



# AGENDA

City of St. Johns Intelligence Report | January 25, 2023

Objective

Conduct foundational research to guide the development of a comprehensive communications and marketing plan for the City of St. Johns.

Focus

Identify the opportunities and challenges facing the City, define unique qualities and strengths, and understand resident and non-resident perceptions of the City and its communications efforts.



Methods

Use individual interviews, focus groups and an online survey to gather qualitative and quantitative data from members of the St. Johns community, including residents, leaders and key stakeholders.



# Research Methodology





## Individual Interviews

In August 2022, King interviewed eleven (11) individuals. Most were in-person, though phone/Zoom interviews were offered to those with schedule conflicts. Interviewees included members of the City Commission, City staff, members of the local business community, and city residents. Each interview lasted between 45 and 60+ minutes.

# Interview Questions

- What is your affiliation, role, or relationship with the City of St. Johns, and how long have you been a member of this community?
- If you were to describe St. Johns to others, what words would you use?
- What are the community’s strengths?
- Are there weaknesses or areas for improvement? What are they?
- How do you think the community perceives the City of St. Johns and why?
- What are your perceptions of neighboring cities or communities in the area? How do they compare to St. Johns?

## Interview Questions Cont.

- What are your perceptions of the City’s communication efforts? Are there certain methods or messages that stand out to you?
- Do you have suggestions for the City’s communication efforts to current residents, businesses, and key stakeholders?
- Do you have suggestions for the City’s marketing efforts to potential residents, businesses, and future stakeholders?
- Do you feel that residents and business owners have a deep-rooted pride in the community? If so, how would you describe that?



Focus Groups

In October 2022, seven (7) community members participated in a two-hour focus group. Participants represented the St. Johns Area Chamber of Commerce, St. Johns Public School Board, Veterans of Foreign Wars, Lions Club, Knights of Columbus and downtown businesses.

## Focus Group Questions

- How would you describe the relationship between the City and its residents?
- What communication channels do you see utilized by the City, and do you think they are effective?
- Is City messaging reaching people? Is it reaching all ages and lifestyles?
- Are there topics or updates that you wish you were hearing about from the City?
- What sources or platforms do you personally utilize for news and updates about the community?

Focus Group Questions Cont.

- What are the strengths that would draw new residents or businesses to St. Johns?
- Are there weaknesses that might deter people from moving to or opening a business in St. Johns?
- How is St. Johns different from other nearby communities? Are these differences a positive or negative?
- What pride points do you think need more public recognition?
- What pain points do you think need more targeted attention from the City?

Online Survey

In December 2022, King deployed an online survey. Questions were based on prevalent themes from the interviews and focus group, and were designed to capture quantitative data from a broader sample of the local population.

## Survey Deployment

The online survey was deployed in three ways:

1. An email list provided by the City – 897 emails provided, 402 remaining after verification/scrubbing process
2. A boosted post on the City’s Facebook page – reached 8,954 people living within 10 miles of the City
3. A link on the City’s website



Deployment Timeline

- December 9, 2022: Survey opens; initial email deployment
- December 14, 2022: Boosted Facebook post begins
- December 20, 2022: Second email deployment
- December 31, 2022: Boosted Facebook post ends
- January 3, 2023: Survey closes

Survey Responses

Total Survey Responses: 1,097

Completed Survey Responses: 723

Completion Rate: 66%



# Data Analysis





# Introduction

The goal of our research was to gather information that will guide the development of communication and marketing plans for the City of St. Johns. To create successful plans, we need to have a full understanding of stakeholder perceptions – and not just as they pertain to how the City communicates. We need to know how people characterize St. Johns, what issues are important to them, where they see opportunities for improvement, and so much more. With this kind of in-depth knowledge, we can craft thoughtful plans that not only identify the communication tools the City should use, but also guide the City in how communication and marketing can be used to build two important things: trust and pride.

## About Mega-Themes

The qualitative data we gathered during the individual interviews and focus groups introduced a set of mega-themes: persistent threads that continuously emerged in conversation with a wide variety of participants. We used these mega-themes to guide the development of our online survey, and the quantitative data we gathered helped provide a broader perspective on the issues.



## Audience Definitions

Before we dive into the mega-themes and data analysis, it's important to define the survey audience. Throughout this report, you will see references to city, community and other.

“City” refers to the survey respondents who identified themselves as living within the St. Johns city limits. This is our primary audience, as city residents are the main focus of the City’s communication efforts. City residents comprise 71% of survey responses.

“Community” refers to survey respondents who identified themselves as part of the St. Johns community, but do not live within the city limits. This is our secondary audience because though they do not live in the city, they are still strongly affiliated with the City of St. Johns. This audiences comprises 29% of survey responses.

Audience Definitions Cont.

“Other” refers to survey respondents who identified themselves as living in a local community other than St. Johns. This is not a priority audience for general communication, but their perceptions of communication from their local government bodies offer additional perspective that may help guide our communication recommendations. Additionally, external perceptions of St. Johns are useful in the development of a marketing plan aimed at potential visitors, residents and business owners. We received 73 responses from people outside the St. Johns community.

For relevance, we analyzed much of the data in these three separate audience segments. We also segmented data by age and will present that data where it adds to our analysis of the results.

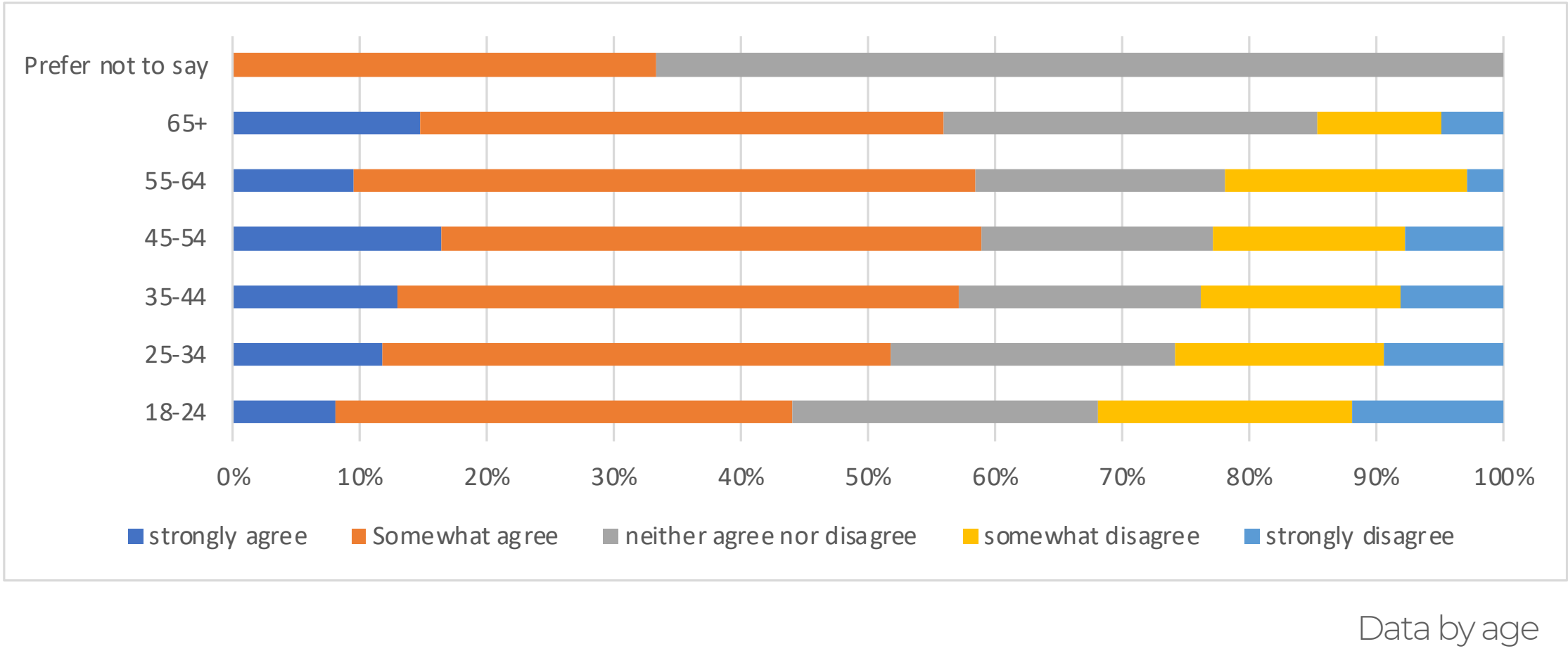
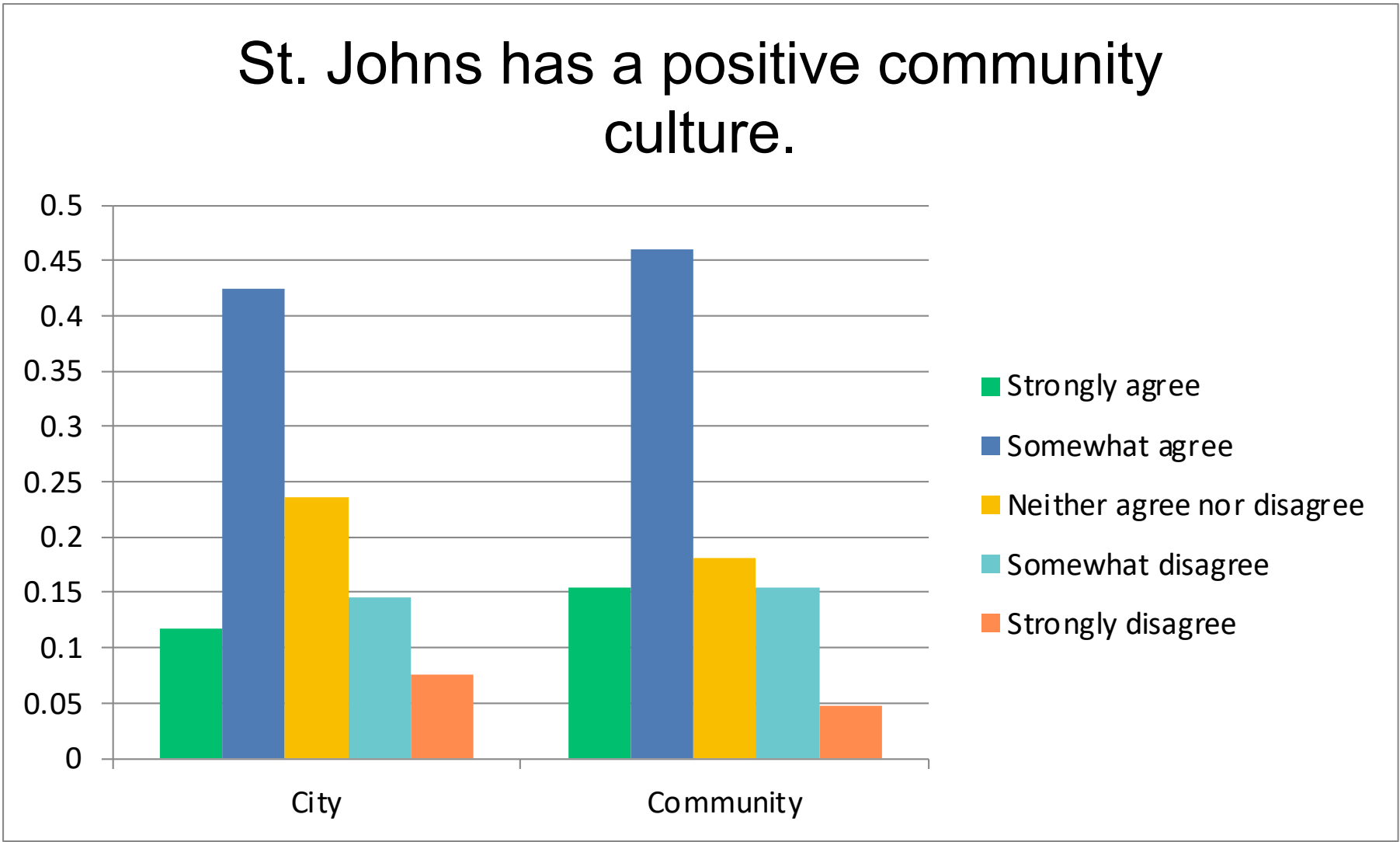


# Mega-theme: Pride





St. Johns embodies the best parts of “Small Town USA.” Words like friendly, nice, community, safe, and family emerged as consistent themes when research participants were asked to describe St. Johns. In general, people feel they are well-connected to each other and that this is a community where people care about each other. In the survey, well over 50% of both city and community respondents agreed or strongly agreed that St. Johns has a positive community culture.



Interviewees and focus group participants talked at length about being proud of their community. While recognizing that there are many areas for improvement, even the most critical voices expressed feelings of pride. Most believe that the City's leaders truly care about making a positive difference, even if there is not always agreement on priorities, processes, decisions and direction.

But the same things that make small towns like St. Johns appealing often breed undesirable undercurrents. Being friendly and being welcoming aren't the same thing, and while residents feel connected to each other, there is a tendency to form insular groups that end up feeling exclusive to those on the outside. There is a natural inclination toward gossip and speculation, which can spread rumors and misinformation.

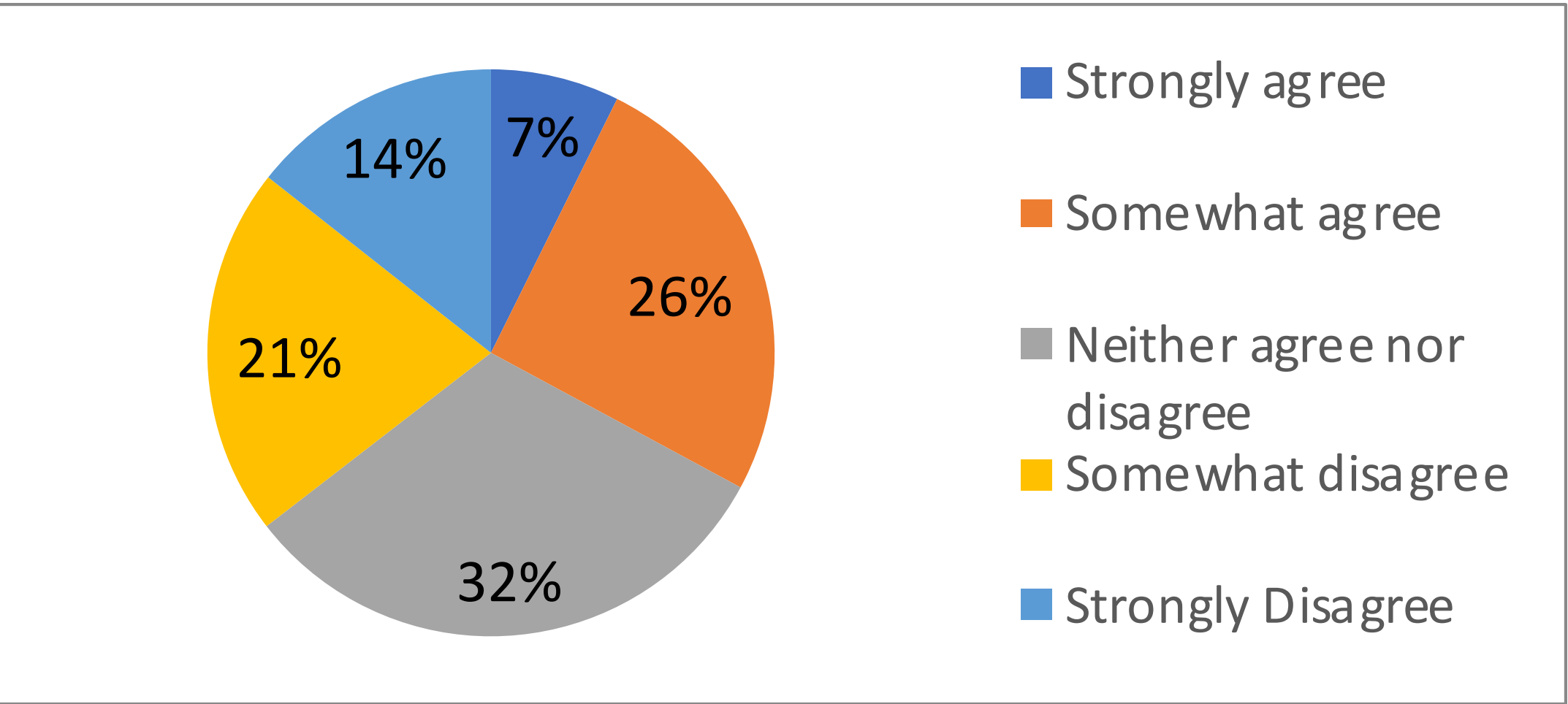


This word cloud represents survey responses to the question “What three words do you think best describe the City of St. Johns?” Larger words appeared more frequently, while smaller ones were less prevalent. While we see a significant emphasis on positive characteristics, negative descriptions still exist.



Attracting new residents is essential in helping small towns like St. Johns grow and thrive. City residents and community members are evenly split on whether the City has been proactive in attracting new residents: 33% agree that it has, 35% believe it has not, and 32% have a neutral opinion. This highlights the need for an effective marketing plan that speaks to potential visitors, residents and businesses.

*St. Johns has been proactive in attracting new residents.*



Communication  
Implications

Understanding the existing pride in St. Johns and the natural tendency for small town cultures to perpetuate rumors and misinformation underscores the need for consistent communication from a trustworthy source.

Information that needs to be shared from the City should be easily accessible for everyone, whether they are long-term or new residents. In addition to important announcements, communication from the City should highlight news and events that elicit a sense of pride in the community.

With communication that generates pride among internal stakeholders, the ability to create authentic marketing messages for external stakeholders becomes much stronger.



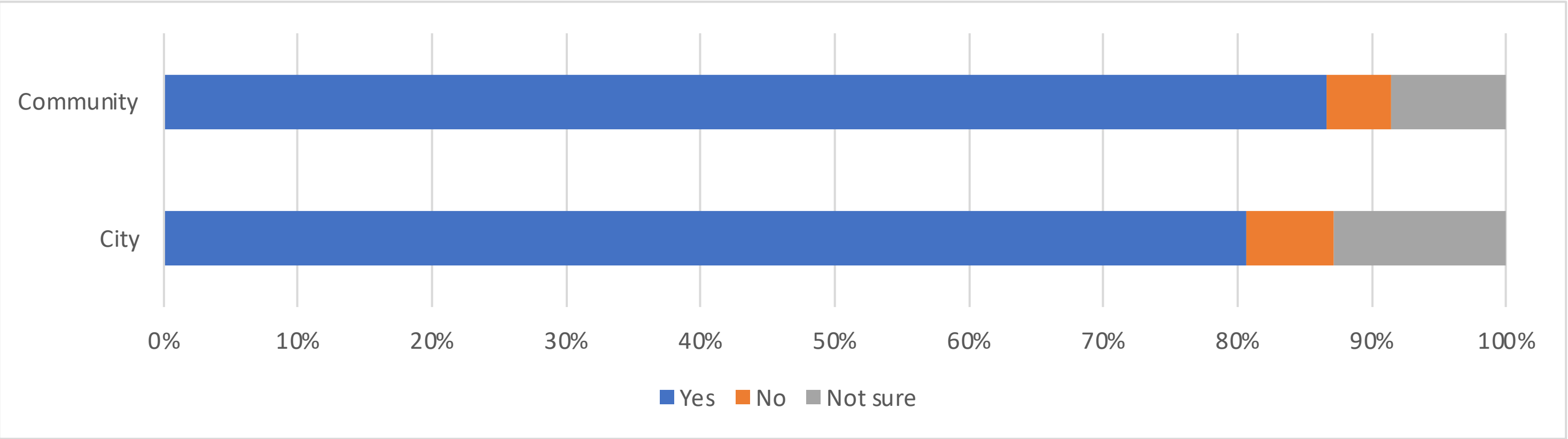
# Mega-theme: Place



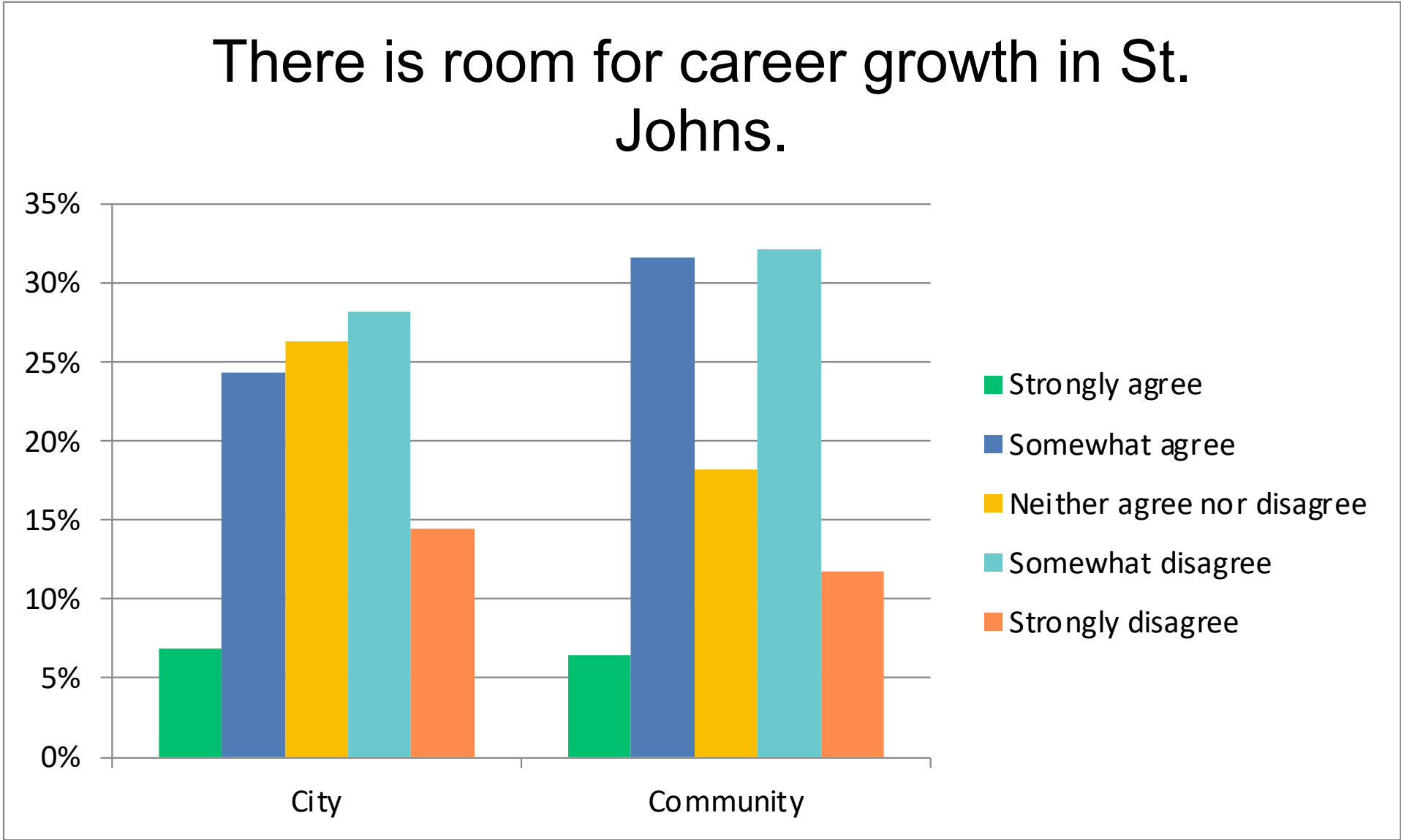
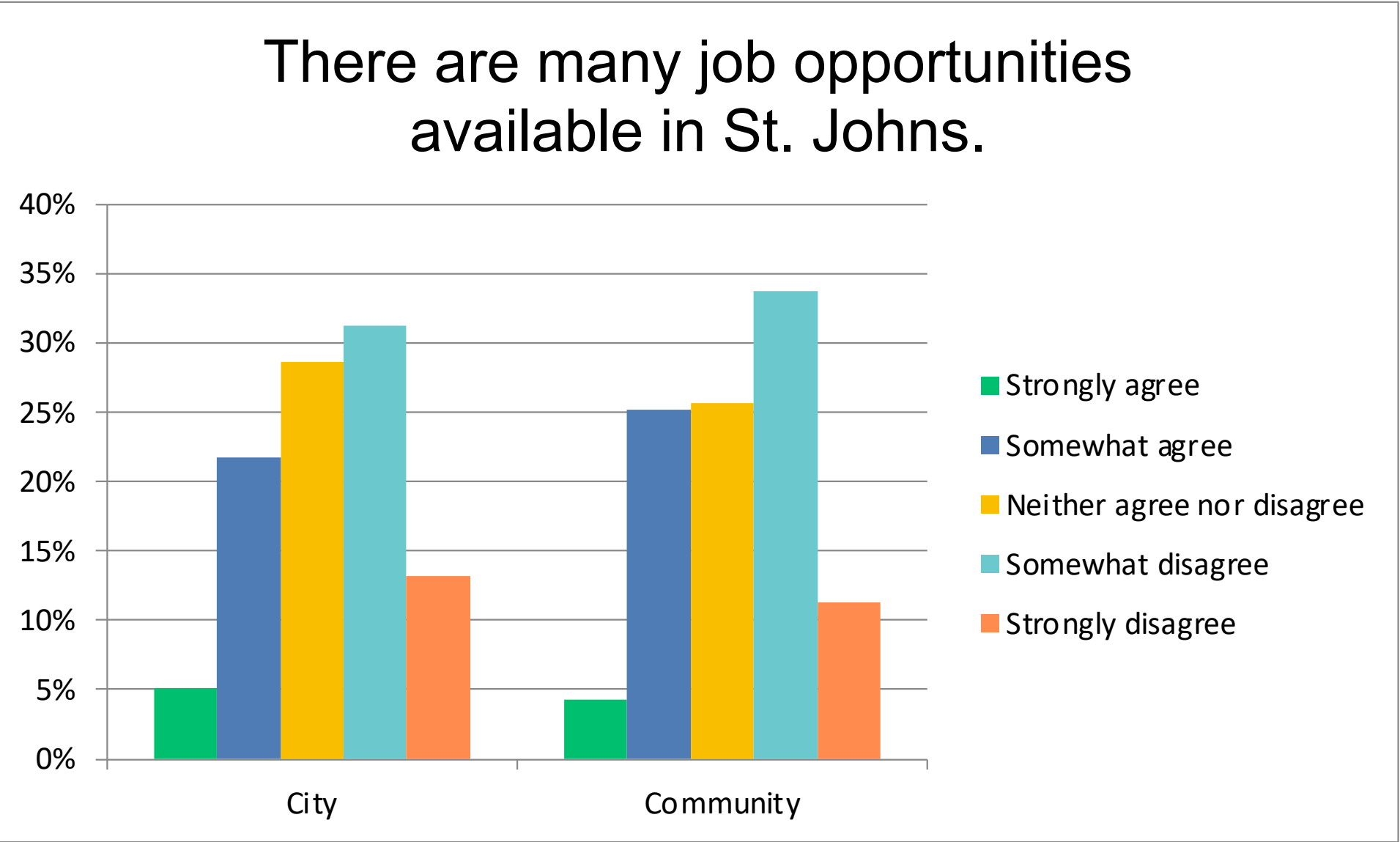


Economic growth and development is important for the health and vitality of the City of St. Johns and the greater community. Survey respondents overwhelmingly expressed confidence in the potential for business growth in St. Johns, with more than 80% agreeing that there is room for business growth.

*Do you feel that there is room for business growth in the City of St. Johns?*



When survey respondents were asked to consider job opportunities and room for career growth in St. Johns, though, there were fewer positive sentiments about whether individuals could grow and prosper in St. Johns. Only 28% of city residents and community members agree that there are many job opportunities, while 33% believe that there is room for career growth.

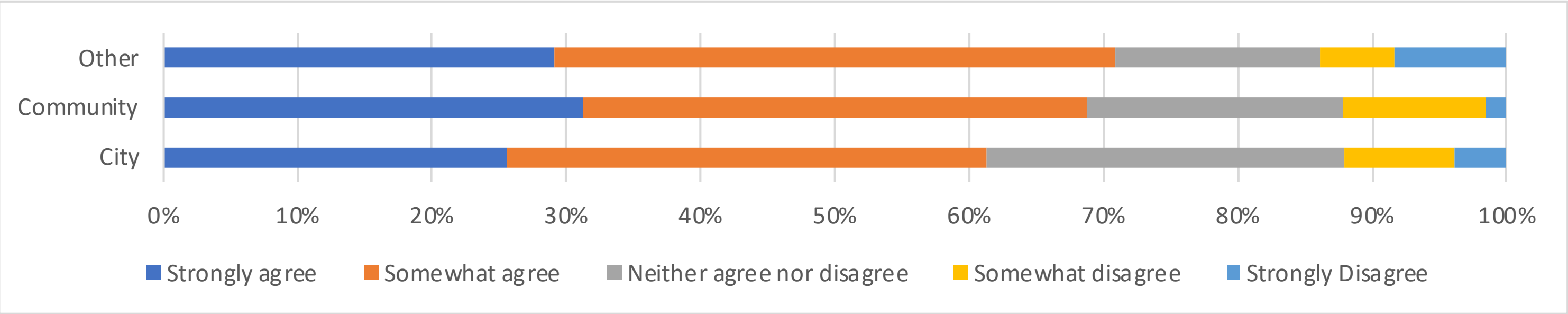




Interviewees and focus group participants consistently discussed revitalization efforts in downtown St. Johns. They are enthusiastic about the direction of the downtown, and survey results support the intuitive knowledge that more storefronts will lead residents and visitors to spend more time downtown.

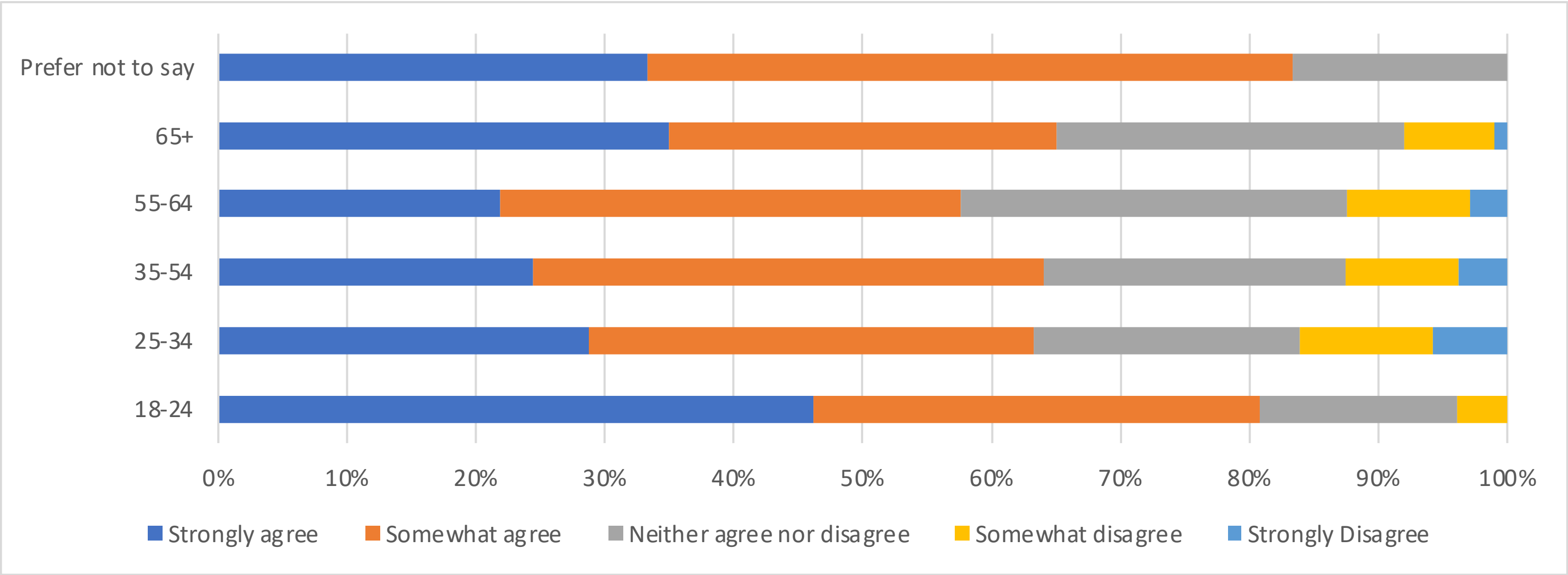
More than 60% of city residents, nearly 70% of community members, and more than 70% of respondents who live in other areas of mid-Michigan indicated they would spend more time downtown if there were more storefronts.

*If there were more storefronts downtown, I would spend more time there.*



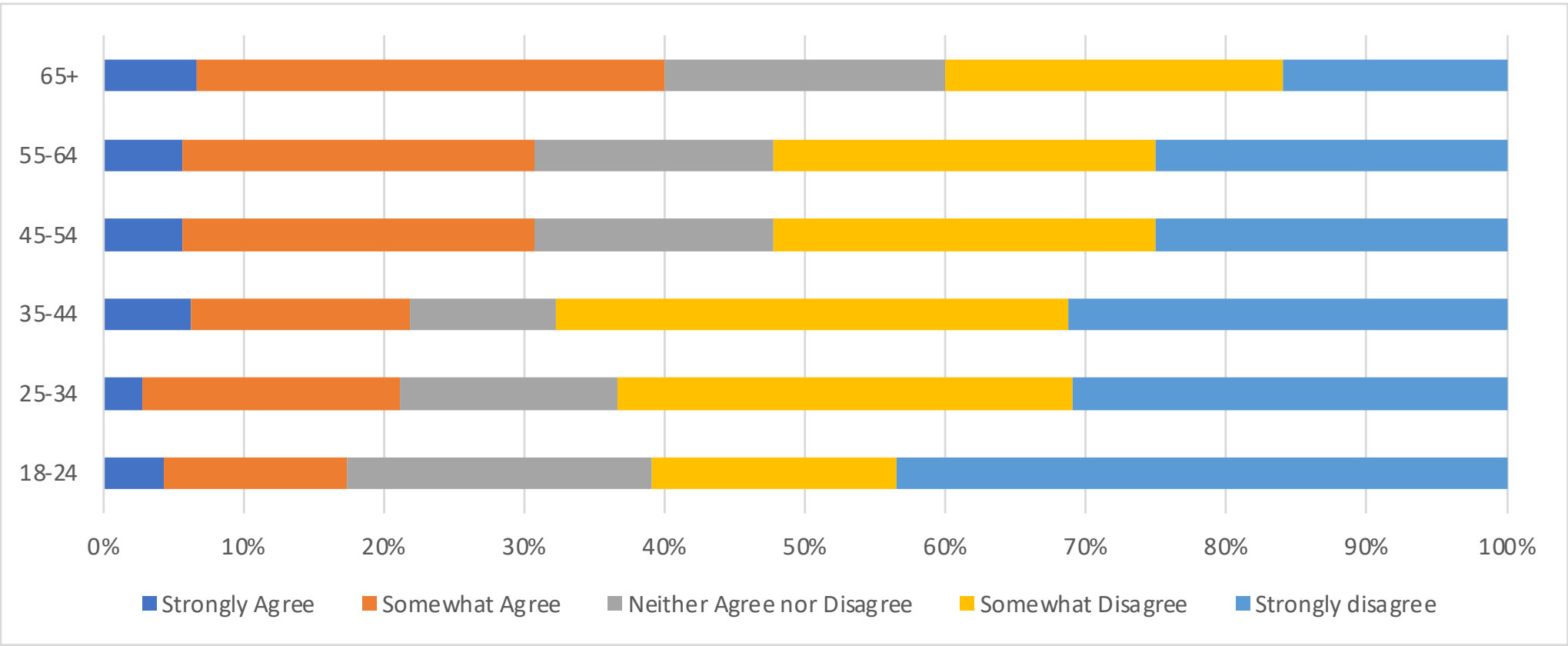
When analyzed by age, the younger demographic of city residents and community members are more likely than any other age group to want more options downtown. More than 80% of 18-24-year-old survey respondents agree that they would spend more time downtown if there were more storefronts.

*If there were more storefronts downtown, I would spend more time there.*

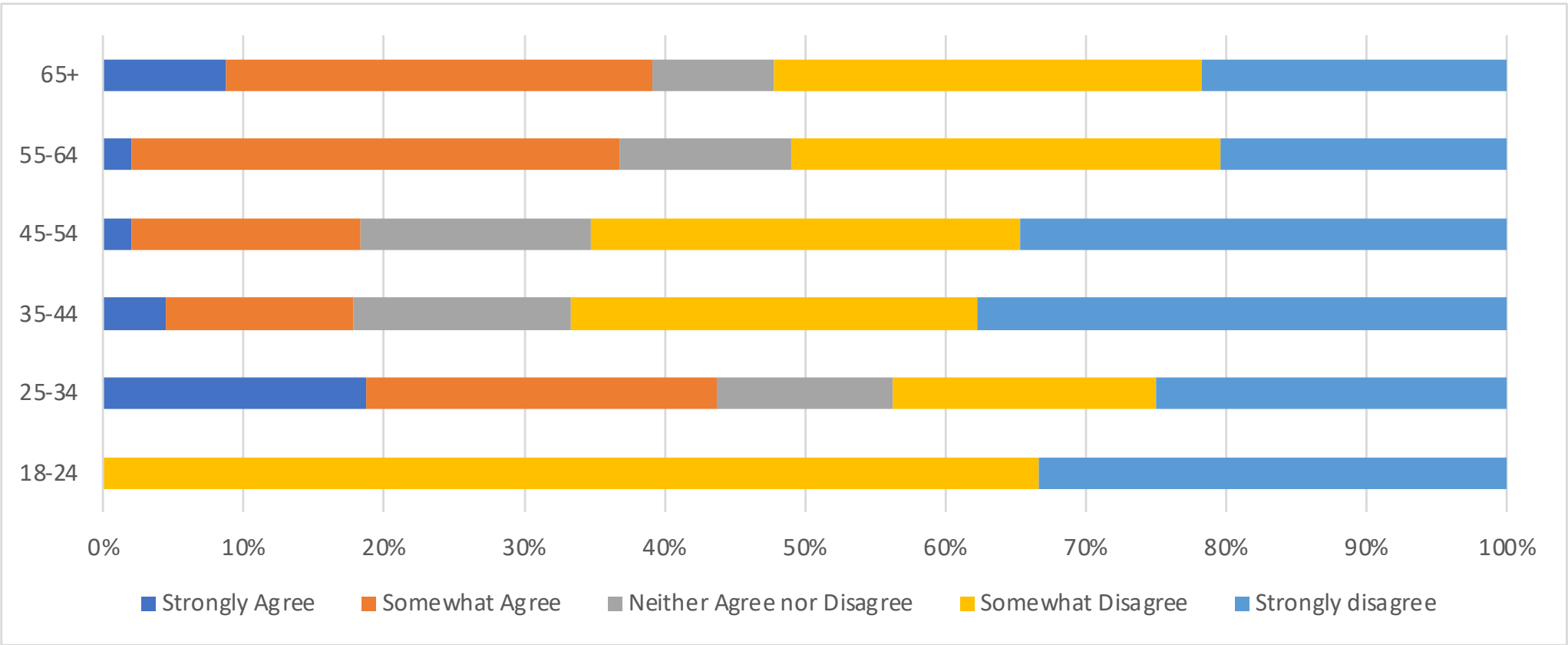


This same demographic is generally less satisfied with the amount of “things to do” in St. Johns. City residents ages 18-24 were more likely to agree that there is a lot to do in St. Johns, while those living in the community did not agree. Overall, there is a consensus that there is not enough to do in St. Johns.

*There’s a lot to do in St. Johns.*



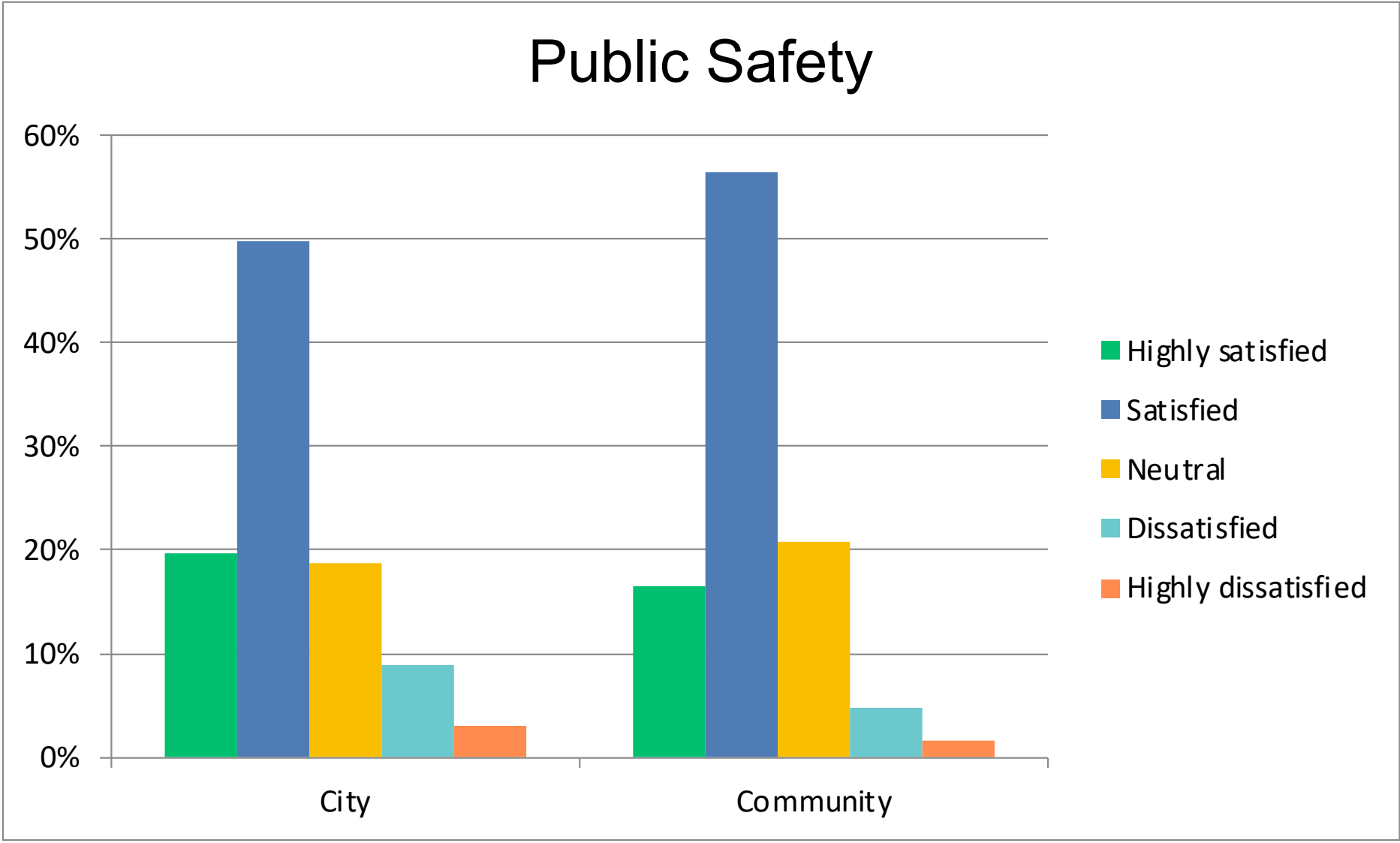
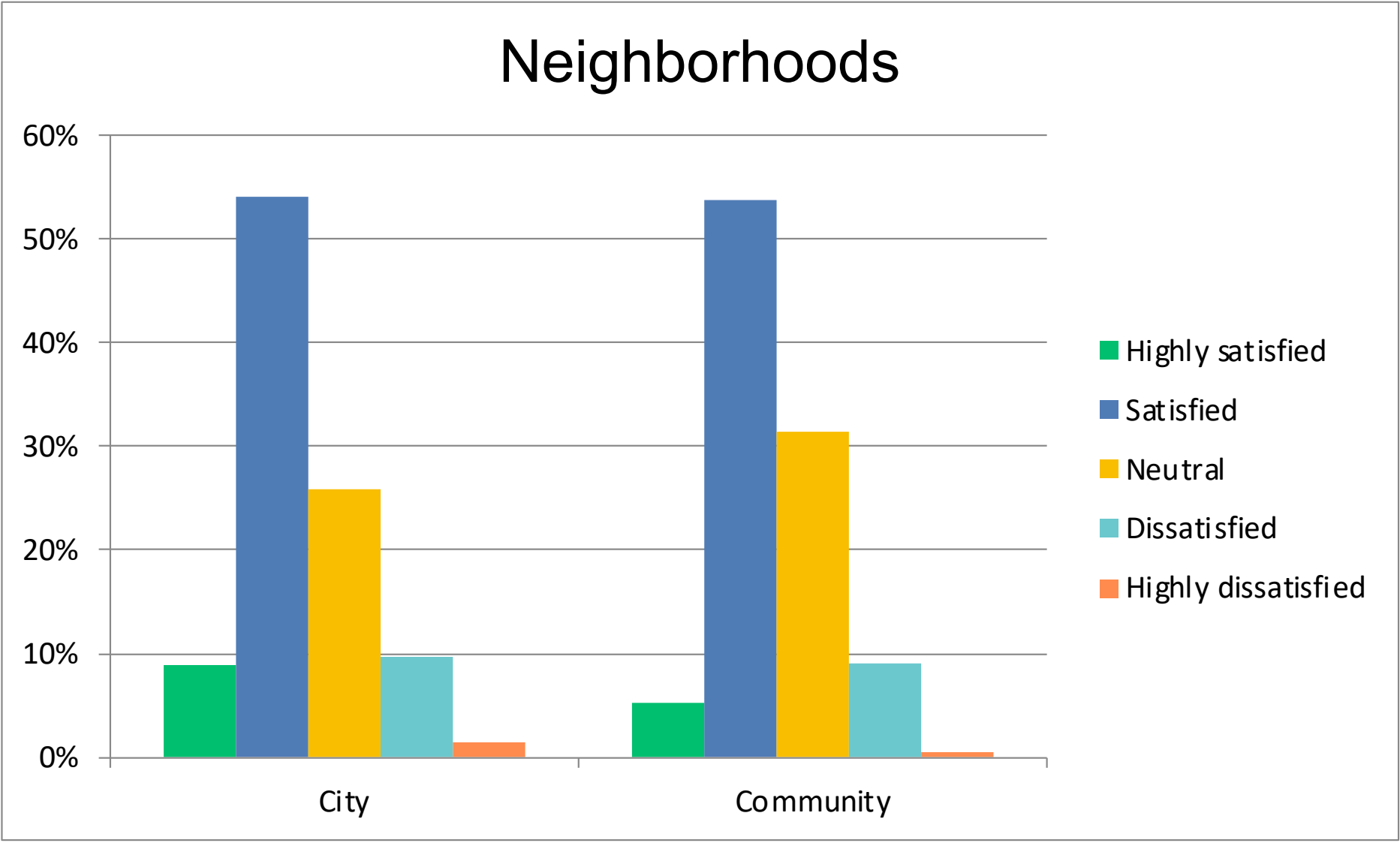
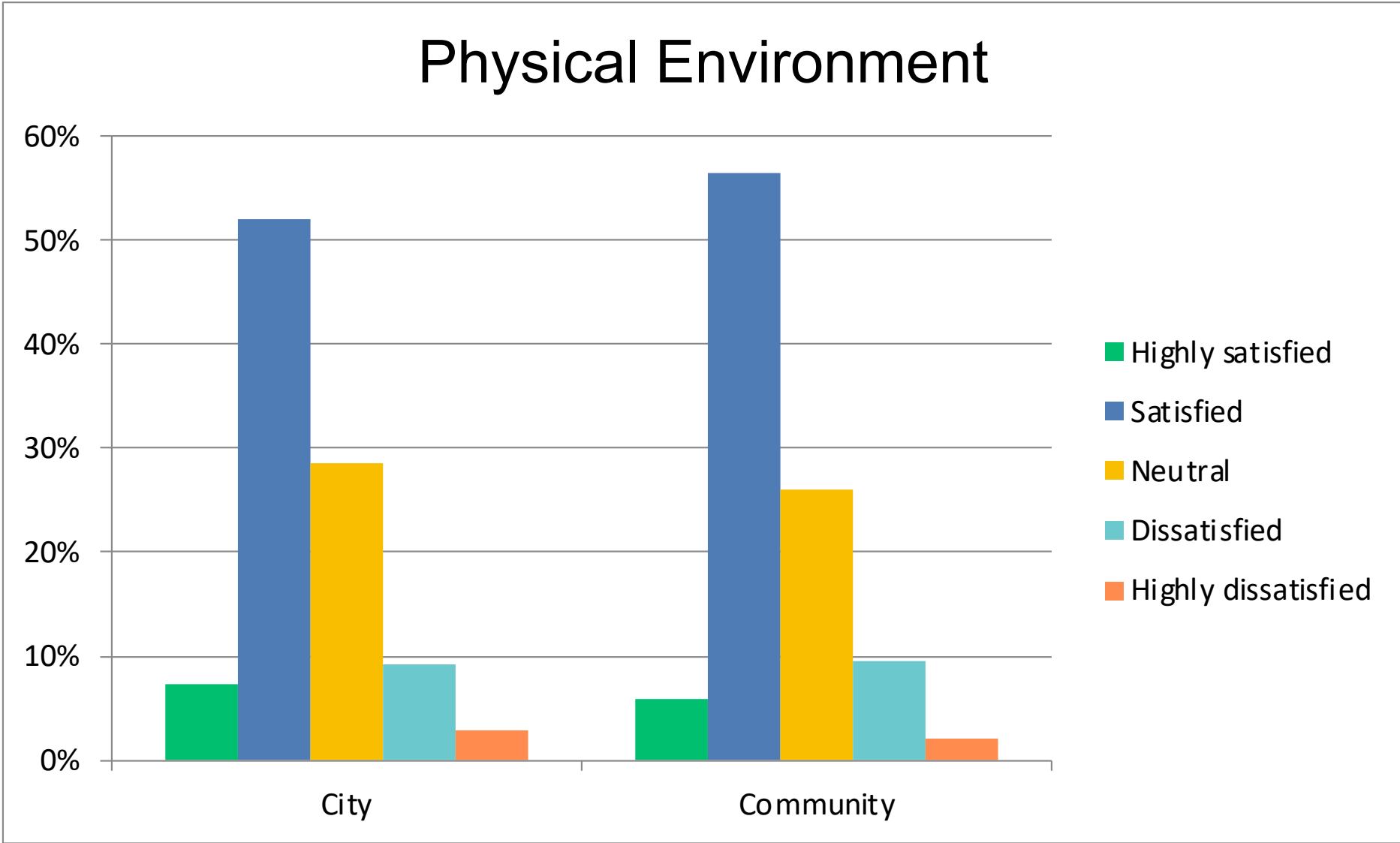
City



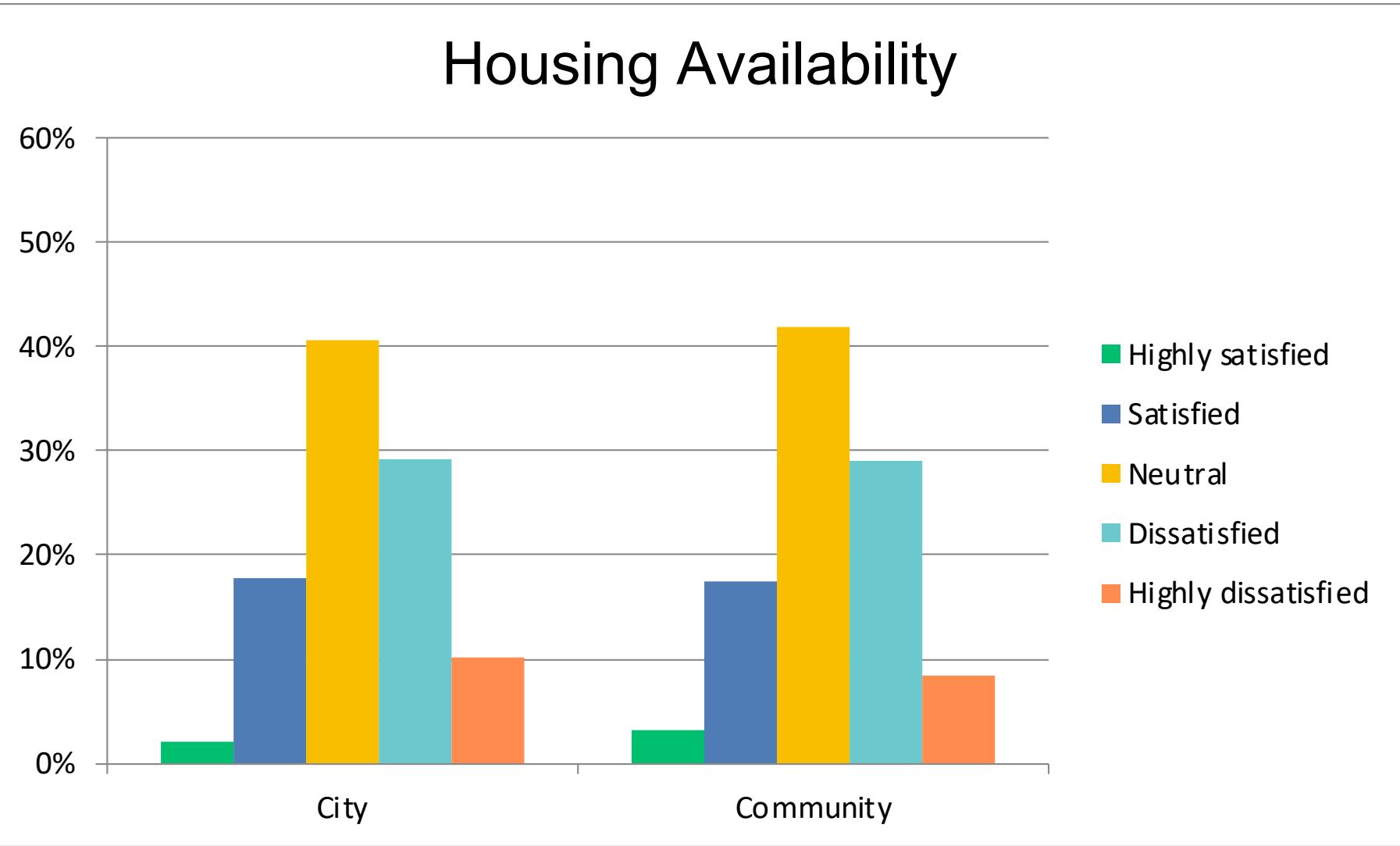
Community



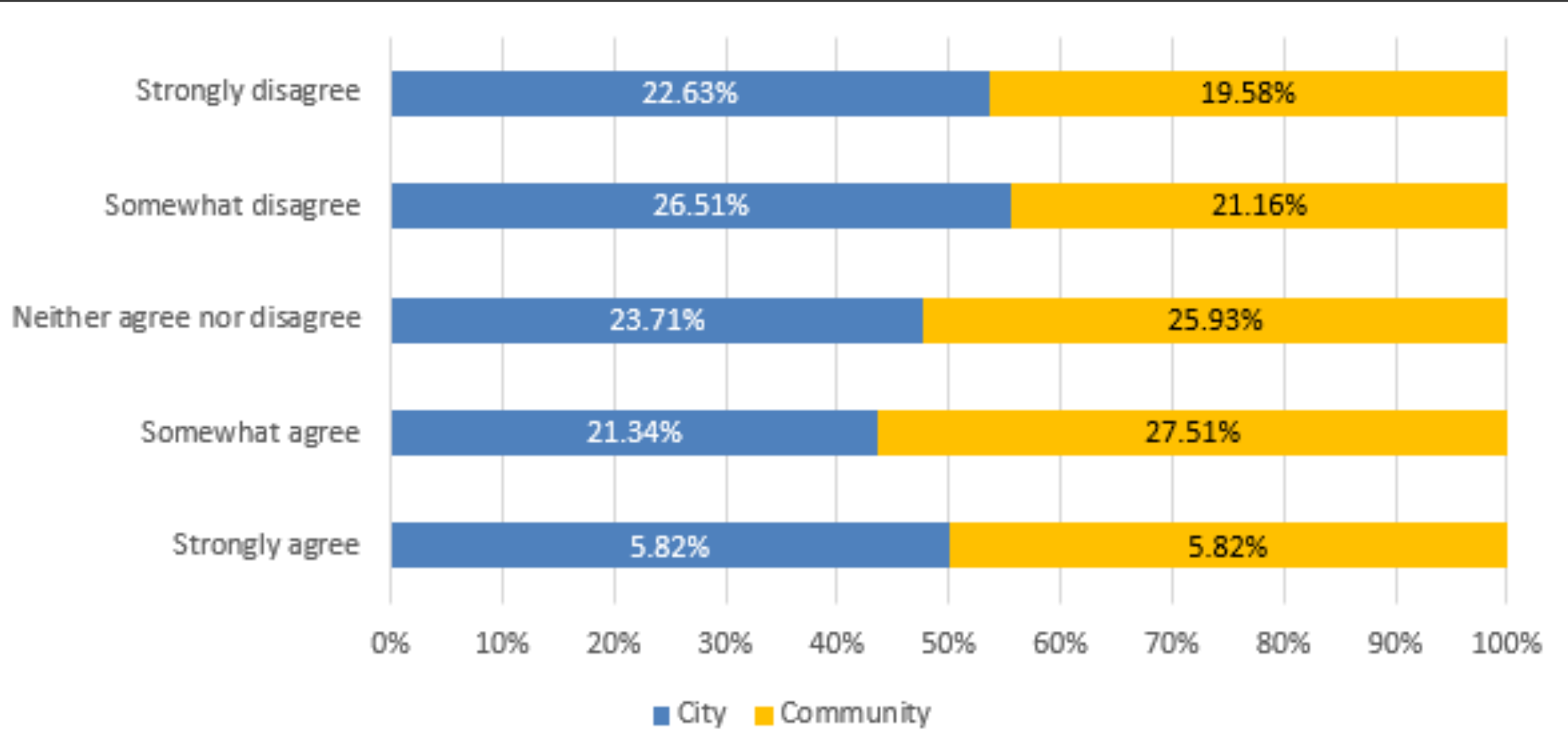
Despite the perception that there’s not a lot to do in St. Johns, more than 60% of city residents and community members are satisfied with the physical environment in St. Johns, the neighborhoods, and public safety. It’s a much easier lift to attract businesses to the downtown when core, foundational elements like these are solid.



City residents and community members are considerably less satisfied with housing availability. When asked about the types of housing they would like to see added to St. Johns, responses ranged from apartments, townhomes, duplexes and condos to single family homes and subdivisions, but the consensus was that affordable housing was most in demand.



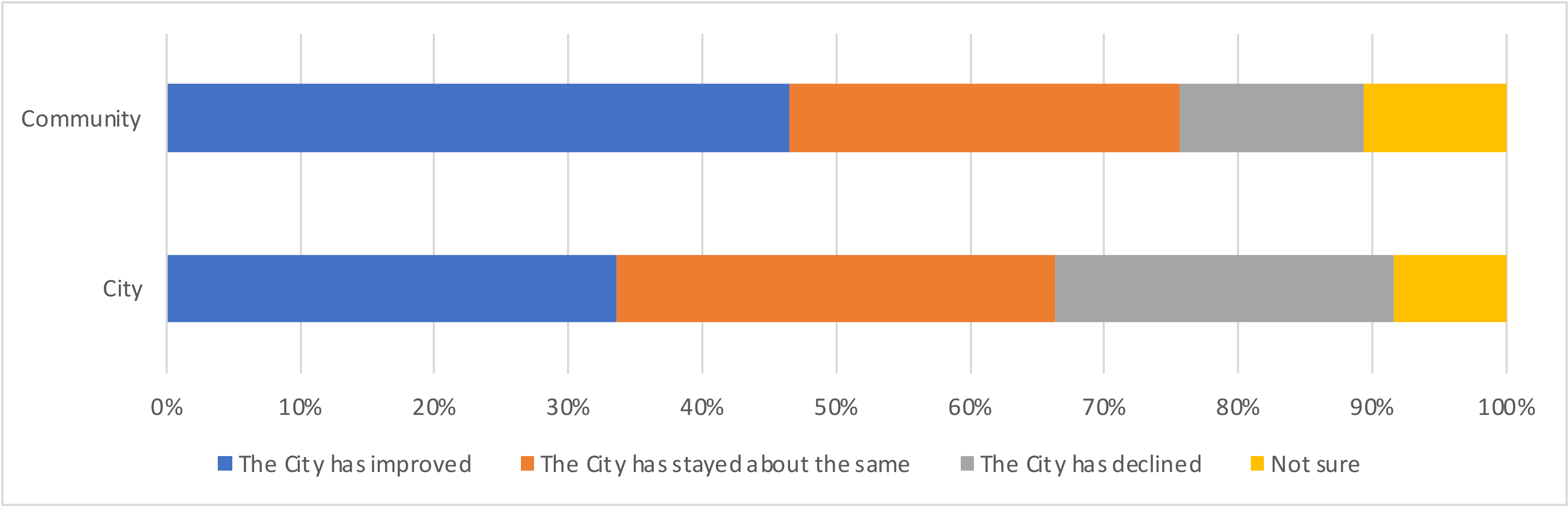
*St. Johns has adequate affordable housing for a variety of circumstances.*





When asked how the overall quality of St. Johns has changed over the past five (5) years, more survey respondents believe the quality has improved or stayed the same than declined. Impressions are more favorable among community members than city residents.

*How do you think the overall quality of St. Johns has changed over the past five (5) years?*



As the City of St. Johns continues its efforts to improve the quality of life for residents, it's important to recognize that many important foundational elements needed to support growth are firmly in place. In addition to having pride in their community, residents feel good about the physical environment, the neighborhoods, and public safety. If these elements needed considerable work, it would be difficult to move to the next level of placemaking, which includes bringing more storefronts to the downtown, increasing things to do, and improving affordable housing options.



Communication  
Implications

By identifying the areas that are of greatest concern for residents, the City can set priorities and establish some focused communication efforts around those priorities.

When people hear that an organization is actively addressing the things that they believe need improvement, their support can increase.

Some dissatisfaction may also exist because residents aren't well-informed about the progress that's being made in these areas, so intentionally increasing communication may help increase satisfaction even if progress may be slower than they'd prefer.



# Mega-theme: People

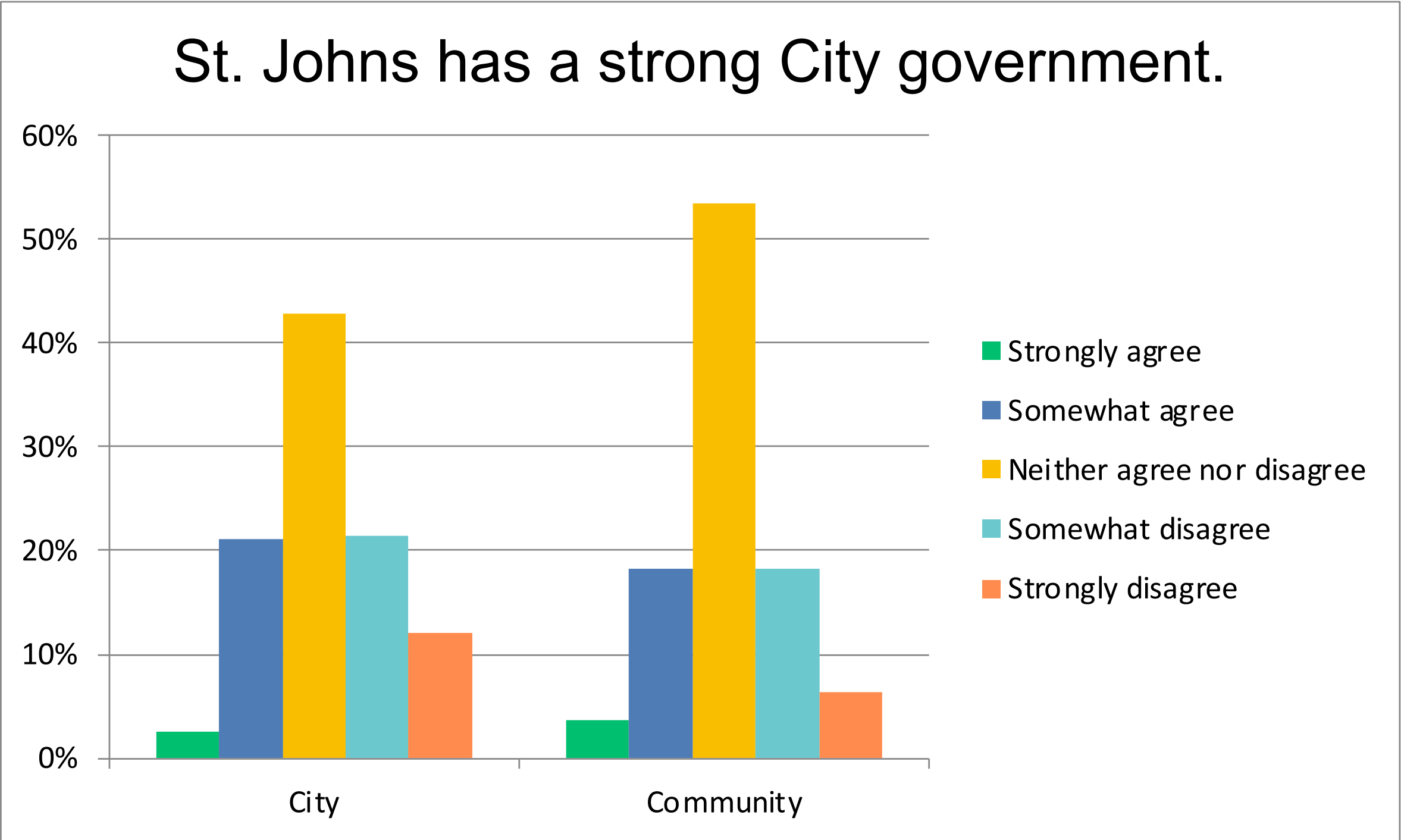




When interviewees and focus group participants discussed City government, two themes emerged: first, there is a general distrust of the government among some residents; and second, trust increases when residents feel connected to the people behind government positions. Many participants expressed appreciation for the visibility of City Manager Dave Kudwa. They appreciate his enthusiasm for the city and like that he is a recognizable figure around town. His authenticity makes him more trustworthy, and while that doesn't mean everyone will agree with him or the decisions he makes, he is earning respect each time he openly communicates with residents.



When asked how they felt about the strength of the City government in St. Johns, most city residents and community members had a neutral opinion. This is an opportunity for the City to help residents get to know members of the City Commission and staff, with an emphasis on the positive difference they make.



Communication  
Implications

Leading the City of St. Johns is a team effort, with the City Commissioners setting high-level vision and equipping the City staff to carry out the operational tasks needed to make that vision a reality. Communication initiatives need to help residents understand the people behind the positions. Messaging should emphasize the heart for service that is common among key decision-makers, while increasing levels of trust and respect.



# Mega-theme: Communication

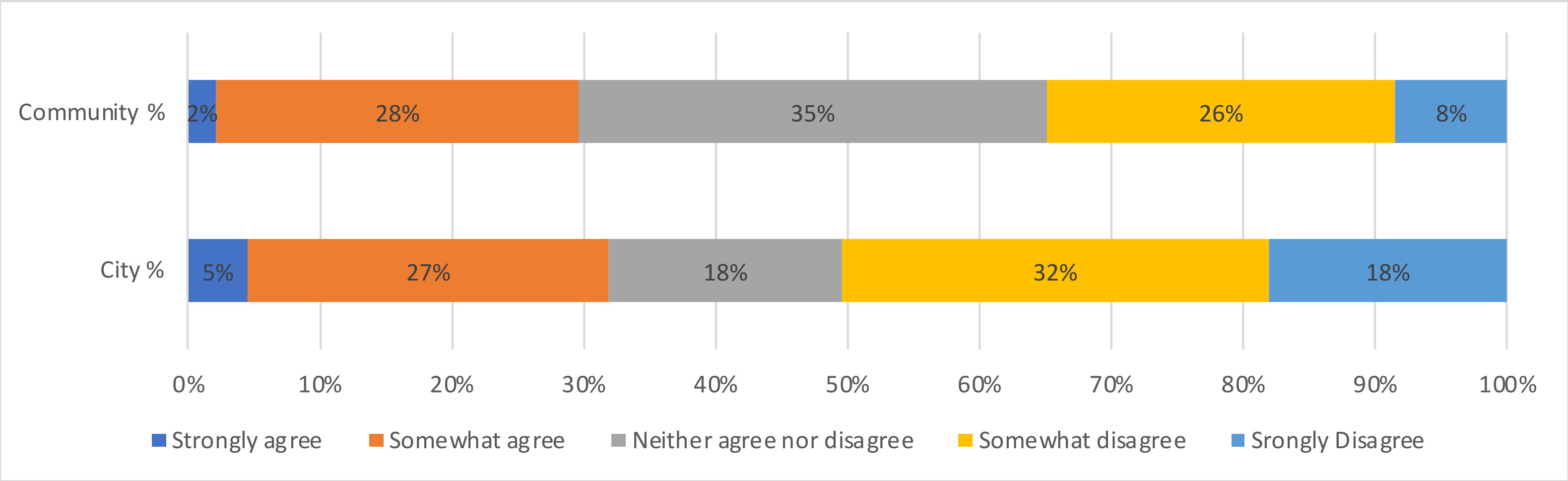




The City’s recognition of the importance of communication is the basis for this research. Interviews, focus groups and survey responses all affirmed the importance of good communication – and the pitfalls of poor communication.

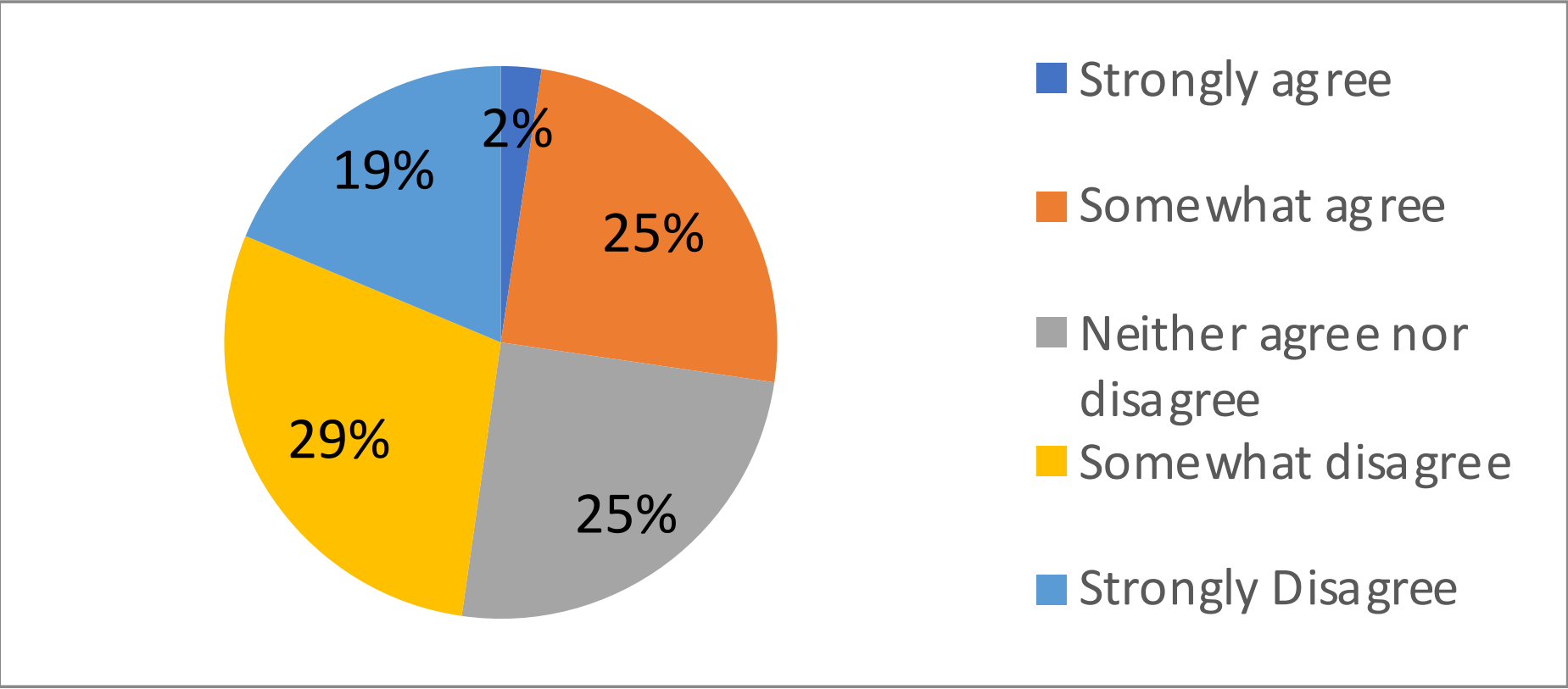
Fifty percent of City residents who responded to the survey are not satisfied with the way the City communicates with them.

*I am satisfied with the way that St. Johns communicates with residents.*

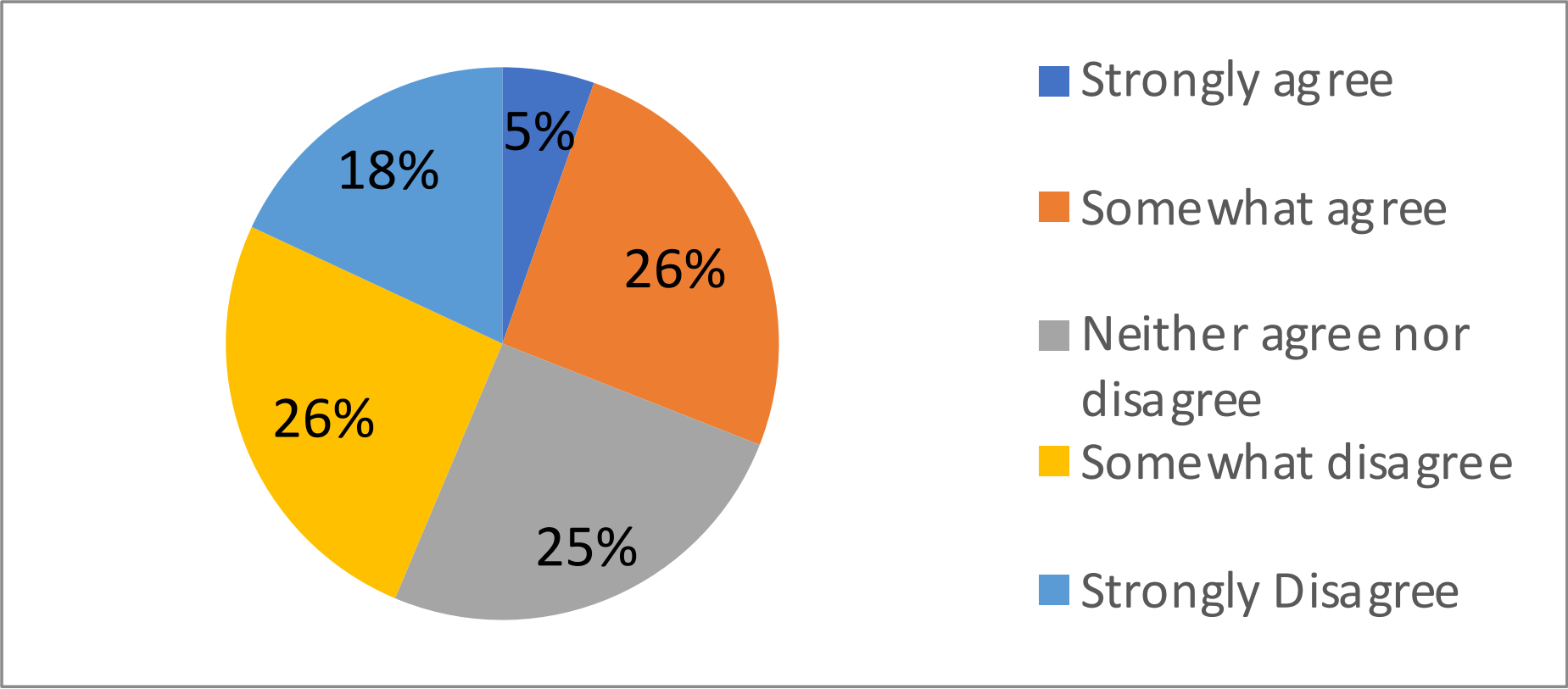


In addition, there is a direct correlation between perceptions of transparency and satisfaction with how the City government spends tax dollars. Nearly 50% of city residents do not feel the City is transparent with them, and 44% are not happy with the way the City spends tax dollars.

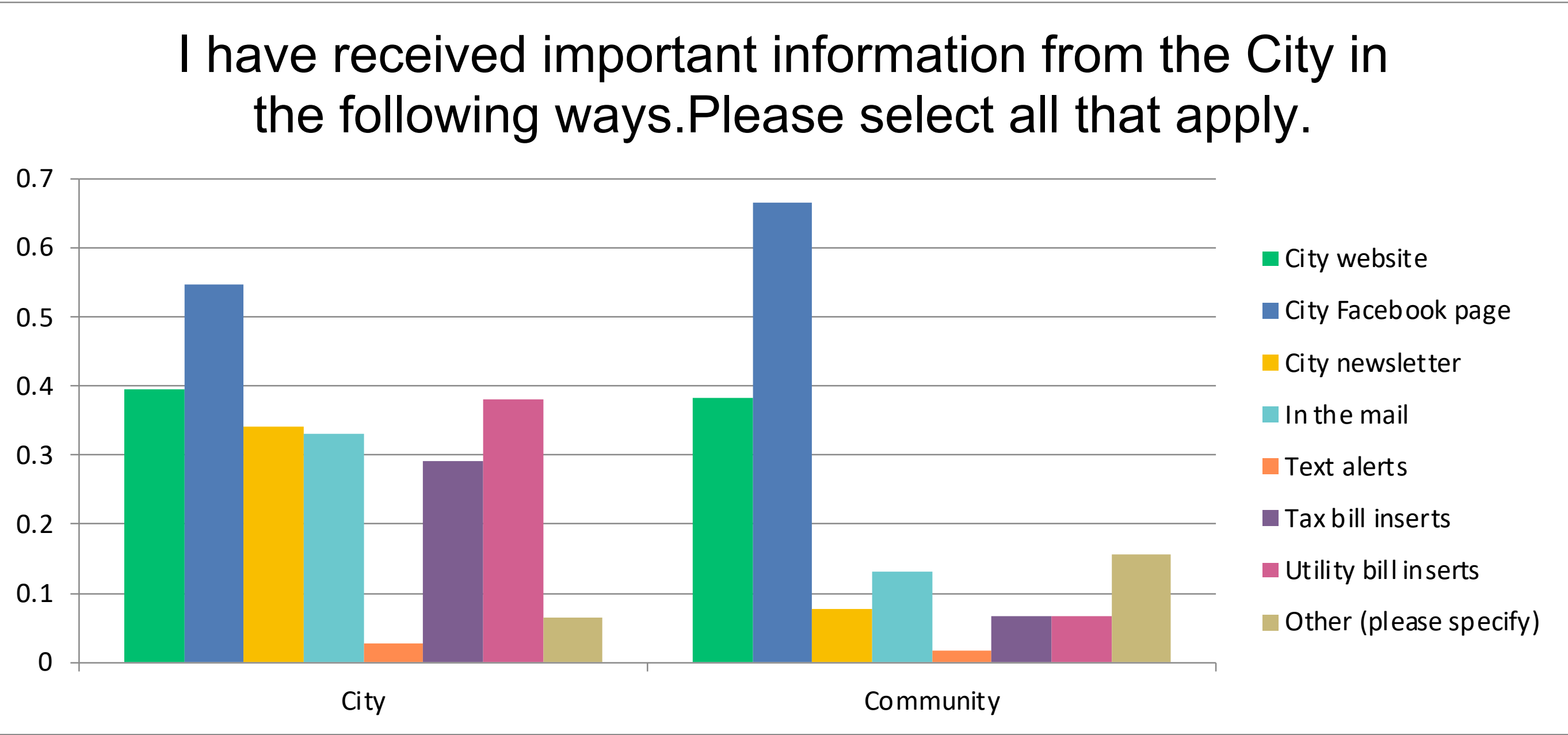
*The City is transparent with residents.*



*I am happy with how the City government spends tax dollars.*



When survey respondents were asked about the ways they receive information from the City, electronic communication channels were the most prevalent – however, it’s clear that more traditional forms of communication are also important.

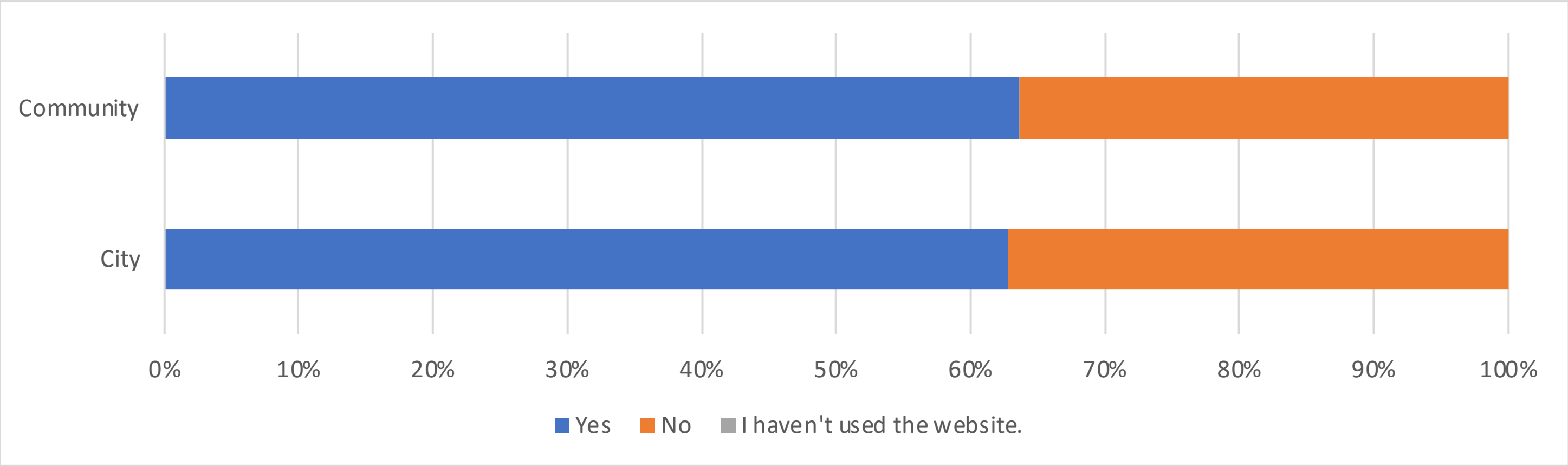


“Other” responses included word-of-mouth, other social media pages and local media.



Websites for multi-faceted organizations like city government are challenging to organize and maintain, just by the nature of their decentralized information sources and constantly changing content. While there are opportunities to improve the City’s website, more than 60% of city residents and community members indicate that cityofstjohnsmi.com is easy to navigate.

*Do you find the City’s website easy to navigate?*



Communication  
Implications

When there is a lack of communication, there is at least a perceived lack of transparency. When residents feel the City is not being transparent with them, they have a difficult time trusting them with their tax dollars – and everything that goes along with decisions about how to spend those tax dollars. This distrust breeds dissatisfaction and can amplify rumors and misinformation.

Therefore, the City’s communication initiatives must focus on creating trustworthy, transparent sources of consistent information.



# Compliance





Part of King’s research assignment included an assessment of the City’s level of compliance with the Americans with Disabilities Act, the Open Meetings Act, and Public Records and Retention. Overall, we find the City in compliance but have identified some recommendations that would show stronger support for the spirit and intent of these acts.

## Accessibility Regulations

The Federal Government is required to follow Section 508 of the U.S. Rehabilitation Act which mandates that web content be accessible to people with disabilities.

Under Section 508, agencies must give disabled employees and members of the public access to information comparable to the access available to others.

Fifteen states have passed legislation requiring Information and Communication Technology (ICT) accessibility. Michigan does not currently have that requirement.



## Accessibility Standards

We recommend using Section 508 of the U.S. Rehabilitation Act as a guideline for the City’s web accessibility standards, which are as follows:

- Use clear visuals with correct alternative text
- Use contrasting colors
- Give links a unique and descriptive name
- Properly name files, images and PDFs
- Use accessible PDFs and forms
- Use headings to correctly organize document structures
- Avoid the use of tables for document and webpage layout

Accessibility  
Recommendations

Our assessment has determined that the City’s website meets some of the web accessibility standards. The most significant area of improvement is the frequent use of PDFs. Currently, much of the information available on the website is delivered by links to PDFs. For screen-reading software to clearly interpret the information for users who are visually impaired, PDFs must be built to meet certain accessibility standards. Tools like Acrobat Pro can help, but consistently creating accessible PDFs will require additional time and attention to detail.

We recommend replacing PDFs with on-page content whenever practical. This eliminates the need for accessibility checks and has the added benefit of better on-page and off-page searchability. When content needs to be posted as a PDF, we recommend running all documents through an accessibility checker prior to posting.



Accessibility  
Recommendations Cont.

In addition, all images on the City’s website should be reviewed for alternate text that clearly identifies the images for screen-reading software. Names for files, images and PDFs should be also clear and descriptive, and should not include the year unless the document is time-sensitive.

# Open Meeting Act (OMA) Regulations

The spirit of the OMA is to make government open and accessible to the people. The law requires public bodies to conduct nearly all business at open meetings. The law also requires advance notice of the meeting and provides the public the right to attend the meeting, address the body, record the meeting, and review meeting minutes and agendas.

## Public Notice Requirements

- Notice must contain the public body’s name, telephone number, and address
- Must be posted at the principal office
- Full fiscal year of meetings should be posted within ten (10) days of the first meeting
- Schedule changes must be made at least three (3) days in advance
- Rescheduled regular or special meetings must be posted 18 hours before the meeting



Open Meeting Act (OMA)  
Recommendations

As long as the City of St. Johns is conducting open meetings and following the public notice requirements, they are in compliance. However, given the perceived lack of transparency uncovered in our research, we recommend the City focus on implementing new procedures that demonstrate support for the spirit of the act.

First, the City should make it easy for City residents to find meeting schedules, agendas, and minutes. In addition to physically posting information in City offices, this should include continued posting on the City website and adding a contact person with phone number to the City Commission meeting event on the website. Also, all agendas, packets, and minutes should be properly named to reflect the date and type of document. Meetings could also be added as events to the City of St. Johns Facebook page.

Open Meeting Act (OMA)  
Recommendations Cont.

Second, the City should have a detailed communication plan to address any changes to the schedule or to announce special meetings. This plan should be shared with residents on the website for convenient access.

Finally, the City should make attending meetings easier and more accessible for City residents. This should include using social media and other just-in-time marketing channels to promote the meeting schedule, changes, and announcements. The City may also want to consider livestreaming the meetings on Facebook in addition to the current practice of providing a Zoom link.



## Public Record and Retention Regulations

Public records should be retained and disposed of in accordance with the State of Michigan’s General Retention Schedules. Unless a longer retention period is required, all records should be retained for a minimum of seven (7) years from the date of service. This includes electronic records including, but not limited to emails, electronic files and databases.

Because there is no mandate for making the information available digitally, reviewing for the City’s overall compliance would require an in-depth review of physical records. We believe this is outside the intended scope of this project and instead focused our efforts on assessing the City’s website for the kind of transparency that city residents desire.

## Public Record and Retention Recommendations

Electronic versions of records aren't required, but we recommend this as a standard for the City of St. Johns. Electronic records help make information more accessible to the public, which affirms transparency.

Like many municipalities, the City currently uses BS&A Online and the MI Community Financial Dashboard to provide electronic access to records. These are excellent tools, and we highly recommend their continued use. However, navigating to the desired information may be difficult for some residents. We recommend creating easy reference guides or video tutorials to show people how they can navigate the different applications, especially for performing common tasks or accessing regularly requested information.



# Communication/Marketing Plans





The next step in our process is to create a set of communication and marketing plans. Using the information uncovered in the research, our plans will address specific recommendations for goals and objectives, metrics, target audiences, messaging, communication channels, timing and budget, as outlined in our original proposal of services.

We have already developed a starting point for these plans, as outlined in the following pages.



Goals & Objectives

Develop trustworthy, consistent, and sustainable communication practices that keep city residents informed and build trust in the City

Make information that is of interest to the broader St. Johns community easily accessible and appealing

Create a marketing strategy that reaches and resonates with potential visitors, residents and business owners whose presence will help St. Johns continue to grow and thrive

Metrics

Key performance indicators will measure the reach and engagement of communication and marketing efforts. These include, but are not limited to:

- Website traffic and conversions
- Social media impressions, reach, engagement and results
- Electronic communication subscriptions
- Community feedback



Target Audiences

- Primary: City of St. Johns residents
- Secondary: Members of the St. Johns community
- Secondary: Residents and business owners throughout mid-Michigan

Messaging

The tone and voice that we have been establishing for the City through our consulting work will continue to inform the City’s communication “brand” for communicating with residents.

Our team is developing a brand definition and a set of key messages that will guide what we say to our primary audience and how we say it.

Established messaging practices for the primary audience will form the basis for how we talk about St. Johns to our secondary audiences.



# Communication Channels

Recommended communication channels are likely to include:

- Social media – City Facebook page
- City website
- Subscription-based electronic communication: e-newsletters and SMS text messages
- Print newsletter
- Local media
- Paid advertising

Timing

Regular – ongoing communication that keeps residents connected and informed

Scheduled – monthly or quarterly outreach

Seasonal – important seasonal information that helps people feel prepared

Event-driven – triggered by a scheduled event or an unscheduled occurrence

Storytelling – planned communication that highlights the best of St. Johns



# Conclusion





In many ways, the City of St. Johns is unique – in others, it faces the types of challenges that all small towns must address. The research affirms the need for stronger communication initiatives and reveals that the City’s efforts must be trustworthy, consistent and sustainable. It also highlights three key topics around which we need to frame our communication strategy: pride, place and people. Finally, it identifies priorities that require more operational focus, communication or both: things to do in the area, affordable housing and the ongoing downtown revitalization.



Thank you.

# **Water & Sewer Rate Analysis**

**Andy Campbell, CPA**  
Director



# Overview

- Operating Expense History
- Combined Debt Service
- Capital Improvement Funding
- Funding Sewer Improvements
- Clean Water State Revolving Fund
- Decisions for the Future

# Operating Expense History

2017/18	\$2,497,865
2018/19	\$3,174,035
2019/20	\$3,257,959
2020/21	\$2,988,920
2021/22	\$3,584,330
2022/23 (Budget)	\$3,505,466



# Combined Debt Service

Fiscal Year	2013 Refunding Bonds	2016 Refunding Bonds	2017 Refunding Bonds	2019 Sewer Revenue Bds	Total
2022/23	\$303,746.25	\$442,040.00	\$26,923.00	\$216,445.50	\$989,154.75
2023/24	290,792.50	458,758.75	27,042.90	217,292.75	993,886.90 *
2024/25	332,130.00	415,610.00	-	217,970.50	965,710.50
2025/26	317,758.75	427,660.00	-	213,563.50	958,982.25
2026/27	303,545.00	449,047.50	-	214,071.75	966,664.25
2027/28	289,488.75	459,772.50	-	214,410.50	963,671.75
2028/29	-	765,992.50	-	214,579.75	980,572.25
2029/30	-	762,773.75	-	214,579.50	977,353.25
2030/31	-	769,025.00	-	214,409.75	983,434.75
2031/32	-	764,746.25	-	214,070.50	978,816.75
2032/33	-	765,003.75	-	218,477.00	983,480.75
2033/34	-	-	-	217,629.25	217,629.25
2034/35	-	-	-	216,612.00	216,612.00
2035/36	-	-	-	215,425.25	215,425.25
2036/37	-	-	-	214,069.00	214,069.00
2037/38	-	-	-	217,458.50	217,458.50
2038/39	-	-	-	215,593.75	215,593.75
2039/40	-	-	-	213,559.50	213,559.50
Totals	\$1,837,461.25	\$6,480,430.00	\$53,965.90	\$3,880,218.25	\$12,252,075.40
* Maximum annual combined debt service					

# Capital Improvement Funding

	<u>Water</u>	<u>Sewer</u>
2023/24	\$925,000	\$4,431,000
2024/25	\$1,250,000	\$2,015,000
2025/26	\$3,800,000	\$6,025,000
2026/27	\$350,000	\$125,000
2027/28	\$150,000	\$1,825,000
2028/29	\$0	\$125,000
Future	<u>\$400,000</u>	<u>\$16,410,000</u>
Total	\$6,875,000	\$30,956,000



# Funding Sewer Improvements

	<u>Cash</u>	<u>Debt</u>	<u>Total</u>
2023/24	\$431,000	\$4,000,000	\$4,431,000
2024/25	\$415,000	\$1,600,000	\$2,015,000
2025/26	\$425,000	\$5,600,000	\$6,025,000
2026/27	\$125,000	\$0	\$125,000
2027/28	\$1,825,000	\$0	\$1,825,000
2028/29	<u>\$125,000</u>	<u>\$0</u>	<u>\$125,000</u>
Total	\$3,346,000	\$11,200,000	\$14,546,000

# Clean Water State Revolving Fund

- Current Interest Rate – 2.125%
  - Estimated Future Interest Rate – 2.75%
- 20 or 30-year duration at option of City
- Grants available? Can City qualify for “overburdened” status?
  - Median Annual Household Income - \$59,890
    - Would qualify if sewer rates are over 1% of MAHI, and they are
  - Typical “overburdened” grants between 20-50%
- Application timing and processes from here



# Decisions for the Future

- Inflationary user rate increases
  - 3% vs. 4%
    - 3% increase for 2023/24 – typical homeowner’s quarterly bill
      - Water = \$112.01, Sewer = \$175.32, Total \$287.33
    - 4% increase for 2023/24 – typical homeowner’s quarterly bill
      - Water = \$115.37, Sewer = \$180.39, Total \$295.76
  - Grants and CWSRF funding
  - Construction costs
  - Cash funding future improvements
- State Revolving Fund Applications

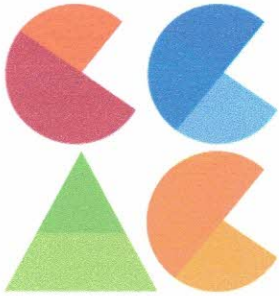
# Questions?

**Andy Campbell, CPA, Director**

**[andy.campbell@bakertilly.com](mailto:andy.campbell@bakertilly.com)**

**517-325-9655**





# Clinton County Arts Council

Art Gallery - Concerts in the Park – Mint City Singers  
Homegrown Productions – Clinton Northern Railway Museum  
215 N. Clinton Ave. St. Johns, MI 48879  
989.224.2429  
[www.clintoncountyarts.org](http://www.clintoncountyarts.org)

To: St. Johns City Commission

Re: Wilson Center

Dear Commissioners,

The Clinton County Arts Council (CCAC) has a very big interest and investment in the Wilson Center Auditorium. We are concerned with the delays that have occurred with the finalization of the Condominium Documents agreement between Dymaxion Development and the City of St. Johns. It is our understanding that nothing can be done at the Wilson Center until those documents are approved by the Commission and signed, permitting Dymaxion to proceed with asbestos abatement and the development of the units they intend to build.

While we understand that details may need to be clarified, it is distressing that our performing arts groups, Homegrown Productions and Mint City Singers, are without their rehearsal and performance spaces. In addition, with the boilers in the building unusable, our equipment and the building itself run the risk of accelerated deterioration. The CCAC urges the Commission to take action to ensure the future integrity of the building and allow us to resume our performance schedules that are currently on hold. We view this to be an urgent situation that only worsens as time passes.

Thank you for your attention to this matter.

Sincerely,

The Executive Board of Clinton County Arts Council

To St Johns City Commission,

The City Staff request the City Commission not accept Dave Kudwa's letter of resignation.

Respectfully,

Kurt S. ~~\_\_\_\_\_~~  
 Lisa Longoria ~~\_\_\_\_\_~~  
 Mindy J. ~~\_\_\_\_\_~~  
 Kristina Kuch ~~\_\_\_\_\_~~  
 J. M. ~~\_\_\_\_\_~~  
 Sutanbrino ~~\_\_\_\_\_~~  
 Jim Austin ~~\_\_\_\_\_~~  
 David Hall ~~\_\_\_\_\_~~  
 Carol Kuntz ~~\_\_\_\_\_~~  
 Brent Corp ~~\_\_\_\_\_~~  
 Thomas ~~\_\_\_\_\_~~  
 W. A. ~~\_\_\_\_\_~~  
 Patrick ~~\_\_\_\_\_~~  
 Jimmy Wright ~~\_\_\_\_\_~~  
 Jeff Pearl ~~\_\_\_\_\_~~  
 Bill Schae ~~\_\_\_\_\_~~  
 Benjamin Dandaker ~~\_\_\_\_\_~~  
 Herb Van ~~\_\_\_\_\_~~ H<sub>2</sub>O

AFFIDAVIT OF PUBLICATION

LSJ MEDIA

300 S. Washington Square, Suite 300, Lansing, MI 48933

State of Michigan, County of Macomb}ss

IN THE MATTER OF:

CITY OF ST JOHNS/LEGALS

PO BOX 477

SAINT JOHNS, MI 48879

NOTICE  
ST JOHNS CITY COMMISSION  
ORDINANCE #672

Notice is hereby given that the St. Johns City Commission will consider Ordinance #672 at a regular meeting held on Monday, February 27, 2023 at 6:00 p.m., Room #2200 (2nd Floor) of the Courthouse located at 100 E. State St., St. Johns, MI.

1. Ord #672 - an Ordinance to Amend City Ethics Ordinance

A copy of the complete text of the proposed ordinances can be reviewed or obtained through the St. Johns City Clerk's Office, 100 E. State St., Suite 1100, St. Johns MI 48879.

Mindy J. Seavey, City Clerk

NOTICE: People with disabilities needing accommodations for effective participation in the meeting should contact the City Clerk at (989) 224-8944 at least two (2) working days in advance of the meeting. An attempt will be made to make reasonable accommodations.

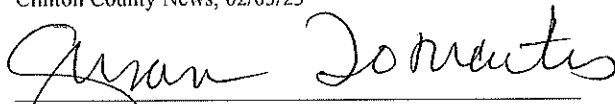
CCN-5570690

2/5/2023

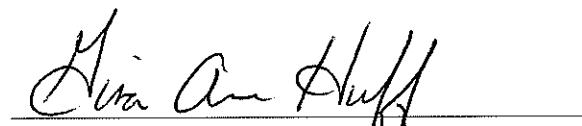
Being duly sworn, says that he/she is authorized by the publisher of Clinton County News, to swear that a certain notice, a copy of which is annexed here to, was published in following editions dated:

1. Published in the English language for the dissemination of general and/or legal news, and
2. Has a bonfide list of paying customers or has been published at least once a week in the same community without interruption for at least 2 years, and
3. Has been established, published and circulated at least once a week without interruption for at least one (1) year in the community where the publication is to occur.

Clinton County News, 02/05/23

  
Susan Totoraitis

SUBSCRIBED AND SWORN TO BEFORE ME THIS 8th DAY OF February, 2023

  
GINA ANNE HUFF  
Notary Public State of Michigan  
County of Livingston  
My commission expires March 9, 2023

Acting in the County of Macomb

0005570690, LSJ-L08041

LSJ-LSJ-Clinton County News



**ORDINANCE #672**  
**AN ORDINANCE TO AMEND CITY ETHICS ORDINANCE**

**CITY OF ST. JOHNS ORDAINS:**

**Section 1.** Amendment of Chapter 37, subsection 37.15. §37.15 of the City Code is amended to read as follows:

**§ 37.15            Board of Ethics & Complaints Against Elected Officials.**

(A)    Purpose: There shall be created a Board of Ethics, the purpose of which is to review complaints of ethics violations allegedly committed by elected and non-elected officials who do not report to the City Manager, to issue findings and conclusions on same when deemed appropriate, and to refer out ethics complaints to the city commission when necessary. The City Attorney will advise the Board of Ethics when requested by the Board of Ethics or the City Manager and will attend Board meetings upon request. The City Clerk will serve as secretary to the Board, but without voting rights.

(B)    Board Composition and term of office: There shall be four citizen members and one city commissioner on the Board of Ethics, appointed to three year terms, except for those first appointed, two shall serve three years, two shall serve two years and one shall serve one year. Nominations to the Board may be made by any member of the City Commission, which must be approved by a majority vote of City Commissioners elected and serving. Board members must be residents of the City. Vacancies shall be filled in this same manner as original appointments and within 60 days of the vacancy. The Board shall meet as needed. Within 14 days of receiving a complaint the Chairman of the Board of Ethics shall call for a Board meeting by scheduling a meeting through the City Clerk. A special meeting of the Board may also be called by the Chairman of the Board for any reason. A special meeting may also be called by any two members of the Board, provided that the meeting request is in writing and submitted to the City Clerk stating the reason for the meeting and signed by the members of the Board calling the meeting.

(C)    Powers and Duties: In addition to any powers and duties described above, the Board of Ethics shall have the power to:

- (1) Review and consider complaints alleging unethical conduct by an elected or non-elected official that does not report to the City Manager;
- (2) Refer complaints of alleged unethical conduct to the City Attorney, law enforcement, and/or the City Commission for investigation when further investigation appears warranted;
- (3) Issue non-binding findings and conclusions regarding alleged unethical conduct, which in turn will be considered either for ratification and/or as the basis for further action by the City Commission.

(4) For elected officials, any discipline or sanction is limited by the provisions of the St. Johns City Charter and the applicable laws of the State of Michigan, as stated in accordance with Section 37.02(A) of this Chapter.

(5) For non-elected, appointed officials, failure to abide by the ethical standards enumerated in this Chapter can result in loss of city position, appointment, or committee membership as determined by the St. Johns City Commission, as stated in accordance with Section 37.02(B) of this Chapter.

**Section 2.** Amendment of Chapter 37, subsection 37.16. **§ 37.16 of the City Code is amended to read as follows:**

**§ Section 37.16 VIOLATION AND ENFORCEMENT.**

Any individual who believes that a violation of this chapter has occurred and wishes to make a complaint shall do so through a signed and dated writing which shall be filed with the City Clerk's office, who shall be the custodian of records concerning alleged ethics violations. A complaint can also be filed by mailing or hand-delivering same to any City Commissioner, City Manager, or to the City Attorney, at which time the complaint shall then be filed with the City Clerk. Complaints alleged against elected officials and non-elected officials that do not report to the City Manager shall be referred to the Board of Ethics. Upon receipt of a complaint, the Board of Ethics shall schedule a meeting as stated in section 37.15 of this Chapter. All other complaints shall be referred to the City Manager. Complaints referred to the City Manager will follow the procedure below.

(A) The City Manager shall review the complaint and determine whether the matter may be resolved without the need for a formal investigation or referral to the city attorney's office.

(1) If the City Manager determines that a formal investigation or referral of the complaint to the City Attorney is necessary, the City Manager shall consult with the City Attorney and, within a reasonable time thereafter forward a copy of the complaint to the city employee named in the complaint (the respondent) requesting a written response or to otherwise provide further information within 21 days.

(2) Upon receipt of the response from the respondent, the City Manager, consulting with the City Attorney as necessary, may determine that the complaint should be dismissed, or may request further information from the complainant or the respondent if it is deemed necessary, or may determine that an investigation is warranted.

(B) The appropriate action to be taken in any individual case shall be at the direction of the City Manager in consultation with the City Attorney, which action may include, but is not limited to, any of the following:

(1) Pursuing further investigation by the City Attorney or an independent investigator;

(2) Refer the matter to the City Commission or the Board of Ethics for further discussion or consideration;

(3) Taking appropriate disciplinary action, including, but not limited to, reprimand, censure, suspension, and/or removal from employment; but only to the extent allowable by law, and in accordance with the St. Johns City Charter, Code of Ordinances, collective bargaining agreement, or the City of St. Johns Personnel Manual;

(4) Refer the matter to the appropriate law enforcement or prosecuting authority; and/or

(5) Pursuing such other course of action which is reasonable, just, and appropriate under the circumstances. While a complaint is pending, the city may exempt from disclosure as a public record any of the material, notes, communications, information or investigative records and materials if it is determined that said records are exempt under the provisions of the Freedom of Information Act.

**Section 3. Repeal and Replace.** Any and all ordinances inconsistent with this Ordinance are hereby repealed, but only to the extent necessary for this Ordinance to be in full force and effect.

**Section 4. Publication and Effective Date.** The City Clerk shall cause to be published a notice of adoption of this ordinance within 7 days of the date of its adoption. This ordinance shall take effect 20 days after its adoption.

YEAS: Commissioner(s)\_\_\_\_\_

NAYS: Commissioner(s)\_\_\_\_\_

ABSTAIN: Commissioner(s)\_\_\_\_\_

ABSENT: Commissioner(s)\_\_\_\_\_

#### CERTIFICATION

As the City Clerk of the City of St. Johns, Clinton County, Michigan, I certify this is a true and complete copy of an ordinance adopted by the St. Johns City Commission at a regular meeting held on \_\_\_\_\_, 2023.

Roberta Cocco, Mayor\_\_\_\_\_



Mindy J. Seavey, Clerk \_\_\_\_\_

Introduced: January 23, 2023

Adopted: \_\_\_\_\_, 2023

Published: \_\_\_\_\_, 2023

Effective: \_\_\_\_\_, 2023

## AN ORDINANCE TO AMEND CITY ETHICS ORDINANCE

### CITY OF ST. JOHNS ORDAINS:

**Section 1.** Amendment of Chapter 37, subsection 37.15. §37.15 of the City Code is amended to read as follows:

#### **§ 37.15 \_\_\_\_\_ Board of Ethics & Complaints Against Elected Officials.**

~~A.~~(A) Purpose: There shall be created a Board of Ethics, the purpose of which is to review complaints of ethics violations allegedly committed by elected and non-elected officials who do not report to the ~~city manager~~City Manager ~~who do not report to the city manager~~, to issue findings and conclusions on same when deemed appropriate, and to refer out ethics complaints to the ~~appropriate official or the~~ city commission when necessary. ~~and to prepare advisory opinions regarding ethical issues when solicited to do so by the city manager, a city employee, a non-elected official or a member of the City Commission.~~ The ~~city attorney~~City Attorney will advise the Board of Ethics when ~~asked~~ requested by the Board of Ethics or the ~~city manager~~City Manager and will attend ~~its~~the Board's meetings upon request. The City Clerk will serve as secretary to the Board, but without voting rights.

~~B.~~(B) Board Composition and term of office: There shall be four citizen members and one city commissioner on the ~~b~~Board of Ethics, appointed to three year terms, except for those first appointed, two shall serve three years, two shall serve two years and one shall serve one year. Nominations to the Board ~~shall~~ may be made by any member of the ~~the full~~ City Commission, which must be approved ~~and ratified~~ by a majority vote of City Commissioners elected and serving ~~by same~~. Board ~~M~~members must be residents of the City. ~~Initial nominations shall be made within 60 days of the effective date of this ordinance.~~ Vacancies shall ~~also~~ be filled in this same manner as original appointments and within 60 days of the vacancy. The Board ~~will have its first meeting within 30 days following ratification of membership for the purpose of organizing, making rules of procedure as well as reviewing the St. Johns ethics ordinance. Thereafter it shall meet as a board as needed.~~ Within 14 days of receiving a complaint ~~T~~the Chairman of the Board of Ethics ~~or any commissioner can~~ shall call for a Board meeting by scheduling ~~same~~ a meeting through the City Clerk. A special meeting of the Board may also be called by the Chairman of the Board for any reason. A special meeting may also be called by any two members of the Board, provided that the meeting request is in writing and submitted to the City Clerk stating the reason for the meeting and signed by the members of the Board calling the meeting. ~~If an ethics complaint is forwarded to the Board for consideration, it shall convene a meeting to review said complaint within 14 days of receipt.~~

~~C.~~ Powers and Duties: In addition to any powers and duties described above, the Board of Ethics shall have the power to:-

-

(C) ~~Receive requests for advisory opinions from city officials and employees;~~

~~(1)2-~~ Review and consider complaints alleging unethical conduct by an elected or non-elected official that does not report to the ~~city manager~~City Manager, if properly referred;

~~(23-)~~ Refer complaints of alleged unethical conduct to the ~~city attorney~~City Attorney, law enforcement, and/or the City Commission for investigation when further investigation appears warranted;

~~(34-)~~ Issue non-binding findings and conclusions regarding alleged unethical conduct, which in turn will be considered either for ratification and/or as the basis for further action by the City Commission.

(

4) For elected officials, any discipline or sanction is limited by the provisions of the St. Johns City Charter and the applicable laws of the State of Michigan, as stated in accordance with Section 37.02(A) of this Chapter.

(5) For non-elected, appointed officials, failure to abide by the ethical standards enumerated in this Chapter can result in loss of city position, appointment, or committee membership as determined by the St. Johns City Commission, as stated in accordance with Section 37.02(B) of this Chapter.

**Section 2. Amendment of Chapter 37, subsection 37.16. § 37.16 of the City Code is amended to read as follows:**

### **§ Section 37.16 VIOLATION AND ENFORCEMENT.**

Any individual who believes that a violation of this chapter has occurred and wishes to make a complaint shall do so through a signed and dated writing which shall be filed with the City Clerk's office, who shall be the custodian of records concerning alleged ethics violations. A complaint can also be filed by mailing or hand-delivering same to any City Commissioner, ~~city manager~~City Manager, or to the City Attorney, at which time the complaint shall then be filed with the City Clerk. Complaints alleged against elected officials and non-elected officials that do not report to the ~~city manager~~City Manager shall be referred to the Board of Ethics. Upon receipt of a complaint, the Board of Ethics shall schedule a meeting as stated in section 37.15 of this Chapter. All other complaints shall be referred to the ~~city manager~~City Manager. ~~The City Clerk shall then forward the complaint to the City Commission, City Manager and City Attorney, unless such complete disclosure could impair the consideration and/or investigation of the matter. The City Attorney upon receipt shall confer with the City Manager and City Commission in determining how to proceed, unless one or more members of the City Commission are the subject of the complaint. In the event of the latter, the City Attorney will confer with the Mayor, unless the Mayor is the subject of the complaint, which in such case the Vice Mayor shall be the conferee. As to all other complaints the City Commission and City Attorney~~Complaints referred to the City Manager will follow the procedure below.



—(A) The City Manager shall ~~R~~review the complaint and determine whether the matter may be resolved without the need for a formal investigation or referral to the city attorney's office.

—(1) \_\_\_\_\_ ~~If the City Manager determines that a formal investigation or referral of the complaint to the City Attorney is necessary, the City Manager shall consult with the City Attorney and, within a reasonable time thereafter~~ Fforward a copy of the complaint to the ~~public official or~~ city employee named in the complaint (the respondent) requesting a written response or to otherwise provide further information within 21 days.

—(2) \_\_\_\_\_ ~~Upon receipt of the response from the respondent, the~~ City Commission ~~City Manager~~, consulting with the City Attorney as necessary, may determine that the complaint should be dismissed, or may request further information from the complainant or the respondent if it is deemed necessary, or may determine that ~~referral to the Board of Ethics, or alternatively,~~ an investigation is warranted.

~~—(3) The City Attorney shall disclose the City Commission's determination to the complainant and respondent if such disclosure would not impair further investigation of the matter.~~

—(B) The appropriate action to be taken in any individual case shall be at the ~~discretion of the City Commission~~ direction of the City Manager in consultation with the City Attorney, which action may include, but is not limited to, any of the following ~~(any sanction or punishment can only be imposed by the City Commission, unless a violation of state or federal law):~~

—(1) \_\_\_\_\_ Pursuing further investigation by the City Attorney or an independent investigator;

—(2) \_\_\_\_\_ Refer the matter to the City Commission or the Board of Ethics for further discussion or consideration;

—(3) \_\_\_\_\_ Taking appropriate disciplinary action, including, but not limited to, reprimand, censure, suspension, and/or removal from employment; but only to the extent allowable by law, and in accordance with the St. Johns City Charter, Code of Ordinances, collective bargaining agreement, or the City of St. Johns Personnel Manual;

—(4) \_\_\_\_\_ Refer the matter to the appropriate law enforcement or prosecuting authority; and/or

—(5) \_\_\_\_\_ Pursuing such other course of action which is reasonable, just, and appropriate under the circumstances. While a complaint is pending, the city may exempt from disclosure as a public record any of the material, notes, communications, information or investigative records and materials if it is determined that said records are exempt under the provisions of the Freedom of Information Act.

~~(C) Upon request by the complainant, his or her name will remain anonymous unless Freedom of Information Act rules, due process considerations, or a court order require disclosure.~~

**Section 3. Repeal and Replace.** Any and all ordinances inconsistent with this Ordinance are hereby repealed, but only to the extent necessary for this Ordinance to be in full force and effect.

**Section 4. Publication and Effective Date.** The City Clerk shall cause to be published a notice of adoption of this ordinance within 7 days of the date of its adoption. This ordinance shall take effect 20 days after its adoption.

YEAS: Commissioner(s) \_\_\_\_\_

NAYS: Commissioner(s) \_\_\_\_\_

ABSTAIN: Commissioner(s) \_\_\_\_\_

ABSENT: Commissioner(s) \_\_\_\_\_

#### CERTIFICATION

As the City Clerk of the City of St. Johns, Clinton County, Michigan, I certify this is a true and complete copy of an ordinance adopted by the St. Johns City Commission at a regular meeting held on \_\_\_\_\_, 2023.

Roberta Cocco, Mayor \_\_\_\_\_

Mindy J. Seavey, Clerk \_\_\_\_\_

Introduced: \_\_\_\_\_, 2023

Adopted: \_\_\_\_\_, 2023

Published: \_\_\_\_\_, 2023

Effective: \_\_\_\_\_, 2023

**CITY OF ST. JOHNS  
CLINTON COUNTY, MICHIGAN  
RESOLUTION #2-2023**

A RESOLUTION TO ADOPT ALTERNATE START DATES FOR MARCH, 2023; JULY, 2023;  
AND DECEMBER, 2023 BOARD OF REVIEW

At a regular meeting of the City Commission of the City of St. Johns, held on February 27, 2023 in the City of St. Johns, Clinton County, Commission Chambers, commencing at 6:00 p.m.

Present:

Absent:

Motion by Commissioner \_\_\_\_ seconded by Commissioner \_\_\_\_ to adopt the following resolution:

To adopt the alternate start dates as follows:

For the March Board of Review, second meeting in March which can be either Tuesday or the Wednesday following the second Monday in March.

For the July Board of Review, an alternate date during the week of the 3rd Monday in July.

For the December Board of Review, an alternate date during the week of the 2nd Monday in December.

YEAS:

NAYS:

Resolution declared adopted.

\_\_\_\_\_  
Roberta Cocco, Mayor

\_\_\_\_\_  
Mindy J. Seavey, City Clerk

As the City Clerk, for St. Johns City, Clinton County, Michigan, I certify that this a true and complete copy of a resolution adopted by the St. Johns City Commission at its regular meeting of February 27, 2023

Date: February 28, 2023

\_\_\_\_\_  
Mindy J. Seavey, City Clerk



**CITY OF ST. JOHNS  
CLINTON COUNTY, MICHIGAN  
RESOLUTION #3-2023**

A RESOLUTION TO ADOPT TAXPAYERS & NON-RESIDENT TAXPAYERS TO PROTEST IN WRITING BY LETTER OR EMAIL FOR BOARD OF REVIEW.

At a regular meeting of the City Commission of the City of St. Johns, held on February 27, 2023 in the City of St. Johns, Clinton County, Commission Chambers, commencing at 6:00 p.m.

Present:

Absent:

Motion by Commissioner \_\_\_\_ seconded by Commissioner \_\_\_\_ to adopt the following resolution:

To adopt the governing body of the city to permit resident taxpayers & non-resident taxpayers to file a protest to the Board of Review in writing by letter or email without personal appearance.

YEAS:

NAYS:

Resolution declared adopted.

\_\_\_\_\_  
Roberta Cocco, Mayor

\_\_\_\_\_  
Mindy J. Seavey, City Clerk

As the City Clerk, for St. Johns City, Clinton County, Michigan, I certify that this a true and complete copy of a resolution adopted by the St. Johns City Commission at its regular meeting of February 27, 2023

Date: February 28, 2023

\_\_\_\_\_  
Mindy J. Seavey, City Clerk

CITY OF ST. JOHNS  
RESOLUTION #4-2023

**TOWNSHIP/CITY HOUSEHOLD INCOME & ASSET STANDARDS TO  
ELIGIBLE FOR A POVERTY EXEMPTION**

MOTION BY: \_\_\_\_\_ SUPPORTED BY: \_\_\_\_\_ TO ADOPT  
THE FOLLOWING RESOLUTION:

THE TOWNSHIP/CITY HAS ADOPTED THE FOLLOWING STANDARDS FOR THE **2023** YEAR

SIZE OF FAMILY	POVERTY GUIDELINES
1	\$ 13,590
2	\$ 18,310
3	\$ 23,030
4	\$ 27,750
5	\$ 32,470
6	\$ 37,190
7	\$ 41,910
8	\$ 46,630
ANY ADDITIONAL PERSON	\$ 4,720

**THE ASSET THRESHOLD FOR THE TOWNSHIP/CITY IS \$25,000 FOR ONE PERSON LIVING IN  
THE HOUSEHOLD AND \$35,000 FOR TWO OR MORE PEOPLE LIVING IN THE HOUSEHOLD.**

EXAMPLES OF ASSETS ARE (THIS IS NOT AN EXHAUSTIVE LIST):

- \* A SECOND HOME, LAND, VEHICLES (LARGER THEN THE "FOOTPRINT" FOR THE HOME)
- \* RECREATIONAL VEHICLES SUCH AS CAMPERS, BOATS AND ATV'S
- \* BUILDINGS OTHER THEN RESIDENCE
- \* JEWELRY, ARTWORK, ANTIQUES
- \* BANK ACCOUNTS (OVER \$5,000) OR STOCKS
- \* MONEY RECEIVED FROM THE SALE OF PROPERTY, STOCKS, BONDS, CAR, OR HOUSE
- \* GIFTS, LOANS, LUMP-SUM INHERITANCES
- \* FEDERAL NON-CASH BENEFITS PROGRAM SUCH AS MEDICARE, MEDICAID, FOOD STAMPS

THE VOTE IN FAVOR OF THE RESOLUTION BEING AS FOLLOWS:

YEAS: \_\_\_\_\_ NAYS: \_\_\_\_\_ ABSENT: \_\_\_\_\_

RESOLUTION DECLARED ADOPTED. DATED: \_\_\_\_\_

AS THE TOWNSHIP/CITY CLERK FOR \_\_\_\_\_ TOWNSHIP/CITY  
\_\_\_\_\_ COUNTY, MICHIGAN I CERTIFY THAT THIS IS A TRUE & COMPLETE COPY OF  
A RESOLUTION ADOPTED BY THE TOWNSHIP BOARD/CITY COUNCIL OF \_\_\_\_\_  
TOWNSHIP/CITY AT ITS REGULAR BOARD/CITY MEETING OF \_\_\_\_\_ 2023.

\_\_\_\_\_, CLERK

## **PARTIAL POVERTY EXEMPTION GUIDELINES:**

STATE TAX COMMISSION POLICY REGARDING REQUESTS FOR PERCENTAGE REDUCTIONS IN TAXABLE VALUE FOR POVERTY EXEMPTIONS UNDER MCL 211.7u  
Public Act 253 of 2020 amended MCL 211.7u related to poverty exemptions.

PA 253 of 2020 lists the specific percentage reductions in taxable value that may be used by the board of review in granting a poverty exemption.

MCL 211.7u(5) states that if a person claiming the poverty exemption meets all eligibility requirements, the board of review shall grant the poverty exemption, in whole or in part, as follows:

1. A full exemption equal to a 100% reduction in taxable value for the year in which the exemption is granted; or
2. A partial exemption equal to a 50% reduction in taxable value for the year in which the exemption is granted if between \$1.00 to \$3,000 over Asset Test; or
3. A partial exemption equal to a 25% reduction in taxable value for the year in which the exemption is granted if between \$3,001 to \$4,500 over Asset Test

No other method of calculating taxable value may be utilized, except for those percentage reductions specifically authorized in statute, or any other percentage reduction approved by the State Tax Commission. The Commission shall use the following process for the filing, review, and approval of local assessing unit requests to utilize a percentage reduction in taxable value when approving poverty exemptions under MCL 211.7u:

1. A local assessing unit that wants to use any other percentage reduction(s) in taxable value other than the reductions specifically authorized in statute must obtain permission for use of such percentage reduction(s) by filing Form 5738, Request For Approval of Percentage Reduction in Taxable Value For Poverty Exemptions Under MCL 211.7u with the State Tax Commission.
2. The local assessing unit must indicate on the Form the specific percentage reduction(s) in taxable value requested and an explanation of how the requested percentage reduction(s) will be calculated and applied when granting a poverty exemption. Based on case law, calculations that utilize any of the following are not permitted:
  - a. A limitation on the maximum value of the principal residence eligible to receive an exemption.
  - b. A requirement that the principal residence must be owned for a certain number of years before a claim for exemption can be made.
  - c. A limitation on the number of years an exemption can be claimed and received.





## MEMORANDUM CITY OF ST. JOHNS

To: City Commission  
From: Dave Kudwa, City Manager  
Date: February 21<sup>st</sup>, 2022  
Subject: 2023-2028 Capital Improvement Plan



### **Memo objective:**

**To have the city commission and planning commission review the 2023-2028 capital improvement plan**

As you know, the Michigan Planning Enabling Act of 2008 requires that the city annually approve a six-year capital improvement plan.

The process creates a city-wide project clearinghouse and includes feedback from residents, city staff, PSD/DDA membership, parks and recreation committee, planning commission, and city commission. As you can see, the list has some exciting projects.

I think what's more exciting than the actual project list is the level of public engagement we have during the process. It increases every year with input from many different groups. This process helps to identify areas where there's a high need for improvement but a lack of funding. This awareness shifts our focus to the revenue streams and the need to consider multiple funding options.

The entire six-year plan is available to review on our website. Please take some time to review the project list. It is our hope to have city staff available to answer any of your questions.

We really appreciate the extra effort put forth by the department heads, PSD/DDA membership, residents, parks & recreation committee, planning commission, and city commission to complete this year's update. The planning commission reviewed and recommended approval of the plan at their February 8<sup>th</sup> meeting.

### **Staff Recommendation:**

**The city commission approve the 2023-2028 capital improvement plan as presented.**

# 2023-2028 CAPITAL IMPROVEMENT PLAN

				FY23/24		FY24/25		FY 25/26		FY 26/27		FY 27/28		FY 28/29		After 6th Year		
Project Number		Project Title		Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	
Admin	AD-0001	Copier and Printer				\$ 10,000.00	\$ 10,000.00											
	AD-0002	Host Server Replacement						\$ 20,000.00	\$ 20,000.00									
	AD-0003	Plotter / Scanner						\$ 12,000.00	\$ 12,000.00									
	AD-0004	New phone system				\$ 30,000.00	\$ 30,000.00											
	AD-0005	Office furniture/technology upgrades - monitors, computers, hand-held devices		\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
	AD-0006	Zoning Ordinance/Map updates		\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	
	AD-0007																	
	AD-0008																	
	AD-0009																	
		Subtotals			\$ 35,000.00	\$ 35,000.00	\$ 75,000.00	\$ 75,000.00	\$ 67,000.00	\$ 67,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 15,000.00	\$ 15,000.00
WATER PRODUCTION AND DISTRIBUTION	DPS-W-0001	Water Main improvements - 2023-2028 Street Millage		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00			\$ 50,000.00	\$ 50,000.00	
	DPS-W-0002	SCADA system upgrade		\$ 65,000.00	\$ 65,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00									
	DPS-W-0003	Security - Fence Replacement - Water Plant		\$ 15,000.00	\$ 15,000.00													
	DPS-W-0004	Spring Street water replacement - north of Gibbs Street to dead end		\$ 130,000.00	\$ 130,000.00													
	DPS-W-0005	Water Main replacement - M-21 Corridor throughout city limits						\$ 1,000,000.00	\$ 1,000,000.00									
	DPS-W-0006	County Farm Road water main extension								\$ 100,000.00	\$ 100,000.00						\$ 250,000.00	\$ 250,000.00
	DPS-W-0007	Lead & Copper Rule - service line replacement		\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00			\$ 100,000.00	\$ 100,000.00
	DPS-W-0008	Water Main Installation - Waterford Pky - Cedar Creek						\$ 100,000.00	\$ 100,000.00									
	DPS-W-0009	Water Main Installation - Scott Rd (Searles Estates Drive to CIS Trail)				\$ 450,000.00	\$ 450,000.00											
	DPS-W-0010	Water Main Replacement - Buchanan Street (Swegles - Mead)								\$ 100,000.00	\$ 100,000.00							
	DPS-W-0011	New Elevated Water Tower - Industrial Park						\$ 2,500,000.00	\$ 2,500,000.00									
	DPS-W-0012	Water Main Replacement - Morton Street (Gibbs to Vauconsant) ? Cement Asbestos		\$ 25,000.00	\$ 25,000.00	\$ 300,000.00	\$ 300,000.00											
	DPS-W-0013	Well #9 installation - pump, well house, generator, utilities, SCADA		\$ 350,000.00	\$ 350,000.00													
	DPS-W-0014	Steel Street watermain installation - across from cemetery				\$ 300,000.00	\$ 300,000.00											
	DPS-W-0015	Water plant building - exterior painting		\$ 50,000.00	\$ 50,000.00													
	DPS-W-0016	Utility truck replacement		\$ 100,000.00	\$ 100,000.00													
	DPS-W-0017	Bingham Township Interconnect																
	DPS-W-0018																	
		Subtotals			\$ 885,000.00	\$ 885,000.00	\$ 1,250,000.00	\$ 1,250,000.00	\$ 3,800,000.00	\$ 3,800,000.00	\$ 350,000.00	\$ 350,000.00	\$ 150,000.00	\$ 150,000.00	\$ -	\$ -	\$ 400,000.00	\$ 400,000.00
DEPARTMENT OF PUBLIC SERVICES	DPS-WW-0001	TRLS force main replacement						\$ 4,000,000.00	\$ 4,000,000.00									
	DPS-WW-0002	Collection System Assessment		\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	
	DPS-WW-0003	Sanitary sewer replacement - 800 Block N Spring		\$ 100,000.00	\$ 100,000.00													
	DPS-WW-0004	Biosolids mixing / loading - wastewater plant															\$ 600,000.00	\$ 600,000.00
	DPS-WW-0005	Tertiary filtration improvements - wastewater plant ? UV Filtration		\$ 4,000,000.00	\$ 4,000,000.00													
	DPS-WW-0006	Train #1 RBC replacement - wastewater plant				\$ 1,600,000.00	\$ 1,600,000.00					\$ 1,600,000.00	\$ 1,600,000.00					
	DPS-WW-0007	Train #2 RBC replacement - wastewater plant						\$ 1,600,000.00	\$ 1,600,000.00									
	DPS-WW-0008	Train #3 RBC replacement - wastewater plant															\$ 1,367,000.00	\$ 1,367,000.00
	DPS-WW-0009	Train #4 RBC replacement - wastewater plant															\$ 1,367,000.00	\$ 1,367,000.00
	DPS-WW-0010	Preliminary and Primary treatment improvements - wastewater plant															\$ 2,177,000.00	\$ 2,177,000.00
	DPS-WW-0011	Single new secondary clarifier															\$ 1,345,000.00	\$ 1,345,000.00
	DPS-WW-0012	Two additional 5-unit RBC trains (development driven)															\$ 3,953,000.00	\$ 3,953,000.00
	DPS-WW-0013	Solids handling improvements - additional digestors															\$ 5,601,000.00	\$ 5,601,000.00
	DPS-WW-0014	Collection System - pipe lining/maintenance		\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 10,000.00	\$ 100,000.00			
	DPS-WW-0015	County Farm Road sanitary sewer extension											\$ 100,000.00	\$ 100,000.00				
	DPS-WW-0016	Sanitary sewer construction - M-21 (Baker Street to Scott Road)						\$ 300,000.00	\$ 300,000.00									
	DPS-WW-0017	Pickup Truck (2006 -3/4 ton)		\$ 60,000.00	\$ 60,000.00													
	DPS-WW-0018	SCADA system upgrade		\$ 50,000.00	\$ 50,000.00													
	DPS-WW-0019	T.E. Pump #3 VFD Replacement		\$ 8,000.00	\$ 8,000.00													
	DPS-WW-0020	Influent Pump VFD Replacement		\$ 13,000.00	\$ 13,000.00													
	DPS-WW-0021	"Smoke" Room Roof Replacement		\$ 30,000.00	\$ 30,000.00													
	DPS-WW-0022	Maintenance Building overhead door replacement		\$ 10,000.00	\$ 10,000.00	\$ 12,000.00	\$ 12,000.00											
	DPS-WW-0023	Two RBC pillow blocks		\$ 12,000.00	\$ 12,000.00	\$ 15,000.00	\$ 15,000.00											
	DPS-WW-0024	Sanitary manhole assessments		\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00											
	DPS-WW-0025	Sludge transfer pump				\$ 15,000.00	\$ 15,000.00											
	DPS-WW-0026	T.E. Pump #1 VFD Replacement		\$ 8,000.00	\$ 8,000.00													
	DPS-WW-0027	Boiler building, blower building, and chemical building roof replacements				\$ 90,000.00	\$ 90,000.00											
	DPS-WW-0028	Air conditioner/heater unit for Townsend Road lift station		\$ 7,000.00	\$ 7,000.00													
	DPS-WW-0029	Steel Street gravity sewer installation - across from cemetery				\$ 150,000.00	\$ 150,000.00											
	DPS-WW-0030																	
	DPS-WW-0031																	
	DPS-WW-0032																	
		Subtotals			\$ 4,431,000.00	\$ 4,431,000.00	\$ 2,015,000.00	\$ 2,015,000.00	\$ 6,025,000.00	\$ 6,025,000.00	\$ 125,000.00	\$ 125,000.00	\$ 1,825,000.00	\$ 1,825,000.00	\$ 35,000.00	\$ 125,000.00	\$ 16,410,000.00	\$ 16,410,000.00
	Total			\$ 5,316,000.00	\$ 5,316,000.00	\$ 3,265,000.00	\$ 3,265,000.00	\$ 9,825,000.00	\$ 9,825,000.00	\$ 475,000.00	\$ 475,000.00	\$ 1,975,000.00	\$ 1,975,000.00	\$ 35,000.00	\$ 125,000.00	\$ 16,810,000.00	\$ 16,810,000.00	
DPW	DPW-0001	Public Works office & vehicle storage - new building		\$ 25,000.00	\$ 25,000.00	\$ 500,000.00	\$ 500,000.00											
	DPW-0002	Pickup Truck #84 (2006)		\$ 60,000.00	\$ 60,000.00													
	DPW-0003	Storm Water System - GIS mapping & assessment		\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00									
	DPW-0004	Dump Truck - replace #78 (2007)				\$ 50,000.00	\$ 50,000.00					\$ 250,000.00	\$ 250,000.00					
	DPW-0005	Dump Truck - replace #81 (2003)		\$ 250,000.00	\$ 250,000.00													
	DPW-0006																	
	DPW-0008																	
	DPW-0009																	
		Subtotals			\$ 375,000.00	\$ 375,000.00	\$ 590,000.00	\$ 590,000.00	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -	\$ 250,000.00	\$ 250,000.00	\$ -	\$ -	\$ -	\$ -
FIRE	FD-0001	Gear Extractor Wash Machine				\$ 5,200.00	\$ 5,200.00											
	FD-0002	New Turnout Gear Lockers						\$ 6,000.00	\$ 6,000.00									
	FD-0003	New Generator at Fire Department		\$ 55,000.00	\$ 55,000.00													
	FD-0004	New SCBA's - airpacs (grant) - ARPA possibility		\$ 250,000.00	\$ 25,000.00													
	FD-0005	New Air Fill Station and Compressor (grant) - ARPA possibility				\$ 100,000.00	\$ 5,000.00											
	FD-0006	Building Sealing		\$ 5,500.00	\$ 5,500.00													
	FD-0007	Hose & nozzles for new fire truck		\$ 15,000.00	\$ 15,000.00													
	FD-0008	Fire hose				\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00					
	FD-0009																	
	FD-0010																	
	FD-0011																	

2023-2028 CAPITAL IMPROVEMENT PLAN																
		FY23/24		FY24/25		FY 25/26		FY 26/27		FY 27/28		FY 28/29		After 6th Year		
Project Number	Project Title	Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	Project Total	City Share	
PARKS AND RECREATION	PR-0001	Spray park recirculation tank	\$ 205,000.00	\$ 205,000.00												
	PR-0002	Warming House			\$ 40,000.00	\$ 40,000.00										
	PR-0003	Main park lighting (streets and pavilions)	\$ 75,000.00	\$ 75,000.00												
	PR-0004	Fantasy Forest update (Community Fund Project) - ARPA possibility	\$ 250,000.00	\$ 250,000.00												
	PR-0005	Main park entrance sign	\$ 50,000.00	\$ 50,000.00												
	PR-0006	Multi-use trail extension - Scott Road (Steel Street to Searies Estates)			\$ 300,000.00	\$ 300,000.00										
	PR-0007	Multi-use trail extension - Lansing St (Townsend Rd to Galaxy Way)			\$ 300,000.00	\$ 300,000.00										
	PR-0008	Perf Shell - building addition (NE side)/window shutter/roof overhang (west entrance)			\$ 125,000.00	\$ 125,000.00										
	PR-0009	Redwing Trail - SIPS Campus (Pathway from Townsend Road to Sickels Street)					\$ 300,000.00	\$ 300,000.00								
	PR-0010	Park House improvements	\$ 30,000.00	\$ 30,000.00	\$ 20,000.00	\$ 20,000.00										
	PR-0011	Replace spray park fixtures	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00										
	PR-0012	Performance Shell - roof			\$ 20,000.00	\$ 20,000.00										
	PR-0013	Wilson Center floor improvements			\$ 20,000.00	\$ 20,000.00										
	PR-0014	Park restroom - digital door locks	\$ 7,500.00	\$ 7,500.00												
	PR-0015	Wilson Center - indoor hitting cage			\$ 10,000.00	\$ 10,000.00										
	PR-0016	Drinking fountains	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00										
	PR-0017	Softball field irrigation	\$ 15,000.00	\$ 15,000.00												
	PR-0018	Basketball/Tennis/Pickleball court improvements - Park Street - ARPA Possibility	\$ 500,000.00	\$ 250,000.00												
	PR-0019	Electric vehicle charging stations			\$ 20,000.00	\$ 20,000.00										
	PR-0020	Recreation items for youth (skate park, rail trail amenities, etc)					\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00						
	PR-0021	Neighborhood Parks updates					\$ 20,000.00	\$ 20,000.00								
	PR-0022															
	Subtotals	\$ 1,150,000.00	\$ 900,000.00	\$ 872,500.00	\$ 872,500.00	\$ 420,000.00	\$ 420,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
POLICE	PD-0001	Police Department garage (decontamination, external storage, vehicle maintenance)	\$ 150,000.00	\$ 150,000.00												
	PD-0002	Patrol Vehicle 2023	\$ 55,000.00	\$ 55,000.00												
	PD-0003	Patrol Vehicle 2024			\$ 55,000.00	\$ 55,000.00										
	PD-0004	Patrol Vehicle 2025					\$ 60,000.00	\$ 60,000.00								
	PD-0005	Concrete pathway along US 127 BR			\$ 40,000.00	\$ 40,000.00										
	PD-0006	Interior door replacement (security upgrade)	\$ 6,000.00	\$ 6,000.00												
	PD-0007	Records Management System	\$ 15,000.00	\$ 15,000.00												
	PD-0008	PD Building - generator and transfer switch installation	\$ 20,000.00	\$												





**MEMORANDUM**  
**CITY OF ST. JOHNS**  
**Public Services**

To: City Commission  
Dave Kudwa P.E.; City Manager

From: Justin Smith; Director of Public Services

Date: January 31, 2023

Subject: Ott's Lot Sign Upgrade

The sign memorializing Robert J. Ott and distinguishing the city parking lot behind the Fire Department as "Ott's Landing" has become deteriorated and a safety concern with the poles beginning to rot. It is important that we continue to pay tribute to the memory to Sgt. Robert Ott and his contributions to the City of St. Johns while giving our downtown an updated clean look.

I worked with Michigan Graphics and Signs to design a new sign for the parking lot that matches our current signs while still honoring Mr. Ott. Attached are two choices, one with a white background and one with green for your approval.

Recommendation: Commission Approval of the replacement sign design for "Ott's Landing" parking lot.





CITY OF ST. JOHNS  
PARKING LOT  
2 HOUR FREE PARKING  
10 HOUR PARKING  
WITH PERMIT  
8AM-5PM  
MONDAY-SATURDAY

OVERNIGHT  
PARKING  
BY  
PERMIT  
ONLY

OTT'S  
LANDING

SGT. ROBERT J. OTT  
MUNICIPAL PARKING LOT  
1981

CITY OF ST. JOHNS







**CITY OF ST. JOHNS**  
**PARKING LOT**

**2 HOUR FREE PARKING**  
**10 HOUR PARKING WITH PERMIT**  
**OVERNIGHT PARKING WITH**  
**PERMIT**

**DEDICATED IN 1981 IN MEMORY OF:**  
**SGT. ROBERT J. OTT**

**CONTACT THE CITY OF ST. JOHNS FOR PARKING PERMITS**



**CITY OF ST. JOHNS**  
**PARKING LOT**

**2 HOUR FREE PARKING**  
**10 HOUR PARKING WITH PERMIT**  
**OVERNIGHT PARKING WITH**  
**PERMIT**

**DEDICATED IN 1981 IN MEMORY OF:**  
**SGT. ROBERT J. OTT**

**CONTACT THE CITY OF ST. JOHNS FOR PARKING PERMITS**



Ms. Mindy Seavey  
City Clerk  
City of St. Johns  
100 East State Street  
St. Johns, Michigan 48879-0477

Dear Clerk Seavey,

Thank you for reaching out to me regarding the unexpected resignation of City Manager Dave Kudwa.

I've reviewed our December 21, 2021 recruitment contract. The contract states that "should a selected City Manager decide to leave their position with Municipality within one year of being selected, Contractor agrees to conduct a good-faith search at no cost to find a new City Manager." It is my understanding, from my records, that Mr. Kudwa was selected on February 12, 2022. Further, Mr. Kudwa's final day with the city will be March 13, 2023.

Given the 13-month timeline, I'm offering to conduct a subsequent City Manager recruitment for a reduced fee of \$7,000. The only additional costs would be the publication charge and background check. I'd expect your total cost to be \$7,800. Conversely, our 2021 contract, for the same service, was \$13,800. The reduction of \$6,000 acknowledges the short stint from your current City Manager.

As far as a timeline, I'd suggest we begin our recruitment on Friday, March 3. The deadline to apply would be March 31. With this schedule, the City Commission should be interviewing candidates in late April. Please note, I will be very diligent in my approach. However, we do face some obstacles in conducting a second recruitment within 13-15 months of the previous search.

Please let me know if you have any questions. I look forward to the potential of working with you to secure professional leadership for "The Mint City."

Regards,

*Frank L. Walsh*

Frank L. Walsh, President  
Walsh Municipal Services



# CITY OF ST. JOHNS



## CITY MANAGER SEARCH REQUEST FOR PROPOSAL 2021

*"Thank you for all the time and effort  
you devoted to making certain the  
Mount Pleasant search was successful.  
Rest assured that I am a Walsh  
Municipal Services fan!"*

*– George Ronan, City Commissioner,  
City of Mount Pleasant*



# 2021 Proposal

Dear Mayor Hufnagel, Vice Mayor Ruestman & City Commissioners,

Thank you for the opportunity to submit my firm's proposal to serve you in your recruitment for a new City Manager. It would be an honor to assist you in this critical endeavor. Serving you, and the Mint City, takes me back to my childhood. I was raised in northern Jackson County near my grandparents mint farm. My grandparents, and extended relatives, remained in the mint business from the 1940's through the late 80's. My fondest memories are the alluring aroma and dark soils.

I founded Walsh Municipal Services, LLC in 1997. For the past 24 years, I have been fortunate enough to serve communities in every corner of the Mitten State. Over the past 18 months, Walsh Municipal Services, LLC has provided exemplary customer service to Alpena, Marquette, Saugatuck, Saline, Ada Township, Caro, Saginaw Township, Mount Pleasant, Durand, Frankenmuth, Hartland Township, Bridgeport Township, Decatur, Coopersville, Paw Paw, Eaton Rapids, Ewart, Blissfield and Wolverine Lake. I handle all aspects of the recruitment from meeting with community stakeholders to finalizing the employment agreement.

Our firm is committed to modest fees, outstanding customer service and unparalleled client communication. We guarantee our results. I hope you will have an opportunity to reach out to any of our clients we have served over the past 24 years. Please feel free to visit our firm's website at [www.walshmuni.com](http://www.walshmuni.com). We go beyond experience and educational backgrounds. We focus on the "right fit". Our proven process will focus on candidates who will serve the community in an ethical and passionate manner. You cannot use a cookie-cutter approach in recruiting. We are aggressive in our approach to finding the best talent for St. Johns. Recruiting top talent for municipalities is what we do.

Michigan is struggling to attract enough candidates to fill the number of vacant positions. I want to be candid, there is no such thing as an easy recruitment. I can assure you, my firm will put in the time, energy and passion to attract talent to the Mint City.

Best wishes as you proceed forward with your recruitment. We hope to become your firm of choice.

Sincerely,

*Frank L. Walsh*

Frank L. Walsh, President  
Walsh Municipal Services, LLC





# OUR CLIENTS...



“Frank’s recruitment process is unmatched. We considered all the firms in Michigan. For the second time, we unanimously chose Walsh Municipal Services.”

**- Matt Waligora, Mayor, Alpena, MI**

“Frank Walsh was instrumental in the search for our next city manager. From the get-go, he provided clear and regular communication to the city commission and designated city staff. He was enthusiastic in his work and had a genuine care for ensuring we found the right fit for Marquette.”

**- Jenna Smith, Mayor City of Marquette, MI**



“Frank’s service was unparalleled. He led our city manager search with passion and high energy.”

**- Karen Dunigan, Former Mayor, Jackson, MI**

“We could not have hired a better individual to assist on our Ada Township Manager search. Excellent expertise. I would highly recommend Walsh Municipal Services. A 10!”

**- Bob Proos, Township Trustee, Ada Township, MI**

“Working with Frank was an awesome experience. His recruitment process is outstanding.”

**- Colleen Christensen, President Pro Tem, Suttons Bay, MI**

# **FIRM OVERVIEW**

In 1997, while serving as St. Joseph City Manager, the Village of Stevensville contacted me and asked if I would help them search for a new Village Manager. Village President Pat Arter made the request. I volunteered my time and developed a deep passion for the recruitment. Fast forward 24 years and Walsh Municipal Services, LLC is serving communities across the state. We serve every community with pride, passion and performance.

We do not operate a large firm. However, we have close ties to several managers that assist in the outreach process. Our firm has a reach well beyond Michigan. We recently successfully recruited two managers from Wyoming. Although we specialize in Michigan, we are well-known for recruiting on a nationwide basis.

Walsh Municipal Services is most proud of being the founder of the Hugh and Lucy Mizelle Scholarship Fund. Started in 2002, the Mizelle Fund was a \$40,000 endowment to help low-income students attend college. We named the fund after my grandparents who were not able to attend college due to financial hardship. Over the next several years, the Mizelle Fund supported 27 high school student graduates with their first year of college.

We have come a long way since assisting Stevensville in 1997. However, we will never lose sight of our founding principles. We serve our clients with moderate fees, unparalleled communication and we guarantee our results. We would be honored to serve the City of St. Johns.



# **RECRUITMENT - RESUME**

**Mr. Walsh's contact information is provided on the summary page of the submittal. He is available at any time throughout the recruitment and will communicate to the designated City contact on a weekly basis, or much more often if desired. Communication is the hallmark of WMS.**

**His resume includes the following:**

- 24 years of municipal recruitment experience
- 29 years of service to Rotary (Past President, Paul Harris Fellow)
- 19 years as a Junior Achievement Volunteer
- Master's Degree in Public Administration
- Awarded the Outstanding Leader Award by Michigan Municipal League
- Awarded the Outstanding Service Award by the Michigan Municipal Executives
- 36 years of municipal management experience
- Volunteer Youth Coach (baseball, tennis, football, volleyball)
- Conference speaker at MTA, MML, MME, and ICMA
- Founder of Catossa, Oklahoma Tornado Relief Fund
- Founder of the Lucy and Hugh Mizelle College Scholarship Fund
- 100% Placement Record leading WMS





# **SCOPE OF SERVICES**

## **The Selection**

Walsh Municipal Services (WMS) is prepared to initiate the City of St. Johns search process immediately following the City Commission selection.

## **The Community Profile**

Following key stakeholder interviews, WMS will carefully prepare the City of St. Johns Community Profile. WMS does not use a cookie-cutter approach. We will prepare a Community Profile that embodies the history of the City of St. Johns. St. Johns is a premier Michigan community with the award-winning St. Johns Public Schools.

## **Strategy and Schedule**

WMS will help develop a strategy and schedule for the City Manager process. Our strategy will identify the channels, both print and internet based, in which the position will be advertised.

## **Candidate Qualifications**

WMS will review resumes for background qualifications and conduct preliminary telephone interviews with the best 5-7 candidates. The phone interviews will delve into each applicant's experience and credentials to serve the City of St. Johns.

## **Reference Reviews**

WMS will evaluate each candidate for serious consideration by conducting in-depth reference checks with individuals who are in, or have been in, a position to carefully and professionally critique their past performance. A short list of candidates will be presented to the City Commission for their consideration.

## **Reference Review Mitigation**

As with every search conducted by WMS, if politically sensitive or potentially embarrassing issues arise, WMS is skilled to take the necessary time to study and provide City officials a clear picture of the issue. If you reach out to our clients, you will note WMS handles this type of findings with tact and diplomacy.

## **Personalized Candidate Interview Process**

WMS will provide City officials with a recommended process for coordinating interviews. WMS accepts full responsibility for scheduling interviews, preparing interview booklets, and attending interviews.

## **Final Candidate Review**

WMS will debrief City officials following interviews and identify additional candidates if necessary. However, WMS has a 100% placement record, and our firm takes pride in getting it "right" the first time.

# **SCOPE OF SERVICES CONT'D**

## **Detailed Candidate Background Checks**

WMS will verify selected candidates educational and employment background, financial/credit, newspaper research, social media and coordinating criminal and civil litigation checks. Our firm uses retired East Lansing Internal Affairs Director Ken Ouellette to perform a thorough background check. However, the community reserves the right to select their own investigator.

## **Notify Candidates Not Selected**

WMS prides itself in its communication skills. This not only includes the City Commission, but also candidates who were not selected to serve the City. WMS handles these communications with tact and respect.

## **Structuring Candidate Offer**

WMS has been involved in each search it has completed in recommending and developing offers of employment and compensation packages. We will work to structure any offer to be consistent with the goals of the City Commission.

## **Communication and Updates**

No business is successful without constant communication with its clients. WMS will provide the City with regular written status reports and keep candidates engaged and apprised of their status. WMS will work hard to retain all candidates during the recruitment process.

## **Three City Meetings**

WMS will conduct up to three (3) meetings with City officials to include developing community profile and recruitment brochure, review candidates and others as determined by City officials.

## **Recruitment Brochure**

WMS is uniquely qualified to draft an enticing recruitment brochure. We have attached a copy of our recent community profile for the City of Eaton Rapids. The recruitment brochure is a key ingredient in the search process.

## **WMS "Promise" – 1 Year Guarantee**

WMS provides a guaranteed level of service. While it is important to note our firm has a 100% placement record, there is always the possibility of the relationship not working out. WMS will redo the City of St. Johns recruitment, at no cost, if your selected candidate fails to be employed by your community for a 1-year period beyond the effective starting date.

# **THE PROPOSED SCHEDULE**

## **2021 Proposal**

In summary, WMS provides a thorough recruitment process and offers the following detailed schedule (subject to change by City Commission):

**DECEMBER 2021** - FIRM SELECTION BY CITY COMMISSION

**JANUARY 3, 2022 – JANUARY 27, 2022** - COMMUNITY STAKEHOLDER SURVEY

**JANUARY 28, 2022** – JOB ANNOUNCEMENT POSTED ON MULTIPLE SITES

**JANUARY 28, 2022 – FEBRUARY 25, 2022** - RECRUITMENT PERIOD

**FEBRUARY 25, 2022** - DEADLINE TO APPLY

**MARCH 10, 2022** – CITY COMMISSION MEETS IN CLOSED SESSION TO REVIEW CANDIDATES

**MARCH 14, 2022** – CITY COMMISSION ANNOUNCES 4 FINALISTS

**MARCH 31, 2022** - PUBLIC INTERVIEWS

**APRIL 1, 2022 – APRIL 15, 2022** - FINAL BACKGROUND CHECK

**APRIL 18, 2022** – CITY COMMISSION APPROVES NEW MANAGER/CONTRACT





# EXPERIENCE AND RESULTS



## **Village of Suttons Bay** (population 687)

Village Manager

Reference, Ms. Colleen Christensen, President Pro tem, 231-620- 9367  
colleen@traversechildrenshouse.org.



## **City of Saugatuck** (population 900)

City Manager

Reference, Mr. Mark Bekken, Mayor, 616-218-0149  
mbekken@saugatuckcity.com



## **City of Alpena** (population 10,483)

City Manager

Reference, Mr. Matt Waligora, Mayor, 989-766-3557  
mattwa@alpena.mi.us



## **City of Marquette** (population 21,697)

City Manager

Reference, Ms. Jenna Smith, Mayor, 906-361-7429  
jsmith@marquettemi.gov



## **Ada Township** (population 15,350)

Township Manager

Reference, Mr. Bob Proos, Trustee, 616-437-3559  
bobproos@servantfire.com



## **City of Saline** (population 8,350)

City Manager

Reference, Mr. Brian Marl, Mayor, 734-429-4440  
brianmarl@gmail.com



## **City of Mount Pleasant** (population 26,616)

City Manager

Reference, Mr. Will Joseph, Mayor, 810-355-6505  
wjoseph@mt-pleasant.org

# **BENEFITS OF WALSH MUNICIPAL SERVICES**

**WMS sets the bar high. We are not a large firm, but we do offer the City of St. Johns the following large firm benefits:**

- ♦ Unparalleled Commitment
- ♦ **100% guaranteed satisfaction**
- ♦ 24 years of recruitment experience
- ♦ Knowledge and appreciation of the City of St. Johns and Clinton County
- ♦ Timely and consistent communication....the City Commission will be kept informed
- ♦ Competitive fees
- ♦ No hidden costs....no surprises
- ♦ Responsive customer service.....7 days a week
- ♦ References that will speak to our success rate
- ♦ We will present you with a strong field of finalists
- ♦ A new City Manager appointed on April 18, 2022
- ♦ Service Beyond Selection



# **COST PROPOSAL**

## **2021 Proposal**

**Walsh Municipal Services will oversee the entire St. Johns recruitment and extend a one year guarantee for a fee of \$12,800.**

The additional expenses are as follows: Comprehensive Background Check (\$500) and Publication Costs (\$500).

Conduct 10-15 preliminary key stakeholder surveys.

Develop community profile that is a culmination of surveying stakeholders, elected officials, and staff.

Draft and post job announcements through multiple print and internet-based sources.

Recruit a **talented** field of candidates.

In addition to resumes, provide a candidate questionnaire, which will be made available to the City Commission at the time the governing body reviews candidates.

Conduct preliminary phone interviews with top candidates.

Complete responsible in-depth reference checks for top candidates.

Prepare candidates and City Commission for public interviews.

Meet with the City Commission to review top candidates.

Prepare interview questions that encompass the City of St. Johns community and qualifications sought by the City Commission.

Handle necessary travel plans.

Assist the City Attorney in contract negotiations.

Service beyond the selection.



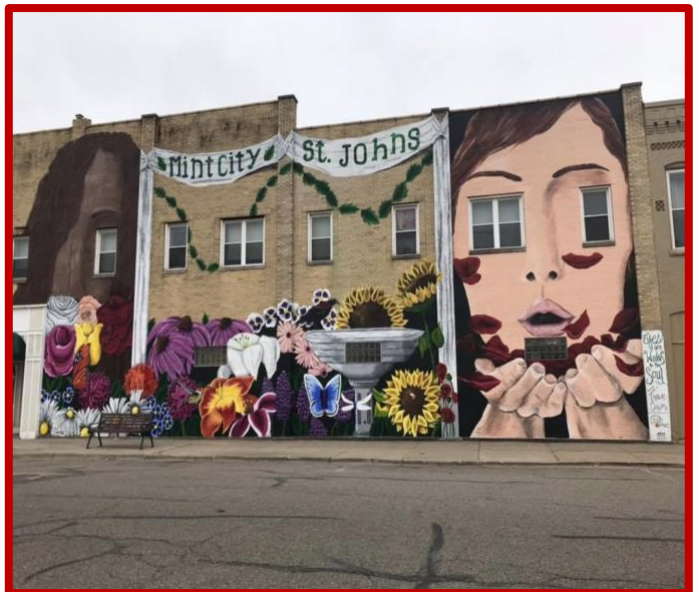
# SUMMARY

Thank you for the opportunity to submit our credentials as you begin the process to choose your next City Manager. As you know, in many ways, this is one of the most important decisions you will make as an elected official. WMS will work with great passion, ethics, and determination to help you find the “right fit.” Our firm hopes that after talking to our Michigan client base, you will select WMS for the City of St. Johns.

There are many great firms in Michigan to choose from. We desire to be your firm of choice. Best wishes as you move forward.

**Please contact us directly if you have any questions.**

Frank L. Walsh, President  
Walsh Municipal Services  
2637 Elderberry Drive  
Okemos, Michigan 48864  
517-920-0134  
[Walshmuni@gmail.com](mailto:Walshmuni@gmail.com)



# CITY OF EATON RAPIDS



## COMMUNITY PROFILE – CITY MANAGER SEARCH 2021

*“The City of Eaton Rapids welcomes your interest in serving as our City Manager in Michigan’s Island City”.*

*Paul Malewski, Mayor*

City of  
Eaton Rapids



# **WELCOME TO EATON RAPIDS**

## **HOME OF THE GREYHOUNDS!**

Shopping. Eaton Rapids Arts Council. Culture. Dining. Recreation. The Grand River. Community Festivals and Events. Historical Society. The Paddle Club. Eaton Rapids Public Schools. Our Monarch Pledge. Farmers' Market. Eaton Rapids Medical Center. Union Street Corner. Martin Hansen Amphitheater. VFW Home. G.A.R. Island Park.

Eaton Rapids, Michigan (population 5,214) is seeking a motivated, passionate and exemplary leader to serve as our next City Manager. The current manager is moving on to a much larger community after 3.5 years of outstanding service to the city. Located in the heart of Eaton County, Eaton Rapids offers endless small town charm with big city amenities. Residents enjoy a quaint way of life amongst the bustling downtown and unending sidewalks. At the same time, the state capital of Lansing is just 15 minutes away. For those that prefer university life, Michigan State University and BIG 10 athletics are less than 20 minutes from Eaton Rapids.

If you appreciate the waterfront, Eaton Rapids is awaiting your arrival. The community is flanked by the Grand River and by Spring Brook, three islands and several footbridges and fishing spots. Visitors to our community are pleasantly surprised by the abundant water recreation opportunities. Locals will tell you, some of the best paddle rivers in Michigan are in Eaton Rapids. Our next City Manager will inherit a financially stable city, an exceptional staff and plenty of opportunities to keep you involved in our special community.





## **GOVERNANCE AND FINANCES**

The City of Eaton Rapids is a municipality that operates under the Council-Manager form of government. The City Council is elected in staggered terms and comprises five members. All members are elected by the citizens of Eaton Rapids. The City Council is charged with hiring a professional manager to oversee the daily operations of the organization.

The City Manager is responsible for overseeing the day-to-day operations for the City. The City Manager reports directly to the City Council.

The City's Budget is slightly over \$17,000,000 with a general fund of \$3,000,000. The City's electric supply budget comprises \$10,000,000 of the \$17,000,000 total budget. The City Manager is responsible for overseeing 35 full-time, and 22 part-time team members. The police department budget encompasses \$1,100,000 of the \$3,000,000 general fund. The City Council is proud of the City's outstanding financial standing and is searching for a leader that will protect the city's vast assets. The City of Eaton Rapids maintains a 40% general fund balance.

- **POPULATION**

5,214

- **SIZE**

3.6 sq. miles

- **GENERAL FUND BUDGET**

\$17 million

- **STARTING SALARY**

\$96,000 - \$99,000



## **EATON RAPIDS' EVENTS & CULTURE**



### ***1ST ANNUAL GRAND RIVER COLOR TOUR TRIATHLON***

In October, hundreds of athletes will converge in Eaton Rapids to kayak, cycle, and run as the city celebrates the 1st Annual Grand River Color Tour Triathlon. The final leg of the competition features runners being blasted with powder coloring; leaving runners to match the beautiful fall day along the mighty Grand River.



### ***MOVIES & MUSIC IN THE PARK***

The City of Eaton Rapids proudly presents Movies & Music in the Park! Each Friday during the summer, the city offers a family-friendly film at the Martin Hansen Amphitheater. Shows begin at dark. Bring a chair or blanket to sit on, some snacks and refreshments and enjoy a family fun-filled evening under the stars!



### ***WEDNESDAY CRUISE-IN ON MAIN STREET***

"It started as a dream and ended in reality". Back in 2014, event organizers decided that Eaton Rapids should have a weekly car show. With the unparalleled support of the city, and car enthusiasts, the Eaton Rapids show has become a "must see" for Eaton County residents.



### ***EATON RAPIDS HOMETOWN CHRISTMAS PARADE***

"There's really nothing like it in Michigan". The Eaton Rapids Hometown Christmas Parade kicks off the holiday season with lunch with Santa, a Christmas bazaar, storytelling at the library, a light parade and a tree lighting ceremony. The community sing-a-long is bound to get you in the Christmas spirit.

## **PURE MICHIGAN IN EATON RAPIDS**

The Island City is surrounded by waterfront and an award-winning park system. Here's a sneak peak!

### ***G.A.R. Island Park***

G.A.R. Island Park is a spectacular 2-acre, downtown waterfront park located on the scenic Grand River. The park is a destination for weddings, memorials, concerts and has served as a special place over the years for many family reunions. The park is also a hot spot for fishing and picnicking.



### ***Parks and Recreation***



The City of Eaton Rapids offers a fun-filled parks and recreation program. From youth soccer to floor hockey to youth baseball, softball and t-ball to adult coed kickball, the program has something for everyone. If you prefer a little slower pace, you can always participate in the annual scarecrow contest!

### ***Our Farmers' Market***

Located on Hall Street, in the heart of downtown, the Eaton Rapids Farmers' Market is a local favorite. The community embraces the opportunity to enjoy locally grown apples, corn, peaches and blueberries. Stop by on Wednesdays and Saturdays and you'll be amazed by our welcoming smile and fresh produce.



### ***Martin Hansen Memorial Park & W. Scott Munn Riverwalk***



The W. Scott Munn Riverwalk is truly a majestic walk along the Grand River and the Martin Hansen Memorial Park. While you stroll about the longest river in Michigan, you can take a break and play on the playground or cross the bridge for an ice cream cone in downtown Eaton Rapids.



## **EATON RAPIDS “RIGHT FIT”**

The Eaton Rapids City Council recognizes the importance of education and experience. However, the elected body is most interested in finding the “right fit” to lead Eaton Rapids.

The ideal candidate will bring the following personal characteristics:

- Bring a working knowledge of Michigan Statutes regarding city operations.
- Bring an experience in carrying out the community’s vision through the adopted Master Plan.
- Be someone who treats Eaton Rapids as if you grew up here.
- Be a solid listener, even during those times you disagree with the presenter.
- Become the fabric of our community. Experience and Embrace Eaton Rapids.
- Be cool under pressure and an excellent problem solver.
- Be a proven, highly motivated and goal oriented leader.
- Bring unparalleled communications skills with the staff, City Council & community.
- Be approachable, Eaton Rapids residents want to know and trust their manager.
- Trust your team. We don’t seek a micromanager.



# **EATON RAPIDS ROAD TO SUCCESS**

Our new City Manager will inherit a cohesive team with plenty of opportunities to succeed.

Here is a snapshot of the major issues facing Eaton Rapids:

- Make curb appeal a top priority. Ambience matters.
- Focus on the exciting rollout of the City's Branding efforts.
- Create the Eaton Rapids WOW Factor with the construction of a grant funded \$3M new Riverwalk and development of the G.A.R. Island Park.
- Be bold and innovative with the implementation of the 2020 Eaton Rapids Master Plan.
- Be cognizant of the completion of the City's Zoning Ordinance rewrite.
- Carry forward the energy to implement the City's Downtown Wireless Plan.
- Continue to implement the City's goal to upgrade streets, water and sewer infrastructure and understand the significant importance of the city's electric utility.
- Focus on our community epicenter. Downtown Eaton Rapids is the heartbeat of our community.
- Bring an understanding of how to mitigate unfunded legacy costs.
- Experience in economic development is a must. Bring a proven history of attracting business and a keen sense of the economic tools available through the state.



# **THERE'S ONLY ONE EATON RAPIDS!**

While there are hundreds of Michigan communities to serve as the top appointed official, here are the Top 10 reasons to choose Eaton Rapids.

1. Eaton Rapids is a Michigan Main Street Community, Project Rising Tide participant and is a Redevelopment Ready Community (RRC)!
2. Eaton Rapids is a recreational hub with a vast waterfront along the Grand River.
3. Eaton Rapids Public Schools. It's good to be a Greyhound!
4. Eaton Rapids offers small town charm with big city amenities just 20 minutes from Michigan State University.
5. The G.A.R. Island Park & W. Scott Munn Riverwalk. It's truly special.
6. Our community festivals and patriotism. The Eaton Rapids 4th of July Celebration is remarkable.
7. Check out Miller Farm and the Eaton Rapids Historical Society.
8. For the outdoor enthusiasts, you can spend the day at Howe Memorial Field or kayak at the Outdoor Recreation Center.
9. We are proud to be a small town and the home of the incredible Eaton Rapids Medical Center.
10. We are most proud to be "The Only Eaton Rapids on Earth."





## **WORD ON THE STREET...**

Ten common statements appear when local residents and community stakeholders are asked to describe Eaton Rapids.

1. "We have world-class health care in our small town."
2. "Being the Island City offers significant waterfront opportunities not found in most communities."
3. "Eaton Rapids is proud to be known as a hardworking community with hometown values."
4. "Our Farmers' Market is an opportunity to come together weekly, as one."
5. "First and foremost, Eaton Rapids is a safe and welcoming city. Our police and fire departments are extremely responsive."
6. "I appreciate the quality of life in Eaton Rapids. Vibrant downtown, great library and a short drive to the state capital & MSU."
7. "We moved here because of the Eaton Rapids Public Schools. Our decision was a wise one."
8. "As a retired state employee, we chose to relocate to Eaton Rapids. The city is like one big welcome mat."
9. "What I appreciate most about living in Eaton Rapids is the community's appreciation for history. Our Historical Society is awesome!"
10. "For my family, it's all about the parks and recreation. My kids just marvel at the vast recreation programs offered by the city."



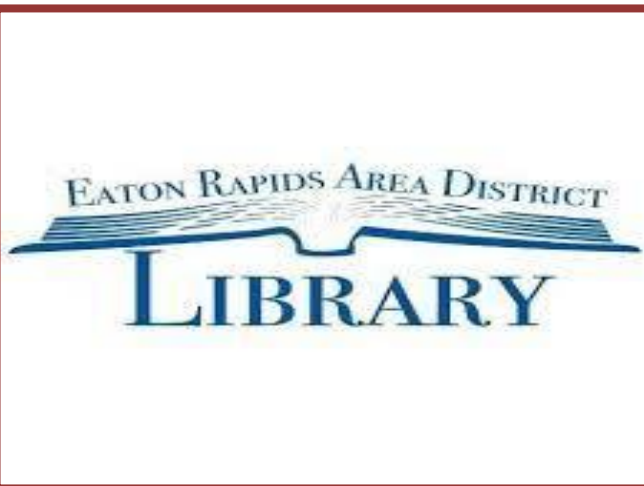
## COOPERATION & COLLABORATION

Many Michigan cities and villages talk about the need and importance to work closely with their neighboring communities. In Eaton Rapids, we just don't talk the talk, we walk the walk. Our region is a role model for partnerships between the City of Eaton Rapids and our adjacent townships.

The City boasts an excellent relationship with neighboring Hamlin and Eaton Rapids Townships. Together, the three communities form the Council of Government (COG). The leaders from the trio meet quarterly to research and implement ideas and projects that are mutually beneficial.

One of the recent accomplishments was to convert the Eaton Rapids City Library into a District Library. The group even passed a millage to support the library. The networking group is also proud of their efforts to forge an Areawide Master Plan and Areawide Parks and Recreation Plan.

Our region is built on cooperation and collaboration. We are all greyhounds, and we run as a pack!



## **HOW TO APPLY**

**DEADLINE TO APPLY: FRIDAY, OCTOBER 29, 2021**

Please submit a cover letter, resume and five professional references to Frank L. Walsh, Walsh Municipal Services, LLC. Applications will be received at [walshmuni@gmail.com](mailto:walshmuni@gmail.com). Please indicate in your cover letter whether you are requesting confidentiality as allowed under the Michigan Open Meetings Act. The City of Eaton Rapids is an Equal Opportunity Employer.

**City of  
Eaton Rapids**







# EXECUTIVE SEARCH

## Service Overview







michigan municipal league

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and service to Michigan communities since 1899. We provide our members with the tools and knowledge they need to effectively manage and develop their communities. With the League's intimate knowledge of communities' needs and challenges, we are in a unique position to provide a comprehensive executive search service.

The executive search service is a resource offered to strengthen the quality of municipal government and administration through successful placement of public leaders. The League is invested in the community before, during, and after the search and is dedicated to a long-term partnership. A typical League search takes at least 120 days and is customized to the specific needs of the community.



We love what's coming.



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# Executive Search Overview

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## Typical Service includes:

- Up to FOUR personal visits with the search facilitator
- Engagement of elected officials, department heads, and staff in the profiling process to facilitate consensus building around the necessary skills, knowledge, attributes, and team leadership expectations
- An extensive community profile and recruitment brochure
- Advanced marketing, including customized online advertising, targeted emails, and the League's social media
- Direct recruitment of passive candidates
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Assistance with the conditional offer of employment, background check, and contract negotiation

**Package Price:** \$17,000 for members and \$21,000 for nonmembers

## Enhanced Service includes:

### All Typical Services:

- Up to FIVE personal visits with the search facilitator
- Community roundtables during the profile processes
- Open house during interview process

**Package Price:** \$19,000 for members and \$23,000 for nonmembers



### For a less complex search, the Basic Service includes:

Up to THREE personal visits with the search facilitator, which includes one day dedicated to interviews

- A community profile and recruitment brochure
- Standard marketing and advertising
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Background check

**Package Price:** \$14,000 for members and \$17,000 for nonmembers

### Optional Services (Priced per service in addition to package cost):

- Community outreach meetings and public forums
- Recruitment video
- Social event or non-traditional setting for candidate screening
- Background checks at point of interview
- Media packet with press releases provided for the local media at key points



We love what's coming.

# Services at a Glance

SEARCH TASKS	Search Levels		
PROFILING PROCESS	Basic	Typical	Enhanced
Engagement of Elected Officials	●	●	●
Engagement of Department Heads and Staff		●	●
Engagement of Community Members			●
Review Compensation Package	●	●	●
Standard Candidate Profile and Brochure	●	n/a	n/a
Extensive Candidate Profile and Brochure		●	●
ADVERTISING & MARKETING	Basic	Typical	Enhanced
Placement in League Classifieds Website	●	●	●
Standard Advertising (up to 3 job boards)	●	n/a	n/a
Advanced Advertising		●	●
Social Media Announcements	●	●	●
Direct Recruitment of Passive Candidates		●	●





SEARCH TASKS	Search Levels		
CANDIDATE SCREENING & SELECTION	Basic	Typical	Enhanced
Pre-Screening Activities/Application Analysis	•	•	•
Develop Standard Interview Format and Questions	•	n/a	n/a
Develop Robust Interview Format and Questions		•	•
Attendance During Interview Process	•	•	•
Assist and Attend Open House Function			•
Extend Conditional Offer w/ Sample Contract	•	•	•
Initiate Contract Negotiations		•	•
Conduct Full 3 <sup>rd</sup> -party Background Check	•	•	•
<b>OUR GUARANTEE</b> *Applies to municipal executives only	Basic	Typical	Enhanced
Our One-Year Guarantee		•	n/a
Our Two-Year Guarantee			•



We love what's coming.



michigan municipal league

## Prepared by the Michigan Municipal League

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



## Our Clients

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

Client	Position	Year	Population
Grandville	City Manager	2022	15,750
Muskegon	City Manager	2022	38,318
Chelsea	Police Chief	2022	5,393
Ironwood	City Manager	2022	5,045
Petoskey	Finance Director	2022	5,877
Petoskey	City Manager	2022	5,877
Marshall	City Manager	2022	7,088
Norway	City Manager	2022	2,845
Belding	City Manager	2022	5,757
Northfield Township	Township Manager	2021	8,245
Manistee	City Manager	2021	6,226
Missaukee County	County Administrator	2021	14,849
Ionina	City Manager	2021	11,394
Farmington Hills	City Manager	2021	79,740
Elk Rapids	Village Manager	2021	1,642
Riverview	Police Chief	2021	10,694
East Grand Rapids	City Manager	2021	10,694
Clare	City Manager	2020	3,118
Flint	Finance Director	2020	102,434
Flint	Human Resources Director	2020	102,434
Ogemaw County	County Administrator	2020	21,699
Vassar	City Manager	2020	2,697
Quincy	City Manager	2020	1,652
Ishpeming	City Manager	2019	6,445
Grosse Pointe Park	City Manager	2019	11,125
Sault St Marie	City Manager	2019	13,631
Albion	City Manager	2019	8,285
Scottville	City Manager	2019	1,214
Caledonia	Village Manager	2019	1,511
Ludington	City Manager	2019	8,061
Gladwin	City Manager	2019	2,884
Battle Creek	Fire Chief	2018	52,347
Dewitt Township	Township Manager	2018	14,321
Hancock	City Manager	2018	4,634
Hart	City Manager	2018	2,126
Stanton	City Manager	2018	1,417
Cass City	City Manager	2017	2,428
Eaton Rapids	City Manager	2017	5,214
Emmet County	County Administrator	2017	32,694
Fraser	City Manager	2017	14,480
Gladstone	City Manager	2017	4,973
Lathrup Village	City Administrator	2017	4,075
Otsego	City Manager	2017	3,956
Rockford	City Manager	2017	5,719
St. Johns	City Manager	2017	7,865
Allegan	City Manager	2016	4,998
Benton Harbor	Finance Director	2016	9,889
Berkley	City Manager	2016	14,970
Bloomfield Hills	City Manager	2016	3,869
Durand	City Manager	2016	3,446
Elk Rapids	Village Manager	2016	1,642
Flint	DPW Director	2016	97,738