMPLOYEE RELATIONSHIP.** This Agreement does not establish an employer-employee relationship between the Members (including the Board). No liability, right, or benefit associated with any employer-employee relationship shall be implied by the terms of this Agreement or the services or training performed pursuant to this Agreement.
17. **LIABILITY FOR MEMBER EMPLOYEES.** Each Member shall be responsible and liable for any disability and workers' compensation benefits, including derivative benefits, dependent benefits or other benefits related to disability and workers' compensation benefits, for its own employees.
18. **COMPLIANCE WITH LAWS.** Each Member shall comply with all federal, state, and local statutes, ordinances, regulations, administrative rules, and requirements applicable to its activities performed under this Agreement.
19. **PERMITS AND LICENSES.** Each Member shall be responsible for obtaining and maintaining, throughout the term of this Agreement, all licenses, permits, certificates, and governmental authorizations for its employees and/or agents necessary to perform all of its obligations under this

Agreement. Upon request by the Board, a Member shall furnish copies of any permit, license, certificate, or governmental authorization to the Board.

**20. ASSURANCES.**

- a. **Responsibility for Claims.** Each Member shall be responsible for any Claims made against that Member by a third party, and for its own acts and the acts of its employees, agents, and subcontractors arising under or related to this Agreement.
- b. **Responsibility for Attorney Fees and Costs.** In any Claim that may arise from the performance of this Agreement, each Member shall seek its own legal representation and bear the costs associated with such representation, including judgments and attorney fees.
- c. **No Indemnification.** No Member shall have any right under this Agreement or under any other legal principle to be indemnified or reimbursed by any other Member or any of its agents in connection with any Claim.
- d. **Authorization and Completion of Agreement.** The Members have taken all actions and secured all approvals necessary to authorize and complete this Agreement. The persons signing this Agreement on behalf of each Member have legal authority to sign this Agreement and bind the Members to the terms and conditions contained herein.

- 21. **DISCRIMINATION.** Members shall not discriminate against an employee or an applicant for employment in hiring, any terms and conditions of employment or matters related to employment regardless of race, color, religion, sex, sexual orientation, gender identity or expression, national origin, age, genetic information, height, weight, disability, veteran status, familial status, marital status or any other reason, that is unrelated to the person's ability to perform the duties of a particular job or position, in accordance with applicable federal and state laws.
- 22. **DELEGATION OR ASSIGNMENT.** No Member shall delegate or assign any obligations or rights under this Agreement without the prior written consent of the other Members.
- 23. **RESERVATION OF RIGHTS.** This Agreement does not, and is not intended to, impair, divest, delegate or contravene any constitutional, statutory, and/or other legal right, privilege, power, obligation, duty, or immunity of the Members. Nothing in this Agreement shall be construed as a waiver of governmental immunity for any Member.
- 24. **NO THIRD-PARTY BENEFICIARIES.** Except as provided for the benefit of the Members, this Agreement does not and is not intended to create any obligation, duty, promise, contractual right or benefit, right to indemnification, right to subrogation, and/or any other right in favor of any other person or entity.
- 25. **NO IMPLIED WAIVER.** Absent a written waiver, no act, failure, or delay by a Member to pursue or enforce any rights or remedies under this Agreement shall constitute a waiver of those rights with regard to any existing or subsequent breach of this Agreement. No waiver of any term, condition, or provision of this Agreement, whether by conduct or otherwise, in one or more instances shall be deemed or construed as a continuing waiver of any term, condition, or provision of this Agreement. No waiver by any Member shall subsequently affect its right to require strict performance of this Agreement.
- 26. **SEVERABILITY.** If a court of competent jurisdiction finds a term or condition of this Agreement to be illegal or invalid, then the term or condition shall be deemed severed from this Agreement. All other terms, conditions, and provisions of this Agreement shall remain in full force.

27. **CAPTIONS.** The section and subsection numbers, captions, and any index to such sections and subsections contained in this Agreement are intended for the convenience of the reader and are not intended to have any substantive meaning. The numbers, captions, and indexes shall not be interpreted or be considered as part of this Agreement. Any use of the singular or plural, any reference to gender, and any use of the nominative, objective or possessive case in this Agreement shall be deemed the appropriate plurality, gender or possession as the context requires.
28. **NOTICE.** Any written notice required or permitted under this Agreement shall be considered delivered to a Member as of the date that such notice is deposited, with sufficient postage, with the U.S. Postal Service, or the next business day with a written response or receipt of confirmation, if sent by e-mail. Each Member is responsible for ensuring the Board has its updated physical and e-mail addresses for notice under this Agreement. The Board will maintain this list and provide it to a Member upon request.
29. **GOVERNING LAW/CONSENT TO JURISDICTION AND VENUE.** This Agreement shall be governed, interpreted, and enforced by the laws of the State of Michigan. Except as otherwise required by law or court rule, any action brought to enforce, interpret, or decide any Claim arising under or related to this Agreement shall be brought in the 6th Judicial Circuit Court of the State of Michigan, the 50th District Court of the State of Michigan, or the United States District Court for the Eastern District of Michigan, Southern Division, as dictated by the applicable jurisdiction of the court. Except as otherwise required by law or court rule, venue is proper in the courts set forth above.
30. **SURVIVAL OF TERMS.** The Members understand and agree that all terms and conditions of this Agreement that require continued performance, compliance, or effect beyond the termination date of the Agreement shall survive such termination date and shall be enforceable in the event of a failure to perform or comply.
31. **COUNTERPARTS & ELECTRONIC SIGNATURE.** This Agreement, including any amendments, may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same document. In making proof of this Agreement, and any amendments, it shall not be necessary to produce or account for more than one such counterpart executed by the Member against whom enforcement of this Agreement is sought. Signature to this Agreement transmitted by facsimile transmission, by electronic mail in portable format (“.pdf”) form, or by any other electronic means intended to preserve the original graphic and pictorial appearance of a document, will have the same force and effect as physical execution and delivery of the paper document bearing the original signature.
32. **ENTIRE AGREEMENT.** This Agreement represents the entire agreement and understanding between the Members, and supersedes all other prior oral or written understandings, communications, agreements, or contracts between the Members. The language of this Agreement shall be construed as a whole according to its fair meaning and not construed strictly for or against any Member.

IN WITNESS WHEREOF, Mayor Michael Fournier, City of Royal Oak, hereby acknowledges that he has been authorized by a resolution of the Royal Oak City Commission, to execute this Agreement on behalf of the City of Royal Oak, and hereby accepts and binds the City of Royal Oak to the terms and conditions of this Agreement.

EXECUTED: \_\_\_\_\_

Michael Fournier, Mayor  
City of Royal Oak

DATE: \_\_\_\_\_

WITNESSED: \_\_\_\_\_

Melanie Halas, Clerk  
City of Royal Oak

DATE: \_\_\_\_\_

#### ROYAL OAK POLICE DEPARTMENT

By: \_\_\_\_\_

Print Name: Michael Moore

Title: Chief of Police

Date: \_\_\_\_\_

## **EXHIBIT A**

### **BYLAWS OF OAKLAND COUNTY TACTICAL CONSORTIUM**

#### **ARTICLE I**

##### *Name, Purpose, and Definitions*

- 1.1. Name. The name of this Consortium shall be the “Oakland County Tactical Consortium”, also referred to as “OAK-TAC”.
- 1.2. Purpose and Objectives. The purpose and objectives of OAK-TAC are as follows:
  - a. to provide professional training and leadership to law enforcement personnel;
  - b. to establish and implement cooperative programs and activities for training and response in small squad tactics and use of weapons, such as, but not limited to, hostage situations, events requiring use of special weapons and tactics (“SWAT”), Mobile Field Force, active assailant and terrorist situations, and Homeland Security Defense;
  - c. to promote education and safety in the use of special tactics;
  - d. to establish a forum for the free exchange of ideas regarding training by various law enforcement personnel; and
  - e. to establish coordinated response and recovery protocols, policy recommendations, and training for significant events requiring a multi-agency law enforcement response, as permitted in the Mutual Aid Agreement implemented by the Oakland County Chiefs of Police organizations.
- 1.3. Definitions. Any words or expressions defined in the Oakland County Tactical Consortium Agreement shall have the same meaning in these Bylaws.

#### **ARTICLE II**

##### *Membership*

- 2.1. Request for Membership. Any political subdivision in Oakland County that has law enforcement personnel and provides law enforcement services may be eligible to become a Voting Member of OAK-TAC. This includes colleges and universities in Oakland County that provide public safety coverage through the use of sworn police personnel. Any other legal entity whose membership would benefit OAK-TAC through training, partnerships, or other supporting functions, may be eligible to become a Non-Voting Member of OAK-TAC.

All requests for membership shall be made in writing to the Secretary of OAK-TAC stating the prospective member’s ability to meet all of the requirements set forth in the Agreement. The request must be made by an authorized signor from the prospective member.

- 2.2. Receipt of Membership Request. The Secretary shall send a copy of the request for membership to each Voting Member. The request shall appear on the agenda for discussion at the first regular or special meeting held after receipt of the request.
- 2.3. Approval. Approval of membership shall be granted upon a two-thirds (2/3) vote of the Voting Members. Upon approval, the prospective member can execute the Agreement in accordance with the terms therein to become a Member.
- 2.4. Removal. A Member may be removed upon a two-thirds (2/3) vote of the Voting-Members. The removed Member shall not receive any refund or compensation from OAK-TAC.
- 2.5. Withdrawal. Any Member may terminate their participation in OAK-TAC and withdraw from OAK-TAC for any reason upon a minimum of 30 Days' written notice before the effective date of termination or cancellation. The written notice must be sent to all of the Board Members, and the effective date for termination or cancellation shall be clearly stated in the notice. The terminating Member shall not receive any refund or compensation from OAK-TAC.
- 2.6. Representation. Each Voting Member shall be represented by its Sheriff, Chief of Police, Director of Public Safety, Chief Executive Officer, or a designee of the Sheriff, Chief of Police, Director of Public Safety, or Chief Executive Officer.
- 2.7. Voting. Each Voting Member, or designated representative, present at a meeting, shall have one (1) vote on all items brought before the Board for Voting Members and must be present in person at the meeting to cast their vote.
- 2.8. No Compensation. No Members, including Board Members, shall receive any compensation from OAK-TAC for the performance of their duties. However, a Member may be reimbursed for costs that Member incurred as a result of business meetings or other expenses directly related to OAK-TAC activities, if such costs are approved by the Board.

### **ARTICLE III**

#### *The Board, the Officers, and the Fiduciary Member*

- 3.1. Officers. The Board shall consist of the following Officers: President, Vice President, Secretary, Treasurer, and three Trustees.
- 3.2. Term of Office. Each Officer's term of office shall be from January 1<sup>st</sup> to December 31<sup>st</sup> of each year, until such successor is duly elected.
- 3.3. Election of Officers. The election of Officers shall be conducted at the first regularly scheduled meeting where a quorum is present after September 30<sup>th</sup> of each year. Officers elected before January 1<sup>st</sup> shall take office on January 1<sup>st</sup>. If there is not a quorum at a regularly scheduled meeting between September 30<sup>th</sup> and December 31<sup>st</sup> of any year, the Officers of OAK-TAC shall be elected at the first regularly scheduled meeting when a quorum is present after January 1<sup>st</sup>, and the Officers shall commence their terms immediately. Officers shall be elected by a majority vote of the Voting Members present and voting at a duly constituted meeting.

- 3.4. Vacancies. If an Officer vacates their position mid-term for any reason, nominations shall be made and voted on at the next regularly scheduled meeting or at a special meeting called by the President, or, in the President's absence, the Vice President of OAK-TAC.
- 3.5. Removal. An Officer may be removed from the Board with or without cause upon a two-thirds (2/3) vote of the Voting Members.
- 3.6. Duties of Officers. The President shall be the chief Officer of OAK-TAC. The President shall preside over all meetings of OAK-TAC and set the meeting agenda. The President shall call meetings as necessary, as requested by a majority of the Voting Members, or on an emergency basis. The President shall also have the power to appoint an at-large member or members to assist the Board with special projects or assignments during their term in office.

The Vice President shall assume the duties of the President if the President is absent or unavailable for any reason.

The Secretary shall assume the duties of the President if the President and the Vice President are absent or unavailable. The Secretary shall keep the records and minutes of OAK-TAC and shall provide each Member of OAK-TAC with a copy of the meeting minutes from the last meeting in advance of the next regularly scheduled meeting. The Secretary shall also maintain a roster of Members (with their physical and e-mail addresses), the Agreement, these Bylaws, and all other OAK-TAC documentation. It shall be the Secretary's duty to receive and acknowledge all communications of OAK-TAC, and perform such duties as assigned by the President.

The Treasurer shall be responsible for the management and oversight of the financial affairs, including facilitating the adoption of an annual budget, completing invoices, as well as reviewing and approving the payment of expenses by the Fiduciary Member.

The Trustees shall only have the power to vote.

- 3.7. Powers of the Board. The Board of Directors shall have the power and duty to establish policies and procedures for meetings; to determine topics of training; to implement training programs; to select training instructors and personnel; to provide for equipment, protective gear and venues for training; to schedule dates and times for training; to establish criteria for those eligible for specific trainings; to establish communication protocol between multiple agencies; to resolve disputes between or among Members; to call for investigations of incidents involving the Members. and to perform any other function stated in the Agreement and these Bylaws. The Board shall also have any other power or duty that has not been delegated to the Members in the Agreement and in these Bylaws.
- 3.8. The Fiduciary Member. The Fiduciary Member of OAK-TAC shall be appointed upon a two-thirds (2/3) vote of the Board. The Fiduciary Member shall be the custodian and sole depositor of OAK-TAC's funds and shall disburse such funds as herein authorized or upon approval of the Board. The Fiduciary Member shall render a complete summary of any income, disbursements, and balances, whenever requested by the Board, and to the Members at each regularly scheduled meeting. A written copy of the same shall be made available to any Member upon request.

## ARTICLE IV

### *Meetings*

- 4.1. **Regular Meetings.** Regular meetings of OAK-TAC shall be held on dates approved by the Board that shall allow the majority of Voting Members to attend.
- 4.2. **Special Meetings.** Special meetings of OAK-TAC may be called by the President, or by a majority vote of the Voting Members. The place and time shall be determined by the President. Members must receive at least five (5) days' notice with the place and time of the special meeting stated in the notice.
- 4.3. **Rules of Order.** The most recently published version of Robert's Rules of Order shall be the parliamentary authority of the Board and shall govern proceedings of the Board and its Committees. Bylaws adopted by the Board that conflict with Robert's Rules of Order shall supersede any conflicting rules.
- 4.4. **Motions requiring special procedures.** All proposed motions for termination of OAK-TAC or decisions regarding assessments and/or dues to each Member must be announced at a meeting at least one month prior to the meeting where a vote on such a motion is scheduled.
- 4.5. **Quorum.** Unless otherwise stated herein, a quorum shall be required for the conduct of any business at regular or special meetings. A quorum for an action of the Voting Members shall be the minimum number of Voting Members required to pass that item. A quorum for an action of the Board shall be five (5) Officers; however, unless otherwise stated herein, approval of any item before the Board shall only require a majority vote of the Board.
- 4.6. **Attendance.** Any Voting Member whose designated representative fails to attend three (3) consecutive meetings of OAK-TAC within one calendar year should be notified of such absences by the Secretary.
- 4.7. **Fiduciary Duties.** Members are under a fiduciary duty to conduct the activities and affairs of OAK-TAC in the best interests of OAK-TAC. The Members shall discharge this duty in good faith. In the event that any Members of OAK-TAC, including the Board, are faced with a conflict of interest between their fiduciary duty to OAK-TAC and the duty owed to their organization, those Members should refrain from voting on the issue that presents a conflict of interest.

## ARTICLE V

### *Dues, Fees, and Other Charges*

- 5.1. **Dues.** All Members will be responsible for annual dues. Different rates will be set for Non-Voting and Voting Members. The rates and due dates shall be set and approved upon a two-thirds (2/3) vote of the Voting Members.

- 5.2. **Fees and Other Charges.** Fees or other charges assessed by OAK-TAC, including any conditions of payment (i.e., due dates), shall be set and approved upon a two-thirds (2/3) vote of the Voting Members.
- 5.3. **Failure to Pay.** The failure of any Member to pay dues, fees, or other charges within ninety (90) days of the due date may result in that Member's forfeiture from OAK-TAC without a vote. Reinstatement shall be granted upon a two-thirds (2/3) vote of the Voting Members and payment of all arrears.
- 5.4. **Annual Dues will not be Prorated.** If new prospective members are accepted for Membership after the annual dues have been assessed for that year, they will not be responsible for the annual dues that year. The new Members will be responsible for annual dues starting the following year.

## **ARTICLE VI**

### *Committees*

**Special Committees and Sub-Committees.** The Board may establish such committees and sub-committees as necessary to conduct the OAK-TAC's business. Ad hoc committees may be established by a majority vote of the Board for short-term purposes; however, any committee whose active work continues for greater than one (1) year shall be considered a standing committee, except by majority vote of the Board. Standing committees may be established by a majority vote of the Board.

## **ARTICLE VII**

### *Amendments*

- 7.1. **Requirements.** These Bylaws may be amended at any regular or special meetings of the Board by a two-third (2/3) vote of the Voting Members and in the following manner:
  - a. Any Voting Member in good standing at a regular meeting may propose an amendment, alteration, revision, or addition to these Bylaws.
  - b. A written copy of the proposed amendment, alteration, revision, or addition shall be filed with the Secretary.
  - c. The Secretary shall include the proposed amendment, alteration, revision, or addition in the minutes, and read the proposal at two successive meeting, and it shall be voted upon at the second successive meeting.
- 7.2. **Effective Date.** Amendments to these Bylaws shall be effective thirty (30) days after they are approved; unless a longer period of time is designated by a majority vote of the Board.



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	<b>Approval of 3rd Amendment to Joint Operating Agreement with Michigan Red Sox - Northwoods</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>Department of Public Service - Recreation</b>	
<b>PRESENTER</b>	<b>Aaron Filipski</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **EXECUTIVE SUMMARY** (include history of previous Commission action/discussion, background, scope of work, etc.):

The Michigan Red Sox and Northwoods League requested permission from the recreation department to install a modular mobile trailer unit on Memorial Park property. The proposed purpose of the installation is to provide additional space to secure team equipment, provide a changing/prep area for visiting teams and officials, and to store league equipment during the off-season. It would be located north of the Coolidge service drive, on or adjacent to the former tennis court pavement/skate area.

The existing spaces which can serve these functions at Memorial Park are currently being utilized to near capacity. Some also require improvements, which are listed on the city's capital improvement plan but not prioritized for funding in the FY 24-25 budget. The installation of this unit would bridge a needs gap without direct cost to the city.

In reviewing the request, staff considered potential issues that could arise as a result of approving its installation including maintenance obligations, liability, financial responsibility, and property protection, among others. Staff drafted an amendment to the existing joint operating agreement (attached) addressing those concerns, which was reviewed by the city attorney's office, and staff recommends city commission approval.

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### **Fiscal Impact**

<b>BUDGET SUMMARY</b>	
<b>EXPENDITURE REQUIRED</b>	n/a
<b>AMOUNT CURRENTLY BUDGETED</b>	n/a
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	n/a
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### **OTHER FISCAL IMPACTS:** (Select all that apply.)

No fiscal impact

Revenue impact (details below)

Workload impact (details below)

Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

Not applicable.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

None.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

Not applicable.

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## **ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

Because this initiative further supports an existing partnership, it aligns with the city's strategic plan action step to 'consider and develop partnerships with non-city organizations to expand recreational opportunities.'

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## **COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

None.

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## **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

This proposal was presented to the Parks and Recreation Advisory Board at its April 4, 2024 meeting, and a motion to present the staff recommendation to the city commission for its consideration was approved unanimously.

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## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves the 3<sup>rd</sup> Amendment to the Joint Operating Agreement – Memorial Park Diamond #3, and authorizes the Mayor and Clerk to sign the agreement on its behalf.

**ATTACHMENTS:**

- 3<sup>rd</sup> Amendment to the Joint Operating Agreement – Memorial Park Diamond #3
- Agenda Report – Parks and Recreation Advisory Board Meeting – 4.4.2024

**THIRD AMENDMENT TO JOINT OPERATING AGREEMENT –  
MEMORIAL PARK DIAMOND #3**

This Third Amendment to the Joint Operating Agreement – Memorial Park Diamond #3 is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2024, by and between the City of Royal Oak, a Michigan Municipal Corporation with offices at 203 S. Troy Street, Royal Oak, Michigan 48067 (the “CITY”) and Michigan Red Sox, Inc., a Michigan Nonprofit Corporation with offices at 925 Westchester Way, Birmingham, Michigan 48009 (the “RED SOX”), and Northwoods League, Inc., a Florida Corporation, with offices at 2900 4<sup>th</sup> Street SW, Rochester, Minnesota 55902 (NORTHWOODS).

WHEREAS the CITY and the RED SOX previously entered into a Joint Operating Agreement - Memorial Park Diamond #3, effective September 1, 2019, through August 31, 2029, for certain improvements to be performed and paid for by the RED SOX, including but not limited to installation of artificial turf on Diamond #3 at the CITY's Memorial Park; and

WHEREAS, on December 21, 2020, the Parties entered into a First Amendment to the Joint Operating Agreement - Memorial Park Diamond #3 to extend the time for completion of the improvements by the RED SOX due to constraints imposed by the COVID pandemic; and

WHEREAS, on February 12, 2024, the Parties entered into a Second Amendment to the Joint Operating Agreement – Memorial Park Diamond #3 to allow a partnership with a new baseball league, the Northwoods League, (NORTHWOODS) who in partnership with the RED SOX provided for additional park improvements to Diamond 3, in the approximate amount of one hundred and fifty thousand dollars (\$150,000.00) as described in the Second Amendment, and which extended the term of the agreement until August 1, 2034; and

WHEREAS, the RED SOX have acquired a mobile modular trailer unit which the RED SOX wish to install on CITY-owned park property adjacent to Memorial Park Diamond #3 for the purpose of providing a space to use as a changing area, meeting space for team officials, and other purposes related to their activities connected with the Joint Operating Agreement and its amendments; and

WHEREAS, the CITY's Parks and Recreation Advisory Board has reviewed the proposal from the RED SOX and has recommended that the proposal be presented to the City Commission for further consideration.

THEREFORE, the CITY and the RED SOX agree as follows:

1. The CITY permits the RED SOX/NORTHWOODS to install a modular trailer unit adjacent to Memorial Park Diamond #3, as illustrated in Exhibit A.
2. All expenses related to the installation, maintenance, repair, and operation, of the modular trailer unit, including any and all utility connections, shall be the sole responsibility of the RED SOX/NORTHWOODS.
3. The ROX SOX/NORTHWOODS shall, at its sole expense, obtain any and all necessary permits and approvals required for the placement and installation of the modular trailer unit.
4. The modular trailer unit shall be removed, at the sole expense of the RED SOX/NORTHWOODS within sixty (60) days of the termination of the Joint Operating Agreement and its amendments, or in the event of breach of contract.

5. During the term of this Agreement, the RED SOX shall maintain commercial general liability and premises insurance coverage for Memorial Park as specified in the Joint Operating Agreement, which shall include coverage for any and all installed structures at Memorial Park, the certificate for which shall include the following as named additional insured:

"the City of Royal Oak, including its elected and appointed officials, all employees and volunteers, boards and/or authorities and their board members, employees and volunteers."
6. The RED SOX/NORTHWOODS shall maintain the modular trailer unit and the grounds immediately adjacent to it in good condition, consistent with all applicable federal, state and local laws, regulations, codes, and standards.
7. The CITY reserves the right to inspect the exterior and interior of the modular trailer unit as necessary, and RED SOX/NORTHWOODS shall not withhold such access.
8. The CITY/NORTHWOODS reserves the right to require the RED SOX/NORTHWOODS, at its sole expense, to make necessary repairs or remedy dangerous conditions or blight.
9. The CITY and RED SOX/NORTHWOODS acknowledge that this Third Amendment to the Joint Operating Agreement does not constitute a lease of the property upon which the modular trailer unit is situated and the RED SOX/NORTHWOODS have no possessory interest in any part of Memorial Park. RED SOX/NORTHWOODS acknowledge and agree that there are or may be utilities within the area. RED SOX/NORTHWOODS agree that should any addition, repair, or correction be required to be made to any public utility or other infrastructure within the area of encroachment, the CITY or any other public utility may enter upon the Property and may cause the removal of the improvements placed by the RED SOX/NORTHWOODS. RED SOX/NORTHWOODS further acknowledge and agree that the CITY and/or its agents shall be allowed to make any and all emergency repairs to the utilities located upon or within the Property without being required to give notice to RED SOX/NORTHWOODS.
10. Nothing in this Agreement shall be deemed to expand or restrict the rights that the City may or may not have relative to its use of the Property, other than the terms as set forth in this Agreement or the Joint Operating Agreement – Memorial Park Diamond #3, together with the First and Second Amendments.
11. RED SOX/NORTHWOODS acknowledge that the Property described herein is and shall always remain the property of the City. RED SOX/NORTHWOODS acknowledge that they are forever precluded from claiming adverse possession or other legal interest in the Property described herein against the City.
12. This Agreement shall not run with the land and is only permission to enter upon the Property to make the proposed improvements and to maintain those improvements.
13. All other terms and conditions of the Joint Operating Agreement – Memorial Park Diamond #3, together with the First and Second Amendments, are hereby restated and reaffirmed and shall remain in full force and effect.

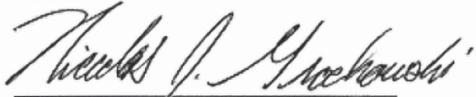
WHEREOF, the parties have executed this Agreement as of the day and year first above written.

CITY OF ROYAL OAK

By: \_\_\_\_\_  
Michael Fournier, Mayor

By: \_\_\_\_\_  
Melanie Halas, City Clerk

Approved as to Form:



Niccolas J. Grochowski  
City Attorney

MICHIGAN RED SOX

By: Mark Sackett  
Mark C. Sackett, President

NORTHWOODS LEAGUE, INC.

By:   
Dick Radatz, Jr., Chairman  
5/7/24



**Recreation Department**  
1600 N Campbell Rd  
Royal Oak, MI 48067  
248.246.3180

**Request from Michigan Red Sox, Inc.  
to Install Modular Facility at Memorial Park**

March 27, 2024

Parks and Recreation Advisory Board Members:

Michigan Red Sox, Inc., a non-profit collegiate-level baseball organization, together with its partner organization, Northwoods League, Inc. which are parties to a joint operating agreement with the City of Royal Oak for the limited use of and improvements to field #3 at Royal Oak's Memorial Park, are requesting the installation of a 24' x 44' mobile office unit within the park (Figure 1).

As proposed, the mobile office would be used as an in-season changing area for teams and officials, and to store a limited amount of equipment and supplies during the off season. These improvements were not specified in the most recent amendment to the joint operating agreement.

There are several outstanding issues that require resolution before drafting any related amendment to the agreement and presenting such to the city commission. Among those are:

- identification of specific installation location on park grounds
- identification of specific building installation and use permitting requirements per applicable codes
- resolution of any funding issues related to electrical service connections
- clarification of responsibilities related to upkeep, maintenance, insurance, indemnification, and related issues
- substantial completion of pledged improvements enumerated in the second amendment to the existing joint operating agreement

Staff recommends and requests board approval of the general concept of using park grounds for this purpose, provided that these issues can be satisfactorily resolved. If the board is in agreement, the following motion is recommended:

**"The Parks and Recreation Advisory Board affirms the staff recommendation to pursue an amendment to the joint operating agreement with Michigan Red Sox, Inc. and Northwoods League, Inc. and present the same to the City Commission for the purpose of installing a modular office on the grounds of Memorial Park adjacent to field #3, contingent upon the satisfactory resolution of the issues identified by city staff."**

Respectfully submitted,

A handwritten signature in black ink, appearing to read "A. Filipski".

Aaron Filipski

Director, Public Services and Recreation  
Figure 1.





## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	<b>Approval of Modifications to Lockman Park Project</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>Department of Public Service - Recreation</b>	
<b>PRESENTER</b>	<b>Aaron Filipski</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **EXECUTIVE SUMMARY** (include history of previous Commission action/discussion, background, scope of work, etc.):

The contract for amenity improvements to Lockman Park was awarded by City Commission in February 2024. An original conceptual rendering of the plan, which was shared publicly in August 2023, included a replacement play structure for the existing one, in addition to a new exercise course designed for older children. Prior to bidding the work and requesting commission approval of the contract, the replacement play structure was removed from the design to meet budget limitations. This change was implemented without advising the Parks and Recreation Advisory Board or engaging with the neighboring homeowners before presenting to City Commission.

Recently, with the construction work slated to begin, neighbors became aware that the new park would not include a replacement structure for children of the 5-12 age group. Neighbors objected to the structure's elimination through communications to commissioners, department staff, and the Parks and Recreation Advisory Board. In consideration of these concerns, public services staff reviewed options to either change the project scope to add a new structure or examine the feasibility of keeping the existing structure.

Staff determined that a change order to install a new structure and the tasks associated with finding and approving a new funding source and taking delivery of the equipment would unduly delay the project and result in significantly higher design and installation costs. Alternatively, the certified playground inspectors at public services performed a detailed assessment of the existing structure and determined it was in sufficiently good condition to remain in place.

To keep the existing structure in its current location, however, the planned exercise course would need to be relocated on the construction drawings. Staff reviewed the site with the city's engineering consultant and determined that the exercise course could be relocated to an area of the park west of the existing structure, as shown in the attached.

Beneficially, the new proposed location would require 1-2 tree removals, a reduction from the approximately 4-5 required in its originally planned location.

A change order to the contract with the consulting engineer is necessary to produce the revised construction documents. The proposal, amounting to an additional \$10,022.40 is attached.

Staff and the engineering consultant do not expect the project changes to exceed the original budget, but because the reorientation also requires plan changes associated with drainage and other items, unit quantities changes and other work may be necessary. A full scope of what

changes may be required will be more fully understood once the approval for the plan revision work is provided and the engineering team has had an opportunity to examine in greater detail.

---

## Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	<b>\$10,022.40</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>\$117,320</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$10,022.40 (BA between dept; net -0-effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	<b>FUND BALANCE; 274.901.81402.CAP2361</b>
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**OTHER FISCAL IMPACTS:** (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

Not applicable.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

None.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

None.

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## ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

Not applicable.

---

## COMMUNITY ENGAGEMENT

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

In addition to public services staff communicating with concerned neighbors directly, approximately 10 residents attended the May 2, 2024 Parks and Recreation Advisory Board

meeting where these issues were discussed during public comment and the staff report. The residents in attendance indicated support for the proposed solution.

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## **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

The proposed solution of keeping the existing equipment and relocating the new exercise course was presented to the Parks and Recreation Advisory Board at its May 2, 2024 meeting and a motion to affirm the staff recommendation and present to city commission was adopted unanimously.

---

## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves the suggested changes to the design of Lockman Park, including the preservation of the existing play structure in its current location, and;

**BE IT FINALLY RESOLVED**, the Royal Oak City Commission hereby approves and authorizes staff to modify the purchase order with Fleis & Vandenbrink to provide an additional \$10,022.40 for engineering services related to Lockman Park Improvements (CAP2361).

### **ATTACHMENTS:**

- **Change Order Quotation – Fleis & Vandenbrink**
- **Illustration of Proposed Relocation of Exercise Equipment**



**Owner**

City of Royal Oak  
203 S Troy Street  
Royal Oak, Michigan 48067

**Vendor**

Fleis & VandenBrink Engineering, Inc.  
2960 Lucerne Drive Se  
Grand Rapids, MI 49546

The following changes are authorized in accordance with the Contract for Engineering Services for Improvements to Lockman Park - CDBG:

<b><u>Description</u></b>	<b><u>Increase</u></b>	<b><u>Decrease</u></b>
Design & Survey Services – Revisions to Exercise Area Location	\$10,022.40	
<b>Net Increase to Contract:</b>		<b>\$10,022.40</b>

**Justification for Contract Modification:**

Adjust location of exercise course in the park design at request of City staff.

Original contract price prior to this contract modification: \$117,320.00

The sum of \$10,022.40 is hereby added to the total contract price.

The total adjusted contract price to date thereby is **\$127,342.40**

This document shall become an amendment to the Contract and all provisions of the contract shall apply hereto.

**Accepted By:** Fleis & VandenBrink Engineering, Inc.

A handwritten signature in blue ink, appearing to read "Fleis &amp; VandenBrink Engineering, Inc." or a similar variation.

Date

05.06.24

**Recommended By:** Director of Planning

Date





## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	<b>Approval of West Nile Grant Program Participation</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>Department of Public Service</b>	
<b>PRESENTER</b>	<b>Aaron Filipski</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

### **EXECUTIVE SUMMARY** (include history of previous Commission action/discussion, background, scope of work, etc.):

Annually, the Oakland County Health Division provides funding to its constituent communities for mitigation efforts related to reducing the spread of West Nile Virus. Because the virus can be spread to humans via mosquito vectors, the program will reimburse communities that treat areas conducive to mosquito propagation. This year the city was offered an allocation of \$7,164.74.

The department of public services proposes using these funds to purchase larvicide briquets and treating approximately 5,100 storm drain catch basins – a common location for mosquito larvae.

Staff reviewed several product options, which work in various ways and with different active ingredients and recommends use of Natular XRT tablets from Clarke products. Natular's active ingredient – Spinosad – is derived from a naturally occurring soil bacterium, which provides efficacy at all larval stages. It holds a designation from the EPA as being safer to handle and more environmentally friendly than alternative mosquito larvicide products. It degrades rapidly in water and exposure to sunlight, presenting a relatively low risk to beneficial and non-target insects when compared to other broad-spectrum insecticides. The extended release tablets treat for 180 days. Additional detail on the product can be found at <https://www.clarke.com/product/natular-larvicide>.

The total cost of the product, sufficient to treat the city's catch basins, is \$27,527; after grant reimbursement, total city outlay would be \$20,363.

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### **Fiscal Impact**

<b>BUDGET SUMMARY</b>	
<b>EXPENDITURE REQUIRED</b>	<b>\$27,527.81</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>\$27,527.81</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	<b>592.540.79900 / Oakland County Grant</b>
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**OTHER FISCAL IMPACTS:** (Select all that apply.)

No fiscal impact       Revenue impact (details below)  
 Workload impact (details below)       Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

n/a

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

DPS staff will place these tablets in each city catch basin over a period of 1-2 weeks. This work can be integrated into the existing task schedule.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

n/a

---

**ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

This work aligns with the City's strategic goal of providing for a safe, healthy, and just city.

---

**COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

None.

---

**BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

None.

---

**LEGAL COMMENTS****PROPOSED COMMISSION RESOLUTION:**

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves participation in the 2024 Oakland County West Nile Grant Program and authorizes an expenditure of \$27,527.81 to Clarke Mosquito Control Products for the purchase of larvicide tablets.

**ATTACHMENTS:**

- Larvicide product quotation – Clarke Mosquito Control Products
- Oakland County grant allocation letter

**Clarke Mosquito Control Products**

675 Sidwell Ct.  
St. Charles IL 60174  
United States  
Phone:(630) 894-2000  
Fax:(630) 832 9344  
www.clarke.com

**QUOTATION****// COPY //**

Quotation no	Order date	Date
0002032774	3/5/24	3/5/24
Salesperson	Currency	Valid to
1019 Chris Novak	USD US Dollar	3/29/24

Customer	
004631	
Invoice address	
City of Royal Oak 1600 N. Campbell Road P.O. Box 64 Royal Oak, MI 48068-0064	
2482463311	
Customer PO#	Your order date
	3/5/24
Your reference	Written by
Aaron Filipski	Angie Gaul

Consignee	
004631	
Delivery Address	
CITY OF ROYAL OAK DPS SEWER MAINT DIV/DEPT PUBLIC SERVICE 1600 N CAMPBELL RD ROYAL OAK, MI 48067	
248/246-3300	
Delivery terms	
Prepaid Freight	United Parcel Post
Payment terms	
	Net 30 Days

Line	Item number	Product Description	Quantity	U/M	Requested Date	Sales price	Discount amount	Extended Price
1	11850	NATULAR XRT TABLET	28	cs	3/5/24	1,034.88	1,448.83	27,527.81
US EPA Current Label								

<b>Subtotal</b>	USD	27,527.81
<b>Order total</b>	USD	27,527.81
<b>Total</b>	<b>USD</b>	<b>27,527.81</b>



OAKLAND COUNTY EXECUTIVE DAVID COULTER

HEALTH DIVISION

**Leigh-Anne Stafford, Health Officer**  
(248) 858-1280 | [health@oakgov.com](mailto:health@oakgov.com)

March 12, 2024

Dear Oakland County Municipality,

The 2024 West Nile Virus (WNV) Prevention Reimbursement amount for the City of Royal Oak is \$7,164.74.

Requirements for reimbursement are as follows:

- Project Plan due **April 19, 2024**
- Resolution due **June 14, 2024**
- Invoices and Proof of Payment due **August 9, 2024**

Specifics regarding these requirements will be covered during the training event on March 19<sup>th</sup>, and any further questions can be answered by Genessa Doolittle at [doolittleg@oakgov.com](mailto:doolittleg@oakgov.com) or by phone at 248-496-4590.

Sincerely,

OAKLAND COUNTY HEALTH DIVISION  
Department of Health and Human Services

A handwritten signature in black ink that reads "Leigh-Anne Stafford". The signature is fluid and cursive, with "Leigh-Anne" on the top line and "Stafford" on the bottom line.

Leigh-Anne Stafford  
Health Officer



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	<b>Approval of Ice Arena Repairs</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>Department of Public Service</b>	
<b>PRESENTER</b>	<b>Matt Exley</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**EXECUTIVE SUMMARY** (*include history of previous Commission action/discussion, background, scope of work, etc.:*)

Two critical building systems at the John Lindell Ice Arena are in need of repair, specifically, the hot water boilers and the arena sub-floor heaters. These items were identified for priority consideration and funding in the proposed FY 24-25 capital improvement budget.

Repairing/replacing these items will require several weeks of partial interruption to activities at the arena. Given that the funds for these projects would not be approved for use until July 1 as currently scheduled, the arena managers requested consideration for advance approval of the related expenditures so that the work could be scheduled and begin during the second half of June, limiting downtime during the busy July and August months, and reducing the impact on revenues from open skate and other programming.

The boilers provide hot water to the showers and locker rooms, and provide heated water for the Zamboni. One boiler had failed earlier in 2024, and the second is enduring additional wear as it performs the work of two units. These boilers were replaced in 2017; a typical lifespan for similar units is 8-15 years.

The sub-floor heating system is a component of the glycol ice slab cooling system, which functions to prevent frost produced from the cooling components from driving too far into the ice slab sub soils, which can cause heaving and other damage to the arena concrete. The old piping and 'headers' have developed leaks in several locations. The arena management team has found a way to operate the system to avoid damage while awaiting repairs, but the methods are not technically proper and are not a long-term solution.

The header repairs will require the main ice sheet to be thawed and portions of the concrete floor excavated to replace the aged components.

The facilities maintenance division worked with the arena manager to solicit quotations for this work; the tables below illustrate the responses.

<b>Boiler Replacements</b>		
Johnson & Wood	Janssen Refrigeration	A/C Building Systems
\$27,955	\$35,124	\$35,400

<b>Sub-Floor System Repairs</b>		
Serv-Ice Refrigeration	Janssen Refrigeration	Fisher Refrigeration

\$80,000	\$102,864	\$162,906
----------	-----------	-----------

Staff recommends awarding the boiler repair work to Johnson & Wood, the city's current contractor for HVAC maintenance services, and further recommends awarding the sub-floor heating system repair work to Janssen Refrigeration, the second lowest quote. The arena manager has previously worked with Janssen Refrigeration, and reports positively on their work quality and expertise.

The FY 24/25 CIP request included \$14,000 for a single boiler replacement, but because the units work in tandem, and because the second unit is nearing the end of its lifespan, it is recommended to replace both at the same time. The FY 24/25 CIP request also included \$140,000 for the sub-floor heating system repair at the arena. The additional expense for the boiler replacements is offset by the sub-floor repair cost being lower than estimated.

This request also includes approval for an additional expenditure not to exceed \$10,000 for replacement glycol – the fluid that circulates within the sub-floor heating system – which is not assumed in any of the provided quotes.

---

## Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	<b>\$140,819.00</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>\$0.00 (requested in FY 24/25 budget)</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$140,819.00</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	<b>Fund Balance</b>
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

<input type="checkbox"/> No fiscal impact	<input type="checkbox"/> Revenue impact (details below)
<input type="checkbox"/> Workload impact (details below)	<input type="checkbox"/> Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

Revenues from open skate and other programming will be temporarily impacted during the course of the repairs due to the main ice sheet being thawed. The impact on revenues can be minimized by performing this work during the off-peak mid-June/early July 2024 timeframe.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

None.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

None.

---

## ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

These repairs support the city goal of providing a diverse range of recreational activities, and the goal of maintaining city facility assets.

---

## COMMUNITY ENGAGEMENT

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

None.

---

## BOARD AND COMMISSION FEEDBACK

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

None.

---

## LEGAL COMMENTS

### PROPOSED COMMISSION RESOLUTION:

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves an expenditure of \$27,955 to Johnson & Wood for the replacement of two (2) hot water boilers at the John Lindell Ice Arena and hereby authorizes staff to issue a purchase order in that amount and hereby approves a budget amendment that amount, and;

**BE IT FURTHER RESOLVED**, the Royal Oak City Commission hereby approves and expenditure of \$102,864 to Janssen Refrigeration for the repair and replacement of arena sub-floor heater components at the John Lindell Ice Arena and authorizes staff to issue a purchase order in that amount and hereby approves a budget amendment that amount, and;

**BE IT FINALLY RESOLVED**, the Royal Oak City Commission hereby approves an expenditure not to exceed \$10,000 for the purpose of purchasing replacement glycol fluid related to the sub-floor heater repairs and hereby approves a budget amendment that amount.

### ATTACHMENTS:

- Boiler Replacement Proposals
- Header Replacement Proposals





November 30, 2023

John Lindell Ice Arena  
1403 Lexington Blvd  
Royal Oak, MI 48073

Attention: Alex Brockman  
Subject: Replace Steel Subsoil Header with Polyethylene Subsoil Header

Alex,

Serv-Ice Refrigeration is pleased to provide the following proposal to replace existing steel subsoil header with polyethylene header.

Pricing Includes:

- Remove and Replace Existing Concrete
- Remove Existing Subsoil Header
- Fabricate 3" Polyethylene Header
- Set New Polyethylene Header, Connect to existing tubing and Mains.
- Test
- Backfill, Compact

Time and Material Not to Exceed \$ 80,000.00

Sincerely,

Robert Bishop

*Robert Bishop*

Serv-Ice Refrigeration  
President/Owner  
Ph: 313-600-8655



Electronic document

59865 MARKET STREET • SOUTH BEND, IN 46614  
PHONE (574)233-5115 • FAX (574)232-9113  
[www.fisher-refrig.com](http://www.fisher-refrig.com)

John Lindell Ice Arena  
Alex Brockman  
1403 Lexington Blvd  
Royal Oak, MI 48703

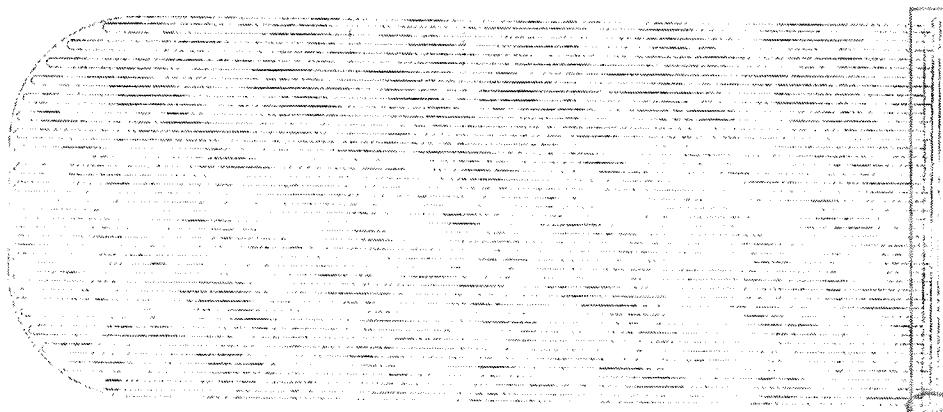
February 5<sup>th</sup>, 2024  
Quote#: 24-039 REV. 1

**Subject: Warm Floor Header Replacement**

Per your request, the following is our proposal to replace the header for the underground warm floor system at the John Lindell Ice Arena with PVC piping. Due to a previous leak and replacement of a section of the header piping, there is concern that the current header system may be corroded and leaking in other spots. I have included the pricing for the requested PVC piping as well as an adder if stainless steel piping is preferred.

**Scope of Work:**

- Isolate and pump out warm floor supply and return headers from the rest of the warm floor system via nearest isolation valves.
- Disconnect and remove current header piping at end of rink (circled in blue) from warm floor polyethylene lines and back to supply elbow and return elbow (circled in red). Please view the below picture for the referenced circles.



- Install new PVC header piping in place of current header piping once removed.
- Reconnect all current warm floor polyethylene lines to new PVC header.
- Pipe warm floor supply and return headers back to discussed I-beam, up to the ceiling via the inset of the I-beam, across the ceiling back to engine room.
  - This will require wall penetrations to pipe the supply and return lines back to the engine room. Ceiling hangers will be installed to support the piping. The cost for the core drilling through the rink room wall back to the engine room has been included.
- Reconnect header piping back to engine room at flange connections in engine room.



Electronic document

59865 MARKET STREET • SOUTH BEND, IN 46614  
PHONE (574)233-5115 • FAX (574)232-9113  
[www.fisher-refrig.com](http://www.fisher-refrig.com)

**NOTE:** The above quote does not include the removal of concrete or soil for Fisher Refrigeration, Inc.'s construction team to reach the header lines at the end of the rink for the project to commence, nor the replacement of soil and the pouring of fresh concrete to recover the new header lines once the above scope of work is completed. Additionally, it has not been determined if the elevation change of the proposed piping to be installed will have a negative effect on the warm floor glycol supply and return equipment.

**Pricing for the above (FREIGHT AND TAX INCLUDED):** \$162,906.00

**Adder for stainless steel piping:** \$28,112.00

**PRICING IS VALID FOR 30 DAYS**

**Terms:** 30% downpayment, bi-weekly progress billing, due net 20 days

**Please note:** Upon delivery of any equipment or job materials to the site, it is our standard practice to issue an invoice for these materials. This ensures that the materials, now technically under your ownership, are accounted for financially. Our objective is to ensure transparency and protect the interests of both parties.

**Exclusions:** programming, overtime work, concrete removal, concrete installation, replacements of any equipment, installation of equipment, new equipment, pump outs not mentioned above, asbestos abatement, additional mobilizations not listed above, additional valves not listed above, insulation, or any item not specifically stated in the above proposal.

Thank you for asking us to provide this pricing. I hope I have given you enough information regarding the above scope of work. If you have any questions, please do not hesitate to reach out.

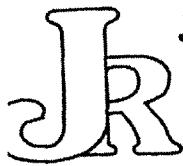
Best Regards,  
Corrine Lawrence

Accepted By: \_\_\_\_\_

Date: \_\_\_\_\_

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

PO#: \_\_\_\_\_



# Janssen Refrigeration Co. Inc.

26725 Bunert Rd., Warren, MI 48089  
Phone: (586) 498-1191 Fax: (586)-498-1178  
Website: [www.janssenrefrigeration.com](http://www.janssenrefrigeration.com)

Commercial and Industrial Mechanical Contractors  
Serving Metro Detroit Since 1968  
Installation and Service  
Member - IIAR, CAM, RSES & ASHRAE  
\*\*24 Hour Emergency Service\*\*

HVAC • Controls • Low Temp Refrigeration • Ammonia Specialists • Boilers • Process Piping • Compressed Air • Chillers

Quote: S 1346

February 28, 2024

John Lindell Ice Arena  
1403 Lexington Blvd.  
Royal Oak, MI. 48073  
Attn: Alex Brockman

RE: Sub Floor Repair

Janssen Refrigeration is pleased to quote a sub-floor repair. We will trench the floor to expose the existing lines. Our technicians will demo the old piping. We will build new supply/return manifolds for the 3" mains. Our technicians will connect the new glycol mains to the existing mains in the compressor room. We will pressure test the system and add the glycol (**provided by Suburban**). Compacted sand to be placed after the new lines have been installed. The concrete cap will be 5" thick and #5 rebar dowels at 36" o.c. with (1) layer #6 wire mesh will be installed. The concrete mix design will be 4000 p.s.i. mix w/ a smooth trowel finish. We will start, test and check the system for proper operation.

The cost for this project is ..... \$102,864.00

Lead Time: Based on time of approval.

Not Included: Overtime labor, taxes, freight, additional parts/labor/repairs, electrical, roofing

Sincerely yours,

Jim Motschall  
Accepted By: \_\_\_\_\_

Date: \_\_\_\_\_

P.O. # \_\_\_\_\_

**PROJECT AGREEMENT**  
FOR BUILDING ENVIRONMENTAL SYSTEMS

Proposal Date	Proposal Number	Agreement No.
April 18, 2024	PP09890	

**BY AND BETWEEN:**

 <b>Johnson &amp; Wood</b> <small>MECHANICAL CONTRACTORS</small> <b>3419 Pierson Place</b> <b>Flushing, MI 48433</b>	<b>AND</b>	<b>John Lindell Ice Arena</b> <b>1403 Lexington Blvd.</b> <b>Royal Oak, MI 48073</b> <b>Attn: Lyle Phair</b>
---	------------	---

SERVICES WILL BE PROVIDED AT THE FOLLOWING LOCATION(S):

**John Lindell Ice Arena**  
**Johnson & Wood** WILL PROVIDE THE FOLLOWING TO THE CUSTOMER:

**1. Demolition:**

- All necessary demolition and disposal of two (2) existing Lochinvar boilers
- All necessary demolition and disposal of necessary piping and mis. material

**2. Installation:**

- Two (2) Lochinvar Boilers 400,000 BTU each
- All associated piping and miscellaneous materials
- One (1) vent cap (currently missing)

**3. Commissioning:**

Check, test, and start-up to ensure proper operation is included

**4. Warranty:**

One-year parts and labor warranty is included

**5. Project Investment:**

Total Project Investment like for like boilers.....\$26,100.00

Total Project Investment for high efficiency boilers..... \$74,500.00

Consumers Rebate available for high efficiency only .....\$2,400.00

**Notes & Exclusions:**

1. All permits and fees are included
2. Progress payment schedule:  
60% upon project inception, 40% upon completion
3. Area will need to be cleaned up before demolition starts by owner
4. Metasys control integration is not included
5. Any unforeseen issues will be brought to the owners' attention and quoted separately.
6. 2 Week lead time on like for like boilers
7. High efficiency boilers are in stock

**PROJECT AGREEMENT**  
FOR BUILDING ENVIRONMENTAL SYSTEMS

Proposal Date	Proposal Number	Agreement No.
April 18, 2024	PP09890	

**BY AND BETWEEN:**

 <b>Johnson &amp; Wood</b> MECHANICAL CONTRACTORS 3419 Pierson Place Flushing, MI 48433	<b>AND</b>	<b>John Lindell Ice Arena</b> 1403 Lexington Blvd. Royal Oak, MI 48073 Attn: Lyle Phair
--	------------	--

SERVICES WILL BE PROVIDED AT THE FOLLOWING LOCATION(S):

**John Lindell Ice Arena**

As a condition of performance payments are to be made on a progress basis. Invoice payment must be made within (10) days of receipt. Any alteration or deviation from the above proposal involving extra cost of material or labor will become an extra charge over the sum stated above. This proposal will become a binding Agreement only after acceptance by the Customer and approval by an Officer of Johnson & Wood as evidenced by their signatures below. This Agreement sets forth all of the terms and conditions binding upon parties hereto; and no person has the authority to make any claim, representation, promise or condition on behalf of:

**CONTRACTOR - JOHNSON & WOOD**

Michelle Rauch

Approved for Contractor:

Signature

Name & Title

Date

**CUSTOMER NAME**

Signature (Authorized Representative)

Name (Print/Type)

Title

Date

**PROJECT AGREEMENT**  
**FOR BUILDING ENVIRONMENTAL SYSTEMS**

<b>Proposal Date</b>	<b>Proposal Number</b>	<b>Agreement No.</b>
<b>April 18, 2024</b>	<b>PP09890</b>	

**BY AND BETWEEN:**

 <b>Johnson &amp; Wood</b> MECHANICAL CONTRACTORS <b>3419 Pierson Place</b> <b>Flushing, MI 48433</b>	<b>AND</b>	<b>John Lindell Ice Arena</b> <b>1403 Lexington Blvd.</b> <b>Royal Oak, MI 48073</b> <b>Attn: Lyle Phair</b>
--	------------	---

**SERVICES WILL BE PROVIDED AT THE FOLLOWING LOCATION(S):**

**John Lindell Ice Arena**  
**PROJECT AGREEMENT TERMS AND CONDITIONS**

1. The customer shall permit JOHNSON & WOOD scheduled access to areas and equipment and allow JOHNSON & WOOD to start and stop the equipment as necessary to perform required services. All planned work under this Agreement will be performed during an acceptable work schedule.
2. JOHNSON & WOOD warrants that the workmanship hereunder shall be free from defects for the period indicated from the date of installation. If any replacement part or item of equipment proves defective, JOHNSON & WOOD will extend to Customer the benefits of any warranty JOHNSON & WOOD has received from the manufacturer.
3. Customer will promptly pay invoices within thirty (30) days of receipt. Should a payment become thirty (30) days or more delinquent, JOHNSON & WOOD may stop all work under this Agreement without notice and/or cancel this Agreement, and the entire Agreement amount of work provided to date shall become due and payable immediately upon demand.
4. Any alteration or deviation from this Agreement involving extra work, cost of materials or labor will become an extra charge (fixed price amount to be negotiated or on a time-and-material basis at JOHNSON & WOOD's rates then in effect) over the sum stated in this Agreement.
5. In the event JOHNSON & WOOD must commence legal action in order to recover any amount payable or owed to JOHNSON & WOOD under this Agreement, Customer shall pay all court costs and attorneys' fees incurred by JOHNSON & WOOD.
6. Any legal action against the JOHNSON & WOOD relating to this Agreement, or the breach thereof, shall be commenced within one (1) year from the date of the work.
7. JOHNSON & WOOD shall not be liable for any delay, loss, damage or detention caused by unavailability of machinery, equipment or materials, delay of carriers, strikes, including those by JOHNSON & WOOD's employees, lockouts, civil or military authority, priority regulations, insurrection or riot, action of the elements, forces of nature, or by any cause beyond its control.
8. To the fullest extent permitted by law, Customer shall indemnify and hold harmless JOHNSON & WOOD, its agent and employees from and against all claims, damages, losses and expenses (including but not limited to attorneys' fees) arising out of or resulting from the performance of work hereunder, provided that such claim, damage, loss or expense is caused in whole or in part by an active or passive act or omission of Customer, anyone directly or indirectly employed by Customer, or anyone for whose acts Customer may be liable, regardless of whether it is caused in part by the negligence of JOHNSON & WOOD.
9. Customer shall make available to JOHNSON & WOOD's personnel all pertinent Material Safety Data Sheets (MSDS) pursuant to OSHA's Hazard Communication Standard Regulations. JOHNSON & WOOD will provide this data to customers on all material provided by JOHNSON & WOOD.
10. JOHNSON & WOOD's obligation under this proposal and any subsequent contract does not include the identification, abatement or removal of asbestos or any other toxic or hazardous substances, hazardous wastes or hazardous materials. In the event such substances, wastes and materials are encountered, JOHNSON & WOOD's sole obligation will be to notify the Owner of their existence. JOHNSON & WOOD shall have the right thereafter to suspend its work until such substances, wastes or materials and the resultant hazards are removed. The time for completion of the contract price equitably adjusted.
11. UNDER NO CIRCUMSTANCES, WHETHER ARISING IN CONTRACT, TORT (INCLUDING NEGLIGENCE), EQUITY OR OTHERWISE, WILL JOHNSON & WOOD BE RESPONSIBLE FOR LOSS OF USE, LOSS PROFIT, INCREASED OPERATING OR MAINTENANCE EXPENSES, CLAIMS OF CUSTOMER'S TENANTS OR CLIENTS, OR ANY SPECIAL, INDIRECT OR CONSEQUENTIAL DAMAGES.



Johnson & Wood, LLC  
3419 Pierson Place  
Flushing, Michigan 48433

---

April 24, 2024

John Lindell Ice Arena  
1403 Lexington Blvd.  
Royal Oak, MI 48073

Attn: Lyle Phair- Suburban Ice.

Subject: Repair of damaged economizer filter section

Johnson & Wood proposed to fabricate and install a new economizer filter section that is currently damaged.

Filter section to include: 3 at 2 feet x 38-inch x 1 inch.

Once repaired the customer will be able to remove and clean as needed.

Total repair cost: \$1,855.00

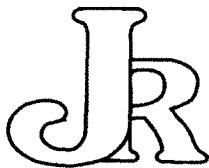
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Customer Acceptance      Date

Thank you,

*Michelle Rauch*

Michelle Rauch  
Johnson & Wood



## Janssen Refrigeration Co. Inc.

26725 Bunert Rd., Warren, MI 48089  
Phone: (586) 498-1191 Fax: (586)-498-1178  
Website: [www.janssenrefrigeration.com](http://www.janssenrefrigeration.com)

Commercial and Industrial Mechanical Contractors  
Serving Metro Detroit Since 1968  
Installation and Service  
Member – IIAR, CAM, RSES & ASHRAE  
\*\*24 Hour Emergency Service\*\*

HVAC • Controls • Low Temp Refrigeration • Ammonia Specialists • Boilers • Process Piping • Compressed Air • Chillers

Quote: R 583

May 8, 2024

Royal Oak Facilities  
1600 N. Campbell  
Royal Oak, MI. 48067  
Attn: Matthew Exley

RE: New Boilers

Janssen Refrigeration is pleased to quote a new Lochinvar's. We will shut down the old units. Our technicians will remove the old Lochinvar's, remove the old stacks, disconnect the electrical and gas connections. We will install a new Lochinvar's, install 15' of single wall vent, two 90's, two tees, two caps, two flashings, two vent caps and two ring collars. Our technicians will reconnect the electrical and gas connections. We will start, test, and check the Lochinvar's for proper operation.

The cost for this project is ..... \$35,124.00

Lead Time: Based on time of approval.

Not Included: Overtime labor, taxes, freight, additional parts/labor/repairs, electrical, roofing

Sincerely yours,

Jim Motschall

Accepted By: \_\_\_\_\_ Date: \_\_\_\_\_ P.O. # \_\_\_\_\_

# ***A/C Building System, Inc.***

47448 Pontiac Trail suite 333  
Wixom, MI 48393

---

Phone 248-941-4283 / Fax: 248-856-2405  
E-mail: a-cbs@att.net

---

***HVAC-Proposal***

***05/06/2024***

TO: Matt Exley

Re: John Lindell Ice Arena City of Royal Oak

We are pleased to send you our proposal for HVAC for the above-mentioned project per site visit.

1. Remove Existing (2) Water Heaters
2. Furnish and install new (2) water heater matching the existing.
3. Disconnect and reconnect gas line.
4. Disconnect and reconnect power line.
5. Disconnect and reconnect condensate line.
6. Disconnect and Reconnect vent pipe.
7. Disconnect and reconnect hot water supply and return.
8. Disconnect and reconnect pressure relief valve.
9. Disconnect and reconnect control wires.
10. Provide Permit, Start up, Warranty, Insurance.

**For the Amount of \$ 26,600.00 (Twenty-Six Thousand and Six Hundred Dollars).**

**Add: \$8,800.00 (Eight Thousand Eight Hundred) to remove existing 10in vent pipe and Furnish and Install new pipe**

**Exclude:** -Temporary heat & Cooling., Steel work, Roofing, DDC, painting, union wage, bond, overtime hours, Door Cut.\*Drain the existing system, valves, gages, vent pipe, controls, Air vent equipment, venting and purge glycol.

Sincerely

***Becker Al Mufti***

President

This price is valid for 30 days.



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	<b>Designation of Non-profit Status Royal Oak Youth Association</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>City Manager</b>	
<b>PRESENTER</b>	<b>Carol Schwanger</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

**EXECUTIVE SUMMARY** (*include history of previous Commission action/discussion, background, scope of work, etc.):*

The Royal Oak Youth Association is making a request to be recognized as a non-profit in the community. Such designation is required by the state for an organization to obtain a charitable gambling license. Primarily the request is made to support their efforts to raise funds for Royal Oak Youth Assistance (ROYA) through a collaboration with Royal Oak Leprechauns to participate in the 50/50 raffle at the May 31, 2024, Leprechauns game.

The city commission established criteria for such recognition by resolution adopted on October 4, 2010, and amended the policy by resolution on August 3, 2015. Criteria includes being based or making Royal Oak “a significant part of its service area”; making a substantial contribution to Royal Oak institutions or residents in the “form of donations, goods or services”; and must provide documentation proving it meets the non-profit status requirements.

ROYA has been a vital part of the Royal Oak community since 1958. Their mission is to reduce the incidence of delinquency, abuse, and neglect through community involvement, and they accomplish this through prevention programs aimed at strengthening families in the Royal Oak community. These programs include the Youth Recognition Event; Second Step Social-Emotional-Learning (SEL) Program; Mentors P.L.U.S; oversight of the Jordan and Ashley Siegel Scholarship Fund; family education events; counseling; and emergency needs.

ROYA is comprised of a dedicated group of volunteers representing the diversity of Royal Oak that includes members of the business community; school district personnel; representatives of service agencies; and concerned citizens. The volunteer Board of Directors live and / or work in Royal Oak. ROYA is supported by the City of Royal Oak; Oakland County Circuit Court’s Family Division; the Royal Oak School District; and a list of generous private and public donors.

ROYA has provided copies of their Internal Revenue Service (IRS) tax-exempt 501(c)(3) certification, 2023 Annual Report from the State of Michigan Department of Regulatory Affairs and by-laws for review and all of their paperwork is up to date and in order.

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## Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	<b>Not Applicable</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>Not Applicable</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact       Revenue impact (details below)  
 Workload impact (details below)       Operations Impact (details below)

**REVENUE IMPACT:** There will be no impact on revenue.

**WORKLOAD IMPACT:** This item will require no staff time, therefore, will have no impact on the workload of any City department.

**OPERATIONS IMPACT:** This agenda item requires no budget adjustment, therefore no source of additional funds and no cuts to other operations, programs, and services.

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## ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

This aligns with the Strategic Plan's goals to have a Welcoming, Engaged, and Livable Community and a Safe, Healthy, and Just City by supporting the efforts of this non-profit entity in the prevention of delinquency, abuse, and / or neglect as they strive to strengthen families in the Royal Oak community.

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## COMMUNITY ENGAGEMENT

There will be little to no community engagement for this item. As a recognized non-profit, the organization may request permission to post notices of their performances, but this will not require the City's community engagement specialist any work.

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## BOARD AND COMMISSION FEEDBACK

An advisory board or commission was not engaged in the discussion of this item. It is a request directly from the non-profit based on requirements from the State of Michigan and the criteria established by the Royal Oak City Commission for such requests.

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## LEGAL COMMENTS

**PROPOSED COMMISSION RESOLUTION:**

**Be it resolved**, the Royal Oak City Commission hereby approves the request from the Royal Oak Youth Association for designation of nonprofit status from the City of Royal Oak; and

**Be it further resolved**, the city clerk is authorized to certify the resolution and forward it to the State of Michigan.

**ATTACHMENTS:**

Request from Royal Oak Youth Association, Internal Review Service (IRS) tax-exempt 501(c)(3) certification, 2023 Annual Report from the State of Michigan Department of Regulatory Affairs and by-laws (one document)

## Royal Oak Youth Assistance

ROYA is a prevention program. By strengthening families in our community, it is possible to prevent children and their families from having to become part of the large and formal court system. Our mission is to reduce the incidence of delinquency, abuse, and neglect through community involvement. ROYA volunteers represent the diversity of our community including businesspeople, school district personnel, service agency representatives and concerned citizens are all members of our organization. Our Board of Directors is made up of volunteers who live/work in Royal Oak and are passionate about our most vulnerable citizens.

Royal Oak Youth Assistance has been a part of the Royal Oak community since 1958. We are supported by the City of Royal Oak, Oakland County Circuit Court-Family Division, and the Royal Oak School District. We also are supported by generous private and public donors.

ROYA is responsible for several programs and events focused on assisting Royal Oak children and families thrive and excel including Youth Recognition event, Second Step SEL (social-emotional learning) Program, Mentors P.L.U.S., family education events, counseling, and emergency needs. We also over-see the Jordan and Ashley Siegel Scholarship Fund for Christie Siegel.

ROYA is partnering with the Royal Oak Leprechauns for one of their non-profit 50/50 raffle nights this spring. We are hoping to participate during their May 31<sup>st</sup> night name. If we are not able to obtain our charitable gaming license by this date, we will participate later in the season. ( see attached)

*Opportunity to run the 50/50 raffle during the game (stipulations: Organization must provide raffle license to Leprechauns, provide their own raffle tickets to use for the drawing. and are limited to announcing only one winner for the 50/50 raffle.)*

## QUALIFICATION INFORMATION

Complete this form and submit with the required qualification documents listed on the attached Qualification Requirements sheet. A Bingo, Raffle, or Charity Game Ticket license application and fee may also be submitted with this information. See box #5 below for mailing instructions.

### 1. ORGANIZATION INFORMATION

Organization Name Royal Oak Youth Assistance			
Organization Physical Street Address 1601 N. Campbell Rd.			
City Royal Oak	State MI	Zip Code 48067	County Oakland
Organization Mailing Address <input checked="" type="checkbox"/> Same as Physical Address			
City	State	Zip Code	County
Organization Telephone Number 248-546-8282			

### 2. ORGANIZATION PURPOSE

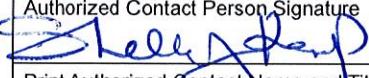
Briefly describe the purpose of your organization.

The mission of Royal Oak Youth Assistance is to strengthen youth and families, and to reduce the incidence of delinquency, abuse and neglect through community involvement.

### 3. LICENSE APPLICATION

Enclosed is a completed application and fee for a  Bingo  Raffle  Charity Game Ticket license  
 Make checks payable to STATE OF MICHIGAN.

### 4. AUTHORIZED CONTACT PERSON

First Name Shelly	Last Name Kemp	Position/Role with Organization <b>Immediate Past Chair</b>
Mailing Address 1601 N. Campbell Rd.		City Royal Oak
State MI	Zip Code 48067	Telephone Number (Day) 248-506-1085
Telephone Number (Evening) 248-506-1085		
By signing below, I hereby certify that the representations, information, and data presented are true, accurate, and complete to the best of my knowledge. I understand that failure to answer truthfully, completely, and accurately could preclude the organization from receiving an approval to obtain a gaming license.		
Authorized Contact Person Signature 		Date 5/21/2024
Print Authorized Contact Name and Title <i>Shelly Kemp, Immediate Past Chairperson</i>		

### 5. MAILING INSTRUCTIONS

Mail this completed Qualification Information form, the required qualification documentation listed on the Qualification Requirements sheet, and the completed license application and fee (if also applying for a gaming license) to Charitable Gaming Division, PO Box 30023, Lansing, MI 48909. If submitting by overnight carrier (FedEx, UPS, etc.), send to Charitable Gaming Division, 101 East Hillsdale, Lansing, MI 48933.



INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUL 14 2013

ROYAL OAK YOUTH ASSISTANCE PROGRAM  
125 S TROY ST STE 110  
ROYAL OAK, MI 48067

Employer Identification Number:  
46-2751759  
DLN:  
17053187380032  
Contact Person:  
BRYAN C WOESTE ID# 31660  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
June 30  
Public Charity Status:  
170(b)(1)(A)(vi)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
June 28, 2012  
Contribution Deductibility:  
Yes  
Addendum Applies:  
Yes

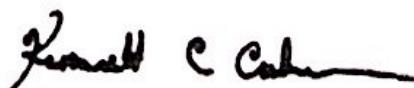
Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Sincerely,



Kenneth Corbin  
Acting Director, Exempt Organizations

Enclosure: Publication 4221-PC

Letter 947 (DO/CG)



For each of the team's 36 home games, the Royal Oak Leprechauns invite one area non-profit organization out to Memorial Park to showcase their efforts within the community. The organization must have 501(c)(3) status, provide a raffle license and a **minimum of six (6) staff or volunteers** to run the 50-50 raffle and information table.

Each group receives the following opportunities (3 ways to raise funds for your organization!):

- **Tabling opportunity to distribute information to fans.**
- **Opportunity to run the 50/50 raffle during the game** (stipulations: Organization must provide raffle license to Leprechauns, provide their own raffle tickets to use for the drawing. and are limited to announcing only one winner for the 50/50 raffle.)
- **Up to 10 complimentary tickets for staff and/or volunteers.**
- **Public address announcements to welcome the organization and highlight their organization's mission.**

- **Opportunity to offer turn key ticket fundraiser and invite the community to join you on your night at the ballpark for some fun!** Promote \$15 box seat ticket and Leprechauns hat offering (a \$25 value) to the community or your supporters and receive \$4 from each ticket/Leps hat package sold. No minimum required. Leprechauns staff creates flyers to use to promote the event via mass email and social media and can set up online ticket ordering portal for your group, if desired.





# LARA Corporations Online Filing System

## Department of Licensing and Regulatory Affairs

ID Number: 800829007

[Request certificate](#)[Return to Results](#)[New search](#)

Summary for: ROYAL OAK YOUTH ASSISTANCE PROGRAM

The name of the DOMESTIC NONPROFIT CORPORATION: ROYAL OAK YOUTH ASSISTANCE PROGRAM

Entity type: DOMESTIC NONPROFIT CORPORATION

Identification Number: 800829007 Old ID Number: 737607

Date of Incorporation in Michigan: 09/29/1995

Purpose:

Term: Perpetual

Most Recent Annual Report: 2023

Most Recent Annual Report with Officers &amp; Directors: 2023

**The name and address of the Resident Agent:**

Resident Agent Name: DOREEN MURPHY  
 Street Address: 1601 NORTH CAMPBELL RD.  
 Apt/Suite/Other:

City: ROYAL OAK State: MI Zip Code: 48067

**Registered Office Mailing address:**

P.O. Box or Street Address: 1601 NORTH CAMPBELL RD.  
 Apt/Suite/Other:  
 City: ROYAL OAK State: Zip Code: 48067

**The Officers and Directors of the Corporation:**

Title	Name	Address
PRESIDENT	SAM LYNCH	210 CRANE ROYAL OAK, MI 48067 USA
TREASURER	CASSANDRA (CANDI) DROUILLARD	219 SOUTH BLAIR ROYAL OAK, MI 48067 USA
SECRETARY	ALLISON SKYES	2214 FERNCLIFF ROYAL OAK, MI 48073 USA
DIRECTOR	SHELLY KEMP	1012 LAWNDALE DR ROYAL OAK, MI 48067 USA
DIRECTOR	PAULA DIRKES	2156 COLUMBIA BERKLEY, MI 48072 USA
DIRECTOR	CHRISTINE CHUBENKO	211 N. WILSON ROYAL OAK, MI 48067 USA

Act Formed Under: 162-1982 Nonprofit Corporation Act

The corporation is formed on a Directorship basis.

 Written Consent

**View filings for this business entity:**

ALL FILINGS

ANNUAL REPORT/ANNUAL STATEMENTS

ARTICLES OF INCORPORATION

ARTICLES OF INCORPORATION

RESTATED ARTICLES OF INCORPORATION

~~RESTATEMENT OF ARTICLES OF INCORPORATION~~

[View filings](#)

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[LARA FOIA Process](#)

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AMENDED AND RESTATED BYLAWS  
OF  
ROYAL OAK YOUTH ASSISTANCE

*Shelly Kemp  
May 8, 2024*

## ARTICLE I. NAME AND OFFICES

Section A. The name of this organization shall be Royal Oak Youth Assistance, hereinafter referred to as ROYA, and shall be governed by a Board of Directors.

Section B. The registered office of ROYA shall be within the boundaries of the School District of the City of Royal Oak at a location as determined from time to time by the Board of Directors and set forth in the Articles of Incorporation. All ROYA documents such as, but not limited to the Articles of Incorporation, Bylaws, tax records, treasurer's report, minutes of meetings, and annual reports shall be kept at the registered office of ROYA.

## ARTICLE II. SPONSORSHIP AND CREATION

Section A. ROYA is sponsored by the City of Royal Oak, the School District of the City of the City of Royal Oak, and the Oakland County Probate Court/Oakland County Circuit Court-Family Division. This tri-sponsorship shall consist of a split financial responsibility. The City of Royal Oak and the School District of the City of Royal Oak shall be equally responsible for funding the operating budget and shall appoint a liaison to the Board of Directors. These liaisons shall be non-voting members of the Board of Directors. The Oakland County Probate Court/Oakland County Circuit-Family Division shall be responsible for the salary and supervision of their assigned caseworker.

Section B. ROYA was created by resolutions passed in May, 1958 by the City of Royal Oak, the School District of the City of Royal Oak, and the Oakland County Probate Court/Oakland County Circuit Court-Family Division.

## ARTICLE III. ORGANIZATION AND LEGAL STATUS

Section A. ROYA is organized as a Michigan Nonprofit Corporation as set forth in ROYA's Article of Incorporation. ROYA is organized on a non-stock basis.

Section B. As an organization having 501 (c) (3) status, ROYA is in compliance with the following provisions:

1. ROYA is organized exclusively for the purpose of receiving and administering funds for the purposes set forth in Section 501 (c) (3) of the Internal Revenue Code of 1954, or the corresponding provisions of any future United States Internal Revenue Code hereinafter referred to as the Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501 (c) (3) of the Code.
2. ROYA, including all activities incident to its purposes, shall at all time be conducted so to be an organization described in 501 (c) (3) of the Code.

3. Notwithstanding any other provisions of its Articles of Incorporation and Bylaws, ROYA shall not conduct any other activities not permitted to be conducted (a) by a corporation exempt from federal income tax under Section 501 (c) (3) of the Code, (b) by a corporation contributions to which are deductible under Section 170 (c) (2) of the Code, or (c) by a nonprofit corporation organized under the laws of the State of Michigan pursuant to the provisions of Act 162, Public Acts of 1982.
4. No substantial part of the activities of ROYA shall be the carrying on of propaganda or otherwise attempting to influence legislation, and ROYA shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for political office.

Section C. The fiscal year of ROYA shall be July 1st to June 30th with an annual audit in July.

Section D. ROYA shall not charge dues.

#### ARTICLE IV. PURPOSE AND OBJECTIVES

Section A. The purpose of ROYA is to strengthen youth and families and to prevent and reduce juvenile delinquency, neglect and abuse through the volunteer involvement of local citizens in ROYA activities and programs.

Section B. The objectives of ROYA are:

1. To protect and improve the physical, mental, emotional, social, and moral welfare of all youth of the community by strengthening and improving the home, family and community.
2. To communicate social welfare deficiencies to the community and to assist in mobilizing community forces to meet these needs.
3. To establish a collaborative working relationship with private and public agencies, service groups, civic groups and churches designed to meet youth, family and community needs.
4. To assist and encourage research in interest of early detection of delinquent behavior and the prevention of juvenile delinquency, abuse, and neglect.
5. To provide social work services to individual youth and families.

#### ARTICLE V. POLICY

ROYA shall operate within the policy framework of:

Section A. The mission, purpose, and philosophy of the Oakland County Youth Assistance Program.

Section B. The resolutions passed by the City of Royal Oak and the School District of the City of Royal Oak.

Section C. The policy of the Juvenile Code and Children's Charter of the State of Michigan, and the Oakland County Probate Court/Oakland County Circuit Court-Family Division policies and procedures.

## ARTICLE VI. CONFLICT OF INTEREST

Section A. No member of the Board of Directors or ROYA committee member shall take part in the discussion of, or cast a vote on: (1) the provision to ROYA of a service for remuneration to that member, or to any organization which that member represents, or (2) any matter which would provide a direct or indirect financial benefit to the member. Any member who has a conflict of interest with respect to any matter before ROYA shall disclose the conflict prior to the Board of Directors or any committee's discussion of or the taking of any action on the matter. Such disclosure shall be recorded into the official minutes of the meeting, and such member may respond to direct questions relating to such a matter.

Section B. All situations involving a conflict of interest or potential conflict of interest must be reported to the Board of Directors.

## ARTICLE VII. BOARD OF DIRECTORS

### Section A. Eligibility

Board of Directors membership shall be open to up to 25 individuals who are interested in serving youth and who either live or work within the boundaries of the School District of the City of Royal Oak.

### Section B. Selection

1. The nomination of new members to the Board of Directors shall be conducted by a Nominating Committee of three members of the Board of Directors who are appointed by the Chairperson and approved by the Board of Directors at the February meeting. The Nominating Committee shall present a list of candidates for the Board of Directors (approval) at the April meeting. Additional names for new members may be taken from the floor.
2. Prospective members for the Board of Directors shall be approved annually at the April meeting by a vote of the Board of Directors. The candidates must then be approved by the Board of Education of the School District of the City of Royal Oak, and the Royal Oak City Commission. Final approval and appointment rests with the Judges of the Oakland County Probate Court/Oakland County Circuit Court-Family Division.
3. Installation of Board Members shall normally take place at the June meeting unless otherwise determined by the Board of Directors.

### Section C. Ex-officio Member

In addition to the regular board members, the Oakland County Courts, the School District of Royal Oak and the City of Royal Oak will provide one liaison ex-officio member to the board (without vote).

#### Section D. Compensation

The members of the Board of Directors shall serve as such on a volunteer basis, and shall receive no salary or other compensation for their service on the Board of Directors.

#### Section E. Term

1. Each member is appointed to serve a three year term and may be reappointed for another three year term. After two consecutive terms, the individual must retire from the Board of Directors for at least one year before being eligible for another three year term appointment, unless the Nominating Committee recommends waiving this limitation for officer positions for the good of ROYA and Board of Directors approves the recommendations.
2. Vacancies occurring through unexpired terms shall be filled following the (same approval) process outlined in Article VII, Section B.

#### Section F. Removal

1. Any member who fails to attend three consecutive meetings of the Board of Directors without notifying the Secretary or Chairperson shall be recommended for removal at the discretion of the Executive Board.
2. Any member whose conduct is deemed unbecoming to the purpose, objectives or policies of ROYA shall be recommended for removal.

#### Section G. Duties

1. The Board of Directors shall design and implement programs that fulfill ROYA's purpose, objectives and policies.
2. The Board of Directors shall maintain a close working relationship with its sponsors: the City of Royal Oak, the School District of the City of Royal Oak, and the Oakland County Probate Court/Oakland County Circuit Court-Family Division.
3. The Board of Directors shall annually approve an operating budget and shall present such to the City of Royal Oak and the School District of the City of Royal Oak. The operating budget may include but shall not be limited to, office rent, office support staff salary and benefits, office furniture and equipment, insurance, telephone, office supplies, postage, and printing.
4. The Board of Directors shall annually approve a program budget (which shall not include any items listed in Articles VII F. 3), which supports the programs of the Royal Oak Youth Assistance Board and it's committees.
5. The Board of Directors shall bond the treasurer.
6. The Board of Directors shall annually approve the appointment of committee chairpersons and committee members.
7. The Board of Directors shall annually approve goals and work plan of each of its committees and monitor their activities.
8. Each member of the Board of Directors shall serve on at least one ROYA committee.

## ARTICLE VIII. OFFICERS

Section A. The Officers of the Board of Directors shall be:

1. Chairperson
2. Vice-Chairperson
3. Recording/Corresponding Secretary
4. Treasurer
5. Immediate Past Chairperson

Section B. Term

The term of such officers shall be for one year beginning July 1st and ending June 30th. Officers may be reelected but may serve no more than three consecutive terms in the same office, unless the Nominating Committee recommends waiving this limitation for the good of ROYA and the Board of Directors approves the recommendations.

Section C. Election

1. The nomination of officers shall be conducted by a Nominating Committee of three members of the Board of Directors who are appointed by the Chairperson and approved by the Board of Directors at the February meeting. The Nominating Committee shall present a slate of officers at the April meeting. Nominees must be members of the Board of Directors. Additional nominations may be taken from the floor.
2. Election of officers shall be held immediately following the presentation of the slate by the Nominating Committee.
3. Officers will be installed at the June meeting unless otherwise determined by the Board of Directors.

Section D. Removal

Any officer who does not adequately fulfill the duties of his/her position may be removed by a two-thirds majority vote of the Board of Directors present at any official meeting.

Section E. Vacancies

A vacancy shall be filled by the Board of Directors.

Section F. Check Signers

Executive Board Officers, which include the Chair, Vice-Chair, Treasurer and Recording Secretary shall act as signers of checks. All checks shall require two signatures.

## ARTICLE IX. DUTIES OF OFFICERS

### Section A. The chairperson shall:

1. Arrange for and preside at all meetings.
2. Appoint chairpersons of all committees.
3. Be an ex-officio member of all committees, except the Nominating Committee.
4. Expedite the business of the Board of Directors.
5. Represent ROYA to various segments of the local community, or appoint representatives to do so.
6. Work closely with the caseworker, Oakland County Youth Assistance staff, and the sponsoring agencies in program planning and implementation.

### Section B. The Vice-Chairperson shall:

1. Serve in the absence of the Chairperson and assume additional responsibilities delegated by the Chairperson.
2. Be responsible for the planning and the presentation of the Annual Meeting.
3. Be responsible for the publication of the Annual Report.

### Section C. The Secretary shall:

1. Keep minutes of all Board of Directors meetings and determine that a quorum is present.
2. Prepare minutes of the Board of Directors meetings and send out necessary correspondence.
3. Keep a record of attendance at Board of Directors meetings and refer membership attendance matters to the Chairperson.
4. Make available to members at monthly board meetings the scrapbook of ROYA events compiled by office support staff.

### Section D. The Treasurer shall:

1. Keep an accurate account of disbursements and income.
2. Make monthly reports of the financial status of ROYA to the Board of Directors.
3. Sign and/or co-sign all financial documents related to ROYA.
4. Be responsible for the preparation of the annual operating and program budgets with the assistance of the Finance Committee.
5. Prepare for an annual audit.

### Section E. The Immediate Past Chairperson shall act as an advisor to the other officers.

## ARTICLE X. INDEMNIFICATION OF DIRECTORS AND OFFICERS

ROYA shall, to the fullest extend now or hereafter, permitted by law and by regulations and rulings issued by the Internal Revenue Service, indemnify any director or officer of ROYA (and, to the extend provided in a resolution of the Board of Directors or by contract, may indemnify any employee or agent of ROYA) who was or is a party to or threatened to be made a party to any threatened, pending, or completed civil action, suit or proceeding by reason of the fact that such person is or was a director, officer, employee or agent of ROYA, or is or was serving at the request of ROYA as a director, officer, partner, trustee, employee or agent of another corporation partnership, joint venture, trust or other enterprise, whether for profit or not for profit, against expenses (other than taxes, penalties, or expenses of correction) including attorneys' fee (which expenses may be paid by ROYA in advance of the final disposition of such action, suit or proceeding as provided by law), actually and reasonably incurred by such person in connection with such action, suit or proceeding if such person acted (or refrained from acting) in good faith and in a manner such person reasonably believed to be in or not opposed to the best interests of ROYA and such person is either successful in his or her defense or the proceeding is terminated by settlement, and such person has not acted willfully and without reasonable cause with respect to ROYA's duties concerned. ROYA may purchase and maintain insurance on behalf of any such person against any liability (including penalties, taxes, expenses or correction, judgments, settlements or expenses) asserted against him or her and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not ROYA would have the power to indemnify him or her against such liability under the provisions of this Article or under the provisions of this Article or under the provisions of Section 561 through 565 of the Michigan Nonprofit Corporation Act.

## ARTICLE XI. MEETINGS AND QUORUM

Section A. The Board of Directors shall meet at 8:00 a.m. on the third Thursday of each month, unless otherwise determined by the officers.

Section B. Special meetings may be called by the Chairperson or shall be called upon the written request of one-third of the members of the Board of Directors.

Section C. Members of the Board of Directors shall be notified of a meeting at least one week in advance.

Section D. A simple majority of the Board of Directors shall constitute a quorum. In addition to traditional methods, the ROYA Board of Directors may also conduct business by voting by electronic means outside regular meetings.

Section E. If at any meeting a simple majority is not present, the Chairperson may proceed with the meeting but no action of said meeting becomes official until ratified by a vote at an official meeting or by electronic means where a quorum is present. It will be presented to the board as an addendum to the minutes of the previous meeting.

Section F. The Board of Directors shall establish procedure for conducting its meetings and shall be guided by the current Robert's Rules of Order.

Section G. The Annual Meeting shall be held in the month of October unless otherwise determined by the Board of Directors. The Annual Meeting shall be held in appreciation and recognition of the volunteers, sponsors and supporters of ROYA.

## ARTICLE XII. COMMITTEES

Section A. The chairperson and members of the Standing Committees shall be appointed for the term of one year from July 1st to June 30<sup>th</sup> and may be re-appointed.

Section B. Membership on Committees may include persons not on the Board of Directors, if approved by the Board of Directors.

Section C. The Chairperson of all committees shall be members of the Board of Directors and shall be appointed by the Chairperson of the Board of Directors with the approval of the Board of Directors.

Section D. Each committee shall annually present their goals and work plan to be approved the Board of Directors, and regularly report their activities.

Section E. The Chairperson of each committee shall be responsible for that committee's annual report and the transfer of committee records to the succeeding Chairperson.

Section F. The Standing Committees shall be:

1. Skill Building/Recreation/Tutoring
2. Family Education Committee
3. Fundraising (Bowl-A-Thon) Committee
4. Mentors PLUS Committee
5. Marketing/Public Relations
6. Teen Night
7. Finance Committee

Any other committee deemed necessary by the Board of Directors

Section G. The Task Forces shall be

1. Camp Committee
2. Youth Recognition

Section H. The Chairperson and members of the Standing Committees shall be appointed for the term of one year from July 1st to June 30<sup>th</sup> and may be reappointed.

Section I. The Chairperson shall appoint special committees as needed.

## ARTICLE XIII. AMENDMENTS

Section A. These Bylaws may be amended by a two thirds vote of the Board of Directors present at any official meeting provided that due written notice shall have been given of the proposed changes at least one week in advance of the meeting.

Section B. These Bylaws shall be reviewed by a special committee every three years.

## ARTICLE XIV. DISSOLUTION

In the event of dissolution all assets, real and personal, of ROYA shall be distributed to such organizations as are qualified as tax exempt under Section 501 (c) (3) of the Internal Revenue Code or under any corresponding provisions of a future United States Revenue Law.



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	<b>Resolution in Support of the United Way for Southeastern Michigan 21-Day Challenge</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>City Manager</b>	
<b>PRESENTER</b>	<b>Carol Schwanger</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **EXECUTIVE SUMMARY** (include history of previous Commission action/discussion, background, scope of work, etc.):

Commissioner Kolo with support from Mayor Fournier and Commissioner Douglas are requesting the city participate in the 2024 United Way for Southeastern Michigan 21-Day Equity Challenge. This will be the city's fourth year to participate in the challenge and employees are more excited about this year's challenge as it provides an opportunity to foster a relationship with our newly appointed human rights commission. The city manager's office staff will seek their support in encouraging our employees to take the 2024 challenge to see Royal Oak employees achieve a 100-percent participation rate.

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### Fiscal Impact

<b>BUDGET SUMMARY</b>	
<b>EXPENDITURE REQUIRED</b>	<b>Not Applicable</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>Not Applicable</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### **OTHER FISCAL IMPACTS:** (Select all that apply.)

No fiscal impact       Revenue impact (details below)  
 Workload impact (details below)       Operations Impact (details below)

**REVENUE IMPACT:** There is no revenue impact.

**WORKLOAD IMPACT:** City manager's staff will spend time to create a program to implement and communicate to the challenge in order to maximize participation. This is anticipated to be nominal time and easily incorporated into staff time.

**OPERATIONS IMPACT:** Operations in the city manager's office will be minimally impacted while staff works on this program.

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## **ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

Participation in the United Way for Southeastern Michigan 21-Day Equity Challenge aligns with the strategic plan goal to make Royal Oak a welcoming, engaged, and livable community that promotes diversity and inclusion. Also a safe, healthy, and just city, by demonstrating our employees are committed to valuing the health, safety, and just treatment of individuals seeking access to city services, spaces, and systems.

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## **COMMUNITY ENGAGEMENT**

Because this is an internal employee challenge, we do not anticipate community engagement other than to report participation and results to the community.

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## **BOARD AND COMMISSION FEEDBACK**

No advisory board or commission provided feedback prior to the challenge, but results will be given to the human rights commission for feedback.

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## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**Whereas**, the city of Royal Oak stands firmly against racism and discrimination in all forms; and

**Whereas**, the progress against discrimination requires that we openly talk about, learn about, and confront racism, sexism, and inequity as a community; and

**Whereas**, there is a long history of racism, discrimination and segregation within our region, which has adversely impacted economic outcomes particularly for communities of color; and

**Whereas**, we believe that local government plays a vital role in ending systemic racism and institutional biases that marginalize members of our community; and

**Whereas**, the Royal Oak City Commission values every community member and are committed to creating an equitable and antiracist system that honors and elevates all; and

**Whereas**, we believe that we must seize this moment to provide ourselves, our staff, and our community the necessary time and resources to facilitate discussions of race, inequity and privilege to foster a better understanding of our full history and our collective humanity.

**Now, therefore, be it resolved**, the city of Royal Oak recognizes the United Way for Southeastern Michigan 21 Day Equity Challenge as an important opportunity to expand our knowledge and understanding of the historic and persistent inequities that play a role in our social and economic landscape here in Southeastern Michigan; and

**Be it further resolved**, the city of Royal Oak will sign on in support of the event as an official "Equity Partner" and encourages all municipal staff and members of the community to participate in the 21 Day Equity Challenge to deepen our shared understanding of, and develop our willingness to confront racism, sexism and other forms of inequity and inequality in our community.

<b>FUND IMPACTED:</b>	
	<b>INCREASE (DECREASE)</b>
<b>APPROPRIATIONS:</b>	
{dept/ACCT. #/ACCT. name}	\$
{dept/ACCT. #/ACCT. name}	\$
{dept/ACCT. #/ACCT. name}	\$
<b>TOTAL APPROPRIATIONS</b>	\$
<b>NET INCREASE (DECREASE) TO FUND BALANCE</b>	\$

**ATTACHMENTS:** None



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Approval of 2024-2026 Tentative Agreement between the City of Royal Oak and SEIU Local 517M	
<b>SUBMITTING DEPARTMENT</b>	Human Resources	
<b>PRESENTER</b>	Dennis Van de Laar	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### EXECUTIVE SUMMARY (include history of previous Commission action/discussion, background, scope of work, etc.):

I am pleased to attach a copy of the tentative agreement reached between the City of Royal Oak and the Service Employees' International Union, Local 431 (Attachment 1). It is a two (2) year agreement. The current agreement will expire on June 30, 2024. The new agreement will be in effect through June 30, 2026.

The agreement provides, amongst other items, wage increases reflective of the market. This includes a market adjustment with 4% effective July 1, 2024, and an additional increase of 3% effective July 1, 2025.

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### Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	<b>As per ratified agreement</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	
<b>BUDGET AMENDMENT REQUIRED</b>	<b>TBD (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact

Revenue impact (details below)

Workload impact (details below)

Operations Impact (details below)

**REVENUE IMPACT:** Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)

None

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

None

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

None

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## ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

This aligns with the city's goals of being a safe, healthy and just city, as well as the priority of being an employer of choice.

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## COMMUNITY ENGAGEMENT

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

N/A

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## BOARD AND COMMISSION FEEDBACK

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

N/A

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## LEGAL COMMENTS

### PROPOSED COMMISSION RESOLUTION:

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves the tentative agreement with the Service Employees' International Union, Local 431 dated April 29, 2024.

**ATTACHMENTS:**

**(1) \_SEIU 2024-2026 TA – Signed.PDF**

**CITY OF ROYAL OAK**  
**AND**  
**SERVICE EMPLOYEES' INTERNATIONAL UNION**

**TENTATIVE AGREEMENT**

**April 29, 2024**

**CITY OF ROYAL OAK**  
**AND**  
**SERVICE EMPLOYEES' INTERNATIONAL UNION**  
**TENTATIVE AGREEMENT**

**April 29, 2024**

1. **Duration.** Two years, July 1, 2024 – June 30, 2026.
2. **Article 6, Section 1, Grievance Procedure.** Revise step 2; replace reference to Superintendent with reference to Operations Manager. Revise step 3; instead of 'or' make this step include HR Director and Director of Public services; change references of superintendent to operations manager; change the number of days for the scheduling a meeting to 5 days and add language to permit 5 working days after the meeting conclusion to provide a written response.
3. **Article 11, Section 1(A)**

**Section 7.** Remove reference to signals & communication; dated language; our electrician, which was once considered part of S&C is now considered part of building maintenance. Deletion should apply to any other part of the contract that makes such reference.
4. **Article 24, Section 1, Sick Leave.** Effective upon ratification of the agreement, the City will agree to eliminate the second tier for the accrual of sick leave on a monthly basis and will return to eight (8) hours accruing each month for service.
5. **Article 27, Section 1, Holidays.**

Both parties agree to clean up the language with the elimination of "12 to 15" and "effective 2023."
6. **Article 27, Section 1, Personal Business Days.** Effective July 1, 2024, the City will agree to eliminate the second tier of personal business leave.
7. **Article 38, Out-of-Classification/Temporary Assignment/Seasonal Employees.** Seasonal employees may work up to 1,500 hours per calendar year (January 1 – December 31).

Seasonal employees will be allowed to drive any truck less than 15,000 G.V.W. when operated without towed equipment except hydraulic sprayers or the tree watering trailer. Seasonal employees also will be allowed to operate riding mower equipment up to and including utility tractors. ~~Front end loaders up to Ford Model 445A may also be operated by seasonal employees.~~

8. **Article 39, Section 3, Dental Insurance.** The City will review its Dental and get back to the Union and discuss – this is a citywide issue and the City agrees if improved, the dental benefits for the bargaining units in the City, SEIU will also receive.

9. **Article 42, Section 1, Uniform.** The City would agree to increase the annual uniform allowance from \$300 to \$400 and would agree to increase safety shoes from \$250 to \$300.

**Section 2.** Revise to standardize uniform colors/styles/materials, or else remove entirely. Continue to discuss.

10. **Parental Leave.** The City is working to develop a citywide policy and will continue to discuss this issue with the Union.

11. **Article 44, Pensions, Annuity Withdrawal.** Pension system has adopted a provision calculating that annuity withdrawal utilizing the PGBC rate formula which was made available to the public ~~delete~~ contrary language.

Please see Letter of Agreement regarding annuity withdrawal which should be referenced in the contract.

12. **Article 25, Injury Leave, Section 4.** Increase injury leave pay to 360 hours.

13. **Amend Section 16, Bereavement.** Add, “In loco parentis.” Include the aforementioned as well as possible domestic partner.

If any improvements are provided to Bereavement policy on an across-the-board basis throughout the City, members of this bargaining unit will also receive this additional item.

14. The City and Union agree to continue to discuss if they can agree to remove title and wage scales that are no longer in use. They also agree to discuss rolling entry level positions into one classification and potentially combining equipment repair worker and garage service worker positions.

15. **Section 40, Tuition Reimbursement.** The City is developing a citywide policy for non-public safety groups. Should it develop such a policy, it will be provided to the Union for discussion purposes and possible inclusion.

16. The parties agree to meet and discuss the City's Efficiency and Operational Study upon its completion.

17. Article 34, Pay Plan.

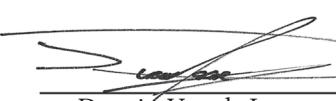
A. 1. All classifications will receive a \$1.00 an hour increase effective July 1, 2024.

2. Effective July 1, 2024, all classifications will receive a 4% pay raise after rolling the dollar in noted above.

3. Effective July 1, 2025, all classifications will receive a 3% pay raise.

4. Following ratification of this agreement and as soon as practical thereafter, all members of the bargaining unit will receive a \$1000 check which reflects a lump sum payment for the additional dollar an hour noted above reflecting the adjustment to approximately January, 2024.

CITY OF ROYAL OAK

  
By Dennis Van de Laar  
Human Resources Director

04/30/24  
Date

SEIU

  
By: Christine Stressman  
Senior Labor Relations Specialist

4-29-24  
Date

By

Date

By

Date



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Public Hearing and Adoption of the Fiscal Year 2024-25 Budget General Appropriations Act	
<b>SUBMITTING DEPARTMENT</b>	Finance	
<b>PRESENTER</b>	Debra Peck Lichtenberg	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### EXECUTIVE SUMMARY (include history of previous Commission action/discussion, background, scope of work, etc.):

It is requested the Mayor and City Commission conduct a public hearing on May 20, 2024, during the regular City Commission meeting for the fiscal year 2024-25 budget adoption and general appropriations act. The public hearing was properly noticed April 21, 2024, in the Royal Oak Tribune.

The following series of nine resolutions will adopt the fiscal year 2024-25 budget and general appropriations act along with the financial policies presented in the fiscal year 2024-25 recommended budget document. It is recommended the resolutions are adopted.

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### Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	
<b>AMOUNT CURRENTLY BUDGETED</b>	
<b>BUDGET AMENDMENT REQUIRED</b>	\$0.00 (BA between dept; net -0- effect on FB)
<b>FUNDING SOURCE/ GL NUMBER</b>	
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)

Not applicable

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

Not applicable

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

Not applicable

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## **ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

The alignment with strategic plan and other goals is noted throughout the proposed budget document.

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## **COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

The proposed fiscal year 2024-25 budget has been published for viewing on the city website, along with hard copies of the document being placed at the Library and with the City Clerk's office. A PowerPoint presentation summarizing the proposed budget has also been made available for viewing as part of the May 9, 2024, study session agenda packet.

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## **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

City commission held a study session on May 9, 2024, to examine the proposed budget in greater detail.

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## **LEGAL COMMENTS**

**None**

## PROPOSED COMMISSION RESOLUTIONS:

### General Appropriations Act

**Be it resolved**, this and the following nine resolutions constitute the City of Royal Oak's General Appropriations Act for the fiscal year beginning on July 1, 2024, and ending on June 30, 2025.

#### Resolution One: Budget Resolution

**Be it resolved**, the 2024-25 City of Royal Oak budget for each fund is hereby appropriated as follows:

##### General Fund

General government	17,676,289
Community and economic development	795,909
Health and welfare	-0-
Public safety	437,395
Public works	1,642,073
Recreation and culture	3,691,323
Transfers out	27,518,300
Expenditures total	51,761,289
Taxes	29,032,100
Licenses, charges, and fines	9,913,900
Grants	7,914,880
Interest and contributions	1,060,280
Other revenues	361,750
Transfers in	787,000
Sources of funds	49,069,910
Use of fund balance	2,691,379
Revenues, transfers, and use of fund balance total	51,761,289

**Major Streets Fund**

Maintenance, traffic control and signal services	1,950,181
Administration	7,392,785
Construction	5,827,504
Expenditures total	15,170,470
Taxes	8,000,000
Licenses, charges, and fines	269,500
Grants	6,068,180
Interest and contributions	62,290
Other revenues	10,000
Transfers in	760,500
Sources of funds	15,170,470
Use of fund balance	-0-
Revenues, transfers, and use of fund balance total	15,170,470

**Local Streets Fund**

Maintenance, traffic control and signal services	3,080,084
Administration	509,205
Construction	6,958,851
Expenditures total	10,548,140
Taxes	-0-
Licenses, charges, and fines	-0-
Grants	2,240,570

Interest and contributions	52,800
Other revenues	-0-
Transfers in	7,308,890
Sources of funds	9,602,260
Use of fund balance	945,880
Revenues, transfers, and use of fund balance total	10,548,140

#### **Public Safety Fund**

Expenditures total	41,232,292
Sources of funds	40,389,670
Use of fund balance	842,622
Revenues, transfers, and use of fund balance	41,232,292

#### **Publicity Tax Fund**

Expenditures total	84,900
Sources of funds	84,900
Use of fund balance	-0-
Revenues, transfers, and use of fund balance	84,900

#### **Solid Waste Fund**

Expenditures total	9,108,890
	<hr/>

Sources of funds	9,108,890
	<hr/>

Use of fund balance	-0-
	<hr/>

Revenues, transfers, and use of fund balance	9,108,890
	<hr/>

#### **Brownfield Redevelopment Authority Fund**

Expenditures total	508,350
	<hr/>

Sources of funds	508,350
	<hr/>

Use of fund balance	-0-
	<hr/>

Revenues, transfers, and use of fund balance	508,350
	<hr/>

#### **Downtown Development Authority – Tax Incremental Fund**

Expenditures total	7,546,795
	<hr/>

Sources of funds	6,632,040
	<hr/>

Use of fund balance	914,755
	<hr/>

Revenues, transfers, and use of fund balance	7,546,795
	<hr/>

#### **Downtown Development Authority - Operating Fund**

Expenditures total	54,988
	<hr/>

Sources of funds	54,988
	<hr/>

Use of fund balance	-0-
	<hr/>

<b>Library Millage Fund</b>	Revenues, transfers, and use of fund balance	54,988
	Expenditures total	4,662,445
		<hr/>
<b>Indigent Defense Fund</b>	Sources of funds	4,579,570
	Expenditures total	1,123,000
	Use of fund balance	82,898
		<hr/>
	Revenues, transfers, and use of fund balance	4,662,445
	Sources of funds	1,123,000
	Use of fund balance	-0-
		<hr/>
<b>Community Development Block Grant Fund</b>	Revenues, transfers, and use of fund balance	1,123,000
	Expenditures total	1,624,280
		<hr/>
	Sources of funds	1,624,280
	Use of fund balance	-0-
	Revenues, transfers, and use of fund balance	1,624,280
		<hr/>
<b>State Construction Code Fund</b>		
	Expenditures total	2,437,467
		<hr/>
	Sources of funds	2,731,840
	Use of fund balance	-0-
	Revenues, transfers, and use of fund balance	2,731,840
		<hr/>
<b>ROOTS (Royal Oak Opportunity To Serve) Fund</b>		
	Expenditures total	179,000
		<hr/>

<b>Police Grants Fund</b>	Sources of funds	142,410
	Use of fund balance	36,590
	Expenditures total	<u>129,220</u>
	Revenues, transfers, and use of fund balance	<u>179,000</u>
	Sources of funds	129,220
	Use of fund balance	-0-
<b>Senior Citizen Services Fund</b>	Revenues, transfers, and use of fund balance	129,220
	Expenditures total	<u>1,481,485</u>
	Sources of funds	1,559,392
	Use of fund balance	50,000
	Expenditures total	<u>1,559,392</u>
	Revenues, transfers, and use of fund balance	<u>177,829</u>
	Sources of funds	50,000
	Use of fund balance	-0-
<b>Animal Shelter Fund</b>	Revenues, transfers, and use of fund balance	50,000
	Expenditures total	<u>177,829</u>
	Sources of funds	177,829
	Use of fund balance	-0-
	Revenues, transfers, and use of fund balance	<u>177,829</u>

## **Resolution Two: Set Tax Rates**

**Resolved**, the general operating levy for the 2024-25 fiscal year for operations is established at 6.7900 mills, and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the publicity tax is established at 0.0128 mill, and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the library operations is established at 0.9968 mill, and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the solid waste disposal operation is established at 2.3511 mills, which consists of 1.8511 mills authorized by state law and 0.5000 mill authorized by the voters of the City of Royal Oak, and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the chapter 20 drain debt is established at 0.0520 mill, and

**Be it further resolved**, the property tax rate for the 2024-25 budget by the Downtown Development Authority for the area designated by ordinance as the downtown district is established at 1.6003 mills, and

**Be it further resolved**, the 1.6003 mills levy for the downtown district is in addition to the millage applicable to properties outside of the downtown district and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the road millage is established at 2.4920 mills and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the public safety operations is established at 3.6497 mills and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the parks, forestry, recreation, playgrounds, and animal shelter is established at 0.6977 mills and

**Be it further resolved**, the property tax rate for the 2024-25 fiscal year for the senior services operations is established at 0.1993 mills and

**Be it finally resolved**, the following millages are to be levied on the winter tax bill:

- public safety millage;
- road millage;
- parks, forestry, recreation, playgrounds and animal shelter millage;
- senior services millage.

## **Resolution Three: Authorize Tax Administration Fee**

**Be it resolved**, the City of Royal Oak approves the imposition of a one percent administration fee on property tax levied in 2024, and

**Be it finally resolved**, the City of Royal Oak approves the imposition of late interest penalty charges as follows: On summer taxes at the rate of one-half of one percent per month, or fraction thereof, after July 31 until Feb. 28; on December taxes at the rate of three percent after Feb. 14 until Feb. 28, 2025.

#### **Resolution Four: Water and Sewage Disposal Rates**

**Be it resolved**, the water and sewage disposal rates for the City of Royal Oak as of July 1, 2024, are established as follows:

Billing administrative flat fee	\$16.00 per billing period
Water and sewer commodity charge	\$141.50 per mcf, for first 2 mcf, per billing period.
	\$162.80 for additional mcf per billing period
Outside city water only commodity charge	\$73.95 per mcf, for the first 2 mcf, per billing period.
	\$85.04 for additional mcf per billing period
Sewer only charges	\$318.09 per quarter

**Be it finally resolved**, industrial surcharge and industrial waste control charges will be charged to customers as a pass-through of rates provided by the Great Lakes Water Authority.

#### **Resolution Five: Purchases**

**Whereas**, the City of Royal Oak finds it necessary to incur utility, postage, and other expenses provided by natural or regulated monopolies, and other sole source providers in order to operate the city, and

**Whereas**, it is impossible to estimate the charges to be incurred for each succeeding month, and

**Whereas**, these charges can and do exceed \$1,000 for each billing period.

**Now, therefore, be it resolved**, the city administration is authorized to place orders for and make payment of these expenses, and such authorization forgoes the requirement of presenting these bills to the commission prior to authorization for purchase and/or payment; and

**Be it finally resolved**, this resolution shall apply to electric, telephone, water, natural gas utility, postage charges, and other goods/services provided by natural or regulated monopolies or sole source providers.

#### **Resolution Six: Purchasing**

**Whereas**, pursuant to chapter three, section 34 of the Royal Oak city charter, the city commission shall set a purchasing limitation by resolution, adopted at the same time the annual city budget is approved.

**Now, therefore, be it resolved**, the city establishes that no purchase in excess of \$25,000 be made without the approval of the city commission and pursuant to chapter 14, section two. Public work or improvement costing more than \$35,000 and executed by contract, shall be awarded to a responsible bidder in competition for fiscal year 2024-25.

**Resolution Seven: Transfers**

**Be it resolved**, the finance director is hereby authorized to transfer up to 25 percent of the major street fund monies to the local street fund during the 2024-25 fiscal year. The finance director is also authorized to make administrative transfers within appropriation centers. All other transfers between funds may be made only by further action by the city commission.

**Resolution Eight: PEG Fees**

**Be it resolved**, the city commission hereby grants Community Media Network one half of the one percent P.E.G. fee received during the 2024-25 fiscal year.

**Resolution Nine: Financial Policies**

**Whereas**, the City of Royal Oak has established a set of financial policies; and

**Whereas**, it is prudent to regularly review and update those policies and to add new policies as needed.

**Now, therefore, be it resolved**, the city reaffirms its existing financial policies on retirement contributions, debt management, capital assets and capital improvements projects, fund self-supporting and fund balance policies and affirms amendments to the attrition and investment policies (as noted in the attachment to this agenda item).

**ATTACHMENTS:**

**Recommended Budget for the Fiscal Year 2024-2025 policies**

**Legal Notice of Public Hearing**

## LEGAL NOTICES

## LEGAL NOTICES

**LEGAL NOTICE OF PUBLIC HEARING**

The Royal Oak City Commission will conduct a public hearing at 7:30p.m. on Monday, May 20, 2024. City Hall, 203 South Troy Street City, Royal Oak, MI 48067

The Royal Oak City Commission will conduct a public hearing on the adoption of the fiscal year 2024-25 city budgets and General Appropriations Act. The property tax millage rates recommended to be levied to support the recommended fiscal year 2024-25 budgets will be the subject of this hearing.

Members of the public can attend the meeting or watch the meeting broadcast by WROK, the city's municipal access cable channel, in any of the following ways:

**WROK WOW Channel 10**

WROK You Tube [www.youtube.com/WROKCableTV](https://www.youtube.com/WROKCableTV)

WROK Live Stream: <https://www.romi.gov/523/Live-Stream-and-Video-on-Demand>

A complete copy of the recommended budget will be available for public inspection on city's website after April 19, 2024. All interested parties may request an opportunity to be heard at the public hearing.

Persons with disabilities in need of special services may contact human resources at 248-246-3070 or TDD 248-246-3010.

SUNDAY, APRIL 21, 2024

**R'S GUIDE**

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DRIVE TO THE DEALER

- Attrition Policy (p. 397)
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**Royal Oak**

# **FINANCIAL MANAGEMENT POLICIES**

**FISCAL YEAR 2024-2025 ANNUAL BUDGET**



The City of Royal Oak has an important responsibility to its citizens to plan for the future and manage public funds with accuracy and integrity. Planning has been an important focus of the City of Royal Oak, as we constantly adapt and change to meet the needs of our community. City Commission, along with City staff, have created and implemented many financial policies to demonstrate our commitment to sound financial management.

**Policy Goals:**

Our policies address many issues such as staff attrition, asset management, debt management, investment management, retirement (pension) contributions and other planning concepts, in order to:

- Demonstrate to the citizens of the City of Royal Oak, the investment community and the bond rating agencies that we are committed to being a fiscally strong organization.
- Make goals and policies clear so new Commission members or staff will be able to continue with our current policies and change them as the needs of the community change.
- Continue to conform to Generally Accepted Accounting Principles (GAAP) as well as Governmental Accounting Standards Board (GASB) regulations.
- Insulate from financial crisis.
- Plan projects to spread the costs of larger projects over a longer period of time.
- Maintain the City's bond rating.

## ATTACHMENT 2

### ATTRITION POLICY

Purpose:

The City of Royal Oak is facing revenues that are not sufficient to necessarily meet operating and capital needs and must further reduce its staffing levels in order to maintain a balanced budget.

Policy:

All City of Royal Oak full-time positions except sworn police and fire positions that become vacant, for any reason, may only be filled with specific approval from the City Commission. Such approval shall only be granted when it can be clearly established that it will cost more to not fill a position than it will cost to fill a position or when the position is unique, and no other employee can perform a critical function.

[Adopted 06/02/2008]

[Reaffirmed 05/22/2023]

### RECOMMENDED POLICY UPDATE (to replace the current policy above):

#### ATTRITION POLICY

Purpose:

The City of Royal Oak may at times face revenues that are not sufficient to necessarily meet operating and capital needs. For that reason, each position vacancy should be reviewed to ensure a balanced budget can be maintained, prior to seeking to fill the position.

Policy:

All City of Royal Oak full-time positions except sworn police and fire positions that become vacant, for any reason, may only be filled with specific approval from the City Commission. Such approval shall only be granted when it can be clearly established that the position is necessary for the efficient delivery of government services and the cost to fill the position will not create a negative financial impact.

## ATTACHMENT 2

### CAPITAL ASSET POLICY

#### Policy:

Capital assets are assets with an initial individual cost of more than \$10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset's life are not capitalized.

Major outlays for capital assets and improvements are capitalized once projects are placed in service. Interest incurred during the construction phase of capital assets of business-type activities, if any, is included as part of the capitalized value of the assets constructed.

Property, plant and equipment is depreciated using the straight-line method over the following estimated useful lives:

<u>Asset Class</u>	<u>Years</u>
• Improvements	10 to 20
• Infrastructure	15 to 50
• Vehicles	5 to 8
• Equipment	5 to 15
• Intangibles	10
• Buildings and renovations	25 to 50

[Adopted 04/06/2009]

[Reaffirmed 05/22/2023]

## **ATTACHMENT 2** **CAPITAL IMPROVEMENT PROJECT POLICY**

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### Capital Improvement Project Definition:

Capital improvement projects include any project or physical improvement that results in a permanent addition to the City's capital assets or a revitalization/improvement that extends a capital asset's useful life or increases its usefulness or capacity. Qualifying projects must have an estimated cost of \$10,000 or more and an estimated useful life in excess of three years. Examples include:

1. New and expanded physical facilities for the community
2. Renovation, reconstruction, repair or major maintenance to existing facilities
3. Equipment for any public facility or improvement when first erected or acquired
4. Major landscape improvement
5. Utility modification
6. New construction project
7. Public improvement projects (road and park improvements, curbs and gutters, drainage improvements, sidewalks/ bikeway / path projects, etc.)

A capital improvement is not a recurring capital outlay item (such as a motor vehicle) or a maintenance expense (such as fixing a leaking roof or painting park benches). Acquisition of equipment is not a capital project unless it is an integral part of the capital project.

### **EXPLANATIONS OF THE *TYPE OF PROJECT* OPTIONS ARE AS FOLLOWS:**

**Replacement:** Existing improvements that are deteriorated and need to be replaced and/or upgraded to continue to provide service and to meet current codes and regulations.

**Expansion:** New improvements that are growth-related and/or based on projected development.

**Economic vitality and diversity:** Construction of improvements for promotion of economic vitality and diversity and to eliminate and prevent the spread of blight and deterioration in the city.

### **EXPLANATION OF THE *PROJECT PRIORITY* OPTIONS ARE AS FOLLOWS:**

**Emergency:** The project is urgent and must be completed as soon as possible. This could be a temporary or permanent repair to major equipment, facilities or infrastructure. The project must be complete to protect the health, safety or welfare of the community.

**Regulatory requirement:** The project is required by new legislation, federal guidelines, codes or regulations. The city may be fined if the project is not implemented.

**Correct existing deficiencies:** The project corrects an existing structural deficiency in the facilities or infrastructure from becoming an emergency situation. If the project is not implemented, the health, safety and welfare of the community may be endangered in the near future.

**Near-term capacity need:** The project expands the capacity of equipment, facilities or infrastructure to accommodate increasing demand. Failure to address the project may create public inconvenience or an emergency situation.

**Long-term capacity need/master plan:** The project is identified in the City's master plan(s).

**Availability of funds:** The project is addressed if there is enough outside funding.

**ATTACHMENT 2**

# DEBT MANAGEMENT

### Background:

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued, the issuance process and the management of the City's debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well-managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines to manage its debt program in line with those resources.

### Objective:

To manage the debt portfolio to finance all necessary capital improvements while being fiscally responsible with the taxpayers' money in a conservative and prudent manner.

### Debt manager and disclosure agent:

The Director of Finance is the debt manager for all items involving debt management. The debt manager is the disclosure agent responsible for developing and conducting an investor relations program and is the person authorized to speak externally on behalf of the city concerning debt. His/her duties include the filing of all public records to meet federal and state legislation. He or she may appoint staff or a consultant to assist in carrying out this mission.

The debt manager shall review this policy at least annually and recommend revisions as necessary.

### Policy:

1. The City shall exhibit purposeful restraint in incurring debt.
2. The City shall refrain from issuing short-term debt which requires repeated annual appropriation.
3. Long-term debt will not be used for operations with the exception of legacy costs.
4. Long-term debt will be confined to capital improvements and legacy costs that cannot be financed from current revenue.
5. The payback period of the debt will not exceed the expected useful life of the project.
6. Total City debt, including loans and contractual obligations (e.g., George W. Kuhn Drain debt), will not exceed 10 percent of the total taxable valuation of taxable property.
7. The City will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus.
8. The City will strive to have a minimum bond rating of AA-, or the equivalent, with at least two qualified bond rating agencies.

[Adopted 06/02/2008]

[Reaffirmed 05/22/2023]

## ATTACHMENT 2

### INVESTMENT POLICY

#### Policy:

It is the policy of the City of Royal Oak to invest its funds in a manner that will provide the highest investment return with maximum security while meeting the daily cash flow needs of the City and complying with all state statutes governing the investment of public funds.

#### Scope:

This investment policy applies to all financial assets of the City of Royal Oak, except the financial assets of the retirement funds. The City's financial assets are accounted in the City's annual report and include:

- General Fund
- Special Revenue funds
- Debt Service funds
- Capital Project funds
- Enterprise funds
- Internal Service funds
- Agency funds
- any new fund type established by the City, unless specifically exempted by the legislative body.

This investment policy applies to all transactions involving the financial assets and related activity of all the foregoing funds.

#### Objectives:

The primary objectives of the City's investment activities, in priority order, are:

*Safety*—Ensuring the safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio and will employ mechanisms to control risks and diversify investments regarding specific types of individual financial institutions.

*Liquidity*—The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Investment maturities shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures (payroll, accounts payable, etc.).

*Return on investment*—The investment portfolio shall be designed with the objective of attaining a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics.

*Diversification*—The investment portfolio will be diversified by security type and institution so that potential losses on individual securities do not exceed the gains generated from the remainder of the portfolio.

#### Delegation of authority to make investments:

Authority to manage the City's investment program is granted to the City's Director of Finance, hereinafter referred to as the investment officer. This authority is derived from City Charter Chapter Three, Sec. 24. No person may engage in an investment transaction except as provided under the terms of this policy and any procedures established by the investment officer. The investment officer may designate an employee to be responsible for the day-to-day management of the portfolio, under the leadership of the investment officer, and to act on the investment officer's behalf in the absence of the investment officer. The investment officer shall be

responsible for all transactions under **ATTACHMENT 2** and shall establish a system of controls to regulate the activities of any subordinate official.

Authorized investments: The City of Royal Oak, as a public corporation operating under the laws of the State of Michigan, is limited to investments authorized by Act 20 of the Public Acts of 1943, as amended (MCL 129.91 to 129.96). The City has approved investment in the following authorized investment instruments:

- Bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.
- Certificates of deposit, savings accounts, deposit accounts or depository receipts of a financial institution, but only if the financial institution is eligible to be a depository of funds belonging to the state under a rule or law of this state or the United States.
- Commercial paper rated at the time of purchase within the two highest classifications established by not less than two standard rating services and that matures not more than 270 days after the date of purchase.
- Repurchase agreements consisting of bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.
- Bankers' acceptances of United States banks.
- Obligations of this state or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than one standard rating service.
- Mutual funds registered under the Investment Company Act of 1940, Title I of Chapter 686, 54 Stat. 789, 15 U.S.C. 80a-1 to 80a-3 and 80a-4 to 80a-64, with authority to purchase only investment vehicles that are legal for direct investment by a public corporation. This mutual fund authorization is limited to securities whose intention is to maintain a net asset value of \$1.00 per share. A mutual fund is not disqualified as a permissible investment solely by reason of any of the following:
  - The purchase of securities on a when-issued or delayed-delivery basis.
  - The ability to lend portfolio securities as long as the mutual fund receives collateral at all times equal to at least 100 percent of the value of the securities loaned.
  - The limited ability to borrow and pledge a like portion of the portfolio's assets for temporary and emergency purposes.
  - Obligations described in subsections 5.1 through 5.7 if purchased through an inter-local agreement under the Urban Cooperation Act, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.
  - Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, MCL 129.111 to 129.118.
  - The investment pools organized under the Local Government Investment Pool Act, 1985 PA 121, MCL 129.141 to 129.150.

It is further understood that investments of certain bond proceeds may be restricted by covenants in the bond ordinances.

Authorized financial institutions and broker/dealers:

Investments shall be made only through approved financial institutions and approved security broker/dealers and shall be selected to attain a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics. The investment officer, or his/her delegate, shall be responsible for reviewing financial institutions' and broker/dealers' qualifications and deciding who is approved to conduct investment business with the city. The investment officer, or his/her delegate, shall maintain a list of the approved financial institutions and broker/dealers. All financial institutions and broker/dealers who desire to obtain approval for conducting investment business with the city must provide the investment officer or his/her delegate, with evidence of their creditworthiness and qualifications for doing business in this state. This evidence includes audited financial statements, proof of National Association of Securities Dealers (NASD) certification (if applicable), proof of qualifications for doing business in

Michigan, a signed agreement to comply with this investment policy (see Attachment A), and any other documents required by the investment officer or his/her delegate.

The investment officer or his/her delegate shall conduct an annual review of the financial condition and qualifications of approved financial institutions and broker/dealers to determine if they should remain on the aforementioned list of approved institutions. Financial institutions and broker/dealers shall provide the investment officer or his/her delegate with documents necessary for the review. **INSERT HERE:** The City of Royal Oak seeks to support local businesses and encourages the investment officer to consider financial institutions within the City for the investment of excess funds as part of the overall investment portfolio.

**Safekeeping and custody:**

All trades, where applicable, will be executed on a cash basis or a delivery vs. payment (DVP) basis, as determined by the investment officer or his/her delegate. It shall be the responsibility of the investment officer, or his/her delegate to determine which securities a third-party custodian shall hold. A safekeeping receipt must evidence any securities held in safekeeping by a third-party custodian.

All securities shall be properly designated as assets of the City of Royal Oak. Securities shall be in the name of the City of Royal Oak and shall name the specific fund from which the instrument was purchased.

**Prudence:**

In keeping with the investment officer's and his/her delegate's fiduciary responsibilities, investments shall be made with judgment and care, under circumstances then prevailing, in a manner consistent with that which persons of prudence, discretion and intelligence exercise in the management of their own affairs. Investments shall be made for investment purposes, not for speculative purposes, considering the probable safety of the capital as well as the probable income to be derived.

The investment officer or his/her delegate, acting in accordance with this policy and written procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

**Ethics and conflicts of interest:**

Officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their abilities to make impartial investment decisions.

Officials and employees involved in the investment process shall disclose to the City Manager, or confirm the absence thereof, any material financial interests in financial institutions or broker/dealers that conduct business within this jurisdiction. They shall further disclose, or confirm the absence thereof, any large personal financial/investment positions that could be related to the performance of this jurisdiction's portfolio. Officials and employees shall subordinate their personal investment interests to those of this City.

**Internal controls:**

The investment officer or his/her delegate shall establish and maintain written procedures and internal controls for the operation of the investment program that are consistent with this investment policy. The internal control structure shall be designed to provide reasonable assurance that public funds are protected from loss, theft or misuse and that the City complies with laws governing investment of public funds. These internal controls shall be reviewed annually by the independent auditor.

Reporting:

**ATTACHMENT 2**

The investment officer or his/her delegate shall prepare a monthly report of investment activity. The report shall be designed to provide a clear picture of the status of the current investment portfolio and to allow the City to ascertain if the investment activities during the reporting period conform to this investment policy. The monthly reports shall be maintained in the finance department and shall be available for review by the general public or by City officials. On an annual basis, the investment officer or his/her delegate shall provide an annual report of investment activity to the City Commission.

Adoption by City Commission:

[Adopted 11/16/1998]

[Reaffirmed 05/22/2023]

## **ATTACHMENT 2** **RETIREMENT (PENSION) CONTRIBUTIONS POLICY**

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Be it resolved, the City of Royal Oak shall make pension contributions to the City of Royal Oak retirement system or its successor in accordance with the recommendation of an independent actuarial valuation which shall be conducted on an annual basis.

Be it further resolved, should the weighted average percentage contribution for unfunded actuarial accrued liability recommended by the actuary fall below two percent, the amortization period shall be reduced, and the contribution recalculated until a further reduction would result in a percentage in excess of two percent or until the amortization period is reduced to 20 years. This reduction in the amortization period shall be permanent.

Be it further resolved, should the unfunded actuarial accrued liability fall below zero, the overfunding credit shall be calculated using an amortization period of not less than 30 years.

[Adopted 04/07/2008]

[Reaffirmed 05/22/2023]

## ATTACHMENT 2

### FUND SELF-SUPPORTING POLICY

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Purpose:

To acknowledge and document the expectation of which funds are sole supportive and which funds will accept and/or give fiscal transfers (gifts).

Policy:

Based on the type of fund and expectations, the following list provides whether a City fund can accept or provide a fiscal transfer (gifts) between funds.

• General Fund	• receive / provide
• Major Road Fund	• receive / provide
• Local Road Fund	• receive
• Public Safety Fund	• receive
• Publicity Fund	• receive
• Solid Waste Fund	• self-supporting
• Indigent Defense Fund	• receive
• Library Fund	• receive
• CDBG Fund	• self-supporting
• State Construction Fund	• self-supporting
• ROOTS Fund	• receive / provide
• Animal Shelter Fund	• receive
• Police Grants Fund	• self-supporting
• Miscellaneous Grants Fund	• self-supporting
• Brownfield Fund	• self-supporting
• DDA funds	• provide

[Adopted 06/2014]

[Reaffirmed 05/22/2023]

# Royal Oak

## FUND BALANCE POLICIES

FISCAL YEAR 2024-2025 ANNUAL BUDGET



### FUND BALANCE POLICIES

#### FUND BALANCE POLICY – GENERAL FUND

Purpose:

To ensure proper stewardship of the City of Royal Oak's financial resources, by maintaining the City's ability to:

1. Meet liquidity requirements for current and long-term obligations by considering economic cycles of municipal revenues/expenditures and the estimated budget forecasts.
2. Manage unexpected revenue shortfalls.
3. Accept reasonable uninsured risks, where advantageous.
4. Provide for unanticipated contingencies and emergencies.
5. Provide for long-term budget and tax stabilization.
6. Borrow funds at reasonable interest rates when needed.

Policy:

Be it resolved, that it shall be the policy of the City of Royal Oak to maintain an unassigned fund balance in the General Fund at least equal to 10 percent of budgeted expenditures but not more than 25 percent of budgeted expenditures.

[Adopted 02/06/2006]

[Amended 06/13/2022]

[Reaffirmed 05/22/2023]

Be it resolved, that it shall be the policy of the City of Royal Oak that any amendment to the City's current fund balance policy for the general fund shall require the affirmative vote of two-thirds of the members of the City Commission.

[Adopted 03/06/2006]

[Reaffirmed 05/22/2023]

#### FUND BALANCE POLICY – NON-MAJOR ENTERPRISE FUNDS

Purpose:

Any transfers from any of the City's non-major enterprise funds (Farmers' Market, Ice Arena, and Recreation Administration) to the City's general fund be limited so as not to reduce the net non-capital assets of the non-major enterprise funds by more than 20 percent in any given fiscal year.

Policy:

Be it resolved, that it shall be the policy of the City of Royal Oak that any amendment to the City's current fund balance policy for the non-major enterprise funds shall require the affirmative vote of two-thirds of the members of the City Commission.

[Adopted 03/06/2006]

[Reaffirmed 05/22/2023]

## FUND BALANCE POLICY – AUTO PARKING ENTERPRISE FUND

Purpose:

Whereas, on Feb. 6, 2006, in order to ensure proper stewardship of the City's financial resources, the City Commission unanimously established a policy regarding the maintenance of a minimum unassigned fund balance in the General Fund;

Whereas, after additional consideration, the City Commission has determined that in order to further ensure proper stewardship of the City's financial resources, a policy should also be established to restrict the level of transfers from the City's parking fund to the City's general fund in any given fiscal year. Such a policy will ensure that the City will be able to properly maintain the assets associated with the parking fund without having to draw upon the City's General Fund.

Policy:

Therefore, be it resolved, that it shall be the policy of the City of Royal Oak that any transfers from the City's parking fund to the City's general fund be limited so as not to reduce the net non-capital assets of the parking fund by more than 20 percent in any given fiscal year.

[Adopted 12/04/2006]

[Reaffirmed 05/22/2023]

## FUND BALANCE POLICY – STATE CONSTRUCTION CODE FUND

Purpose:

To help ensure the proper stewardship of the City of Royal Oak's financial resources and in an effort to stabilize the volatility of State Construction Code Fund (as it is a public safety function) through economic downturns and to ensure that the services paid for are completed, a fund balance policy has been established.

Policy:

That it shall be the policy of the City of Royal Oak to maintain an unassigned fund balance in the State Construction Code Fund not less than 50 percent of budgeted expenditures.

That it shall be the policy of the City of Royal Oak that any amendment to the City's current fund balance policy for the State Construction Code Fund shall require the affirmative vote of two-thirds of the members of the City Commission.

[Adopted 06/02/2013]

[Amended 06/10/2019]

[Reaffirmed 05/22/2023]



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Adoption of the Master Administrative Fee Schedule With Effective Date of July 1, 2024	
<b>SUBMITTING DEPARTMENT</b>	Finance	
<b>PRESENTER</b>	Debra Peck Lichtenberg	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**EXECUTIVE SUMMARY** (*include history of previous Commission action/discussion, background, scope of work, etc.):*

As part of the City's annual budget process, administration reviews the fees charged by the various departments to ensure the rates being charged align with the actual costs of providing that service. While many of these fee amounts are specifically set by ordinance or City Charter, many others are not. The fees that are set outside of these documents are periodically brought before the City Commission for confirmation, changes, and/or to establish a new fee.

In an effort to provide residents, contractors and other customers of the City with an easier way to access fee information, the attached Master Administrative Fee Schedule is updated annually during the budget process and presented to Commission for review and approval.

It should be noted that any fees established by the City Charter or City Ordinance are limited to the amount established therein. Also, while due diligence was exercised in creating this document, administration recognizes other fees may exist outside of this document and every effort will be made to incorporate them in later versions.

The Master Administrative Fee Schedule (Attachment 1), if approved, will be posted on the City website for ease of access.

Changes or addition of fees has also been highlighted (Attachment 2), to provide Commission with a point of reference for how the adopted fees may impact the end users. Any interim requests for fee changes or additions will be brought separately for approval as amendments to this document.

The Finance Department recommends the adoption of the Master Administrative Fee Schedule with an effective date of July 1, 2024.

## Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	
<b>AMOUNT CURRENTLY BUDGETED</b>	
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact       Revenue impact (details below)  
 Workload impact (details below)       Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

The changes proposed are intended to keep services revenue neutral, with the fee estimated at the cost of providing the service noted.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

N/A

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

N/A

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## ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

Provides transparency in fees.

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## COMMUNITY ENGAGEMENT

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

N/A

**BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

No

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**LEGAL COMMENTS**

**None**

**PROPOSED COMMISSION RESOLUTION:**

**Be it resolved**, the City Commission hereby approves the Master Administrative Fee Schedule and establishes the fees contained therein as effective beginning July 1, 2024.

**ATTACHMENTS:**

Attachment 1 – FY2024-25 Master Fee Schedule

Attachment 2 – FY2024-25 Master Fee Schedule – Detailed Internal List of Changes



**City of Royal Oak  
Master Administrative Fee Schedule**

**Effective July 1, 2024**

*Adopted by City Commission:*

**5/20/2024**

*This fee schedule lists various fees for services established annually by the City Commission.  
Any fees established by City Charter or City Ordinance are limited to the amount established therein.  
Other fees may exist outside of this document and may be incorporated in later versions.*

ATTACHMENT 1

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**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

<b>DEPARTMENT</b>	<b>FEES TYPE</b>	<b>PAGE</b>
<b>Animal Shelter</b>	Adoption Stray Boarding Surrender	4 4 4
<b>Assessing</b>	Property Records and Lists Service Fees Land Division	5 5 5
<b>City Clerk</b>	Freedom of Information (FOIA) Birth / Death Certificates Dog Licensing / Dog Park Membership Dangerous Dog Applications and Permits Liquor License Recreational Marijuana Commission Room Chamber Rental	6 6 6 6 7-8 8 8 8
<b>Community Development</b>	Commercial Construction	9
<b>-Building Department</b>	Residential Construction Plumbing Fee Schedule Sewer Fee Schedule Mechanical Fee Schedule Electrical Fee Schedule Rental License Application	10 11 12 12-13 13-14 15
<b>Community Development</b>		
<b>-Code Enforcement</b>	Ordinance Enforcement Administration	15

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

<b>DEPARTMENT</b>	<b>FEES TYPE</b>	<b>PAGE</b>
<b>Community Development</b>	Wastewater Collection System	16
<b>-Engineering Division</b>	Utility Pavement and Sidewalk Cut	16
	Engineering Permits	16
	Engineering Site Plan Review	16
	Document Preparation and Filing Fees	16
	Notary, Reproduction and Storage of Maps and Plans	16
	Right-of-Way (ROW) Construction	17
	Private Property Paving	17
	License Agreement Fee	18
	ROW Closure Application	18
	Downtown Outdoor Dining	18
<b>Community Development</b>	Tree Replacement	19
<b>-Planning Division</b>	Planning Commission	19
	Zoning Board of Appeals	19
	Sign Ordinance Appeal	20
	Fence Ordinance Appeal	20
	Zoning Verification Letter	20
	Application for Brownfield Redevelopment Plan	20
<b>44th District Court</b>	Court Fines	21
<b>Farmers Market</b>	Indoor Leases	22
	Outdoor Leases	22
	Sunday Market Stall Rental	22
	Building Rental	23
	Private Rental	23
	Kids Party Rental	23
	Optional Extras	23

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

<b>DEPARTMENT</b>	<b>FEES TYPE</b>	<b>PAGE</b>
<b>Fire Dept. / Emergency Medical Services (EMS)</b>	Cardiopulmonary Resuscitation (CPR) Training Classes	24
	Emergency Medical Services	24
	Fire Prevention Services	24-25
<b>Public Library</b>	Library Fees	26
	Prints and Copies	26
	Miscellaneous	26
	Auditorium Rental	26
<b>Police Department</b>	False Alarm	27
	Snow Emergency Parking Exemption	27
	Precious Metals and Gems Dealer Business License	27
	Impound Administrative Fee	27
	Notary for Firearm Purchase	27
<b>Parking</b>	Parking Structure Rates	28
	Monthly Parking Permits (structures & lots)	28
	Annual Residential Permits	28
	On Street Meter Rental	28
	Overnight Amtrak Parking Pass	28
	Valet Parking Services in Central Business District (CBD)	28
<b>Recreation</b>	Recreation Programs	29
	Gym Rental	29
	Field Rental	29
	Pavilion Rental	29-30
<b>Senior Center Services</b>	Coffee Service and Supplies	31
	Room Rental	31
<b>Treasury</b>	Treasury Fees	32
<b>Water Billing</b>	Water and Sewer Commodity Charge	32
	Sewer Only Charge	32
	Billing Administrative Flat Fee	32
	Service Fees	32-33

**ATTACHMENT 1**

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

*(Note: fees contained herein are subject to periodic changes including additions, deletions and rate changes.  
Updates may be posted in a separate addendum. Please contact the department directly if you have any questions).*

**Royal Oak Animal Shelter (ROAS)**

<b>SERVICE</b>		<b>FEE</b>
Adoption Fee - sterilization deposit	*	\$ 50.00
Adoption Fee - cat		\$ 85.00
Adoption Fee - kitten		\$ 85.00
Adoption Fee - cat / kitten (purebred)		\$ 200.00
Adoption Fee - adult dog		\$ 150.00
Adoption Fee - dog (small breed)		\$ 200.00
Adoption Fee - dog (toy or purebred)		\$ 300.00
Adoption Fee - puppy		\$ 200.00
Stray Boarding Fee - 1st day		\$ 50.00
Stray Boarding Fee - 2nd day		\$ 100.00
Stray Boarding Fee - 3rd day		\$ 150.00
Stray Boarding Fee - 4th day and each additional day		\$ 45.00
Surrender Fee - vetted and sterilized surrender	**	\$ 150.00
Surrender Fee - vetted OR sterilized surrender	**	\$ 300.00
Surrender Fee - unvetted and/or intact surrender	**	\$ 450.00
Quarantine Fee - intake flat fee		\$ 150.00
Quarantine Fee - daily fee	***	\$ 50.00

*\*Sterilization deposit on all intact animals leaving the shelter is required by law. Deposit is refundable once terms of the contract have been satisfied and proof of sterilization is returned within a designated time frame to ROAS.*

*\*\*Surrenders are arranged by appointment only.*

*\*\*\*Starting on day of intake*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

**Effective July 1, 2024**

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**Assessing Department**

<b>SERVICE</b>		<b>FEE</b>
Personnel Property List		\$ 150.00
Apartment List		\$ 60.00
Condominium List		\$ 60.00
Vacant Property List		\$ 60.00
Commercial Property Records	*	\$ 0.25
Industrial Property Records	*	\$ 0.25
Residential Property Records	*	\$ 0.25
Custom Reports	*	\$ 0.25
Mailing Labels	*	\$ 0.25
Archived Assessment Roll	*	\$ 0.25
Archived Records	**	\$ 5.00
General Copies		\$ 1.00
Land Division - one parcel into two		\$ 300.00
Land Division - one parcel into three		\$ 400.00
Land Division - one parcel into four		\$ 500.00
Land Division - one parcel into five or more		\$ 550.00
Land Division - each additional property after five		\$ 50.00

\*Cost is per parcel; \$1,500.00 maximum.

\*\*Cost is per parcel, per year.

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**City Clerk**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Freedom of Information Act (FOIA) Requests:</u></b>	
Please refer to the City of Royal Oak's website for additional information pertaining to FOIA requests:	
<u><a href="https://www.romi.gov/1742/Freedom-of-Information-Act-FOIA">https://www.romi.gov/1742/Freedom-of-Information-Act-FOIA</a></u>	
Voter Information Request (sent in excel format, cost per file)	\$ 20.00
Precinct Maps	\$2.00 each
Debit / Credit Card Service Fee	3% of the payment amount, \$2.95 minimum per transaction
Copies	\$0.10 per page
Birth / Death Certificates (first copy)	\$ 15.00
Birth / Death Certificates (each additional copy)	\$ 5.00
Dog Licensing Fee - less than 17 months	* \$ 7.00 / \$14.00
Dog Licensing Fee - 18 to 29 months	* \$14.00 / \$28.00
Dog Licensing Fee - 30 to 36 months	* \$20.00 / \$40.00
Dog Licensing Fee - penalty fee	\$ 20.00
<b><u>Mark Twain Dog Park Membership:</u></b> (one year membership)	
Resident Rate	\$ 40.00
Non-Resident Rate	\$ 65.00
key fob (one fob per household; 3 dog maximum)	\$ 10.00
Dangerous Dog Fee	\$ 200.00

*\*Michigan Act 339 of 1919 requires licensing of all dogs 4 months of age and older. Rate doubles without proof of spay / neutering.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

**Effective July 1, 2024**

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**City Clerk (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Applications and Permits:</u></b>	
Arts, Beats and Eats (ABE) Parking Station Application	\$ 185.00
ABE Parking Station - fee for existing regular parking station	\$ 150.00
ABE Parking Station - premium for lots with 50+ spaces	\$ 40.00
ABE Parking Station - late fee (with previous parking station for ABE)	\$ 150.00
Banner Application Permit	\$ 225.00
Application to Film	\$ 12.00
Hotel / Motel Application - one to 10 rooms	\$ 480.00
Hotel / Motel Application - 11 to 1,000 rooms (cost per room)	\$ 17.50
Hotel / Motel Application - late fee	25% of the total cost
Harbor Livestock / Animal Permit	\$ 20.00
Parking Station Application (first-time applicant)	\$ 150.00
Parking Station - premium fee for lots with 50+ spaces	\$ 40.00
Parking Station - renewal with changes	\$ 150.00
Parking Station - renewal without changes	\$ 20.00
Peddler's License Permit	\$ 50.00
Application to Operate Quadricycle	\$ 125.00
School Parade / Walk Permit Application	* \$ 20.00
Solicitation Application	** n/a

*\*For school use only, and must be turned in 30 days prior to your event.*

*\*\*A solicitation application must be on file with the city clerk.*

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**Effective July 1, 2024**

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**City Clerk (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Applications and Permits (continued):</u></b>	
Special Event Permit Application Fee	\$ 125.00
Woodward Dream Cruise - new sales permit	\$ 200.00
Woodward Dream Cruise - outdoor sales permit	\$ 200.00
Woodward Dream Cruise - outdoor sales permit with alcohol	\$ 300.00
Woodward Dream Cruise - third-party permit	\$ 200.00
Woodward Dream Cruise - late fee	\$ 200.00
Liquor License - non-refundable application investigation fee	\$ 1,000.00
Class C Annual Renewal	\$ 1,000.00
Specialty Designated Distributors (SDD) Annual Renewal	\$ 100.00
Specialty Designated Merchants (SDM) Annual Renewal	\$ 100.00
Massage Establishments Annual License Renewal Fee	\$ 1,000.00
Recreational Marijuana Annual License Renewal Fee	\$ 5,000.00
<b><u>City Commission Chamber Rental:</u></b>	
one hour or less (door attendant / room)	\$15.00 / \$100.00
more than 1 hour, less than 2 hours (door attendant / room)	\$30.00 / \$100.00
more than 2 hours, less than 3 hours (door attendant / room)	\$45.00 / \$100.00
more than 3 hours, less than 4 hours (door attendant / room)	\$60.00 / \$135.00
more than 4 hours, less than 5 hours (door attendant / room)	\$75.00 / \$170.00

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**Effective July 1, 2024**

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**Community Development - Building Department**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Commercial Construction:</u></b>	
Plan Review Fee	* .0015 x construction value
Commercial Building Permit Fee - up to \$10 million in estimated value of construction or fraction thereof, rounded to the next highest \$1,000.00 (\$200.00 minimum fee)	\$12.00 per \$1,000.00 in construction value
Commercial Building Permit Fee - more than \$10 million in estimated value of construction or fraction thereof, rounded to the next highest \$1,000.00 (\$200.00 minimum fee)	\$12.00 per \$1,000.00 in value up to \$10 million AND \$10.00 per \$1,000.00 in value over \$10 million
Builders Deposit (\$200.00 minimum fee)	1% of construction value
Construction Code Board of Appeals Hearings	\$ 375.00
Stop Work	\$625.00 maximum
Reinstatement of Expired Permit	50% of original fee
Wrecking of Buildings permit - up to 30,000 cubic feet	\$ 200.00
Wrecking of Buildings permit - more than 30,000 cubic feet	\$200.00 + \$5.00 / 1,000 cu ft or fraction thereof
Wrecking cash deposit - accessory structure / all others	\$625.00 / \$2,500.00
Temporary Certificate of Occupancy	\$ 625.00
Cancellation / Refund of Fees (70% of original permit fee, less \$50.00 administrative fee) upon written request, prior to work starting.	\$ 50.00
Revised / Substitute Plans (fees are based on portion of work redesigned)	tbd
Special Investigation (required when work is started prior to permit issuance, or other situations requiring additional staff time)	tbd
Inspector Meeting (per inspector, per hour)	\$ 75.00
Record Retention (per page)	\$ 1.25
Reinspection Fee / All Other Services	determined by Building Official

*\*Cost is computed from the current square foot construction costs of International Code Council (ICC).*

*Plan review fees must be paid before the plan review process can start.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

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**Community Development - Building Department (continued)**

<b>SERVICE</b>	<b>FEE</b>		
<b><u>Residential Construction:</u></b>			
Plan Review Fee - new home construction	*	\$	450.00
Plan Review Fee - room or dormer addition (up to 400 sq ft)	*	\$	100.00
Plan Review Fee - room or dormer addition (between 401 - 1,000 sq ft)	*	\$	250.00
Plan Review Fee - room or dormer addition (over 1,001 sq ft)	*	\$	425.00
Alterations		\$	40.00
Residential 1 & 2 Family Building Permit Fee (\$100 minimum fee)	**	\$12.00 per \$1,000.00 in construction value	
Builders Deposit - additions / new homes		\$200.00 / \$750.00	
Construction Code Board of Appeals Hearings		\$	375.00
Stop Work		\$625.00 maximum	
Reinstatement of Expired Permit		50% of original fee	
Wrecking of Buildings permit - 1 & 2 family dwellings / garages		\$250.00 / \$100.00	
Wrecking cash deposit - 1 & 2 family dwellings / garages		\$1,250.00 / \$625.00	
Temporary Certificate of Occupancy		\$	625.00
Cancellation / Refund of Fees (70% of original permit fee, less \$50.00 administrative fee) upon written request, prior to work starting.		\$	50.00
Revised / Substitute Plans (fees are based on portion of work redesigned, final costs determined by plan reviewer)		tbd	
Special Investigation (required when work is started prior to permit issuance, or other situations requiring additional staff time)		tbd	
Inspector Meeting (per inspector, per hour)		\$	75.00
Record Retention (per page)		\$	1.25
Reinspection Fee / All Other Services		determined by Building Official	

*\* Plan review fees must be paid before the plan review process can start. Final plan review fee may be higher than estimated and will be determined by the Building Inspector based upon actual time required. The additional amount, if any, will be due upon completion of the plan review process and before any permits will be issued.*

*\*\*Cost is computed from the current square foot construction costs of International Code Council (ICC).*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

**Effective July 1, 2024**

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**Community Development - Building Department (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>PLUMBING FEE SCHEDULE</u></b>	
NO FEE FOR REGISTRATION. MINIMUM PERMIT FEE IS \$70.00	
Backflow Preventer	\$ 30.00
Backwater Check Valve	\$ 20.00
Bathtub	\$ 15.00
Dishwasher	\$ 15.00
Drinking Fountain	\$ 15.00
Floor Drain	\$ 15.00
Garbage Disposal	\$ 20.00
Grease Interceptor	\$ 20.00
Interior Drain Tile	\$ 35.00
Laundry Tub / Standpipe	\$ 15.00
Lavatory / Sink	\$ 15.00
Lawn Sprinkling Backflow Preventer	\$ 30.00
Medical Gas - per 5 openings	\$ 30.00
Pump / Ejector / Sump	\$ 25.00
Roof Sump	\$ 15.00
Safe Waste	\$ 15.00
Shower Trap	\$ 15.00
Stack, Conductor, Vent, AAV	\$ 20.00
Unlisted Fixture	\$ 25.00
Urinal	\$ 15.00
Underground Sanitary	\$ 25.00
Water Closet (toilet)	\$ 15.00
Water Distribution - Per 150 Feet: up to 1-1/4 inch	\$ 30.00
Water Distribution - Per 150 Feet: over 1-1/4 inch	\$ 60.00
Water Heater	\$ 15.00

**CITY OF ROYAL OAK**  
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**Community Development - Building Department (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>SEWER FEE SCHEDULE</u></b>	
NO FEE FOR REGISTRATION. MINIMUM PERMIT FEE IS \$70.00	
Manhole / Catch Basin	\$ 30.00
Sewer - Per 200 Feet: up to 6" diameter	\$ 60.00
Sewer - Per 200 Feet: over 6" diameter	\$ 80.00
Sewer Cap	\$ 40.00
Sewer Cleanout	\$ 30.00
Water Service - from curb box (new or repl.): up to 2" diameter	\$ 35.00
Water Service - from curb box (new or repl.): over 2" diameter	\$ 40.00
<b><u>MECHANICAL FEE SCHEDULE</u></b>	
NO FEE FOR REGISTRATION. MINIMUM PERMIT FEE IS \$70.00	
A/C Unit	\$ 40.00
Air Handling Unit / Energy Recovery Ventilator	\$ 100.00
Boiler	\$ 110.00
Chiller	\$ 175.00
Chimney Liner or B-Vent	\$ 10.00
Damper - Fire, Smoke, or Combination	\$ 10.00
Duct Detector (not a part of a fire alarm system)	\$ 10.00
Exhaust System	\$ 40.00
Fireplace, Fireplace Insert, or Wood Stove	\$ 90.00
Furnace	\$ 110.00
Gas Piping - per 5 openings	\$ 70.00
Generator - Diesel, Natural Gas, or Propane	\$ 100.00
Heat Exchanger, Coil, or Variable Air Volume Box	\$ 20.00
Heater - Wall, Unit, or Pool	\$ 105.00

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

**Effective July 1, 2024**

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**Community Development - Building Department (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>MECHANICAL FEE SCHEDULE (continued)</u></b>	
NO FEE FOR REGISTRATION. MINIMUM PERMIT FEE IS \$70.00	
Hood - Type 1	\$ 190.00
Hood - Type 2, Fume, or Lab	\$ 70.00
Humidifier	\$ 10.00
HVAC Ductwork Systems	\$ 110.00
Hydronic / Process Piping - Per 200 Feet	\$ 95.00
Kitchen, Bath, or Dryer Exhausts	\$ 10.00
Package or Rooftop Unit	\$ 100.00
Refrigeration System - New or Alteration	\$ 65.00
Smoke Control System	\$ 220.00

**ELECTRICAL PERMIT FEE SCHEDULE**

NO FEE FOR REGISTRATION. MINIMUM PERMIT FEE IS \$70.00

A/C Unit	\$ 55.00
Circuits - New or Altered	\$ 15.00
Emergency Lighting - per 5 fixtures	\$ 65.00
Feeder / Bus Duct - per 100 feet	\$ 25.00
Fire Alarm Panel	\$ 30.00
Fire Alarm Device	\$ 10.00
Fixtures - per 25 fixtures	\$ 25.00
Furnace - New or Reconnect	\$ 35.00
Garage Feeder - Detached Only	\$ 80.00
Generator - up to 30 KVA	\$ 65.00
Generator - between 30 - 50 KVA	\$ 75.00
Generator - greater than 50 KVA	\$ 90.00

**CITY OF ROYAL OAK**  
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**Community Development - Building Department (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>ELECTRICAL PERMIT FEE SCHEDULE (continued)</u></b>	
NO FEE FOR REGISTRATION. MINIMUM PERMIT FEE IS \$70.00	
HVAC Package Unit or Rooftop Unit	\$ 55.00
Motor - up to 5 HP	\$ 30.00
Motor - between 5 - 30 HP	\$ 55.00
Motor - greater than 30 HP	\$ 80.00
Panel / Sub-Panel - up to 200 Amp	\$ 45.00
Panel / Sub-Panel - between 200 - 400 Amp	\$ 65.00
Panel / Sub-Panel - greater than 400 Amp	\$ 200.00
Parking Lot Lighting - per 5 poles	\$ 80.00
Service - New, Relocate, or Repair	\$ 45.00
Signs - New or Reconnect	\$ 35.00
Smoke Detectors - Residential Hardwired only (per device)	\$ 10.00
Solar / Photovoltaic (per Kw)	\$ 20.00
Swimming Pool or Spa	\$ 55.00

*Multiply the total quantity of each item by the unit price for the total fee. It is the responsibility of the applicant to include and state all work being performed on the permit application.*

*A permit remains valid as long as inspections are requested and conducted.*

*A permit shall become invalid if the authorized work has not commenced within six months after issuance of the permit or if the authorized work is suspended or abandoned for a period of six months after the time of commencing work.*

*A permit will be CANCELLED when no inspections are requested and/or conducted within six months of the date of issuance or the date of a previous inspection. Cancelled permits cannot be refunded or reinstated. The permit holder shall schedule all inspections in a timely manner.*

ATTACHMENT 1

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**Community Development - Building Department (continued)**

<b>SERVICE</b>		<b>FEE</b>
<b>Rental License:</b>		
Rental License Application Fee - single family	*	\$ 145.00
Rental License Application Fee - owner occupied duplex	*	\$ 145.00
Rental License Application Fee - duplex	*	\$ 230.00
Rental License Application Fee - condominium	*	\$ 90.00
Rental License Application Fee - multiple units	*	\$230.00 administrative fee + \$30.00 per unit
Sidewalk Sign Application Fee		\$ 75.00
Fence Permit Application Fee		\$ 35.00
Fence Permit Plan Review Fee		\$ 30.00

*\*Approved by City Commission on 06/27/2022*

**Community Development - Code Enforcement**

<b>SERVICE</b>		<b>FEE</b>
Ordinance Enforcement Administration Fee - DPS services	*	\$ 35.00
Ordinance Enforcement Administration Fee - Code Enforcement		\$ 75.00

*\*Assessed per visit.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

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**Community Development - Engineering Division**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Wastewater Collection System Fees:</u></b>	
District A	\$ 1,794.00
District B	\$ 2,049.00
District C	\$ 2,753.00
<b><u>Utility Pavement and Sidewalk Cut Fees:</u></b>	
1st pavement cut - major street (30 sf)	\$ 1,232.00
each additional cut - major street (30 sf)	\$ 734.00
1st pavement cut - local street (30 sf)	\$ 996.00
each additional cut - local street (30 sf)	\$ 709.00
sidewalk cut per flag	\$ 447.00
<b><u>Engineering Permit Fees:</u></b>	
Permit Fee (per permit)	\$ 130.00
Inspection Fee (per hour)	\$ 106.00
Penalty Fee (per violation)	\$ 285.00
Contaminated Sewage Discharge Review Fee (per occurrence)	\$ 214.00
<b><u>Engineering Site Plan Review Fees:</u></b>	
Review Fee (per hour)	\$ 156.00
Easement Preparation / Filing Fee (per easement)	\$ 394.00
License Agreement Preparation / Filing Fee (per license agreement)	\$ 394.00
Document Preparation / Filing Fee (pull-off parking agreements)	\$ 301.00
Document Preparation / Filing Fee (stormwater detention liens)	\$ 351.00
Letter-to-serve and Other Official Documentation Service Fee (per letter or document)	\$ 200.00
Notary Services (per document)	\$ 10.00
Scanning and e-storage (per plan sheet)	\$ 2.00
Plan and Map Reproduction Fee (1st copy / each additional)	\$20.00 / \$5.00

**CITY OF ROYAL OAK**  
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**Community Development - Engineering Division (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><i>Engineering Division Performance Guarantee Schedule</i></b>	
<b><i>In the form of cash or an irrevocable letter of credit (ILOC) per permit.</i></b>	
<b><u>Right-of-way (ROW) Construction:</u></b>	
Commercial / Non-resident Work	* 125% cost of ROW work
<b><u>Utility Improvement:</u></b>	
directional boring for up to 2 locations	\$ 10,000.00
directional boring each additional location	\$ 5,000.00
<b><u>New House / Major House Reconstruction: BUILDER ONLY</u></b>	**
60ft wide or smaller lots	\$ 5,000.00
wider than 60ft lot or corner lot	\$ 7,500.00
<b><u>Sidewalk and/or Curb Cut Driveway Approach Construction:</u></b>	
for sidewalk work only	\$ 1,000.00
for sidewalk and/or approach work	\$ 2,000.00
<b><u>Sewer / Water Tap or Sewer / Water Line:</u></b>	
for work in the roadway	\$ 2,000.00
for work entirely outside the roadway	\$ 1,000.00
Traffic Control - Sidewalk, Lane and Road Closures	*** \$ 2,000.00
Container / Dumpster Placement in ROW	\$ 2,000.00
<b><u>Private Property Paving:</u></b>	
Private Property Paving - % cost for proposed work	20% cost of work

*\*Percentage of cost for the proposed work in the right-of-way. \$1,000.00 minimum fee.*

*\*\*ONLY builders may pull this permit.*

*\*\*\*Per permit; any parking meters blocked must be paid for in advance.*

ATTACHMENT 1

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**Effective July 1, 2024**

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**Community Development - Engineering Division (continued)**

<b>SERVICE</b>		<b>FEE</b>
<b><u>Application for Activities Taking Place in Public Right-of-Way (ROW)</u></b>		
License Agreement Fee	*	\$ 500.00
Right-of-Way Vacation / Closure Application Fee		\$ 400.00
<b><u>Application for Downtown Outdoor Dining: (located in public ROW only)</u></b>		
New License Serving Alcohol	*	\$ 750.00
New License NOT Serving Alcohol	*	\$ 375.00
Existing License Serving Alcohol	*	\$ 600.00
Existing License NOT Serving Alcohol	*	\$ 300.00
Required one-time Performance Bond	**	\$ 1,000.00
Metered Parking Space Fee (street patio)	***	\$25.00 per day, per metered space

*\*License agreement must be approved annually, effective 4/1, expires on 10/31.*

*Open to apply all year, subject to city commission. Summer agreements are eff. 4/1 through 10/31.*

*Winter agreements must be requested separately and are eff. 11/31 through 3/31.*

*\*\*Due for new applicants only those with depleted funds. Separate bonds are required for Sidewalk Café and Street Patio, respectively.*

*\*\*\*Only after receiving license approval from city commission.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
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**Community Development - Planning Division**

<b>SERVICE</b>	<b>FEE</b>		
<b><u>Tree Replacement:</u></b>			
Evergreen trees	*	\$200.00 per foot	
Large deciduous canopy trees	**	\$200.00 per inch	
Small deciduous ornamental trees	**	\$180.00 per inch	
<b><u>Planning Commission:</u></b>			
Site Plan Review / Review with Public Hearing (optional)	***	\$500.00 / \$900.00	
Special Land Use (includes site plan review)	***	\$ 1,500.00	
Site Plan or Special Land Use Renewal		\$500.00 each	
Rezoning Request	***	\$ 1,000.00	
Conditional Rezoning Request	***	\$ 1,500.00	
Special Redevelopment Project	***	\$ 1,500.00	
Planned Unit Development (Preliminary / Final)	***	\$1,000.00 each	
Planned Unit Development (City Commission)		\$ 2,000.00	
Special Meeting Requested by Petitioner	*****	\$ 500.00	
<b><u>Zoning Board of Appeals (ZBA):</u></b>			
Variance (Use or Dimensional)	***	\$ 700.00	
Administrative Appeal or Interpretation	***	\$ 700.00	
Request for reconsideration	****	\$ 500.00	
Special Meeting Requested by Petitioner	*****	\$ 500.00	

*\*Total height of evergreen removed less total height of new evergreen planted.*

*\*\*Total diameter-at-breast-height (d.b.h.) in inches removed, less d.b.h in new trees planted.*

*\*\*\*Requires public hearings and notifications to be provided. Notification will be distributed by the city pursuant to state and local ordinance.*

*\*\*\*\*Fee for reconsideration request only. If reconsideration is granted, a new variance application with an additional \$700.00 is required.*

*\*\*\*\*\*Subject to Planning Commission / ZBA availability and approval. Additional Fee.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

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**Community Development - Planning Division (continued)**

<b>SERVICE</b>		<b>FEE</b>
Sign Ordinance Appeal Application Fee	\$	300.00
Fence Ordinance Appeal Application Fee	\$	300.00
Zoning Verification Letter Application Fee	\$	50.00
Application for Brownfield Redevelopment Authority Plan	\$	500.00

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

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**44th District Court**

**SERVICE**

**FEE**

**Court Fines are set by the Chief Judge of the 44th District Court. Please refer to the court's webpage or contact the court directly for the current fine schedule.**

**<https://www.romi.gov/904/Court-Judicial-Services>**

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

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**Royal Oak Farmers Market**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Indoor Leases:</u></b>	
Fridays - Annual - Standard Stall	*      \$      1,175.00
Fridays - Annual - Premium Stall	*      \$      1,700.00
Fridays - Semi-annual - Standard Stall	*      \$      850.00
Fridays - Semi-annual - Premium Stall	*      \$      1,030.00
Saturdays - Annual - Standard Stall	*      \$      1,700.00
Saturdays - Annual - Premium Stall	*      \$      2,225.00
Saturdays - Semi-annual - Standard Stall	*      \$      925.00
Saturdays - Semi-annual - Premium Stall	*      \$      1,375.00
Saturdays - Daily Vendor - 6' Table	\$      25.00
Saturdays - Daily Vendor - 6'x8' Space	\$      40.00
<b><u>Outdoor Leases:</u> (Saturday only / Semi-annual)</b>	
East or West Porch - Covered	\$      825.00
East or West Porch - Uncovered	\$      725.00
South End	\$      925.00
<b><u>Sunday Market Stall Rental:</u> (Summer Rate / Winter Rate)</b>	
Wall Space	\$45.00 / \$45.00
Center Space	\$50.00 / \$50.00
South Wall	\$60.00 / \$60.00
Wall Corner	\$45.00 / \$45.00
East Porch	\$60.00 / \$30.00
West Porch	\$40.00 / \$20.00
East Porch - Uncovered	\$40.00 / \$20.00
West Porch - Uncovered	\$20.00 / \$10.00

*\*Annual lease agreements for weekend producers became effective May 1, and run through the end of April.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

**Effective July 1, 2024**

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**Royal Oak Farmers Market (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Building Rental:</u></b>	
Sunday through Thursday only, 2 hour minimum / 3 hours max	\$300.00 per hour
Cleaning Fee	\$ 250.00
<b><u>Private Rentals:</u></b>	
Base Fee - Sunday through Thursday	* \$2,500 / \$3,000 / \$3,700
Base Fee - Friday and Saturday	* \$3,500 / \$4,000 / \$4,700
Cleaning Fee - 1 personnel (0-200 people)	\$ 250.00
Cleaning Fee - 2 personnel (201-400 people)	\$ 500.00
Cleaning Fee - 3 personnel (401-600 people)	\$ 750.00
Cleaning Fee - 4 personnel (600+ people)	\$ 1,000.00
<b><u>Kids Party: (under 17 years of age)</u></b>	
Base Fee - Sunday through Thursday	* \$2,800 / \$3,200 / \$4,200
Base Fee - Friday and Saturday	* \$3,800 / \$4,200 / \$5,200
Cleaning Fee - 2 personnel (up to 400 attendees)	\$ 500.00
Cleaning Fee - 3 personnel (401-600 attendees)	\$ 750.00
Cleaning Fee - 4 personnel (600+ attendees)	\$ 1,000.00
<b><u>Optional Extras:</u></b>	
6' x 32" Rectangle Tables (70 included with rental)	FREE
60" Round Tables	\$10.00 each
30" x 42" Hi-Top Tables	\$10.00 each
Black Stackable Chairs or Black Padded Folding Chairs	\$1.00 each
West Porch or East Porch	\$200.00 each
West Lot	\$ 500.00
Wedding Rehearsal	\$ 100.00
Masking Curtains - Office Wall only	\$ 400.00
Masking Curtains - Drive Aisle(s) only	\$100.00 each

*\*Fees listed correlate to size of rental space to 1st curtain / 2nd curtain / or full building rental.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

**Effective July 1, 2024**

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**Fire Department / Emergency Medical Services (EMS)**

<b>SERVICE</b>	<b>FEE</b>
Cardiopulmonary Resuscitation (CPR) Training Classes	\$ 50.00
<b><u>Emergency Medical Services:</u></b>	
Advanced Life Support (ALS) Emergency	\$ 700.00
ALS II Emergency	\$ 1,000.00
Basic Life Support (BLS) Emergency	\$ 600.00
BLS Non-Emergency	\$ 375.00
Mileage	\$ 15.00
<b><u>Fire Prevention Services:</u></b>	
Emergency Responder Radio Booster	\$ 150.00
Fire Alarm - Administrative Fee	\$ 150.00
Fire Alarm - Subsequent Plan Review (per hour)	\$ 100.00
Fire Alarm - Alarm Control Panel	\$ 75.00
Fire Alarm - 1st Initiating Device	\$ 15.00
Fire Alarm - Each Additional Initiating Device	\$ 3.00
Fire Alarm - 1st Notification Device	\$ 15.00
Fire Alarm - Each Additional Initiating Device	\$ 3.00
Re-Inspection Fees for Annual Inspections	\$ 100.00
New Construction - Fire Alarms Re-Inspections (per hour)	\$ 100.00
New Construction - All Types of Re-Inspections (per hour)	\$ 100.00
Existing Structures / Occupancies -	
All Types of Re-Inspections (per hour)	\$ 100.00
Kitchen Hood (Commercial) - Admin. Fee; 1st Inspection	\$ 150.00
Kitchen Hood (Commercial) - each additional kitchen hood	\$ 100.00
Tents - Inspection Fee	\$ 25.00
Food Truck - Annual Permit	\$ 50.00
Hazardous Material Reporting / Annual Permit	\$ 250.00

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

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**Fire Department / Emergency Medical Services (EMS) (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Fire Prevention Services: (continued)</u></b>	
<b><u>Sprinkler System / Standpipe System:</u></b>	
Administrative Fee	\$ 100.00
Pipe Schedule Plan Review (less than 29 heads)	\$ 100.00
Each Fire Pump	\$ 175.00
Each Jockey Pump	\$ 50.00
1-20 sprinkler heads	\$ 180.00
21-100 sprinkler heads	\$ 360.00
101-200 sprinkler heads	\$ 450.00
201-300 sprinkler heads	\$ 540.00
301-500 sprinkler heads	\$ 720.00
Each Sprinkler Head Over 500	\$ 1.50
Standpipe / Sprinkler Combination	\$ 75.00
Fire Department Connection	\$ 25.00
Each Standpipe Riser	\$ 180.00
<b><u>Clean Agent Suppression System:</u></b>	
Administrative Fee; 1st inspection (each system)	\$ 150.00
Each Additional System (same location)	\$ 150.00

ATTACHMENT 1

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
**Effective July 1, 2024**

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**Royal Oak Public Library (ROPL)**

<b>SERVICE</b>		<b>FEE</b>
Library Card - resident (full access)		FREE
Library Card - non-resident	*	\$ 100.00
Inter-Library Loan - The Library Network (TLN)		FREE
Inter-Library Loan - MelCat (ROPL card holders)		FREE
Overdue Materials - replacement fee for lost or damaged items		cost to replace item
<b>Prints &amp; Copies:</b>		
black and white photo copies and prints (1st 5 copies free)	\$	0.10
color copies and prints (per page)	\$	0.25
<b>Miscellaneous:</b>		
ROPL Book Bag		\$4.00 each; or 3 for \$10.00
USB Flash drive	\$	2.00
Headphones or earbuds	\$	2.00
Button-making Supplies (cost per button)	\$	0.05
Laminating Sheets (8.5"x11" / 11"x17" or larger)		\$0.25 / \$0.50 each
<b>Auditorium Rental:</b>		
For-profit Entity Rental Fee		2 hours for \$100.00; \$50.00 per hour thereafter
Non-profit Entity Rental Fee		2 hours for \$50.00; \$25.00 per hour thereafter

\* Non-resident cards provide full access to ROPL services, not other TLN services. Fee is annual.

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
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**Police Department**

<b>SERVICE</b>	<b>FEE</b>
False Alarm Fee - (triggered after 3 false alarm occurrences per calendar year)	\$ 50.00
False Alarm Fee - 5th occurrence	\$ 75.00
False Alarm Fee - 6 or more occurrences	\$ 100.00
Snow Emergency Parking Exemption Permit Fee (per vehicle)	* \$ 25.00
Precious Metals and Gems Dealer Business License Application Fee (per licensed establishment)	\$ 50.00
Impound Administrative service fee	\$ 50.00
Notary for Firearm Purchase service fee	\$ 10.00

\* Available to residents that do not have a driveway.

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**  
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**Parking**

<b>SERVICE</b>	<b>FEE</b>
Parking Structure Rates	* 1st 2 hours FREE; \$0.75 per hour thereafter
<b>Monthly Parking Permits:</b>	
for structures at 110 E. 11 Mile Rd. & 212 Center St. (per month)	\$ 50.00
for structures at 514 S. Lafayette & 271 S. Lafayette (per month)	\$ 45.00
for P1 / P2 lots (per month)	\$ 75.00
for P5 / P7 lot (per month)	\$ 45.00
Parking Structure Card (for monthly parking passes)	** \$ 10.00
Annual Residential Permits (per household)	*** \$ 25.00
On Street Meter Rental (per day)	\$ 25.00
Overnight Amtrak Parking Pass (per day)	\$ 5.00
<b>Valet Parking: (in Central Business District only)</b>	
Initial review fee	\$ 750.00
change of valet service	\$ 50.00
annual review fee	\$ 300.00
one day or special event valet service	\$ 300.00
late fee (Dec. 2 - Dec. 14 / Dec. 15 - Dec. 31)	\$250.00 / \$500.00
performance bond	\$ 350.00

*\*Maximum daily charge is \$7.50*

*\*\*One-time fee.*

*\*\*\*One-time fee. Available for select areas. Must be renewed annually.*

**CITY OF ROYAL OAK**  
**Master Administrative Fee Schedule**

**Effective July 1, 2024**

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**Recreation Department**

<b>SERVICE</b>	<b>FEE</b>
<b><u>Recreation Programs:</u></b>	
Please visit the City's website for current offerings of Recreation Programs. Online registration, fees and other recreation department information is available at:	
<a href="https://www.romi.gov/440/Recreation"><u>https://www.romi.gov/440/Recreation</u></a>	
Recreation Programs - returned check fee	\$ 35.00
Recreation Programs - refund processing	\$ 10.00
Gym Rental at Jack and Patty Salter Community Center (per hour)	\$ 60.00
<b><u>Field Rentals:</u></b>	
Baseball / Soccer Field Rental (includes bases and lines)	\$ 60.00
Practices (field as-is)	No Charge
Memorial Park Practices	\$ 125.00
Memorial Park - fields 1 and 2 (per hour) (includes bases, staff lines and lights)	\$ 75.00
Memorial Park - field 3 (turf field, includes bases, staff lines and lights)	\$200.00 1st game; \$150.00 additional game
<b><u>Pavilion Rental:</u></b>	
Note: There are two time slots available per day from 10am - 2pm and 3pm - 7pm for pavilion rentals at the following park locations:	
Lawson Park - weekday (resident)	\$ 50.00
Lawson Park - weekday (non-resident)	\$ 65.00
Lawson Park - weekend (resident)	\$ 80.00
Lawson Park - weekend (non-resident)	\$ 95.00

**CITY OF ROYAL OAK**  
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**Recreation Department (continued)**

<b>SERVICE</b>	<b>FEE</b>
<b>Pavilion Rental: (continued)</b>	
Memorial Park - large weekday (resident)	\$ 75.00
Memorial Park - large weekday (non-resident)	\$ 100.00
Memorial Park - large weekend (resident)	\$ 100.00
Memorial Park - large weekend (non-resident)	\$ 125.00
Star Jaycee Park - small two weekday (resident)	\$ 30.00
Star Jaycee Park - small two weekday (non-resident)	\$ 45.00
Star Jaycee Park - small two weekend (resident)	\$ 40.00
Star Jaycee Park - small two weekend (non-resident)	\$ 50.00
Star Jaycee Park - large weekday (resident)	\$ 50.00
Star Jaycee Park - large weekday (non-resident)	\$ 65.00
Star Jaycee Park - large weekend (resident)	\$ 80.00
Star Jaycee Park - large weekend (non-resident)	\$ 95.00
VFW Park - large weekday (resident)	\$ 50.00
VFW Park - large weekday (non-resident)	\$ 65.00
VFW Park - large weekend (resident)	\$ 80.00
VFW Park - large weekend (non-resident)	\$ 95.00
Normandy Oaks Park - large weekday (resident)	\$ 125.00
Normandy Oaks Park - large weekday (non-resident)	\$ 175.00
Normandy Oaks Park - large weekend (resident)	\$ 150.00
Normandy Oaks Park - large weekend (non-resident)	\$ 200.00

ATTACHMENT 1

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**Senior Center Services**

<b>SERVICE</b>		<b>FEE</b>
Coffee Service and Supplies - for 30 people	\$	20.00
Coffee Service and Supplies - for 55 people	\$	30.00
Coffee Service and Supplies - for 100 people	\$	35.00
Coffee Service and Supplies - for 150 people	\$	40.00
Coffee Service and Supplies - for 200 people	\$	50.00
Room Rental - security deposit	\$	200.00
Room Rental - Saturday cleaning fee	\$	60.00
Room Rental - room 1 (per hour)		\$30.00 / \$35.00 with food
Room Rental - room 2 (per hour)		\$40.00 / \$45.00 with food
Room Rental - room 3 (per hour)		\$40.00 / \$45.00 with food
Room Rental - room 4/5 (per hour)		\$50.00 / \$60.00 with food
Room Rental - room 7 (per hour)		\$20.00 / \$30.00 with food
Room Rental - room 8/9 (per hour)		\$45.00 / \$55.00 with food
Room Rental - outdoor patio		\$35.00 flat fee
Room Rental - parking lot (per hour)	*	\$ 75.00
Room Rental - lounge (per hour)	**	\$ 25.00
Room Rental - billiards room (per hour)	**	\$ 25.00
<i>Optional add-ons available:</i> Projector, 75" or 86" Monitor, Cordless Microphone, Mobile Audio System, Amplified Speakers		\$10.00 flat fee (per item)

*\*Requires responsible party to provide a \$1 million insurance policy to indemnify the city for any accidents.*

*\*\*No food allowed.*

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**Treasury Department**

<b>SERVICE</b>	<b>FEE</b>		
Tax Payment Partner - export file	\$	150.00	
Water / Sewer / Storm - aged accounts file	\$	150.00	
Check Return for Non-payment	*	\$	35.00
Check Return for Incorrect Bank Number (UTLA)	*	\$	20.00
Duplicate Bill Fee	*	\$	15.00
Overpayment Refund Fee	*	\$	20.00
MORTCOMP File Fee (cost per parcel; \$1,500 maximum)	\$	0.25	
BSA.TAX File Fee (cost per parcel; \$1,500 maximum)	\$	0.25	
Debit / Credit Card Service Fee	3% of the payment amount, \$2.95 minimum per transaction		

\*Per occurrence.

**Water Billing**

<b>SERVICE</b>	<b>FEE</b>		
Water and Sewer Commodity Charge	*	\$	14.15
Water and Sewer Commodity Charge - excess usage	**	\$	16.28
Outside City Water Only Commodity Charge	*	\$	7.40
Outside City Water Only Commodity Charge - excess usage	**	\$	8.50
Sewer Only Charge (per quarter)		\$	318.09
Billing Administrative Flat Fee (per billing period)		\$	16.00
Missed Appointment Fee (for water service)	***	\$	45.00
Debit and Credit Card Service Fee (per transaction; \$400 maximum)		\$	3.95

\*For first 20 units per billing period.

\*\*In excess of 20 units per billing period.

\*\*\*For customer scheduled appointments only.

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**Master Administrative Fee Schedule**  
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**Water Billing (continued)**

<b>SERVICE</b>	<b>FEE</b>
Water kill (water service ended)	*      \$ 2,071.00
Pavement cut, with either Kill or Tap	*      \$ 927.00
Water tap, 1" tap for 3/4" meter	*      \$ 2,379.00
Water tap, 1" tap for 1" meter	*      \$ 2,403.00
Water tap, 1.5" tap for 1" meter	*      \$ 2,721.00
Water tap, 1.5" tap for 1.5" meter	*      \$ 2,838.00
Water tap, 2" tap for 1.5" meter	*      \$ 3,173.00
Water tap, 2" tap for 2" meter	*      \$ 3,237.00
Water meter purchase, 5/8 inch and 3/4 short	*      \$ 301.00
Water meter purchase, 3/4 inch	*      \$ 376.00
Water meter purchase, 1 inch	*      \$ 471.00
Water meter purchase, 1.5 inch	*      \$ 860.00
Water meter purchase, 2 inch	*      \$ 1,066.00
Water meter purchase, 3 inch	*      \$ 3,245.00
Water meter purchase, 4 inch	*      \$ 4,006.00

*\*per unit basis*

**Hydrant Meter Rental**

<b>SERVICE</b>	<b>FEE</b>
3/4 inch meter, backflow preventer	*      \$ 750.00
1 inch meter, backflow preventer	*      \$ 850.00
2 inch meter, backflow preventer	*      \$ 1,600.00
3 inch meter, vendor provides backflow preventer	*      \$ 2,400.00

*\*per unit basis*

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>Animal Shelter</b>							
ANIMAL SHELTER	Adoption Fee	Sterilization Deposit*	per animal; REFUNDABLE once terms of contract and proof of sterilization is provided	\$50.00	**\$50.00	\$0.00	*Sterilization deposit on all intact animals leaving the shelter is required by law. Deposit is refundable once terms of the contract have been satisfied.
ANIMAL SHELTER	Adoption Fee	Adoption Fee - Cat	non-refundable, includes std. vaccinations and medical exams	\$85.00	\$85.00	\$0.00	
ANIMAL SHELTER	Adoption Fee	Adoption Fee - Kitten	non-refundable, includes std. vaccinations and medical exams	\$85.00	\$85.00	\$0.00	
ANIMAL SHELTER	Adoption Fee	Adoption Fee - Cat/Kitten (purebred)	non-refundable, includes std. vaccinations and medical exams	\$200.00	\$200.00 +	\$0.00	
ANIMAL SHELTER	Adoption Fee	Adoption Fee - Dog Adult	non-refundable, includes std. vaccinations and medical exams	\$150.00	\$150.00 +	\$0.00	
ANIMAL SHELTER	Adoption Fee	Adoption Fee - Dog (small breed)	non-refundable, includes std. vaccinations and medical exams	\$200.00	\$200.00 +	\$0.00	
ANIMAL SHELTER	Adoption Fee	Adoption Fee - Dog (toy or purebred)	non-refundable, includes std. vaccinations and medical exams	\$300.00	\$300.00 +	\$0.00	
ANIMAL SHELTER	Adoption Fee	Adoption Fee - Puppy	non-refundable, includes std. vaccinations and medical exams	\$200.00	\$200.00 +	\$0.00	
ANIMAL SHELTER	Stray Boarding Fees	1st Day		\$35.00	\$50.00	\$15.00	
ANIMAL SHELTER	Stray Boarding Fees	2nd Day		\$65.00	\$100.00	\$35.00	
ANIMAL SHELTER	Stray Boarding Fees	3rd Day		\$90.00	\$150.00	\$60.00	
ANIMAL SHELTER	Stray Boarding Fees	4th Day and each additional day		\$20.00	\$45.00	\$25.00	
ANIMAL SHELTER	Surrender Fees	Vetted and Sterilized Surrender	arranged by appointment only	\$50.00	\$150.00	\$100.00	
ANIMAL SHELTER	Surrender Fees	Vetted OR Sterilized Surrender	arranged by appointment only	\$100.00	\$300.00	\$200.00	
ANIMAL SHELTER	Surrender Fees	Unvetted and/or Intact Surrender	arranged by appointment only	\$150.00	\$450.00	\$300.00	
ANIMAL SHELTER	Quarantine	Intake Flat fee		n/a	\$150.00	\$150.00	New Fee - Predominately for dogs being held on a 10-day bite/dangerous dog case
ANIMAL SHELTER	Quarantine	Daily fee - starting on day of intake		n/a	\$50.00	\$50.00	New Fee
<b>Assessing</b>							
ASSESSING	Service Fee	Personal Property List		\$150.00	\$150.00	\$0.00	
ASSESSING	Service Fee	Apartment List		\$60.00	\$60.00	\$0.00	
ASSESSING	Service Fee	Condo List		\$60.00	\$60.00	\$0.00	
ASSESSING	Service Fee	Vacant Property List		\$60.00	\$60.00	\$0.00	
ASSESSING	Service Fee	Commercial Property Records	Cost is per parcel; \$1,500 Maximum	\$0.25	\$0.25	\$0.00	Per MCL Act 161, Sec 48.101
ASSESSING	Service Fee	Industrial Property Records	Cost is per parcel; \$1,500 Maximum	\$0.25	\$0.25	\$0.00	Per MCL Act 161, Sec 48.101
ASSESSING	Service Fee	Residential Property Records	Cost is per parcel; \$1,500 Maximum	\$0.25	\$0.25	\$0.00	Per MCL Act 161, Sec 48.101
ASSESSING	Service Fee	Custom reports	Cost is per parcel; \$1,500 Maximum	\$0.25	\$0.25	\$0.00	Per MCL Act 161, Sec 48.101
ASSESSING	Service Fee	Mailing Labels	Cost is per parcel; \$1,500 Maximum	\$0.25	\$0.25	\$0.00	Per MCL Act 161, Sec 48.101
ASSESSING	Service Fee	Archived Assessment Roll	Cost is per parcel; \$1,500 Maximum	\$0.25	\$0.25	\$0.00	Per MCL Act 161, Sec 48.101
ASSESSING	Service Fee	Archived records	cost is per parcel per year	\$5.00	\$5.00	\$0.00	
ASSESSING	Service Fee	General Copies	per page	\$1.00	\$1.00	\$0.00	
ASSESSING	Service Fee	Land Division	1 parcel into 2	\$300.00	\$300.00	\$0.00	Fee authorized under ordinance §658-13; amt set by resolution
ASSESSING	Service Fee	Land Division	1 parcel into 3	\$400.00	\$400.00	\$0.00	Fee authorized under ordinance §658-13; amt set by resolution
ASSESSING	Service Fee	Land Division	1 parcel into 4	\$500.00	\$500.00	\$0.00	Fee authorized under ordinance §658-13; amt set by resolution
ASSESSING	Service Fee	Land Division	1 parcel into 5 or more (\$50.00 per additional property after 5)	\$550.00	\$550.00	\$0.00	Fee authorized under ordinance §658-13; amt set by resolution

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>City Clerk's Office</b>							
CLERK	FOIA	FOIA Request	fee based on labor and copying costs				LINK TO WEBSITE IS INCLUDED ON FORMATTED MASTER SCHEDULE
CLERK	Voter Information Request	Request of Voter Information	Voter list, sent in excel format. \$20/file	\$20.00	\$20.00	\$0.00	
CLERK	Service Fee	Debit/Credit Card Fee	3.00% of the amount charged, \$2.95 Minimum	3.0% \$2.95 minimum	3.0% \$2.95 minimum	0.25% inc. \$1.00 inc. in min	DEBIT / CC FEE SAME FOR ALL TRANSACTIONS - WILL SHOW AS ONE LINE ITEM ON FORMATTED MASTER SCHEDULE
CLERK	Copies	Copies	Copies	.10 / page	.10 / page	\$0.00	
CLERK	Birth/Death Certificate	Birth Certificate - 1st Copy		\$15.00	\$15.00	\$0.00	
CLERK	Birth/Death Certificate	Birth Certificate - Additional Copies		\$5.00	\$5.00	\$0.00	
CLERK	Dog License	Dog Licensing Fee (Less than 17 mos.)	Fee authorized under ordinance §195-12(a); amt set by resolution	\$7.00/\$14.00	\$7.00/\$14.00	\$0.00	Michigan Act 339 of 1919 requires licensing of all dogs 4 mos. and older.
CLERK	Dog License	Dog Licensing Fee (18 - 29 mos.)	Fee authorized under ordinance §195-12(a); amt set by resolution	\$14.00/\$28.00	\$14.00/\$28.00	\$0.00	Rate doubles without proof of spay/neutering;
CLERK	Dog License	Dog Licensing Fee (30 - 36 mos.)	Fee authorized under ordinance §195-12(a); amt set by resolution	\$20.00/\$40.00	\$20.00/\$40.00	\$0.00	Seniors (60+) receive \$2.00 discount.
CLERK	Dog License	Dog Licensing - penalty fee	penalty fee	\$20.00	\$20.00	\$0.00	Applies if a license is not renewed within 30 days of rabies expiration date, or dog is older than 6 mos.
CLERK	Dog Park Membership	Mark Twain Dog Park Membership Fee - Resident	one fob per household (3 dog max)	\$40.00/year, plus \$10.00 for fob	\$40.00/year, plus \$10.00 for fob	\$0.00	One year membership w/ application; \$10 key fob replacement fee
CLERK	Dog Park Membership	Mark Twain Dog Park Membership Fee - Non-resident	one fob per household (3 dog max)	\$65.00/year, plus \$10.00 for fob	\$65.00/year, plus \$10.00 for fob	\$0.00	One year membership w/ application; \$10 key fob replacement fee
CLERK	Dog - Dangerous Dog Fee	Dangerous Dog Fee	yearly fee	\$200.00	\$200.00	\$0.00	
CLERK	Business License - ABE Parking	Parking Station for Arts, Beats & Eats	application fee	\$185.00	\$185.00	\$0.00	
CLERK	Business License - ABE Parking	ABE Parking	Premium Lots with 50+ spaces	\$40.00	\$40.00	\$0.00	
CLERK	Business License - ABE Parking	ABE Parking Station - late fee		\$150.00	\$150.00	\$0.00	
CLERK	Permit Fee	Banner Application Permit Fee	Fee authorized under ordinance §607-11(B); amt set by resolution	\$225.00	\$225.00	\$0.00	Ordinance notes that fees will be set by resolution "time to time"
CLERK	Permit Fee	Application to Film		\$12.00	\$12.00	\$0.00	
CLERK	Hotel / Motel	1-10 Rooms \$480.00		\$480.00	\$480.00	\$0.00	
CLERK	Hotel / Motel	11-1000 Rooms \$17.50 per room		\$17.50 / room	\$17.50 / room	\$0.00	
CLERK	Hotel / Motel	Late Fee	25% of the total	25% of total cost	25% of total cost	\$0.00	
CLERK	Harbor Livestock/Animal	Harbor Livestock/Animal Permit Fee	Non-refundable application fee	\$20.00	\$20.00	\$0.00	
CLERK	Business License - Parking Station	New Parking Station Application fee		\$150.00	\$150.00	\$0.00	
CLERK	Business License - Parking Station	Premium Parking Station 50+ spaces		\$40.00	\$40.00	\$0.00	
CLERK	Business License - Parking Station	Renewal With Changes		\$150.00	\$150.00	\$0.00	
CLERK	Business License - Parking Station	Renewal Without Changes		\$20.00	\$20.00	\$0.00	
CLERK	Peddler's License	Permit Fee	Fee authorized under ordinance §526-36; amt set by resolution	\$50.00	\$50.00	\$0.00	Ordinance No. 2018-03, Chapter 526 was amended 3/18/2018. 3 month permit
CLERK	Quadricycle	Application to operate a Quadricycle		\$125.00	\$125.00	\$0.00	
CLERK	Parade / Walk	Parade / Walk Application Fee		\$20.00	\$20.00	\$0.00	
CLERK	Special Event Application Fee	Non-refundable Application Investigation Fee	Fee authorized under ordinance §312-4 (B); amt set by resolution	\$125.00	\$125.00	\$0.00	312-4 (B) states fee will be set by resolution and renewed annually.
CLERK	Special Event Permit Application - Woodward Dream Cruise	New Sales Permit (food/merchandise)		\$200.00	\$200.00	\$0.00	
CLERK	Special Event Permit Application - Woodward Dream Cruise	Outdoor Sales Permit (food/merchandise)		\$200.00	\$200.00	\$0.00	
CLERK	Special Event Permit Application - Woodward Dream Cruise	Outdoor Sales Permit w/ Alcohol (food/merchandise)		\$300.00	\$300.00	\$0.00	
CLERK	Special Event Permit Application - Woodward Dream Cruise	Third-party Permit (food/merchandise/private party)		\$200.00	\$200.00	\$0.00	
CLERK	Special Event Permit Application - Woodward Dream Cruise	Late Fee	if application submitted after deadline	\$200.00	\$200.00	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
CLERK	Business License - Liquor	Non-refundable Application Investigation Fee	Fee authorized under ordinance §430-12; amt set by resolution.	\$1,000/year Class C license renewal \$100 / year SDD/SDM	\$1,000/year Class C license renewal \$100 / year SDD/SDM	\$0.00	expires on 4/30 annually (under State law). City fee increased to \$1,000 in 2006
CLERK	Business License - Massage Est.	Massage Establishment	Yearly Renewal License Fee	\$1,000.00	\$1,000.00	\$0.00	
CLERK	Recreational Marijuana	Annual License Renewal Fee	\$500 application fee and then \$4500 if approved to finish application process	\$5,000.00	\$5,000.00	\$0.00	Per Resolution (dated 7/22/20)
CLERK	Commission Room Use	City Commission Chamber Rental	one hour or less (Door attendant is \$15.00; room is \$100.00)	\$115.00	\$115.00	\$0.00	Door attendant makes \$15/hr
CLERK	Commission Room Use	City Commission Chamber Rental	more than 1 hrs, less than 2 (Door attendant is \$30.00; room is \$100.00)	\$130.00	\$130.00	\$0.00	
CLERK	Commission Room Use	City Commission Chamber Rental	more than 2 hrs, less than 3 (Door attendant is \$45.00; room is \$100.00)	\$145.00	\$145.00	\$0.00	
CLERK	Commission Room Use	City Commission Chamber Rental	more than 3 hrs, less than 4 (Door attendant is \$60.00; room is \$135.00)	\$195.00	\$195.00	\$0.00	
CLERK	Commission Room Use	City Commission Chamber Rental	more than 4 hrs, less than 5 (Door attendant is \$75.00; room is \$170.00)	\$245.00	\$245.00	\$0.00	revised 5/18/23
<b>Building Department</b>							
BUILDING	Commercial Construction	Plan Review Fee	.0015 x construction value for projects.	\$150.00 / \$100,000.00	\$150.00 / \$100,000.00	\$0.00	Cost is computed from the current square foot construction costs of International Code Council (ICC)
BUILDING	Commercial Construction	Commercial Building Permit Fees - Up to \$10 million in estimated construction value	\$12.00 per \$1,000 in value up to \$10 million in value, \$200.00 minimum fee	\$12.00 / \$1,000.00	\$12.00 / \$1,000.00	\$0.00	Based on the value of the project, rounded to the next highest \$1,000. Minimum of \$200.
BUILDING	Commercial Construction	Commercial Building Permit Fees - Over \$10 million in estimated construction value	\$12 per \$1,000 in value up to \$10 million in value AND \$10 per \$1,000 in value over \$10 million, \$200.00 minimum fee	Additional \$10.00 / \$1,000.00	Additional \$10.00 / \$1,000.00	\$0.00	Based on the value of the project, rounded to the next highest \$1,000. Minimum of \$200.
BUILDING	Commercial Construction	Builders Deposit	1% of construction value; \$200.00 minimum fee	1% of construction value	1% of construction value	\$0.00	
BUILDING	Commercial Construction	Construction Code Board of Appeals Hearings	Existing Structures Code Board, Plumbing Code Board, Mechanical Code Board, Electrical Code Board, Fence Board, Commercial Code Board	\$375.00	\$375.00	\$0.00	
BUILDING	Commercial Construction	Stop Work	Maximum \$625.00	\$625.00	\$625.00	\$0.00	
BUILDING	Commercial Construction	Reinstatement of Expired Permit	50% of original fee	50% of original fee	50% of original fee	\$0.00	
BUILDING	Commercial Construction	Wrecking of Buildings	Permit Fee up to 30,000 cubic feet	\$200.00	\$200.00	\$0.00	
BUILDING	Commercial Construction	Wrecking of Buildings	Permit Fee over 30,000 cubic feet \$200.00 + \$5.00 per 1,000 cubic feet or fraction thereof	\$200.00 minimum, plus \$5.00 / 1,000 cu sq ft, or fraction thereof	\$200.00 minimum, plus \$5.00 / 1,000 cu sq ft, or fraction thereof	\$0.00	
BUILDING	Commercial Construction	Wrecking Cash Deposit	Accessory structure	\$625.00	\$625.00	\$0.00	
BUILDING	Commercial Construction	Wrecking Cash Deposit	All others	\$2,500.00	\$2,500.00	\$0.00	
BUILDING	Commercial Construction	Temporary Certificate of Occupancy	Requested in writing, prior to start of work, refunded 70% of fee minus \$50.00 administrative fee	\$625.00	\$625.00	\$0.00	
BUILDING	Commercial Construction	Cancellation/Refund of Permit Fees	Special investigation fees are required when work is started prior to the required permit being issued, or in other situations which take additional staff time.	\$50.00	\$50.00	\$0.00	
BUILDING	Commercial Construction	Special Investigation		tbd	tbd	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
BUILDING	Commercial Construction	Revised/Substitute Plans	Fees are based on portion of work redesigned, minor changes not affecting structural plans may be exempt, final cost determined by plan reviewer.	tbd	tbd	\$0.00	
BUILDING	Commercial Construction	Inspector Meeting	\$75.00/ hour may be charged per inspector required at a meeting	\$75.00 / hour	\$75.00 / hour	\$0.00	
BUILDING	Commercial Construction	Record Retention	\$1.25 per page microfiche fee will be charged for each plan submitted	\$1.25	\$1.25	\$0.00	
BUILDING	Commercial Construction	Reinspection fee	Fees for re-inspection shall be determined by the Building Official.	determined by Building Official	determined by Building Official	\$0.00	
BUILDING	Commercial Construction	All other services	Reasonable fee based on actual costs will be established by department head for each situation as needed	determined by Building Official	determined by Building Official	\$0.00	
BUILDING	Residential Construction	Plan Review Fee - new home construction	New home construction	\$450.00	\$450.00	\$0.00	
BUILDING	Residential Construction	Plan Review Fee - room or dormer addition	All additions or dormer up to 400 Sqft	\$100.00	\$100.00	\$0.00	
BUILDING	Residential Construction	Plan Review Fee - room or dormer addition	All additions or dormers 401 sqft to 1,000 sqft	\$250.00	\$250.00	\$0.00	
BUILDING	Residential Construction	Plan Review Fee - room or dormer addition	All additions over 1,001 sqft or more	\$425.00	\$425.00	\$0.00	
BUILDING	Residential Construction	Alterations	Accessory buildings, awnings, decks, garages, kitchens, porches, pools, remodeling with structural changes, sheds, etc.	\$40.00	\$40.00	\$0.00	
BUILDING	Residential Construction	1 & 2 Family Building Permit Fees	\$12.00 per \$1000 in value, \$100 minimum fee	\$12.00 / \$1,000.00	\$12.00 / \$1,000.00	\$0.00	Cost is computed from the current square foot construction costs of International Code Council (ICC)
BUILDING	Residential Construction	Builders Deposit	Additions	\$200.00	\$200.00	\$0.00	
BUILDING	Residential Construction	Builders Deposit	New homes	\$750.00	\$750.00	\$0.00	
BUILDING	Residential Construction	Construction Code Board of Appeals Hearings		\$375.00	\$375.00	\$0.00	
BUILDING	Residential Construction	Stop Work	\$625 maximum	\$625.00	\$625.00	\$0.00	
BUILDING	Residential Construction	Reinstatement of Expired Permit	50% of original fee	50% of original fee	50% of original fee	\$0.00	
BUILDING	Residential Construction	Wrecking Permit	1&2 Family Dwellings	\$250.00	\$250.00	\$0.00	
BUILDING	Residential Construction	Wrecking Permit	Garages	\$100.00	\$100.00	\$0.00	
BUILDING	Residential Construction	Wrecking Cash Deposit	1&2 Family Dwellings	\$1,250.00	\$1,250.00	\$0.00	
BUILDING	Residential Construction	Wrecking Cash Deposit	Garages	\$625.00	\$625.00	\$0.00	
BUILDING	Residential Construction	Temporary Certificate of Occupancy		\$625.00	\$625.00	\$0.00	
BUILDING	Residential Construction	Cancellation/Refund of Permit Fees	Requested in writing, prior to start of work, refunded 70% of fee minus \$50.00 administrative fee	\$50.00	\$50.00	\$0.00	
BUILDING	Residential Construction	Revised/Substitute Plans	Fees are based on portion of work redesigned, minor changes not affecting structural plans may be exempt, final cost determined by plan reviewer.	tbd	tbd	\$0.00	
BUILDING	Residential Construction	Special Investigation	Special investigation fees are required when work is started prior to the required permit being issued, or in other situations which take additional staff time.	tbd	tbd	\$0.00	
BUILDING	Residential Construction	Inspector Meeting	\$75.00/ hour may be charged per inspector required at a meeting	\$75.00 / hour	\$75.00 / hour	\$0.00	
BUILDING	Residential Construction	Record Retention	\$1.25 per page microfiche fee will be charged for each plan submitted	\$1.25	\$1.25	\$0.00	
BUILDING	Residential Construction	Reinspection fee	Fees for re-inspection shall be determined by the Building Official.	determined by Building Official	determined by Building Official	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
BUILDING	Residential Construction	All other services	Reasonable fee based on actual costs will be established by department head for each situation as needed.	determined by Building Official	determined by Building Official	\$0.00	
BUILDING	Plumbing Fee Schedule	Backflow preventer	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Backwater check valve	No Fee for registration; Min fee \$70.00	\$20.00	\$20.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Bathtub	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Dishwasher	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Drinking fountain	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Floor drain	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Garbage disposal	No Fee for registration; Min fee \$70.00	\$20.00	\$20.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Grease interceptor	No Fee for registration; Min fee \$70.00	\$20.00	\$20.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Interior drain tile	No Fee for registration; Min fee \$70.00	\$35.00	\$35.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Laundry tub / Standpipe	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Lavatory / sink	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Lawn sprinkling backflow preventor	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Medical gas - up to 5 openings	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Pump / ejector / sump	No Fee for registration; Min fee \$70.00	\$25.00	\$25.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Roof sump	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Safe Waste	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Shower Trap	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Stack, Conductor, Vent, AAV	No Fee for registration; Min fee \$70.00	\$20.00	\$20.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Unlisted Fixture	No Fee for registration; Min fee \$70.00	\$25.00	\$25.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Urinal	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Underground Sanitary	No Fee for registration; Min fee \$70.00	\$25.00	\$25.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Water Closet (toilet)	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Water Distr. (per 150ft) up to 1-1/4 inch	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Water Distr. (per 150ft) over 1-1/4 inch	No Fee for registration; Min fee \$70.00	\$60.00	\$60.00	\$0.00	
BUILDING	Plumbing Fee Schedule	Water heater	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Sewer Fee Schedule	Manhole / Catch Basin	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Sewer Fee Schedule	Sewer - Per 200 Feet: up to 6" diameter	No Fee for registration; Min fee \$70.00	\$60.00	\$60.00	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
BUILDING	Sewer Fee Schedule	Sewer - Per 200 Feet: over 6" diameter	No Fee for registration; Min fee \$70.00	\$80.00	\$80.00	\$0.00	
BUILDING	Sewer Fee Schedule	Sewer Cap	No Fee for registration; Min fee \$70.00	\$40.00	\$40.00	\$0.00	
BUILDING	Sewer Fee Schedule	Sewer Cleanout	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Sewer Fee Schedule	Water Service - from curb box (new or repl.): up to 2"	No Fee for registration; Min fee \$70.00	\$35.00	\$35.00	\$0.00	
BUILDING	Sewer Fee Schedule	Water Service - from curb box (new or repl.): over 2"	No Fee for registration; Min fee \$70.00	\$40.00	\$40.00	\$0.00	
BUILDING	Mechanical Fee Schedule	A/C Unit	No Fee for registration; Min fee \$70.00	\$40.00	\$40.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Air Handling Unit / Energy Recovery Ventilator	No Fee for registration; Min fee \$70.00	\$100.00	\$100.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Boiler	No Fee for registration; Min fee \$70.00	\$110.00	\$110.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Chiller	No Fee for registration; Min fee \$70.00	\$175.00	\$175.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Chimney Liner or B-Vent	No Fee for registration; Min fee \$70.00	\$10.00	\$10.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Damper - Fire, Smoke, or Combination	No Fee for registration; Min fee \$70.00	\$10.00	\$10.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Duct Detector (not a part of a fire alarm system)	No Fee for registration; Min fee \$70.00	\$10.00	\$10.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Exhaust System	No Fee for registration; Min fee \$70.00	\$40.00	\$40.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Fireplace, Fireplace Insert, or Wood Stove	No Fee for registration; Min fee \$70.00	\$90.00	\$90.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Furnace	No Fee for registration; Min fee \$70.00	\$110.00	\$110.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Gas Piping - per 5 openings	No Fee for registration; Min fee \$70.00	\$70.00	\$70.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Generator - Diesel, Natural Gas, or Propane	No Fee for registration; Min fee \$70.00	\$100.00	\$100.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Heat Exchanger, Coil, or Variable Air Volume Box	No Fee for registration; Min fee \$70.00	\$20.00	\$20.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Heater - Wall, Unit, or Pool	No Fee for registration; Min fee \$70.00	\$105.00	\$105.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Hood - Type 1	No Fee for registration; Min fee \$70.00	\$190.00	\$190.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Hood - Type 2, Fume, or Lab	No Fee for registration; Min fee \$70.00	\$70.00	\$70.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Humidifier	No Fee for registration; Min fee \$70.00	\$10.00	\$10.00	\$0.00	
BUILDING	Mechanical Fee Schedule	HVAC Ductwork Systems	No Fee for registration; Min fee \$70.00	\$110.00	\$110.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Hydronic / Process Piping - Per 200 Feet	No Fee for registration; Min fee \$70.00	\$95.00	\$95.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Kitchen, Bath, or Dryer Exhausts	No Fee for registration; Min fee \$70.00	\$10.00	\$10.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Package or Rooftop Unit	No Fee for registration; Min fee \$70.00	\$100.00	\$100.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Refrigeration System - New or Alteration	No Fee for registration; Min fee \$70.00	\$65.00	\$65.00	\$0.00	
BUILDING	Mechanical Fee Schedule	Smoke Control System	No Fee for registration; Min fee \$70.00	\$220.00	\$220.00	\$0.00	
BUILDING	Electrical Permit Fee	A/C Unit	No Fee for registration; Min fee \$70.00	\$55.00	\$55.00	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
BUILDING	Electrical Permit Fee	Circuits - New or Altered	No Fee for registration; Min fee \$70.00	\$15.00	\$15.00	\$0.00	
BUILDING	Electrical Permit Fee	Emergency Lighting - per 5 fixtures	No Fee for registration; Min fee \$70.00	\$65.00	\$65.00	\$0.00	
BUILDING	Electrical Permit Fee	Feeder / Bus Duct - per 100 feet	No Fee for registration; Min fee \$70.00	\$25.00	\$25.00	\$0.00	
BUILDING	Electrical Permit Fee	Fire Alarm Panel	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Electrical Permit Fee	Fire Alarm Device	No Fee for registration; Min fee \$70.00	\$10.00	\$10.00	\$0.00	
BUILDING	Electrical Permit Fee	Fixtures - per 25 fixtures	No Fee for registration; Min fee \$70.00	\$25.00	\$25.00	\$0.00	
BUILDING	Electrical Permit Fee	Furnace - New or Reconnect	No Fee for registration; Min fee \$70.00	\$35.00	\$35.00	\$0.00	
BUILDING	Electrical Permit Fee	Garage Feeder - Detached Only	No Fee for registration; Min fee \$70.00	\$80.00	\$80.00	\$0.00	
BUILDING	Electrical Permit Fee	Generator - up to 30 KVA	No Fee for registration; Min fee \$70.00	\$65.00	\$65.00	\$0.00	
BUILDING	Electrical Permit Fee	Generator - between 30 - 50 KVA	No Fee for registration; Min fee \$70.00	\$75.00	\$75.00	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
BUILDING	Electrical Permit Fee	Generator - greater than 50 KVA	No Fee for registration; Min fee \$70.00	\$90.00	\$90.00	\$0.00	
BUILDING	Electrical Permit Fee	HVAC Package Unit or Rooftop Unit	No Fee for registration; Min fee \$70.00	\$55.00	\$55.00	\$0.00	
BUILDING	Electrical Permit Fee	Motor - up to 5 HP	No Fee for registration; Min fee \$70.00	\$30.00	\$30.00	\$0.00	
BUILDING	Electrical Permit Fee	Motor - between 5 - 30 HP	No Fee for registration; Min fee \$70.00	\$55.00	\$55.00	\$0.00	
BUILDING	Electrical Permit Fee	Motor - greater than 30 HP	No Fee for registration; Min fee \$70.00	\$80.00	\$80.00	\$0.00	
BUILDING	Electrical Permit Fee	Panel / Sub-Panel - up to 200 Amp	No Fee for registration; Min fee \$70.00	\$45.00	\$45.00	\$0.00	
BUILDING	Electrical Permit Fee	Panel / Sub-Panel - between 200 - 400 Amp	No Fee for registration; Min fee \$70.00	\$65.00	\$65.00	\$0.00	
BUILDING	Electrical Permit Fee	Panel / Sub-Panel - greater than 400 Amp	No Fee for registration; Min fee \$70.00	\$200.00	\$200.00	\$0.00	
BUILDING	Electrical Permit Fee	Parking Lot Lighting - per 5 poles	No Fee for registration; Min fee \$70.00	\$80.00	\$80.00	\$0.00	
BUILDING	Electrical Permit Fee	Service - New, Relocate, or Repair	No Fee for registration; Min fee \$70.00	\$45.00	\$45.00	\$0.00	
BUILDING	Electrical Permit Fee	Signs - New or Reconnect	No Fee for registration; Min fee \$70.00	\$35.00	\$35.00	\$0.00	
BUILDING	Electrical Permit Fee	Smoke Detectors - Residential Hardwired only (per device)	No Fee for registration; Min fee \$70.00	\$10.00	\$10.00	\$0.00	
BUILDING	Electrical Permit Fee	Solar / Photovoltaic (per Kw)	No Fee for registration; Min fee \$70.00	\$20.00	\$20.00	\$0.00	
BUILDING	Electrical Permit Fee	Swimming Pool or Spa	No Fee for registration; Min fee \$70.00	\$55.00	\$55.00	\$0.00	
BUILDING	Rental License	Application Fee - Single Family		\$145.00	\$145.00	\$0.00	Appr'd by CC on 6/27/22
BUILDING	Rental License	Application Fee - Owner Occupied Duplex		\$145.00	\$145.00	\$0.00	Appr'd by CC on 6/27/22
BUILDING	Rental License	Application Fee - Duplex		\$230.00	\$230.00	\$0.00	Appr'd by CC on 6/27/22
BUILDING	Rental License	Application Fee - Condo		\$90.00	\$90.00	\$0.00	Appr'd by CC on 6/27/22
BUILDING	Rental License	Application Fee - Multiple Units		\$230.00	\$230.00	\$0.00	Appr'd by CC on 6/27/22
BUILDING	Rental License		administrative fee + \$30.00 per unit	\$30.00 per unit	\$30.00 per unit	\$0.00	Appr'd by CC on 6/27/22
BUILDING	Signage	Application Fee - Sidewalk Sign	Non-Refundable Application Fee	\$75.00	\$75.00	\$0.00	
BUILDING	Fence Permit	Application Fee - Fence Permit	Fee authorized under ordinance §323-6 (c)(2); amt set by resolution	\$35.00	\$35.00	\$0.00	
BUILDING	Fence Permit	Plan Review Fee - Fence Permit	Fee as listed on current online application	\$30.00	\$30.00	\$0.00	
<b>CODE ENFORCEMENT</b>							
CODE ENFORCEMENT	Code Enforcement	Ordinance Enforcement Administration Fee	For Code Enforcement Dept calls	\$75.00	\$75.00	\$0.00	
<b>DEPARTMENT OF PUBLIC SERVICES</b>							
DEPARTMENT OF PUBLIC SERVICES	Administrative Fee	Ordinance Enforcement Administrative Fee	For Code Enforcement services by DPS	\$35.00	\$35.00	\$35.00	(per visit). Prior DPS was charging a percentage-based fee to cover the cost of clerical staff costs related to code enf. visits that take place by DPS staff. SHOWN UNDER 'CD - CODE ENFORCEMENT' PAGE ON FORMATTED MASTER

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>Engineering Division Annual Fees</b>							
ENGINEERING	Wastewater Collection System	District A	Per sanitary use factor	\$1,733.00	\$1,794.00	<b>\$61.00</b>	Ordinance (\$740-19) requires this amount be adjusted annually with consumer price index.
ENGINEERING	Wastewater Collection System	District B	Per sanitary use factor	\$1,980.00	\$2,049.00	<b>\$69.00</b>	Ordinance (\$740-19) requires this amount be adjusted annually with consumer price index.
ENGINEERING	Wastewater Collection System	District C	Per sanitary use factor	\$2,660.00	\$2,753.00	<b>\$93.00</b>	Based on awarded unit prices for Contract CAP2301
ENGINEERING	Utility pavement and sidewalk cut	First pavement cut - Major street (30 sf)		\$1,183.00	\$1,232.00	<b>\$49.00</b>	Based on awarded unit prices for Contract CAP2301
ENGINEERING	Utility pavement and sidewalk cut	Each additional cut- Major street (30 sf)		\$703.00	\$734.00	<b>\$31.00</b>	Based on awarded unit prices for Contract CAP2301
ENGINEERING	Utility pavement and sidewalk cut	First pavement cut - Local street (30 sf)		\$958.00	\$996.00	<b>\$38.00</b>	Based on awarded unit prices for Contract CAP2301
ENGINEERING	Utility pavement and sidewalk cut	Each additional cut- Local street (30 sf)		\$680.00	\$709.00	<b>\$29.00</b>	Based on awarded unit prices for Contract CAP2301
ENGINEERING	Utility pavement and sidewalk cut	sidewalk cut per flag		\$428.00	\$447.00	<b>\$19.00</b>	no change
ENGINEERING	Engineering Permit fees	Permit fee	per permit	\$130.00	\$130.00	\$0.00	no change
ENGINEERING	Engineering Permit fees	Inspection fee	per hour	\$106.00	\$106.00	\$0.00	no change
ENGINEERING	Engineering Permit fees	Penalty fee	per violation	\$285.00	\$285.00	\$0.00	
ENGINEERING	Contaminated sewage discharge review fee	Review Fee	per occurrence	\$214.00	\$214.00	\$0.00	Fee authorized under ordinance \$740-6; amt set by resolution
ENGINEERING	Engineering site plan review fees	Review Fee	per hour	\$107.00	\$156.00	<b>\$49.00</b>	We are now using consultants to perform site plan reviews. Updated fee reflects the average billable hour from the consultant + 0.1 hours of city engineer time.
ENGINEERING	Engineering site plan review fees	Easement preparation/filing fee	per easement	\$394.00	\$394.00	\$0.00	
ENGINEERING	Engineering site plan review fees	License Agreement preparation/filing fee	per license agreement	\$394.00	\$394.00	\$0.00	
ENGINEERING	Document preparation / filing fee	Pull-off Parking Agreements	per pull-off parking agreement	\$301.00	\$301.00	\$0.00	Fee authorized under ordinance \$498-7; amt set by resolution
ENGINEERING	Document preparation / filing fee	Stormwater detention liens	per stormwater detention lien	\$351.00	\$351.00	\$0.00	
ENGINEERING	Document preparation / filing fee	Letter-to-serve and other official documentation service fee	Service Fee	\$200.00	\$200.00	\$0.00	
ENGINEERING	Notary, reproduction and storage of maps and plans fee	Notary Services	per document	\$10.00	\$10.00	\$0.00	
ENGINEERING	Notary, reproduction and storage of maps and plans fee	Scanning and e-storage	per plan sheet	\$2.00	\$2.00	\$0.00	
ENGINEERING	Notary, reproduction and storage of maps and plans fee	Plan and map reproduction fee	for first copy	\$20.00	\$20.00	\$0.00	
ENGINEERING	Notary, reproduction and storage of maps and plans fee	Plan and map reproduction fee (additional copies)	each additional copy	\$5.00	\$5.00	\$0.00	
<b>Engineering Division Performance Guarantee Schedule</b>							
ENGINEERING	Right of way construction	Commercial/non-residential work	125% of cost for the proposed work in the right of way; min \$1,000	125%	125%	0%	
ENGINEERING	Right of way construction	Utility Improvement	125% of cost for the proposed work in the right of way; min \$1,000	125%	125%	0%	
ENGINEERING	Right of way construction	Utility Improvement	directional boring in 2 locations	\$10,000.00	\$10,000.00	\$0.00	
ENGINEERING	Right of way construction	Utility Improvement	directional boring each additional location	\$5,000.00	\$5,000.00	\$0.00	
ENGINEERING	Right of way construction	New House / Major House Reconstruction	ONLY BUILDER MAY PULL THIS PERMIT 60-foot wide or smaller lots	\$5,000.00	\$5,000.00	\$0.00	only BUILDER may pull this permit
ENGINEERING	Right of way construction	New House / Major House Reconstruction	ONLY BUILDER MAY PULL THIS PERMIT wider than 60-foot lots	\$7,500.00	\$7,500.00	\$0.00	only BUILDER may pull this permit
ENGINEERING	Right of way construction	Sidewalk and/or curb cut driveway approach construction	per permit for Sidewalk work ONLY	\$1,000.00	\$1,000.00	\$0.00	revised description in fy24/25
ENGINEERING	Right of way construction	Sidewalk and/or curb cut driveway approach construction	for both sidewalk and curb cut/driveway approach permits for Sidewalk and/or Approach work	\$2,000.00	\$2,000.00	\$0.00	revised description in fy24/25
ENGINEERING	Right of way construction	Sewer/Water Tap or Sewer/Water Line Repairs	for work in the roadway	\$2,000.00	\$2,000.00	\$0.00	
ENGINEERING	Right of way construction	Sewer/Water Tap or Sewer/Water Line Repairs	for work entirely outside the roadway	\$1,000.00	\$1,000.00	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
ENGINEERING	Right of way construction	Traffic Control - Sidewalk, Lane and Road Closures	per permit; any prkg meters blocked must be paid for in advance	\$2,000.00	\$2,000.00	\$0.00	
ENGINEERING	Right of way construction	Container/Dumpster placement in ROW	per permit; any prkg meters blocked must be paid for in advance	\$2,000.00	\$2,000.00	\$0.00	
ENGINEERING	Private Property Paving	private property paving	% cost for the proposed work	20%	20%	0%	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>Engineering Division - continued (fees moved from planning dept)</b>							
ENGINEERING	Application for Vacation, Closure, or Dedication of Public Rights-of-Way	Right-of-Way Closure Application Fee	Non-Refundable Application Fee	\$400.00	\$400.00	\$0.00	
ENGINEERING	Application for Downtown Outdoor Dining - public right of way	New License - Serving Alcohol	Non-Refundable Application Fee	\$750.00	**\$750.00	\$0.00	License Agreement renewed annually effective 4/1, expires on 10/31. Can apply for year around license, subject to city commission approval.
ENGINEERING	Application for Downtown Outdoor Dining - public right of way	New License - NOT Serving Alcohol	Non-Refundable Application Fee	\$375.00	**\$375.00	\$0.00	License Agreement renewed annually effective 4/1, expires on 10/31. Can apply for year around license, subject to city commission approval.
ENGINEERING	Application for Downtown Outdoor Dining - public right of way	Existing License - Serving Alcohol	Non-Refundable Application Fee	\$600.00	**\$600.00	\$0.00	License Agreement renewed annually effective 4/1, expires on 10/31. Can apply for year around license, subject to city commission approval.
ENGINEERING	Application for Downtown Outdoor Dining - public right of way	Existing License - NOT Serving Alcohol	Non-Refundable Application Fee	\$300.00	**\$300.00	\$0.00	License Agreement renewed annually effective 4/1, expires on 10/31. Can apply for year around license, subject to city commission approval.
ENGINEERING	Application for Downtown Outdoor Dining - public right of way	Outdoor Dining Space 180 sq ft	Non-Refundable Application Fee	\$30.00		\$0.00	REMOVE for fy24/25 (not used)
ENGINEERING	Application for Downtown Outdoor Dining - public right of way	Required One-Time Performance Bond	Due only for new applicants or those w/ depleted funds. Separate bonds for each Sidewalk Cafe and Street Patio, respectively	\$200.00	**\$1,000.00	\$800.00	License Agreement renewed annually effective 4/1, expires on 10/31. Can apply for year around license, subject to city commission approval.
ENGINEERING	Application for Downtown Outdoor Dining - public right of way	Metered Space Fee - Street Patio	only AFTER receiving License Approval from City Commission	\$25 per day per metered prkg space	***\$25 per day per metered prkg space	\$0.00	License Agreement renewed annually effective 4/1, expires on 10/31. Can apply for year around license, subject to city commission approval.
<p><b>Revised language for fy24/25 &gt;&gt;&gt;</b></p> <p>*License agreement must be approved annually, effective 4/1, expires on 10/31. Open to apply all year, subject to city commission. Summer agreements are eff. 4/1 through 10/31. Winter agreements must be requested separately and are eff. 11/31 through 3/31.</p> <p>** Due for new applicants only those with depleted funds. Separate bonds are required for Sidewalk Café and Street Patio, respectively.</p> <p>***Only after receiving license approval from city commission.</p>							
<b>COMMUNITY DEVELOPMENT - PLANNING DIVISION</b>							
PLANNING DIVISION	Tree Replacement	Tree Replacement Fee (Evergreen trees)	In accordance with zoning ordinance §770-90 M(1)(e)(2) Resolution adopting fees - 2/28/21	\$200 per foot	\$200 per foot	\$0.00	total height in feet of evergreen removed less total height of new evergreen planted
PLANNING DIVISION	Tree Replacement	Tree Replacement Fee (Large deciduous canopy trees)	In accordance with zoning ordinance §770-90 M(1)(e)(2) Resolution adopting fees - 2/28/21	\$200 per inch	\$200 per inch	\$0.00	total diameter-at-breast-height (d.b.h) in inches removed, less total d.b.h in new trees planted
PLANNING DIVISION	Tree Replacement	Tree Replacement Fee (Small deciduous ornamental trees)	In accordance with zoning ordinance §770-90 M(1)(e)(2) Resolution adopting fees - 2/28/21	\$180 per inch	\$180 per inch	\$0.00	total diameter-at-breast-height (d.b.h) in inches removed, less total d.b.h in new trees planted
PLANNING DIVISION	Application for Planning Commission	Site Plan Review		\$500.00	\$500.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Site Plan Review with Public Hearing (optional)		\$900.00	\$900.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Special Land Use (includes Site Plan review)		\$1,500.00	\$1,500.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Rezoning Request		\$1,000.00	\$1,000.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Conditional Rezoning Request		\$1,500.00	\$1,500.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Special Redevelopment Project		\$1,500.00	\$1,500.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Planned Unit Development/Preliminary		\$1,000.00	\$1,000.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Planned Unit Development/Final		\$1,000.00	\$1,000.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Planned Unit Development/City Commission		\$2,000.00	\$2,000.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Site Plan / Special Land Use Renewal		\$500.00	\$500.00	\$0.00	
PLANNING DIVISION	Application for Planning Commission	Special Meeting Requested by Petitioner	Additional Fee	\$500.00	\$500.00	\$0.00	
PLANNING DIVISION	Application for Zoning Board of Appeals	Variance (Use or Dimensional)		\$700.00	\$700.00	\$0.00	
PLANNING DIVISION	Application for Zoning Board of Appeals	Administrative Appeal or Interpretation		\$700.00	\$700.00	\$0.00	
PLANNING DIVISION	Application for Zoning Board of Appeals	Request for Reconsideration	Fee for reconsideration request only	\$500.00	\$500.00	\$0.00	If granted, a new variance application with additional \$700 fee required.

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
PLANNING DIVISION	Application for Zoning Board of Appeals	Special Meeting Requested by Petitioner	Additional Fee	\$500.00	\$500.00	\$0.00	Application revised 9/1/2020
PLANNING DIVISION	Application for Sign Ordinance Appeal	Sign Ordinance Appeal	Non-Refundable Application Fee.	\$300.00	\$300.00	\$0.00	Revised 9/1/2020. Application must include master signage plan per §607-12
PLANNING DIVISION	Application for Fence Ordinance Appeal	Fence Ordinance Appeal	Non-Refundable Application Fee	\$300.00	\$300.00	\$0.00	Application revised 9/1/2020
PLANNING DIVISION	Application for Zoning Verification Letter	Zoning Verification Letter	Non-Refundable Application Fee	\$50.00	\$50.00	\$0.00	Application revised 9/1/2020
PLANNING DIVISION	Application for Brownfield Redevelopment Plan	Brownfield Redevelopment Plan Fee	Non-Refundable Application Fee	\$500.00	\$500.00	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>44TH DISTRICT COURT</b>							
44TH DISTRICT COURT			Court Fines are set by the Chief Judge of the 44th District Court. Please refer to the court's webpage at <a href="https://www.romi.gov/392/Traffic-Fines">https://www.romi.gov/392/Traffic-Fines</a>				
<b>FARMERS MARKET</b>							
FARMERS MARKET	Indoor Leases	Fridays - Annual - Standard Stall		\$1,175.00	\$1,175.00	\$0.00	
FARMERS MARKET	Indoor Leases	Fridays - Annual - Premium Stall		\$1,700.00	\$1,700.00	\$0.00	
FARMERS MARKET	Indoor Leases	Fridays - Semi-annual - Standard Stall		\$850.00	\$850.00	\$0.00	
FARMERS MARKET	Indoor Leases	Fridays - Semi-annual - Premium Stall		\$1,030.00	\$1,030.00	\$0.00	
FARMERS MARKET	Indoor Leases	Saturdays - Annual - Standard Stall		\$1,700.00	\$1,700.00	\$0.00	*Weekend Producer rates noted are effective May 1 each year
FARMERS MARKET	Indoor Leases	Saturdays - Annual - Premium Stall		\$2,225.00	\$2,225.00	\$0.00	
FARMERS MARKET	Indoor Leases	Saturdays - Semi-annual - Standard Stall		\$925.00	\$925.00	\$0.00	
FARMERS MARKET	Indoor Leases	Saturdays - Semi-annual - Premium Stall		\$1,375.00	\$1,375.00	\$0.00	
FARMERS MARKET	Indoor Leases	Saturdays - Daily Vendor - 6' Table		\$25.00	\$25.00	\$0.00	
FARMERS MARKET	Indoor Leases	Saturdays - Daily Vendor - 6' x 8' Space		\$40.00	\$40.00	\$0.00	
FARMERS MARKET	Outdoor Leases	East or West Porch - Covered outdoor lease	Saturday only / Semi-annual	\$825.00	\$825.00	\$0.00	
FARMERS MARKET	Outdoor Leases	East or West Porch - Uncovered outdoor lease	Saturday only / Semi-annual	\$725.00	\$725.00	\$0.00	
FARMERS MARKET	Outdoor Leases	South End outdoor lease	Saturday only / Semi-annual	\$925.00	\$925.00	\$0.00	
FARMERS MARKET	Sunday Market Stall Rental rates	Wall Space - Sunday market stall rental	Summer / Winter rates are the same	\$45.00 / \$45.00	\$45.00 / \$45.00	\$0.00	
FARMERS MARKET	Sunday Market Stall Rental rates	Center Space - Sunday market stall rental	Summer / Winter rates are the same	\$50.00 / \$50.00	\$50.00 / \$50.00	\$0.00	
FARMERS MARKET	Sunday Market Stall Rental rates	South Wall - Sunday market stall rental	Summer / Winter rates are the same	\$60.00 / \$60.00	\$60.00 / \$60.00	\$0.00	
FARMERS MARKET	Sunday Market Stall Rental rates	Wall Corner - Sunday market stall rental	Summer / Winter rates are the same	\$45.00 / \$45.00	\$45.00 / \$45.00	\$0.00	
FARMERS MARKET	Sunday Market Stall Rental rates	East Porch - Sunday market stall rental	Summer / Winter rate is 50%	\$60.00 / \$30.00	\$60.00 / \$30.00	\$0.00	\$30.00 for Winter rate
FARMERS MARKET	Sunday Market Stall Rental rates	West Porch - Sunday market stall rental	Summer / Winter rate is 50%	\$40.00 / \$20.00	\$40.00 / \$20.00	\$0.00	\$20.00 for Winter rate
FARMERS MARKET	Sunday Market Stall Rental rates	East Porch - Uncovered - Sunday market stall rental	Summer / Winter rate is 50%	\$40.00 / \$20.00	\$40.00 / \$20.00	\$0.00	\$20.00 for Winter rate
FARMERS MARKET	Sunday Market Stall Rental rates	West Porch - Uncovered - Sunday market stall rental	Summer / Winter rate is 50%	\$20.00 / \$10.00	\$20.00 / \$10.00	\$0.00	
FARMERS MARKET	Building Rental rates - Hourly	Sunday - Thursday building rental	2 hour minimum / 3 hour maximum (Sun. - Thurs. only)	\$300.00/hour	\$300.00/hour	\$0.00	
FARMERS MARKET	Building Rental rates	Cleaning Fee building rental	in addition to building rental rate per hour	\$200.00	\$250.00	\$50.00	
FARMERS MARKET	Business License	Public Market license fee	Fee is set by ordinance §441-8	\$1.00	\$1.00	\$0.00	paid to city Treasurer
FARMERS MARKET	Private Rental rates - Base Fee	Friday & Saturday private rental base fee	to 1st Curtain	\$3,300.00	\$3,500.00	\$200.00	\$1,000.00 deposit to hold date - all private rentals
FARMERS MARKET	Private Rental rates - Base Fee	Friday & Saturday private rental base fee	to 2nd Curtain	\$3,800.00	\$4,000.00	\$200.00	
FARMERS MARKET	Private Rental rates - Base Fee	Friday & Saturday private rental base fee	Full Building	\$4,500.00	\$4,700.00	\$200.00	
FARMERS MARKET	Private Rental rates - Base Fee	Sunday - Thursday private rental base fee	to 1st Curtain	\$2,300.00	\$2,500.00	\$200.00	
FARMERS MARKET	Private Rental rates - Base Fee	Sunday - Thursday private rental base fee	to 2nd Curtain	\$2,800.00	\$3,000.00	\$200.00	
FARMERS MARKET	Private Rental rates - Base Fee	Sunday - Thursday private rental base fee	Full Building	\$3,500.00	\$3,700.00	\$200.00	
FARMERS MARKET	Private Rental rates - Staffing Fee	0-200 people - private rental staffing fee	Personnel provided - 1	\$250.00	\$0.00	(\$250.00)	-revised to a 'cleaning' fee see below
FARMERS MARKET	Private Rental rates - Staffing Fee	201-400 people - private rental staffing fee	Personnel provided - 2	\$500.00	\$0.00	(\$500.00)	-revised to a 'cleaning' fee see below
FARMERS MARKET	Private Rental rates - Staffing Fee	401-600 people - private rental staffing fee	Personnel provided - 3	\$750.00	\$0.00	(\$750.00)	-revised to a 'cleaning' fee see below
FARMERS MARKET	Private Rental rates - Staffing Fee	600+ people - private rental staffing fee	Personnel provided - 4	\$1,000.00	\$0.00	(\$1,000.00)	-revised to a 'cleaning' fee see below
FARMERS MARKET	Private Rental rates - Cleaning Fee	0-200 people - private rental cleaning fee	Personnel provided - 1	n/a	\$250.00	\$250.00	
FARMERS MARKET	Private Rental rates - Cleaning Fee	201-400 people - private rental cleaning fee	Personnel provided - 2	n/a	\$500.00	\$500.00	
FARMERS MARKET	Private Rental rates - Cleaning Fee	401-600 people - private rental cleaning fee	Personnel provided - 3	n/a	\$750.00	\$750.00	
FARMERS MARKET	Private Rental rates - Cleaning Fee	600+ people - private rental cleaning fee	Personnel provided - 4	n/a	\$1,000.00	\$1,000.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
FARMERS MARKET	Private Rental Rates - Fee (Kid's Party)	Friday & Saturday private rental fee (Kid's party - under 17)	to 1st Curtain	\$2,600.00	\$3,800.00	<b>\$1,200.00</b>	
FARMERS MARKET	Private Rental Rates - Fee (Kid's Party)	Friday & Saturday private rental fee (Kid's party - under 17)	to 2nd Curtain	\$3,000.00	\$4,200.00	<b>\$1,200.00</b>	
FARMERS MARKET	Private Rental Rates - Fee (Kid's Party)	Friday & Saturday private rental fee (Kid's party - under 17)	Full Building	\$4,000.00	\$5,200.00	<b>\$1,200.00</b>	
FARMERS MARKET	Private Rental Rates - Fee (Kid's Party)	Sunday - Thursday private rental fee (Kids party - under 17)	to 1st Curtain	n/a	\$2,800.00	<b>\$2,800.00</b>	*new for fy24-25 weekday availability
FARMERS MARKET	Private Rental Rates - Fee (Kid's Party)	Sunday - Thursday private rental fee (Kids party - under 17)	to 2nd Curtain	n/a	\$3,200.00	<b>\$3,200.00</b>	*new for fy24-25 weekday availability
FARMERS MARKET	Private Rental Rates - Fee (Kid's Party)	Sunday - Thursday private rental fee (Kids party - under 17)	Full Building	n/a	\$4,200.00	<b>\$4,200.00</b>	*new for fy24-25 weekday availability
FARMERS MARKET	Private Rental rates - Staffing Fee (Kid's Party)	up to 400 attendees - private rental staffing fee (Kid's party - under 17)	Personnel provided - 2	\$500.00	\$0.00	<b>(\$500.00)</b>	-revised to a 'cleaning' fee see below
	Private Rental rates - Staffing Fee (Kid's Party)	401-300 attendees - private rental staffing fee (Kid's party - under 17)	Personnel provided - 3	\$750.00	\$0.00	<b>(\$750.00)</b>	-revised to a 'cleaning' fee see below
	Private Rental rates - Staffing Fee (Kid's Party)	600+ attendees - private rental staffing fee (Kid's party - under 17)	Personnel provided - 4	\$1,000.00	\$0.00	<b>(\$1,000.00)</b>	-revised to a 'cleaning' fee see below
FARMERS MARKET	Private Rental rates - Cleaning Fee (Kids Party)	2 Staff - private rental cleaning fee (Kid's party - under 17) - minimum req. with party	Personnel provided - 2	n/a	\$500.00	<b>\$500.00</b>	
FARMERS MARKET	Private Rental rates - Cleaning Fee (Kids Party)	3 staff - private rental cleaning fee (Kid's party - under 17)	Personnel provided - 3	n/a	\$750.00	<b>\$750.00</b>	
FARMERS MARKET	Private Rental rates - Cleaning Fee (Kids Party)	4 staff - private rental cleaning fee (Kid's party - under 17)	Personnel provided - 4	n/a	\$1,000.00	<b>\$1,000.00</b>	
FARMERS MARKET	Optional extras (for private rentals)	6' x 30" Rectangular Tables		\$0.00	\$0.00	\$0.00	Quantity 90 included with rental
FARMERS MARKET	Optional extras (for private rentals)	60" Round Tables		\$10.00 each	\$10.00 each	\$0.00	Quantity 7 available
FARMERS MARKET	Optional extras (for private rentals)	30" x 42" Hi-top Tables		\$10.00 each	\$10.00 each	\$0.00	Quantity 20 available
FARMERS MARKET	Optional extras (for private rentals)	Black Stackable Chairs	Quantity 190 available	\$1.00 each	\$1.00 each	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	Black Padded Folding Chairs	Quantity 100 available	\$1.00 each	\$1.00 each	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	West Porch		\$200.00	\$200.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	East Porch		\$200.00	\$200.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	West Lot (includes porch)		\$500.00	\$500.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	Wedding Rehearsal		\$100.00	\$100.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	Masking Curtains	to 1st Curtain	\$1,000.00	\$1,000.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	Masking Curtains	to 2nd Curtain	\$1,500.00	\$1,500.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	Masking Curtains	Full Building	\$2,500.00	\$2,500.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	Masking Curtains - Office Wall only		\$400.00	\$400.00	\$0.00	
FARMERS MARKET	Optional extras (for private rentals)	Masking Curtains - Drive aisle only (per drive)		\$100.00 each	\$100.00 each	\$0.00	per drive

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>FIRE DEPARTMENT / EMERGENCY MEDICAL SERVICES</b>							
FIRE / EMS	CPR Training	CPR Training		\$50.00	\$50.00	\$0.00	
FIRE / EMS	Emergency Medical Services	Advanced Life Support (ALS) Emergency		\$700.00	\$700.00	\$0.00	
FIRE / EMS	Emergency Medical Services	ALS II Emergency		\$1,000.00	\$1,000.00	\$0.00	
FIRE / EMS	Emergency Medical Services	Basic Life Support (BLS) Emergency		\$600.00	\$600.00	\$0.00	
FIRE / EMS	Emergency Medical Services	BLS Non-Emergency		\$375.00	\$375.00	\$0.00	
FIRE / EMS	Emergency Medical Services	Mileage		\$15.00	\$15.00	\$0.00	
FIRE	Emergency Responder Radio Booster System	Administrative Fee		\$150.00	\$150.00	\$0.00	
FIRE	Fire Alarm	Administrative Fee		\$150.00	\$150.00	\$0.00	
FIRE	Fire Alarm	Subsequent plan review/inspections	per hour	\$100.00	\$100.00	\$0.00	
FIRE	Fire Alarm	Alarm Control Panel		\$75.00	\$75.00	\$0.00	
FIRE	Fire Alarm	1st initiating device		\$15.00	\$15.00	\$0.00	
FIRE	Fire Alarm	Each additional initiating device		\$3.00	\$3.00	\$0.00	
FIRE	Fire Alarm	1st notification device		\$15.00	\$15.00	\$0.00	
FIRE	Fire Alarm	each additional notification device		\$3.00	\$3.00	\$0.00	
FIRE	Re-inspection for annual inspections	1st re-inspections	per hour	\$100.00	\$100.00	\$0.00	
FIRE	Re-inspection fees for new construction	Fire alarm re-inspections	per hour	\$100.00	\$100.00	\$0.00	
FIRE	Re-inspection fees for new construction	all other types of re-inspections	per hour	\$100.00	\$100.00	\$0.00	
FIRE	Re-inspection fees for existing structures / occupancies	all other types of re-inspections	per hour	\$100.00	\$100.00	\$0.00	Proposed at 4/24/23 CC mtg - expands definition of re-inspection fees to include all existing structures, not just new construction (C. 340-2)
FIRE	Kitchen Hood (Commercial)	Administrative fee, 1st hood		\$150.00	\$150.00	\$0.00	
FIRE	Kitchen Hood (Commercial)	Each additional kitchen hood		\$100.00	\$100.00	\$0.00	
FIRE	Tents - Inspection Fee			\$25.00	\$25.00	\$0.00	
FIRE	Food Trucks	Annual permit to operate in RO		\$50.00	\$50.00	\$0.00	
FIRE	Hazardous Material Reporting/Annual Permit	Annual permit per address		\$250.00	\$250.00	\$0.00	
FIRE	Sprinkler System	Administrative fee		\$100.00	\$100.00	\$0.00	
FIRE	Sprinkler System	Pipe schedule plan review (<29 heads)		\$100.00	\$100.00	\$0.00	
FIRE	Sprinkler System	Each fire pump		\$175.00	\$175.00	\$0.00	
FIRE	Sprinkler System	Each jockey pump		\$50.00	\$50.00	\$0.00	
FIRE	Sprinkler System	1-20 sprinkler heads		\$180.00	\$180.00	\$0.00	
FIRE	Sprinkler System	21-100 sprinkler heads		\$360.00	\$360.00	\$0.00	
FIRE	Sprinkler System	101-200 sprinkler heads		\$450.00	\$450.00	\$0.00	
FIRE	Sprinkler System	201-300 sprinkler heads		\$540.00	\$540.00	\$0.00	
FIRE	Sprinkler System	301-500 sprinkler heads		\$720.00	\$720.00	\$0.00	
FIRE	Sprinkler System	Each sprinkler head over 500		\$1.50	\$1.50	\$0.00	
FIRE	Sprinkler System	Standpipe/sprinkler combination		\$75.00	\$75.00	\$0.00	
FIRE	Sprinkler System	Fire department connection		\$25.00	\$25.00	\$0.00	
FIRE	Standpipe System	Each standpipe riser		\$180.00	\$180.00	\$0.00	
FIRE	Standpipe System	Each fire pump		\$175.00	\$175.00	\$0.00	
FIRE	Tents	Inspection fee		\$25.00	\$25.00	\$0.00	
FIRE	Clean Agent Suppression	Administrative Fee, 1st Inspection	each system	\$150.00	\$150.00	\$0.00	
FIRE	Clean Agent Suppression	Each additional system	same location	\$150.00	\$150.00	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>LIBRARY</b>							
LIBRARY	Overdue Materials	Overdue Materials	Replacement for lost/damaged items	Cost to replace the item	Cost to replace the item	\$0.00	<a href="https://www.romi.gov/1224/550--Library-Schedule-of-Fees">https://www.romi.gov/1224/550--Library-Schedule-of-Fees</a>
LIBRARY	Fee Threshold	Fee Threshold	Borrowing privileges are suspended for accounts which have accumulated a total of \$15 in fees				
LIBRARY	Prints and Copies	Black and white photo copies and prints	5 pages for free; .10 per page after that	\$0.10	First 5 pages of printing are free; Copies are full cost. \$0.10 per page.	\$0.00	
LIBRARY	Prints and Copies	Color copies and prints	per page	\$0.25	\$0.25	\$0.00	
LIBRARY	Auditorium Rental	For-Profit		2 hours for \$100.00/hour and \$50.00/hour after that	2 hours for \$100.00/hour and \$50.00/hour after that	\$0.00	
LIBRARY	Auditorium Rental	Non-profit		2 hours for \$50.00/hour and \$25.00/hour thereafter	2 hours for \$50.00/hour and \$25.00/hour thereafter	\$0.00	Proof of either 501© (30) certificate or State of Mi non-profit Articles of Incorporation & Bylaws
LIBRARY	Book Bags	ROPL Book Bag	Book bags are made of recycled material sold by Friends of the RO Public Library	\$4.00/each or 3 for \$10.00	\$4.00/each or 3 for \$10.00	\$0.00	
LIBRARY	Library Card	Resident	Full access	Free	Free	\$0.00	
LIBRARY	Library Card	Non-resident	Full access to ROPL services; not other TLN services; annual fee	\$100.00	\$100.00	\$0.00	
LIBRARY	Inter-library loan	The Library Network		FREE	FREE	\$0.00	
LIBRARY	Inter-library loan	MelCat (ROPL card holders)		FREE	FREE	\$0.00	
LIBRARY	Miscellaneous	USB Flash Drives		\$2.00	\$2.00	\$0.00	
LIBRARY	Miscellaneous	Headphones or earbuds		\$2.00	\$2.00	\$0.00	
LIBRARY	Miscellaneous	Button-making supplies		\$0.05 per button	\$0.05 per button	\$0.00	
LIBRARY	Miscellaneous	Laminating sheets		\$0.25 for 8.5x11; \$0.50 for 11x17 and larger	\$0.25 for 8.5x11; \$0.50 for 11x17 and larger	\$0.00	
LIBRARY	Miscellaneous	Fax		\$1.75 for first page and \$1.00/page after that	N/A - will be removed from schedule	\$0.00	REMOVE for fy24/25 (no longer offer fax svcs)
LIBRARY	Miscellaneous	International Fax		\$3.95 for first page and \$3.45/page after that	N/A - will be removed from schedule	\$0.00	REMOVE for fy24/25 (no longer offer fax svcs)

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>POLICE DEPARTMENT</b>							
POLICE	False Alarms	False Alarm Fee	Fee authorized under ordinance §180-6; amt set by resolution. Triggered after 3 false alarms per calendar year. \$25 Non-refundable permit application fee. Available to residents that do not have a driveway.	\$50.00 (4th time) \$75.00 (5th time) \$100.00 (6 or more)	\$50.00 (4th time) \$75.00 (5th time) \$100.00 (6 or more)	\$0.00	Any type of alarm that connects to PD or FD (via telephone), including fire alarm systems
POLICE	Snow Emergency Parking	Snow Emergency - Parking Exemption Permit Fee		\$25.00	\$25.00	\$0.00	NOTE: Section 625-10 of ordinance mentions permit is needed - does not authorize fee to be charged specifically, or that a fee will be set in a resolution
POLICE	Service Fee	Impound Administrative Fee		\$25.00	\$50.00	\$25.00	fy24-25 is first year added to schedule
POLICE	Business License	Precious Metals and Gems Dealer	per licensed establishment / Fee is set by ordinance §547 -3(e)	\$50.00	\$50.00	\$0.00	\$547-7 funds collected shall be credited to PD's budget
POLICE	Service Fee	Notary for Firearm Purchase Permit		\$0.00	\$10.00	\$10.00	*NEW* fy24-25
<b>PARKING</b>							
PARKING	Parking rates	Parking Structure Rates	parking at city-owned parking garage structures	1st TWO hours free; \$0.75/hr thereafter	1st TWO hours free; \$0.75/hr thereafter	\$0.00	Maximum daily charge is \$7.50
PARKING	Parking permit	Monthly Parking Permit(s)	11 Mile and Center St. garages (110 E. 11 Mile Rd. / 212 Center St.)	\$50.00 / month	\$50.00 / month	\$0.00	monthly parking permits and cards through Park-Rite
PARKING	Parking permit	Monthly Parking Permit(s)	North and South Lafayette garages (514 S. Lafayette / 271 S. Lafayette)	\$45.00 / month	\$45.00 / month	\$0.00	monthly parking permits and cards through Park-Rite
PARKING	Parking Permit	Monthly Parking Permit(s)	P1 / P2 lots	\$75.00 / month	\$75.00 / month	\$0.00	
PARKING	Parking Permit	Monthly Parking Permit(s)	P7 lot	\$45.00 / month	\$45.00 / month	\$0.00	
PARKING	Parking Permit	Monthly Parking Permit(s)	P5	\$45.00 / month	\$45.00 / month	\$45.00	New monthly permit as of April 2024 (P5)
PARKING	Parking Permit	Annual Residential Permits	per household	\$25.00	\$25.00	\$0.00	Must be renewed annually
PARKING	Parking rates	Parking Space Rental	Rental for on or off street spaces	\$25 per day , per space	\$25 per day , per space		rates per contract
PARKING	Parking pass	Overnight Amtrak Parking Pass	parking at Sherman Drive surface parking lot for train riders	\$5.00/day	\$5.00/day	\$0.00	
PARKING	Valet Parking License (CBD District)	Initial Review Fee	1st time applicant	\$750.00	\$750.00	\$0.00	online application "Revised 10/8/2014"
PARKING	Valet Parking License (CBD District)	Change of Valet Service	existing agreement	\$50.00	\$50.00	\$0.00	online application "Revised 10/8/2014"
PARKING	Valet Parking License (CBD District)	Annual Review Fee	existing agreement	\$300.00	\$300.00	\$0.00	online application "Revised 10/8/2014"
PARKING	Valet Parking License (CBD District)	One Day or Special Event Valet Service		\$300.00	\$300.00	\$0.00	online application "Revised 10/8/2014"
PARKING	Valet Parking License (CBD District)	Valet Parking - Late Fee (12/2 thru 12/14)		\$250.00	\$250.00	\$0.00	online application "Revised 10/8/2014"
PARKING	Valet Parking License (CBD District)	Valet Parking - Late Fee (12/15 thru 12/31)	packets rec'd after 12/31 will not be granted a license	\$500.00	\$500.00	\$0.00	online application "Revised 10/8/2014"
PARKING	Valet Parking License (CBD District)	Performance Bond	1st time applicants only	\$350.00	\$350.00	\$0.00	online application "Revised 10/8/2014"

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
<b>RECREATION</b>							
RECREATION	Recreation Program Registration	Returned Check Fee	per check returned by the bank	\$35.00	\$35.00	\$0.00	
RECREATION	Recreation Program Registration	Service Fee - Refund Processing	granted up to 1-wk prior to start of class, less \$10 service fee.	\$10.00	\$10.00	\$0.00	Non-refundable after 2nd week of class or once camp has started.
RECREATION	Gym Rental	Gym Rental	Jack and Patti Salter Community Center	\$60.00/hour	\$60.00/hour	\$0.00	
RECREATION	Fields	Baseball/Soccer Field Rental	Rental Includes bases and lines	\$60.00/hour	\$60.00/hour	\$0.00	
RECREATION	Fields	Practices	Field - as is	No charge	No charge	\$0.00	
RECREATION	Fields	Memorial Park Field 1 and 2	Includes bases, lines and lights	\$75.00/hour	\$75.00/hour	\$0.00	
RECREATION	Fields	Memorial Park Field 3 (turf field)	Includes bases, staff lines and lights	\$200.00 first game \$150.00/ additional game	\$200.00 first game \$150.00/ additional game	\$0.00	
RECREATION	Fields	Memorial Park Practices	two time slots per day available (10am-2pm; 3pm-7pm)	\$125.00/hour	\$125.00/hour	\$0.00	
RECREATION	Pavilions	Lawson Park Weekday Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$50.00	\$50.00	\$0.00	
RECREATION	Pavilions	Lawson Park Weekday Non-Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$60.00	\$65.00	\$5.00	
RECREATION	Pavilions	Lawson Park Weekend Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$80.00	\$80.00	\$0.00	
RECREATION	Pavilions	Lawson Park Weekend Non-Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$90.00	\$95.00	\$5.00	
RECREATION	Pavilions	Memorial Park - Large Weekday Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$75.00	\$75.00	\$0.00	
RECREATION	Pavilions	Memorial Park - Large Weekday Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$100.00	\$100.00	\$0.00	
RECREATION	Pavilions	Memorial Park - Large Weekend Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$100.00	\$100.00	\$0.00	
RECREATION	Pavilions	Memorial Park - Large Weekend Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$125.00	\$125.00	\$0.00	
RECREATION	Pavilions	Starr Jaycee Small East or West (2) Weekday Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$25.00	\$30.00	\$5.00	
RECREATION	Pavilions	Starr Jaycee Small East or West (2) Weekday Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$30.00	\$45.00	\$15.00	
RECREATION	Pavilions	Starr Jaycee Small East or West (2) Weekend Resident	two time slots per day available (10am-2pm; 3pm-7pm)	n/a	\$40.00	\$40.00	Did not have weekend rental rates on prior year schedule
RECREATION	Pavilions	Starr Jaycee Small East or West (2) Weekend Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	n/a	\$50.00	\$50.00	Did not have weekend rental rates on prior year schedule
RECREATION	Pavilions	Starr Jaycee Large Weekday Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$45.00	\$50.00	\$5.00	
RECREATION	Pavilions	Starr Jaycee Large Weekday Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$55.00	\$65.00	\$10.00	
RECREATION	Pavilions	Star Jaycee Large Weekend Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$60.00	\$80.00	\$20.00	
RECREATION	Pavilions	Star Jaycee Large Weekend Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$70.00	\$95.00	\$25.00	
RECREATION	Pavilions	VFW Large Weekday Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$45.00	\$50.00	\$5.00	
RECREATION	Pavilions	VFW Large Weekday Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$55.00	\$65.00	\$10.00	
RECREATION	Pavilions	VFW Weekend Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$60.00	\$80.00	\$20.00	
RECREATION	Pavilions	VFW Weekend Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$70.00	\$95.00	\$25.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE+/-	Comments
RECREATION	Pavilions	Normandy Oaks Large Weekday Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$125.00	\$125.00	\$0.00	
RECREATION	Pavilions	Normandy Oaks Large Weekday Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$175.00	\$175.00	\$0.00	
RECREATION	Pavilions	Normandy Oaks Large Weekend Resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$150.00	\$150.00	\$0.00	
RECREATION	Pavilions	Normandy Oaks Large Weekend Non-resident	two time slots per day available (10am-2pm; 3pm-7pm)	\$200.00	\$200.00	\$0.00	
<b>Senior Center</b>							
SENIOR CENTER	Coffee Service & Supplies	30 people		\$20.00	\$20.00	\$0.00	
SENIOR CENTER	Coffee Service & Supplies	55 people		\$30.00	\$30.00	\$0.00	
SENIOR CENTER	Coffee Service & Supplies	100 people		\$35.00	\$35.00	\$0.00	
SENIOR CENTER	Coffee Service & Supplies	150 people		\$40.00	\$40.00	\$0.00	
SENIOR CENTER	Coffee Service & Supplies	200 people		\$50.00	\$50.00	\$0.00	
SENIOR CENTER	Room Rental	Security Deposit		\$200.00	\$200.00	\$0.00	
SENIOR CENTER	Room Rental	Saturday Cleaning Fee		\$60.00	\$60.00	\$0.00	
SENIOR CENTER	Room Rental	Room 1	Per hour	\$30.00 / \$35.00 with food	\$30.00 / \$35.00 with food	\$0.00	
SENIOR CENTER	Room Rental	Room 2	Per hour	\$30.00 / \$35.00 with food	\$40.00 / \$45.00 with food	\$ 10.00	Room 2 - increase both by \$10 (same rate as room 3)
SENIOR CENTER	Room Rental	Room 3	Per hour	\$40.00 / \$45.00 with food	\$40.00 / \$45.00 with food	\$0.00	
SENIOR CENTER	Room Rental	Room 4/5	Per hour	\$50.00/\$60.00 with food	\$50.00/\$60.00 with food	\$0.00	
SENIOR CENTER	Room Rental	Room 6	Per hour	\$45.00 / \$55.00 with food	N/A - NO LONGER A RENTAL ROOM	\$0.00	REMOVE FROM SCHEDULE - Room 6 becoming a fitness center
SENIOR CENTER	Room Rental	Room 7	Per hour	\$20.00 / \$25.00 with food	\$20.00 / \$30.00 with food	\$ 5.00	\$5 increase in 'with food' price
SENIOR CENTER	Room Rental	Room 8/9	Per hour	\$45.00/\$55.00 with food	\$45.00/\$55.00 with food	\$0.00	
SENIOR CENTER	Room Rental	Outdoor Patio		\$35.00	\$35.00	\$0.00	
SENIOR CENTER	Room Rental	Kitchen	deposit + hourly rate	N/A - NOT RENTING KITCHEN	N/A - NOT RENTING KITCHEN	\$0.00	REMOVE FROM SCHEDULE - Requires responsible party to hold SERV Safe license and LLC. Subject to unannounced health inspections
SENIOR CENTER	Rental	Parking Lot	Per hour	\$75.00 per hour	\$75.00 per hour	\$0.00	Requires responsible party to provide a \$1M insurance policy to indemnify the city for any accidents.
SENIOR CENTER	Room Rental	Lounge	Per hour	\$25.00 - No Food allowed	\$25.00 - No Food allowed	\$0.00	
SENIOR CENTER	Room Rental	Billiards Room	Per hour	\$25.00 - No Food allowed	\$25.00 - No Food allowed	\$0.00	

## ATTACHMENT 2

Department	Category	Fee Name	Description	2023-2024	2024-2025 PROPOSED	CHANGE/-	Comments
<b>Treasury Fees and Charges</b>							
TREASURY	Service Fee	Tax payment partner - export file		\$150.00	\$150.00	\$0.00	
TREASURY	Service Fee	Water/Sewer/Storm aged accounts file		\$150.00	\$150.00	\$0.00	
TREASURY	Service Fee	Check return for non-payment	per occurrence	\$35.00	\$35.00	\$0.00	
TREASURY	Service Fee	Check return for incorrect bank # (UTLA)	per occurrence	\$20.00	\$20.00	\$0.00	reduced based on fee from IC only, not bank, staff time
TREASURY	Service Fee	Duplicate bill fee	per occurrence	\$15.00	\$15.00	\$0.00	based on staff time researching and printing bill
TREASURY	Service Fee	Overpayment refund fee	per occurrence	\$20.00	\$20.00	\$0.00	based in staff time in tax/AP/finance
TREASURY	Service Fee	MORTCOMP file	Cost is per parcel; \$1,500 maximum	\$0.25	\$0.25	\$0.00	per MCL Act 161, Sec 48.101
TREASURY	Service Fee	BSA.TAX file	Cost is per parcel; \$1,500 maximum	\$0.25	\$0.25	\$0.00	per MCL Act 161, Sec 48.101
<b>WATER / SEWER RATES</b>							
WATER BILLING	Service Fee	Debit and Credit Card Service Fee	per payment transaction (\$400 max transaction)	\$3.95	\$3.95	\$0.00	
WATER BILLING	Penalty Fee	Missed Appointment Fee (for Water Service)	customer scheduled appointments only	\$45.00	\$45.00	\$0.00	
WATER BILLING	Water and Sewage Rates	Billing Administrative Flat Fee	per billing period	\$16.00	\$16.00	\$0.00	PER BILLING PERIOD
WATER BILLING	Water and Sewage Rates	Water and Sewer Commodity Charge	<i>per unit</i> for first 20 units per billing period	\$13.18	\$14.15	<b>0.97</b>	PER UNIT
WATER BILLING	Water and Sewage Rates	Water and Sewer Commodity Charge - excess usage	<i>per unit</i> in excess of 20 units per billing period	\$15.16	\$16.28	<b>1.12</b>	PER UNIT
WATER BILLING	Water and Sewage Rates	Outside City Water Only Commodity Charge	<i>per unit</i> for first 20 units per billing period	\$6.72	\$7.40	<b>0.68</b>	PER UNIT
WATER BILLING	Water and Sewage Rates	Outside City Water Only Commodity Charge - excess usage	<i>per unit</i> in excess of 20 units per billing period	\$7.73	\$8.50	<b>0.77</b>	PER UNIT
WATER BILLING	Water and Sewage Rates	Sewer only charge	per quarter	\$300.15	\$318.09	<b>17.94</b>	PER QUARTER
WATER BILLING	Service Fee	Water kill (water service ended)	per unit	\$1,300.00	\$2,071.00	<b>771.00</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	Pavement cut, with either Kill or Tap	per unit	\$900.00	\$927.00	<b>27.00</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	Water tap, 1" tap for 3/4" meter	per unit	\$1,902.68	\$2,379.00	<b>476.32</b>	based on averaged 2024 cost + 3%
WATER BILLING	Service Fee	Water tap, 1" tap for 1" meter	per unit	\$1,922.36	\$2,403.00	<b>480.64</b>	based on averaged 2024 cost + 3%
WATER BILLING	Service Fee	Water tap, 1.5" tap for 1" meter	per unit	\$2,176.73	\$2,721.00	<b>544.27</b>	based on averaged 2024 cost + 3%
WATER BILLING	Service Fee	Water tap, 1.5" tap for 1.5" meter	per unit	\$2,269.70	\$2,838.00	<b>568.30</b>	based on averaged 2024 cost + 3%
WATER BILLING	Service Fee	Water tap, 2" tap for 1.5" meter	per unit	\$2,538.16	\$3,173.00	<b>634.84</b>	based on averaged 2024 cost + 3%
WATER BILLING	Service Fee	Water tap, 2" tap for 2" meter	per unit	\$2,588.99	\$3,237.00	<b>648.01</b>	based on averaged 2024 cost + 3%
WATER BILLING	Service Fee	water meter purchase, 5/8 inch and 3/4 short	per unit	\$257.36	\$301.00	<b>43.64</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	water meter purchase, 3/4 inch	per unit	\$257.36	\$376.00	<b>118.64</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	water meter purchase, 1 inch	per unit	\$298.53	\$471.00	<b>172.47</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	water meter purchase, 1.5 inch	per unit	\$494.12	\$860.00	<b>365.88</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	water meter purchase, 2 inch	per unit	\$600.65	\$1,066.00	<b>465.35</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	water meter purchase, 3 inch	per unit	\$3,150.46	\$3,245.00	<b>94.54</b>	based on actual 2024 cost + 3%
WATER BILLING	Service Fee	water meter purchase, 4 inch	per unit	\$3,888.41	\$4,006.00	<b>117.59</b>	based on actual 2024 cost + 3%
WATER BILLING	Hydrant Meter Rental	Backflow Test Fee	per unit	\$70.00	n/a	<b>-70.00</b>	
WATER BILLING	Hydrant Meter Rental	3/4 inch meter, backflow preventer	per unit	\$250.00	\$1,000.00	<b>750.00</b>	
WATER BILLING	Hydrant Meter Rental	1 inch meter, backflow preventer	per unit	\$250.00	\$1,100.00	<b>850.00</b>	
WATER BILLING	Hydrant Meter Rental	2 inch meter, backflow preventer	per unit	\$500.00	\$2,100.00	<b>1,600.00</b>	
WATER BILLING	Hydrant Meter Rental	3 inch meter, vendor provides backflow preventer	per unit	\$800.00	\$3,200.00	<b>2,400.00</b>	



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	<b>Resolution to Renew Membership for the Clinton River Watershed Council</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>City Manager</b>	
<b>PRESENTER</b>	<b>Angela Fox</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### EXECUTIVE SUMMARY

Since 1972, the Clinton River Watershed Council (CRWC) has been providing education, stewardship, restoration, and community engagement opportunities to residents, local municipalities, and partners to fulfill CRWC's mission of protecting, enhancing and celebrating the Clinton River, its watershed, and Lake St. Clair. Flowing 81 miles, the Clinton River and its watershed encompass 73 communities. Both the Clinton River and Lake St. Clair provide significant ecological, economic, and recreational value to southeast Michigan and to the communities located here.

Through longstanding programs like Adopt-A-Stream, StreamLeaders, and Keeping-It-Clean and environmental planning, ecological, and environmental policy expertise, CRWC provides a unique set of services to communities within the watershed through Local Government Memberships. These services are detailed below and represent a wide array of community engagement and education paired with scientific expertise that fosters partnerships with local governments to benefit the watershed.

Newly implemented programs like the Rain Smart Program and the Watershed Scorecard have been beneficial for Royal Oak residents and city staff. Stormwater runoff in Royal Oak is largely contingent on residential participation in programs the CRWC offer.

Through CRWC's Local Government Membership, communities also become eligible for participation in CRWC's Stormwater Public Education Program, which provides the Public Education requirements for NPDES MS4 permitting requirements.

The city has been a member of the CRWC in the past, and with some transition in both organizations our dues (\$5,000) were not paid in 2023.

In 2024, the CRWC updated their membership rates for local governments, moving from broad population groups to a model charging per resident. The newly introduced membership increases over a 7-year period (2024-2030) CRWC and charges each

community \$500 + 9 cents per resident within the eligible service area. Below is a cost projection for our membership through 2030. The amount due for 2024 is \$2,945. This is lower than the city anticipated, and Royal Oak was one of a few cities that saw a reduction in membership dues.

Dues Schedule by Calendar Year

2024	2025	2026	2027	2028	2029	2030
\$2,945	\$3,411	\$3,876	\$4,342	\$4,691	\$5,157	\$5,739

Due to the missed year, if the city commission should choose to, the city can pay an additional amount. The dues in 2023 would have been \$5,000. When staff budgeted for the current fiscal year, we were not aware of any potential change in membership dues. Based on where we are for the fiscal year, funding is available if the commission wants to pay for the missed year in addition to the 2024 year.

---

## Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	<b>\$2945</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>\$5000</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	<b>101-101-86500</b>
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**OTHER FISCAL IMPACTS:** (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

There is no revenue impact to the city.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

Non applicable.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

Non applicable.

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## **ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

The CRWC is a community partner with several items related to water associated with their efforts in the Sustainability and Climate Action Plan, and specifically the portion on water.

4.5.1. Build relationships and partnerships with universities, non-profits, utilities, watersheds, and regional communities (counties, cities, villages, and townships)

4.5.3. Facilitate education about alternatives to standard lawn and garden chemicals to reduce the use of commercial pesticides

4.5.7. Develop and facilitate education on the role water plays in sustainability and greenhouse gas emissions

---

## **COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

There is no community engagement process done to bring the item forward.

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## **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

The commission is bringing for this resolution.

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## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves the membership for the Clinton River Watershed Council and dues associated with 2024.

Optional resolution to pay \$5,000 covering the 2023 and membership dues.

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves the membership for the Clinton River Watershed Council and dues associated with 2023 and 2024.

## **ATTACHMENTS:**

**1 – CRWC Government Membership Factsheet**

**2 – Royal Oak Community Specific Factsheet**





# GOVERNMENT MEMBERSHIP

Since 1972, the Clinton River Watershed Council has been providing education, stewardship, restoration, and community engagement opportunities to residents, local municipalities, and partners to fulfill CRWC's mission of protecting, enhancing and celebrating the Clinton River, its watershed, and Lake St. Clair. Flowing 81 miles, the Clinton River and its watershed encompass 73 communities. Both the Clinton River and Lake St. Clair provide significant ecological, economic, and recreational value to southeast Michigan and to the communities located here.

## VALUE TO LOCAL GOVERNMENTS

Through longstanding programs like Adopt-A-Stream, StreamLeaders, and Keeping-It-Clean and environmental planning, ecological, and environmental policy expertise, CRWC provides a unique set of services to communities within the watershed through Local Government Memberships. These services are detailed below and represent a wide array of community engagement and education paired with scientific expertise that fosters partnerships with local governments to benefit the watershed.

Through CRWC's Local Government Membership, communities also become eligible for participation in CRWC's Stormwater Public Education Program, which provides the Public Education requirements for NPDES MS4 permitting requirements.

## INTRODUCING A NEW ANNUAL DUES STRUCTURE

Over the past 10 years, CRWC's Government Membership dues have not increased. Starting in 2024, CRWC is adjusting its dues structure for Local Government memberships to be tied directly to the population of residents being served within our service area, a better reflection of the inputs into the watershed from residents and a transparent, equitable structure that is applied equally across all communities.

This adjustment will allow CRWC to maintain current services while working to increase programming for residents and communities into the future.

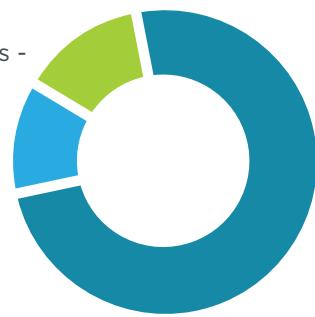
Over a 7-year period (2024-2030) CRWC will transition local government memberships to the updated dues structure, charging each community \$500 + 9 cents per resident within the eligible service area.

We greatly value our relationships with communities and know that open communication is critical to sustaining trust. With this in mind, CRWC will transition membership dues to the updated rate over a 7-year period to give communities ample time to adjust accordingly. The full dues rate of \$500 + 9 cents per resident will be reached in calendar year 2030.

As the cost of projects and programs increases over time, CRWC works consistently to bring in funding from a variety of sources outside of membership dues, including through federal, state, and private grants and contracts that allow CRWC to maintain the revenue breakdown displayed below. CRWC's continued fundraising from other sources provides a robust set of diverse programming, services, education, and outreach within the watershed and our service area that compliments and enhances the services we provide through membership.

### CRWC'S CURRENT REVENUE BREAKDOWN

- Government membership dues - 13.5%
- Other memberships, sponsorships, donations, and events - 11.8%
- Federal, state, local and private grants and contracts - 74.7%



## LOCAL GOVERNMENT MEMBERSHIP SERVICES & PERKS

Access to Stormwater Public Education Program (additional contract fee). More details are available at <a href="http://crwc.org/programs/education/stormwater-education">crwc.org/programs/education/stormwater-education</a>	Administration and management of the Clinton River Coldwater Conservation Project. More details are available at <a href="http://crwc.org/programs/conservation/crcp">crwc.org/programs/conservation/crcp</a> .
Access to CRWC's Fee for Service menu	Workshops, presentations, and educational programming delivered across the watershed on topics ranging from native seed collection, rain gardens, macroinvertebrates, and others
Clinton River Public Advisory Council (PAC) administration and water quality monitoring to support the Clinton River Area of Concern (AOC)	River Day coordination and outreach
WaterTowns Program - providing placemaking, green infrastructure and blue economy support for communities including access to project grants	Multi-media communications platforms highlighting members and watershed issues
Watershed Management Planning	Issue Advocacy - local, county, state, federal
Clinton River Water Trail management (signage, safety messaging, maps, access, and stakeholder engagement) and Lake St. Clair Water Trail educational resources	Environmental planning, river ecology, native plant, green infrastructure, stewardship, community engagement, environmental policy, and communications expertise
Bi-annual watershed-wide water quality monitoring through Adopt-A-Stream Program, including maintaining long-term water quality records and keeping communities up to date on water quality trends throughout the watershed	Grant support upon request as it aligns with CRWC's mission
Keeping-It-Clean Programming, including Clinton Clean Up, and Weekly Cleans occurring April through November	River News subscription (published 2 times per year)
	E-News (weekly email) subscription & website recognition
	1 complimentary ticket to CRWC's Annual Meeting & Dinner, which will be held on March 21, 2024.

## IN 2022, CRWC PROVIDED A VARIETY OF PROGRAMS AND ENGAGED RESIDENTS IN COMMUNITIES THROUGHOUT THE WATERSHED, INCLUDING:

<b>377</b> ADOPT-A-STREAM VOLUNTEERS	<b>32</b> WEEKLY CLEAN EVENTS	<b>457</b> CLEAN-UP VOLUNTEERS	<b>15</b> RIVER DAY EVENTS	<b>379</b> PRESENTATION ATTENDEES
<b>37</b> ADOPT-A-STREAM SITES	<b>17</b> CLINTON CLEAN-UP EVENTS	<b>5,132 LBS</b> OF TRASH COLLECTED	<b>465</b> RIVER DAY PARTICIPANTS	<b>1,496</b> STREAM LEADERS STUDENTS

## COMMUNITY FEEDBACK ON SERVICES

We value feedback from community members and want to hear from you about how our services are working in your community, what you think could be improved, or services that would be helpful for us to add to our list. We want to know what is working and how we can continue to serve your community to meet your needs.

To gather feedback, CRWC has created this online survey to hear from communities about services they would like to see increased and/or added to CRWC's menu for communities. Fill out the survey at [crwc.org/join-us/become-a-member](http://crwc.org/join-us/become-a-member) or by scanning the QR code. We would love your feedback!



## COMMUNITY NEXT STEPS

CRWC has included a community specific factsheet that includes your community service area, highlights services in your community, and lays out an updated dues schedule for 2024-2030.

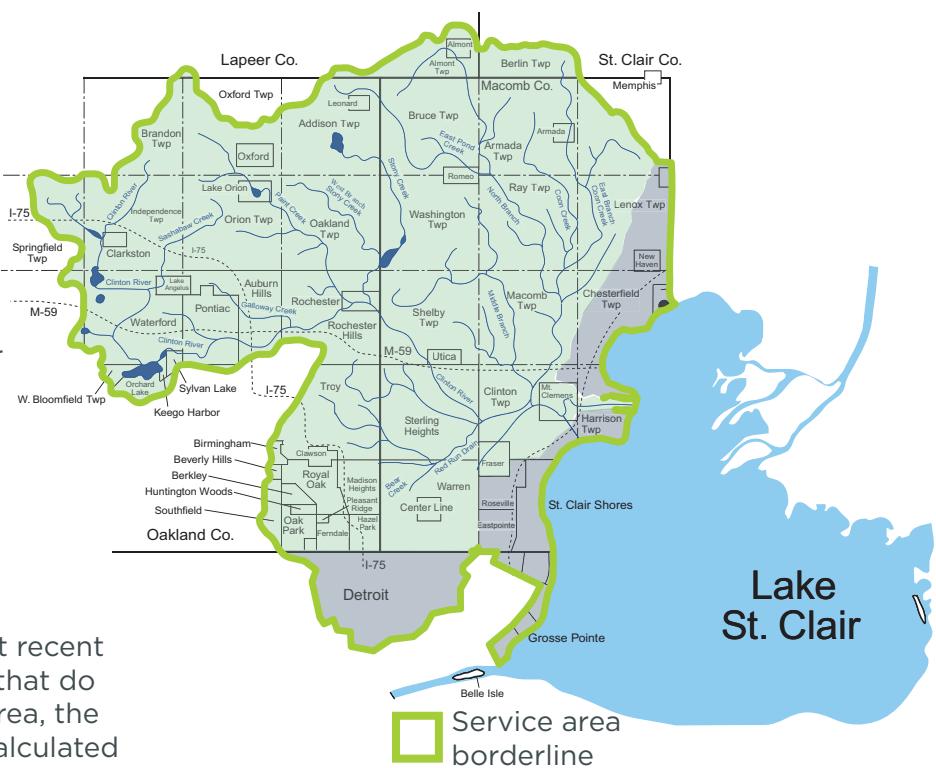
CRWC's Executive Director is happy to meet in person or speak over the phone about any questions that arise from these changes. To schedule a time to meet with Jennifer Hill, CRWC's Executive Director, please see the scheduling details in the community specific factsheet.

Thank you for the opportunity to continue to serve your community, Clinton River Watershed Council looks forward to continued partnership in protecting, enhancing, and celebrating the Clinton River, its watershed, and Lake St. Clair.



## ELIGIBILITY:

CRWC defines its service area as municipalities and counties located fully or partially within the Clinton River watershed and the Lake St. Clair shoreline watershed, including the Lake St. Clair and Anchor Bay drainage districts. The eligible service area is defined as the land area within the Clinton River watershed and/or the Lake St. Clair shoreline watershed.



## POPULATION WITHIN THE WATERSHED:

CRWC will continue to utilize the US population as established in the most recent US census (2020). For communities that do not fall fully within CRWC's service area, the population within the watershed is calculated by applying the percentage of eligible service area to the total population to determine the population within the service area.



CLINTON RIVER WATERSHED COUNCIL

1115 W Avon Road, Rochester Hills

(248) 601-0606 [crwc.org](http://crwc.org)

[jennifer@crwc.org](mailto:jennifer@crwc.org)

Clinton River Watershed Council

[@clintonriverwatershed](https://www.instagram.com/clintonriverwatershed)

# City of Royal Oak

## LOCAL GOVERNMENT MEMBERSHIP FACTSHEET

Subwatershed(s): Red Run

Population In Service Area: 58,211 | Acres In Service Area: 7,565

## CURRENT ACTIVITIES

Adopt-A-Stream Water Quality Monitoring: Working on adding one to two sites for monitoring by Orvis Royal Oak and Detroit Zoo teams

Participation in Stream Leaders: Royal Oak High School (Normandy Oaks)

WaterTowns Project Completed/Year Joined: Became a WaterTown in 2020, bioswale project at Normandy Oaks

Additional Events (River Day, Community, Table Displays): Earth Day event, RainSMART community presentation

Additional Programming: Resident engagement and site assessments for RainSMART Rebate Program

Cleanups (Clinton Clean-Up, Weekly Cleans, Private Cleanups): Weekly Clean at Starr-Jayce Park.

CRWC is actively working to increase the services available to communities within the watershed, including additional volunteer opportunities such as cleanups and native plantings, recreation programs like Nourished by Nature, and opportunities for residents to implement green infrastructure. For more information about memberships, restoration projects, and to provide feedback, please visit [crwc.org/join-us/become-a-member](http://crwc.org/join-us/become-a-member).

## 2024-2030 DUES

Dues Calculation

Population (58,211 x \$0.09)	\$5239
	+\$500
Dues Total ( <i>to be reached CY2030</i> )	\$5739

Dues Schedule by Calendar Year

2024	2025	2026	2027	2028	2029	2030
\$2,945	\$3,411	\$3,876	\$4,342	\$4,691	\$5,157	\$5,739



**CRWC**

CLINTON RIVER WATERSHED COUNCIL

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**ANNUAL REPORT  
2023**

# FROM CRWC'S EXECUTIVE DIRECTOR

Dear Friends,

What a year it has been! 2023 was truly a year of growth for the Clinton River Watershed Council (CRWC), marked by innovative and fresh ideas that are laying the foundation for rich programming and robust partnerships as we enter 2024.

While CRWC continued to offer our program staples like Adopt-A-Stream, Stream Leaders, and the suite of Keeping-It-Clean opportunities, the organization also introduced innovative initiatives like Nourished By Nature and re-imagined cherished events like Crafts on the Clinton to connect with new audiences within the watershed.

As CRWC rebuilt its team and re-filled 4 positions in 2023, the staff dedicated time to strategically assess the organization's programs, expertise, and events and identified a path forward to maximize CRWC's impact in 2024 and beyond. A crucial aspect of this effort has involved collaborating on a revised strategy for communicating about CRWC's range of programs. CRWC's mission statement was the logical place to ground our work, and that mission shaped CRWC's four pillars: protect, enhance, celebrate, and engage.

In 2023, CRWC was hard at work exemplifying these pillars across the watershed.

**PROTECT:** CRWC refined the Weekly Clean program, more than doubling the amount of trash collected in 2022 and visiting more than 20 communities.

**ENHANCE:** CRWC removed the Bald Mountain Dam over Trout Creek, a tributary to Paint Creek, restoring 1.25 miles of fish passage and planting 1,400 native plants through ongoing habitat restoration.

**CELEBRATE:** CRWC collaborated with the City of Center Line through WaterTowns to install rain gardens at the City's DDA Parking lot at Stephens Road and Van Dyke Avenue, which are capable of capturing 34,000 gallons of water per rain event, reducing stormwater inputs into Bear Creek and providing pollinator habitat in a highly developed area.

**ENGAGE:** CRWC re-vamped its communications strategies, social media platforms, and publications (including the Annual Report you're reading now!). In 2023, CRWC launched an updated website that is better able to support CRWC's efforts by increasing accessibility to data sets, resources, and materials for all those who interact with us.

We tackled a great deal in 2023, and we have enthusiastically started 2024 with a team that's ready for the challenge of a new year. We could not do this important work without people like you – whose unwavering dedication to the Clinton River watershed and Lake St. Clair is evident in your support of this organization. Thank you.

As we look ahead into 2024, I am excited for the opportunities that lie before us.



**Jennifer Hill**  
Executive Director  
Clinton River Watershed Council

## STAFF

**Jennifer Hill** Executive Director

**Mikela Dean** Watershed Ecologist

**Pronoye Kapali** Watershed Program Coordinator

**Lydia Nicholas** Environmental Scientist

**Cole Pachucki** Development & Communication Manager

**Jeffery Schiffman** Watershed Planner

**Kaleigh Snoddy** Education & Stewardship Manager

**Janice Sugden** Accountant

## BOARD OF DIRECTORS

**Shawn Keenan** President

**Jeff Bednar** 1st Vice President

**Stacey McFarlane** 2nd Vice President

**Greg Kacvinsky** Treasurer

**John Kosnak** Secretary

**Stefanie Bailey** Director

**Diana Evennou** Director

**Joerg Hensel** Director

**Aaron Loiselle** Director

**Kimberly Palmer** Director

**Erin Quetell** Director

**Becky Quinn** Director

**David Szlag** Director

**Tracy Zeman** Director

# YOUR HOME. YOUR COMMUNITY. YOUR WATERSHED.

The Mission of the Clinton River Watershed Council (CRWC) is to protect, enhance, and celebrate the Clinton River, its watershed, and Lake St. Clair.

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# Progress by the Numbers

<b>Adopt-A-Stream</b>	<b>490*</b> VOLUNTEERS	<b>70</b> STONEFLY SEARCHERS
<b>Keeping-It-Clean</b>	<b>820</b> VOLUNTEERS	<b>9,268 LBS</b> DEBRIS COLLECTED
<b>Stormwater Education</b>	<b>14</b> PRESENTATIONS	<b>527*</b> ATTENDEES
<b>River Day</b>	<b>16</b> EVENTS	<b>700*</b> PARTICIPANTS
<b>Water Festivals</b>	<b>308</b> PRESENTERS, TEACHERS, CHAPERONES, AND VOLUNTEERS	<b>1,705</b> STUDENTS
<b>Stream Leaders</b>	<b>1,705</b> STUDENTS	<b>17</b> MENTORS
		<b>24</b> TEACHERS

**10**  
TRAININGS      **49**  
UNIQUE SITES

**57**  
CLEANUPS

**15**  
SITES MONITORED      **17**  
SCHOOLS

# VOLUNTEERS PROTECT WATERS IN THE CLINTON

In 2023, our volunteers were instrumental in the protection, enhancement, and celebration of the Clinton River, its watershed, and Lake St. Clair. Every person who dedicated their time and talent to volunteer to collect trash, monitor water quality, and remove invasive species, amplifies CRWC's impact within southeast Michigan.

## WEEKLY CLEAN IN ACTION

Each year, thousands of pounds of trash, litter, and debris find their way into green spaces within the Clinton River watershed before ultimately ending up in the lakes, streams, tributaries, and rivers that flow through our communities. This discarded material can prove detrimental to water quality, wildlife, and quality of life.

Litter, especially plastic items, can break down into smaller particles over time, forming microplastics. These tiny particles can persist in the environment for a long time, contributing to pollution and potential harm to organisms throughout the food chain. Litter can release toxins and chemicals into the soil, affecting its quality and fertility. When litter ends up in water bodies, it can lead to water pollution, disrupting aquatic ecosystems and potentially harming aquatic life. CRWC's Watershed Program Coordinator, Pronoye Kapali, emphasizes that wildlife is also impacted by litter, "Animals can mistake the trash as food or can get caught in anything from loose fishing wire to plastic bags."

CRWC provides ongoing volunteer opportunities that engage residents of all ages, backgrounds, and skill levels in trash clean-ups through the Keeping-It-Clean program. CRWC Environmental Scientist, Lydia Nicholas says "When we remove trash from parks and dispose of it properly, we are removing potential contaminants and future microplastics, reducing their effects on the environment."

Over 32 weeks in 2023, 328 individual volunteers joined CRWC for Weekly Clean, an ongoing program within Keeping-It-Clean that consists of on-land cleanups. Each week, volunteers meet at a different location within the watershed to help improve water quality by removing trash. "The types of trash we see the most often tend to be fast food wrappers, cigarette butts, and fishing-related trash like worm containers, fishing lines, old lures, and bobbers," Lydia says. They emphasize that litter adds up quickly,

"Small pieces of trash tend to persist in the environment, especially because many people have the mindset of 'small pieces of trash don't matter,' so those little pieces can accumulate into a big problem. Small debris also quickly break down into even smaller pieces, creating more microplastics that are extremely hard to get rid of. Every little bit of trash matters!"

While small pieces of trash are the most common, that has not stopped Weekly Clean volunteers from pulling shopping carts, tires, rotting mattresses, and even the wooden trailer (pictured below) from green spaces along the Clinton. Occasionally, hidden gems, like the Slim Shady mix CD found in Beaver Creek, pique the interest of volunteers and CRWC staff.

CRWC volunteers collected more trash in 2023 than they did in previous years. Pronoye notes that "As the river flooded to new areas, it took up trash on land, and as the water receded, it took the trash with it, depositing it further downstream for our volunteers to find."

In total, 9,268 lbs. of trash and debris were removed as part of the Keeping-It-Clean suite of programs in 2023. 6,500 lbs. were collected through Weekly Clean alone (almost 4,000 lbs. more than in 2022).

Lydia credits this achievement to CRWC's volunteers, "We were able to engage more volunteers through Weekly Clean than we have in previous years, and many of those volunteers participated more than once."

CRWC offers thanks to everyone who volunteered to get their hands dirty to improve the health of the Clinton River, its watershed, and Lake St. Clair with us this past year. CRWC looks forward to continuing to provide residents, businesses, and communities with opportunities to continue to make a difference in 2024.



## IDENTIFYING INVASIVE PLANTS

CRWC volunteers supported efforts to report and remove invasive species from the watershed. Invasive species are non-native species, species not naturally found in an area that were introduced through human activities, that cause harm to humans, the environment, or the economy. Invasive plants can out-compete native species, which in turn reduces resources needed by our native wildlife to survive.

It is important to know that not all non-native species are invasive, and plants must cause harm to be considered invasive. Invasive species can be transported by boats, fishing equipment, and by accidental release. Invasive species can spread to freshwater sources via stormwater too, by seedlings that get caught up in flood events.

CRWC Environmental Scientist, Lydia Nicholas, says “Invasive species thrive on neglect, so when they’re not being actively managed, they can really disrupt an ecosystem.” Some of the most common invasive species in the Clinton River watershed are glossy buckthorn, common buckthorn, garlic mustard, phragmites, and multiflora rose.

This year, representatives from local businesses came out to Shadbush Nature Center and Murphy Park in Pontiac to help remove invasive species, and in June, CRWC volunteers pulled hundreds of pounds of non-native watercress from the banks of Avon Creek in just a few hours.

By participating in the management of invasive species, CRWC volunteers can help restore habitat and green spaces and prevent invasive plants from spreading elsewhere.

Lydia shares that many invasives are still widely available from retail stores, gardening centers, and greenhouses. They encourage residents to take care when planting. “Do your due diligence in researching what you’re planting! If you come across an invasive species in your ventures, report it to the Midwest Invasive Species Information Network (MISIN) on their website, MISIN.msu.edu, or their app MISIN: Report Invasive Species.”

Thank you to each of the volunteers who helped CRWC monitor and remove invasive species this year.

## RECOGNIZING TIM JOHNSTONE AS ONE OF CRWC'S VOLUNTEERS OF THE YEAR

The Jerry Carvey Volunteer of the Year Award was created in 1998 in honor of Jerry Carvey, a long-time CRWC Board Member, who has donated countless hours to the council as a volunteer financial manager. He helped CRWC establish its 501(c)3 designation. Each year, CRWC recognizes at least one volunteer for their effort to enhance the watershed through acts of volunteerism.

This year, we are honored to recognize Tim Johnstone for his unwavering commitment to the Clinton River watershed. For several years, Tim has volunteered with CRWC, most often in Weekly Clean. He is almost always the first volunteer to go out and one of the last to return, except when he comes back to get another garbage bag because his is filled already. Tim never backs down from a challenge and will use any tool he can to get the job done. He once found a large rope that had been buried, so he came back to grab a knife so he could cut as much of it out of the ground as possible, then returned 20 minutes later with a 10 ft stretch of rope that was 2 inches in diameter.

In 2023 alone, Tim attended 19 cleanups and collected more than 340lbs of trash and debris at local parks, preventing it from entering lakes, rivers, and streams in the Clinton River watershed. Thank you, Tim, for your time, talent, bright attitude, and diligence.



# ENHANCING WATER QUALITY & HABITAT THROUGHOUT THE WATERSHED

CRWC's field team spends the bulk of the year with boots on the ground and waders in the rivers, lakes, creeks, and streams that make up the Clinton River Watershed. They spend countless hours conducting ecological surveys, monitoring water quality, and analysing habitat to ensure that CRWC has the most up-to-date information on the current conditions of the watershed.

## CATCHING CRAYFISH

In August of 2023, the CRWC team finished monitoring Red Swamp Crayfish for the year.

Red Swamp Crayfish are a large, aggressive invasive species of crayfish that create large burrows that disrupt streamside and aquatic habitats, causing significant erosion. They also outcompete native aquatic life for food while causing algae blooms through their eating habits, degrading the habitat further. The presence of Red Swamp Crayfish has been confirmed in both the Clinton River (2019 & 2023) and Rouge River (2017) watersheds.

CRWC staff members Lydia Nicholas and Mikela Dean led CRWC's effort, aided by Kaleigh Snoddy, Pronoye Kapali, and CRWC's summer interns, Emma Delie and Ray Gilbert. The team scouted over 30 potential sites, searching for locations that contained crayfish habitat characteristics but were also accessible. Some locations proved nearly impossible to survey due to high water levels, high plant density, and unstable stream conditions. Fifteen full surveys were successfully conducted, covering a range of aquatic environments. These included the Clinton River itself in four distinct areas, as well as three drains, three creeks (including Paint Creek in three separate locations), and three ponds.



various locations. This strategic trap deployment allowed for a more comprehensive examination of the Red Swamp Crayfish presence within the watershed.

The survey brought to light a diverse array of native crayfish species inhabiting the watershed's lakes, rivers, and streams. Among the 290 crayfish caught, CRWC staff identified several native species including Virile Crayfish, Big Water Crayfish, Devil Crayfish, Calico Crayfish, and Northern Clearwater Crayfish. Notably, a single Rusty Crayfish, categorized as an invasive species, was also identified. However, the debate regarding its invasive status within the watershed persists due to its historical presence in the Lake Erie basin and its distribution.

While the survey team celebrated the absence of Red Swamp Crayfish within their survey locations, a new population was discovered at Greystone Golf Club in Washington Township in mid-July. Another population within the Newland Drain in Shelby Township is under management by the Lake St. Clair Cooperative Invasive Species Management Area (LSC CISMA).

Amidst the myriad findings and challenges, a whimsical note was struck by one of CRWC's staff members. Expressing both satisfaction and a hint of weariness, Nicholas stated "I never want to see another crayfish again, at least not until we do it all again next year." This sentiment echoes the commitment and dedication that define CRWC's tireless efforts to preserve the health and balance of the watershed.

This project is being conducted in partnership with Friends of the Rouge and the Michigan Department of Natural Resources. In the 2024 field season, the second year of the grant period, CRWC will continue to develop a critical data set of Red Swamp Crayfish populations to inform solutions that will limit the spread of this troublesome invasive species.



Using dry dog food as bait, staff baited, set, and checked traps at identified sites. Each site was monitored over a three-day period. Overall, the survey spanned an impressive 3,375 meters, which is over two miles!

Officially, 150 traps were set across the sites, with each location intended to house ten traps. However, due to logistical constraints and unsuitable site conditions, an additional 20+ traps were temporarily placed across

## MOVING THE BALD MOUNTAIN POND DAM

Located in the Paint Creek subwatershed in the ecologically important upper reaches of the Clinton River, the Bald Mountain Pond Dam once served as a recreational stream crossing within the Bald Mountain Recreation Area. However, degrading conditions and safety concerns led to its abandonment as a pedestrian passageway across Trout Creek.

"In addition to its lost function, the Bald Mountain Pond Dam was identified as a barrier to fish passage and a restriction to natural flow, thermal regimes, and sediment transport—making it a primary target for removal," says Mikela Dean, CRWC Watershed Ecologist.

After close collaboration with the Michigan Department of Natural Resources (MDNR) and United States Fish and Wildlife Service (USFWS) on potential solutions, in 2021, CRWC was awarded a \$42,000 grant from MDNR and USFWS to address this issue. CRWC subsequently performed pre-dam removal stream monitoring, ecological surveys, and planned the dam removal process.

In January 2023, the Bald Mountain Pond Dam was successfully removed, restoring approximately 1.25-miles of fish passage within Trout Creek. In addition to enhanced connectivity for fish species, native mussel communities (including the state-threatened slippershell) are expected to benefit from this stream restoration project.

This project pairs with an earlier GLRI-funded dam removal effort to reconnect 16-miles of fish passage by CRWC on downstream Paint Creek, a coldwater-designated trout stream for which Trout Creek is a tributary. "In the larger scheme, both dam removal projects build on CRWC's Clinton River Coldwater Conservation Project (CRCCP)," Mikela shares. CRCCP is a collaboration between CRWC, four Trout Unlimited Chapters, EGLE, MDNR, and local municipalities whose mission is to enhance and restore coldwater stream habitat within the watershed. Ultimately, these projects collectively work to benefit the health of the Clinton River watershed as a whole.

In the fall of 2023, CRWC furthered site restoration by planting more than 1,400 native plants and several trees with the aid of volunteers. These native herbaceous plants and trees will help stabilize the banks and enhance the riparian buffer zone along this section of Trout Creek.

Post-dam removal monitoring, ecological surveys, and road-stream crossing evaluations will continue and help quantify the benefits of the dam removal on Trout Creek and the greater Clinton River watershed.



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## SHELL-EBRATING SUCCESS

Each year, more than 300 volunteers work with CRWC to monitor water quality by sampling macroinvertebrate populations across the watershed through the Adopt-A-Stream program.

During Adopt-A-Stream in the spring of 2023, former intern and long-time volunteer, Taylor Haugen, found a giant floater mussel (*Pyganodon grandis*) in Plumbrook Drain.

Giant floater mussels are unionid mussels, which are unique because they require a fish host to complete their life cycle. Unionid larvae must attach to the gills or fins of a suitable fish host to survive into adulthood.

While the Clinton River is home to 21 of the 43 native species of unionid mussels, this find is particularly interesting because in a comprehensive 2004 mussel survey, no mussel species were found in Plumbrook Drain at all. Finding mussels and other similar wildlife in areas like Plumbrook Drain, which historically have not received high water quality scores, is an excellent indicator that health of waterways are improving.

## RIFFLES IN PAINT CREEK

In July, CRWC staff worked alongside the Vanguard Chapter of Trout Unlimited and Michigan Trout Unlimited to install 61 logs in Paint Creek, a rare coldwater resource in southeast Michigan, to increase both the quality and quantity of trout and wildlife habitat in the upper reaches of the Clinton. This effort builds on past work by Vanguard to install instream habitat in additional sections of Paint Creek and is a wonderful example of how CRWC staff support and collaborate on critical habitat work being led by members of the Clinton River Coldwater Conservation Project (CRCCP) to enhance, restore, and create instream and streamside habitat in coldwater streams. CRWC staff were excited to be of service and play a small role in a complex project. This initiative is expected to enter its next phase and conclude in 2025, overall impacting more than a mile of Paint Creek. Thank you to Joe Bruce and the Vanguard Chapter of Trout Unlimited for their leadership in this important work.

# CELEBRATING THE WATERSHED

CRWC often shares that clean water and a healthy environment are essential for a strong economy and a high quality of life within a diverse watershed. An important piece of CRWC's work is celebrating the water resources that we strive to protect and recreating in the outdoors.

## NOURISHED BY NATURE

A love for the outdoors permeates nearly every aspect of CRWC's work. Before signing on at an environmental organization with a mission to protect, enhance, and celebrate the Clinton River, its watershed, and Lake St. Clair, each of CRWC's staff members began their passion for the outdoors in a different way. Everything from camping with their families to trying kayaking with their friends, from swimming in local waterways to cycling in nearby parks, brought our team into the outdoors.

The Clinton River watershed hosts hiking, kayaking, camping, canoeing, swimming, fishing, boating, and cycling opportunities for all those who reside here. Before anyone chooses to volunteer to remove trash from a local park or tries to scoop macroinvertebrates out of icy waters in February, they find joy in nature.

However, it isn't simple for everyone to try outdoor activities. Barriers like lack of experience, cost of equipment, and access to expert training can prevent people from finding their way to outdoor hobbies.

Recognizing this, in 2023 CRWC wanted to share opportunities to test-drive the nature-based activities that the Clinton River watershed has to offer with residents. CRWC's goal was to remove as many barriers to entry as possible, and help residents have fun outside.

As a result of the generous support of the David W. Elliott Foundation and attendees of CRWC's 2023 Annual Meeting, the Clinton River Watershed Council was able to host three successful outdoor experience events and engaged a new audience of participants who have previously not had the opportunity to participate in these kinds of outdoor experiences.

Attendees had guided firsthand experiences viewing wildlife, learning about recreational resources, spending time with outdoor experts, exploring different habitats and landscapes, and making new memories.

## URBAN BIRDING

The first event in the series took place in the City of Eastpointe with the focus of introducing residents to the joys of birding. CRWC partnered with the Detroit Zoo, the City of Eastpointe, Eastpointe Memorial Library, Macomb Audubon, Macomb County, and Urban Seed to make birding more accessible.

CRWC Watershed Program Coordinator, Pronoye Kapali, shared "This event provided an opportunity to appreciate the beauty and diversity of the natural world while learning about different bird species and their habitats. With the help of our partners, we were able to provide a beginner birding training session, expose participants to commonly

used and easily accessible birding apps, and provide a birding expert for three teams of residents on their guided birding hike around Eastpointe."

CRWC provided binoculars to each participant to use during the event and Michigan bird guides to take home. CRWC's team led participants through natural habitats, helped them spot and identify different bird species, and learn about their behaviors and habitats.



## KAYAKING ADVENTURE

In June, CRWC focused on getting residents out on the water. Starting at Webber Paddle Park in New Baltimore, CRWC worked in partnership with Simple Adventures and Six Rivers Land Conservancy to host a kayaking adventure along the Salt River.

Safety instructions, kayaks, personal floatation devices, and paddles were provided for residents to use during the event by Simple Adventures. One resident summarized their experience by saying "The river is a peaceful space full of wildness. Nicely organized, friendly volunteers, kayaks were in very good condition, perfect duration, and great ice cream pause."

Pronoye said "Participants registered to learn the fundamentals of kayaking and paddling techniques and practiced these skills at a comfortable pace." Overall, this route was approximately 1.92 miles one way - 3.84 miles total.



## PEDALS & PAINT

The final installment of Nourished by Nature took place at the Clinton River Watershed Council's office, where participants were encouraged to bring their bicycles or their walking shoes to explore the Clinton River Trail in Rochester Hills. Participants pedaled their way through a short cycling trip, where they explored the trail.

Following the cycling excursion, art supplies were provided so that participants could spend time in creativity and capture the inspiring landscapes of the Clinton River watershed on canvas in the Avon Nature Area prairie, surrounded by native wildflowers to inspire their paintings.

An attendee said "It was something different. It was well organized. The food was very good. The art instruction was informative. It was just easy fun." Another participant stated that the event "Provided an opportunity to do some exercise and also learn. I met nice people and had great food in a beautiful outdoor area."



## REFLECTING ON THE SERIES AS A WHOLE

Residents appreciated the opportunity to explore the Clinton River watershed in ways that they never had before, partners were excited to be included in a fully funded event series, and each event filled up, illustrating the popularity among residents.

Pronoye explained, "One of the many goals of the Nourished by Nature series is not only to allow residents to experience new activities but also to motivate them to continue it on their own." In 2024, CRWC will continue the Nourished by Nature series with new activities.

## RECOGNIZING ELIZABETH SCHULTZ WITH THE JOHANNA ROSKOPP LEADERSHIP AWARD

The Johanna Roskopp Leadership Award was created by the Board in 1995 to honor Johanna Roskopp, a longtime Board member, for her extraordinary contributions to protecting the Clinton River. This award recognizes individuals and organizations for their leadership and commitment to protecting the Clinton River, its watershed, and Lake St. Clair.

This year, we recognize Elizabeth Schultz, Nature Center Coordinator at the Burgess Shadbush Nature Center. In her role, Elizabeth has become a valued partner, who takes it upon herself to encourage people to connect with the outdoors and enjoy the region's natural resources. We applaud Elizabeth's efforts to increase recreational access through an upcoming installation of a universally accessible kayak launch at River Bends Park. As a result of her leadership, CRWC and Burgess-Shadbush Nature Center have created a partnership centered on the removal of the invasive shrub jet-bead, which has taken over native areas within River Bends Park. In conjunction with CRWC, Elizabeth has hosted several jet-bead pulls with more scheduled for 2024. Even now, native plants can be seen re-populating areas as jet bead is removed. Elizabeth is a joy to work with in promoting the stewardship of the watershed, and we look forward to continuing to partner with her and Burgess-Shadbush Nature Center in the future!

## THE WATERSHED'S BUSINESSES

In September, CRWC hosted its biggest fundraiser of the year, Crafts on the Clinton, in partnership with the City of Sterling Heights. This fun-filled evening featured beer and wine tasting while enjoying live music, delicious food, and art vendors on the banks of the Clinton River!

More than 280 people registered, making 2023 the largest Crafts on the Clinton to date.

Vendors, including Arbor Brewing Company, Bell's Brewing, Blake's Hard Cider, Griffin Claw Brewing Co. Rochester Mills Beer Co. Schramm's Mead, and more, provided a wide variety of craft beverages for participants to sample. Cole noted, "Clean water is a critical ingredient in more than just the brewing process, and the businesses that participate in Crafts on the Clinton definitely recognize that. We love to share the involvement of every group that participates and highlight their support of CRWC and local waters."

The enthusiastic response from attendees underscores the event's significance as more than a fundraiser, but also as a platform for raising awareness about the importance of the Clinton River, its watershed, and Lake St. Clair. CRWC looks forward to hosting Crafts on the Clinton again in 2024.

# ENGAGING COMMUNITIES

Through longstanding programs like WaterTowns, Adopt-A-Stream, Stream Leaders, and Keeping-It-Clean and environmental planning, ecological, and environmental policy expertise, CRWC provides a unique set of services to communities and counties within the watershed. CRWC continuously seeks to implement new projects that improve local water quality and reduce stormwater runoff.

## REDUCING STORMWATER RUNOFF TO BEAR CREEK

CRWC often shares that stormwater is one of the biggest challenges facing the Clinton River and its watershed. The Clinton River watershed is the most populated in Michigan, and more than half of the surface area within the watershed is impervious or developed. When water falls during storms and other precipitation events, it moves over impervious surfaces, such as parking lots, roads, and sidewalks, where it can pick up pollutants and sediments and carry them into our local water systems, including rivers, lakes, and streams.

CRWC works with partners and communities to develop and implement solutions to manage stormwater more effectively.

In 2023, CRWC worked with partners including the City of Center Line, the City of Center Line DDA, Hutch Paving, AEW, and Drummond Carpenter PLLC to complete the final steps in a multi-year WaterTowns green infrastructure project in the City of Center Line.

Land use within the City of Center Line is similar to that of the overall watershed; it is mostly comprised of urbanized, impervious surfaces. Jeffery Schiffman, CRWC Watershed Planner, shares, “The combinations of high population density, expansiveness of impervious surfaces, and aging stormwater infrastructure has impacted water quality within the community and for those further downstream.”

To address these concerns, the parking lot was regraded, repaved, and water was redirected to flow into four catch basins, and in the spring of 2023, CRWC installed four rain gardens in the catch basins. The goal of this project was to improve water quality and minimize stormwater impacts by reducing flow alterations to Bear Creek and the Red

Run, as well as help guide future development toward implementing stormwater best management practices using green infrastructure.

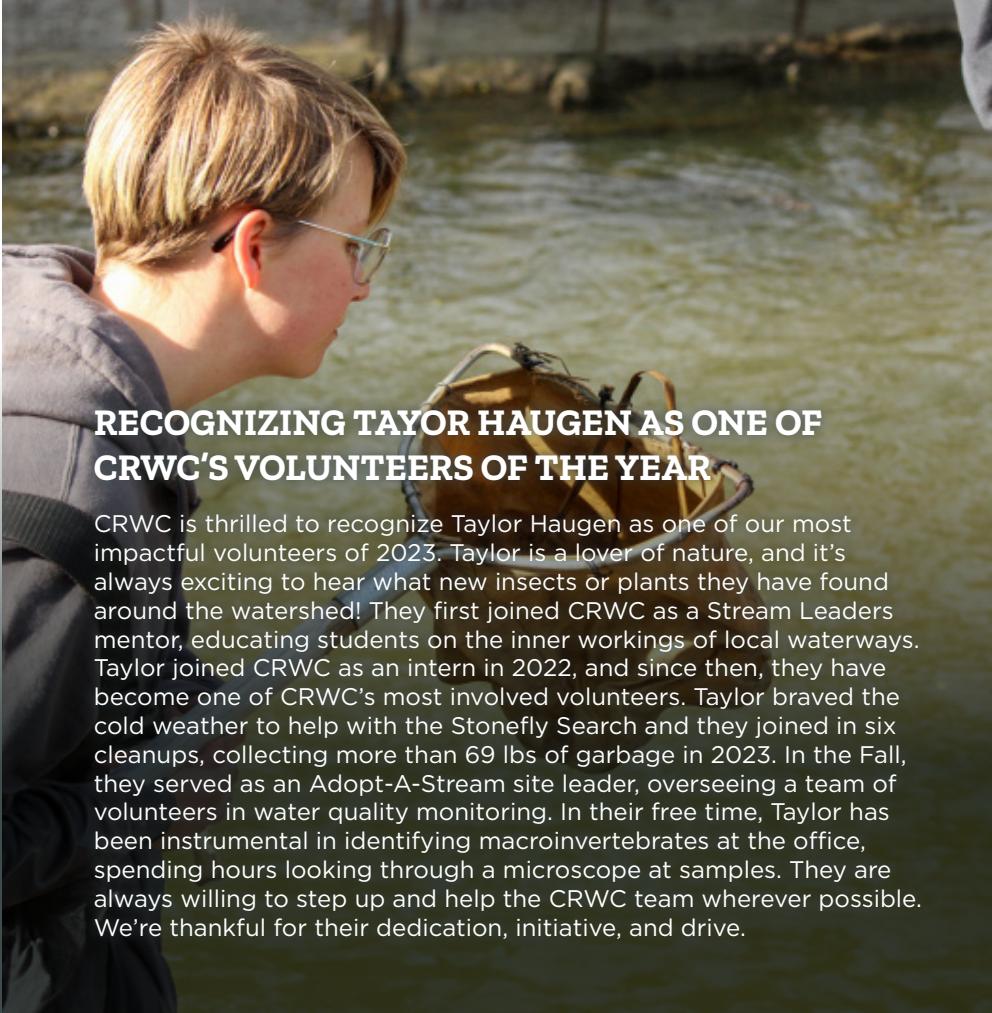
These rain gardens, also known as bioretention cells, use native plants and an underground chamber to help capture and utilize the water, preventing it from entering the storm sewer system. Capturing water on the landscape improves water quality, recharges groundwater, reduces flood risks, and protects rivers, lakes, and streams within the Clinton River watershed.

This project has the capacity to treat up to 34,000 gallons of stormwater runoff, capturing 99% of all rainfall events, while the flowering plants provide habitat for pollinators.

Center Line is committed to green stormwater infrastructure and has completed two other installations beyond this project. One installation was undertaken by a private business that installed a pervious paver parking area. The second project involved volunteers who created a rain garden at the City's Recreation Center.

The collaborative efforts between CRWC, partners, and the City of Center Line represent a great success in managing stormwater within the watershed's communities. The completion of this project underscores the importance of the proactive measures that communities can take to help improve water quality and contribute to the sustained health of rivers, lakes, and streams within the Clinton River watershed. In 2024, CRWC looks forward to continuing to work with communities to address stormwater and is excited to share steps that residents can take on their own properties to foster resilience and enhance the sustainability of local water resources for future generations.





## RECOGNIZING TAYOR HAUGEN AS ONE OF CRWC'S VOLUNTEERS OF THE YEAR

CRWC is thrilled to recognize Taylor Haugen as one of our most impactful volunteers of 2023. Taylor is a lover of nature, and it's always exciting to hear what new insects or plants they have found around the watershed! They first joined CRWC as a Stream Leaders mentor, educating students on the inner workings of local waterways. Taylor joined CRWC as an intern in 2022, and since then, they have become one of CRWC's most involved volunteers. Taylor braved the cold weather to help with the Stonefly Search and they joined in six cleanups, collecting more than 69 lbs of garbage in 2023. In the Fall, they served as an Adopt-A-Stream site leader, overseeing a team of volunteers in water quality monitoring. In their free time, Taylor has been instrumental in identifying macroinvertebrates at the office, spending hours looking through a microscope at samples. They are always willing to step up and help the CRWC team wherever possible. We're thankful for their dedication, initiative, and drive.

## MAKING A SPLASH ALONG THE CLINTON RIVER WATER TRAIL

The Clinton River flows through communities, forests, and wetlands, offering paddlers a diverse range of landscapes to explore. From nearly still waters to Class II-III rapids, the Clinton provides something for all skill levels, making it a paddling destination for beginners and seasoned adventurers alike.

The Clinton is subject to large rises and falls in water levels, which has the potential to quickly lead to dangerous situations. The lower section of the river, from Auburn Hills to the outlet into Lake St. Clair in Harrison Township, is the most urbanized section of the river that is drastically affected by stormwater runoff. This section is also the most technical due to a 300-foot change in gradient. While information on general paddling safety and best practices for those on the water exists, new and inexperienced paddlers may not know where to access that information.

This year, CRWC worked with communities to install 15 new safety signs at popular paddle launch points in the lower half of the Water Trail. The large 40 by 30-inch signs are incredibly visible and feature safety information, examples of safety markers to look for along the river, what to do in case of an emergency, and instructions for accessing an interactive online map. The signs were also translated into both Spanish and Arabic, the two languages spoken most in the watershed after English.

CRWC continues to work to increase the visibility of the Clinton River Water Trail and ensure the safety of all those who set out on the water. CRWC produced additional launch signs and 200 new safety markers that will be installed along the river in 2024.



WaterTowns® is a community-based placemaking initiative designed to help cities, towns, and villages in the watershed leverage assets of the Clinton River and Lake St. Clair to help improve water quality and alleviate climate change impacts by promoting and implementing green infrastructure and advancing water-oriented community and recreation opportunities.

In 2023, Warren became the 31st WaterTown and is planning to implement some exciting projects in the near future. Current WaterTowns include:

Auburn Hills  
Berkley  
Center Line  
Chesterfield  
Clarkston  
Clinton Township  
Eastpointe  
Ferndale  
Harrison Township  
Huntington Woods  
Huron Clinton Metropark Authority  
Independence Township  
Keego Harbor  
Macomb Township  
Madison Heights  
Mount Clemens  
New Baltimore  
Oak Park  
Oakland County  
Orion Township  
Pleasant Ridge  
Pontiac  
Rochester  
Rochester Hills  
Royal Oak  
Shelby Township  
St. Clair Shores  
Sterling Heights  
Troy  
Utica  
Village of Lake Orion  
Warren

# 2023 VOLUNTEERS

Abelson, Jessica  
 Abercrombie, Joseph  
 Abercrombie, Margaret  
 Ableson, Jessica  
 Accavitti, Diane  
 Ackerman, Lauren  
 Aguirre Felix, Alba  
 Ahmed, Noor Hasan  
 Ahn, Jeonghoon  
 Aiken, LaNita  
 Akhtar, Safa  
 Al-Dib, Hala  
 Allen, Kim  
 Allen, Sabrina  
 Allen, David Blake  
 Allen, Kimberly  
 Allen Wan, Chengxiang  
 Allensworth, Camille  
 Allweiss, Aiden  
 Anderson, Elijah  
 Anderson, Lee  
 Anderson, Patricia  
 Anderson, Rebecca  
 Anklam, John  
 Aparicio, Erick  
 Appleton, Cathy  
 Appleton, Eric  
 Archer, Shahida  
 Armstrong, Rod  
 Arndt, Amanda  
 Arvan, Angela  
 Attard, Juliana  
 Averitt, Samantha  
 Bajgoric, Harun  
 Bajgoric, Lejla  
 Bajpayee, Alpana  
 Bakos, Anna  
 Ball, Harold  
 Ball, Julie  
 Ballou, Caryn  
 Barnes, Elliott  
 Barnes, Lorelei  
 Barnes, Mary  
 Barnes, Renna  
 Barnes, Samuel  
 Barnes, Sam  
 Barren, Adam  
 Barrette, Christopher  
 Barrette, Jack  
 Bartosik, Phillip  
 Bashart, Tooba  
 Bass, Christina  
 Bass, William  
 Beauchamp, Brandon  
 Beauregard, Danielle  
 Belk, Elizabeth  
 Belur Anantharam, Parnika  
 Benny, Sabrina  
 Bettcher, Coerianne  
 Bickner, Armane  
 Blake Allen, David  
 Boes, Nina  
 Bolterstein, Rich  
 Bone, Nicholas  
 Boniface, Robert  
 Booth, Amberlin  
 Bork, Christopher  
 Borowy, Faith  
 Bowers, Dan  
 Brady, Pamela  
 Bratcher, Russell  
 Brennan, Russell  
 Brennan, Rowan  
 Brittingham, Tracy  
 Brocker, Annica  
 Brooke, Sylvia  
 Brosky, Megan  
 Brown, Kate  
 Brown, Jason  
 Browne, Dale  
 Broyles, Nancy  
 Bruzek, Trisha  
 Bryant, Lillian  
 Bryant, Theresa  
 Buck, Jamie  
 Buck, Samatha  
 Buhl, Anne  
 Burchfield, Corey  
 Burdosmith, Stephanie  
 Burgess, Mallory  
 Burkel, Paul  
 Burns, Anne Marie  
 Burrell, Emily  
 Burrett, Ryan  
 Butske, Gary  
 Butske Jr, Gary  
 Cagle, Jennifer  
 Camodeca, Maria  
 Teresa  
 Capoccia, Kelly  
 Carter, Vince  
 Cash, Frank  
 Cassady, Shayla  
 Casto, David  
 Castronero, Carmen  
 Caswell, Alyssa  
 Cauc, Theodor  
 Cavalli, Jeffrey  
 Chaney, Brian  
 Cheng, Jessica  
 Chesnick, Eric  
 Chippi, Teresa  
 Choi, Young  
 Chowdhury, Ikram  
 Chumbley, Amelia  
 Chumbley, Michael  
 Chwilka, Matthew  
 Ciaramella, Dominic  
 Cichy, Eric  
 Cimpan, Dan  
 Clemans, Christian  
 Cole, Taylor  
 Colley, Michelle  
 Collins, Kay  
 Comfort, Leo  
 Condon, Samantha  
 Conner, D'Angela  
 Connor, Jimmy  
 Cook, Kane  
 Corbacho, Antonio  
 Cornea, Jenna  
 Corona, Maria  
 Corrigan, Danielle  
 Coulter, Damon  
 Cracchiolo, Ron  
 Crame, Kimberly  
 Credit, Aubree  
 Crossley, Erin  
 Cuko, Irema  
 Cusenza, Joseph  
 Cwikla, John  
 Cyccone, Caitlin  
 Da Dilva Peres,  
 Clarice  
 Dalton, Shannon  
 Dancel, Cameron  
 Daniels, Claire  
 Darcy, Robert  
 D'Aristotile, Renato  
 Das, Soumyo  
 Dash, Susmita  
 Davich, Madelyn  
 Davis, Lacey  
 De La Fuente, Adam  
 De Souza, Giulia  
 Pimenta  
 Deel, Katie  
 Deel, Nick  
 Degener, Brenna  
 DeSantis, Matthew  
 Deshaw, Tony  
 Deshmukh, Avinash  
 Deshmukh, Parth  
 Dewitt, Elizabeth  
 DeWitt, Warren  
 Diesinge, Eric  
 Dimitus, Helen  
 Dixh, Suzette  
 Dolinshek, Gary  
 Dollar, Carrie  
 Dougherty, Kathleen  
 Dougherty, Mike  
 Doyle, Mackenzie  
 Drakos, Christina  
 Drill, Dan  
 Drill, Gavin  
 Dubay, Logan  
 Dubose, Devin  
 Duez, Jacobo  
 Duff, Brandon  
 DuHame, Kathleen  
 Duhanj, Adriana  
 Dumas, Jason  
 Dzurka, Linda  
 Earl, Jacob  
 Egharevba, Angela  
 Ehrke, Thomas  
 Ehrke, Tom  
 Elliott, Denise  
 Elliott, Paul  
 Ellsworth, Amy  
 Elzayat, Kareeman  
 Emerick, Jenny  
 Ephrem, Angela  
 Erdey, Matt  
 Ernst, Corey  
 Erun, Pat  
 Esquivel, Diego  
 Esquivel, Inna  
 Estima, Claudio  
 Estrada, Ron  
 Eurick, Margo  
 Eurick, Terry  
 Evanoff, Angela  
 Ewald, Gabrielle  
 Ewald, Michael  
 Fadoir, Ronald  
 Fadoir, Ron  
 Fallis, Christopher  
 Fancy, James  
 Fantauzzo, Janice  
 Fenniby, Robin  
 Fenton, Zachary  
 Ferguson, Gerald  
 Ferriby, Robin  
 Filip, Emil  
 Finazzo, Christopher  
 Finerezgar, Zahra  
 Fisher, Jason  
 Fisher, Kevin  
 Ford, William  
 Free, Jennifer  
 Freeman, Isaiah  
 Frontiero, Frank  
 Fruytier, Tracy  
 Fuerst, Noah  
 Fulton, Dawn  
 Fultz, Erica  
 Fultz, Jasmine  
 Fultz, Lola  
 Fultz, Steven  
 Gamage, Emily  
 Gamage, Linda  
 Gamage, Peter  
 Gao, Evelyn  
 Garbarino, Tony  
 Gardiner, David  
 Garrett, Christine  
 Garrett, Michael  
 Garrison, Jacy  
 Gasiurek, Scott  
 Gay, Reginald  
 Ganiro, Danny  
 Gifford, Dan  
 Gilbert, Raymond  
 Gill, Sushiel  
 Girken, Daniel  
 Glenal, Gina  
 Godwin, Rebecca  
 Gomez, Joshua  
 Gomez Flores,  
 Maritza  
 Gora, Jack  
 Gora, Mitchell  
 Grabowski, Karol  
 Grant, Tom  
 Grauburg, Allison  
 Grauer, Lauren  
 Gravelle, Katie  
 Gray, Tammie  
 Green, Christy  
 Green, Taylor  
 Greenley, Gordon  
 Greshan, Heidi  
 Groesbeck, Eugene  
 Gubala, Tyler  
 Guenther, Natalie  
 Guitron Ortiz, Mary  
 Gulavani, Pooja  
 Gumm, Pete  
 Gunther, Mike  
 Guntzviller, Andrew  
 Guntzviller, William  
 Haddad, Manny  
 Haddad, Nick  
 Hammatt, Leah  
 Hancsak, Brendan  
 Hanson, Justin  
 Hardy, Laura  
 Hariga, Daniela  
 Harmon, Thomas  
 Harper, Jonathan  
 Harris, Anna  
 Hart, Kristinn  
 Hartfelder, Andrea  
 Hartfelder, Dave  
 Hasan Ahmed, Noor  
 Hash, Mark  
 Haugen, Alexander  
 Haugen, Jeanine  
 Haugen, Taylor  
 Hazard, Sawyer  
 Hazy, Carol  
 Hendrickson, Debbie  
 Hensel, Joerg  
 Herabedian, Jeremy  
 Hernandez, Sara  
 Hill, Mays  
 Himmller, Ronald  
 Hines, David  
 Hoke, Emily  
 Holloway, Dawson  
 Hopper, Shelly  
 Hosner, Erin  
 Hossain, Kazi  
 Hossain, Zaima  
 Howe, Christopher  
 Huet, Simon  
 Hughes, Donald  
 Hummel, Nora  
 Hussain, Taj  
 Hyuncheol Kim, Paul  
 Innis, Austin  
 Islam, Sumaiya  
 Ismail, Kristine  
 Ismail, Meagan  
 Ives, Guenevere  
 Jackson, Angela  
 Jackson, Donald  
 Jaeger, Tobais  
 Jane, Tylar  
 Janicki, Dawn  
 Janicki, Joey  
 Janiske, Jason  
 Jimenez, Enrique  
 Jin, Lindsey (Hyun)  
 Johnson, Cody  
 Johnson, Dean  
 Johnson, Don  
 Johnson, Mallory  
 Johnstone, Tim  
 Jones, Jordan  
 Jones, Rick  
 Jones, S.  
 Josi, Zahera  
 Julian, Ben  
 Junker, Cheryl  
 Kaliil, Anthony  
 Kamyszek, Jessica  
 Kaptur, Ashley  
 Karbhari, Shruti  
 Kasak, Kevin  
 Kaufmann, Eric  
 Kaufmann, Kristina  
 Kaufmann, Sue  
 Kelch, Heather  
 Kellow, Parker  
 Kelsey, Loren  
 Kelsey, Susan  
 Kendra, Mike  
 Kenhard, India  
 Kersuzan, Oliver  
 Khan, Fawad  
 Khatra, Noorah  
 Khouri, Sharon  
 Klassen, Jason  
 Kilanowski, Chester  
 Kim, Jihoon  
 Kim, Jihyun  
 Kim, John  
 Kim, Sunghoon  
 Kim, Paul Hyuncheol  
 Kimball, Pamela  
 Kindle, Kyle  
 Kloha, Kellie  
 Klouski, Erin  
 Knight, Chinyere  
 Knight, Shanda  
 Koehler, Ashley  
 Koerber, Charles  
 Koerber, Chuck  
 Kondek, Larry  
 Korns, Trevor  
 Kosmala, Jeff  
 Kosnak, Donna  
 Kosnak, John  
 Koster, Kenneth  
 Kristufek, Rick  
 Kroeger, Owen  
 Krygel Young, Carolyn  
 Kuehl, Christopher  
 Kulin, Rebecca  
 Kulin, Vince  
 Kulkarni, Aarosh  
 Kulkarni, Abhishek  
 Kulkarni, Shradhha  
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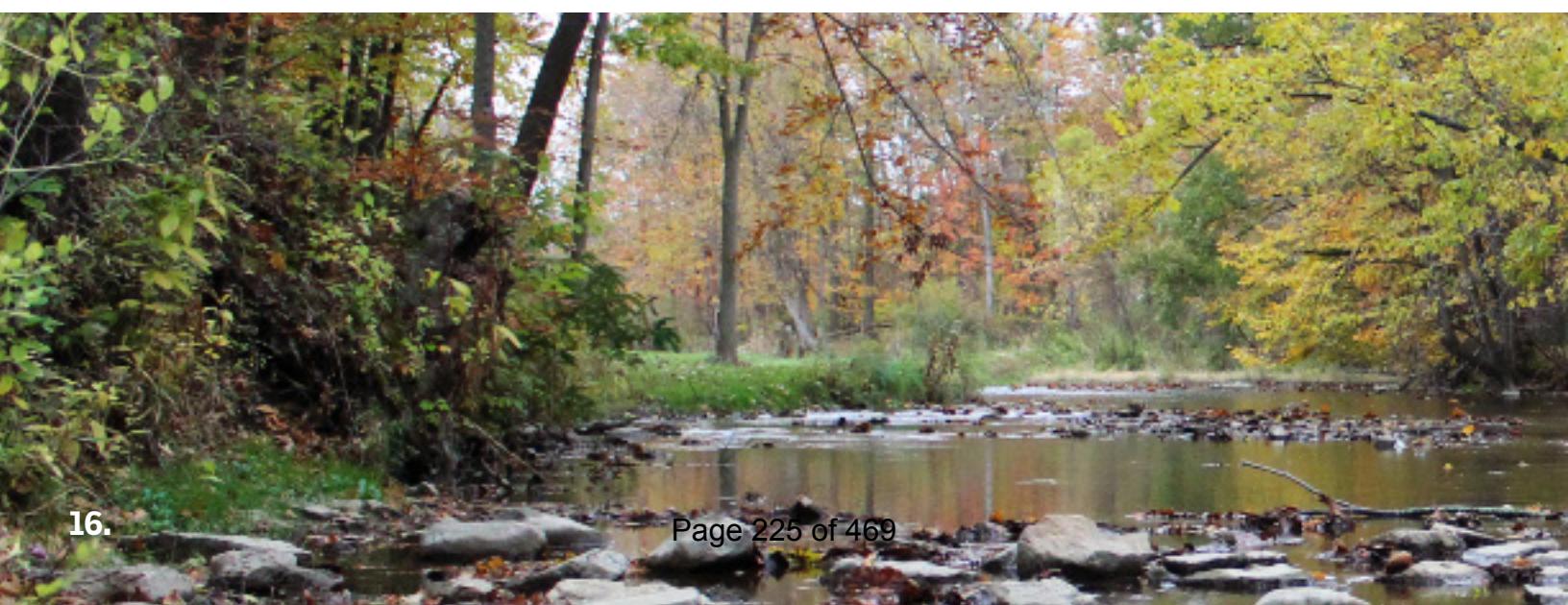
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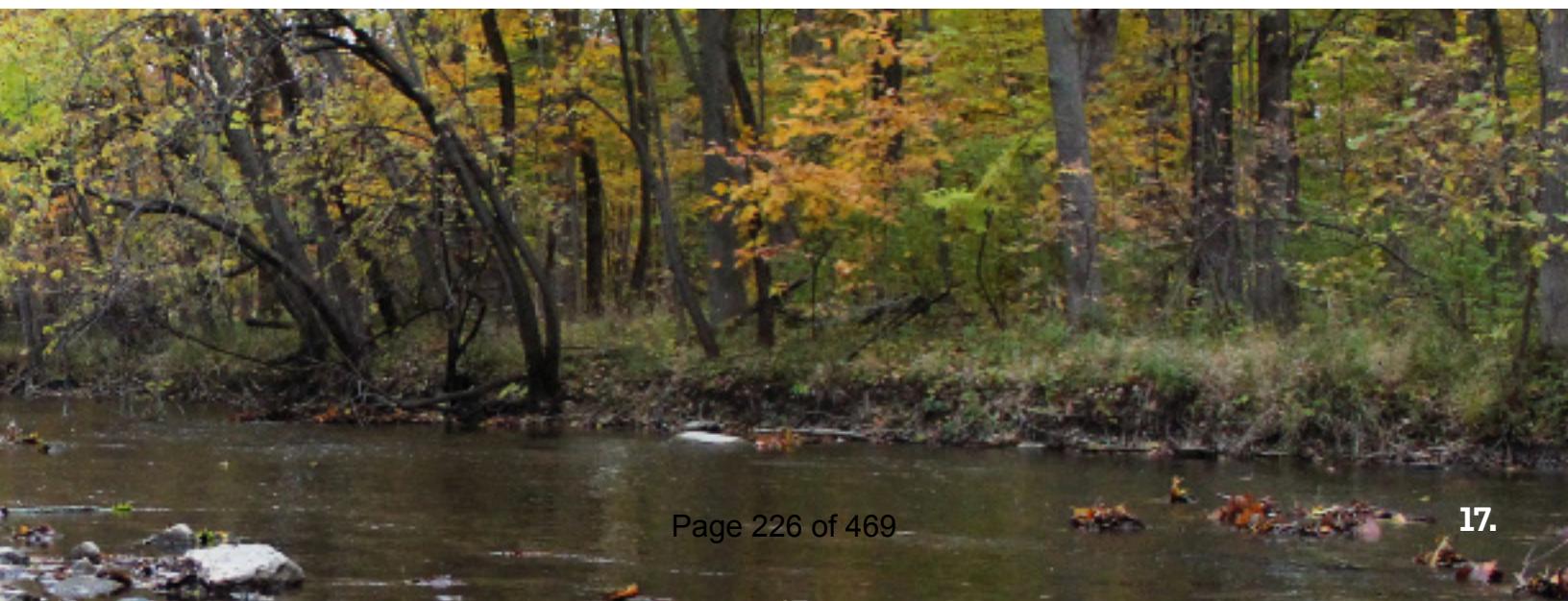
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We extend a special note of thanks to our Premier Sponsors, Green For Life, Forvia, Giffels Webster, ITC Holdings, and Hubbell, Roth & Clark, and a huge THANK YOU to all of our program and event sponsors.



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Architects PC



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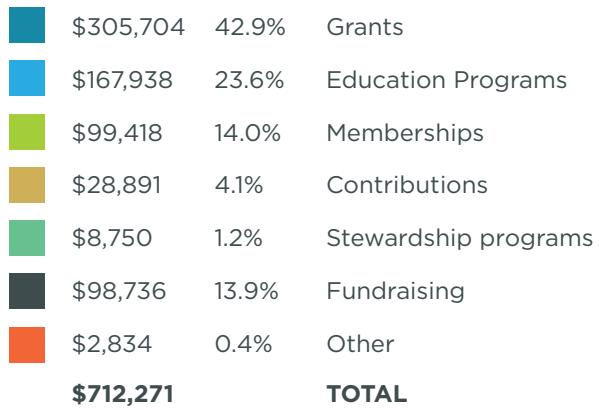
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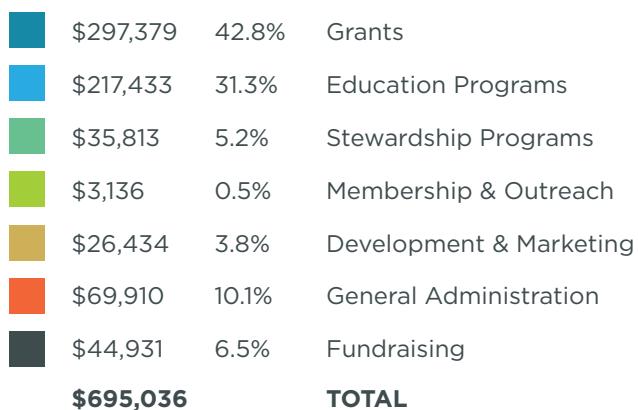
January 1, 2023 – December 31, 2023



## INCOME



## EXPENSES



# EVENT & PROGRAM CALENDAR

## MARCH

**Thursday, March 21, 2024** // Annual Meeting

## APRIL

**Wednesday, April 3, 2024** // Weekly Clean Begins

**Saturday, April 20, 2024** // Nourished By Nature: Reptile & Amphibian Walk

**Monday, April 22, 2024** // Earth Day

## MAY

**Saturday, May 4, 2024** // Adopt-A-Stream

**Saturday, May 11, 2024** // Nourished By Nature: Birding

**Tuesday, May 14, 2024** // Lake St. Clair Water Festival

**Friday May 17, 2024** // Clinton River Water Festival

**Friday May 31, 2024** // Stream Leaders Congress

## JUNE

**Saturday, June 8, 2024** // River Day

**Saturday, June 22, 2024** // Nourished By Nature: Kayaking

## JULY

**Saturday, July 13, 2024** // Sprint & Splash

**Friday, July 19, 2024** // Nourished By Nature: Painting In Nature

## AUGUST

**August 24, 2024** // Nourished By Nature: Fungal Foray

## SEPTEMBER

**Saturday, September 14, 2024** // Clinton Clean-Up

**Friday September 20, 2024** // Crafts on the Clinton

## OCTOBER

**Saturday, October 5, 2024** // Adopt-A-Stream

## NOVEMBER

**Friday, November 15, 2024** // Stream Leaders Student Congress

**Wednesday, November 20, 2024** // Final Weekly Clean





CLINTON RIVER WATERSHED COUNCIL

1115 W. Avon Road  
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## DONATE

CRWC's programs and events would not be possible without the generous support from donors like you! Donations fund the programs, services and events that we offer our community, environment, and watershed. Help support the CRWC by donating online, mailing a check or by calling us at (248) 601-0606.

## VOLUNTEER

We need you at the next CRWC event! There are volunteer opportunities for all ages, abilities, experience levels, and times of year. We welcome you to join an amazing team of local residents and families who want to help make their rivers, streams, and lakes even more beautiful.

## BECOME A MEMBER

Join CRWC in protecting, enhancing, and celebrating the Clinton River, its watershed and Lake St. Clair by providing residents, schools, governments and businesses with programs, events and services to ensure a healthy watershed for us all.

## CONTACT US FOR MORE INFO!

To learn more about becoming a CRWC Member, volunteering, becoming a sponsor and all other inquiries, visit our website or give us a call to speak with a friendly staff member who will be happy to assist you.

- 📍 1115 W Avon Road,  
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- 🌐 [crwc.org](http://crwc.org)
- ✉️ [contact@crwc.org](mailto:contact@crwc.org)
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## CITY COMMISSION AGENDA ITEM

<b>Title</b>	<b>Consideration of a Contract Approving CMN as the new vendor for WROK TV.</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>City Manager</b>	
<b>PRESENTER</b>	<b>Susan Barkman</b>	
<b>MEETING DATE</b>	<b>May 20, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **EXECUTIVE SUMMARY** (include history of previous Commission action/discussion, background, scope of work, etc.):

Last August, the City Commission approved a 1-year contract with Cable Access Management Company, Inc (CAMCO). At this time, Richard Wilson as president of CAMCO indicated that he would like to retire at the conclusion of the contract on June 30, 2024.

Earlier this year staff issued a request for proposals and received two bids one for \$46,000 and the other for \$430,000. Staff is recommending that the City Commission approve a contract for Community Media Network TV (CMNtv) for one year, with options to renew the contract next year as the new vendor for WROK.

As a part of this contract, CMNtv will provide staff to cover City Commission meetings, Planning Commission, Brownfield Authority, Downtown Development Authority and Zoning Board of Appeals meetings. They will be able to produce PSAs, and other community information programs as well as record different community events. Additional work can be done at an additional cost in line with the price agreement shown in the contract. CMNtv also has a studio space in Troy that could be used as well in the production of PSAs and other informational videos.

CMNtv anticipates charging approximately \$46,000 over the next year based on our current practices, however billing will be done based on actual services. If we add meetings or cancel meetings or add additional PSAs that could change the overall amount paid. Staff has provided a copy of the anticipated cost breakdown in the attachments for you.

CMNtv was selected because they provide good value in terms of cost, availability of staff to cover meetings, additional resources with a studio, and equipment to support production needs. They are also experienced in working with cities and school districts to support meeting recordings and municipal channels.

If approved, staff will begin working with our current vendor and CMNtv staff in June to ensure a smooth transition.

---

### **Fiscal Impact**

<b>BUDGET SUMMARY</b>	
<b>EXPENDITURE REQUIRED</b>	<b>\$46,080</b>

<b>AMOUNT CURRENTLY BUDGETED</b>	<b>\$100,000</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	<b>General Fund 101-834-80500</b>
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**OTHER FISCAL IMPACTS:** (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

Staff does not anticipate any positive or negative impact on revenues based on this contract.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

Staff anticipates a similar workload to what it is currently.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

No impacts anticipated.

**ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

WROK is a communications channel for the city to communicate with residents which aligns with the city's strategic plan goals and aging in place goals to improve communications, and transparency.

**COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

None.

**BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

None.

---

## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**Be it resolved**, the Royal Oak City Commission hereby approves the contract with Community Media Network Television for

**Be it resolved**, the Royal Oak City Commission hereby authorizes the Mayor and City Clerk to sign the contract on behalf of the city.

### **ATTACHMENTS:**

**1 – Contract for services**

**2 – Cost Breakdown**

## **CABLE ACCESS MANAGEMENT AGREEMENT**

This Agreement is entered into this 9 day of May, 2024, by and between the CITY OF ROYAL OAK, a Michigan Municipal Corporation with its principal offices at 203 S Troy Street, Royal Oak, MI 48068 (the "City") and Oakland County Cable Communications doing business as Community Media Network TV ("CMNtv"), a Michigan Nonprofit Corporation with its principal offices at 1230 Souter Drive, Troy, MI 48083.

**WHEREAS**, the City desires to provide the public with cable television access services and other cable television programming; and

**WHEREAS**, the City has selected CMNtv to provide those services to the City based on a competitive bid process, and CMNtv has agreed to provide those services to the City.

**NOW THEREFORE**, in consideration for the mutual promises contained in this Agreement, the sufficiency of which is hereby acknowledged, the City of Royal Oak and CMNtv agree as follows:

1. **Services**. CMNtv agrees to provide the services described herein.
  - (A) The following regularly scheduled meetings shall be broadcast live, recorded and re-broadcast:
    - (i) All regularly scheduled open meetings of the Royal Oak City Commission.
    - (ii) All regularly scheduled open meetings of the Royal Oak Planning Commission.
    - (iii) All regularly scheduled open meetings of the Royal Oak Zoning Board of Appeals.
    - (iv) All regularly scheduled open meetings of the Royal Oak Downtown Development Authority.
    - (v) Any special meeting scheduled for the previously named boards shall be broadcast live, recorded and re-broadcast, with notice provided to CMNtv of at least 2 business days' notice.
  - (B) The following large remote special events shall be broadcast live, recorded and re-broadcast:
    - (i) State of the City
    - (ii) Memorial Day Parade and Ceremony
    - (iii) Veterans Day Parade and Ceremony
  - (C) The following small remote special events shall be broadcast live, recorded and re-broadcast:
    - (i) Community events put on by the city, which are free and open to the public.
    - (ii) Dance recitals, concerts, or similar events.
  - (D) CMNtv shall maintain a programming schedule of a minimum of twenty (20) hours per week.

- (E) CMNtv shall maintain a computer-based bulletin board to be provided by the City. The bulletin board shall be used for public service information, including but not limited to the timely promotion of City-sponsored events, the dissemination of important information to the public from City departments, and meeting agendas for the City Commission, Planning Commission, Zoning Board of Appeals, and Downtown Development Authority.
- (F) CMNtv shall record and produce 4 PSAs, 4 community promos, and 4 Royal Oak Show programs.
- (G) CMNtv shall produce additional PSAs, community promos or Royal Oak Show programs at additional cost per item.

2. Personnel.

- (A) CMNtv shall provide all the personnel necessary to provide the services described in this Agreement.
- (B) CMNtv may, from time to time, reassign any of its employees, but at all times shall provide the City with suitable staff for the recording of meetings.
- (C) CMNtv shall consult with the City in filling its staff positions, but CMNtv has the sole and exclusive right to determine which of its employees shall be designated to be assigned. However, if the City in good faith determines that a specific employee does not possess the skills and experience necessary to provide the services described in this Agreement, the City has the right to reject that CMNtv employee. If any CMNtv employee is rejected by the City, CMNtv agrees to remove that employee and provide a suitable replacement within a reasonable amount of time.
- (D) CMNtv shall evaluate the performance of any personnel assigned to the City pursuant to this Agreement, and upon written request from the City shall provide the City with copies of any periodic evaluations of these personnel.

3. Term; termination.

- (A) The term of this Agreement shall be from June 1, 2024 to June 30, 2025.
- (B) This agreement may be extended with the approval of the City Commission in the future.
- (C) This Agreement may be cancelled by either party, with or without cause, upon thirty (30) days written notice to the other party.

4. Independent Contractor.

- (A) The parties understand and agree that CMNtv is an independent contractor, and that all individuals providing services to the City are employees of CMNtv and not City employees.

- (B) CMNtv is responsible for all employment-related matters, including but not limited to the payment of all federal, state and local employment taxes; workers compensation; and compliance with any applicable federal, state and local laws, rules, regulations and ordinances.
- (C) CMNtv agrees to hold the City harmless for any failure by CMNtv to comply with any applicable federal, state and local laws, rules, regulations and ordinances, or to provide any benefits to any of CMNtv's employees.
- (D) CMNtv shall not be liable to the City for any loss of profits, business goodwill, or other consequential, special or incidental damages (other than theft) involving any CMNtv employee.

5. Consideration.

- (A) In consideration for the services to be provided under this Agreement, the City shall pay CMNtv in monthly payment based on the invoice provided for services rendered, at the rates established in CMNtv's price list for services as submitted with their bid documents as Attachment 1, incorporated herein by reference and made a part hereof.
- (B) The City, may at an additional cost, receive services beyond what is included in this Agreement and shall pay for those services at the rates outlined in Attachment 1, invoiced and paid on a monthly basis.

6. Additional CMNtv Responsibilities.

- (A) CMNtv shall procure and maintain the following insurance coverage:
  - (i) Workers' Compensation Insurance, including Employers' Liability Coverage, in accordance with all applicable statutes of the State of Michigan.
  - (ii) Commercial General Liability Insurance on an "Occurrence Basis" with limits of liability not less than \$3,000,000 per occurrence and aggregate. Coverage shall include, but not limited to, the following: (A) Contractual Liability; (B) Products and Completed Operations; (C) Independent Contractors Coverage; (D) Broad Form General Liability Extensions or equivalent.
  - (iii) Automobile Liability, including Michigan No-Fault Coverages, with limits of liability not less than \$3,000,000 per occurrence combined single limit for Bodily Injury, and Property Damage. Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles.
  - (iv) Commercial General Liability and Automobile Liability Required liability limits may be obtained by using an Excess/Umbrella Liability policy in addition to the primary liability policy(ies). If coverage limits are satisfied by an Excess and/or Umbrella policy, coverage must follow form of the primary liability policy(ies), including but not limited to additional insured and primary/non-contributory coverage.

(v) Additional Insured: Commercial General Liability Insurance shall include an endorsement stating the following shall be Additional Insureds: "The City of Royal Oak, all elected and appointed officials, all employees and volunteers, agents, all boards, commissions, and/or authorities and board members, including employees and volunteers thereof. It is understood and agreed by naming the City of Royal Oak as additional insured, coverage afforded is considered to be primary and any other insurance the City of Royal Oak may have in effect shall be considered secondary and/or excess."

(vi) Cancellation Notice: Policy(ies), as described above, shall be endorsed to state the following: "It is understood and agreed that thirty (30) days advance written notice of cancellation or non-renewal shall be sent to the certificate holder: City Manager, City Hall, 203 South Troy Street, Royal Oak, Michigan 48067."

(vii) Proof of Insurance Coverage: CMNtv shall provide the City of Royal Oak at the time the contracts are returned for execution a Certificate of Insurance as well as the required endorsements. In lieu of required endorsements, a copy of the policy sections, where coverage is provided for additional insured and cancellation notice, may be acceptable. Copies of all policies mentioned above shall be furnished, if so requested.

(viii) If any of the above coverages expire during the term of this contract, CMNtv shall deliver renewal certificates, endorsements, and/or policies to City of Royal Oak at least ten (10) days prior to the expiration date.

(B) CMNtv shall be responsible to its employees for all uniforms, travel expenses, training, office supplies, memberships, and subscriptions.

(C) CMNtv shall be responsible for all printing, mailing and advertising costs associated with CMNtv's business.

(D) Upon the City's request, CMNtv shall cause its independent auditors to send the City quarterly statements. These statements shall indicate the status of payment of all taxes, insurance premiums and pension contributions. These statements shall also certify that CMNtv's payroll practices comply with all applicable federal, state and local laws, rules, regulations or ordinances.

(E) Upon the City's request, CMNtv's underwriters will certify to the City that all CMNtv insurance policies are current and in effect. CMNtv agrees to provide the City with written notification of any modification or lapse in coverage during the term of this Agreement.

7. Additional City Responsibilities.

- (A) The City shall provide CMNtv and its employees with a safe working environment while CMNtv and its employees are on City property providing services to the City under this Agreement.
- (B) The City shall provide CMNtv with an office for its operations.
- (C) The City shall provide CMNtv with capital equipment (as determined by the City), related materials and supplies, and maintenance of this equipment.
- (D) The City shall provide CMNtv with the use of a production vehicle for the delivery of services and CMNtv shall be required to follow the city's anti-idling policy.
- (E) The City shall provide CMNtv with telephone service for the delivery of services under this Agreement.

8. Miscellaneous.

- (A) Amendments. This Agreement may be amended by written consent of both parties.
- (B) Notice. Any notices required or permitted under this Agreement shall be given in writing, signed by an authorized representative, and shall be considered given when personally served or when sent by registered or certified mail, return receipt requested, addressed to the parties to their respective addresses as set forth in this Agreement, or at such other address as the party may specify in writing.
- (C) Entire Agreement. This Agreement contains the entire understanding of the parties and supersedes any prior discussions or understandings.
- (D) Michigan Law. This Agreement shall be construed and enforced according to the laws of the State of Michigan. The parties consent to the jurisdiction of any competent court in Oakland County, Michigan, for any action arising out of this Agreement, and agree not to commence any action arising out of this Agreement in any court other than those in Oakland County, Michigan.
- (E) Waiver of Breach. A waiver of either party of a breach or default in connection with any provision of this Agreement shall not be deemed a waiver of any subsequent default or breach of any provision of this Agreement.
- (F) Successors and Assigns. This Agreement shall be binding upon and inure to the benefit of the City, CMNtv, and their respective legal representatives, successors and assigns.
- (G) Third Party Beneficiaries. Nothing contained in the Agreement is intended to be, or shall be, for the benefit of any person not a party to the Agreement, and no such person shall have any right or cause of action under this Agreement.

- (H) Joint Drafting. This Agreement has been negotiated by the parties and each has contributed to the form and substance of the Agreement. Accordingly, there shall be no presumption favoring or burdening either party.
- (I) Severability. If any provision of this Agreement is found to be illegal, invalid, or unenforceable by any court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

WHEREOF, the parties have executed this Agreement as of the day and year first above written.

CITY OF ROYAL OAK

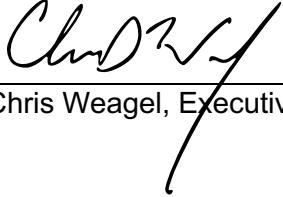
COMMUNITY MEDIA NETWORK TELEVISION

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Michael Fournier, Mayor

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Chris Weagel, Executive Director

 May 9, 2024

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Melanie Halas, City Clerk

Approved as to Form:

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Niccolas J. Grochowski  
City Attorney



Community Media Network - Public Access TV

April 18, 2024

Ms. Susan Barkman, Assistant to the City Manager  
City of Royal Oak  
203 S Troy Street  
Royal Oak, MI 48067

Dear Ms. Barkman,

Thank you for this opportunity to have CMNtv provide Royal Oak with Government Video Services. Below is the price list for services as submitted with our bid. Added to the last page is a section for signatures to contract CMNtv for these services starting July 1, 2024 and ending June 30, 2025.

If you have any questions, please do not hesitate to call or email me.

Sincerely,  
Christopher D. Weagel  
Executive Director, CMNtv  
Office: (248) 589-7778 ext. 103  
Mobile: (586) 596-6717

## **CMNtv Government Meeting Video Services**

Meeting coverage cost is based on final duration of each meeting, from gavel to gavel.

- Meeting duration less than 3 hours: \$325.00
- Meeting duration greater than 3 hours: \$425.00

All coverage include staff arriving at least 90 minutes prior to start of meeting to prep equipment, update agenda graphics and review any technical concerns. This also includes any room setup, microphone/audio check, PowerPoint loading & testing.

During meeting: Live graphics; Live stream online; Live TV cablecast; on-site staff will have access to one off-site support staff that can remote in for additional tech support if needed.

After meeting: Added to TV playback schedule; off-site file archive; YouTube, TelVue VOD apps upload & chaptering, metadata correction, and agenda file addition.

If any post production is required — trim out excessive closed session time, add in/correct powerpoint slides — this is included in the cost.

Royal Oak currently uses the TelVue Video on Demand Player on the city's website to display past meetings, seen here: <https://videoplayer.telvue.com/player/aOt1iJYvW4IQawSCE8Goebgvo0CdBFwN/home>

CMNtv administers this same system in six other locations. After each meeting we add chapter markers, links to agenda PDFs and other meeting data to each video. Examples can be seen here:

### **Auburn Hills:**

<https://videoplayer.telvue.com/player/RbS8sAKYVB0Oy0BmYID5GwGYZw1XwFiLb/media/862384?autoplay=true&showtabssearch=true&fullscreen=false>

### **Rochester Community Schools:**

[https://videoplayer.telvue.com/player/4y0ZeULE62\\_pQWmSNIW7pHr0dygnDXt1/media/865306?fullscreen=false](https://videoplayer.telvue.com/player/4y0ZeULE62_pQWmSNIW7pHr0dygnDXt1/media/865306?fullscreen=false)

	Price	Qty/Year	Annual Total
<b>City Commission Mtgs</b>	\$325.00	24	\$7,800.00
<b>Planning Commission/Brownfield Authority Mtgs</b>	\$325.00	12	\$3,900.00
<b>Downtown Development Authority Mtgs</b>	\$325.00	12	\$3,900.00
<b>Zoning Board of Appeals Mtgs</b>	\$325.00	12	\$3,900.00
	Sub Total:		\$19,500.00

## **CMNtv Government Remote Productions - Large**

Large Remote Productions:

- Using Royal Oak Production Truck (Four Cameras): \$1,000;
- Using CMNtv Production Truck (Six Cameras): \$1,500;

Multi-camera remote truck production; CMNtv staff & volunteers; Live stream online if hard line internet connection is available; Added to TV playback schedule; off-site file archive; YouTube, TelVue VOD apps upload.

All shoots include site check and advance setup (day prior or early same day); coordination with site audio/projection screen crew; teleprompter available upon request;

	<b>Price</b>	<b>Qty/Year</b>	<b>Annual Total</b>
<b>State of the City</b>	\$1,000.00	1	\$1,000.00
<b>Memorial Day Parade &amp; Ceremony</b>	\$1,000.00	1	\$1,000.00
<b>Veterans Day Parade &amp; Ceremony</b>	\$1,000.00	1	\$1,000.00
<b>Summer Concerts</b>	\$1,000.00	4	\$4,000.00
	Sub Total:		\$7,000.00

## **CMNtv Government Remote Productions - Small**

Small Remote Multicam Productions:

- Use of CMNtv small remote production equipment and/or separate cameras & post production depending on location and production needs: \$600;

	<b>Price</b>	<b>Qty/Year</b>	<b>Annual Total</b>
<b>Dance Recital</b>	\$600.00	3	\$1,800.00
<b>Small City Event</b>	\$600.00	4	\$2,400.00
	Sub Total:		\$4,200.00

## **CMNtv - WORK & VOD Player Scheduling, Bulletin Board, Tech Support**

- WROK & VOD Players Scheduling/Updates: \$1,500 annual;

Weekly updating of WROK TV schedule content including meetings, PSAs, additional programming, providing TV schedule to city for website; removing old programming. Update city's Video on Demand players with new content, metadata, playlist organization, custom thumbnail creation.

- Bulletin Board Slides: \$1,980 annual;

Design and implementation of media board bulletin slides from city announcements; scheduling, monthly refresh; slides designed and formatted for TV playback and internal flatscreen display; CMNtv staff will curate slides on TV and provide finished slides as needed; additional updates coordinated with City Staff and Depts as needed.

- Tech Support & Consultation: \$1,500 annual;

Tech support for equipment including TriCaster, Playback, camera and audio systems, Royal Oak studio and field equipment; CMNtv works with respected local vendor Advanced Lighting and Sound on larger technical repairs; CMNtv can provide guidance on equipment upgrades and replacements.

	Price	Qty/Year	Annual Total
<b>WROK &amp; VOD Players Scheduling/Updates</b>	\$125.00	12	\$1,500.00
<b>Bulletin Board Slides</b>	\$165.00	12	\$1,980.00
<b>Tech Support &amp; Consultation</b>	\$1,500.00	1	\$1,500.00
Type to enter text			
	Sub Total:		\$4,980.00

### **CMNtv - PSAs, Promo Videos, Royal Oak Talk Show**

- WROK PSAs: \$600;

CMNtv produced, 30-90 seconds; Policy announcements; police & fire messages; city bulletins; added to TV schedule; VOD players; provide file for City Socials; off-site file storage;

- Promos: \$1,200 annual;

3-7min remote segments on City Events, city policy explanations, animations; dept. updates; added to TV schedule; VOD players; provide file for City Socials; off-site file storage;

- The Royal Oak Show: \$8,000 annual;

30 min talk show; mix of studio + remote segments; Quarterly episodes could include segments on topics such as: City Clerk discussing voter registration; Parks and Rec Programs: Holiday events, Local Business & Artist profiles; Shooting and editing occurring over multiple days & locations; CMNtv staff production; edit, graphics; Added to TV schedule; added to TV schedule; VOD players; provide file for City Socials; off-site file storage; Individual segments could be broken out for dedicated airing on TV and social media online;

CMNtv has studio design, furniture, animated elements already designed for this program.

	Qty	Price	Annual Total
<b>PSAs</b>	4	\$200.00	\$800.00
<b>Promos</b>	4	\$400.00	\$1,600.00
<b>Royal Oak Show 30min</b>	4	\$2000.00	\$8,000.00
		Sub Total:	\$10,400.00
		<b>TOTAL:</b>	<b>\$46,080.00</b>

This proposal is provided as a matter of convenience and information. All information and quotes included in this proposal are based on the facts and representations supplied by the City of Royal Oak. Please be advised that this proposal is also expressly conditioned on there being no material changes to the duties/activities to be performed on CMNtv. Any additional services or substantial changes to this proposal will be negotiated adhoc.

We the undersigned have read and agreed to the services and pricing set forth in this document.



Chris Weagel - Executive Director

Date 04/18/24

City of Royal Oak Representative

Date \_\_\_\_\_



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Consideration of a Contract for the Department of Public Service Assessment	
<b>SUBMITTING DEPARTMENT</b>	City Manager	
<b>PRESENTER</b>	Susan Barkman	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **EXECUTIVE SUMMARY** (include history of previous Commission action/discussion, background, scope of work, etc.):

In 2023, the City Commission asked staff to complete an assessment of the Department of Public Services and Recreation. As a part of this review the consultant will be looking at how the department is structured, service delivery, potential technology solutions, administrative policies, culture, and best practices.

This project went to bid earlier this year and eight bids ranging from \$46,000 to \$280,000 were received. Staff conducted interviews with four different vendors and ultimately selected Matrix Consulting Group. Matrix is the same consultant working on the Community Development Review and Assessment, and able to bring some general context about our organization based on that assessment. Additionally, they have staff who have experience in working in public works and recreation functions, and a strong record of their recommendations being implemented in other cities.

We anticipate that this project will get underway later this month after the approval and completed this winter. Staff believe this timing is important so that we will have preliminary results for consideration in the next budget process. Further delays would mean implementation of anything with a significant cost would need to be completed in the following fiscal year. Staff from the city manager's office and DPS will be working collaboratively on this project.

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### Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	\$90,500
<b>AMOUNT CURRENTLY BUDGETED</b>	\$0.00
<b>BUDGET AMENDMENT REQUIRED</b>	\$85,500 (BA between dept; net -0- effect on FB)
<b>FUNDING SOURCE/ GL NUMBER</b>	Funding will be split
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Based on the consultant's feedback staff anticipates that the amount of funding billed for our fiscal year will be approximately \$5,000. The funds for this fiscal year are available within the Department of Public Services budget from savings on other projects. The remaining \$85,500 will be addressed in the budget adjustments presented to the City Commission in July. This change will occur because RFP was issued after the budget development process began and due completed so close to the end of the process.

Staff is planning to split the cost over the different cost centers that operate under the DPS umbrella.

**OTHER FISCAL IMPACTS:** (Select all that apply.)

<input type="checkbox"/> No fiscal impact	<input type="checkbox"/> Revenue impact (details below)
<input checked="" type="checkbox"/> Workload impact (details below)	<input type="checkbox"/> Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

Staff is not anticipating any changes in revenue at this point.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

Staff will provide assistance to the consultant by ensuring that they have information, may provide their feedback on potential improvements, and participate in regular meetings.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

No operations impacts will occur at this time.

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**ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS**

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

An assessment like what is planned supports our Strategic Plan priority of having efficient and effective services. This will allow us to look at staff reporting structures and technology among many other factors that help us create a workplace that is engaging for staff and efficient operations.

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**COMMUNITY ENGAGEMENT**

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

No community engagement was done in the RFP selection process.

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## **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

No feedback from boards and commissions was done.

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## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves entering into a consulting service agreement with Matrix Consulting Group for the Department of Public Services Assessment project, and authorizes staff to issue a purchase order in the amount of \$90,500, and;

**BE IT FURTHER RESOLVED**, the City Commission authorizes the mayor and city clerk to execute the agreement on behalf of the city.

### **ATTACHMENTS:**

**1 - Contract**

## AGREEMENT TO PROVIDE PROFESSIONAL CONSULTING SERVICES

**THIS AGREEMENT**, entered into this \_\_\_\_ day of May, 2024, and effective immediately by and between Matrix Consulting Group (hereinafter called the "CONSULTANT" and the City of Royal Oak, Michigan (hereinafter called "CITY"), WITNESSETH THAT,

**WHEREAS**, CITY desires to engage the CONSULTANT to Conduct an Operational and Organizational Assessment of the Department of Public Services.

**NOW, THEREFORE**, the parties hereto mutually agree as follows:

- (1) **Employment of Consultant.** CITY agrees to engage the CONSULTANT and the CONSULTANT hereby agrees to perform the services described in CITY'S Request for Proposals issued January 26, 2024, and incorporated into this Agreement as Attachment A **and** CONSULTANT'S Proposal dated March 7, 2024, and incorporated into this Agreement as Attachment B.
- (2) **Time of Performance.** All services to be performed hereunder by the CONSULTANT shall be completed within two hundred (200) days of the project start date unless this Agreement is extended or terminated earlier as provided for herein.
- (3) **Compensation.** The CITY agrees to pay the CONSULTANT a sum not to exceed Ninety thousand and five hundred dollars (\$90,500). CONSULTANT agrees to complete the project and all services provided herein for said sum.
- (4) **Method of Payment.** The CONSULTANT shall bill monthly for hours completed to date as described in CONSULTANT'S Price Proposal. Total payments shall not exceed the amount shown in Paragraph (3), Compensation, above. CITY shall pay invoices within thirty (30) days of receipt.
- (5) **Changes.** CITY may, from time to time require changes in the scope of services of the CONSULTANT to be performed hereunder. Such changes, which are mutually agreed upon by and between CITY and the CONSULTANT, shall be incorporated in a written amendment to this Agreement signed by both parties.
- (6) **Services and Materials to be Furnished by CITY.** CITY shall furnish the CONSULTANT with all available necessary, non-confidential information, data, and material pertinent to the execution of this Agreement. CITY shall cooperate with the CONSULTANT in carrying out the work herein and shall provide adequate staff for liaison with the CONSULTANT.
- (7) **Termination of Agreement.** If, for any cause, the CONSULTANT shall fail to fulfill in timely and proper manner their obligation under this agreement, CITY shall

thereupon have the right to terminate this Agreement by giving written notice to the CONSULTANT of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination.

- (8) **Records and Inspections.** CONSULTANT shall maintain full and accurate records with respect to all matters covered under this Agreement for a period of one (1) year after the completion of the project. CITY shall have free access at all proper times to such records, and the right to examine and audit the same and to make transcripts there from, and to inspect all program data, documents, proceedings, and activities.
- (9) **Completeness of Contract.** This Agreement to Provide Professional Consulting Services to CITY, and the Attachments hereto, contain all the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this contract or any part thereof shall have any validity, act as a waiver of any terms of the Agreement or bind any of the parties hereto.
- (10) **Insurance.** Consultant agrees to maintain insurance during the term of this Agreement: for comprehensive general liability in the amount of \$2,000,000 per occurrence and \$4,000,000 in aggregate; automobile liability insurance in the amount of \$1,000,000; workers' compensation insurance in the amount of \$1,000,000 and professional liability in the amount of \$1,000,000 per occurrence and \$3,000,000 in aggregate. CONSULTANT shall provide CITY with an insurance certificate which names the CITY, its commission members, board members, commissioners, agencies, officers, officials, and employees (collectively, "Additional Insureds"), as Additional Insureds under all of the policies as a policy holder.
- (11) **Assignability.** The parties hereby agree that CONSULTANT may not assign, convey, or transfer its interest, rights and duties in this Agreement without the prior written consent of CITY.
- (12) **Notices.** Any notices, bills, invoices, or reports required by this Agreement shall be sufficient if sent by the parties by private courier (e.g., FedEx, UPS, etc.) or in the United States mail, postage paid to the addresses noted below:

City Manager	Richard P. Brady, President
City of Royal Oak	Matrix Consulting Group
203 S Troy Street	1650 S Amphlett Blvd., #213
Royal Oak, MI 48067	San Mateo, CA 94402
- (13) **Force Majeure.** The obligations of the parties under this Agreement shall be excused during such time as and to the extent that performance is prevented by

any occurrence or actions beyond their reasonable control and not due to the intentional fault or negligence of the parties, including without limitation, the acts of the elements, riots, fire, war, and Acts of God.

- (14) **Severability.** In the event that any provision of this Agreement shall be invalid, illegal or unenforceable in any respect, such a provision shall be considered separate and severable from the remaining provisions of this Agreement, and the validity, legality or enforceability of any of the remaining provisions of this Agreement shall not be affected or impaired by such provision in any way.
- (15) **Independent Contractor.** No agency, employment, partnership, or joint venture relationship exists between the parties. Neither party is an affiliate of the other, neither party shall have the authority to act for or bind the other and neither shall make any representation that would indicate an apparent agency, employment, partnership, or joint venture relationship.

This Agreement is not intended to constitute, create, give rise to or otherwise recognize a joint venture agreement or relationship, partnership or formal business organization of any kind, and the rights and obligations of the parties shall be only those expressly set forth in this Agreement.

The parties agree that no persons provided by CONSULTANT in the performance of its obligations under this Agreement are considered to be City employees and that no rights to City benefits, retirement or personnel rules accrue to such persons. CONSULTANT shall have total responsibility for all salaries, wages, bonuses, retirement withholdings, workers' compensation, other employee benefits and all taxes and premiums appurtenant thereto concerning such persons and shall save and hold the City harmless with respect thereto. It is expressly understood that all persons employed by CONSULTANT its subcontractors or agents are considered employees of those entities, and not employees of the City.

- (16) **Governing Law.** The terms and conditions of this Agreement shall be governed by and construed in accordance with the laws of the State of Michigan.
- (17) **Execution in Counterparts.** This Agreement may be executed with counterpart signature pages or in two or more counterparts (including facsimile transmissions of such signature pages), all of which shall be considered one and the same agreement and each of which shall be deemed an original.

**IN WITNESS WHEREOF,** CITY and the CONSULTANT have executed this agreement as of the date first written above.

**CITY OF ROYAL OAK**

By: \_\_\_\_\_  
Michael Fournier, Mayor

By: \_\_\_\_\_  
Melanie Halas, City Clerk

**MATRIX CONSULTING GROUP**

By: \_\_\_\_\_  
  
Richard P. Brady, President



## CITY COMMISSION AGENDA ITEM

<b>TITLE</b>	Review of RFQ Responses for Executive Search Firms for City Manager	
<b>SUBMITTING DEPARTMENT</b>	City Attorney	
<b>PRESENTER</b>	Niccolas Grochowski	
<b>MEETING DATE</b>	May 20, 2024	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>CERTIFIED RESOLUTION</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**EXECUTIVE SUMMARY** (*include history of previous Commission action/discussion, background, scope of work, etc.):*

Due to the departure of the current Interim City Manager, the City Commission directed staff to draft a Request for Qualifications (RFQ) to engage an executive search firm to assist the City Commission in the recruitment and selection process for a new city manager. The period for receiving responses to the RFQ's for executive search firms closed on Friday, May 10, 2024. The City received 5 responses from qualified executive search firms. In no particular order, attached for your review and consideration are the responses submitted by: Strategic Government Resources (SGR); Amy Cell Talent; MGT (GovHR); Raftelis and Baker Tilly.

Customarily the lowest qualified bidder is submitted to you for your approval with a thorough staff report and breakdown of the staff evaluation of the submitted bids and a rational for why staff is recommending a particular award to a lowest responsive bidder. This situation is uniquely distinct from the normal bid process because in this instance the City Commission is acutely interested the qualifications of a search firm that can best meet the current needs and goals of the Commission in searching for a city manager, as opposed to evaluating the costs involved. Thus, the reason for a Request for "Qualifications" as opposed to the standard Request for "Proposals" was issued in this circumstance which does not necessitate awarding a contract to the lowest responsible bidder. It has been identified that it is critical to select a firm that can identify or engage in targeted recruitment of ideal candidates who meet the City's unique set of needs and expectations. As such, the Commission is in the best position to evaluate the responses to the RFQ to determine which firm may be the best match to meet the needs and goals that the Commission desires to achieve and staff is not in a position to submit a type of cost evaluation and recommendation for awarding a contract to a particular firm based on a cost analysis.

The City Commission has multiple options to consider at this juncture:

- If there is a clear consensus to select a particular firm and the Commission desires to approve one of the responding firms, a suggested resolution is provided. This would be subject to negotiation of an acceptable agreement setting forth the specific parameters of the search and/or recruitment efforts after further discussion with that firm to narrow the specific approach and scope for the recruitment as desired by the City Commission.

- Should the Commission wish to conduct further evaluation and/or interviews of one or more of the executive search firms, a suggested resolution is provided. Based on Commission direction, staff would initiate a desired process to engage in this process if so desired by the Commission.
- The Commission can take no action to allow you further time to review and analyze the responses to the RFQ given the fairly short time in which you have had the proposals for review.
- Any other options or direction that the Commission desires to explore or take.

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## Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	<b>\$18,000 to \$36,000</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>\$0.00</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00 (BA between dept; net -0- effect on FB)</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	<b>TBD Through Budget Adjustment</b>
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact       Revenue impact (details below)  
 Workload impact (details below)       Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

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## ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

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## COMMUNITY ENGAGEMENT

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

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## **BOARD AND COMMISSION FEEDBACK**

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

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## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

#### **Option 1:**

**BE IT RESOLVED**, the Royal Oak City Commission hereby approves the selection of \_\_\_\_\_ to partner with the City for conducting executive recruitment services for the position of city manager. This approval is contingent upon negotiating an acceptable agreement that outlines the specific parameters of the search and recruitment efforts as determined by the City Commission through further discussions and directives.

#### **Option 2:**

**BE IT RESOLVED, BE IT RESOLVED**, the Royal Oak City Commission approves scheduling \_\_\_\_\_ for interviews to evaluate their suitability for selection as the executive search firm to partner with the city in recruiting a new city manager, and directs staff to set a special meeting of the city commission to schedule and conduct the interview.

## **ATTACHMENTS:**

**Responses from:**  
**Strategic Government Resources (SGR)**  
**Amy Cell Talent**  
**MGT (GovHR)**  
**Raftelis**  
**Baker Tilly.**

# **PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES**

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## **City Manager City of Royal Oak, Michigan**

**May 10, 2024**

**This proposal is valid for 90 days**

## **Response to RFQ: Executive Search for City Manager**



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

JJ Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)



May 10, 2024

Hon. Mayor Michael Fournier and City Commission  
City of Royal Oak, Michigan

Dear Mayor Fournier and City Commissioners,

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

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

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 17,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 40,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city management professionals.

We are enthusiastic about the prospect of conducting this recruitment for the City of Royal Oak, and we are available to schedule a meeting at your convenience to discuss further. I am authorized to represent and bind the firm.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment  
[JJPeters@governmentresource.com](mailto:JJPeters@governmentresource.com)

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## About SGR

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

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

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

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

With 28 full-time employees, 1 part-time employee, 27 recruiters, 17 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

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

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

## SGR's Unique Qualifications

### Extensive Network of Prospects

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

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 40,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

### Collective Local Government Experience

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

### Listening to Your Unique Needs

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

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

### **Trust of Candidates**

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

### **Accessibility and Communication**

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

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

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

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

### **Executive Recruitment Clients**

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

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

## DEI in Recruitments

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

Statistics are a testament to our commitment to diversity and inclusion. In our 2023 placements, 31% of candidates were female and 23% indicated they were a person of color. Within SGR, our team of six executives includes three women and one person of color, and 79% of SGR's staff members are women. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

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

## Project Personnel

### Margie Rose, Senior Vice President

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

Cell: 361-813-8599



Margie C. Rose joined SGR in 2018 as a Senior Vice President for Executive Recruitment. Prior to joining SGR she spent the past 33 years in Municipal and County Government in Michigan and Texas. She most recently served 16 years with the City of Corpus Christi, Texas where she served as Assistant City Manager, Deputy City Manager and City Manager.

Prior to coming to Texas Margie also served as City Manager of Inkster, Michigan. She served in various Director and Interim Director positions throughout her Municipal Government career. She also held an Executive position with the County of Wayne, Michigan.

Margie is currently a member of the International City/County Management Association (ICMA) and Texas City Management Association (TCMA). She is a Retired ICMA Credentialed City Manager and a former Certified Labor Relations Professional (CLRP). She is a past member of Rotary International, Executive Women International and board member for the United Way of the Coastal Bend.

Margie served as an online and classroom faculty member for the University of Phoenix. She also received numerous awards throughout her career. Margie received her Bachelor of Business Administration Degree and Master of Public Administration Degree from Eastern Michigan University, Ypsilanti, Michigan.

# **Approach and Methodology**

A full-service recruitment typically entails the following steps:

## **1. Organization/Position Insight and Analysis**

- Project Kickoff Meeting and Develop Anticipated Timeline
- Stakeholder Interviews and Listening Sessions
- Develop Recruitment Brochure

## **2. Recruitment Campaign and Outreach to Prospective Applicants**

- Advertising and Marketing
- Communication with Prospective Applicants
- Communication with Active Applicants

## **3. Initial Screening and Review by Executive Recruiter**

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

## **5. Evaluation of Semifinalists**

- Written Questionnaires
- Recorded One-Way Semifinalist Interviews
- Media Searches - Stage 1, as described below

## **6. Search Committee Briefing to Select Finalists**

## **7. Evaluation of Finalists**

- Comprehensive Media Searches - Stage 2, as described below
- Background Investigation Reports
- DiSC Management Assessments (if desired, supplemental cost)
- First Year Plan or Other Advanced Exercise
- Press Release Announcing Finalists (if requested)

## **8. Interview Process**

- Face-to-Face Interviews
- Stakeholder Engagement (if desired)
- Deliberations
- Reference Checks (may occur earlier in process)

## **9. Negotiations and Hiring Process**

- Determine Terms of an Employment Offer
- Negotiate Terms and Conditions of Employment
- Press Release Announcing New Hire (if requested)

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

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

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

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

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

### **Develop Recruitment Brochure**

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

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

## **Step 2: Recruitment Campaign and Outreach to Prospective Applicants**

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### **Advertising and Marketing**

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 40,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Communication with Prospective Applicants**

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes.

As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

### **Communication with Active Applicants**

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

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

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

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

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

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

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

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

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

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

### **Written Questionnaires**

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

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

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

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

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

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

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

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

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

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

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

### **Background Investigation Reports**

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

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

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

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

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

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

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

## **Step 8: Interview Process**

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

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

### **Stakeholder Engagement**

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

### **Deliberations**

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

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

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

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

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

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

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

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

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

### **Satisfaction Surveys**

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

### **Post-Hire Services**

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

## Typical Timeline \*

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

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

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

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

# Fee Proposal

**Not-to-Exceed Price: \$28,900**

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

- **Fixed Fee of \$26,400**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

**The Fixed Fee includes:**

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

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

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

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

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

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

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,500 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Online interviews over and above the 15 included in the Fixed Fee - \$250 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$750 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$500 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$250 per candidate.
- DiSC Management assessments - \$175 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the two (2) onsite visits included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,000 per day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

**Billing**

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided.

## **Terms and Conditions**

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

## **Placement Guarantee**

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

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

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

# City & County Management Recruitments, 2019-Present

## In Progress

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- Brunswick, Maine (pop. 21,000) - Town Manager
- Coffeyville, Kansas (pop. 9,000) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- Manhattan, Kansas (pop. 55,000) – City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Medford, Oregon (pop. 86,000) - City Manager
- Miami, Oklahoma (pop. 13,000) - City Manager
- New Smyrna Beach, Florida (pop. 32,000) - City Manager
- Orono, Maine (pop. 11,000) - Town Manager
- San Juan County, Washington (pop. 18,000) - County Manager
- Scarsdale, New York (pop. 18,000) - Village Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

## 2024

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- DuPont, Washington (pop. 10,000) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 80,000) - City Manager
- Topeka, Kansas (pop. 125,000) - City Manager

## 2023

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- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager

- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

## **2022**

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- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator

- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

## 2021

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- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

## 2020

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- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager

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

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

JOHNSTON, IOWA

# CITY ADMINISTRATOR



*Johnston*  
THRIVE. EVERY DAY.

# THE COMMUNITY

**F**riendly faces are even brighter than the sunshine in Johnston, Iowa, a progressive, stable, growing community. Johnston is located just north of Des Moines, and filled with recreational facilities, more than a dozen parks, 45 miles of recreation trails, an excellent education system, a responsive government, new business development, and an excellent quality of life. With its abundant open spaces, changing seasons, welcoming residents and renowned festivals, it's easy to see why Johnston is the place to Thrive. Every Day.

The Johnston area was first settled in 1846 (the same year Iowa became a state) when Ezekiel Hunt established a sawmill near NW 58th Street and NW Beaver Drive. The community eventually adopted the name of Johnston Station, named after John F. Johnston, who was one of the station agents for the Interurban Railroad that ran from Carlisle, through Des Moines and Johnston, to Perry.

In the late 1920s, Henry A. Wallace conducted experiments with hybridizing corn, which led to the beginning of the Pioneer Hi-Bred Corn Company. Mr. Wallace eventually served as the Secretary of Agriculture, Secretary of Commerce and Vice-President of the United States under President Franklin D. Roosevelt. By the mid-20th century, Pioneer was becoming the leading seed corn producer in the world. With the success of Pioneer, the area began to attract homes and businesses. The company is now called Corteva and continues expanding in Johnston, employing more than 2,000 people.



# THE COMMUNITY

CONTINUED

Johnston was incorporated in the fall of 1969, with 2,236 residents. Over 50 years later, Johnston now has a population of 24,064 in 17 square miles. The city is recognized as a community of active and engaged residents, strong neighborhoods, vibrant businesses and organizations and an exceptional school district (President Obama named Sarah Brown Wessling, from the Johnston Community School District, as his 2010 National Teacher of the Year). The city is located in Polk County, which has a population of 492,000, and is located near the intersection of Interstate 80 and Interstate 35.

Johnston was named the 16th Best Place to Live in America by *Money Magazine*, and it was named the 25th Best Suburb in America and the top Suburb in Iowa by *Business Insider*. A 2022 community survey found 90% of residents are satisfied or very satisfied with the quality of city services, which is 39% above the national average! Johnston ranked significantly above the national average in 41 areas, including effectiveness of city communication, quality of customer service, quality of city services, quality of police protection and maintenance of city buildings.

The median income in Johnston is \$92,984, the second-highest in the Des Moines metro area. The average home value is \$272,500. Major employers in the area include Corteva, John Deere Financial, Iowa National Guard (Camp Dodge), and the Johnston Community School District.

Educational opportunities abound, with Drake University, Des Moines University, Grand View University, and Des Moines Area Community College nearby.

People enjoy attending the city's festivals, including Kites on the Green, where nearly 3,000 people gather in May to watch the sky fill with colorful kites. The weekly Farmers Market, the annual Green Days community celebration, and Johnston Town Center events are also a hit with residents and visitors. Other summer activities include Saylorville Lake, splash pad at the Johnston Town Center, and playing pickleball. The Ignit Sports & Fitness Complex and the Bombers Golf and Hotel are set to open in 2023, providing even more entertainment opportunities.



**A 2022 community survey found 90% of the residents are satisfied or very satisfied with their quality of city services, which is 39% above the national average!**



# GOVERNANCE AND ORGANIZATION

Johnston operates under a Mayor-Council form of government, with five Council Members and a Mayor elected at-large. The Council Members serve four-year staggered terms, and the Mayor serves two-year terms, with no term limits. The current City Administrator is Jim Sanders, who has served in this position for 24 years. The city has seen a population growth of 292.5% during his tenure.

Johnston has an AA+ bond rating. In 2021, \$87,436,412 in new valuation was added within the City of Johnston, including five new commercial building permits and 126 permits for single-family homes. Several large residential sub-divisions are in the final stages of planning or continuing to build-out.

## **Major projects currently underway include:**

- Town Center – business development and infrastructure
- Merle Hay Road Gateway Redevelopment
- Planning for the NW Area Annexation infrastructure
- Improving connectivity of recreation trails, water trail development
- Merle Hay Road and Johnston Drive intersection improvements
- NW Beaver Drive overlay and recreation trail construction
- Trestle to Trestle Bridge reconstruction (regional recreation trail bridge)
- Public Safety Radio System updates and improvements

The City of Johnston has a FY 23 budget of \$80.5 million and 167 employees. The city has an ad valorem tax rate of \$10.68 per \$1,000 of taxable valuation.



# ABOUT THE POSITION

Appointed by the City Council, the City Administrator is the head of the administrative branch, who directs, plans, manages, and reviews all activities and operations. The Assistant City Administrator and Department Directors (excluding the Chief of Police) report to the City Administrator. This position is responsible for directing the enforcement of city ordinances and laws; formulating and administering the City budget; and attending City Council meetings and workshops. The City Administrator leads the development of goals, objectives, policies, and priorities. The City Administrator and department directors work closely with advisory boards, citizen committees and represent the city on a variety of regional boards and commissions.



The City Administrator attends all meetings of the City Council and recommends measures to improve city operations and practices. The administrator appoints department directors, except the Police Chief, with approval of the Council. This position works with department directors to supervise the performance of all contracts for work to be done for the city and oversees the purchase of materials, supplies, equipment, and vehicles.

Other responsibilities of the City Administrator include working with the Finance Director to plan, prepare and submit the annual budget, make financial recommendations, and keep the Council fully advised of the financial conditions of the city. The administrator also oversees the capital planning for the community and works with the city council and department heads to prepare, implement, and monitor the strategic plan.



# IDEAL CANDIDATE

The City of Johnston seeks a creative leader with strong communication skills to serve as its next City Administrator. This person will be a forward-thinking visionary with knowledge of municipal law, grants, economic development, and special events. The ideal candidate will be familiar with the inner workings of municipal administration, city services, and infrastructure and have strong finance and budgetary skills. They will be open-minded, personable, and approachable.

The ideal candidate will be outgoing, gregarious, and a proactive, not reactive, problem solver. They will be calm, with a customer-friendly mentality and high emotional intelligence. The chosen City Administrator will be politically astute, professional, honest, and trustworthy. They will be experienced working in a fast-growing community while understanding small community dynamics, especially for one in growth mode. The new City Administrator will have experience managing growth, both within the community and the organization.

The ideal candidate will be well-prepared and be able to answer questions thoroughly and extemporaneously. They will be a confident decision maker and relationship builder, and an advocate for the city. The chosen City Administrator will have a strong understanding of finances and have the vision to help manage growth thoughtfully.



## EDUCATION AND EXPERIENCE

**A bachelor's degree in political science, public administration, accounting/finance, or a closely related field from an accredited college or university, as well as six years of municipal management experience is required. A Master's Degree in Public Administration, Business Administration or closely related field is preferred. An equivalent level of education and experience, professional accomplishment, or community involvement will be considered in place of these qualifications.**



# COMPENSATION AND BENEFITS

The City of Johnston offers a competitive salary dependent on qualifications and experience. The City offers a comprehensive benefits package including medical, dental, vision, life insurance, paid time off, retirement, and more.



## APPLICATION PROCESS

Please apply online.

For more information on this position, contact:

**Lissa Barker, Senior Vice President**

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

817-266-0647



The City of Johnston is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



## RESOURCES

### **City of Johnston**

[www.cityofjohnston.com/](http://www.cityofjohnston.com/)

### **Johnston Economic Development**

[www.cityofjohnston.com/659/Economic-Development](http://www.cityofjohnston.com/659/Economic-Development)

### **Community Survey Results**

[www.cityofjohnston.com/742/Community-Survey-Results](http://www.cityofjohnston.com/742/Community-Survey-Results)

### **Grow Johnston**

[www.growjohnston.com/](http://www.growjohnston.com/)

### **Johnston Chamber of Commerce**

[www.johnstonchamber.com/](http://www.johnstonchamber.com/)

### **Thrive 2040 Comprehensive Plan**

[www.cityofjohnston.com/928/Thrive-2040](http://www.cityofjohnston.com/928/Thrive-2040)

### **City Administrator's Office**

[www.cityofjohnston.com/93/Administration](http://www.cityofjohnston.com/93/Administration) Page 288 of 469



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

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

**1. SGR promises and agrees:**

- A. To perform the services described in SGR’s Proposal for PROJECT dated May 10, 2024 (“PROPOSAL”) in response to CLIENT’s Request for Qualifications for Executive Search Firm for City Manager (“RFQ”), substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

**2. CLIENT promises and agrees:**

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

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

- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR to enable SGR to perform its obligations to CLIENT.

**3. Additional Terms and Conditions:**

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

only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.

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

**Legal Notices:**

**SGR**

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

**CLIENT**

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

**PROJECT Representative:**

**SGR**

Jeri J. Peters  
President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)  
817-337-8581

**CLIENT**

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

**Billing and Invoicing:**

**SGR**

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

**CLIENT**

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

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

**Strategic Government Resources, Inc.**

---

Signature

Printed Name: Jeri J. Peters

Title: President of Executive Recruitment

---

Date

**CLIENT**

---

Signature

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

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

---

Date

**EXHIBIT A**  
**REFERENCES**

**REFERENCE 1**

COMPANY: City of Johnston, Iowa CONTACT NAME: Paula Dierenfield, Mayor  
ADDRESS: 6221 Merle Hay Road, Johnston, IA PHONE NUMBER: 515-490-8023  
CITY, STATE  
ZIP: 50131 FAX NUMBER: \_\_\_\_\_  
WEBSITE: CityofJohnston.com E-MAIL: paulasdierenfeld@gmail.com  
GOODS OR SERVICES  
PROVIDED: City Administrator Recruitment  
\_\_\_\_\_

**REFERENCE 2**

COMPANY: Village of Dobbs Ferry, New York CONTACT NAME: Vincent Rossillo, Mayor  
ADDRESS: 112 Main Street, Dobbs Ferry, NY PHONE NUMBER: 914-231-8500  
CITY, STATE  
ZIP: 10522 FAX NUMBER: \_\_\_\_\_  
WEBSITE: DobbsFerry.com E-MAIL: mayorrossillo@dobbsferry.com  
GOODS OR SERVICES  
PROVIDED: Village Administrator Recruitment  
\_\_\_\_\_

**REFERENCE 3**

COMPANY: City of Manor, Texas CONTACT NAME: Tracey Vasquez, Human Resources Manager  
ADDRESS: 105 E. Eggleston St., Manor, TX PHONE NUMBER: 512-272-5555  
CITY, STATE  
ZIP: 78653 FAX NUMBER: \_\_\_\_\_  
WEBSITE: CityofManor.org E-MAIL: tvasquez@cityofmanor.org  
GOODS OR SERVICES  
PROVIDED: City Manager Recruitment  
\_\_\_\_\_

# Executive Search Firm

## City Manager

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Prepared for City of Royal Oak



Presented by Amy Cell, LLC

215 W. Michigan Ave  
Ypsilanti, MI 48197  
(734) 657-0370

Contact Person: Amy Cell

May 10, 2024



Leah Motyka  
City of Royal Oak  
203 S Troy St  
Royal Oak, MI 48067

Dear Ms. Motyka,

Thank you for the opportunity to submit this proposal to assist the City of Royal Oak in its search for a new City Manager.

Amy Cell, LLC of 215 W. Michigan Avenue, Ypsilanti, Michigan 48197, operates as a Limited Liability Corporation in the State of Michigan. As a registered LLC in Michigan, we are licensed to operate in the State of Michigan. We provide recruiting, human resources consulting, and career coaching services. We are in good standing with the state of Michigan and have all the necessary licenses and certifications to be able to perform the work indicated in this RFP. The contact person for this proposal is Amy Cell, President and founder of Amy Cell, LLC. She can be reached at 734-657-0370 or [amy@amycelltalent.com](mailto:amy@amycelltalent.com).

As you look through this proposal, you will find that we bring extensive experience with executive searches in the public and private sectors and we are committed to providing you exceptional service and sharing with you our passion for Michigan communities. My hope is that upon review you will find us to be an excellent fit for this engagement.

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

- ***Passion for community service*** - Our team has worked for government, economic development and community development organizations. We are passionate about supporting Michigan's communities!
- ***Local knowledge makes for better marketing*** - We get to know the communities we are working with, through research and one on one meetings. We will then create a "Community Profile" that we share widely to attract candidates.
- ***Consensus builders*** - We will interview City Commission members and staff and align the Commission on the ideal candidate profile.
- ***Top notch candidates*** - Our combination of strategic marketing and targeted outreach results in a robust pool of qualified and motivated candidates. We then winnow the pool down to a short list of candidates through a thorough vetting of the candidates' background and accomplishments.
- ***Diversity, equity, inclusion and belonging*** - We strive to develop candidate pools that are diverse and intentionally create a marketing plan and assessment strategy that is as inclusive as possible. Two of our team members have DEI certifications and our own team is rich in diversity.

- **Customized approach** - Each of our executive search engagements is unique. We focus on the key experiences, leadership style, and managerial competencies desired by the group of stakeholders that we interview. We create a tailored profile, service offering and communication approach that fits with your needs. Our extensive experience with planning and project management and transparent communication style will help the Commission through the experience as smoothly as possible.
- **Transition support** - We are committed to the success of your new team member, and know how important the onboarding experience is for the organization. We provide onboarding plan development support, and offer a 360 degree feedback report after six months.
- **Our team** - We have a team of 22 highly qualified and diverse recruiters and HR experts.

Since our inception in 2015, we have supported hundreds of employers, communities, and job seekers with customized HR and recruiting services. Our team of seasoned professionals brings expertise and knowledge in the areas of municipal recruiting, human resources, economic development, project management, and marketing. We would be honored to work with the City of Royal Oak on this important endeavor.

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

Best regards,



Amy Cell  
President, Amy Cell, LLC  
734-657-0370  
[Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

*Amy Cell, LLC is a certified Women-Owned Business, proud recipient of the 2022 Michigan Celebrates Small Business 50 Companies to Watch Award (SBAM), 2022 and 2023 Ann Arbor SPARK FASTTRACK Award, and a Gold Resource Partner of MISHRM.*

*Amy Cell, LLC is an equal opportunity employer.*

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## A. History and Services

### History

Since our founding in March of 2015, Amy Cell, LLC has conducted over 1400 searches, including recruitment for 100+ executive and key leadership roles, such as CEOs, City Managers, Executive Directors, Vice Presidents, and other C-Suite roles. In addition to our strong track record of success in both the public and private sectors, Amy Cell brings significant relevant experience to municipal/public sector recruiting, having served as Senior Vice President of Talent Enhancement at the Michigan Economic Development Corporation (MEDC), and as Vice President Talent Enhancement for Ann Arbor SPARK. In these roles, Amy was responsible for programs in talent attraction, retention and development at regional and state levels, and was integral in the design and implementation of talent programs to benefit Michigan employers and citizens (e.g., job seekers, apprentices, displaced workers). Through this decade of public service, Amy Cell established a large professional network and national reputation as a thought leader in talent attraction. The firm's commitment to client satisfaction and a positive jobseeker experience has led to strong growth, and our firm is proud to have all but one of our employees based in Michigan.

### Services

Here is a short overview of our services:

- We provide the full breadth of talent acquisition services for municipalities, non-profit organizations, startups and small businesses.
- We provide ongoing fractional HR support as well as project HR consulting services.
- We provide career coaching for job seekers.
- We advise organizations on workforce development initiatives to improve economic opportunities for their residents.

## B. Experience

### Why Us?

Here are the reasons that Councils, Commissions and Boards have trusted us to help them with one of their most important duties:

- We are experts in recruiting and sourcing. We have our own database of 1000+ municipal professionals, and send out monthly communications. We have four LinkedIn recruiter licenses so that we can effectively target top-notch talent, and ensure a diverse applicant pool.

- We are well versed in applicable laws including the Open Meetings Act and Freedom of Information Act.
- In addition to talent acquisition support, we provide HR consulting services to municipal clients, such as training programs, performance review management and have been the outsourced HR function for a municipality. We have had a team member serve as Acting City Manager, and have a team member that was a long serving local government employee. Thus we understand the day to day activities of local government.
- We have a strong marketing team that is well versed in social media and media relations. We will prepare press releases as directed by the City Commission to support community engagement.
- We focus on success - we can provide a structured onboarding experience to help the new City Manager hit the ground running. We also offer a 360 degree feedback review after six months to help address any issues to ensure that the City Manager has an accurate understanding of what they should keep, stop and start doing.

### **Municipal / Public Sector Clients We Have Served**

Municipal / Public Sector Clients We Have Served		
 <b>Bedford Township</b>	 <b>City Ann Arbor</b>	 <b>City of Clawson</b>
 <b>City of Dearborn</b>	 <b>City of Eastpointe</b>	 <b>City of Farmington Hills</b>
 <b>City of Fraser</b>	 <b>City of Grand Rapids</b>	 <b>City of Grosse Pointe</b>

 <b>Holland</b> MICHIGAN <p>City of Holland</p>	 <b>JACKSON</b> MICHIGAN <p>City of Jackson</p>	 <b>KENTWOOD</b> Michigan <p>City of Kentwood</p>
 <b>Livonia</b> <p>City of Livonia</p>	 <b>MADISON HEIGHTS</b> CITY OF PROGRESS <p>City of Madison Heights</p>	 <b>NORTON SHORES</b> <p>City of Norton Shores</p>
 <b>ROCHESTER HILLS</b> MICHIGAN <p>City of Rochester Hills</p>	 <b>St. Clair Shores</b> Michigan <p>City of St. Clair Shores</p>	 <b>TRAVERSE CITY</b> <p>City of Traverse City</p>
 <b>YALE</b> MICHIGAN <p>City of Yale</p>	 <b>YPSILANTI</b> Pure, Diverse, Historic <p>City of Ypsilanti</p>	 <b>INDEPENDENCE TOWNSHIP</b> OAKLAND COUNTY, MICHIGAN <p>Independence Township</p>
 <b>LAPEER COUNTY</b> <p>Lapeer County</p>	 <b>Providing Complete Road Safety For Lapeer County</b> <p>Lapeer County Road Commission</p>	 <b>MAX Macatawa Area Express</b> <p>Macatawa Area Express</p>
 <b>MACOMB COUNTY</b> MICHIGAN <p>Macomb Township</p>	 <b>CHARTER TOWNSHIP OF REDFORD</b> <p>Redford Township</p>	 <b>SCIO</b> <p>Scio Township</p>
<i>Village of Almont</i> <p>Village of Almont</p>	 <b>VILLAGE OF CAPAC</b> <p>Village of Capac</p>	 <b>DUNDEE</b> <p>Village of Dundee</p>

 <b>Washtenaw County Conservation District</b>	 <b>WB Parks</b>	
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## Examples of Prior Engagements

Below is a sample of recent relevant engagements

### City of Traverse City

**Engagement:** Amy Cell, LLC conducted a successful **City Manager** search, in July 2023 for the City of Traverse City. After a thorough review of 88 applicants, 5 candidates were selected as finalists in the search for the new City Manager for the City of Traverse City. Candidates participated in 40-minute interviews with the entire city commission and one-on-one meetings with individual commissioners, followed by a reception in which all candidates were invited to meet and greet each other, city staff/officials, and the public.

### City of Ypsilanti

**Engagement:** In October 2023, Amy Cell, LLC was selected to assist the City of Ypsilanti with their search for a **City Manager**. The pool of 245 applicants was narrowed down to 4 finalists. Amy Cell, LLC arranged finalists interviews with the City Commission and encouraged residents to attend.

### City of Ann Arbor

**Engagements:** Amy Cell, LLC has been a key talent resource for the City of Ann Arbor, completing multiple, successful executive searches since 2020. These searches include: **City Administrator** search in June 2020 which resulted in 268 candidates and 3 finalists; **Chief Financial Officer** search in January 2021 resulted in 89 candidates and 4 finalists; **City Attorney** search in July 2021 which resulted in 19 candidates and 1 finalist; and **Director of Human Resources** search in June 2022 which resulted in 95 candidates and 2 finalists.

In addition to completing City Administrator and City Attorney Performance reviews (2020, 2022) and successfully recruiting for a senior staff position in the Public Works department, Amy Cell, LLC also provided organizational development support by designing and implementing 360 feedback assessments for key leaders.

May 25, 2022

*“As part of our City Council’s Administration Committee, I have enjoyed working closely with Amy Cell on a number of executive level searches. In a competitive recruitment environment shared by all municipalities, Amy was able to present a number of viable candidates for each position - even when a known internal candidate existed. She presented clear, cost-effective plans that were thorough, efficient, and through supplemental materials such as video interviews, provided valuable insight into our candidates.*

In addition to her human resources expertise, I appreciated that Amy Cell took the time to capture our council, staff, and community priorities. This understanding of local context has undoubtedly contributed to our successful recruitment efforts.”

Fmr Ann Arbor Mayor Pro Tem Julie Grand

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## **City of Fraser**

**Engagement:** In July of 2020 we were selected by the City of Fraser over 5 other firms to provide an independent HR department to support approximately 70 employees and 100+ retirees. During the following 18 months we filled approximately **20 positions**, restructured the leadership team, recruited an **interim City Manager** to address short term issues as well as the permanent **City Manager**. Additional HR projects included implementation of the BS&A HR module, developed a new handbook, oversaw benefits administration and open enrollment, developing new performance review processes, updating all job descriptions, creating a new compensation structure, and launching an employee newsletter. Additionally, Amy Cell was appointed Acting City Manager at one point during the leadership transitions.

## **Fraser City Council Meeting, February 10, 2022**

*“Our vision when we started with Amy Cell hit some major road blocks because some things happened we weren’t anticipating and you tackled those with such grace and such dignity and found us candidates.”*

Fraser City Council Member Amy Baranski

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*"I just want to thank you and tell you what a privilege and honor it has been to work with you. You have impressed me repeatedly."*

Fraser City Council Member Amy Baranski

*"Amy, I just want to thank you for everything you have done for us. You accomplished not only what we were looking for, you went beyond that."*

Fraser City Council Member David Winowiecki

*"Amy, I also wanted to thank you. I feel you were objective and fair, knowledgeable, great people skills. You were exactly what we needed when you came to help us."*

Fraser City Council Member Kathy Blanke

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## **City of St. Clair Shores**

**Engagements:** We conducted two successful **City Manager** searches, one in 2019 and most recently in February 2022. A summary of the searches is as follows: the **City Manager** search in 2019 which resulted in seven candidates presented to Commission, four finalists selected for in person interviews. The **City Manager** search in February 2022 resulted in ten candidates presented to the Council and four finalists.

### **St Clair Shores City Council Meeting, April 4, 2022**

*"Amy Cell and her office did a great job at preparing us and giving us the right candidates to select from."*

St Clair Shores Council Member Candice Rusie

*"It's been a pleasure again to work with Amy Cell's agency."*

St Clair Shores Council Member Chris Vitale

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## C. Recruitment Work Plan

To assist the City of Royal Oak in finding their new City Manager we will follow our well-honed six step process, as described below. A full description of our approach and detailed timeline is included below. We also provide weekly status reports to the Commission.

### **Step One - Create a Clear Target and Plan**

Through a detailed needs assessment, we will learn from you the “must have” and “ideal” experiences and behaviors for the City Manager. We will start by interviewing stakeholders including elected officials 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 create.

Based on stakeholder data, we will create a rubric and align the selection group on experiences, leadership style, communication skills, etc. We will create a comprehensive position profile. We will research the existing compensation and benefits structure as it compares to the market. During this planning meeting we will present the rubric, profile, draft timeline and compensation data to the Commission.

### **Step Two - Market the Posting to the Right People**

We 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 the City of Royal Oak region. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we will perform targeted outreach to candidates that might not otherwise apply through LinkedIn and other social media platforms, and engage with ICMA Newsletter/Job Center, Michigan Municipal League (MML), and other municipal websites to create a deep, diverse pool of qualified and interested candidates.

### **Step Three - Thoroughly Access Applicants**

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 for the Commission. We will coordinate any additional assessments as directed by the Commission.

### **Step Four - Interviews**

We will coordinate an outstanding interview experience for candidates and stakeholders that complies with the Open Meetings Act. Finalists will have a Zoom or on-site interview that can include a wide range of interviews and tours. As directed by the Commission, we will coordinate schedules, manage candidate communications, and provide on-site logistic support during the on-site interviews. We will thoroughly prepare the City

Commission for the interviews by providing guidance, support and interview questions customized to the qualities that emerged through the detailed needs assessment.

### **Step Five - Negotiation**

We will assist with the negotiation process with other administrative and legal parties. Our specific role will be directed by the Commission.

### **Step Six - Transition Support**

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

### **Diversity Results**

We have a commitment to having diverse applicant pools, and wanted to share our recent results in this area.

We strive to provide a diverse pool of qualified applicants to our clients. Approximately 47% of recent executive public sector placements have been women and 16% have been people of color including the following searches.

- City of Ann Arbor Attorney
- City of Ann Arbor Chief Financial Officer
- City of Ann Arbor Human Resources Director
- City of Eastpointe City Manager
- City of Fraser City Manager
- City of Fraser Finance Director
- City of Fraser Asst. City Manager
- City of Fraser Asst. Department of Public Works Director
- City of Grand Rapids Economic Development Director
- City of Madison Heights City Manager
- Township of Redford Township Superintendent

### **Proposed Timeline**

The following timeline details the process (as described above) with a proposed schedule for deliverables and milestones.

Our proposed timeline is further customizable depending on the needs and goals of the City of Royal Oak . It is our goal to create and implement a plan that works well to meet the City's objectives, recognizing that a flexible approach is often needed as plans unfold.

<b>The detailed timeline below demonstrates how a typical search process flows after we are contracted to begin the search.</b>	
<b>Activity</b>	<b>Time Frame</b>
<b>Stakeholder interviews</b> - We interview stakeholders including the Commission, staff, and key community members to understand the goals, skills, experiences and behaviors that are critical and “ideal” for the position. We also learn about the key benefits of the position, organization and community.	Weeks 1, 2
<b>Selection Criteria Matrix</b> - Based on interview feedback and survey data we create a "talent matrix" of key criteria.	Week 3
<b>Marketing plan</b> - Based on the interview feedback and research, we will create a digital and print marketing package that will be used to market the opportunity.	Week 3
<b>Review salary data</b> - Review existing compensation and benefits structure as it compares to market comparables. Present compensation data to the hiring committee at the first meeting and determine target compensation range.	Week 3
<b>Align</b> - We will meet with the selection team to review the hiring criteria and job posting.	Week 4
<b>Market the opportunity</b> - We use social media and national job boards to promote the opportunity, and to promote the amazing aspects of living, working and playing in the community. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we perform targeted outreach through LinkedIn and other social media platforms, and engage with industry associations, which results in a deep, diverse pool of qualified and interested candidates.	Weeks 4-8
<b>Assess applicants</b> - We use a survey, video interview, phone interview, cyber review, reference checks and background checks to thoroughly review applicants.	Weeks 4-9
<b>Present candidates</b> - We will provide the selection team with a link to the	Week 10

candidate packets and videos. Selection team members will have approximately one week to review information prior to the meeting to determine finalists.	
<b>Determine finalists</b> - We will review candidates with the selection team and determine interview panelists.	Week 11
<b>Interviews</b> - We will invite the interviewers, providing them copies of information on the finalist candidates. We also will create sample interview questions and feedback forms.	Week 12
<b>Negotiation &amp; Relocation</b> - We can provide a variety of support regarding contract negotiations, onboarding and developing a 90 day plan. We can provide a six month 360 degree feedback report and coaching session for the new City Manager to further enhance development and success.	TBD

## D. Key Personnel

### Our Team

For this recruitment, we have selected the following team of highly qualified professionals, all of whom are well-versed and experienced in municipal/public sector and executive recruitment. These three individuals are based out of our Ypsilanti office.

The table below lists the key persons assigned to this project, as well as their anticipated roles. Resumes are included as an attachment.

Proposed Team Includes:

Name	Title	Anticipated Roles
<b>Amy Cell</b> (734) 657-0370 <a href="mailto:amy@amycelltalent.com">amy@amycelltalent.com</a> <a href="http://amycelltalent.com">amycelltalent.com</a>	President and Founder	<b>Role:</b> Lead. Oversees all search aspects included in this proposal.
<b>Barbie Sigers</b> (734) 316-8506 <a href="mailto:barbie@amycelltalent.com">barbie@amycelltalent.com</a>	Talent Acquisition Director	<b>Role:</b> Manages search activities; participates in meetings; completes stakeholder intake interviews; finalizes the position description.

<a href="http://amycelltalent.com">amycelltalent.com</a>		Manages consultants and fine details.
<b>Rebecca Roberts</b> (760) 664-9009 <a href="mailto:rebecca@amycelltalent.com">rebecca@amycelltalent.com</a> <a href="http://amycelltalent.com">amycelltalent.com</a>	Senior Associate Consultant	<b>Role:</b> Assists in document production, scheduling and outreach. Assists with candidate screening, background and reference checks. Provides on-site interview support.

## E. Outsourced Services

### Background Checks

We will conduct background checks of shortlisted candidates, using Background Check Central, a highly reputed, Michigan-based firm.

Background Check Central, 42815 Garfield Road, Suite 208, Clinton Township, MI 48038

## F. Additional Information

Our team has over 200 years of HR and recruiting experience. We have a collaborative and team based approach where we bring in our diverse and experienced team to work on challenging issues, as well as to contribute to our strong process plans, standard operating procedures, templates and checklist.

We have invested in tools and technology including JazzHR (applicant tracking system), LinkedIn Recruiter (ability to target/source candidates), Primalogik (360 degree feedback) and SPARK video interview platform that make our recruiting and assessment process efficient and effective.

We utilize a variety of local and national job boards and newsletters to widely promote and market the opportunities. We also have four “LinkedIn Recruiter” licenses which are key for finding and reaching out to highly qualified individuals.

We assign an account manager to each recruiting engagement who has deep recruiting expertise working with municipal clients who can meet weekly with the hiring manager to review the candidates and discuss next steps. The account manager takes as much work off of the hiring manager by pre-screening (including a phone interview) the candidates, assisting with scheduling, and can also do the reference checks and background check.

## G. References

Please feel free to contact any of the following individuals as references.

---

215 W. Michigan Ave., Ypsilanti, MI 48197  
 Phone: 734-657-0370 E-Mail: [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

Client	Services Provided	Contact Person	Telephone / email
City of Traverse City 400 Boardman Avenue Traverse City, MI 49684 <a href="http://www.traversecitymi.gov">www.traversecitymi.gov</a>	City Manager Search	Amy Shamroe, Mayor	(231) 715-1777 <a href="mailto:ashamroe@traversecitymi.gov">ashamroe@traversecitymi.gov</a>
City of Ypsilanti 1 South Huron St Ypsilanti, MI <a href="http://cityofypsilanti.com">cityofypsilanti.com</a>	City Manager Search	Nicole Brown, Mayor	(313) 888-4044 <a href="mailto:nbrown@cityofypsilanti.com">nbrown@cityofypsilanti.com</a>
City of Fraser 33000 Garfield Road Fraser, MI 48026 <a href="http://ci.fraser.mi.us">ci.fraser.mi.us</a>	City Manager Search	Amy Baranski, City Council	(586) 293-3100 ext 110 <a href="mailto:amyb@micityoffraser.com">amyb@micityoffraser.com</a>
City of St Clair Shores 27600 Jefferson Avenue St. Clair Shores, MI 48081 <a href="http://scsmi.net">scsmi.net</a>	City Manager Search	Chris Vitale, City Council	(586) 801-4732 <a href="mailto:vitalec@scsmi.net">vitalec@scsmi.net</a>
Scio Township 827 North Zeeb Road Ann Arbor, MI 48103 <a href="http://sciotownship.org">sciotownship.org</a>	Township Supervisor	Kathy Knol, Board Trustee	(734) 369-9400 <a href="mailto:kknol1@comcast.net">kknol1@comcast.net</a> <a href="mailto:KKnol@sciotownship.org">KKnol@sciotownship.org</a>

## H. Costs

<b>Recruiting Fee.</b> This covers all staff time associated with stakeholder interviews, creating the matrix, recruiting and assessing candidates, interview logistics, candidate and stakeholder communication.	\$ 13,500.00
<b>Advertising Costs.</b> This covers job posting fees, social media promotions, and marketing.	\$ 3,500.00
<b>Other Costs.</b> This covers background checks, Amy Cell, LLC staff travel expenses and video interview fees.	\$ 1,500.00
<b>Total Cost for Recruitment Services (Costs will not exceed this amount)</b>	<b>\$18,500.00</b>

**Note:** Reception food costs, interview food costs and candidate travel costs are not included above.

### **Placement Guarantee Terms**

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

### **Payment Terms**

We will invoice one half of the fee upon contract signing to cover advertising and administrative costs. Another payment of one half of the total fee will be invoiced upon the presentation of a slate of finalist candidates. Net 30 day terms kindly requested.

Thank you again for the opportunity to submit this proposal to assist the City of Royal Oak in its search for a new City Manager.



Amy Cell  
President, Amy Cell, LLC  
734-657-0370  
[Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

## I. Attachments

---

215 W. Michigan Ave., Ypsilanti, MI 48197  
Phone: 734-657-0370 E-Mail: [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

**Attachment I - Team Resumes**

Amy Cell

Barbie Sigers

Rebecca Roberts

*The remainder of this page is intentionally left blank.*

**AMY CELL**

734-657-0370

[Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

**SUMMARY**

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

**EXPERIENCE**

**AMY CELL, LLC, Ypsilanti, MI**

**President, 3/2015 - Present**

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

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

**MICHIGAN ECONOMIC DEVELOPMENT CORPORATION, Lansing, MI**

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

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

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

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

**ANN ARBOR SPARK, Ann Arbor, MI**
**Vice-President, Talent Enhancement & Entrepreneurial Education, 8/2006 - 1/2011**

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

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

**ROSS SCHOOL OF BUSINESS AT U-MICHIGAN, Ann Arbor, MI**
**Senior Associate Director, Office of Student Life, 9/2004 - 7/2006**

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

**APPLIED BIOSYSTEMS, Foster City, CA**
**Senior Manager, Human Resources, 11/2003 - 6/2004**

- Led the restructuring and reengineering of IT department. Results included more efficient structure, employee development and redeployment of managers to better utilize talent.
- Launched development councils to coordinate succession planning and employee development.

- Provided organizational effectiveness tools such as leadership development and coaching, training, 360-degree feedback, change management and facilitated new leader assimilations.

### **HR DRIVERS, Los Altos, CA**

#### **Managing Partner, 9/2002 - 10/2003**

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

### **SRI CONSULTING, Menlo Park, CA**

#### **HR Manager, 2001 - 2001**

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

### **FORD MOTOR COMPANY, Dearborn, MI**

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

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

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

#### **Certified Public Accountant, 1990 - 1993**

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

### **EDUCATION**

#### **THE UNIVERSITY OF MICHIGAN, Ann Arbor, MI**

##### **MBA - Ross School of Business Administration, 1993 - 1995**

- with High Distinction (Top 10%)

##### **BBA - Ross School of Business Administration, 1987 - 1991**

### **BOARD MEMBERSHIPS**

**Board & Community Involvement:** Michigan Center for Integrative Research in Critical Care, Career Education Advisory Committee, Desai Accelerator, Washtenaw Community College Foundation, Center for Entrepreneurship (CFE)

215 W. Michigan Ave., Ypsilanti, MI 48197  
Phone: 734-657-0370 E-Mail: [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

- U-M College of Engineering, Washtenaw Community College Women's Council, Women's Exchange of Washtenaw, U-M SE Michigan Alumni Association, Washtenaw 2030 Steering Committee

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## BARBIE SIGERS

Ann Arbor, MI • 517-230-9911

[barbie@amycelltalent.com](mailto:barbie@amycelltalent.com) • [linkedin.com/in/barbie-sigers-916769b](https://linkedin.com/in/barbie-sigers-916769b)

**SUMMARY** Energetic, detail- and results-oriented professional with over twenty years of experience in human resources, pharmaceutical sales and health / fitness training and management.

### EXPERIENCE

**AMY CELL, LLC** Ypsilanti, MI

2021-present

#### **Talent Acquisition Director**

- Build client relationships and manage recruitment lifecycle from engagement through closure.
- Recruit for hard to fill, newly created, and specialized positions ranging from entry level personnel to C-suite executives.
- Strategic sourcing, screening, evaluating and presenting of candidates to hiring managers.
- Review job postings to ensure accuracy and completeness. Update job posting language as necessary, to capture the attention of target audiences.
- Design and process job specific questionnaires to understand candidate's work styles, motivation, personality, and other information that cannot be determined from a resume.

**Burn Bootcamp**, Northville, MI

2020 – 2021

#### **Personal Trainer/Group Fitness Instructor**

- Designed and coached over 500 training classes.
- Conducted 1-on-1 coaching sessions with clientele to understand motivators and limitations, improve self-confidence and develop nutrition and training plans.

**Red Effect Infrared Fitness**, Ann Arbor, MI

2018 – 2020

#### **Lead Trainer**

- Developed and coached over 800 high intensity interval training classes.
- Sourced, screened, interviewed and trained new instructors.
- Integral role in the startup of the facility and building client base.

**CentraState Fitness & Wellness Center**, Freehold, NJ

2014-2018

#### **Personal Trainer / Group Fitness Instructor / Pilates Instructor**

- Conducted fitness assessments & goal planning for members.
- Developed & customized 1-on-1 fitness plans for 25 long term clients.
- Lead trainer in medically based programming, sports performance training, weight loss, and improvement of overall physical health.
- Designed & implemented customized individual & group pilates classes.
- Instructed 8 group training classes per week.

**Esprit Pharma**, Detroit, MI

2006 –2007

#### **Urology/Gynecology Sales Specialist**

- Launched new products to urologists, surgeons, and obstetrician-gynecologists.
- Planned medical education programs to improve sales and build strong rapport with key decision-makers.

**Wyeth Pharmaceuticals**, Grand Rapids, MI

2001 – 2005

#### **Territory Representative**

- District Rep of the Year and Rookie of the Year.

215 W. Michigan Ave., Ypsilanti, MI 48197

Phone: 734-657-0370 E-Mail: [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

- Territory analysis, business development & project management to increase product sales.
- Marketed products to cardiologists, neurologists, gastroenterologists, diabetic educators, pharmacists, and internal medicine and family practitioners through presentations, in-services, and education events.

**Nelson Professional Sales**, Lansing, MI

2000 – 2001

**Territory Representative**

- Developed and executed business and marketing plan for territory to exceed sales goals.
- Marketed cardiovascular products to cardiologists, internists, and family practitioners.

**SmithKline Beecham Pharmaceuticals**, Lansing, MI

1998-2000

**Sales Consultant**

- Ranked #1 in district for three consecutive quarters and #7 in the region of over 200 sales consultants for top product, Augmentin.
- Successfully launched a new product, achieving 64% over sales goal.
- Marketed a wide range of physicians in clinics & hospitals; Conducted in-service's & journal club meetings.

**Robert Half International**, Okemos, MI

1995-1998

**Division Director**

- Built a Fortune 500 client base and worked with clients to fill critical executive staffing needs.
- Sourced, screened, evaluated & presented applicants to hiring managers.
- Managed and operated a matrix of skilled candidates for future placements.
- Marketed services and candidate pool based on market trends and business needs; B2B relationship/ account management.

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## EDUCATION

**Eastern Michigan University**, Ypsilanti, MI

Bachelor of Business Administration in Human Resource Management

**Keller Graduate School of Management, DeVry University**

Completed coursework toward Master of Human Resource Management (12 credits)

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## OTHER SKILLS

Microsoft Office (Word, Excel, PowerPoint and Outlook); Google Productivity Tools, JazzHR, Rippling, Zoho, Zoom

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215 W. Michigan Ave., Ypsilanti, MI 48197

Phone: 734-657-0370 E-Mail: [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

## Rebecca Roberts

Kalamazoo, MI, 49009 • 269-447-8676

[rebecca@amycelltalent.com](mailto:rebecca@amycelltalent.com) • [linkedin.com/in/rebecca-roberts-0538201a3/](https://linkedin.com/in/rebecca-roberts-0538201a3/)

Human Resource Consulting | Recruitment | Training Design | Performance Management | Employee Engagement |  
Organizational Development | AR Functions | Inventory Management | Supplier Relations |

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### **WORK EXPERIENCE**

#### **AMY CELL, LLC, Ypsilanti, MI**

##### ***Senior Associate Consultant***, 8/2021 - Present

- Restructure performance evaluation forms and process to impact client's non-profit, healthcare organization.
- Develop organizational charts and SOP's for internal usage
- Management of different jobs postings and responsible for posting jobs on multiple platforms in a timely manner
- Produce HR Assessment with recommendations on organizational improvements by analyzing client documents and offer projects to support these recommendations
- Facilitate employee conversations and manage engagement activities to support a series of DEI workshops for 20 employees in a client's organization
- Facilitate full-cycle recruitment services for all level positions in multiple industries

#### **VANDE BUNTE EGGS, Otsego, MI**

##### ***Business Analyst Internship***, 1/2021 - 12/2020

- Conduct supplier analysis to ensure cost effectiveness of production materials
- Manage existing supplier relationships and establish new contacts for cost saving opportunities
- Inventory management, reporting, and purchasing for three facilities
- Establish and maintain spreadsheet and documentation for capital projects and future developments
- CFS inventory management and general IT onsite contact and liaison for third party IT company
- I-9 audit preparation and employee file review

##### ***Office Manager***, 12/2017 - 5/2021

- General office administration: answering phones, greeting visitors, incoming and outgoing mail administration, updating and creating spreadsheets, scanning invoices, buying equipment
- Supporting HR functions: new hire paperwork and system setup, validation of employee documentation, assist employees with form interpretation, and digitalization of all employee files
- Responsible for AR functions including creating invoices, intracompany transfers, verifying accuracy of orders, and monthly reporting of sales to American Egg Board
- Weekly and monthly reporting of production activity and quality comparison to industry standards and historical data
- Sourced and implemented uniform system for all processing and production employees at two facilities
- Representing the company at food shows in a professional manner
- Miscellaneous duties assigned by management

##### ***Accounting Assistant***, 11/2016 - 7/2017

- Established system for organization and digitalization of all capital asset files
- Archived accounting records in compliance with retention standards

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### **EDUCATION**

#### **GRAND VALLEY STATE UNIVERSITY, Grand Rapids, MI**

Bachelors of Arts, Business Administration

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215 W. Michigan Ave., Ypsilanti, MI 48197

Phone: 734-657-0370 E-Mail: [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

# Proposal

MAY 10, 2024

RFQ



## Executive Search Firm for City Manager

City of Royal Oak,  
Michigan

**Submitted by:**

MICHELE MORAWSKI  
ASSISTANT DIRECTOR, CLIENT SERVICES  
630 DUNDEE ROAD, SUITE 225  
NORTHBROOK, IL 60062  
224.415.3791  
mmorawski@govhrusa.com

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# Cover Letter



May 10, 2024

Leah Motyka,  
City of Royal Oak Finance Department  
Purchasing  
203 S Troy St  
Royal Oak, MI 48067

## RE: PROPOSAL FOR EXECUTIVE SEARCH FIRM FOR CITY MANAGER

Dear Ms. Motyka,

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Royal Oak ("City"). Our proposal provides the City with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to executive recruitment and selection and can adapt to your specific requirements for the position.

We have some very exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record in support of state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by ***advancing and lifting up the communities we serve.***

Our consultants have worked in all areas of local government leadership, including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

### MGT CONTACT INFORMATION

<b>MGT HEADQUARTERS</b>	<b>MGT of America Consulting, LLC</b> 4320 West Kennedy Boulevard   Tampa, Florida 33609 P: 813.327.4717   <a href="http://www.mgtconsulting.com">www.mgtconsulting.com</a> FEIN: 81-0890071
<b>PROPOSAL CONTACT</b>	<b>Michele Morawski, Assistant Director, Client Services</b> 630 Dundee Road, Suite 225   Northbrook, Illinois 60062 224.415.3791   <a href="mailto:mmorawski@govhrusa.com">mmorawski@govhrusa.com</a>

Thank you for the opportunity to submit a proposal to the City of Royal Oak. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or [mmorawski@govhrusa.com](mailto:mmorawski@govhrusa.com).

Regards,

Patrick J. Dyer, Vice President, *Authorized to bind the firm*



# Firm Profile

***We impact the communities we serve – for good.***

MGT began operations in 1974 as a public-sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in **assisting clients to operate more efficiently and effectively.**

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have had prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project.

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction toward their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 600 professionals and administrative staff** to support our clients' success.

## Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

***We improve lives by advancing and lifting up your community.***

This purpose reflects the company's strong social conscience and service ethic that forms the core of the MGT "Why." MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

Part of our success is based on our **promise to be flexible and responsive**. We are acutely aware of the political, economic, social, and technological factors that impact today's public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Performance Solutions Group responsible for leading the completion of this project.**



FIRM AT A  
GLANCE

**Name:** MGT of America Consulting, LLC (MGT)

**Founded:** 1974

**Locations:** Headquarters in Tampa, Florida; branch offices nationwide

**Staff:** 600+ consultants across the country

**Structure:** Privately held and client-driven

**Cooperative Contracts:**

Allied States Cooperative (ASC) #23-7449, #24-7484

The Interlocal Purchasing System (TIPS) #220601

**Lines of Business:** Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology

## Performance Solutions

The MGT Performance Solutions team has an impressive track record of providing **customized solutions, objective research, creative recommendations, and quality products** that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Performance Solutions Team.

### GovHR USA

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (**the nation's leading social impact firm**) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities across the country. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations that work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to keep operations moving during the recruitment process.

#### GOVHR'S LEADERSHIP



**Heidi Voorhees**  
(847) 380-3240  
[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including 10 years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**  
(847) 380-3238  
[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager with expertise in public-sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.*

## The Social Impact of MGT's Work

*Impacting  
Communities.  
For Good.*



### Defined by Our Impact



We understand the goals of the City of Royal Oak and how this search process will ensure a diverse pool of highly qualified candidates for the City.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to *lift and strengthen their human resources solutions.*

A forward-thinking City Manager will guide the city in developing sustainable practices and long-term plans that ensure Royal Oak's continued success for future generations. A successful City Manager recruitment strengthens Royal Oak's ability to thrive, ensuring a vibrant and prosperous community for all residents.

## MGT's Primary Consulting Divisions

Our firm includes **more than 600 professionals and administrative staff** to support our clients' success. MGT is structured into the following primary consulting divisions, along with various internal infrastructure groups, to support our operations and growth.



### Performance Solutions

Our Performance Solutions team provides world-class financial, human capital, and equity solutions which enable clients to fully realize the potential of their most valuable resources. Our team excels at fiscal management and operational efficiency assessments that help clients make data-driven decisions, anticipate workforce issues, and integrate technologies to empower our clients to generate critical income and elevate enterprise performance objectives.



### Education Solutions

Our Education Solutions originate in our commitment to ensuring that every student has access to a high-quality education as they discover and realize their profound potential. From pre-K-12 to higher education, we partner with schools, districts, state agencies, and colleges and universities to deliver performance improvement and innovation, and transformation planning and implementation.



### Technology Solutions

Our Technology Solutions business supports state, local, education, and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security, and strategic IT professional staffing. Our deep engineering expertise is foundational to all MGT's technology solutions.

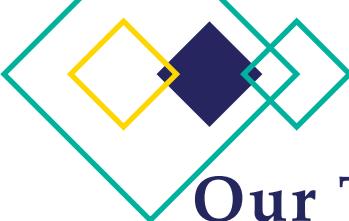
## Why Choose MGT/GovHR?

- ✓ **Unparalleled Expertise and Level of Service.** With executive recruitment experience in 44 states and in communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the City. We will provide important information to potential candidates by developing a high-quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.



*“We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.*

*I would highly recommend MGT and hope to do business with them again for our next study.”*



# Our Team

*The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.*

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant, Jaymes Vettraino. He will act as your project manager and primary point of contact for this project. His biography is attached as **Appendix A**.

## Project Manager & Main Point of Contact



### **JAYMES VETTRAINO**

Vice President  
847-380-3240 ext. 126  
JVettraino@GovHRusa.com

## Proposal Inquiries



### **MICHELE MORAWSKI**

Assistant Director  
Client Services  
224.415.3791  
MMorawski@GovHRusa.com



# Experience

MGT's GovHR works with cities, counties, special districts, and other governmental entities of all sizes throughout the country. GovHR USA employs a team of professionals with backgrounds in local government and the not-for-profit sector. The firm offers full-service executive recruitment and selection services that are customized to meet the organization's individual needs. These services include a thorough analysis of the organization, in addition to a comprehensive understanding of the hiring authority's expectations.

GovHR's consultants are experienced executive recruiters who have conducted **over 1,250 recruitments** working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

***MGT's GovHR has proven experience in executive recruitment for city manager and department head positions in municipalities and similar government agencies.***

Through the firm's experience with **hundreds of placements** over the last decade, the GovHR USA team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector. We have conducted executive recruitments for various positions nationwide, such as City Managers, Directors, Administrators, etc.

Please refer to **Appendix B** for a relevant client list of clients we have worked with in the past 36 months, similar to the City of Royal Oak.

## References

The following page is the completed Exhibit A Form with three references from other municipalities where we have conducted similar executive search services.

## **EXHIBIT A** **REFERENCES**

### **REFERENCE 1**

COMPANY: CITY OF FERNDALE, MICHIGAN CONTACT NAME: DAN JACEY  
ADDRESS: 300 EAST NINE MILE ROAD PHONE NUMBER: DIRECTOR OF HUMAN RESOURCES  
FERNDALE, MI 248-546-2378  
CITY, STATE  
ZIP: 48220 FAX NUMBER: \_\_\_\_\_  
WEBSITE: www.ferndalemi.gov/ E-MAIL: DJACEY@FERNDALEMI.GOV

GOODS OR SERVICES PROVIDED: MGT's GovHR provided recruitment and selection services for the following positions:  
Community & Economic Development Director, 2022, Director of Public Works, 2021,

Finance Director - Virtual, 2021, Fire Chief, 2020, City Manager, 2019, Downtown Development Authority, Executive Director, 2019

### **REFERENCE 2**

COMPANY: OAKLAND COUNTY, MICHIGAN CONTACT NAME: APRIL M. LYNCH  
ADDRESS: 2100 PONTIAC LAKE ROAD, PHONE NUMBER: DEPUTY EXECUTIVE  
BUILDING 41, WEST | WATERFORD, MI 248-858-1558  
CITY, STATE  
ZIP: 48328-2735 FAX NUMBER: \_\_\_\_\_  
WEBSITE: https://www.oakgov.com/ E-MAIL: LYNCHAP@OAKGOV.COM

GOODS OR SERVICES PROVIDED: MGT's GovHR provided recruitment and selection services for the following positions:  
Chief Information Officer, 202, Chief Diversity, Equity & Inclusion Officer, 2022

Equalization Officer, 2022, Deputy Corporation Counsel, 2022, Corporation Counsel, 2021, Director of Public Service, 2021  
Director of Facilities Management, 2021, Director of Economic Development, 2020, Chief Diversity Equity & Inclusion Officer, 2019

### **REFERENCE 3**

COMPANY: CITY OF TROY, MICHIGAN CONTACT NAME: ETHAN BAKER  
ADDRESS: 500 W. BIG BEAVER RD. | TROY, MI PHONE NUMBER: MAYOR  
CITY, STATE 248-524-3500  
ZIP: 48084 FAX NUMBER: \_\_\_\_\_  
WEBSITE: https://troymi.gov/ E-MAIL: ETHAN.BAKER@TROYMI.GOV

GOODS OR SERVICES PROVIDED: MGT's GovHR provided recruitment and selection services for the following positions:  
City Manager, 2024, Assistant City Manager, 2019, City Manager, 2018



# Project Approach & Methodology

*A detailed plan specifically designed for you.*

## Project Understanding

Royal Oak, MI, is a city of approximately 58,000 people that offers many opportunities and exciting experiences. It combines a big city's amenities with a small town's charm. Founded in 1855 and established as a city in 1921, Royal Oak spans 12 square miles and is a close-knit community where residents take great pride in their neighborhoods. The City is diverse and growing and has top-rated schools, vibrant neighborhoods, and bustling business districts, making it an ideal place for everyone to call home.

The City operates under a commission-manager government with a seven-member Commission and 16 departments. It employs around 480 permanent staff members, with the City Manager serving as the City's chief executive officer and responsible for the administration of all City affairs. It aims to attract and retain businesses, industry, investment, and jobs through innovation and an entrepreneurial spirit.

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.



### MGT: EXPERTS IN RECRUITING

*"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City's needs."*



## Proposed Work Plan

### PHASE 1 POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

#### Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one-on-one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

#### INFORMATION GATHERING

- ◆ One-on-one or group interviews with stakeholders identified by the City.
- ◆ Community forums (in-person or via video) can be used to gather input and feedback.
- ◆ Surveys can be used for department personnel and/or the community to gather feedback.
- ◆ Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred). One organizational survey is included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for the City's review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

### PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

#### Activities

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly job listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- ◆ MGT consultants will personally identify and contact potential candidates.
- ◆ Develop a database of potential candidates from across the country unique to the position and to the City, focusing on:

- Leadership and management skills.
- Size of organization.
- Experience in addressing challenges and opportunities also outlined in Phase 1.
- The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- ◆ Placement of the Position Announcement:
  - Public sector online Career Centers.
  - **Social media:** LinkedIn (posted on MGT Executive's LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
  - MGT will provide the City with a list of advertising options for approval.

## PHASE 3 CANDIDATE EVALUATION & SCREENING

### Activities

Phase 3 will include the following steps:

- ◆ Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- ◆ Candidates will be narrowed down to those that meet the qualification criteria.
- ◆ Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience.
  - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
  - References provided by the candidate are contacted.
  - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged, and inquiries from candidates will be personally handled by MGT, ensuring the City's process is professional and well-regarded by all who participate.

## PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

### Activities

Phase 4 will include the following steps:

- ◆ MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- ◆ MGT will provide an electronic recruitment portfolio that contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- ◆ The City will receive a log of all applicants and may review resumes if requested.
- ◆ Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the City to review the recruitment report and provide additional information on the candidates.

## PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

### Activities

Phase 5 will include MGT completing the following steps:

- ◆ Develop the first and second round interview questions for the City's review and comment.
- ◆ Coordinate candidate travel and accommodations.
- ◆ Provide the City with an electronic file that includes:
  - Candidates' credentials.
  - Set of questions with room for interviewers to make notes.
  - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

### MGT BACKGROUND SCREENING

<ul style="list-style-type: none"><li>✓ Social Security Trace &amp; Verification</li><li>✓ US Federal Criminal Search</li><li>✓ Enhanced Verified National Criminal<ul style="list-style-type: none"><li>– National Sex Offender Registry</li><li>– Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol</li><li>– Office of Foreign Assets Control (OFAC) Terrorist Database Search</li><li>– Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA)</li><li>– All felonies and misdemeanors reported to the National Database</li></ul></li></ul>	<ul style="list-style-type: none"><li>✓ County/Statewide Criminal</li><li>✓ Civil Search</li><li>✓ Bankruptcy, Leans, and Judgements</li><li>✓ Motor Vehicle Record</li><li>✓ Education Verification – All Degrees Earned</li></ul>
<p><b>Optional:</b> Credit Report – Transunion with score (based on position and state laws)</p>	
<p><b>Optional:</b></p> <ul style="list-style-type: none"><li>– Professional License Verification</li><li>– Drug Screen</li><li>– Employment Verification</li></ul>	

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a two-step Interview process. Four to five candidates will be interviewed in the first round, and two or three candidates will be interviewed in the second round. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- ◆ Tour of the City's facilities.

- ◆ Interviews with senior staff.

## PHASE 6 APPOINTMENT OF CANDIDATE

### Activities

- ◆ MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- ◆ MGT will notify all applicants of the final appointment and provide professional background information on the successful candidate.

## Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation, as illustrated in **Exhibit 1**.

*Exhibit 1. Proposed Schedule*

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure	■	■												
Phase 2: Advertising, Candidate Recruitment, & Outreach			■	■	■	■	■							
Phase 3: Candidate Evaluation & Screening							■	■	■					
Phase 4: Presentation of Recommended Candidates									■					
Phase 5: Interviewing Process & Background Screening										■	■			
Phase 6: Appointment of Candidate											■			■

## Commitment to Diversity, Equity, & Inclusion in Recruitment

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT's experience working in diverse communities across the United States and working with organizations seeking to change organizational culture is critical to the success of all our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas and solutions, information, and practices into operational strategies, which help us stand out in all our projects.

MGT is also one of the original and premier disparity research firms in the country. Disparity studies were the first instance of bringing principles of diversity, equity, and inclusion into the public sector through the procurement process, and since 1990, **MGT has conducted more than 230 public sector disparity studies**. These studies are designed to improve procurement departments, promote and advance equity, and improve economic outcomes for diverse communities that have been historically

## PROJECT APPROACH & METHODOLOGY

marginalized by analyzing policies, practices, and programs to increase the utilization of minority- and women-owned businesses. Clients that have conducted a disparity study are in the unique position to increase and improve systematic equity through procurement and contracting, which can ultimately promote economic empowerment by creating strong business and employment pipelines in communities of color.

MGT's GovHR also has a long-standing commitment to DEI. Since the firm's inception, they have supported, with their time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training, and we are frequent speakers on incorporating equity and inclusion into all levels of local government. Additionally, we provide a list of DEI resources on the homepage of the website at GovHRusa.com.

MGT's GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, and in several recruitment and selection processes throughout the country including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

## MGT/GovHR's Recommendations to **RECRUIT** and Retain Top Talent

**RESPONSIVE: ROLL OUT THE WELCOME MAT!** Candidates may struggle with relocating for a new position as well as being concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

**ENCOURAGING:** Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

**COMPETITIVE:** Our team will guide you in offering a competitive market rate compensation and competitive benefits package that is attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

**RESOURCEFUL:** Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as Certified Public Accountant (CPA), Professional Engineer, and others that will limit your talent pool – consider using the word "ideally" or "preferably."

**UNDERSTANDING:** These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

## PROJECT APPROACH & METHODOLOGY

**INNOVATIVE:** Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

**TRANSPARENT:** Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.



# Cost Proposal

**Defined by Impact. Driven by People.  
Dedicated to the Community.**

We take pride in customizing our client's needs — and we will work with you to ensure our fees are aligned with your expectations and budget.

## Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee (includes \$1,000 repeat client discount)	\$20,500
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts	\$1,500
Advertising <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than 2,000, Client is only billed for actual cost.</i>	\$2,000*
<b>TOTAL:</b>	<b>\$24,000**</b>

*\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at the time of the request. Only actual expenses will be billed to the City for reimbursement.*

Possible in-person meetings could include:

- ◆ Recruitment brochure interview process
- ◆ Presentation of recommended candidates
- ◆ Interview Process

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

\*This fee does not include travel and accommodation for candidates interviewed.

## Payment for Fees & Services

- ◆ **1<sup>st</sup> Invoice:** Contract Award (40% of the Recruitment Fee).
- ◆ **2<sup>nd</sup> Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- ◆ **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Payment of invoices is due within 30 days of receipt.

## Our Guarantee – Full Scope Recruitment

MGT is 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 additional candidates be developed for interview consideration. If additional advertising beyond Phase I advertising is requested, the City will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the City.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.



# Optional Assessment Center

## Qualified Assessors to Identify Your Needs.

If requested, as part of the selection process MGT will perform an Assessment Center for candidates selected for interview. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. MGT consultants will prepare all the related documents and scoring sheets for any three of the following exercises to be completed on the day of the Assessment Center:

- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the City's choosing

Optional Assessment Center Fee: **\$8,500\***

*\*The fee assumes the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.*

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the City in selecting three professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The City will be responsible for paying a \$750 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The fee does not include lodging, travel, and meal expenses for the MGT facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the City chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.



# Optional Services

## *The Nation's Recruitment Leader.*

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

### **GOVTEMPSUSA**

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

### **RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES**

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

### **LEADERSHIP/PERSONALITY TESTING**

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the City is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

### **360° EVALUATION**

As a service to the City, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.



# Appendix A. Consultant Biography

The biography of our proposed consultant is provided on the following page.

**Jaymes Vettraino is a Vice President with GovHR and provides municipal management consulting services to communities. His focus is on assisting with employee recruitment, classification/compensation, financial planning, operational management, human resources, community relations, and economic development.**



Jaymes started with GovHR in 2016 and has worked on over 100 projects in Michigan, including more than 50 executive searches. In addition to recruitment, he specializes in executive performance evaluation facilitation, strategic planning, and organizational assessment. Blending 17 years experience as a City Manager and nine years of consulting and academic experience, Jaymes facilitates through a combination of professionalism, listening, and humor.

As a faculty member of Rochester University (Rochester Hills, MI) and Chair of the Management and Leadership Department, Jaymes focuses on accelerating RU's development of students that have a passion for working in the public and community service sector.

Prior to starting his consulting service and academic career, 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." During his time as the Manager of Kutztown, PA, Jaymes had the opportunity to lead the college town in the development of its own fiber optic network and strengthen its relations with Kutztown University. Jaymes also had the privilege to be the first Manager of Pen Argyl, PA, where he led the community through organizational development initiatives and many grant funded quality of life improvement projects.

Jaymes believes great local communities are the foundation of our lives. Through his facilitative style and technical knowledge of local government, he excels at problem solving and consensus building.

## Professional Education, Training, & Instruction

Master of Business Administration in Management, Lehigh University

Bachelor of Science in Political Science, Michigan State University

## Professional Development & Speaking Engagements

Published Author, *Local Government Administration in Small Town America*, 2023 by Routledge

Assistant Professor at Rochester University, Rochester, MI

Adjunct Professor at Oakland University, Rochester, MI

Former Adjunct Professor at Alvernia College, Reading, PA

## Awards

Most Influential Faculty Award, Rochester University, 2023

Distinguished Faculty Award, Rochester University, 2019

Community Advocacy Award, Rochester Regional Chamber of Commerce, 2018

Selected as one of "Oakland County's Elite 40 under 40", 2015

Outstanding Service Award from Michigan Municipal League, 2013

## Memberships and Affiliations

- Board Chair, Dutton Farm (nonprofit organization)
- Board Member, Chief Financial Credit Union
- International City and County Managers Association
- Michigan Local Government Management Association
- Leadership Oakland County
- Pennsylvania Association of Municipal Managers
- American Public Power Association
- Pennsylvania Electric Association

**Professional Background****Over 17 Years in Local Government Management and 9 Years Consulting Experience**

- Department Chair, Management and Leadership, Rochester University, MI, 2015-Present
- City Manager, Rochester, MI, 2008-2015
- Town Manager, Kutztown, PA, 2003-2008
- Town Manager, Pen Argyl, PA, 1998-2003



## Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the City's recruitment request is provided on the following page.

### City Management Client List 2018 to Present

<b>State</b>	<b>Client</b>	<b>Position Title</b>	<b>Year</b>	<b>Population</b>
Alaska	Bethel	City Manager	2019	6,500
	Bethel	City Manager	2023	6,500
	Homer	City Manager (Professional Outreach)	2019	5,300
	Seward	City Manager	2019	2,693
Arizona	Buckeye	City Manager	2021	69,744
	Kingman	City Manager	2023	34,669
California	Antioch	City Manager	2024	115,264
Colorado	Dacono	City Manager	2024	6,494
	Englewood	City Manager	2019	34,957
Connecticut	Bloomfield	Town Manager	2024	21,301
	East Hampton	Town Manager	2019	13,000
	Enfield	Town Manager	2018	45,246
	Enfield	Town Manager	2022	45,246
	Granby	Town Manager	2023	11,375
	Manchester	General Manager	2021	59,710
	Meriden	City Manager	2018	60,838
	Simsbury	Town Manager	2023	25,517
Delaware	Newark	City Manager	2018	33,398
Florida	Apopka	City Administrator	2024	55,496
	Lakeland	City Manager	2020	110,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
	Decatur	City Manager	2018	25,000
Illinois	Barrington	Village Manager	2018	10,455
	Bloomington	City Manager	2018	78,005
	Centralia	City Manager	2020	13,000
	Crest Hill	City Administrator	2021	21,169
	Crest Hill	City Administrator	2024	21,169
	Decatur	City Manager	2018	76,178
	Decatur	Deputy City Manager	2019	76,178
	DeKalb	City Manager	2018	43,849
	Effingham	City Administrator	2018	12,577
	Forsyth	Village Administrator	2021	3,490
Michigan	Fox Lake	Village Administrator	2021	10,550
	Galesburg	City Manager	2022	33,706
	Galesburg	City Manager	2023	33,706
	Geneseo	City Administrator (Virtual)	2019	6,500
	Greenville	City Manager	2021	7,000
	La Grange	Village Manager	2022	15,610
	Lake Barrington	Village Administrator	2022	4,879
	Lake Forest	City Manager	2018	19,375

	Long Grove	Village Manager	2023	8,153
	McHenry	City Administrator	2023	27,135
	Morton Grove	Village Administrator	2024	23,500
	Mundelein	Village Administrator	2020	31,385
	Niles	Village Manager	2021	30,001
	North Chicago	Chief of Staff	2021	30,020
	Northbrook	Village Manager	2021	35,000
	Northfield	Village Manager	2023	5,400
	Oak Brook	Village Manager	2021	8,058
	Oak Park	Village Manager	2021	52,000
	Oak Park Township	Township Manager	2023	51,774
	Orland Park	Village Manager	2019	60,000
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Pingree Grove	Village Manager	2020	10,000
	Pingree Grove	Village Manager	2023	10,000
	Plainfield	Village Administrator	2021	41,734
	Princeton	City Manager	2019	7,700
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2021	39,684
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Shorewood	Village Administrator	2018	17,495
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Village Manager	2022	22,038
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2021	14,125
	Willowbrook	Village Administrator	2019	8,967
Indiana	St. John	Town Manager (Professional Outreach)	2020	18,047
Iowa	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Muscatine	City Administrator	2020	23,819
	Windsor Heights	City Administrator	2023	4,860
	Windsor Heights	City Administrator	2019	4,860
Kentucky	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
Maine	Bangor	City Manager	2021	33,039
Maryland	Sykesville	Town Manager	2019	3,941
	Takoma Park	City Manager	2023	17,629
	Westminster	City Administrator	2021	18,522
Massachusetts	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
Michigan	Adrian	City Administrator	2018	20,676
	Adrian	City Administrator	2020	20,676
	Albany	City Manager	2018	8,337
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Eastpointe	City Manager	2019	32,673

	Ferndale	City Manager	2019	20,428
	Lincoln Park	City Manager	2019	36,665
	Oakland Township	Township Manager	2018	19,132
	Rochester	City Manager	2022	13,017
	Royal Oak	City Manager	2020	59,112
	Troy	City Manager	2018	83,181
	Troy	City Manager	2024	83,181
Minnesota	Becker	City Administrator	2021	4,874
	Blaine	Director of Administrative Services	2024	67,939
	Fairmont	City Administrator	2024	10,477
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	Ozark	City Administrator	2024	21,284
	South Lyon	City Manager	2018	11,327
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
	Wildwood	City Manager	2019	35,524
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New Hampshire	Portsmouth	City Manager	2019	21,796
New York	Mamaroneck (Town)	Town Administrator	2021	29,156
	Mamaroneck (Village)	Village Manager	2018	19,426
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Albemarle	City Manager	2024	16,404
	Ayden	Town Manager	2023	5,000
North Dakota	Minot	City Manager	2020	45,700
Pennsylvania	Ferguson Township	Township Manager	2022	18,300
	Patton Township	Township Manager	2022	15,801
	South Fayette Township	Township Manager	2018	14,416
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Burleson	City Manager	2018	43,960
	Missouri City	City Manager	2022	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Chesapeake	City Manager	2019	245,000
	Newport News	City Manager	2023	181,958
	Portsmouth	City Manager	2020	96,000
	Salem	City Manager	2019	25,643
	Virginia Beach	City Manager	2019	442,707
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090

West Virginia	Bridgeport	City Manager	2019	8,582
	Bridgeport	City Manager	2021	8,582
Wisconsin	Baraboo	City Administrator	2019	12,048
	Beaver Dam	City Administrator	2021	16,291
	Bellevue	Village Administrator	2018	15,524
	Beloit (Town)	Town Administrator	2020	7,083
	Franklin	Director of Administration	2019	36,155
	Harrison	Village Manager	2021	13,185
	Monroe	City Administrator	2020	10,827
	Plymouth	City Administrator/Utilities Manager	2020	8,540
	Rhinelander	City Administrator	2018	7,800
	Sheboygan	City Administrator	2023	48,327
	Waukesha	City Administrator	2023	71,158
	Whitewater	City Manager	2022	14,300



# City of Royal Oak

## **Subject: Executive Search Firm for City Manager**

**Statement of Qualifications / Date of Submittal: May 10, 2024**

**Name of Firm: Raftelis Financial Consultants, Inc.**

**Local Address: 19 Garfield Place, Suite 500, Cincinnati, OH 45202**

**Contact Person: Catherine Tuck Parrish / Phone Number: 240.832.1778**





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## Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



## Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

**INTRODUCTION LETTER**

May 10, 2024

Dennis Van de Laar  
Human Resources Director  
City of Royal Oak  
203 S Troy Street  
Royal Oak, MI 48067

**Subject: Statement of Qualifications for Executive Search Firm for City Manager**

Dear Dennis Van de Laar:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry. We are a national firm, employing 206 employees, including 180 consultants.

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 180 of the country's leading local government consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the City of Royal Oak (City) comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 350 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the City of Royal Oak. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information. She is authorized to make representations for and to bind the firm.

Catherine Tuck Parrish, Vice President  
Phone: 240.832.1778 / Email: [ctuckparrish@raftelis.com](mailto:ctuckparrish@raftelis.com)

Sincerely,



**Julia Novak, Executive Vice President**

**FIRM HISTORY AND OVERVIEW OF SERVICES**

# Who We Are

**Raftelis and The Novak Consulting Group, helping local governments and utilities thrive.** Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

## **TNCG is Now Raftelis**

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 180 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.**

**RESOURCES & EXPERTISE:** This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 180 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

**DECades of COLLECTIVE EXPERIENCE:** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.

**PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

**NICHE EXPERTISE:** Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

**Firm History:** Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina on April 23, 2004. The predecessor to Raftelis, Raftelis Environmental Consulting Group, Inc., was established on May 10, 1993 by George A. Raftelis to provide financial and management consulting services of the highest quality to public-sector clients. In 1999, the firm's name was changed to Raftelis Financial Consulting, PA. Following the sale of a portion of the firm to a group of employees on April 22, 2004, the firm's name changed to Raftelis Financial Consultants, Inc., which remains the firm's legal name. We currently do business as Raftelis.

## OVERVIEW OF SERVICES



### FINANCE: Meet your goals while maintaining a financially sustainable organization

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



### COMMUNICATION: Communicate strategically to build an informed, supportive community

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



### STRATEGIC PLANNING: Set the direction for the future of your organization and community

- Organization, department, and community-based strategic planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



### ORGANIZATION: Plan for long-term sustainability and operate with maximum efficiency

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



### TECHNOLOGY: Use your data and technology to improve experience and gain valuable insights

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



### EXECUTIVE SERVICES: Identify and develop top talent to strengthen your organization

- Executive recruitment
- Executive coaching
- Facilitated executive performance evaluations

## EXPERIENCE

# Experience

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted in the last 36 months.

Over the past 36 months, we have placed 10 City Managers, Deputy City Managers, and Assistant City Managers. The following is a list of organizations in the Midwest for whom we have completed City Manager recruitments:

- City of Centerville, OH
- City of Clayton, MO
- City of Cleveland Heights, OH
- City of Eudora, KS
- City of Helena, MT
- City of Hilliard, OH
- City of Hudson, OH
- City of Tipp City, OH
- City of Tonganoxie, KS
- City of Westerville, OH
- City of Wyoming, OH

# Recent Executive Search Experience

Client		Position	Client		Position
AZ	Central Arizona Project	General Manager	CO	Fort Collins	Community Services Director
AZ	Clarkdale	Town Manager	CO	Fort Collins	Community Development and Neighborhood Services Director
AZ	Cottonwood	City Manager	CO	Fort Collins	Environmental Services Director
AZ	Oro Valley	Chief Financial Officer	CO	Fort Collins	Natural Areas Director
AZ	Oro Valley	Police Chief	CO	Fort Collins	Recreation Director
AZ	Payson	Town Manager	CO	Fort Collins	Utilities Executive Director
AZ	Peoria	Human Resources Director	CO	Health District of Northern Larimer County	Executive Director
AZ	Scottsdale	Economic Development Director	CO	Lafayette	City Administrator
AZ	Yuma	City Administrator	CO	Louisville	City Manager
AZ	Yuma	Engineering Director	CO	Louisville	Director of Parks and Recreation
AZ	Yuma	Finance Director	CO	Louisville	Director of Planning and Building Safety
AZ	Yuma	Planning and Neighborhood Services Director	CO	Louisville	Human Resources Director
CO	Aspen	Community Development Director	CO	Loveland	Budget Manager*
CO	Boulder	Chief Human Resources Officer	CO	Loveland	Chief Financial Officer*
CO	Boulder	City Attorney	CO	Loveland	City Clerk*
CO	Boulder	City Manager	CO	Loveland	Economic Development Director*
CO	Boulder	Fire Division Chief	CO	Northglenn	Human Resources Director
CO	Boulder	HRIS Manager	CO	Pueblo West Metropolitan District	District Manager
CO	Boulder	Human Resources Director	CO	Westminster	Parks, Recreation, and Library Director
CO	Boulder	Human Resources Senior Manager	CT	Greenwich	Town Administrator
CO	Boulder	Independent Police Monitor	CT	Mansfield	Town Manager
CO	Boulder	Municipal Court Judge	CT	Meriden	City Manager
CO	Boulder	Planning and Development Services Director	CT	Windsor	Police Chief
CO	Boulder	Total Rewards Senior Manager	DE	Kent County	County Engineer/Public Works Director
CO	Boulder	Utilities Engineering Manager	DE	Lewes	Municipal Planning and Development Officer
CO	Denver	Independent Monitor	DE	Milford	City Manager
CO	Fort Collins	Cultural Services Director	DE	Milton	Town Manager
CO	Fort Collins	Deputy City Manager	DE	Rehoboth Beach	City Manager

Client		Position	Client		Position
IA	Cedar Rapids	Utilities Director	MD	Garrett Park	Town Manager
IA	Cedar Rapids	City Attorney	MD	La Plata	Planning Director
IA	Cedar Rapids	Public Works Director	MD	La Plata	Police Chief
IL	Peoria County	Director, Animal Protection Services	MD	La Plata	Town Manager
IN	Bloomington	Traffic and Transportation Engineer	MD	La Plata	Town Treasurer
KS	Baldwin City	City Administrative Officer	MD	Maryland Municipal League	Executive Director/CEO
KS	Edgerton	Building Inspector	MD	Mount Rainier	City Manager
KS	Edgerton	Community Development Director	MD	New Carrollton	City Administrative Officer
KS	Johnson County	Human Resources Director	MD	Ocean Pines Association	General Manager
KS	Merriam	Finance Director	MD	Riverdale Park	Town Manager
KS	Olathe	Director of Economy	MD	Riverdale Park	Police Chief
KS	Tonganoxie	City Manager	MD	Rockville	City Attorney
LA	Orleans Parish School Board	Chief Operations Officer	MD	Rockville	City Manager
MD	Aberdeen	Director of APG Privatization	MD	Rockville	Community Planning and Development Services Director
MD	Aberdeen	Police Chief	MD	St. Michaels	Town Administrator
MD	Aberdeen	Public Works Director	MD	Sykesville	Town Manager
MD	Berwyn Heights	Code Supervisor	MD	Takoma Park	City Manager
MD	Berwyn Heights	Town Administrator	MD	Takoma Park	Deputy City Manager*
MD	Cambridge	City Manager	MD	Westminster	Finance Director
MD	Charles County	Director of Community Services*	MD	Westminster	Human Resources Director
MD	Charles County	Engineer IV*	MI	Novi	Assistant City Manager
MD	Gaithersburg	City Manager	MI	Novi	Finance Director
MD	Gaithersburg	Director of Finance and Administration	MI	Rochester Hills	Chief Financial Officer
MD	Gaithersburg	Engineering Services Division Chief	MO	Chesterfield	City Administrator
MD	Gaithersburg	Finance Director	MO	Clayton	City Manager
MD	Gaithersburg	Public Works Director	MO	Lee's Summit	Human Resources Director
MD	Gaithersburg	Public Works and Engineering Director	MT	Helena	City Manager
MD	Gaithersburg	Director of Information Technology	NC	Guilford County	Assistant County Manager for Strong Communities

Client		Position	Client		Position
NC	Guilford County	Assistant County Manager for Successful People	OH	Hilliard	City Manager
NC	Guilford County	County Attorney	OH	Hudson	City Manager
NC	Guilford County	Communications and Public Relations Director	OH	Jackson Township	Township Administrator
NC	Guilford County	Deputy Finance Director	OH	Miami Township	Township Administrator
NC	Guilford County	Equity and Inclusion Manager	OH	Moraine	City Manager
NC	Guilford County	Public Relations Director	OH	Oberlin	Fire Chief
NC	High Point	Assistant City Manager	OH	Oberlin	Police Chief
NC	High Point	Planning Director	OH	Portsmouth	City Manager
NC	Matthews	Assistant Town Manager	OH	Prairie Township	Township Administrator
NC	Rolesville	Human Resources Director	OH	Sandusky	City Manager
NH	Keene	City Manager	OH	Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
NH	Hanover	Town Manager	OH	The Port - an Ohio Port Authority	General Counsel
NM	Las Cruces	City Manager	OH	The Port - an Ohio Port Authority	Industrial Development Manager
NY	Batavia	City Manager	OH	The Port - an Ohio Port Authority	Vice President of Communications and Marketing
NY	Livingston County Water and Sewer Authority (LCWSA)	Executive Director	OH	The Port - an Ohio Port Authority	Vice President of Economic Equity
NY	Oneonta	City Manager	OH	Union County	County Administrator
OH	Centerville	City Manager	OH	Upper Arlington	Assistant City Manager*
OH	Delaware County	Director of Economic Development	OH	Upper Arlington	Police Chief
OH	Delaware County Transit District	Executive Director	OH	Washington Township	Assistant Fire Chief
OH	Hilliard	Deputy Police Chief	OH	Washington Township	Township Administrator
OH	Hilliard	Police Chief	OH	West Chester Township	Township Administrator
OH	Hudson	City Manager	OH	Westerville	City Manager
OH	Cleveland Heights	City Manager	OH	Westerville	Deputy Director of Planning and Development
OH	Cleveland Heights	Finance Director	OH	Westerville	Finance Director
OH	Dayton	Financial Officer	OH	Worthington	Assistant Fire Chief
OH	Dublin	Director of Public Service	OH	Wyoming	City Manager
OH	Dublin	Deputy City Manager/Chief Operations Officer	OR	Beaverton	City Manager
OH	Granville	Village Manager	OR	Beaverton	Finance Director

Client		Position	Client		Position
OR	Beaverton	Interim City Manager	OR	Washington County	Assistant County Administrators
OR	Beaverton	Police Chief	PA	Breakneck Creek Regional Authority	Manager
OR	Beaverton	Public Works Director	PA	Carlisle Borough	Police Chief
OR	Clean Water Services	Chief of Staff	PA	Farrell	City Manager
OR	Clean Water Services	Chief Utility Operations Officer	SC	Mount Pleasant Waterworks	General Manager
OR	Clean Water Services	General Counsel and Chief Compliance Officer	TX	Abilene	City Engineer
OR	Gresham	City Manager	TX	Abilene	Library Director
OR	Gresham	Police Chief	TX	Lancaster	Assistant City Manager
OR	Hillsboro	Employee and Labor Relations Manager	TX	Lancaster	Finance Director
OR	Hillsboro	Library Director	TX	University Park	Human Resources Director
OR	Lake Oswego	City Attorney	VA	Albemarle County	Chief Financial Officer
OR	Lane County	Public Works Director	VA	Albemarle County	County Attorney
OR	Newberg	Assistant City Manager	VA	Albemarle County	Deputy Director of Community Development
OR	Newburg	Police Chief	VA	Albemarle County	Police Chief
OR	Newberg	Public Works Director	VA	Albemarle County	DEI Director
OR	Salem	City Manager	VA	Albemarle County	Deputy Chief Financial Officer
OR	Scappoose	Finance Administrator	VA	Albemarle County	Diversity, Equity, and Inclusion Director
OR	Sunrise Water Authority	Finance Director	VA	Albemarle County	Human Resources Director
OR	Tigard	Assistant City Manager	VA	Alexandria	Controller
OR	Tigard	Finance Director	VA	Arlington County	Central Library Services Division Chief*
OR	Tigard	Human Resources Director	VA	Arlington County	Housing Director*
OR	Tualatin	City Attorney	VA	Ashland	Town Manager
OR	Tualatin Hills Park & Recreation District	Chief Financial Officer	VA	Bedford County	County Administrator
OR	Tualatin Hills Park & Recreation District	City Attorney	VA	Bedford County	Deputy Fire Chief*
OR	Tualatin Hills Park & Recreation District	District Finance Director	VA	Bedford County	Finance Director
OR	Washington County	County Administrator	VA	Chesapeake	Chief Financial Officer
OR	Washington County	Interim County Administrator	VA	Chesapeake	Chief Information Officer
OR	Washington County	Chief Financial Officer	VA	Chesapeake	City Auditor
OR	Washington County	County Counsel	VA	Fairfax	City Manager

Client		Position	Client		Position
VA	Fairfax	Police Chief	VA	Loudoun County	Planning and Zoning Director
VA	Fairfax County	County Executive	VA	Loudoun County	Systemwide Fire Chief
VA	Fairfax County	Deputy County Executive	VA	Loudoun County	Community Corrections Director
VA	Fairfax Water	Customer Service Manager	VA	Newport News	Engineering Director
VA	Fairfax Water	Human Resources Manager	VA	Newport News	Waterworks Director
VA	Fredericksburg	Public Works Director	VA	Newport News	Human Resources Director
VA	Harrisonburg	City Manager	VA	Prince William County	Deputy County Executive for Public Safety
VA	Harrisonburg	Human Resources Director	VA	Virginia Retirement System	Human Resources Director
VA	Harrisonburg	Police Chief	VA	Warrenton	Town Manager
VA	Harrisonburg-Rockingham Regional Sewer Authority (HRRSA)	Executive Director	WA	Bellevue	Assistant Director, Financial and Resource Management
VA	Leesburg	Finance Director	WA	Bellevue	Deputy City Manager
VA	Leesburg	Town Attorney	WA	Bellevue	Utilities Deputy Director
VA	Leesburg	Planning and Zoning Director	WA	Bothell	City Manager
VA	Loudoun County	Animal Services Director	WA	Bothell	Community Development Director
VA	Loudoun County	Assistant County Administrator	WA	Bothell	Finance Director
VA	Loudoun County	Assistant Director of Human Resources	WA	Camas	City Administrator
VA	Loudoun County	Chief Financial Officer	WA	Central Pierce Fire and Rescue	Fire Chief
VA	Loudoun County	County Attorney	WA	Sammamish	Public Works Director
VA	Loudoun County	Director of Building and Development	WA	Shoreline	Administrative Services Director
VA	Loudoun County	Deputy County Administrator	WA	Shoreline	City Manager
VA	Loudoun County	Economic Development Director	WA	Shoreline	Human Resources and Organizational Development Director
VA	Loudoun County	Family Services Director	WA	Shoreline	Human Resources Director
VA	Loudoun County	Finance Director	WA	Spokane Regional Health District	Community Health Director
VA	Loudoun County	Housing and Community Development Director	WA	Spokane Regional Health District	Deputy Administrative Officer
VA	Loudoun County	Information Technology Director	WA	Spokane Regional Health District	Health Officer
VA	Loudoun County	Mapping and Geographic Information Director	WA	Spokane Regional Health District	Human Resources Manager
VA	Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director	WI	Central Brown County Water Authority	Manager
VA	Loudoun County	Parks, Recreation, and Community Services Director	WI	Mequon	City Administrator
WV	Morgantown	City Manager			

**PROJECT APPROACH**

# Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

## Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

## Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



**39%** of our recruitments resulted in the hiring of women

**21%** of our recruitments resulted in the hiring of people of color

## Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

# Work Plan

## THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE CITY MANAGER RECRUITMENT.

### Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will first meet with the Mayor and each member of the City Commission, individually and as a group, to discuss the recruitment timeline and process. We will also facilitate two meetings to gather input from direct reports, department directors, and other key stakeholders. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences. All meetings will be virtual, except for the final interviews, which will be in person. An additional fee will be charged for any additional in-person meetings added beyond this scope.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Michigan and the nation. We will prepare a position profile that is unique to the City of Royal Oak. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. We will develop a recruitment brochure for advertising the position which includes the position profile, as well as information on the organization, the City, and the community. We will work with the City to eliminate barriers to underrepresented groups, including years of service, levels of education, and other strict requirements that might eliminate someone who can do the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the hiring manager. Modifications will be made as necessary before recruitment begins.

#### DELIVERABLES

- Detailed recruitment process documents, including recruitment plan, position profile, recruitment brochure, and first-year goals

### Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We understand the importance of having a diverse applicant pool, so our recruitment strategy includes a robust outreach strategy to identify and attract well-qualified individuals from underrepresented groups and encouraging them to apply. In our outreach, we ensure we place job postings in places that target women, minorities, and other underrepresented groups. We also utilize our networks across the country to find and attract well-qualified candidates from a variety of backgrounds to apply and be considered. In addition, our recruiters have participated in conferences like NFBPA and Engaging Local Government Leaders (ELGL) for

networking, a Diversity, Equity, and Inclusion cohort through International City/County Management Association (ICMA), and several leadership academies for women in local government in different states.

We will place job postings with ICMA, Michigan Municipal League, Govtjobs.com, and other places as identified in the recruitment plan. We also recommend national organizations such as ELGL, NFBPA, League of Women in Government, and Local Government Hispanic Network to attract underrepresented groups and provide a more diverse applicant pool. We will also reach out to historically black colleges and universities and other targeted alumni networks that have graduates from diverse backgrounds and ask them to share our postings.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Royal Oak.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City's unique needs. Our outreach includes seeking well-qualified women, people of color, and individuals from other underrepresented groups and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet with the City to review the entire list (if desired) as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the City's direction, we will finalize a list of candidates to invite for in-person interviews.

## DELIVERABLES

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

## Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a City contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the City.

The City will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

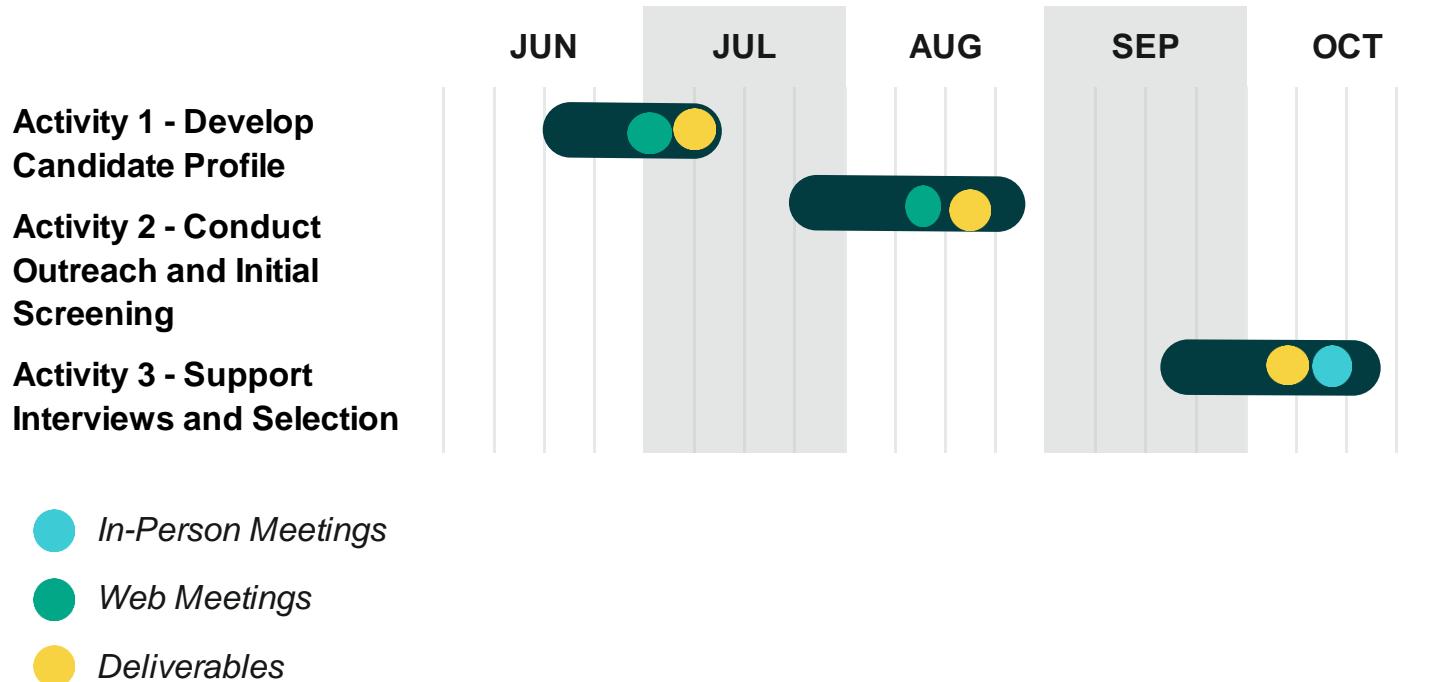
We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary preferences. We will keep candidates apprised of their status and release them at the appropriate time.

## DELIVERABLES

- Interview book materials including references and background checks

# Recruitment Timeline

Included below is a draft timeline. We expect to review this with the City during Activity 1 and adjust it as necessary as we develop the recruitment plan.



**KEY STAFF**

# Key Staff

**WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S RECRUITMENT.**

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful recruitments, providing the City with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members. Raftelis does not plan on outsourcing any services beyond our staff.

**Telephone Number:** 513.221.0500 / **Fax Number:** 828.484.2442

**Email address:** info@raftelis.com / **Web address:** www.raftelis.com

# Catherine Tuck Parrish

## PROJECT DIRECTOR/LEAD RECRUITER

Vice President – Executive Search

### PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 170 searches for manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. She also worked for the City of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.



### Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

### Professional History

- Raftelis: Vice President (2021-present); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998-2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

### Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

# Heather Gantz

**RECRUITER**  
Senior Manager

## PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 15 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 75 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



### Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

### Professional History

- Raftelis: Senior Manager (2022-present); Manager (2020 – 2021)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

### Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

### Professional Memberships

- Engaging Local Government Leaders (ELGL)

# Pamela J. Wideman

## RECRUITER

Senior Manager



### PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. Pamela is a highly sought after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte, and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center. She is a member of the International City/County Management Association and the National Forum for Black Public Administrators.

### Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

### Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

### Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

### Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

# Robert Colichio

## RECRUITMENT SPECIALIST

Senior Consultant



### PROFILE

Robert has over 10 years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter Robert has engaged in searches within both the public and social sector. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management. With over 500 clients served leading and coaching them through complicated organizational change ranging from individual executive employees transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and development multiple large group workshops for companies. He further has extensive and diverse project management experience including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.

#### Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

#### Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

#### Education

- Master of Business Administration in Organizational Behavior - Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration - University of Oregon, Lundquist College of Business (2006)

#### Certifications

- SHRM-CP

#### Professional Memberships

- Society for Human Resource Management (SHRM)

# Kelsey Batt

## RECRUITMENT SPECIALIST

Consultant

### PROFILE

Kelsey joined Raftelis in 2021, helping to facilitate executive level recruitments for local governments across the county. As a strong cross-cultural communicator, Kelsey utilizes her skills and background in professional writing to serve as a launchpad for all her endeavors.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana where she earned a bachelor's in both Professional Writing and Creative Writing, as well as a Minor in Italian.

During her time as a student, Kelsey worked diligently at the world-renowned Purdue OWL Writing Lab, pairing with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Division I Track and Field and Cross-Country teams while at Purdue, earning six Academic All-Conference Honors from the Big Ten.

She has previously worked as a copywriter at Sweetwater Sound where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations where she produced and edited social media and blog content.



#### Specialties

- Executive search
- Recruiting
- Editing

#### Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

#### Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

# Alexa Worrell

## RECRUITMENT SPECIALIST

Consultant

### PROFILE

In May 2022, Alexa joined Raftelis as a recruitment specialist, having completed an internship with the firm's Executive Recruitment Team where she supported numerous search activities.

Prior to Raftelis, Alexa worked as a Talent Generalist Intern at Textron Specialized Vehicles, where she developed a comprehensive leave process guide to ensure more consistent application of the company's policies; researched human resource procedures, policies, and applicable employment laws; and marketed and facilitated an informational event for employees to set up banking needs.

Through her prior work as a Receptionist/HR Assistant, Alexa developed her interviewing and recruiting skills and gained experience in redesigning training manuals for various roles to enhance training processes for future hires.

During her time as a student, Alexa served as recruitment chair of her sorority, where she recruited a new incoming class of over 30 members while also developing positive relationships with the new class and the established members in the chapter. She also assisted with facilitating monthly business development events as a member coordinator for the Advancing Women in Entrepreneurship Business Club.

Alexa earned her bachelor's degree in Sociology and Human Capital Leadership and Management from Miami University in Oxford, Ohio.



#### Specialties

- Executive search
- Recruiting
- Relationship building

#### Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2022-2023)
- Textron Specialized Vehicles: Talent Generalist (2021-2021)

#### Education

- Bachelor of Arts, School of Liberal Arts – Miami University, Oxford, OH (2021)

**ADDITIONAL INFORMATION**

Raftelis has no other additional information.

## REFERENCES

EXHIBIT A  
REFERENCESREFERENCE 1

COMPANY: City of Tipp City CONTACT NAME: Kathryn Huffman, Council President  
 ADDRESS: Tipp City, OH PHONE NUMBER: 937.667.8425  
 CITY, STATE  
 ZIP: 45371 FAX NUMBER: \_\_\_\_\_  
 WEBSITE: <https://tippcityohio.gov/> E-MAIL: [huffmank@tippcity.net](mailto:huffmank@tippcity.net)

GOODS OR SERVICESPROVIDED: Full service executive recruitment for a City Manager.

The complete recruitment process included the development of recruitment materials, a customized and aggressive outreach process, candidate screening, development and facilitation of the interview process, and assisting the City with candidate and finalist selection.

REFERENCE 2

COMPANY: City of Fairfax CONTACT NAME: Robert Stalzer, City Manager  
 ADDRESS: Fairfax, VA PHONE NUMBER: 703.385.7850  
 CITY, STATE  
 ZIP: 22030 FAX NUMBER: \_\_\_\_\_  
 WEBSITE: <https://www.fairfaxva.gov/> E-MAIL: [rob.stalzer@fairfaxva.gov](mailto:rob.stalzer@fairfaxva.gov)

GOODS OR SERVICESPROVIDED: Full service executive recruitments for the City Manager, Deputy City Manager, and Police Chief.

The complete recruitment process included the development of recruitment materials, a customized and aggressive outreach process, candidate screening, development and facilitation of the interview process, and assisting the City with candidate and finalist selection.

REFERENCE 3

COMPANY: City of Gaithersburg CONTACT NAME: Tanisha Briley, City Manager  
 ADDRESS: Gaithersburg, MD PHONE NUMBER: 301.258.6300  
 CITY, STATE  
 ZIP: 20877 FAX NUMBER: \_\_\_\_\_  
 WEBSITE: <https://www.gaithersburgmd.gov> E-MAIL: [tanisha.briley@gaithersburgmd.gov](mailto:tanisha.briley@gaithersburgmd.gov)

GOODS OR SERVICESPROVIDED: Several full-service recruitments, including for a City Attorney, Finance Director, and City Manager. The complete recruitment process included the development of recruitment materials, a customized and aggressive outreach process, candidate screening, development and facilitation of the interview process, and assisting the City with candidate and finalist selection.

**EXHIBIT A**  
**REFERENCES**

**REFERENCE 1**

COMPANY: City of High Point CONTACT NAME: Tasha Logan Ford, City Manager  
ADDRESS: High Point, NC PHONE NUMBER: 336.883.3283  
CITY, STATE  
ZIP: 27261 FAX NUMBER: \_\_\_\_\_  
WEBSITE: <https://www.highpointnc.gov/> E-MAIL: tloganford@highpointnc.gov

GOODS OR SERVICES PROVIDED: Several full-service executive recruitments, including for an Economic Development Director, Interim Police Chief, and Assistant City Manager.

The complete recruitment process included the development of recruitment materials, a customized and aggressive outreach process, candidate screening, development and facilitation of the interview process, and assisting the City with candidate and finalist selection.

**REFERENCE 2**

COMPANY: Town of Leesburg CONTACT NAME: Kaj H. Dentler, Town Manager  
ADDRESS: Leesburg, VA PHONE NUMBER: 703.771.2700  
CITY, STATE  
ZIP: 20176 FAX NUMBER: \_\_\_\_\_  
WEBSITE: <https://www.leesburgva.gov/> E-MAIL: kdentler@leesburgva.gov

GOODS OR SERVICES PROVIDED: Full service executive recruitment for a Town Attorney and Director of Planning and Zoning.

The complete recruitment process included the development of recruitment materials, a customized and aggressive outreach process, candidate screening, development and facilitation of the interview process, and assisting the Town with candidate and finalist selection.

**REFERENCE 3**

COMPANY: \_\_\_\_\_ CONTACT NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_ PHONE NUMBER: \_\_\_\_\_  
CITY, STATE  
ZIP: \_\_\_\_\_ FAX NUMBER: \_\_\_\_\_  
WEBSITE: \_\_\_\_\_ E-MAIL: \_\_\_\_\_

GOODS OR SERVICES PROVIDED: \_\_\_\_\_

**FEE STRUCTURE**

# Fee Structure

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$36,000. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the City, which would be billed at cost.

<b>Advertising</b>	Approximately \$2,000-\$2,500
<b>Background checks</b>	Estimated at \$175-\$500/finalist
<b>Finalists' interview travel</b>	Borne and reimbursed directly to the finalists by the City

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

<b>Activity 1 – \$9,267</b>	After delivery of the recruitment documents <ul style="list-style-type: none"> <li>• Recruitment plan</li> <li>• Recruitment brochure</li> <li>• First-year goals</li> </ul>
<b>Activity 2 – \$16,287</b>	After the candidate review
<b>Activity 3 – \$10,446</b>	After the interviews are completed

Within six (6) months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this project, the additional fee shall be \$15,000.

## **Facilitated Evaluations for Council Appointees**

Raftelis has skilled staff who can deliver a facilitated evaluation for governing-body appointed staff, including city managers, city attorneys, city clerks, city treasurers, city auditors, etc. This process includes input from every governing body member through the facilitator, self-assessment, a guided conversation in executive session, goal-setting for the next year, and the evaluation document. This allows each governing body's voice to be included, ensures the executive receives meaningful feedback, and is done objectively.

**COST:**

- Typical cost for this service is \$15,000-\$17,000
- Work is done remotely except for guided executive session



May 10, 2024

# **City of Royal Oak, Michigan**

Proposal to provide a responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City Manager

May 10, 2024

Leah Motyka, Purchasing Agent  
City of Royal Oak  
203 S Troy St  
Royal Oak, MI 48067

Baker Tilly US, LLP  
5440 W. 110<sup>th</sup> Street  
Suite 300  
Overland Park, KS 66211  
T: +1 (816) 868 7042  
[bakertilly.com](http://bakertilly.com)

Dear Leah:

We know that you have options when it comes to selecting a recruitment firm. However, our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top-level executives in similar roles set us apart from our competitors. Additionally, we offer the following unique features:

- **Commitment to a successful recruitment is guaranteed:** Baker Tilly will be meticulous and responsive to you — the client — and with prospective applicants using an approach of *“doing whatever it takes to get the job done right!”* Please review our “Triple Guarantee” referenced in this proposal.
- **Focused strategy for success:** Baker Tilly will conduct a comprehensive, national search to identify exceptional candidates with a proven strong leadership and management record. Baker Tilly recommends advertising and recruiting nationally but will also focus on contacting local government professionals that are currently working in the Midwest and Upper Midwestern states and the Great Lakes Region believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Michigan and this part of the country.
- **Talented and experienced recruitment consultants:** Baker Tilly's recruitment team is outstanding! Baker Tilly has provided executive recruitment and human resources-related services to local governments for more than 45 years. Our team has had tremendous success conducting recruitments nationwide, and we encourage you to contact our references. The professional experience of our consultants includes former city management, human resources management and school administration professionals. The result — a cohesive and highly experienced consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position, which ultimately benefits Royal Oak with a more targeted and qualified pool of diverse candidates.
- **Video interviews to screen semi-finalists:** Baker Tilly will use an online video interview process to assist the City Council in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will help the City Council screen candidates and possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews.
- **Leadership assessment of finalists:** Baker Tilly will conduct a strengths assessment and management/leadership style testing, which some may call *“personality and behavioral testing.”* This assessment is completed online by the finalists before interviews. It determines if a candidate's management style matches the profile created by the City to find the “ideal” candidate and determine whether each candidate is a good fit for Royal Oak and the community.

City of Royal Oak, Michigan  
May 10, 2024

- **Comprehensive vetting of finalists (includes social media search):** Baker Tilly's multiple-layered vetting process of screening candidates provides a qualified pool of diverse individuals to consider with not only the skills and experience desired but, most importantly, a leadership and management style that best fits the City and community. The screening process includes detailed candidate questionnaires, video interviews, leadership and strengths assessment, and a comprehensive candidate background review (e.g., *criminal, civil, credit and driving record, academic and employment verification, a Nexus search with a comprehensive report on each candidate's media and online presence, and a comprehensive reference report on all finalists before interviews occurring* - **Note: Baker Tilly must conduct these background checks for the "Triple Guarantee" to remain in effect.**)
- **Commitment to pursuing a diverse pool of candidates:** Baker Tilly will ensure diversity in our candidate pools. In your recruitment, we will use our established networks to make direct and personal contact with prospective minority and female candidates and encourage them to consider an opportunity with the City of Royal Oak.
- **Online application and communication system:** Baker Tilly utilizes an online application system to facilitate talent management for our clients. The system is designed to customize applicant flow and tracking, allowing for easy communication with applicants and an ability to conduct database inquiries for candidates based on characteristics important to the City, such as geographic location, specific experience, expertise and qualifications.

Finding candidates with the desired experience levels and specific knowledge of local government management trends can sometimes be challenging. Of equal importance, we want to ensure that your next City Manager is a "great fit" for Royal Oak and the community. Our professional background and many years of experience in recruiting local government managers will provide you with valuable insight into finding and selecting the best candidate.

Very truly yours,

BAKER TILLY US, LLP



Anne Lewis, Managing Director  
+1 (703) 923 8214 | [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)



Art Davis, Director  
+1 (816) 868 7042 | [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

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**Baker Tilly is responsive, interactive and produces the results they say they will. We are very pleased with the services they provide and consider Baker Tilly a leader among accounting and advisory firms.**

*Controller*



The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. Baker Tilly US, LLP is currently undergoing a restructuring of its organization which is anticipated to occur on or around June 1, 2024. Following the closing of such restructuring, all consulting and tax engagements will be performed by Baker Tilly Advisory Group, LP. All assurance engagements will continue to be performed by Baker Tilly US, LLP. © 2024 Baker Tilly US, LLP.

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# Executive summary

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*What makes Baker Tilly different from other firms? Our solution truly begins by listening to what the City of Royal Oak needs.*

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## **Understanding your needs to help achieve your objectives and mission**

We understand the City of Royal Oak is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City Manager.

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize colorful and informative marketing, recruitment and outreach strategies, and materials that present the City of Royal Oak as a thriving municipal organization that is and remains a high-quality community that exceeds the expectations of its residents and visitors. This naturally beautiful, family-friendly community perfectly blends an urban and suburban feel with an appealing downtown and remarkable trees, which is why Royal Oak is deemed the "City of Trees."

We recognize there is significant competition for experienced local government managers, leaders and executives today. For this reason, we collaborate with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. Successful recruitment often depends upon reaching successful executives who may not necessarily be searching for new employment opportunities or waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. We believe these efforts are essential to ensuring that your City Council receives and can select from many qualified candidates.

Baker Tilly manages and tracks applicant information and provides regular communication, updating the applicants on the status of each recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide your City Council with comprehensive details and information about each candidate we present, expanding beyond applications, cover letters, and resumes to understand better, compare and contrast individual professional experience, leadership traits and the management style they would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We also can provide you with a fully customized interview process to include suggested questions, interview day scheduling and planning as you deem necessary or appropriate. Additionally, the lead consultant is available to the City Council or its designee before, during and after each interview session and can facilitate your deliberations, employment offer, and negotiations with the individual you select as a finalist.

## Sharing our highly regarded executive recruitment process

We are prepared to tailor our service methodologies to your specific needs and develop real outcomes for your organization's challenges — as evidenced by our team's understanding of the City of Royal Oak and the distinctive factors that impact your organization. We will continue to deepen our understanding of the City's objectives and are ultimately dedicated to helping you achieve your mission.

State and local government clients like the City of Royal Oak are central to our executive recruitment practice, and we apply experience-based insight to help fill your recruitment needs. The following table details how we plan to address your needs in a valuable way.



One of the nation's  
largest executive  
level, local government  
candidate databases

TASKS	PROCESS
<b>1. Recruitment brochure development and advertising</b>	<ul style="list-style-type: none"> <li>• We schedule and meet with the City Council, appointed management team members and/or key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations, then use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.</li> </ul>
<b>2. Execution of recruitment strategy and identification of quality candidates</b>	<ul style="list-style-type: none"> <li>• Using your approved profile, we develop a colorful, informative and appealing brochure. Then, we embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile.</li> <li>• Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects we identify by building a detailed query into our searchable applicant database.</li> <li>• Using our applicant tracking system, we communicate with all applicants about the process, established timelines and the next steps.</li> </ul>
<b>3. Screening of applications, review of semi-finalists and selection of finalists</b>	<ul style="list-style-type: none"> <li>• Once we identify those applicants who most closely match your desired profile, we assign them several tasks, including our due diligence and candidate questionnaires, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and continuation in our process.</li> <li>• We also provide selected applicants with a link that will take them to our one-way video interview portal. The candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy related to your desired profile.</li> <li>• Once we gather the responses from the items listed above, we prepare and provide an electronic (PDF) Semi-Finalists Report listing 8 to 12 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters, due diligence and candidate questionnaire responses.</li> <li>• We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides additional information, including development needs, strengths, personality and behavior analysis. This tool provides information about each finalist, which we have found essential to the selection process.</li> </ul>

TASKS	PROCESS
<b>4. Background report checks, reference checks, social media presence, academic verifications</b>	<ul style="list-style-type: none"> <li>• We secure authorization from each finalist to conduct a comprehensive background records check and reports.</li> <li>• We obtain a list of up to 10 current or former supervisors, peers or direct reports from each finalist to contact as references.</li> <li>• We provide a report summarizing all responses to our customized reference questionnaire.</li> <li>• We verify academic credentials and professional certifications.</li> <li>• We conduct an exhaustive review of social and electronic media sites and other publications to identify any information relevant to the hiring of the finalists you interview.</li> <li>• We provide a comprehensive reference check and report for each finalist.</li> </ul>
<b>5. Final interview process</b>	<ul style="list-style-type: none"> <li>• Once you identify your finalists, we collaborate with your designated staff to design, prepare and provide technical support to ensure a smooth, effective and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we work with the selected finalist and your designated staff to finalize an employment agreement.</li> </ul>

**THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR RECRUITMENT NEEDS**

*We strive to distinguish ourselves from peer organizations.*

## Why Baker Tilly is ideally suited to serve Royal Oak

Baker Tilly has distinguished itself from public sector executive recruitment peers in many ways. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The City of Royal Oak deserves to collaborate with a provider that goes beyond checking your recruitment boxes through proactive, responsive insights, a tailored approach and communication. We encourage you to consider how the unique combination of our qualifications makes us the right fit to serve the City — today and for years to come.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
<b>Carefully structured process supported by technology</b>	<ul style="list-style-type: none"> <li>• Comprehensive and seamless process refined by years of interaction with local government, not-for-profit employers, and prospective candidates.</li> <li>• Leverage the search process with technology tools, including a video interview system, management/leadership style assessment analysis and online application platform.</li> <li>• Efficient management of candidate information and providing the City Council with unique information about each candidate's leadership and management style and ability to respond extemporaneously to video questions.</li> </ul>
<b>Public sector recruiting specialization and experience</b>	<ul style="list-style-type: none"> <li>• Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts.</li> <li>• Successfully recruited more than 1,700 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.</li> </ul>

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
<b>Thorough candidate evaluation</b>	<ul style="list-style-type: none"> <li>• Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the City of its access to established managers and rising stars.</li> <li>• Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.</li> </ul>
<b>Diversity in executive recruitment</b>	<ul style="list-style-type: none"> <li>• Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect.</li> <li>• Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations.</li> </ul>
<b>Delivering value for the City's budget</b>	<ul style="list-style-type: none"> <li>• Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits.</li> <li>• Work closely to meet the City's needs and any unexpected circumstances that may arise during your recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates.</li> </ul>
<b>Triple Guarantee</b>	<ul style="list-style-type: none"> <li>• Focus on assisting with your executive recruitment until you make an appointment.</li> <li>• Guarantee your executive recruitment for 12 months against termination or resignation for any reason — or we will come back to fill your City Manager position for no additional professional fee.</li> <li>• Commitment not to directly solicit any candidates selected under this contract for another position while employed with your organization.</li> </ul>
<b>Transparency and confidentiality</b>	<ul style="list-style-type: none"> <li>• No preconceived notions or expectations about the City and prospective candidates.</li> <li>• Work closely with the City to make sure the process is transparent.</li> <li>• Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants.</li> </ul>
<b>Keeping the City involved and minimizing disruption</b>	<ul style="list-style-type: none"> <li>• Comprehensive process incorporates the active participation of the City Council or appointing authorities at key steps in the process.</li> <li>• Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues.</li> <li>• City staff can focus on their primary and assigned functions while Baker Tilly manages the search process.</li> </ul>

**BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS**

*Royal Oak will benefit from our understanding of best practices within the executive recruitment space.*

# Meeting your needs with our resources

*Our firm has the reputation, resources and reach to address the challenges you face as a public sector organization — both now and in the future.*

## Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions to public sector clients. Baker Tilly is passionate about enhancing and protecting our clients' impact, which is a collective effort by everyone across our firm. **Our public sector team maintains a separate practice group of approximately 350 team members devoted to serving clients like you.** The City of Royal Oak will receive an exceptional executive recruitment experience. Below are some key facts about our firm and the resources we bring to your recruitment.



**550+**  
administrative  
recruitments



**1,700+**  
recruitments  
since 2000



**50+**  
office locations  
across the U.S.



**250+**  
workplace and  
culture awards

### COMPREHENSIVE EXPERIENCE TO SERVE YOU

*Royal Oak will receive support and guidance from a respected firm that continues to grow.*

Effective on or around June 1, 2024, all consulting and tax engagements will be performed by Baker Tilly Advisory Group, LP. All assurance engagements will continue to be performed by Baker Tilly US, LLP.

## Providing your engagement leadership

AUTHORIZED REPRESENTATIVE	ENGAGEMENT TEAM LEADER
Anne Lewis, Managing Director 8219 Leesburg Pike, Suite 800 Tysons, VA 22182 +1 (703) 923 8214   <a href="mailto:anne.lewis@bakertilly.com">anne.lewis@bakertilly.com</a>	Art Davis, Director 5440 West 110 <sup>th</sup> St, Suite 300 Overland Park, KS 66211 +1 (703) 923 8214   <a href="mailto:art.davis@bakertilly.com">art.davis@bakertilly.com</a>

## Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 90 years of dedication to our clients by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we continuously innovate and evolve to work better.



Our roots took hold in 1931 as a public accounting firm specializing in cannery factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and expanding our scope across industries, services and areas of expertise. One thing has not changed over time: **our shared passion for supporting our clients in achieving their purpose.**

## MEETING YOUR NEEDS WITH OUR RESOURCES

As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and adaptability, Baker Tilly will continue to become more connected to our clients, our people, our communities and our profession.

### Delivering specialized expertise to our public sector clients

**Baker Tilly has served state and local governments since our establishment more than 90 years ago. We are one of the few advisory CPA firms with a practice dedicated entirely to serving governmental clients.**

Unlike many other firms, Baker Tilly is organized by industry, not service line. What does this mean for Royal Oak? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in executive recruitment. The City will work with a knowledgeable team that understands your specific challenges and provides innovative solutions to help you overcome them.



State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. Recognizing this complexity and eagerness to serve as a true valued advisor to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago. **Today, more than 350 Baker Tilly professionals — including nearly 30 partners** — focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like Royal Oak.

Nationwide, our public sector practice serves nearly 4,000 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices.

### Public sector: Experience that matters



**4,000 public sector clients**



**90+ years of industry experience**



**Serving clients nationwide**

#### COMMITMENT TO THE PUBLIC SECTOR

*Baker Tilly has been in business for more than 90 years, and public sector entities were some of our first clients.*

## Sharing our organizational management and human capital services

### OUR COMBINED SERVICES INCLUDE:

• Executive recruitment	• Process improvement
• Executive coaching	• Strategic and business planning
• Executive performance assessment	• Service sharing and service consolidation
• Organization assessments	• Management services
• Organization development	• Financial planning, budgeting and analysis
• Performance management	

### MEETING ROYAL OAK'S HUMAN CAPITAL NEEDS

*Baker Tilly provides a full array of organizational management and human capital services designed to meet the unique needs of state and local governments.*

## Offering Michigan clients our local and firmwide resources

The state of Michigan is an important national center for business innovation and economic growth. Recognizing this strategic importance, Baker Tilly maintains a strong presence in Royal Oak's state, with two offices and more than 130 professionals to help clients in a wide range of industries enhance and protect their value. You will receive exceptional service from a qualified local team that can draw on our firm's broad national resources as your goals change or needs evolve.

### Michigan local presence



### LOCAL PRESENCE AND EXPERTISE TO SUPPORT ROYAL OAK

*The City can count on Baker Tilly's Michigan presence to offer you an in-depth understanding of economic conditions, knowledge of regional and state regulations, and on-the-ground assistance whenever needed.*

### Bringing an award-winning culture to your engagement

We're honored to be consistently recognized for the collective efforts of our team members to create an inclusive, collaborative and value-driven culture. The workplace honors Baker Tilly has received are evidence of our commitment to staff continuity and a dedicated team to serve the City of Royal Oak. In addition to national awards, Baker Tilly has been named one of "Metropolitan Detroit's Best and Brightest Companies to Work For" for four years in a row.

You will receive exceptional service from a qualified local team that can draw on our firm's broad national resources as your goals or needs evolve. We are well-versed in state regulatory requirements and value our local government clients throughout Michigan, including, but not limited to, the following entities:



#### RECENT MICHIGAN RECRUITMENT CLIENTS

• Allegan County	• Macomb County
• Ann Arbor	• Menominee County
• Bay City	• Michigan Education Association
• Charter Township of Kalamazoo	• Midland
• Columbus	• Muskegon
• Grand Rapids	• Novi
• Jackson Area Transportation Authority	• Troy
• Jackson County	• Wyoming

### Serving the City of Royal Oak effectively from anywhere

Your engagement team has the technology tools to support the City in meeting objectives from anywhere. None of this is new to our Baker Tilly professionals. We have led a borderless client service approach for many years and are adept at providing a seamless remote experience for all clients, whether they are down the street or on the other side of the country. Every Baker Tilly professional receives a laptop and remote access credentials to connect to our internal network resources from outside the office.

We leverage Microsoft Teams, our web conferencing software, to host remote meetings. It is almost as good as being in the same room and saves everyone time, cost and carbon footprint. This approach has been very successful for similar clients, and we will make sure it is successful for you.

The Baker Tilly executive recruitment team will work closely with the City's designated point of contact to develop methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may require virtual or telephonic meetings or interviews. Notwithstanding, we will creatively collaborate with your organization to gather and provide you with critical information essential to your hiring decisions.

## MEETING YOUR NEEDS WITH OUR RESOURCES



**Proactive, ongoing dialogue:** Frequent informal conversations, regular status meetings and periodic phone calls as questions arise help us to stay current with your needs and avoid last-minute surprises. As the engagement progresses, we will share findings, ideas and suggestions..



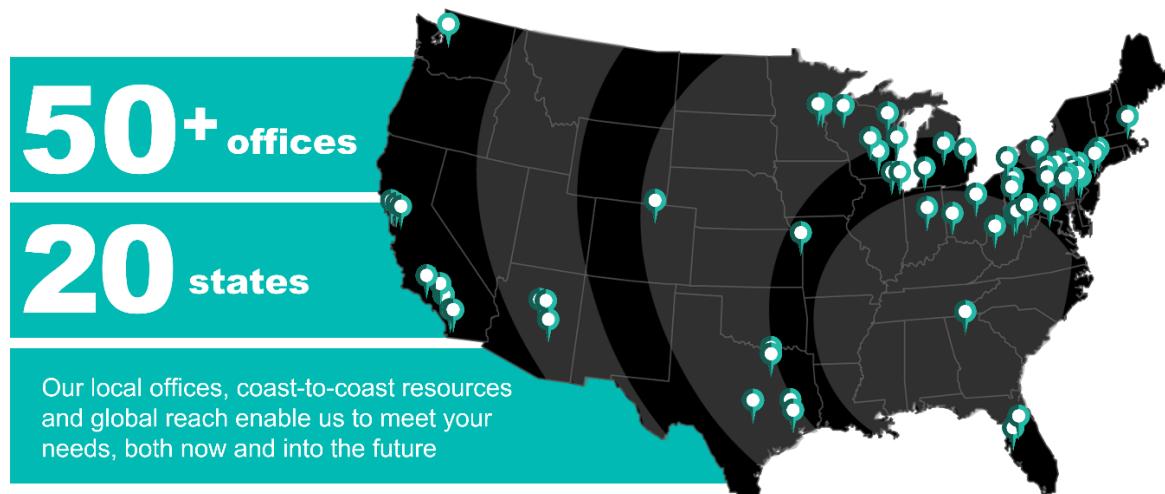
**Accessibility and responsiveness, with access to a local office:** Responsiveness is at the heart of our relationship, and your team members are committed to responding to most engagement requests within one business day.



**Leveraging technology:** Baker Tilly invests in innovation and technology tools to support real-time communication – both internally among Baker Tilly team members and with you as our client. Collaboration software tools such as Microsoft Teams allow for remote check-ins and the ability to work together anywhere, anytime and on any device.

### Offering our firmwide resources

Baker Tilly has over 50 U.S. office locations across 20 states.



#### PROVIDING A BREADTH AND DEPTH OF RESOURCES TO SERVE YOU

*Royal Oak will receive our best resources based on your unique needs, regardless of office location.*

### Sharing a culture of values with the City of Royal Oak to serve as the foundation of our lasting relationship

Our core values infuse our culture and drive the way we plan to work with the City. They are what we believe in and what we expect from each other. They guide our decisions, inspire our actions and impact how we do business. They are shorthand for what we stand for — and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. These core values are highlighted below.

## MEETING YOUR NEEDS WITH OUR RESOURCES

				
<b>BELONGING</b> <p>We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.</p>	<b>COLLABORATION</b> <p>We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.</p>	<b>INTEGRITY</b> <p>We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.</p>	<b>PASSION</b> <p>We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.</p>	<b>STEWARDSHIP</b> <p>We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.</p>

### SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

*Royal Oak and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.*

Belonging is a core value at Baker Tilly. It is who we are rather than what we do. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality. Inclusiveness and belonging empower us to achieve better business results. For more information on our firm's commitment to diversity, inclusion and belonging please refer to **Appendix A**.

# Providing executive recruitment services

*Our relationship-driven approach is led by an engagement team that delivers a cost-effective, quality engagement for Royal Oak. We will deliver executive recruitment solutions that address the City's underlying complexities and your unique goals.*

## Sharing the Baker Tilly executive recruitment process

### Task 1: Kickoff, marketing, recruitment and outreach

Developing a comprehensive recruitment brochure that includes a profile of the ideal candidate is an essential first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the candidate's success in the City Manager position. The recruitment brochure will also include a profile that captures the essence of the City of Royal Oak as a highly attractive venue for the successful candidate to live and work.

Your recruitment will be national and inclusive in nature, as we pursue a candidate pool of diverse, experienced and talented individuals.

To prepare the recruitment brochure, the engagement team leader will meet with the City Council, City staff and other designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your City Manager. We meet individually (or collectively, depending upon your preference) with members of the City Council to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and expectations for the City Manager.

Information from these meetings and our review of the job description and other City documents is used to prepare a position and candidate profile. The City will approve the completed profile before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates. [See example of a recruitment brochure in **Appendix B.**]

The project team will also work with the City to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates.

If required, our team will place ads in relevant professional publications, websites and local print media and coordinate with City staff to include information about the search on the City's social media platforms. Baker Tilly also has a high-traffic website with an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will consist of national, state, regional and local elements determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to promote the City Manager position further.

Baker Tilly places ads in professional publications, websites and local print media. We will work with Royal Oak to develop an advertising and marketing strategy to notify potential candidates about your City Manager position.

## PROVIDING EXECUTIVE RECRUITMENT SERVICES

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Position profile and recruitment brochure development</b>	<ul style="list-style-type: none"> <li>Baker Tilly meets with the City to receive information regarding the City's budgets, organizational charts, images, logos, etc.</li> <li>Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)</li> </ul>	2 weeks
<b>Approve brochure, begin advertising and distribute marketing letter</b>	<ul style="list-style-type: none"> <li>Brochure sent to City for final approval</li> <li>Begin advertising and distribution of recruitment brochure</li> </ul>	2 weeks

### Task 2: Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, potential candidates presented with the opportunity directly and in the proper manner may apply. We take pride in locating highly qualified candidates nationwide based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by creating a customized database utilizing our extensive, interactive applicant database for the City Manager position. This will allow the Baker Tilly team to customize applicant flow and tracking, communicate with applicants and conduct database inquiries for candidates based on characteristics important to the City, such as geographic location, particular experience, expertise and credentials.

While recruitment is underway, the engagement team will work with up to 10 subject matter specialists (SMS) who know what successful performance in the City Manager position looks like to reach a consensus on the ideal candidate's desired leadership and management style. We ask the SMS to complete a 30-minute online questionnaire. When aggregated, these responses generate a benchmark that prioritizes the key competencies, work values and leadership and management style attributes for this position, creating a framework for assessing candidate fit with the City. Later in the process, finalists are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in **Appendix C.**]

Each candidate submitting a resume is sent a timely acknowledgment by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and professionalism with which they are treated during our recruitments.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Execution of recruitment strategy and candidate outreach</b>	<ul style="list-style-type: none"> <li>Online data collection and profile development</li> <li>Development of an interactive, searchable applicant database for recruitment of your City Manager</li> <li>Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy</li> </ul>	4-5 weeks

PROJECT MILESTONE	DELIVERABLES	TIMELINE
	<ul style="list-style-type: none"> <li>Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics</li> </ul>	

### Task 3: Screening of applicants and recommendation of semi-finalists

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. We will then narrow the list to 8 to 12 semifinalists for your review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider. The finalists will be selected based on written questionnaires, early due diligence information, consultant phone interviews, and recorded and one-way video interviews.

Another unique aspect of our recruitment process is using a web-based one-way video interview. Each finalist has limited time to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. Each finalist then has 30 seconds to start responding and up to three minutes to respond to each of about three questions. This tool allows our team to understand better each candidate's ability to "think quickly." The one-way videos also allow us to evaluate the professional demeanor of each applicant. Our team will provide the City Council and the designated staff with a link to review.

You will have access to our Applicant List, which will provide pertinent data for each applicant.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"> <li>Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database</li> <li>Most promising applicants are asked to complete candidate questionnaires and provide due diligence information</li> <li>Media, internet and social media scan for information pertinent to future employment</li> <li>Top candidates identified as semi-finalists</li> <li>Semi-finalist report is prepared, including the brochure, applicant list, cover letter and resume of candidates to be considered</li> <li>Baker Tilly and the City Council review video interviews</li> <li>Project team leader meets with the City Council to review recommended semi-finalists</li> <li>City Council selects finalists for on-site interviews</li> <li>Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed</li> </ul>	2-3 weeks

#### Task 4: Conducting background checks, reference checks and academic verifications

Once the City Council has identified a list of “finalists,” Baker Tilly begins conducting reference checks, background records checks and academic verifications. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant’s qualifications, management style, leadership traits or characteristics and professional work performance.

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:	
• Consumer credit	• Bankruptcy
• City/county – criminal	• State district Superior Court – criminal
• City/county – civil litigation	• State district Superior Court – civil litigation
• Judgment/tax lien	• Federal district - criminal
• Motor vehicle driving record	• Federal district – civil litigation
• Educational verification	• Sex offender registry

##### REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

*Royal Oak will receive a report that thoroughly verifies each finalist’s background.*

**To ensure the overall quality standards of our process, we require a minimum of 10-15 business days between the time you identify finalists for interviews and the time we can provide you with our Final Report.**

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Design final process with the City for on-site interviews with finalists	• Baker Tilly confirms interviews with candidates	1-2 days
Background checks, reference checks and academic verifications	• Baker Tilly completes background records checks, reference checks and academic verifications of finalists	2-3 weeks

#### Task 5: Final interview process

Upon completing Task 4, we will work with your City Council and designated staff to develop the final interview process. We customize the process according to your needs, desired outcomes, position functions, preferences and directives. This may include steps that are important to you, our client. As such, the final interview process may consist of meetings with the department heads and the opportunity for a meet and greet with community members and individual tours of the City. We work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

Before the interviews, we provide documentation on each finalist, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The engagement team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. If asked, we will help the City Council develop a compensation package and related employment considerations and negotiate an employment agreement.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Final Report prepared and delivered to the City</b>	<ul style="list-style-type: none"> <li>Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions</li> </ul>	1 day
<b>On-site interviews with finalists</b>	<ul style="list-style-type: none"> <li>Interviews are scheduled</li> <li>The recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested</li> </ul>	1-2 days
<b>Offer made/accepted</b>	<ul style="list-style-type: none"> <li>If requested, Baker Tilly participates in candidate employment agreement negotiations</li> <li>Baker Tilly notifies candidates of the decision</li> <li>Baker Tilly confirms the final process; close out items with the City of Royal Oak</li> </ul>	1-2 days

## Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between Royal Oak's elected officials and the new City Manager. We offer the following fee-based supplementary services to encourage growth and positive change.

SUPPLEMENTARY POST-PLACEMENT SERVICES	
<b>Six-month check-in</b>	A facilitated session allows the new City Manager and the City Council to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations.
<b>Executive coaching</b>	Coaching can help improve communication, leadership, prioritization and other skills needed for peak performance. It also provides professional and personal counsel to a new manager.
<b>Performance evaluation plan</b>	An annual performance review process led by a third-party facilitator ensures valuable feedback, constructive dialogue and agreement on priorities. It can also strengthen the council/manager relationship.
<b>Management system review</b>	A structured review of the organization's management system identifies ways to increase efficiency and effectiveness. It is especially helpful for new City Managers because it provides an objective agenda for improvement.

We are happy to discuss these services with you and prepare a proposal for any desired services.

## Recruiting a diverse candidate pool for the City of Royal Oak

Baker Tilly's recruiting strategy for Royal Oak reflects our firm's core values and commitment to diversity, inclusion, belonging and societal impact. Our work begins long before we start collaborating with you to find the right candidate for your City Manager position. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to the role.

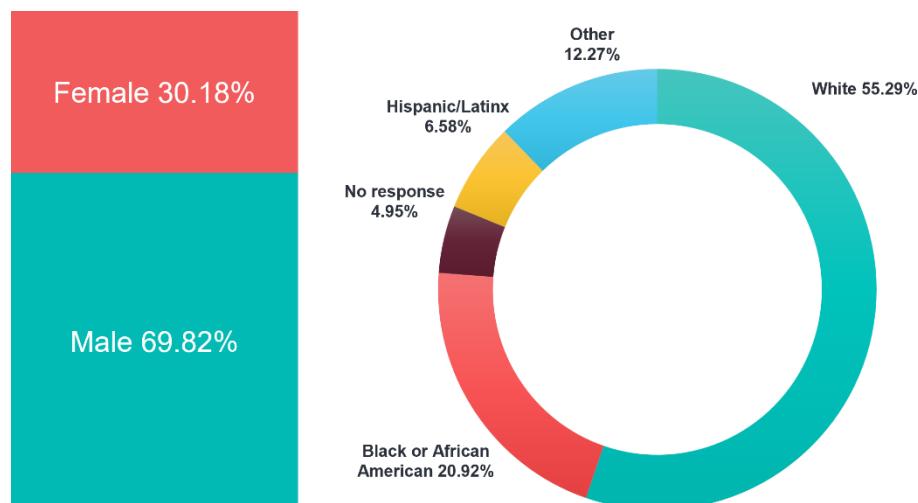
Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA's National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established networks to find candidates from a wide range of backgrounds, including those traditionally underrepresented in public sector hiring, and encourage them to consider Royal Oak's opportunity. Based on our performance record, prospective candidates trust that the Baker Tilly executive recruitment team will fairly consider each application based on their qualifications and the established profile.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation or any other legally protected status. As a leader in the executive recruitment industry, we take positive actions to prevent and remedy any discriminatory effects of business and employment practices.

Recruiting for diversity requires intentional and proactive efforts. These include:

- Advertising job postings that are inclusive and free from bias, using gender-neutral language and avoiding language that could discourage some populations from applying
- Reaching out to a wide range of communities and organizations and using various recruiting channels to help expand the slate of candidates
- Providing a welcoming and inclusive workplace culture within your city to attract and retain diverse talent

This past year, 95% of our applicants provided their race, and 98% shared their gender during the recruiting process. We saw a 3.05% increase in the number of Black/African American applicants, a 4.11% increase in the category of other races, and a 5.82% increase in female applicants over the same timeframe in 2022. The demographic breakdown of 852 candidates presented to our clients was as follows:



### DIVERSITY IN RECRUITMENT

*As evidenced by positive trends in our applicant diversity data, we are committed to broadening the candidate pool for your position by reaching out to a wide range of communities, organizations and prospective candidates.*

## Sharing our Triple Guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with hiring a highly qualified City Manager who matches the profile we developed to this end. We further define success by identifying and presenting a sufficient number of well-qualified applicants for the City Council to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer a trifold, industry-leading triple guarantee.

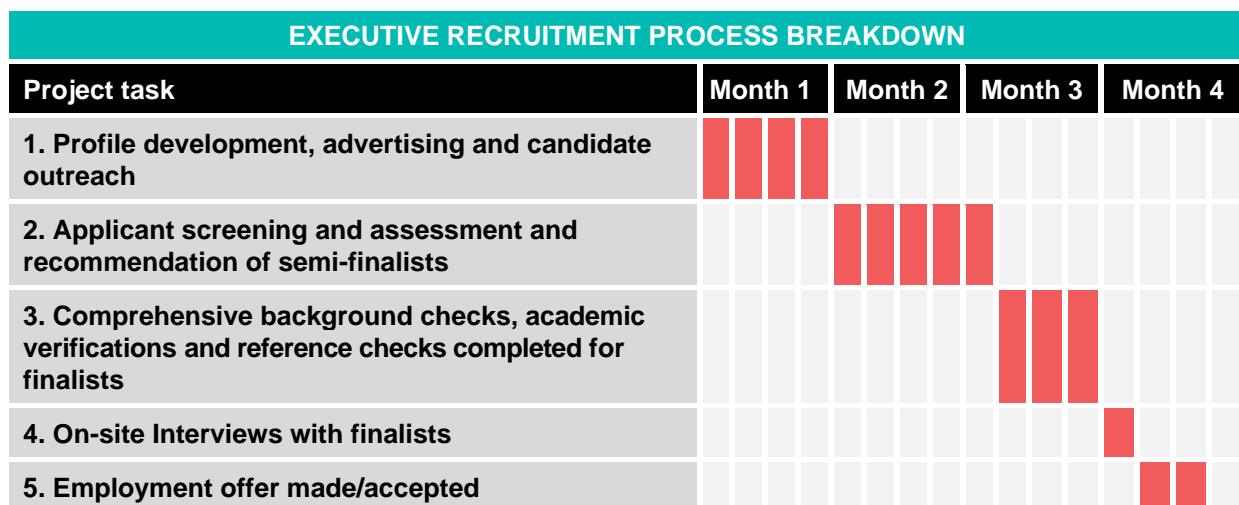
1. First, we commit to conducting your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. If you cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants to consider until you select a finalist.
2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee but will include project-related expenses. Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidate selected under this agreement for any other position while the candidate remains in your employment.

## Project timeline

*Royal Oak's time is valuable, and one significant way we will support the City is by delivering your services on time.*

## Co-developing a timeline to meet Royal Oak's deadlines

Below is an overview of our customized approach to successfully providing executive recruitment services to the City. During the client service plan development phase, we will collaborate with you to co-develop an agreed-upon service timeline that meets your needs and timing requirements. We intend to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. A typical timeline is 100-120 days from project kickoff to extending an offer of employment.



Executive Recruitment Process Timeline	
Project milestone	Deliverables
<b>Profile development, advertising and candidate outreach</b>	<ul style="list-style-type: none"> <li>Baker Tilly meets with City officials to develop candidate profile and recruitment brochure; City approves ad placement schedule and timeline</li> <li>Baker Tilly sends draft recruitment brochure to the City</li> <li>The City returns draft brochure (with edits) to Baker Tilly</li> <li>Baker Tilly begins recruitment advertising and marketing</li> <li>Online data collection and profile development</li> </ul>
<b>Applicant screening and assessment and recommendation of semi-finalists</b>	<ul style="list-style-type: none"> <li>Baker Tilly commences formal review of applications, and the most promising candidates will be asked to complete questionnaires</li> <li>Candidates complete recorded interviews online</li> <li>Baker Tilly completes a formal review of applications and sends selected resumes to the City Council for review</li> <li>Candidates' recorded interviews are presented</li> </ul>

EXECUTIVE RECRUITMENT PROCESS TIMELINE	
Project milestone	Deliverables
	<ul style="list-style-type: none"> <li>Baker Tilly meets with the City Council and recommends semi-finalists; City Council selects finalists for on-site interviews</li> <li>Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed</li> </ul>
<b>Comprehensive background checks, academic verifications and reference checks completed for finalists</b>	<ul style="list-style-type: none"> <li>Baker Tilly completes reference checks/background checks/academic verification on finalists</li> </ul>
<b>On-site Interviews with finalists</b>	<ul style="list-style-type: none"> <li>Baker Tilly sends documentation for finalists to the City Council</li> <li>The City Council conducts on-site interviews with finalists</li> </ul>
<b>Employment offer made/accepted</b>	<ul style="list-style-type: none"> <li>The City Council extends employment offer to the selected candidate</li> </ul>

**COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS**  
*Royal Oak's time is valuable. We will co-develop a timeline to provide the City's executive recruitment services on time.*

# Your Value Architects™

*Royal Oak will work with a consistent team of Value Architects™ who understand your organization and can add value from day one. The combination of your engagement team's executive recruitment experience and service knowledge translates into tangible results for the City.*

## Aligning key engagement team members with your goals

Within Baker Tilly, our executive recruitment team consists of 10 recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the City of Royal Oak organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2000, our combined consultant team has conducted more than 1,700 executive searches.

### 1,700+ recruitments

Your engagement team has conducted more than 1,700 successful recruitment projects since 2000.

The Baker Tilly engagement team will collaborate with the City Council and others designated as your technical advisor. As such, we conduct our recruitment process effectively, efficiently, transparently and professionally, consistent with "best practices" in the public sector executive recruitment space. Our agenda is clear; "our agenda is your agenda." Our objective is to generate a list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next City Manager.

We have structured the Baker Tilly engagement team to draw upon our 90-plus years of collective service to the public sector and to leverage Baker Tilly's experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. Our 45+ years of consulting experience, coupled with our unique approach and personal touch, drives our internal standard for delivering outstanding services and leading-edge results.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, which means a personal interest in the City of Royal Oak from some of our most experienced team members. Engagement team members are introduced on the following pages, and complete resumes are available in **Appendix D**.

## INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR ROYAL OAK

*Engagement leadership***Anne Lewis — Managing director**

8219 Leesburg Pike, Suite 800, Tysons, VA 22182  
 +1 (703) 923 8214 | [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)

Anne leads Baker Tilly's public sector executive recruitment team. Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She was also responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science and a Bachelor of Science from Shenandoah University.

*Consulting team***Art Davis — Director**

5440 West 110th Street, Suite 300, Overland Park, KS 66211  
 +1 (816) 868 7042 | [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

Art is a director in Baker Tilly's executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management. Art has served as a city administrator in Missouri and other local government positions in Kansas and Texas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas and a Bachelor of Arts in Political Science and Public Administration from William Jewell College.

**Patricia Heminover — Director**

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101  
 +1 (651) 223 3058 | [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets, leading organizational and process improvements, and successfully overseeing conflict resolution. Patty was South St. Paul Schools' director of human resources and finance before serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty has received a School Finance Award and technology leadership awards and helped establish Minnesota's first K-12 International Baccalaureate School District. She earned a Master of Education Administration from Minnesota State University.

## INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR ROYAL OAK

**Yolanda Howze, MPA, IPMA-SCP, SPHR, SHRM-SCP — Director**

205 North Michigan Avenue, 28<sup>th</sup> Floor, Chicago, IL 60601

+1 (312) 240 3401 | [yolanda.howze@bakertilly.com](mailto:yolanda.howze@bakertilly.com)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources with the City of University City, Missouri and director of human resources with the City of Bellaire, Texas. Before joining Baker Tilly, Yolanda was a senior consultant II with Gallagher's Human Resources Compensation & Consulting practice. She was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda's experience and competencies include full cycle recruiting and retention (including executive recruiting), total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a dual Bachelor of Arts in Psychology and Organizational Leadership from Maryville University in St. Louis and a Master of Arts in Public Administration and Policy Analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, IPMA-SCP. Her peers selected her as the 2015 Texas Municipal Human Resources Association (TMHRA) Human Resources Professional of the Year.

**Carol Jacobs — Managing Director**

18500 Von Karman Ave, 10th Floor, Irvine, CA 92612

+1 (949) 809 5588 | [carol.jacobs@bakertilly.com](mailto:carol.jacobs@bakertilly.com)

Carol is a managing director with Baker Tilly. She has held a wide range of roles across local government and consulting, including multiple stints as a city manager, and served most recently as assistant city manager of the City of Newport Beach, California. In that role, she had responsibility for functions as varied as fire, library, harbor, information technology, utilities and homelessness, with service as interim finance director and harbormaster. Carol also served as city manager for the Southern California cities of Eastvale and Stanton; as interim city manager for the City of Grand Terrace, California; and in a series of roles with increasing responsibility for the City of Costa Mesa, California. Carol's consulting experience includes managing a financial solutions practice area that served local governments, with responsibility for managing client needs, preparing financial studies, and conducting management and organizational reviews. She earned a Master of Public Administration with an emphasis in Finance and a Bachelor of Arts in Communications from California State University-Fullerton

## INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR ROYAL OAK

**Edward G. Williams, Ph.D. — Director**

17 Cowboys Way, Suite 800, Frisco, TX 75034  
 +1 (214) 842 6478 | [edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in Spanish.

*Supporting team***Michelle Lopez — Manager**

+1 (651) 223 3061 | [michelle.lopez@bakertilly.com](mailto:michelle.lopez@bakertilly.com)

Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle is crucial in ensuring that recruitment projects are completed thoroughly and on time. She has more than ten years of experience as a critical support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in Organizational Leadership.

**Karen Edwards, SHRM-CP — Senior Recruitment Analyst**

+1 (813) 915-5616 | [karen.edwards@bakertilly.com](mailto:karen.edwards@bakertilly.com)

Karen is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. She also manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements. Karen has more than 30 years of experience in human resources, administrative positions and customer service. She earned a Bachelor of Science in Business Administration—Human Resource Management from Western Governors University and is a Society for Human Resources-certified professional.

## INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR ROYAL OAK

**Diane Segulia — Recruitment Analyst**

+1 (651) 223 3094 | [diane.segulia@bakertilly.com](mailto:diane.segulia@bakertilly.com)

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. She is a team player who prides herself on delivering high-quality work. Diane joined Baker Tilly in 2015 as the receptionist. She joined the executive recruitment practice group as an administrative assistant in October 2019 and began her role as a recruitment analyst in June 2022. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.

**Carrie Thompson — Recruitment Analyst**

+1 (703) 923 8040 | [carrie.thompson@bakertilly.com](mailto:carrie.thompson@bakertilly.com)

Carrie is a recruitment analyst with Baker Tilly's executive recruitment practice group. She has more than four years of experience in recruiting coordination, including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carrie earned a Bachelor of Arts in Communication with a concentration in Media Production and Criticism from George Mason University.

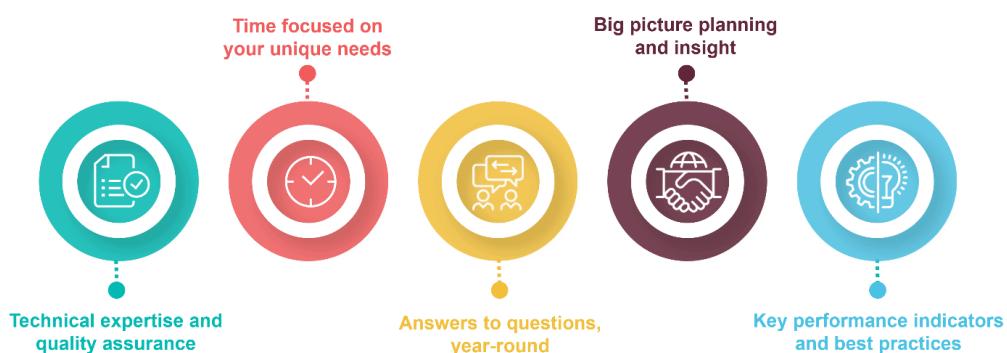
**ROYAL OAK WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY**

*All engagement team members are committed to Royal Oak's success. Their state and local government experience and service expertise translates into tangible results for the City.*

## Building trust and maximizing value with significant team member involvement

Your experienced engagement team members will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.

We are ready to serve you when you need us, where you need us and for as long as you need us. Whether it is an early-morning phone call or late-night email, we are here to give you peace of mind when it comes to executive recruitment. The graphic below details how we will build trust and maximize value with the City of Royal Oak.

**COLLABORATING WITH YOU AS YOUR TRUSTED TEAM**

*Your engagement team will be deeply involved in the engagement to give them an in-depth working knowledge of the City and processes to deliver value throughout our relationship.*

## Cultivating an engaging culture to offer a consistent state and local government team that will serve you for many years

We view our commitment to staff continuity as the cornerstone of building a lasting relationship with Royal Oak. You can expect to see the same engagement team members for additional recruitment services in the future.

Exceptional professionals thrive at Baker Tilly because we foster an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As evidence of our team member-focused culture, Baker Tilly proudly presents a variety of recognitions and awards.

EVIDENCE OF OUR TEAM MEMBER-FOCUSED CULTURE	
CULTURE AWARDS	INDUSTRY RECOGNITION
<p>Featured in <b>People</b> magazine's 2023 <b>Companies That Care</b> list, which recognizes companies who put their employees and communities first</p> 	<p>Recognized as one of America's Best Large Employers by <b>Forbes</b></p>  
<p>Certified as one of the <b>Best Workplaces in Consulting and Professional Services</b> — one of only 25 companies recognized on this list</p>  	   
<p>Acknowledged nationwide for building an inclusive workplace</p>  	<p>Ranked as a <b>top 10 accounting and advisory firm for workplace prestige and quality</b> on Vault Accounting's Accounting 50 list, with <b>culture</b> given as the number one reason team members join and stay at our firm</p> 
<p><b>250+ CULTURE AWARDS AND WORKPLACE RECOGNITIONS RECEIVED FIRMWIDE</b></p>	

### ADVANCING AN ENGAGING CULTURE

*Our commitment to attracting and retaining a top-quality workforce benefits Royal Oak through engaged team members and staff continuity.*

# Valuable perspectives

*We are always happy to provide references because it is important for you to talk with the organizations we serve. Our similar client base equals experience-derived insights for Royal Oak.*

## EXHIBIT A REFERENCES

### REFERENCE 1

COMPANY:	<u>City of Wyoming, MI</u>	CONTACT NAME:	<u>Kim Oostindie, Director of HR</u>
ADDRESS:	<u>1155 28th Street Southwest</u>	PHONE	
CITY, STATE	<u>Wyoming, MI 49509</u>	NUMBER:	<u>+1 (616) 295 0419</u>
ZIP:	<u>49509</u>	FAX NUMBER:	<u>+1 (616) 530 7200</u>
WEBSITE:	<u>www.wyomingmi.gov</u>	E-MAIL:	<u>kim.oostindie@wyomingmi.gov</u>
GOODS OR SERVICES PROVIDED:	<u>Recruitment of City Manager (2023)</u>		

### REFERENCE 2

COMPANY:	<u>City of Grand Rapids, MI</u>	CONTACT NAME:	<u>Rosalynn Bliss, Mayor</u>
ADDRESS:	<u>300 Monroe Ave</u>	PHONE	
CITY, STATE	<u>Grand Rapids, MI</u>	NUMBER:	<u>+1 (616) 889 1277</u>
ZIP:	<u>49503</u>	FAX NUMBER:	<u>+1 (218) 326 7608</u>
WEBSITE:	<u>www.grandrapidsmi.gov</u>	E-MAIL:	<u>rbliss@grand-rapids.mi.us</u>
GOODS OR SERVICES PROVIDED:	<u>Recruitment of City Manager (2018), Human Resource Director (2023), Deputy City Manager (2022) and Fire Chief (2016)</u>		

### REFERENCE 3

COMPANY:	<u>City of Overland Park, KS</u>	CONTACT NAME:	<u>Kristy Stallings, Deputy City Manager</u>
ADDRESS:	<u>8500 Santa Fe Dr</u>	PHONE	<u>+1 (816) 679 0608</u>
CITY, STATE	<u>Overland Park, KS</u>	NUMBER:	<u>+1 (913) 971 8701</u>
ZIP:	<u>66212</u>	FAX NUMBER:	<u>+1 (913) 890 1500</u>
WEBSITE:	<u>www.opkansas.org</u>	E-MAIL:	<u>curt.skoog@opkansas.org</u> <u>kristy.stallings@opkansas.org</u>
GOODS OR SERVICES PROVIDED:	<u>Recruitment of a City Manager (2022) and Chief Information Officer (2019)</u>		

## Providing similar services to clients

Following is a list of relevant public sector executive recruitments delivered by the Baker Tilly team.

LIST OF RELEVANT PROJECTS: PRESENT — 2019			
Year	Client	State	Recruitment
2024	Carrboro	NC	Town Manager
2024	Lexington	VA	City Manager
2023	Belle Meade	TN	City Manager
2023	Bemidji	MN	City Manager
2023	Carrboro	NC	Assistant Town Manager
2023	Corpus Christi	TX	Assistant City Manager
2023	Fargo	ND	City Administrator
2023	Fernley	NV	City Manager
2023	Freeport	ME	Town Manager
2023	Greenbelt	MD	City Manager
2023	Highland Park	TX	Town Administrator
2023	Huber Heights	OH	City Manager
2023	Midland	TX	City Manager
2023	Morehead City	NC	City Manager
2023	Perrysburg	OH	City Administrator
2023	Portland	ME	City Manager
2023	Spartanburg	SC	Assistant City Manager
2023	Warrenton	VA	Town Manager
2023	West Fargo	ND	City Administrator
2023	Wyoming	MI	City Manager
2022	Apex	NC	Assistant Town Manager
2022	Beaumont	TX	City Manager
2022	Belton	MO	City Manager
2022	Branson	MO	City Administrator
2022	Brevard	NC	City Manager
2022	Buda	TX	City Manager
2022	Denton	TX	City Manager
2022	Evans	CO	City Manager
2022	Golden	CO	City Manager
2022	Harrisonburg	VA	City Manager
2022	Hastings	NE	City Administrator
2022	Hutchinson	KS	City Manager
2022	Joplin	MO	Assistant City Manager
2022	Kinston	NC	City Manager
2022	La Marque	TX	City Manager
2022	Minnetrista	MN	City Administrator
2022	Oak Hill	TN	City Manager

LIST OF RELEVANT PROJECTS: PRESENT — 2019			
Year	Client	State	Recruitment
2022	Oakland	CA	Deputy City Administrators
2022	Overland Park	KS	City Manager
2022	Plain City	OH	Village Administrator
2022	Port Arthur	TX	Assistant City Manager
2022	Salisbury	NC	City Manager
2022	Shorewood	MN	City Administrator
2022	Spicer	MN	City Administrator
2022	Staunton	VA	City Manager
2022	Westminster	CO	City Manager
2022	Willmar	MN	Assistant City Admin/City Operations Director
2021	Carrboro	NC	Town Manager
2021	College Park	MD	City Administrator
2021	Corpus Christi	TX	Assistant City Manager
2021	Evansville	WI	City Admin/Finance Director
2021	Grand Rapids	MI	Deputy City Manager
2021	Greeley	CO	City Manager
2021	Inver Grove Heights	MN	City Administrator
2021	Kimball	NE	City Administrator
2021	Long Grove	IL	Village Manager
2021	Louisville	CO	City Manager
2021	Moline	IL	City Administrator
2021	Riverside	OH	City Manager
2021	Rockville	MD	Deputy City Manager
2021	Shakopee	MN	Assistant City Administrator
2021	Sidney	OH	City Manager
2021	Woodlawn	OH	Village Manager
2020	Clayton	OH	City Manager
2020	Fairmont	MN	City Administrator
2020	Front Royal	VA	Town Manager
2020	Herington	KS	City Manager
2020	Kansas City	MO	City Manager
2020	Maple Plain	MN	City Administrator
2020	Matanuska-Susitna Borough	AK	Borough Manager
2020	Middletown	OH	City Manager
2020	Missouri City	TX	City Manager
2020	Moose Lake	MN	City Administrator
2020	Oakdale	MN	City Administrator
2020	Rochester	MN	City Administrator
2020	Scottsbluff	NE	City Manager
2020	Springdale	OH	Asst City Administrator

LIST OF RELEVANT PROJECTS: PRESENT — 2019			
Year	Client	State	Recruitment
2020	St. Joseph	MO	City Manager
2019	Beeville	TX	City Manager
2019	Cloquet	MN	City Administrator
2019	Forest Park	OH	City Manager
2019	Hobbs	NM	City Manager
2019	Lake Lotawana	MO	City Administrator
2019	Minerva	OH	Village Administrator
2019	Norman	OK	City Manager
2019	Paris	TX	City Manager
2019	Park City	KS	City Administrator
2019	Port Arthur	TX	City Manager
2019	Santa Fe	NM	City Manager
2019	Willmar	MN	City Administrator

# Value for fees

*Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving Royal Oak's objectives.*

## Delivering a professional fee estimate for the City of Royal Oak

We are excited about the opportunity to work with Royal Oak and have prepared the below fee estimate to meet the City's needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-ons or startup charges.

The all-inclusive professional fee includes the cost of professional services by the engagement team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, candidate background, reference and academic verification checks and travel expenses for on-site visits. Baker Tilly is not responsible for candidates' travel expenses to client location for on-site interviews. Clients generally manage these matters directly with the finalists.

Baker Tilly will bill for this engagement in four installments: 30% upon execution of this agreement, 30% at Phase I, 30% at Phase II, and 10% upon acceptance of an employment offer by the finalist. The fee is not contingent. If you terminate this engagement before completion, Baker Tilly shall invoice the City for any unpaid portion of the fee.

Baker Tilly reviews rates annually to ensure alignment with industry and economic factors. Baker Tilly reserves the right to, once annually, revise its rates to the lower of 3% or the change in the Consumer Price Index (CPI) for the twelve-month period ending with the month preceding such annual anniversary date.

Feel free to direct all questions regarding the professional fee and project-related expenses to Art Davis via email at [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com) or via phone at +1 (703) 923 8214.

PROPOSED SERVICES	
<b>Phase I</b>	
<b>Task 1</b> — Candidate profile development/advertising/marketing	
<b>Task 2</b> — Identify quality candidates	
<b>Phase II</b>	
<b>Task 3</b> — Screening of applications and submission of recommended semi-finalists to the client	
<b>Task 4</b> — Reference checks, background checks and academic verifications	
<b>Phase III</b>	
<b>Task 5</b> — Final process/on-site interviews with finalists	
<b>Conclusion</b>	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
<b>TOTAL ALL-INCLUSIVE FEE*</b>	<b>\$26,950</b>

PROPOSED SERVICES	FEES
<b>Phase I</b>	
<b>Task 1</b> — Candidate profile development/advertising/marketing	<b>\$6,190</b>
<b>Task 2</b> — Identify quality candidates	<b>\$4,390</b>
<b>Phase II</b>	
<b>Task 3</b> — Screening of applications and submission of recommended semi-finalists to the client	<b>\$6,280</b>
<b>Task 4</b> — Reference checks, background checks and academic verifications	<b>\$3,500</b>
<b>Phase III</b>	
<b>Task 5</b> — Final process/on-site interviews with finalists	<b>\$6,590</b>
<b>Conclusion</b>	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
<b>TOTAL ALL-INCLUSIVE FEE*</b>	<b>\$26,950</b>

## VALUE FOR FEES PAID

*Royal Oak can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.*

OPTIONAL SERVICES FOR CONSIDERATION	Fee
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify critical issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.	2,000
On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill Royal Oak at an hourly rate of \$300, plus expenses for additional work requested explicitly by your organization outside this project's scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.	\$300 per hour plus expenses

## BAKER TILLY CAN PROVIDE ADDITIONAL SERVICES TO BENEFIT YOU

*Royal Oak may benefit from the additional services we offer. No additional services will be billed without the express consent and agreement with the City.*

## Providing our standard hourly rates

When non-routine matters arise outside the scope of the engagement, we will base our fees on our standard rates. We will provide an estimate in advance of the time and expense necessary to achieve your objectives. Final billings are always evaluated in light of the value delivered. Our standard hourly rates are located below.

STANDARD HOURLY RATES	
Staff level	Hourly rate
Managing Director	\$575
Director	\$475
Manager	\$295
Senior Analyst	\$230
Analyst	\$185

#### BAKER TILLY'S STANDARD HOURLY RATES

We will base additional services on our standard hourly rates. We will always tell you if the assistance you need is out of scope and never perform additional work without approval.

## Negotiations

If selected, we will provide the City of Royal Oak with our standard engagement terms. Should the City wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

## Supporting the City of Royal Oak with our value-for-fees approach

We will provide high quality service for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.



#### COMMITMENT TO VALUE FOR FEES

Royal Oak can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.

# **Appendix A: Prioritizing diversity, inclusion, belonging and societal impact (DIBS)**

## Prioritizing diversity, inclusion, belonging and societal impact (DIBS)



MEET SHANE LLOYD,  
DIBS STRATEGY LEADER

*In his role as chief diversity officer at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards.*

At Baker Tilly, DIBS is who we are rather than simply what we do. We celebrate and value the identities, perspectives and contributions of every person. As we empower our team members to grow and bring their talents to the table, we discover opportunities to achieve better results for Royal Oak. We hire people who bring new perspectives and experiences, including our Chief Diversity Officer, Shane Lloyd, who joined Baker Tilly as DIBS strategy leader in 2021.

Baker Tilly's DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. This cross-section of leaders across our firm oversees our strategy — from inclusion-related communications to accountability measures for our key diversity goals and coordination of our DIBS ecosystem.

Our new, ambitious goals center around our structural pillars of diversity, inclusion, belonging and societal impact — embedding this work ever more deeply into the day-to-day workings of our business. Our DIBS ecosystem includes an array of groups, initiatives and deep networks of committed team members. [Learn more here.](#)

### DIBS communities and signature initiatives

#### Activate team member network



potential and contribute to a more accessible workplace.

Our core value of belonging reflects our commitment to creating a diverse and inclusive workplace for everyone. Bolstering this core value is Activate, our newest team member network. Activate's mission is to unite and empower team members who are neurodiverse or have physical disabilities to reach their full

#### Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions and enhances the retention of women at all firm levels.

#### NexGen: Joining workforce generations



With NexGen, we aim to empower the next generation of team members to collaboratively engage in our firm's progress while promoting an overall investment in our future.

#### PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace.

**Supporting Opportunity, Advancement and Recognition (SOAR)**



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Within SOAR, our team team-member-led Black, Latinx and Asian American and Pacific Islander (AAPI) communities provide spaces for conversation, relationship-building and engagement.

**Baker Tilly Foundation**



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation supports causes within key pillars, including human services organizations that advance well-being, equity and inclusion.



# Appendix B: Sample brochure



# CITY MANAGER

## CITY OF WYOMING, MICHIGAN

First Review of Applications: March 8, 2023



PUBLIC SECTOR EXECUTIVE RECRUITMENT

## THE COMMUNITY

The City of Wyoming, Michigan (pop. 76,574), located in Kent County, is the second most populated community in the Grand Rapids metropolitan region of 1.1 million and offers a high quality of life to its residents and the surrounding communities. The City Council's vision for Wyoming is "a diverse, strong, and authentic community where all individuals have the opportunity to thrive." The city is located only 20 minutes from the award-winning Gerald R. Ford International Airport, 30 miles from beautiful Lake Michigan, and approximately two and a half hours from Detroit and Chicago.

The region boasts award-winning cultural and family activities such as the Gerald R. Ford Presidential Museum, art and children's museums, symphony, ballet, theater, and opera, the DeVos Convention Center and Performance Hall, the Van Andel Arena, the John Ball Zoo, an AHL hockey team and High-A baseball team, 18 colleges and universities, farmers markets, breweries, restaurants, shopping, parks, hiking and biking trails, beaches, and camping.

Wyoming has a growing population and is currently Michigan's 14th largest community and western Michigan's fourth largest industrial tax base, with a good mix of industrial, commercial, and residential property.

Through the creation of the Wyoming [re]Imagined Master Plan, the city aims to improve the quality of life for Wyoming's residents by articulating a cohesive vision and directing future growth and the allocation of resources in a strategic and equitable manner. Additionally, the proposed Wyoming City Center will reestablish 28th Street as a destination that creates a sense of place while supporting local businesses, providing additional housing, and bringing new jobs to the community through private development. As an active business community, the Wyoming-Kentwood Chamber of Commerce is an important part of developing business relationships in the area.

Wyoming has grown to have a diverse cultural base. Within the city are six public school districts, several parochial and charter schools, and a variety of faith-based communities. Amenities within the City of Wyoming include a YMCA, the University of Michigan Health-West hospital and health system, as well as many satellite centers for other highly respected regional health systems.



## THE COMMUNITY

The city provides vibrant and engaging options for recreation and entertainment, including many bikeway trails, along with 21 city parks on 655 acres, with access to the 1,400-acre Millennium Park near city borders. Metro Cruise and Concerts in the Park are two community events that are enjoyed by residents and bring visitors and business opportunities to the community. In addition to its parks, the city has a Senior Center that is an area mecca for community activities, particularly those focusing on older adults. A branch of the Kent District Library, a 17-district public library system, of which the city was a founding member, occupies an eclectically designed city building.

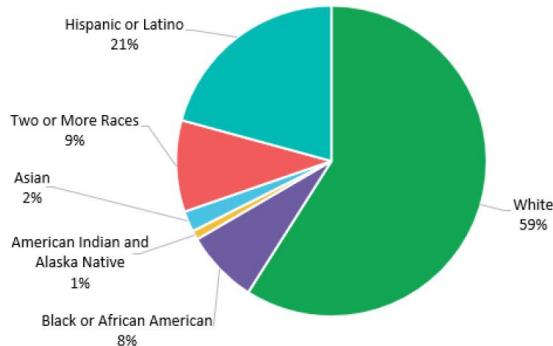
All this can be found in a region that is proud, independent, and growing. To learn more about the city, please visit the website at: <https://www.wyomingmi.gov/>.



## The City at a Glance

Population: 76,749  
FY 2022-23 budget: \$113,797,409  
Credit rating: A+ by S&P  
Full-time employees: 370  
Part-time employees: 170  
Geographic area: 24.5 sq. miles  
Miles of roads: 275  
Utility plants: 2 (water and wastewater)  
Public transit routes: 21  
Park land: 21 city parks on 655 acres  
Recreation programs: 300 (varies annually)

## Demographics of the City



U.S. Census 2021: <https://www.census.gov/quickfacts/wyomingcitymichigan>

### Mission

*Our mission at the City of Wyoming is simple: community, safety, stewardship.*

### Vision

*A diverse, strong, and authentic community where all individuals have the opportunity to thrive.*

## THE ORGANIZATION

The city has a council-manager form of government. The Mayor and three Council members are elected on a non-partisan ballot by the city at-large, and three Council members are elected by wards. The City Council adopts city ordinances, appoints members to boards and commissions, and approves the annual city budget. The City Council appoints the city manager, city clerk, comptroller, and city attorney. The city manager serves as the city's chief administrative officer. Except for the purpose of inquiries, the City Council addresses administrative services through the city manager. The Mayor has additional responsibilities as the official head of the city, representing the city at various government functions on a local, state, and national basis.

The city provides the following services as authorized by charter: public safety (fire and police), highways and streets, water and wastewater systems, public improvements, planning and zoning, courts, elections, and general administration services. City departments include the city manager's office, human resources, finance, purchasing, assessing, treasury, information technology, city clerk, parks and recreation, community and economic development (planning, inspections, economic development, CDBG), public safety (police and fire), city attorney's office, public works (public service, traffic, engineering, fleet services), and utilities (wastewater and drinking water treatment plants). The city is also a co-employer for the 62-A District Court and the Wyoming Housing Commission.

The city currently employs approximately 370 full-time and 170 part-time employees who pursue the city's mission of "community, safety, stewardship" each day in service to the residents of the City of Wyoming. Full-time employees are represented by one of five bargaining units (Administrative and Supervisory Employees Association, City Employees Union, Firefighters Association, Police Officers Labor Council Wyoming Division, and Police Officers Labor Council Wyoming Command Division). The city also employs 23 full-time at-will employees who have individual employment agreements.

The city's fiscal year is July 1 to June 30, and the FY2023 budget is comprised of 23 funds and \$113.7M in expenditures, not including the pension, OPEB, or self-insurance funds. The budget and CAFR are available on the finance department page of the city's website at <https://www.wyomingmi.gov>.

Wyoming is renowned for its strong infrastructure system, including roads and utilities. The utility department is comprised of award-winning drinking water and wastewater treatment facilities and systems which continue to innovate and implement improvements. Wyoming's drinking water treatment facility provides water to over 240,000 people in 12 communities.

The department of public safety: police division has received the internationally respected Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation and serves residents with a philosophy of community-oriented policing, and partnerships with schools, businesses, and local, state, and federal police agencies. Wyoming's police department was reaccredited by CALEA in 2022. Of the nearly 18,000 law enforcement agencies nationwide, our department is one of only 770 agencies to receive this accreditation and only one of 12 in Michigan.



## THE CITY MANAGER POSITION

Appointed by the City Council, the city manager functions as the chief administrative officer of the city, administers the policies and decisions made by Council, and oversees the day-to-day operations of the city government. The city manager coordinates the official business of the organization and prepares, submits, and administers the council-approved annual budget and capital improvement programs.

The City of Wyoming works in a highly collaborative civic environment which requires close communication and cooperation with partnering stakeholders. Some of the external partnerships include the Kent County Dispatch Authority, The Grand Valley Metro Council, Urban Managers and Mayors group (Metro 6), Grand Valley Regional Biosolids Authority, the Rapid public transit system, and the Kent County Waste-to-Energy Board.

The current city manager has served the city for over 26 years, 22 of them as city manager, and will be retiring in February 2023. The city manager reports to the City Council and supervises 12 executive-level positions. The city manager ensures compliance with laws and ordinances and is expected to attend all regular Council meetings with the right to take part in discussions and make recommendations. The city manager keeps the Council advised as to the city's financial condition along with any future needs of the organization. Currently, the charter offices of comptroller and city manager are combined by ordinance.





## DESIRED ATTRIBUTES

The City of Wyoming is seeking a visionary, open-minded, approachable leader with a proven track record of managing a multi-faceted, high-performing organization. This leader will:

- Be approachable, open to listening to divergent perspectives, and willing to explore innovative ideas and partnerships.
- Have the conviction to make unpopular recommendations and facilitate dialogue on complex issues being considered by the City Council.
- Possess the necessary listening and communication skills, emotional intelligence, and political aptitude to anticipate and address City Council, staff, and community concerns.
- Possess the highest ethical standards and integrity and be adept at building and maintaining trusting relationships while balancing competing values and championing the public good.
- Be someone who works, leads, and manages in a collaborative manner and can work with Council members, staff, civic leaders, residents, and the business community to identify and implement strategic goals.
- Be an effective team builder focused on continuing the city's successful efforts in employee leadership development and succession planning. Skills in organizational development and building a strong leadership team are equally important. Experience in conflict resolution and working effectively with employee labor groups will also be an advantage.
- Possess experience in municipal finance and budgeting, with an ability to lead and manage a multi-faceted full-service organization.
- Have a record of success working on economic development projects and be knowledgeable about planning and development, land use, and housing. The city manager will be expected to effectively negotiate on behalf of the city with developers, neighborhood groups, and other governmental and nonprofit agencies.
- Preferably have experience working for a similar sized municipal or county organization or an organization of similar complexity in an executive and management capacity.
- Be comfortable in articulating policy discussions relating to issues of equity, diversity, and human relations – and possess the confidence and facilitation skills to bring a variety of diverse groups of people together.

## LEADERSHIP OPPORTUNITIES & PRIORITIES

**The city manager will provide dynamic organizational leadership, working with the executive leadership team to respond to the City Council, residents, businesses, and employees. During the first 12 to 18 months, the next city manager will be asked to address the following priorities:**

**Strategic Planning**—Facilitate and implement strategic planning and goal setting with the City Council to provide greater clarity of vision, priorities, and goals based on the city's current strengths, weaknesses, and opportunities.

**Community and Economic Development**—Assess, define, and forecast the city's economic development goals, challenges, and benchmarks including innovative approaches, policies, and programs to improve the city's long-term economic vitality.

**Organizational Development**—Assess current organizational structures to identify opportunities to enhance and improve organizational culture, efficiency, and effectiveness. This includes reviewing and pursuing methodologies focused on enhancing employee retention and recruitment and using best practices focused on improving organizational excellence.

**Budget and Future Revenue Enhancement / Sustainability**—Assess short and long-term financial trending of all revenue and expenditure sources and related policies and make recommendations of possible realignment to policies, cost recovery models and measurement systems to improve long-term sustainability, transparency, and alignment with strategic goals.

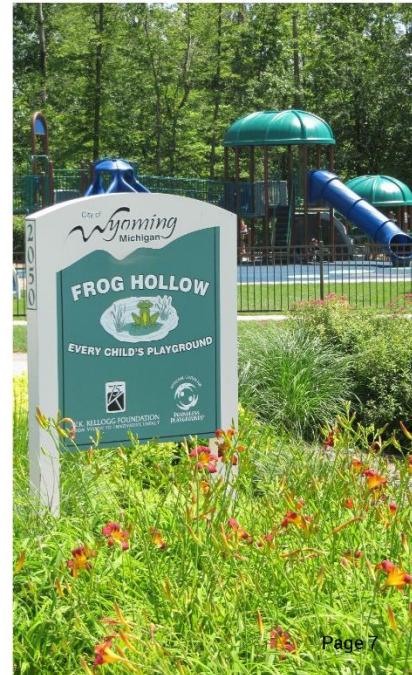
**Enhanced Communications Strategies**—Maintain existing strengths and continue to improve relations with the county, school districts, businesses, community organizations, municipal employees, and city council by reaching out to communicate issues of mutual interest in a transparent and sustained way. Work to fully develop and expand Wyoming's overall communications strategy, including exploration of a city-centric mobile app. Complete and roll out the city's updated branding strategy project.

**The new city manager will have the opportunity to lead and implement many existing and new projects and initiatives, including the following:**

**City Center Project**—The City of Wyoming has started the first phase of the engineering work for the \$55 million City Center project located on 28th Street near City Hall to create a “sense of place” and provide a gathering space for the community. The city manager will be responsible for project oversight including funding, contracting, and property acquisition.

**Site 36**—Since the 2009 closing of the former GM metal stamping plant, Wyoming worked cooperatively with myriad private and public parties for demolition, environmental remediation, and redevelopment of a 90-acre site. A city-owned community marketplace on 5 acres of the site is anticipated to be part of the redevelopment. \$90 to \$125 million of industrial development on the remainder of the site will result in hundreds of new jobs and an expanded tax base.

**Water Transmission Main**—The city is constructing a third water transmission main from Lake Michigan, to continue to serve the growing population of Wyoming and the 11 other communities served by the distribution system. The city manager will work with departments and stakeholders to provide financing and direction on the project.



## EDUCATION AND EXPERIENCE

The ideal candidate will possess a bachelor's degree in public administration, business, finance, or a related field and a minimum of 10 years of closely related professional experience, including 5 years of progressively responsible experience as a city manager, assistant city manager, or department director. A graduate degree in public administration and 5 years of progressively responsible experience in an organization of comparable size or of similar service delivery complexity is preferred. The selected candidate will possess significant experience in municipal finance, budgeting, and economic development and have a strong grasp of land use and planning and zoning concepts. Any equivalent combination of education and experience that provides the required knowledge, skills, and abilities will be considered. Having a Michigan driver's license, or the ability to obtain one, is required. The future city manager will be strongly encouraged to reside within Wyoming city limits.

## COMPENSATION AND BENEFITS

The City of Wyoming offers a market-competitive salary range from **\$175,000** to **\$215,000**, depending on the selected candidate's qualifications and experience. The City of Wyoming provides an excellent benefits package which includes paid vacation, sick and holiday leave, and a full range of insurance benefits. The city contributes 8% to a Defined Contribution Plan, 4% of the average of the participants wages to a Post-Employment Health Plan (PEHP), a comprehensive health insurance plan (PPO) administered by Priority Health, dental insurance, vision insurance, life insurance, longevity pay, and an employee assistance program. Vehicle use, relocation reimbursement, and a performance bonus will be negotiated on a case-by-case basis.



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## APPLICATION AND SELECTION PROCESS

We invite qualified professionals to apply by visiting the link below:

**<https://www.governmentjobs.com/careers/bakertilly>**

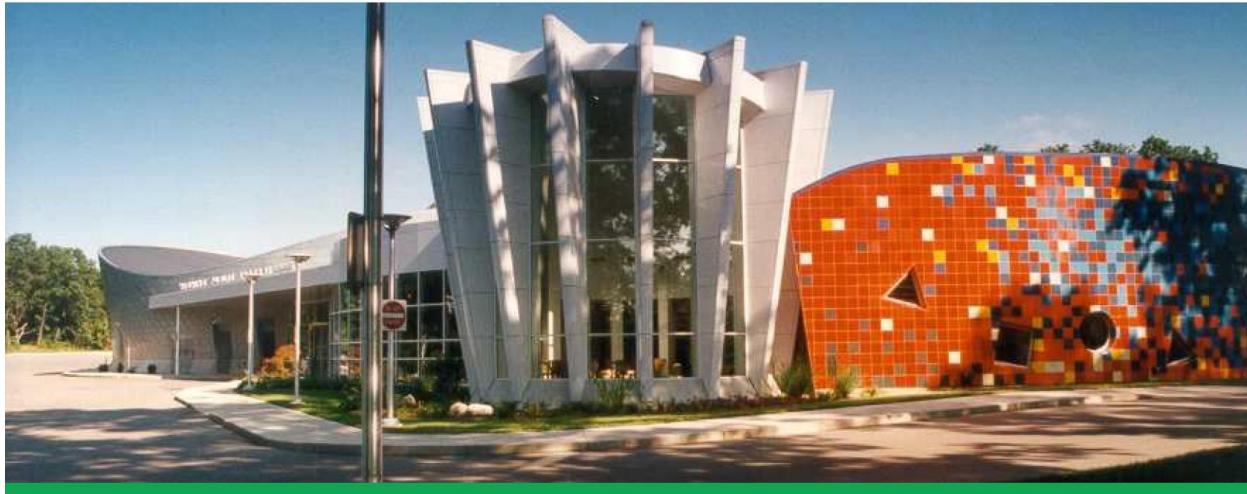
This position is open until filled; first review of candidates will take place on **Wednesday, March 8, 2023**.

Following the first review date, the lead consultant will evaluate all applications against the posted qualifications and may invite a select number of applicants to complete additional assignments or participate in virtual or in-person interviews. This announcement will remain posted, and we will continue to accept applications until the city extends an offer to one finalist. Our process requires the expressed authorization by an applicant to conduct a criminal, civil, driving, and credit checks, academic verification, and to contact references. Pursuant to state or local laws governing access to public records, all information submitted and associated with an individual's applications, including resumes and cover letters, may be subject to public disclosure.

For more information, please contact [Art.Davis@Bakertilly.com](mailto:Art.Davis@Bakertilly.com) or call (816) 868-7042.

To learn more about the City of Wyoming, please see their website at  
<https://www.wyomingmi.gov/>

The City of Wyoming is an Equal Opportunity Employer (EOE) and values diversity at all levels of its workforce.



5440 West 110th Street | Overland Park, KS | 816-333-7200 | [bakertilly.com](http://bakertilly.com)



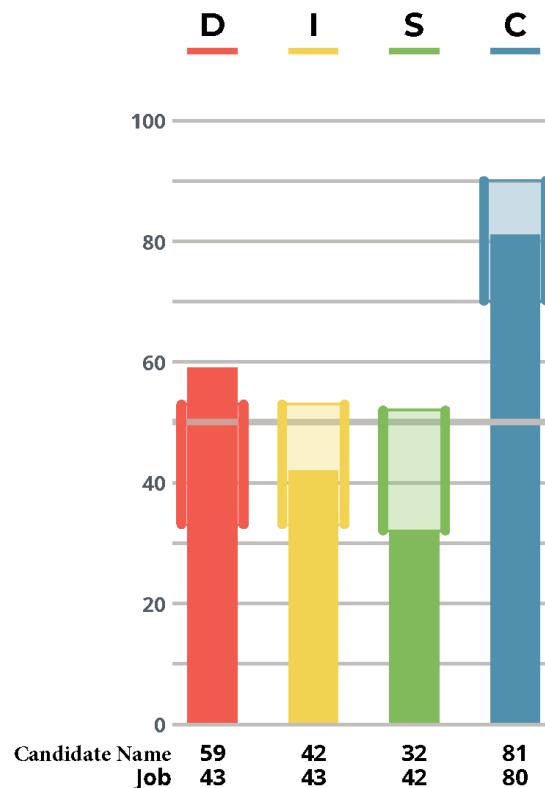
# Appendix C: Sample TTI report

# Workplace Behaviors®

## Candidate Name

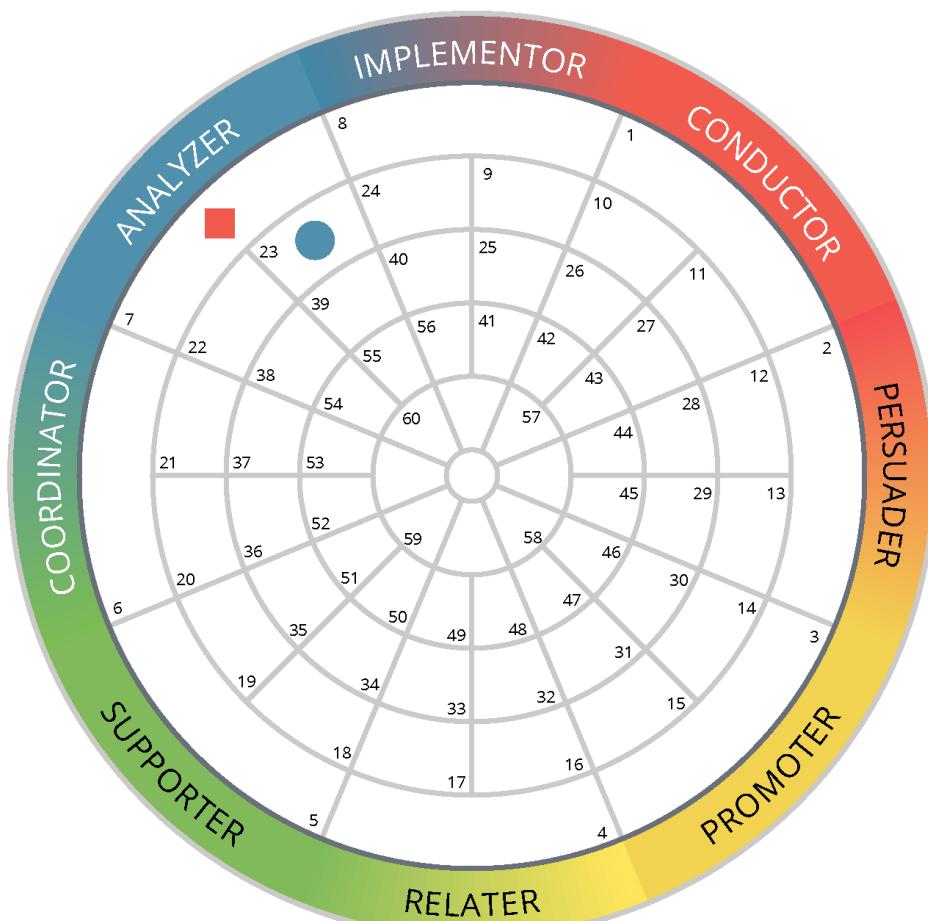


The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)

## The Success Insights® Wheel



■ Job - (7) ANALYZER

● Candidate Name - (23) IMPLEMENTING ANALYZER

Candidate Name

## Comparison Analysis For Consulting And Coaching



Job Competencies Hierarchy	Zone Range	Person
1. Time and Priority Management	79 — 100	62 <span style="background-color: yellow;">█</span>
2. Self Starting	87 — 100	61 <span style="background-color: yellow;">█</span>
3. Decision Making	94 — 100	88 <span style="background-color: green;">█</span>
4. Personal Accountability	85 — 100	58 <span style="background-color: yellow;">█</span>
5. Diplomacy	72 — 100	66 <span style="background-color: green;">█</span>
6. Teamwork	74 — 100	67 <span style="background-color: green;">█</span>
7. Project Management	82 — 100	69 <span style="background-color: green;">█</span>

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	58 — 100	46 <span style="background-color: green;">█</span>
2. Harmonious	36 — 58	24 <span style="background-color: green;">█</span>
3. Altruistic	35 — 59	21 <span style="background-color: green;">█</span>
4. Structured	36 — 58	46 <span style="background-color: blue;">█</span>

Job Behavioral Hierarchy	Zone Range	Person
1. Organized Workplace	81 — 100	85 <span style="background-color: blue;">█</span>
2. Analysis	54 — 80	80 <span style="background-color: blue;">█</span>
3. Persistence	62 — 80	65 <span style="background-color: blue;">█</span>
4. Following Policy	61 — 80	70 <span style="background-color: blue;">█</span>

█ Exact match

█ Fair compatibility

█ Good compatibility

█ Poor compatibility

█ Over-focused

Candidate Name

[www.bakertilly.com](http://www.bakertilly.com)

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# Appendix D: Engagement team member resumes

**MANAGING DIRECTOR**

# Anne Lewis

Anne Lewis leads Baker Tilly's public sector executive recruitment team and brings nearly 20 years of local management experience.

**Baker Tilly US, LLP**

8219 Leesburg Pike  
Suite 800  
Tysons, VA 22182  
United States

T: +1 (703) 923 8214  
[anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

**Education**

Master of Science, Organizational Leadership and Public Administration  
Shenandoah University  
(Winchester, Virginia)

Bachelor of Science, Business Administration and Management  
Shenandoah University  
(Winchester, Virginia)

Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

**Industry involvement**

- International City/County Management Association, Credentialed Manager (ICMA)
  - Taskforce on recruitment guidelines handbook
  - Taskforce on women in the profession
  - Taskforce on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of the executive board
- Virginia Women Leading Government
- National Public Employer Labor Relations Association (NPELRA)

**Community involvement**

- Shenandoah University Alumni Association, executive committee
- Shenandoah Apple Blossom Festival®, board of directors

**Continuing professional education**

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

# Art Davis

*Art Davis, a director with Baker Tilly, has pursued his passion for improving local government and creating great communities for over 30 years.*



## Baker Tilly US, LLP

5440 W 110th St  
Suite 300  
Overland Park, KS 66211  
United States

T: +1 (816) 912 2036  
[art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Master of Public Administration  
University of Kansas  
(Lawrence, Kansas)

Bachelor of Arts in Political  
Science and Public Administration  
William Jewell College  
(Liberty, Missouri)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

## Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- More than 18 years of experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cunningham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

## Industry involvement

- International City/County Management (ICMA), member since 1984

# Patricia Heminover

*Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.*



## Baker Tilly US, LLP

30 E Seventh St  
Suite 3025  
St. Paul, MN 55101  
United States

T: +1 (651) 223 3058  
[patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Master of Education, Administration  
Minnesota State University –  
Mankato

Mini MBA program, Human  
Resources Management  
University of Saint Thomas  
(Saint Paul, Minnesota)

Bachelor of Science, Consumer  
Science, Business Administration  
Minnesota State University –  
Mankato

Patty has been with the firm since 2010. Before joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

## Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, and director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

## Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, member
- State Negotiators Association, Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

## Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

**DIRECTOR**

# Yolanda Howze, MPA, IPMA-SCP, SPHR, SHRM-SCP

*Yolanda Howze, a director with Baker Tilly, brings more than 25 years of public sector experience including 20 years as a multifaceted and competent human resources leader.*

**Baker Tilly US, LLP**

205 N Michigan Ave  
28th Floor  
Chicago, IL 60601-5927  
United States

T: +1 (312) 240 3401  
[yolanda.howze@bakertilly.com](mailto:yolanda.howze@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

**Education**

Master of Arts in Public  
Administration and Policy Analysis  
Southern Illinois University  
Edwardsville (SIUE)

Dual Bachelor of Arts in  
Psychology and Organizational  
Leadership  
Maryville University  
(St. Louis, Missouri)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience, primarily in municipal government.

Having worked in the public sector for more than 25 years, Yolanda is passionate about her craft and being of service to others, which, in addition to her employment experience, she has demonstrated through professional conference presentations/speaking events and serving on local and regional boards and committees including IPMA-HR, as well as other community involvement.

**Specific experience**

- Human capital professional and administrator executive
- Executive recruitment, total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development and safety and risk management

**Industry involvement**

- International Public Management Association - Human Resources (IPMA-HR)
- Society for Human Resource Management (SHRM)
- Texas Municipal Human Resources Association (TMHRA)
- IPMA-HR Texas Chapter, (former) Conference Program Committee
- IPMA-HR Central Region, (former) vice president ('10)
- IPMA-HR Central Region, (former) Secretary - treasurer ('09-'10)
- IPMA-HR Greater St. Louis Chapter, (former) president

**Continuing professional education**

- International Public Management Association-Human Resources (IPMA-HR)
- IPMA-HR Greater St. Louis Chapter
- Human Resources Certification Institute (HRCI)
- Society for Human Resources (SHRM)

# Carol Jacobs, ICMA-CM

*Carol Jacobs is a managing director with Baker Tilly's public sector advisory practice.*



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## **Education**

Master of Public Administration  
with an emphasis in Finance

Bachelor of Arts in  
Communications  
California State University-  
Fullerton

Carol has held a wide range of roles across local government and consulting, including multiple stints as a city manager and working directly with local governments as a consultant performing financial analyses, management and organizational reviews.

Her consulting experience includes managing a financial solutions practice area that served local governments, with responsibility for managing client needs, preparing financial studies, and conducting management and organizational reviews.

Carol's skills and expertise include leadership, strategic planning, fiscal management, public works, economic and community development, customer service and community engagement with an emphasis on problem-solving.

## **Industry involvement**

- International City/County Managers Association, credential manager (retired)
- California City Manager Foundation
- Women Leading Government

**DIRECTOR**

# Edward G. Williams, Ph.D.

*Edward Williams, a director with Baker Tilly, brings character, competence and expertise to every project.*

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**Education**

Ph.D., Educational Leadership and Policy Analysis  
University of Missouri  
(Kansas City, Missouri)

Master of Higher Education Administration  
University of Missouri  
(Kansas City, Missouri)

Bachelor of Arts, Education  
University of Missouri  
(Kansas City, Missouri)

**Languages**

English  
Spanish

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and local government, community and educational institutions.

**Specific experience**

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

**Industry involvement**

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

**Community involvement**

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

**Continuing professional education**

- Institute for Management Studies - Houston
- International Personnel Management Association

MANAGER

## Michelle Lopez

*Michelle Lopez, a manager at Baker Tilly, has been with the firm since 2017.*



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### Education

Associate in Arts, liberal arts  
Minneapolis Community College  
(Minneapolis, Minnesota)

Bachelor of Science,  
Organizational Leadership (in  
progress)  
Colorado State University – Global  
Campus

Michelle assists in the organizational management of the executive recruitment process. Her primary focus is to ensure that the recruitment process runs smoothly from start to finish by collaborating closely with internal team members, clients and candidates. Michelle is responsible for coordinating the recruitment process workflow, establishing timelines and monitoring progress. She is also responsible for managing communication channels, ensuring that everyone involved is informed of critical developments and updates.

### Specific experience

- More than ten years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

SENIOR RECRUITMENT ANALYST

# Karen Edwards, SHRM-CP

*Karen Edwards, a senior recruitment analyst with Baker Tilly, has been with the firm since 2021.*



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## Education

Bachelor of Science in Business Administration - Human Resource Management  
Western Governors University

Karen is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements.

## Specific experience

- More than 30 years of experience in human resources, administrative positions and customer service
- Proficient in analyzing data, creating and implementing standard operating procedures and preparing presentations and reports
- Adept at identifying inefficiencies to enhance organizational performance and streamlining office operations
- History of success adapting in dynamic environments to effectively manage multiple projects simultaneously

## Continuing professional education

- Society for Human Resources (SHRM) certified professional

## Diane Segulia

*Diane Segulia, a recruitment analyst at Baker Tilly, has been with the firm since 2015.*



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### **Education**

University of Minnesota – partial credits (Minneapolis, Minnesota)

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources and collaborating with candidates and clients through all phases of an executive recruitment.

### **Specific experience**

- More than ten years of administrative support experience in public sector and private sector organizations
- Compiling and organizing candidate materials
- Coordinating with candidates throughout the recruitment process
- Conducting reference checks for potential candidates
- Coordinating and scheduling interviews
- Recruitment marketing research and organization

# Carrie Thompson

*Carrie Thompson, a recruitment analyst with Baker Tilly, has been with the firm since 2021.*



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## Education

Bachelor of Arts in Communication  
with a concentration in Media  
Production and Criticism  
George Mason University  
(Fairfax, Virginia)

Carrie facilitates smooth sailing during the recruitment process. She runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success.

## Specific experience

- More than 15 years of customer service experience for multiple industries
- More than four years of experience in recruiting coordination, including interview scheduling and candidate communication
- Expertise in marketing and position advertising via LinkedIn
- Reference and extensive background checks for potential candidates

## Community involvement

- Mission trip volunteer with Herndon United Methodist Church



## CITY COMMISSION AGENDA ITEM

<b>Title</b>	<b>Approval of 2024 Royal Oak Holiday Village</b>	
<b>SUBMITTING DEPARTMENT</b>	<b>City Manager</b>	
<b>PRESENTER</b>	<b>Mark Wollenwebber</b>	
<b>MEETING DATE</b>	<b>June 10, 2024</b>	
<b>SECOND READING REQUIRED</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **EXECUTIVE SUMMARY** (*include history of previous Commission action/discussion, background, scope of work, etc.:*)

Jonathan Witz & Associates (JWA) has approached the city and the Downtown Development Authority (DDA) with a partnership opportunity for a five week holiday showcase and celebration in and around Centennial Commons called the “Royal Oak Holiday Village.”

The Village will feature an authentic German-style holiday market of handcrafted and unique items that are sourced internationally and locally. The Village also will include the Rink at Royal Oak outdoor skating rink, a Christmas train, a zip line, special holiday themed weekends, holiday treats from local and regional vendors and live music and dance performances.

The proposed dates for this event are Friday, November 22<sup>nd</sup> through Tuesday, December 24<sup>th</sup>, from Thursday through Sunday of each weekend. Admission to the market and to most activities will be free, and JWA anticipates more than 40,000 people will come to Royal Oak over these five weekends. A detailed presentation of this event has been provided as Attachment 1.

Ultimately, the goal of this event is to position Royal Oak as a unique holiday destination in Southeast Michigan. No one in metro Detroit has an authentic Christkindl-style market with authentic European wooden structures and vendors selling locally crafted and European style gifts. The Village has the potential to create a viable shopping district to supplement the brick and mortar retailers and restaurants located throughout downtown.

JWA has requested a May city commission approval due to the sophisticated logistics of this event. In order to make the November start date, JWA needs to lock in the construction process and labor support, in addition to reserving a carousel and Christmas train. Several months notice is also needed for Royal Oak Schools, who has expressed interest in having its students perform during the five week event.

JWA is seeking the city's approval for use of Centennial Commons and a portion of Third Street, in addition to a sponsorship contribution of \$100,000 by the City. JWA is also seeking a DDA contribution of \$350,000, which was approved at its May 15<sup>th</sup> meeting. In return, JWA will assume all risk and liability for the project and delivering all items in the attached proposal, or an equivalent investment into comparable programming. The anticipated budget for the event is \$520,000, with revenue derived from the city and DDA's financial participation, additional sponsorships, and variable revenue from food and market vendors.

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## Fiscal Impact

BUDGET SUMMARY	
<b>EXPENDITURE REQUIRED</b>	<b>\$100,000</b>
<b>AMOUNT CURRENTLY BUDGETED</b>	<b>\$100,000 in 2024-2025</b>
<b>BUDGET AMENDMENT REQUIRED</b>	<b>\$0.00</b>
<b>FUNDING SOURCE/ GL NUMBER</b>	<b>101-835-96800</b>
<b>WAS THIS A BUDGETED EXPENSE?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

### OTHER FISCAL IMPACTS: (Select all that apply.)

No fiscal impact  Revenue impact (details below)  
 Workload impact (details below)  Operations Impact (details below)

**REVENUE IMPACT:** *Provide a description of how this item will impact revenue. (Is this item expected to create additional/new revenue? Will this item have a negative impact on revenue? Which funds would be impacted? Provide additional details, as necessary.)*

Currently, revenue impacts are unknown.

**WORKLOAD IMPACT:** *If this item will require staff time to implement, operate or maintain, provide a description of the workload impact. (Will more staff be needed? Is this workload able to be absorbed by existing staff? If new FTE(s) are needed, provide details of position classification and duties. Provide additional details, as necessary.)*

It is anticipated that set-up, tear-down, and monitoring of this event will require additional DPS and ROPD staff time, the terms of which will be subject to an agreement with JWA and the city.

**OPERATIONS IMPACT:** *If the item requires a budget adjustment, please identify source of additional funds and any proposed cuts to other operations, programs and services.*

---

## ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

*Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.*

This item aligns with “Vibrant Local Economy” and “Welcoming, Engaged, and Livable Community” goals of the city’s strategic plan.

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## COMMUNITY ENGAGEMENT

*Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.*

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## BOARD AND COMMISSION FEEDBACK

*Was an advisory board or commission engaged in discussion on this item? If yes, please provide a summary of feedback received:*

---

## **LEGAL COMMENTS**

### **PROPOSED COMMISSION RESOLUTION:**

**Be it resolved, the Royal Oak City Commission hereby approves entering into an agreement with Jonathan Witz & Associates for the implementation of the 2024 Royal Oak Holiday Village event as depicted in Attachment 1; and**

**Be it resolved, the city commission approves a not-to-exceed expenditure of \$100,000 in support of this event; and**

**Be it further resolved, the city commission directs the city attorney to negotiate a contract with JWA for the 2024 Holiday Village event consistent with the items in the JWA proposal and the terms outlined in this city commission memorandum; once completed, this contract will be brought before the city commission for final approval.**

### **ATTACHMENTS: 1**

# ROYAL OAK HOLIDAY VILLAGE

BY: Jonathan Witz & Associates



# EVENT OVERVIEW



ROYAL OAK HOLIDAY VILLAGE

2024

The Royal Oak Holiday Village is a **five-week** holiday showcase and celebration featuring an **authentic German-style Holiday Market** of handcrafted and unique items that are sourced internationally and locally. The market will feature small local businesses and be coordinated and curated with Mutual Adoration of Detroit.

The village also includes **The Rink** at Royal Oak outdoor skating rink, a Christmas train, carnival rides (many are free!), a zip line, special holiday themed weekends, holiday treats from local & regional vendors, live musical and dance performances and much more!

# WHY

There is significant holiday competition in adjacent markets to Royal Oak. For Royal Oak to stand out as a holiday destination, an impressive showcase must be presented to the public to garner support.

## DETROIT

- Skating Rink
- Holiday Shops
- The Lodge
- Midway



## ROCHESTER

- Big, Bright, Light Show
- Strong year-round retail
- Kris Kringle Holiday Market



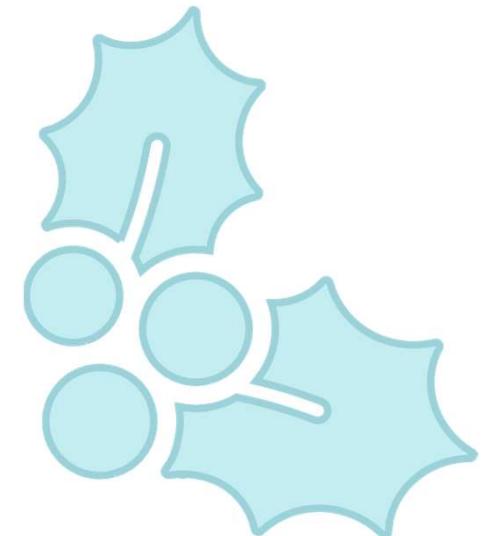
## BIRMINGHAM

- Strong, year-round retail
- Winter Market



- Provide a unique destination with an authentic Christkindl –style Market, which no one in Metro Detroit has right now. The Royal Oak Market would provide authentic European wooden structures as well as vendors selling locally crafted and European style gifts.
- Provide a viable shopping district to supplement the brick and mortar throughout downtown
- Provide attractions that compete with neighboring holiday events in Rochester/Birmingham to draw people
- Compete with Detroit. While we are working with a much lower budget (Detroit invests \$2.5 million minimum), we have a better location and parking situation.

## GOALS



# DATES + HOURS

## DATES

- 5 weeks: Fri, November 22<sup>nd</sup> - Tues, December 24<sup>th</sup>
- Kicks off on Fri, November 22<sup>nd</sup> with the Lighting of Centennial Commons Park, including the giant oak tree and the opening of The Rink
- Holiday Market, train, Santa appearances and other activities will kick-off Friday, November 29<sup>th</sup> and will close for the season on Tuesday, December 24<sup>th</sup>

\*\*Admission to the market and to most activities is FREE.\*\*

\*\*Anticipated audience is more than 40,000 people over 5 weeks.\*\*

## HOURS

- Thursday: 4pm-9pm
- Friday: 4pm – 11pm
- Saturday: 11am - 11pm
- Sunday: 11am - 9pm
- The Rink and park lighting is open all days with normal hours

## CHRISTKINDL-STYLE HOLIDAY MARKET



Holiday Market recreates the traditional, open-air European winter market made famous in Germany with the Christkindlesmarkt. Guests will be able to shop for unique, handcrafted German gifts such as wooden ornaments, Nutcrackers, toys, knitwear and more, in addition to items from local businesses and artisans.



# INITIAL STRUCTURE DESIGN DRAFT



# BUILD STEPS/OVERVIEW

- Structures designed similar in appearance to Chicago-Style German Marketplace
- Designed to be modular
- Design to be easy to build for apprentices of Carpenter's Union
- Designed for easy transport



# DESIGN FLEXIBILITY FOR STRUCTURES

- One structure accommodates multiple inserts for various vendors
- Walk-up counter option
- Double door walk- in option
- Complete walk- in option
- All have easy access and rear accessibility





## UNIT ADAPTABILITY

- Market Structures work as both 10 by 10 and 10 by 20 or larger
- Modular rook rotation allows for increase size with same components

# VILLAGE STREET ACCESSORIES

Historic European-Style Lamp Posts throughout village



Vintage Village Wayfinding Signage



# ATTRACTI<sup>ON</sup>S



## Holiday Train

The Holiday Train will offer free rides through Centennial Commons to take in the sights, sounds and smells of the Holiday Village.



## Lighting of Centennial Commons

The event will kick-off with the lighting of Centennial Commons including the giant oak tree. The Oak Lighting will include giant acorns flooding the tree.



## Third Street Activities

Third Street will host rotating activities including a midway, zipline and more – with many of them free to ride!

# ATTRACTI<sup>ON</sup>S



## The Rink at Royal Oak

The Royal Oak Holiday Village will be within steps of The Rink at Royal Oak, which draws 20,000 people annually.

2024



## Holiday Treats

Holiday treats including German pretzels, roasted nuts, hot cocoa and more!

ROYAL OAK HOLIDAY VILLAGE



## Fire Pits

Fire pits throughout the Village will be used for warming up or roasting marshmallows.

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# ATTRACTI<sup>ON</sup>S



## Visits with Santa

Weekly Visits with Santa will be offered for free at the Holiday Village.

2024



## Penguin Light Displays

Lighted Penguins will be on display throughout downtown and Centennial Commons, with an opportunity for local businesses to sponsor, highlighting their business. A proposed partnership with the Detroit Zoo will be explored.

ROYAL OAK HOLIDAY VILLAGE



## Carousel

Free carousel rides inside Centennial Commons will be offered during the Royal Oak Holiday Village.

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# WEEKLY FEATURES

Each week, a rotating activity will be featured at the Holiday Village!



## Cookie Crawl

This favorite Royal Oak event will feature guests journeying through Downtown Royal Oak to collect a variety of handcrafted cookies.



## Toy Drive

Help reach a goal of 10,000 toys donated to children with cancer in Michigan.



## Carriage Rides

Enjoy carriage rides through downtown Royal Oak while taking in the sights of the holidays..

# WEEKLY FEATURES

Each week, a rotating activity will be featured at the Holiday Village!



## Lighted Parade

Local schools, bands and community groups will be invited to illuminate their performances for this lighted parade through Centennial Commons.



## Pet Parade

Grab those ugly pet Christmas sweaters and holiday costumes for the pet parade through Centennial Commons.



## Free Ice Skating

Enjoy one special weekend of free ice-skating at The Rink.



## ENTERTAINMENT

- Top music hits pumped out on The Rink sound system, which will be expanded through Centennial Commons
- Strolling Carolers on the Weekend
- Special appearances by local musicians



# COMMUNITY BENEFITS

In addition to drawing thousands of people to downtown Royal Oak throughout the holiday season, the below benefits to the Royal Oak community will also be offered:

- 8 of 20 Holiday Market spaces will be offered on a rotating bases to Royal Oak-based businesses at no charge
- Local school choirs will be invited to perform
- Lighting Displays in Centennial Commons will give local businesses an opportunity to sponsor a display and receive recognition in the Commons for the 5-week event.
- Toy Drive for “Bottomless Toy Chest” with a goal of collecting 10,000 toys for Michigan cancer patients.



# BUDGET

## PROJECTED REVENUE

- Variable Revenue (food vendors, cookie crawl and market vendors): \$50,000
- Sponsorship: \$20,000
- City of Royal Oak: \$100,000
- Royal Oak DDA: \$350,000

TOTAL REVENUE: \$520,000

## PROJECTED EXPENSES

- Programming (midway, train, santa, carousel, etc): \$110,000
- Tents/Heat/Rentals (markets, electrical, furniture): \$113,000
- Lighting (tree, penguins, acorns): \$30,000
- Marketing (PR, ads, social media): \$59,000
- Operations (staff, parking, security, signage, barricades, etc): \$98,000
- Management Fee: \$60,000
- Contingency Fee: \$50,000

TOTAL EXPENSES: \$520,000

# MAP



# AYOUT RESOLUTION

(after community feedback and budget consideration)

- Christkindl Market Huts solely exist inside Centennial Commons
- Utilizing Third Street only between Williams and Troy (northbound Williams may close one weekend for a zip line)
- One weekend may include a full closure of the parking lot, Third Street from Main to Troy and Williams for a winter carnival-style event (option)
- Third Street will only close on Wednesday evening through Sunday evening

# PROJECTED IMPACT

## MARKETING

- \$75,000 in projected event advertising allocated to social media, Local TV, radio and print
- \$200,000 in earned promotional value for the City of Royal Oak
- \$1,000,000 in expected editorial coverage for the City of Royal Oak through interviews, articles and TV segments
- Overall impressions estimated at \$5,000,000 value for the City of Royal Oak

## OVERALL

- 40,000 guests estimated to visit the Royal Oak Holiday Village over 5 weeks
- Royal Oak will be positioned as a major Holiday destination for Oakland County and the region
- The event will continue to secure Royal Oak as a major event destination for the region.

Direct Benefit to Royal Oak Businesses: **\$350,000**

Overall Economic Impact: **\$4 million**

# EVENT PRODUCER

The Royal Oak Holiday Village will be produced by Michigan's top event producer, Jonathan Witz & Associates.

JWA is responsible for the highly successful Arts Beats & Eats, Winter Blast & Royal Oak Taco Fest in Royal Oak and partners with the Detroit River Front Conservancy for River Days and The Detroit Harvest Fest & Food Truck Rally in Detroit.

Historically, they were selected to produce The Official Festival of Super Bowl XL and The Final Four Big Dance.



- The Holiday Village can officially move forward with approval of \$450,000 of funding (\$350,000 from the DDA and \$100,000 from the City)
- With approval of City/DDA Funding, JWA will take ultimate financial responsibility to deliver program as outlined and any cost overages.
- JWA will have decision making authority for implantation and scope of programs showcased in this proposal
- Immediate securing of City of Royal Oak and Royal Oak DDA funding



## KEY DEAL POINTS

- Best integration of Royal Oak Schools
- Curating vendors without Chicago Market support
- Volunteer and Stakeholder Support (Chamber, City Staff, DDA Staff, Royal Oak Restaurant Association)
- Local Business Engagement (JWA Staff, DDA Staff)
- Commence build of market structures and continued volunteer stakeholder and local business engagement
- Curation of unique weekly family attractions



## NEXT STEPS



## QUESTIONS

**THANK YOU**

Jonathan Witz

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