

Traverse City Downtown Development Authority Regular Meeting

**Friday, February 16, 2024
9:00 am**

Commission Chambers, Governmental Center
400 Boardman Avenue
Traverse City, Michigan 49684



The City of Traverse City does not discriminate on the basis of disability in the admission to, access to, treatment in, or employment in, its programs or activities. Interim Assistant City Manager, 400 Boardman Avenue, Traverse City, Michigan 49684, phone 231-922-4440, TDD/TTY 231-922-4412, VRS 231-421-7008, has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the ADA Coordinator.

If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

The City of Traverse City and Downtown Development Authority are committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with board members honor these values.

Downtown Development Authority:
c/o Jean Derenzy, CEO
(231) 922-2050
Web: www.dda.downtowntc.com
303 East State Street, Suite C
Traverse City, MI 49684

Welcome to the Traverse City Downtown Development Authority meeting

Agenda

	Page
1. CALL TO ORDER	
2. ROLL CALL	
3. REVIEW AND APPROVAL OF AGENDA	
4. PUBLIC COMMENT	
5. CONSENT CALENDAR	
<i>The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.</i>	
A. Consideration of approving the minutes of the January 19, 2024 Regular Meeting (approval recommended)	5 - 9
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B. Consideration of approving the January 2023 Financial Reports and disbursements for the DDA, TIF-97, Old Town TIF, Parking Services and Arts Commission (approval recommended)	10 - 20
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DDA General, TIF 97 and Old Town TIF January 2024 Financial Dashboard- PDF	
Parking Services January 2024 Financials - PDF	
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7. SPECIAL ORDER OF BUSINESS	

A.	Overview of the West End Mixed-Use Development Project (Presentation)	21 - 43
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	PowerPoint Presentation Memo - PDF	
	West End Mixed-Use Development Presentation - PDF	
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8.	OLD BUSINESS	
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	Governance Committee Request Memo - PDF	
	Double Haul Solutions TC DDA Proposal - PDF	
	Amy Cell LLC TC DDA Proposal - PDF	
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9.	NEW BUSINESS	
A.	Committee Appointments	96
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B.	Parking Structure Restoration Contract (approval recommended)	97 - 99
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10.	CEO REPORT	
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	2024 - 2025 Budget Timeline Memo (Derenzy) - PDF	
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	MDF Timetable and Milestone Sheet - PDF	
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11.	COO REPORT	
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12.	BOARD MEMBER REPORTS	
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	Mobility & Parking Advisory Board Update (Bertodatto) - PDF	
B.	Arts Commission	108
	Art Commission Board Update (McMillen) - PDF	
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13. STAFF REPORTS

- A. Transportation Mobility Director (VanNess) 109 -
[Parking Services Report \(VanNess\) - Memo](#) 110
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14. RECEIVE AND FILE

- A. January 2024 DTCA Board Meeting Minutes - PDF 111 -
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15. PUBLIC COMMENT

16. ADJOURNMENT



**Minutes of the
Downtown Development Authority for the City of Traverse City
Regular Meeting
Friday, January 19, 2024**

A regular meeting of the Downtown Development Authority of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 9:00 a.m.

The following Board Members were in attendance: Chairperson Gabe Schneider, Board Member Peter Kirkwood, Board Vice Chair Scott Hardy, Board Member Jeff Joubran, Board Member Todd McMillen, Board Member Katy Bertodatto, Board Member Michael Brodsky, Board Member Ed Slosky, Board Member Hillary Ascroft, and Mayor Amy Shamroe

The following Board Members were absent: None

Chairperson Schneider presided at the meeting.

(a) **CALL TO ORDER**

(b) **ROLL CALL**

(c) **REVIEW AND APPROVAL OF AGENDA**

- (1) Consideration of approving the agenda as presented (approval recommended)

That the DDA Board approve the Agenda as presented.

Moved by Peter Kirkwood, Seconded by Katy Bertodatto

Yes: Gabe Schneider, Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Katy Bertodatto, Michael Brodsky, Ed Slosky, and Amy Shamroe

Absent: Hillary Ascroft

CARRIED. 9-0-1 on a recorded vote

(d) **PUBLIC COMMENT**

(e) **CONSENT CALENDAR**

The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.

- (1) Consideration of approving the minutes of the Regular Meeting of December 15, 2023 (approval recommended)
- (2) Consideration of approving the December 2023 Financial Reports and disbursements for the DDA, TIF-97, Old Town TIF, Parking Services and Arts Commission (approval recommended)
- (3) Consideration of approving an audit of the DTCA Books and DDA/ DTCA Activities (approval recommended by Finance Committee)
- (4) Annual Treasury Report
- (5) Purchase of Bus Wraps (approval recommended by Finance Committee)

That the DDA board approve the Consent calendar as presented.

Moved by Scott Hardy, Seconded by Todd McMillen

Yes: Gabe Schneider, Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Katy Bertodatto, Michael Brodsky, Ed Slosky, and Amy Shamroe

Absent: Hillary Ascroft

CARRIED. 9-0-1 on a recorded vote

(f) **ITEMS REMOVED FROM CONSENT CALENDAR**

(g) **SPECIAL ORDER OF BUSINESS**

- (1) Greenlight Overview of Marketing/Communications for the Grandview Parkway Project

The following addressed the board:

Kevin Gillespie and Jeff Hale from Greenlight Marketing.

Scott Hardy

Pete Kirkwood

Katy Bertodatto

Gabe Schneider

Amy Shamroe

(h) **OLD BUSINESS**

(1) Moving Downtown Forward TIF Plan Update

The following addressed the board:

Jean Derenzy
Scott Howard
Scott Hardy
Pete Kirkwood
Katy Bertodatto
Ed Slosky
Amy Shamroe.
Gabe Schneider

(i) **NEW BUSINESS**

(1) Consideration of entering into a contract with SEEDS for Composting Services
That the DDA Board approve the terms of the agreement with SEEDS in the amount of \$21,674 to support the downtown compost initiative, subject to approval as to substance by the DDA CEO and as to form by the DDA Attorney

Moved by Amy Shamroe, Seconded by Jeff Joubran

Yes: Gabe Schneider, Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Katy Bertodatto, Michael Brodsky, Ed Slosky, Hillary Ascroft, and Amy Shamroe

Absent: None

CARRIED. 10-0-0 on a recorded vote

(2) Governance Committee (potential recommended action from Governance Committee)

The board discussed the motion in the packet, retracted the motion and with more discussion approved the new motion.

The following addressed the board:

Jean Derenzy
Scott Howard
Gabe Schnieder
Amy Shamroe,
Michael Brodsky
Ed Slosky
Emelia Curet
Katy Bertodatto

The DDA Board authorizes the DDA Governance Committee to work with the City HR in requesting Request for Information and select a firm to conduct a CEO

search in an amount not to exceed thirty thousand dollars.

Moved by Amy Shamroe, Seconded by Jeff Joubran

Yes: Gabe Schneider, Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Katy Bertodatto, Michael Brodsky, Ed Slosky, and Amy Shamroe

Absent: None

CARRIED. 9-0-0 on a recorded vote

(j) **CEO REPORT**

- (1) Project Dashboard

The following addressed the board:

Jean Derenzy
Scott Hardy
Gabe Scheider
Ed Slosky

(k) **STAFF REPORTS**

- (1) COO Report (Burkholder)

The following addressed the board:

Harry Burkholder
Scott Hardy
Katy Berdodatto

- (2) Transportation Mobility Director (VanNess)

The following addressed the board:

Nicole VanNess
Gabe Schneider
Scott Hardy
Ed Slosky
Katy Bertodatto

(l) **BOARD MEMBER REPORTS**

- (1) Arts Commission

The following addressed the board:

Todd McMillan

(m) **RECEIVE AND FILE**

(n) **PUBLIC COMMENT**

(o) **ADJOURNMENT**

Meeting was Adjourned at 11:01am by Gabe Schneider

Jean Derenzy, Traverse City DDA
CEO

Draft

Traverse City DDA - General

Adjusted Trial Balance

As of January 31, 2024

	UNADJUSTED BALANCE		ADJUSTMENTS		ADJUSTED BALANCE	
	DEBIT	CREDIT	DEBIT	CREDIT	DEBIT	CREDIT
1000 Fifth Third Checking - 3112	809,620.33				809,620.33	
1010 Fifth Third Savings - 6740	205,604.46				205,604.46	
1072 Bill.com Money Out Clearing	506.57				506.57	
1200 Accounts Receivable	58,331.18				58,331.18	
1101 Due From APS (City of TC)	72.42				72.42	
1103 Due From DTCA	7,356.91				7,356.91	
1104 Due From Other Funds	10,750.00				10,750.00	
2000 Accounts Payable		38,008.91				38,008.91
2153 First National Bank Card:First National - 8689	567.38				567.38	
2110 Due to Oldtown TIF		23,873.66				23,873.66
2120 Due to TIF 97		221,545.70				221,545.70
2202 Payroll Liabilities:Accrued Payroll Liabilities		10,084.64				10,084.64
2203 Payroll Liabilities:Accrued Salaries		38,861.35				38,861.35
2215 Payroll Liabilities:Health, Dental, Vision Insurance Payable	38,243.03				38,243.03	
2220 Payroll Liabilities:Life & Disability Insurance Payable		1,044.89				1,044.89
2240 Payroll Liabilities:State Unemployment Tax Payable	328.34				328.34	
2245 Payroll Liabilities:Wage Garnishment Payable	143.56				143.56	
2301 Deposits Payable:Double Up Food Bucks	660.39				660.39	
2303 Deposits Payable:NCF Reimbursements	2,070.00				2,070.00	
2304 Deposits Payable:Prescriptions for Health		345.64				345.64
2305 Deposits Payable:Project Fresh		764.00				764.00
2306 Deposits Payable:Senior Project Fresh	2,020.00				2,020.00	
2407 GRANTS:MEDC (Civic Square)		100,000.00				100,000.00
2600 Deferred Income		22,650.83				22,650.83
3000 Opening Bal Equity		107,606.27				107,606.27
3900 Retained Earnings		353,863.19				353,863.19
4101 TAXES:Property Taxes		127,808.62				127,808.62
4204 GRANTS & CONTRIBUTIONS:Grants - EGLE cornwell		11,105.29				11,105.29
4209 GRANTS & CONTRIBUTIONS:MEDC Civic Square		56,086.08				56,086.08
4302 REIMBURSEMENTS:Administrative Services		557,759.25				557,759.25
4303 REIMBURSEMENTS:Parking Services		481,250.00				481,250.00
4305 REIMBURSEMENTS:Farmers Market online Revenue		60,976.06				60,976.06
4600 REIMBURSEMENTS:Miscellaneous Revenue		27.58				27.58
4501 INTEREST INCOME:Interest & Dividends		1,591.93				1,591.93
5101 SALARIES:Salaries & Wages	338,400.71				338,400.71	
5102 SALARIES:Hourly Wage Expense	225,076.80				225,076.80	
5201 FRINGE BENEFITS:Health Insurance	46,497.06				46,497.06	
5202 FRINGE BENEFITS:Disability Insurance Benefits	3,823.65				3,823.65	
5203 FRINGE BENEFITS:Life Insurance Expense	1,080.19				1,080.19	
5204 FRINGE BENEFITS:457 Company Matching	39,798.25				39,798.25	
5208 FRINGE BENEFITS:Social Security Tax Expense	36,631.93				36,631.93	
5209 FRINGE BENEFITS:Medicare Tax Expense	8,567.18				8,567.18	
5210 FRINGE BENEFITS:SUTA Tax Expense	2,381.30				2,381.30	
5211 FRINGE BENEFITS:Workers Compensation	11,407.00				11,407.00	
5301 OFFICE SUPPLIES AND UTILITIES:Office Supplies	6,217.49				6,217.49	
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	4,516.79				4,516.79	
5303 OFFICE SUPPLIES AND UTILITIES:Operation Supplies	205.33				205.33	

Traverse City DDA - General

Adjusted Trial Balance

As of January 31, 2024

	UNADJUSTED BALANCE		ADJUSTMENTS		ADJUSTED BALANCE	
	DEBIT	CREDIT	DEBIT	CREDIT	DEBIT	CREDIT
5304 OFFICE SUPPLIES AND UTILITIES:Equipment	109.94				109.94	
5305 OFFICE SUPPLIES AND UTILITIES:Dues, Subscriptions and Memberships	4,749.78				4,749.78	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	785.44				785.44	
5307 OFFICE SUPPLIES AND UTILITIES:Communications	22,774.16				22,774.16	
5308 OFFICE SUPPLIES AND UTILITIES:Miscellaneous Expense	3,175.23				3,175.23	
5400 PROFESSIONAL SERVICES	2,015.00				2,015.00	
5401 PROFESSIONAL SERVICES:Contract Services	28,844.87				28,844.87	
5402 PROFESSIONAL SERVICES:Legal	23,625.00				23,625.00	
5403 PROFESSIONAL SERVICES:Professional/Contractual	52,419.68				52,419.68	
5405 PROFESSIONAL SERVICES:Community Promotion	10,890.74				10,890.74	
5409 PROFESSIONAL SERVICES:Grant exp EGLE cornwell bldg	15,593.24				15,593.24	
5413 PROFESSIONAL SERVICES:Grant Exp SOM Civic Square	56,226.08				56,226.08	
5415 PROFESSIONAL SERVICES:Online Farmers Market Expense	35,902.13				35,902.13	
5418 PROFESSIONAL SERVICES:SNAP Food Assistance Expense	9,286.00				9,286.00	
5419 PROFESSIONAL SERVICES:EGLE Grant-State Street West-End Mixed Use	79,887.21				79,887.21	
5501 TRAVEL AND CONFERENCES:Lodging, meals	2,949.67				2,949.67	
5502 TRAVEL AND CONFERENCES:Transportation	991.58				991.58	
5503 TRAVEL AND CONFERENCES:Training	4,189.00				4,189.00	
5601 REPAIRS AND MAINTENANCE:Repairs & Maintenance	220.00				220.00	
5701 RENTAL EXPENSE:Rentals				259.11		259.11
TOTAL	\$2,215,513.00	\$2,215,513.00	\$0.00	\$0.00	\$2,215,513.00	\$2,215,513.00

DDA Old Town TIF

Adjusted Trial Balance

As of January 31, 2024

	UNADJUSTED BALANCE		ADJUSTMENTS		ADJUSTED BALANCE	
	DEBIT	CREDIT	DEBIT	CREDIT	DEBIT	CREDIT
1000 1000 CASH AND CASH EQUIVALENTS	0.57				0.57	
1001 1000 CASH AND CASH EQUIVALENTS:Fifth Third Checking - 0650	1,679,129.29				1,679,129.29	
1200 Accounts Receivable	7,427.38				7,427.38	
2000 Accounts Payable		87.11				87.11
3900 Retained Earnings		1,127,537.64				1,127,537.64
4101 TAXES:Property Taxes		677,507.35				677,507.35
5302 OFFICE SUPPLIES & UTILITIES:Utilities	1,070.67				1,070.67	
5303 OFFICE SUPPLIES & UTILITIES:Purchases	1,105.03				1,105.03	
5306 OFFICE SUPPLIES & UTILITIES:Printing & Publishing	1,789.53				1,789.53	
5400 PROFESSIONAL SERVICES	980.00				980.00	
5401 PROFESSIONAL SERVICES:Contract Services	95,615.50				95,615.50	
5403 PROFESSIONAL SERVICES:Professional/Contractual	5,916.68				5,916.68	
5406 PROFESSIONAL SERVICES:Traverse Connect	5,000.00				5,000.00	
5900 Repairs and Maintenance	7,324.35				7,324.35	
4500 INTEREST INCOME		226.90				226.90
TOTAL	\$1,805,359.00	\$1,805,359.00	\$0.00	\$0.00	\$1,805,359.00	\$1,805,359.00

Traverse City DDA - TIF 97

Adjusted Trial Balance

As of January 31, 2024

	UNADJUSTED BALANCE		ADJUSTMENTS		ADJUSTED BALANCE	
	DEBIT	CREDIT	DEBIT	CREDIT	DEBIT	CREDIT
1001 CASH AND CASH EQUIVALENTS:Fifth Third Checking - 8026	6,866,706.88				6,866,706.88	
1200 Accounts Receivable	117,301.52				117,301.52	
1102 OTHER CURRENT ASSETS:Due from other governments	608,000.00				608,000.00	
1210 Deposits-Security Deposit	4,500.00				4,500.00	
2000 Accounts Payable		32,513.85				32,513.85
3000 Opening Bal Equity	21,200.00				21,200.00	
3900 Retained Earnings		5,564,947.80				5,564,947.80
4101 TAXES:Property Taxes		3,039,767.20				3,039,767.20
4300 Reimbursements		92,203.17				92,203.17
4500 INTEREST INCOME		1,969.31				1,969.31
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	2,707.30				2,707.30	
5303 OFFICE SUPPLIES AND UTILITIES:Purchases	6,701.24				6,701.24	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	1,049.55				1,049.55	
5308 OFFICE SUPPLIES AND UTILITIES:Miscellaneous Expense	36,085.99				36,085.99	
5309 OFFICE SUPPLIES AND UTILITIES:Bank Charges	409.21				409.21	
5400 PROFESSIONAL SERVICES	16,489.50				16,489.50	
5401 PROFESSIONAL SERVICES:Contract Services	41,856.75				41,856.75	
5402 PROFESSIONAL SERVICES:Legal	8,325.00				8,325.00	
5403 PROFESSIONAL SERVICES:Professional/Contractual	31,824.16				31,824.16	
5405 PROFESSIONAL SERVICES:Administrative	427,355.00				427,355.00	
5406 PROFESSIONAL SERVICES:Public Restrooms	22,800.00				22,800.00	
5408 PROFESSIONAL SERVICES:Service Agreement	72,420.00				72,420.00	
5410 PROFESSIONAL SERVICES:Marketing/Communication	52,097.01				52,097.01	
5414 PROFESSIONAL SERVICES:Traverse Connect	35,000.00				35,000.00	
5500 Contributions to District Construction Projects	253,720.72				253,720.72	
5600 Contributions to Other Governments-Debt Service	46,391.21				46,391.21	
5801 RENT OR LEASE EXPENSE:Rent Expense	27,000.00				27,000.00	
5901 REPAIR & MAINTENANCE EXPENSES:Repairs and Maintenance	23,872.16				23,872.16	
6001 TAXES & TRANSFERS:Taxes Paid	7,588.13				7,588.13	
TOTAL	\$8,731,401.33	\$8,731,401.33	\$0.00	\$0.00	\$8,731,401.33	\$8,731,401.33

TC Downtown Development Authority (DDA)
Board Financial Report - Dashboard

1/31/2024

Downtown Development Authority (DDA)

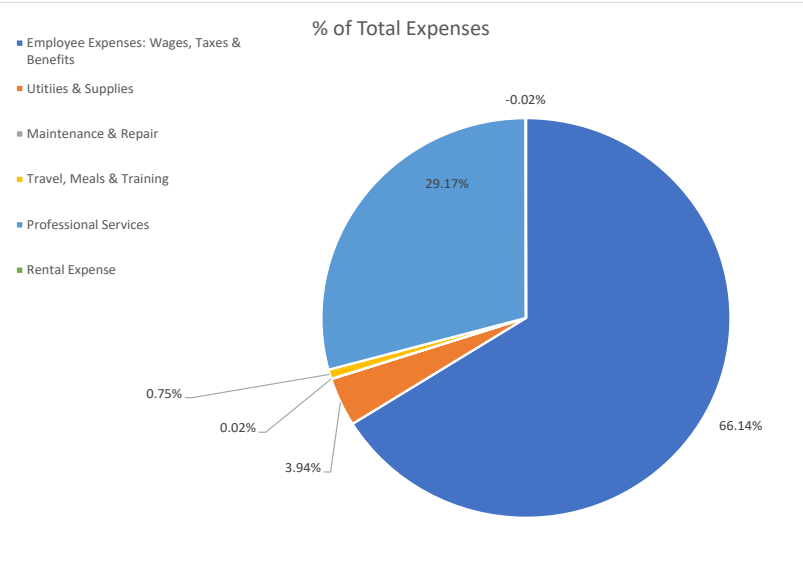
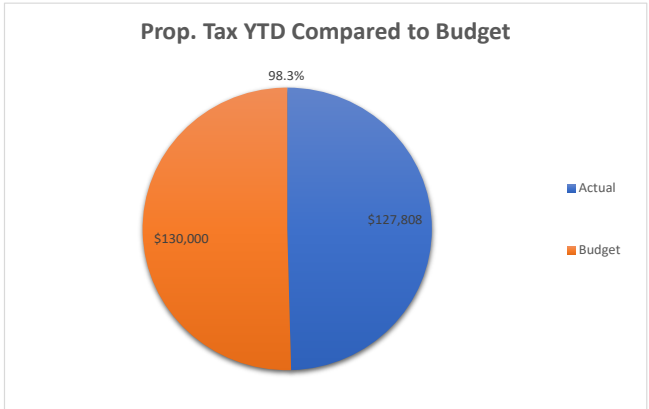
Financial Position	YTD as of 1/31/2024	Prior Year as of 6/30/2023 *	Change
Total Cash and Cash Equivalents	\$ 1,015,731	\$ 663,213	\$ 352,518
Other Assets	76,511	152,696	(76,185)
Total Assets	\$ 1,092,242	\$ 815,909	\$ 276,333
Current Liabilities	\$ 38,009	\$ 104,074	\$ (66,065)
Total Other Liabilities	375,138	250,366	124,772
Total Liabilities	413,147	354,440	58,707
Fund Balance	679,095	461,469	217,626
Total Liabilities and Fund Balance	\$ 1,092,242	\$ 815,909	\$ 276,333

* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 127,809	\$ 130,000	98.3%
Grants & Contributions	67,191	100,000	67.2%
Reimbursements	1,100,013	1,585,359	69.4%
Rental Income	-	115,000	0.0%
Interest	1,389	1,000	138.9%
Total Revenue	\$ 1,296,402	\$ 1,931,359	67%

Expenses	YTD	Annual Budget	% of Budget
Employee Expenses: Wages, Taxes & Benefits	\$ 713,664	\$ 1,450,516	49%
Utilities & Supplies	42,534	63,000	68%
Maintenance & Repair	220	0	0%
Travel, Meals & Training	8,130	30,000	27%
Professional Services	314,690	360,000	87%
Rental Expense	(259)	-	0%
Total Expenses	\$ 1,078,979	\$ 1,903,516	57%

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



Old Town Tax Increment Financing
Board Financial Report - Dashboard

1/31/2024

Old Town Tax Increment Financing Bond (OT TIF)			
Financial Position	YTD as of 1/31/2024	Prior Year as of 6/30/2023 *	Change
Total Cash and Cash Equivalents	\$ 1,679,130	\$ 1,250,369	\$ 428,761
Other Assets	7,427	-	7,427
Total Assets	\$ 1,686,557	\$ 1,250,369	436,189
Current Liabilities	\$ 87	\$ 122,831	\$ (122,744)
Total Other Liabilities	-	-	-
Total Liabilities	87	122,831	(122,744)
Fund Balance	1,686,470	1,127,538	558,933
Total Liabilities and Fund Balance	\$ 1,686,557	\$ 1,250,369	\$ 436,189

* Prior year balances are pre-audit and subject to change

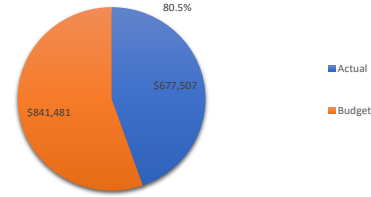
Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 677,507	\$ 841,481	80.5%
Interest	227	100	227.0%
Total Revenue	\$ 677,734	\$ 841,581	81%

Expenses	YTD	Annual Budget	% of Budget
Utilities	\$ 1,071	\$ 600	179%
Professional Services	107,512	252,850	43%
Other: Printing/Publishing, Supplies	2,895	0	5790000%
Repairs & Maintenance	7,324	50,000	15%
Capital Projects	-	805,000	0%
Total Expenses	\$ 118,802	\$ 1,108,450	11%

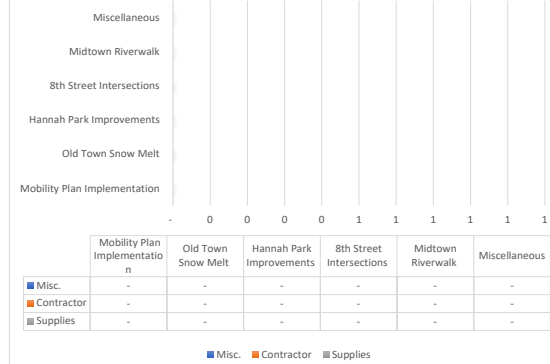
Capital Project Expenses:	YTD	Annual Budget	% of Budget
Mobility Plan Implementation	-	25,000	0%
Old Town Snow Melt	-	100,000	0%
Hannah Park Improvements	-	70,000	0%
8th Street Intersections	-	300,000	0%
Midtown Riverwalk	-	300,000	0%
Miscellaneous	-	10,000	0%
Total Project Expenses	\$ -	\$ 805,000	0%

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements

Prop. Tax YTD Compared to Budget



Capital Project by Expense Type



Tax Increment Financing Bond 97 (TIF97)
Board Financial Report - Dashboard

1/31/2024

Tax Increment Financing Bond 97 (TIF97)			
Financial Position	YTD as of 1/31/2024	Prior Year as of 6/30/2023 *	Change
Total Cash and Cash Equivalents	\$ 6,866,707	\$ 343,231	\$ 6,523,476
Other Assets	729,802	5,722,489	(4,992,687)
Total Assets	\$ 7,596,509	\$ 6,065,719	\$ 1,530,789
Current Liabilities	\$ 32,514	\$ 468,840	\$ (436,326)
Total Other Liabilities	-	53,132	(53,132)
Total Liabilities	32,514	521,972	(489,458)
Fund Balance	7,563,995	5,543,748	2,020,247
Total Liabilities and Fund Balance	\$ 7,596,509	\$ 6,065,719	\$ 1,530,789

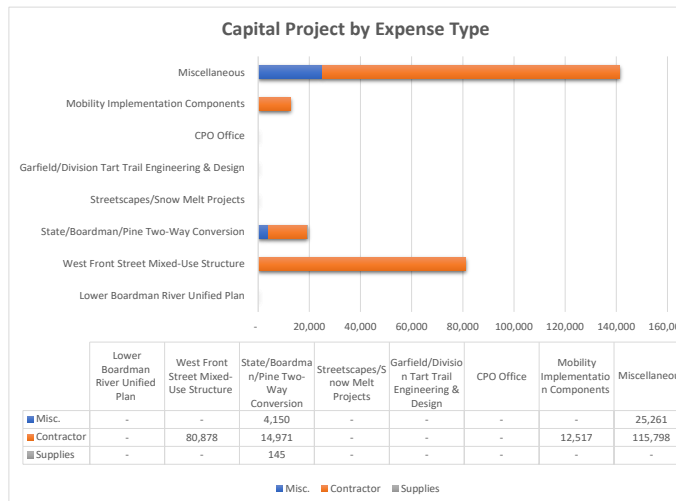
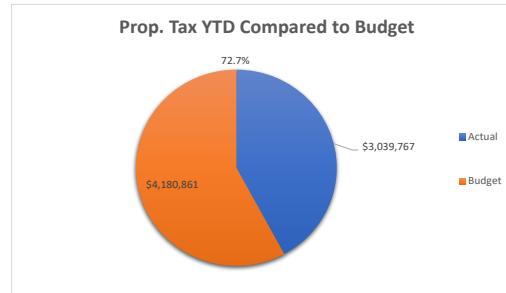
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 3,039,767	\$ 4,180,861	72.7%
Grant Revenue	-	40,000	
Reimbursements	92,203	130,000	70.9%
Interest	1,969	4,500	43.8%
Total Revenue	\$ 3,133,940	\$ 4,355,361	72%

Expenses	YTD	Annual Budget	% of Budget
Office Supplies & Utilities	\$ 46,953	\$ 20,000	235%
Professional Services	708,167	1,822,563	39%
Rent Expense	27,000	-	0%
Repair & Maintenance	23,872	250,000	10%
Capital Projects	253,721	1,975,000	13%
Debt Service	46,391	953,440	5%
Taxes & Transfers	7,588	-	0%
Total Expenses	\$ 1,113,692	\$ 5,021,003	22%

Capital Project Expenses:	YTD	Annual Budget	% of Budget
Lower Boardman River Unified Plan	-	500,000	0%
West Front Street Mixed-Use Structure	80,878	500,000	16%
State/Boardman/Pine Two-Way Conversion	19,266	200,000	10%
Streetscapes/Snow Melt Projects	-	325,000	0%
Garfield/Division Tart Trail Engineering & Design	-	200,000	0%
CPO Office	-	100,000	0%
Mobility Implementation Components	12,517	50,000	25%
Miscellaneous	141,059	100,000	141%
Total Project Expenses	\$ 253,720	\$ 1,975,000	13%

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



GL NUMBER	DESCRIPTION	2023-24YTD BALANCE		ACTIVITY FOR			% BDGT USED
		2023-24YTD BALANCE	01/31/2024	MONTH ENCUMBERED	ENCUMBERED	ENCUMBERED	
		NDED BUDGET		01/31/24	EAR-TO-DATE	BALANCE	
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
585-000-451.073	RAMSDELL GATE FEES	0.00	267.50	0.00	0.00	(267.50)	100.00
585-000-652.000	PARKING FEES-COIN	1,800,000.00	1,274,605.63	70,134.48	0.00	525,394.37	70.81
585-000-653.000	PERMITS-SURFACE LOTS	200,000.00	150,102.00	63,916.00	0.00	49,898.00	75.05
585-000-653.007	PERMITS - NEIGHBORHOOD	2,200.00	1,195.00	0.00	0.00	1,005.00	54.32
585-000-653.010	DESTINATION DOWNTOWN	0.00	160.00	0.00	0.00	(160.00)	100.00
585-000-656.010	PARKING FINES	225,000.00	177,237.00	4,982.00	0.00	47,763.00	78.77
585-000-664.000	INTEREST & DIVIDEND EARNIN	66,000.00	34,792.41	0.00	0.00	31,207.59	52.72
585-000-673.000	SALE OF FIXED ASSETS	0.00	6,709.60	0.00	0.00	(6,709.60)	100.00
585-000-677.000	REIMBURSEMENTS	6,000.00	1,715.15	0.00	0.00	4,284.85	28.59
585-000-686.000	MISCELLANEOUS INCOME	1,700.00	380.00	0.00	0.00	1,320.00	22.35
Total Dept 000 - NON-DEPARTMENTAL		2,300,900.00	1,647,164.29	139,032.48	0.00	653,735.71	71.59
Dept 586 - HARDY DECK							
585-586-651.000	PARKING DECK PROCEEDS	250,000.00	201,506.55	565.00	0.00	48,493.45	80.60
585-586-653.005	PERMITS-PARKING DECK	150,000.00	123,142.00	30,350.00	0.00	26,858.00	82.09
585-586-668.000	RENTS AND ROYALTIES	30,000.00	5.00	0.00	0.00	29,995.00	0.02
Total Dept 586 - HARDY DECK		430,000.00	324,653.55	30,915.00	0.00	105,346.45	75.50
Dept 587 - OLD TOWN DECK							
585-587-651.000	PARKING DECK PROCEEDS	70,000.00	74,919.15	220.25	0.00	(4,919.15)	107.03
585-587-653.005	PERMITS-PARKING DECK	100,000.00	54,926.38	2,600.00	0.00	45,073.62	54.93
Total Dept 587 - OLD TOWN DECK		170,000.00	129,845.53	2,820.25	0.00	40,154.47	76.38
TOTAL REVENUES		2,900,900.00	2,101,663.37	172,767.73	0.00	799,236.63	72.45
Expenditures							
Dept 585 - AUTOMOBILE PARKING SYSTEM							
585-585-702.000	SALARIES AND WAGES	10,600.00	1,836.75	204.88	0.00	8,763.25	17.33
585-585-704.000	EMPLOYEE OVERTIME	2,300.00	0.00	0.00	0.00	2,300.00	0.00
585-585-714.000	HEALTH SAVINGS ACCT EXPEN	0.00	33.10	(0.63)	0.00	(33.10)	100.00
585-585-715.000	EMPLOYER'S SOCIAL SECURITY	200.00	111.95	15.18	0.00	88.05	55.98
585-585-716.000	EMPLOYEE HEALTH INSURANC	100.00	66.58	9.50	0.00	33.42	66.58
585-585-717.000	EMPLOYEE LIFE/DISABILITY IN	0.00	15.86	2.16	0.00	(15.86)	100.00
585-585-718.000	RETIREMENT FUND CONTRIBU	700.00	362.29	63.94	0.00	337.71	51.76
585-585-727.000	OFFICE SUPPLIES	6,000.00	2,682.24	269.01	609.82	2,707.94	54.87
585-585-740.000	OPERATION SUPPLIES	37,000.00	15,355.05	709.15	11,349.19	10,295.76	72.17
585-585-801.000	PROFESSIONAL AND CONTRAC'	968,000.00	563,072.70	58,787.22	605,968.99	(201,041.69)	120.77
585-585-802.000	INFORMATION TECHNOLOGY S	175,200.00	82,579.75	9,198.00	152,362.81	(59,742.56)	134.10
585-585-810.000	COLLECTION COSTS	500.00	24.00	24.00	0.00	476.00	4.80
585-585-850.000	COMMUNICATIONS	20,800.00	9,856.45	1,509.67	14,803.50	(3,859.95)	118.56
585-585-854.000	CITY FEE	141,700.00	0.00	0.00	0.00	141,700.00	0.00
585-585-860.000	TRANSPORTATION	5,000.00	1,529.78	0.00	0.00	3,470.22	30.60
585-585-862.000	PROFESSIONAL DEVELOPMENT	1,000.00	0.00	0.00	0.00	1,000.00	0.00
585-585-863.000	TRAINING	2,000.00	0.00	0.00	0.00	2,000.00	0.00
585-585-880.000	COMMUNITY PROMOTION	15,000.00	0.00	0.00	0.00	15,000.00	0.00
585-585-900.000	PRINTING AND PUBLISHING	14,000.00	99.90	0.00	0.00	13,900.10	0.71

GL NUMBER	DESCRIPTION	ACTIVITY FOR					
		2023-24YTD BALANCE	MONTH ENCUMBERED	ENCUMBERED	%	BDGT	
		NDED BUDGET	01/31/2024	01/31/24	EAR-TO-DATE	BALANCE	USED
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND							
Expenditures							
585-585-910.000	INSURANCE AND BONDS	13,900.00	7,392.95	963.85	0.00	6,507.05	53.19
585-585-920.000	PUBLIC UTILITIES	15,000.00	10,708.81	1,280.39	0.00	4,291.19	71.39
585-585-930.000	REPAIRS AND MAINTENANCE	157,100.00	70,906.37	1,948.46	(21.82)	86,215.45	45.12
585-585-930.005	RAMSDELL GATE REPAIR & MA	1,000.00	543.76	0.00	3,500.00	(3,043.76)	404.38
585-585-940.000	RENTAL EXPENSE	48,800.00	17,916.84	0.00	0.00	30,883.16	36.71
585-585-956.000	MISCELLANEOUS	40,000.00	91,174.51	0.00	0.00	(51,174.51)	227.94
585-585-959.000	DEPRECIATION EXPENSE	135,000.00	0.00	0.00	0.00	135,000.00	0.00
585-585-977.000	EQUIPMENT	125,000.00	66,890.00	0.00	43,800.00	14,310.00	88.55
585-585-977.000-22-7	EQUIPMENT	0.00	510.10	510.10	0.00	(510.10)	100.00
Total Dept 585 - AUTOMOBILE PARKING SYSTEM		1,935,900.00	943,669.74	75,494.88	832,372.49	159,857.77	91.74
Dept 586 - HARDY DECK							
585-586-727.000	OFFICE SUPPLIES	1,000.00	2,957.18	0.00	2,174.40	(4,131.58)	513.16
585-586-740.000	OPERATION SUPPLIES	9,000.00	23,422.46	2,388.00	450.00	(14,872.46)	265.25
585-586-801.000	PROFESSIONAL AND CONTRAC'	111,900.00	138,736.09	10,863.67	116,763.49	(143,599.58)	228.33
585-586-802.000	INFORMATION TECHNOLOGY S	8,800.00	8,639.40	0.00	34,763.60	(34,603.00)	493.22
585-586-850.000	COMMUNICATIONS	3,300.00	2,177.51	119.96	0.00	1,122.49	65.99
585-586-910.000	INSURANCE AND BONDS	8,000.00	4,019.47	574.21	0.00	3,980.53	50.24
585-586-920.000	PUBLIC UTILITIES	55,000.00	24,802.89	9,702.03	0.00	30,197.11	45.10
585-586-930.000	REPAIRS AND MAINTENANCE	285,600.00	61,401.20	10,175.92	187,634.10	36,564.70	87.20
585-586-940.000	RENTAL EXPENSE	22,400.00	348.00	0.00	0.00	22,052.00	1.55
585-586-956.000	MISCELLANEOUS	10,000.00	656.91	0.00	0.00	9,343.09	6.57
585-586-959.000	DEPRECIATION EXPENSE	220,000.00	0.00	0.00	0.00	220,000.00	0.00
585-586-977.000	EQUIPMENT	5,000.00	4,760.00	0.00	809.60	(569.60)	111.39
Total Dept 586 - HARDY DECK		740,000.00	271,921.11	33,823.79	342,595.19	125,483.70	83.04
Dept 587 - OLD TOWN DECK							
585-587-727.000	OFFICE SUPPLIES	0.00	1,814.40	0.00	1,449.60	(3,264.00)	100.00
585-587-740.000	OPERATION SUPPLIES	8,000.00	22,447.86	0.00	375.00	(14,822.86)	285.29
585-587-801.000	PROFESSIONAL AND CONTRAC'	87,700.00	113,171.86	6,875.00	33,571.04	(59,042.90)	167.32
585-587-802.000	INFORMATION TECHNOLOGY S	9,000.00	7,979.40	220.00	30,047.60	(29,027.00)	422.52
585-587-850.000	COMMUNICATIONS	5,100.00	2,527.69	180.55	0.00	2,572.31	49.56
585-587-910.000	INSURANCE AND BONDS	7,000.00	3,588.83	512.69	0.00	3,411.17	51.27
585-587-920.000	PUBLIC UTILITIES	50,000.00	12,927.73	3,543.03	0.00	37,072.27	25.86
585-587-930.000	REPAIRS AND MAINTENANCE	164,900.00	54,339.94	8,328.33	71,852.47	38,707.59	76.53
585-587-940.000	RENTAL EXPENSE	14,300.00	348.00	0.00	0.00	13,952.00	2.43
585-587-959.000	DEPRECIATION EXPENSE	183,100.00	0.00	0.00	0.00	183,100.00	0.00
585-587-977.000	EQUIPMENT	0.00	282.00	0.00	328.65	(610.65)	100.00
Total Dept 587 - OLD TOWN DECK		529,100.00	219,427.71	19,659.60	137,624.36	172,047.93	67.48
TOTAL EXPENDITURES		3,205,000.00	1,435,018.56	128,978.27	1,312,592.04	457,389.40	85.73
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND:							
TOTAL REVENUES		2,900,900.00	2,101,663.37	172,767.73	0.00	799,236.63	72.45
TOTAL EXPENDITURES		3,205,000.00	1,435,018.56	128,978.27	1,312,592.04	457,389.40	85.73
NET OF REVENUES & EXPENDITURES		(304,100.00)	666,644.81	43,789.46	(1,312,592.04)	341,847.23	212.41

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REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
PERIOD ENDING 01/31/2024

Page: 3/3

GL NUMBER	DESCRIPTION	ACTIVITY FOR					
		2023-24YTD BALANCE	MONTH ENCUMBERED	ENCUMBERED	% BDGT		
		ENDED BUDGET	01/31/2024	01/31/24	EAR-TO-DATE	BALANCE	USED

GL NUMBER	DESCRIPTION	ACTIVITY FOR					
		2023-24YTD BALANCE	MONTH ENCUMBERED	ENCUMBERED	%	BDGT	
		ENDED BUDGET	01/31/2024	01/31/24	EAR-TO-DATE	BALANCE	USED
Fund 282 - PUBLIC ARTS COMMISSION FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
282-000-674.000	CONTRIBUTIONS-PUBLIC SOUR	15,000.00	0.00	0.00	0.00	15,000.00	0.00
282-000-695.000	TRANSFERS IN	30,000.00	30,000.00	0.00	0.00	0.00	100.00
Total Dept 000 - NON-DEPARTMENTAL		45,000.00	30,000.00	0.00	0.00	15,000.00	66.67
TOTAL REVENUES		45,000.00	30,000.00	0.00	0.00	15,000.00	66.67
Expenditures							
Dept 282 - PUBLIC ARTS COMMISSION							
282-282-801.000	PROFESSIONAL AND CONTRAC'	33,000.00	4,753.35	0.00	3,337.93	24,908.72	24.52
282-282-930.000	REPAIRS AND MAINTENANCE	2,000.00	580.86	0.00	0.00	1,419.14	29.04
Total Dept 282 - PUBLIC ARTS COMMISSION		35,000.00	5,334.21	0.00	3,337.93	26,327.86	24.78
TOTAL EXPENDITURES		35,000.00	5,334.21	0.00	3,337.93	26,327.86	24.78
Fund 282 - PUBLIC ARTS COMMISSION FUND:							
TOTAL REVENUES		45,000.00	30,000.00	0.00	0.00	15,000.00	66.67
TOTAL EXPENDITURES		35,000.00	5,334.21	0.00	3,337.93	26,327.86	24.78
NET OF REVENUES & EXPENDITURES		10,000.00	24,665.79	0.00	(3,337.93)	(11,327.86)	213.28



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
jean@downtowntc.com
231-922-2050

Memorandum

To: DDA Board of Directors
From: Jean Derenzy, DDA CEO
Date: February 12, 2024
Subject: West End Mixed-Use Development

The City of Traverse City issued an RFP for engineering and design services for the West End Mixed-Use Development. The contract was awarded to Fishbeck and Cornerstone Architects for a cost of \$1,591,141. This bid included two project phases. The first phase included completing the schematic design for the project for a cost of \$383,570. The second phase included construction design services.

Only the first phase was authorized, which provides the cost for the project so it can be included in the Moving Downtown Forward TIF Plan. The first phase included: completing the schematic design for the project; determining the cost for the project and identifying possible public/private partnerships.

The final schematic design and cost for the project will be presented to the board at Friday's meeting. This design/engineering work was intended to identify the costs and possibilities of the project and how public/public partnerships could be utilized. This preliminary work does not guarantee that this project will be implemented. Rather, it provides a true estimated cost (for 2024) for the TIF Plan.

This schematic design provides the city an estimated cost for the mixed-use development project (similar to the design/cost-estimating work we completed for the Lower/Boardman Ottaway riverwalk). With this information now provided, the Board can decide the approach for inclusion in the TIF Plan.

A presentation regarding the conclusions of the engineering and design work will be provided by Cornerstone Architects John Dancer and Tom Nemitz at your meeting.



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
jean@downtowntc.com
231-922-2050

Memorandum

To: DDA Board of Directors
Pc: City Commissioners
From: Jean Derenzy, DDA CEO
Date: February 14, 2024
Subject: West End Mixed-Use Development

Attached is the PowerPoint presentation from Fishbeck and Cornerstone Architects relating to the West End Mixed Use Development agenda item.

As you review the presentation, keep in mind our funding approach for this project (and other projects) in the Moving Downtown Forward TIF and Development Plan. On Page nine (9) of the Development Plan, it states, *“Funding for these projects may be provided by combinations of Tax Increment Financing funds, Auto Parking System funds, Philanthropic Donations, Special Improvement Districts, State & Federal grants, private contributions, and, to the extent available, earned revenue from facilities.”*

Therefore, funding for the West End Mixed Use Development could come from a variety of funding sources and not entirely funded with TIF dollars. In addition, TIF could fund certain components of the project, such as the housing component.

The other consideration that is important to remember is that just because this project is included in the plan, it **does not** guarantee that this project will be completed. As previously stated, this project, like all projects listed in the Plan, would have to work through a comprehensive public planning and approval process, with input and direction from the DDA Board and City Commission before it can be implemented.

I look forward to discussing this with you on Friday.

Traverse City West End Mixed-use Development Project Presentation

Presenter: John Dancer, AIA

February 16, 2024



1

Project Objectives

Address downtown/city community needs in a coordinated and sustainable manner:

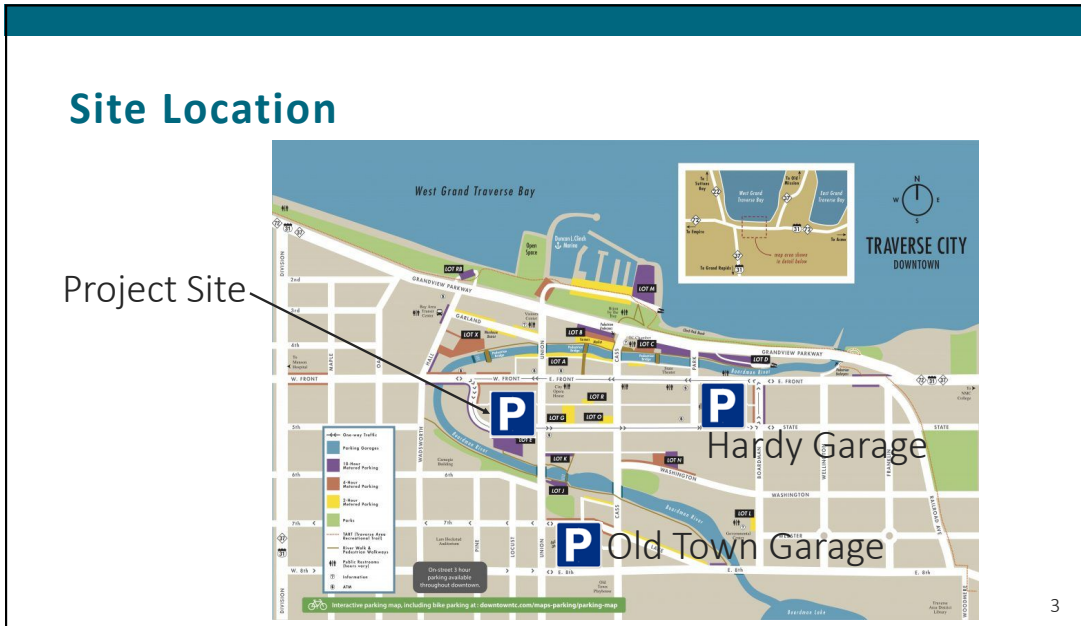
- Attainable housing
- Parking for multiple user groups
- Leverage public/private partnerships
- Explore future repurposing of parking structure
- Incorporate community values and ordinance requirements:
 - Sustainability
 - Stormwater treatment and detention
 - Electrification
 - Improve visitor experience
 - Building height and character
 - Bicycle facilities



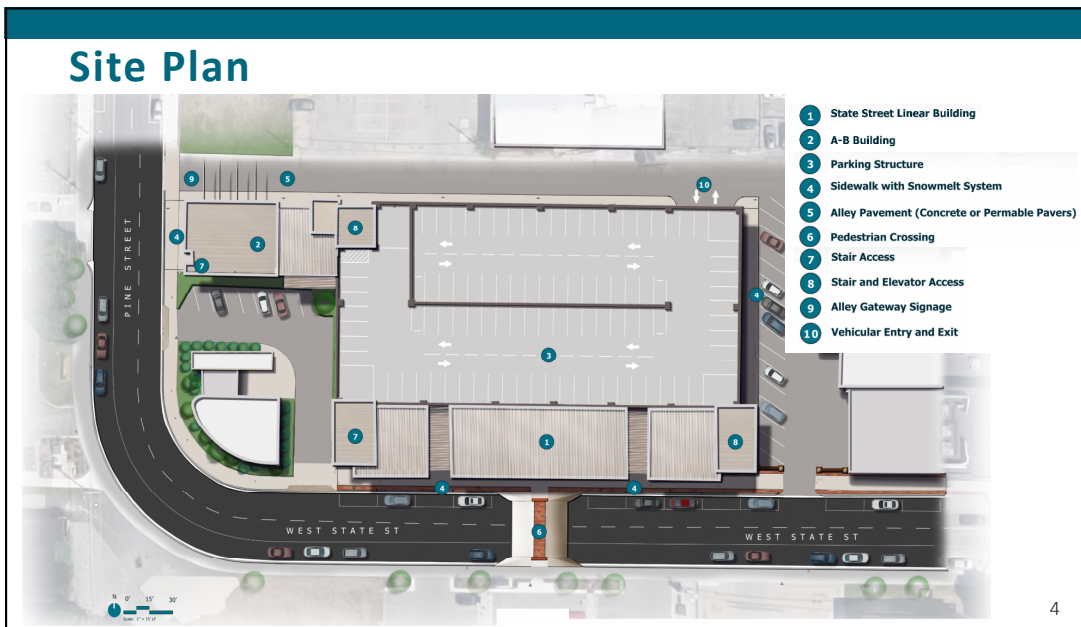
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Project Coordination

- Site Survey (Fishbeck)
 - Available property information
 - Topography using Lidar
- Geotechnical (SME)
 - Soil borings
 - Foundation recommendations
- Environmental Remediation
 - Coordination with Otwell Mawby
 - Separate, EGLE grant funded project
- Traffic Impact Study (Fishbeck)
 - Study complete
 - Additional discussion later

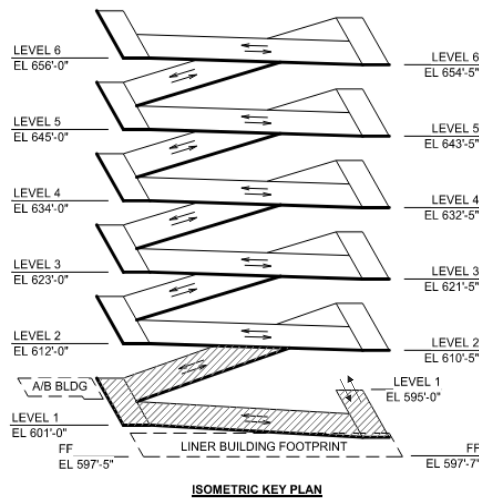


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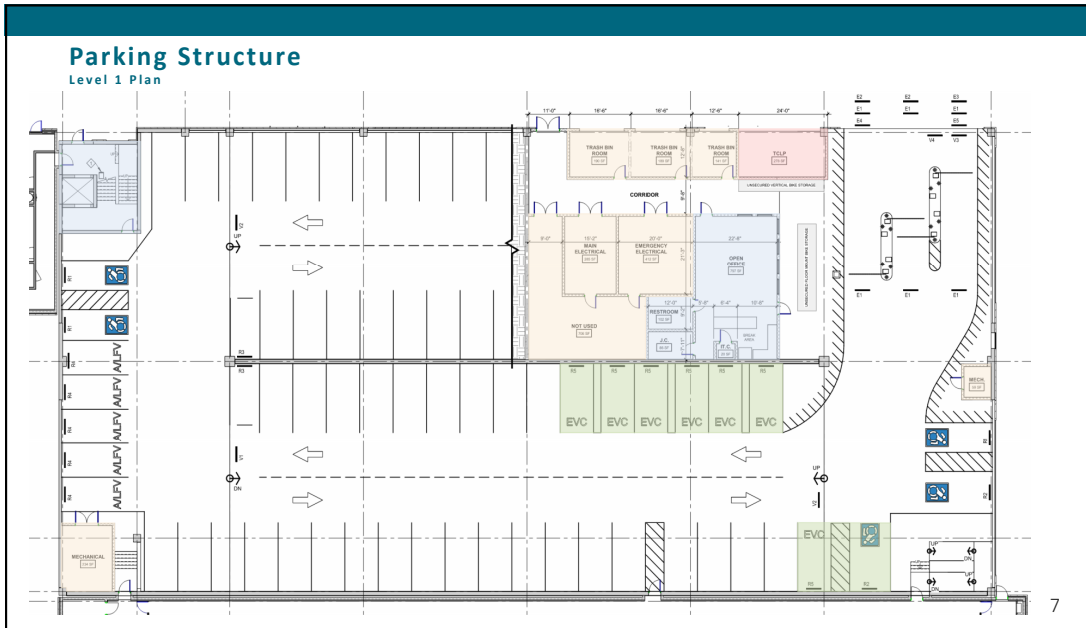
Parking Structure

- 2-bay structure with both bays ramped (<6.0%)
- Vehicle entry & exit from alley
- Single helix circulation
- 6 Levels (grade + 5 supported)
- 534 spaces, includes
 - 9 ADA (accessible)
 - 7 EV (electric vehicle charging)
- 9'-0" x 18'-0" standard space size

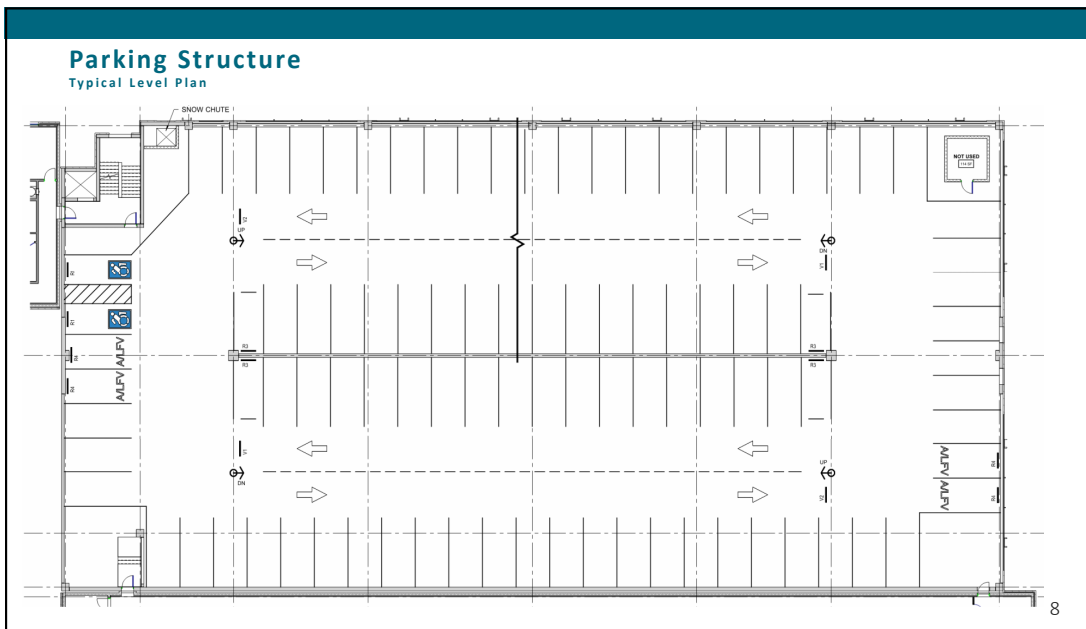


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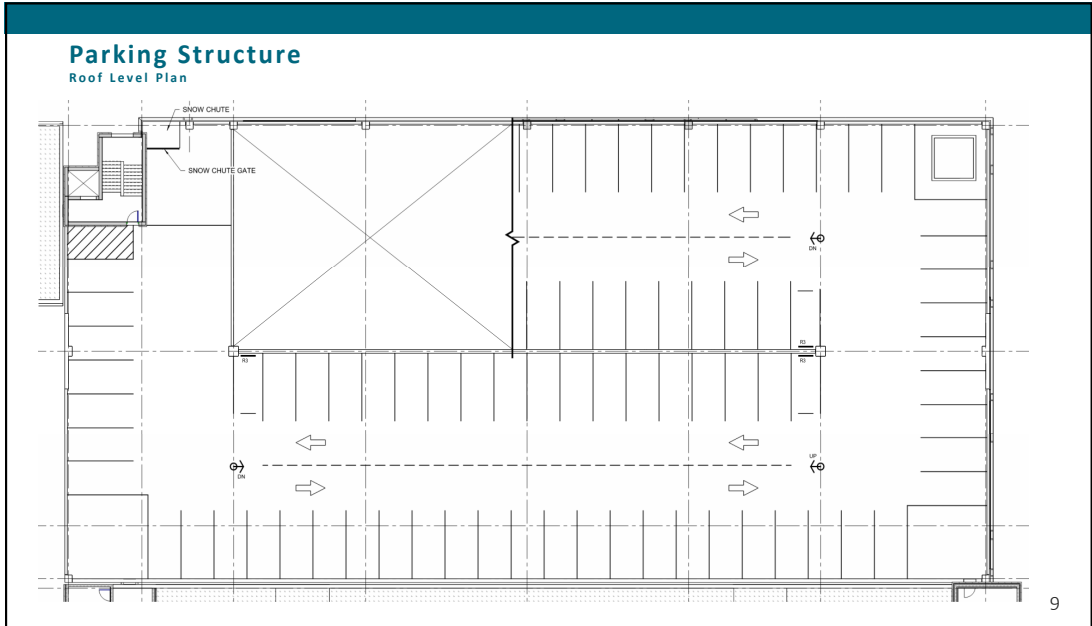
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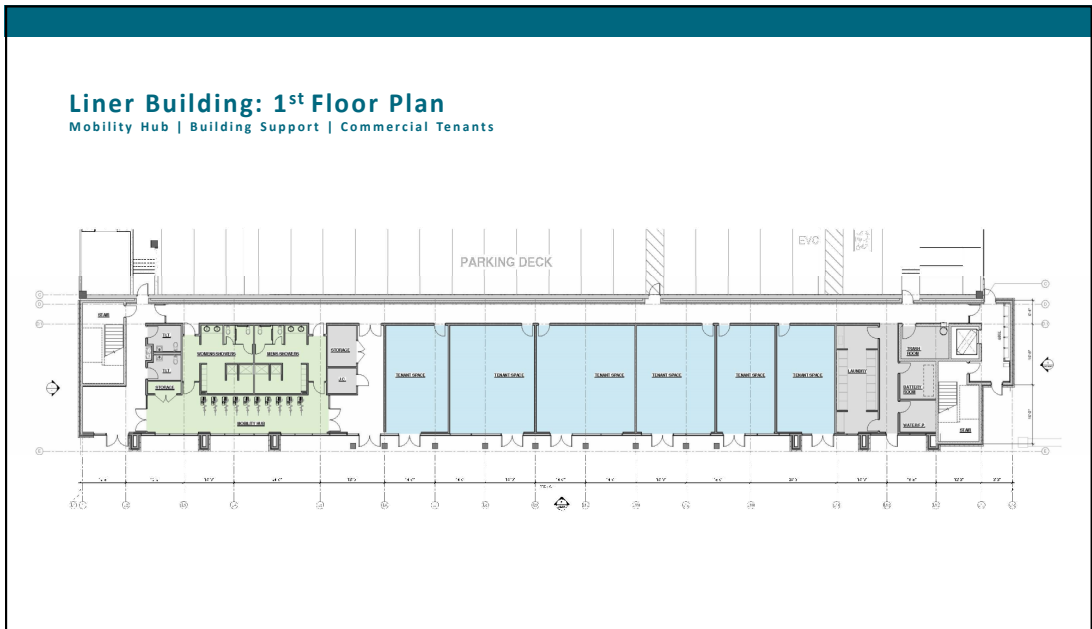
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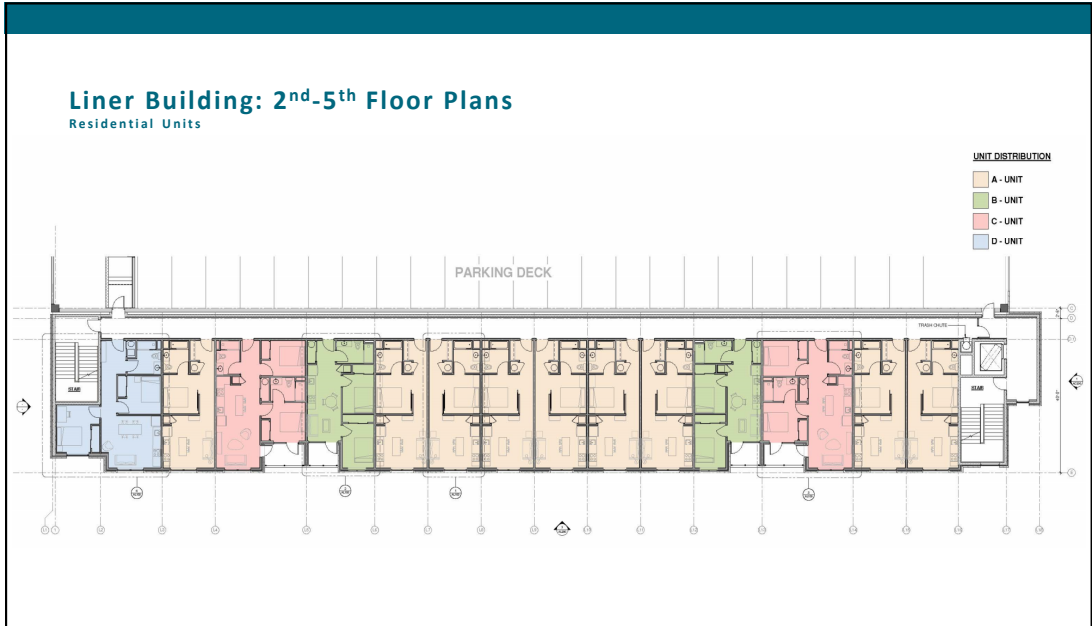
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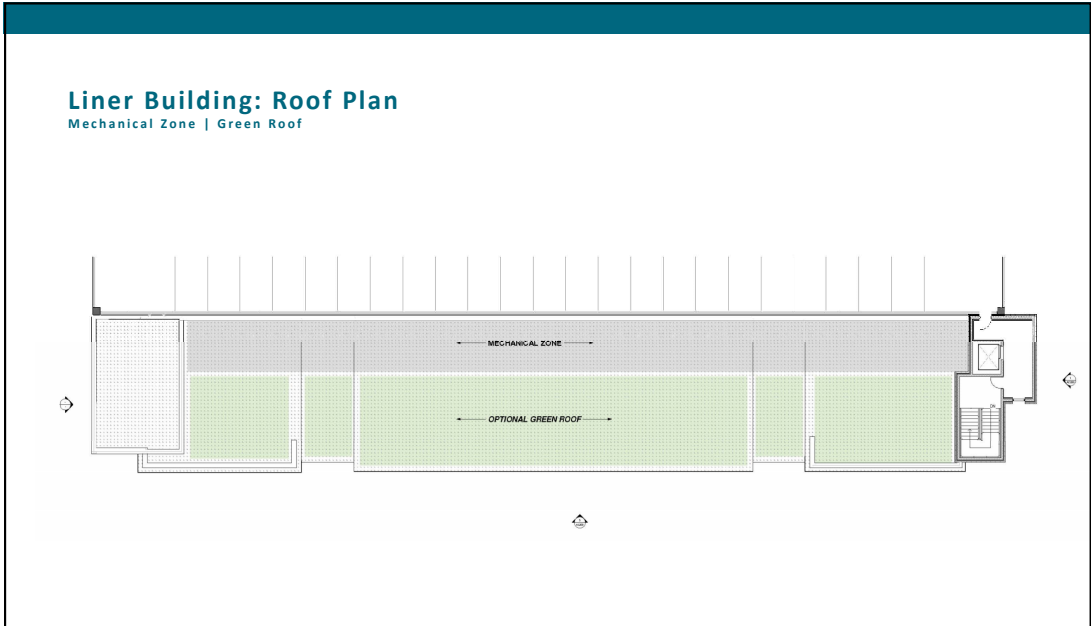
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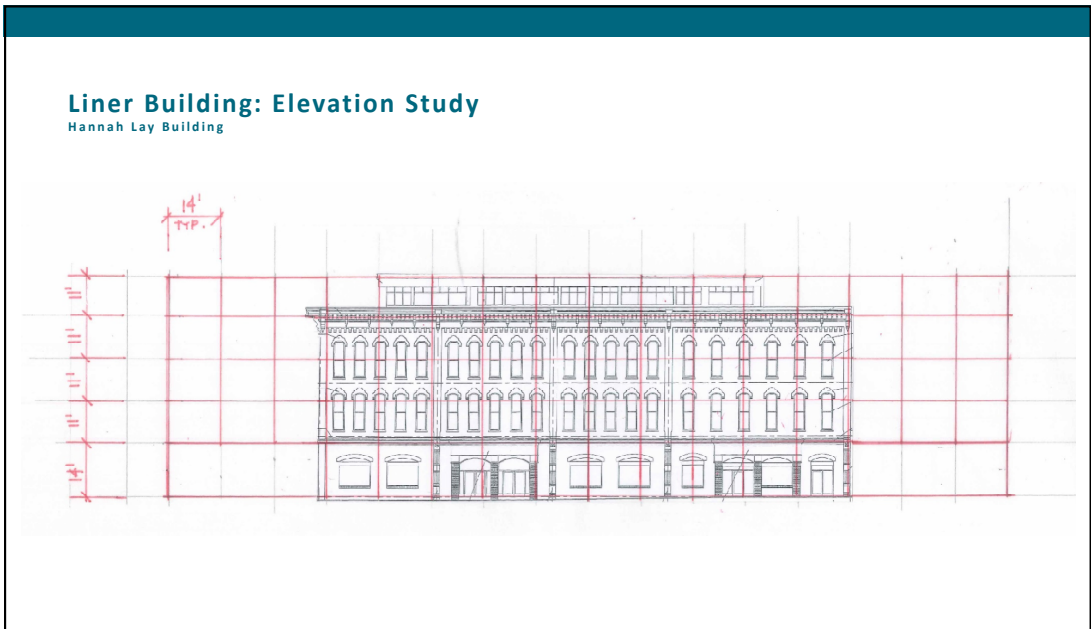
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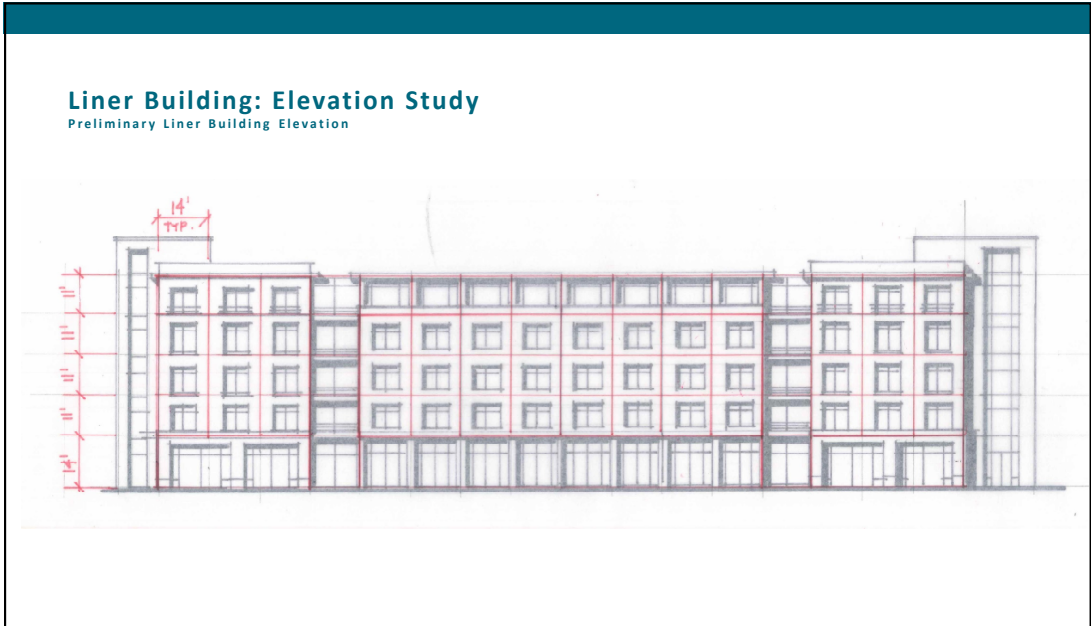
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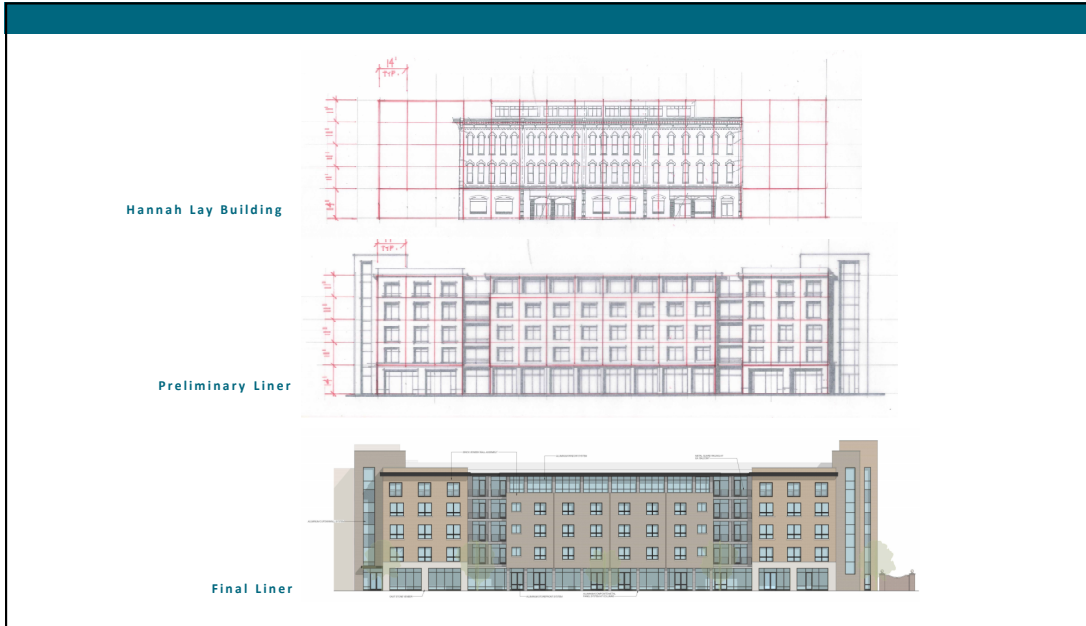
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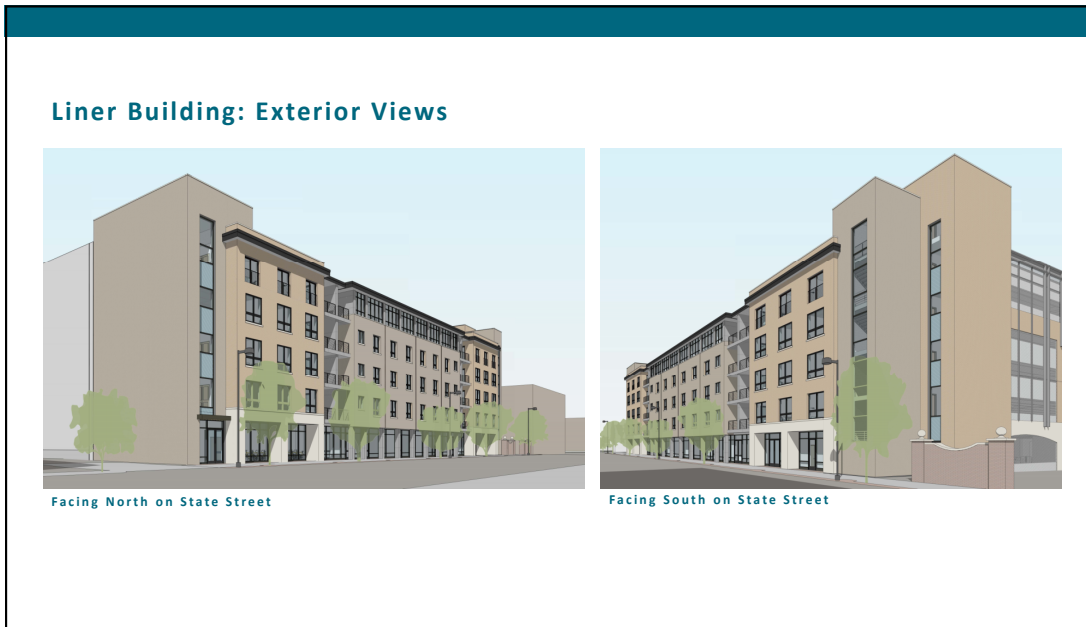
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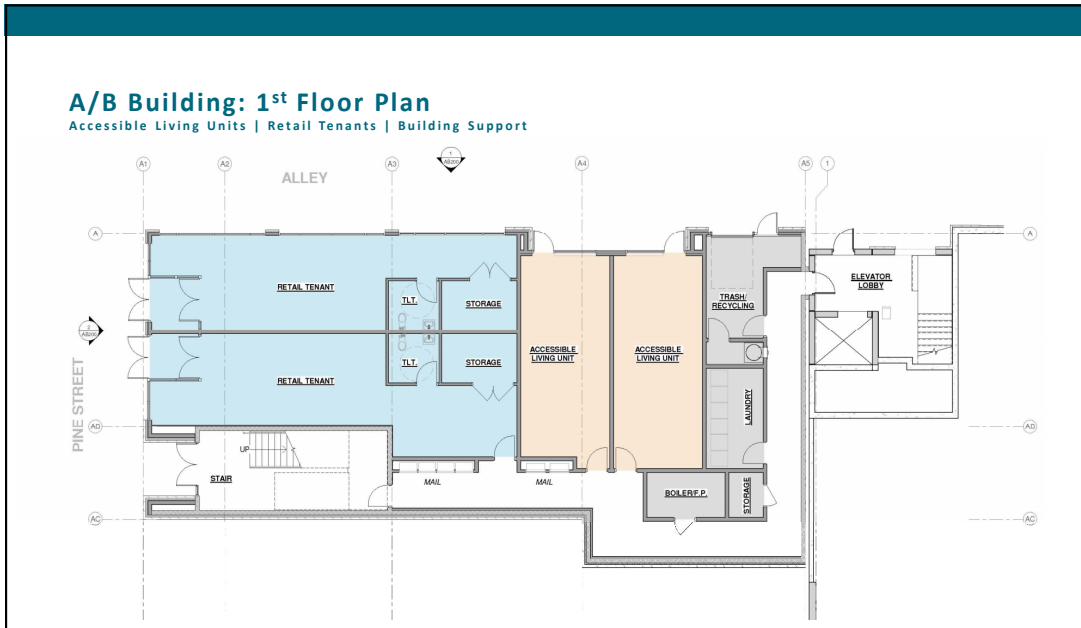
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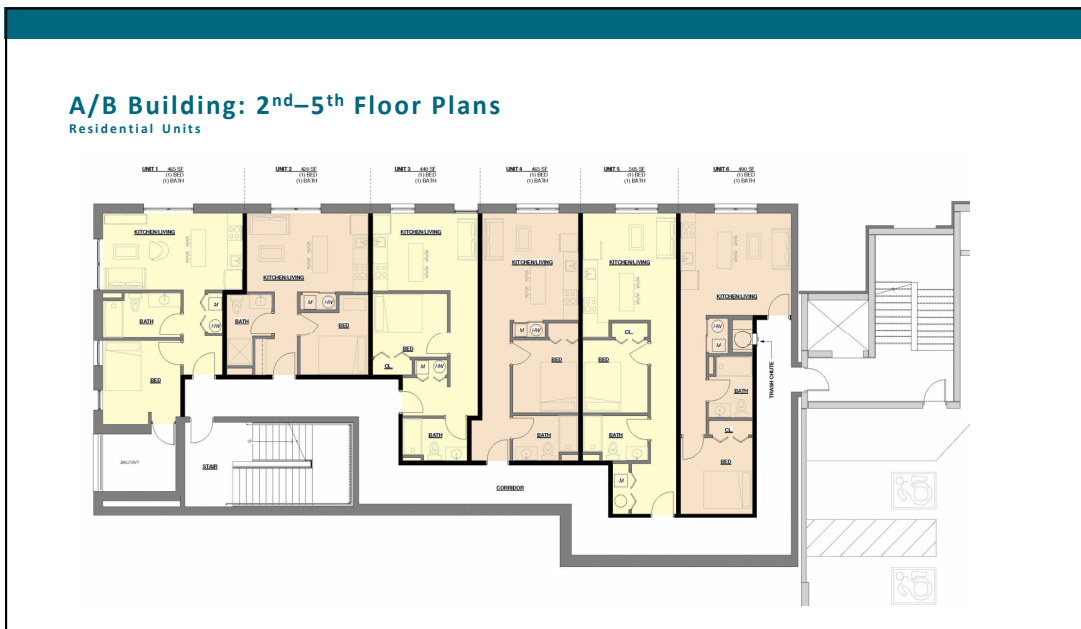
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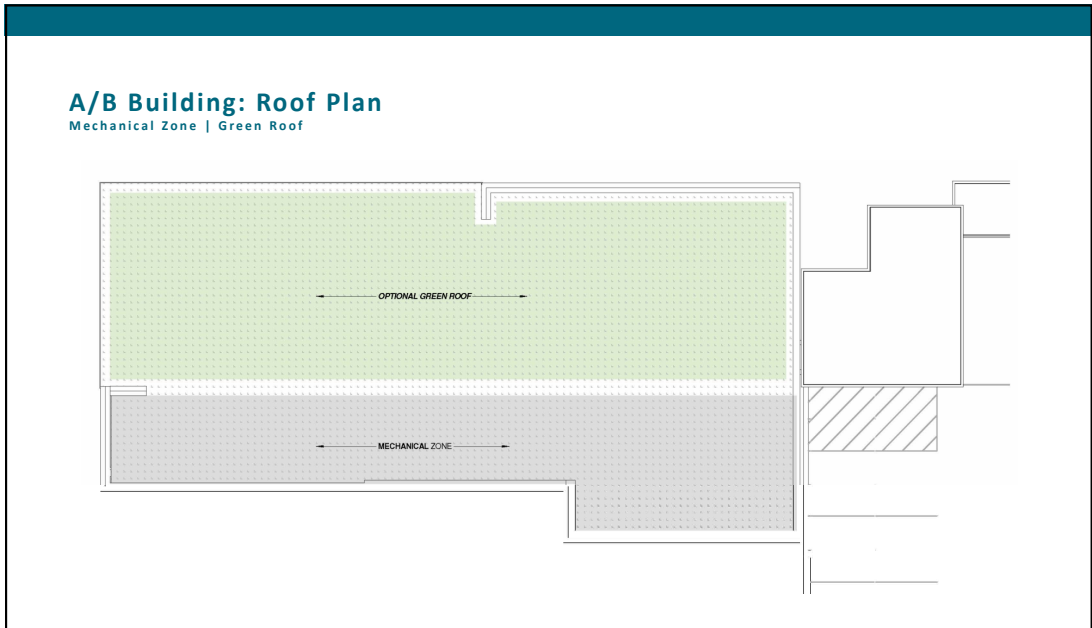
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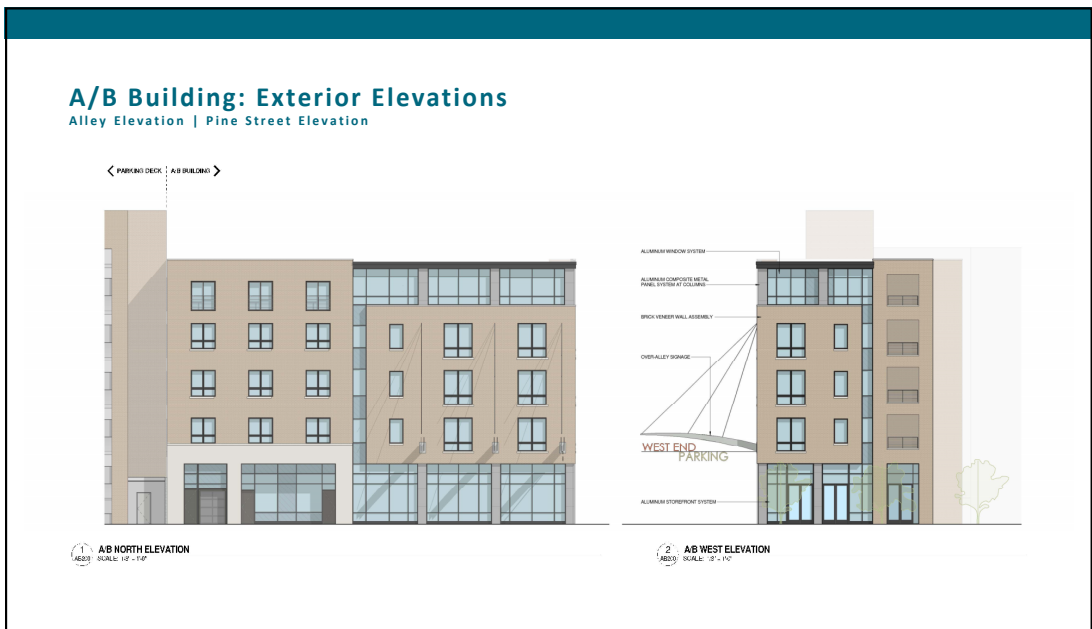
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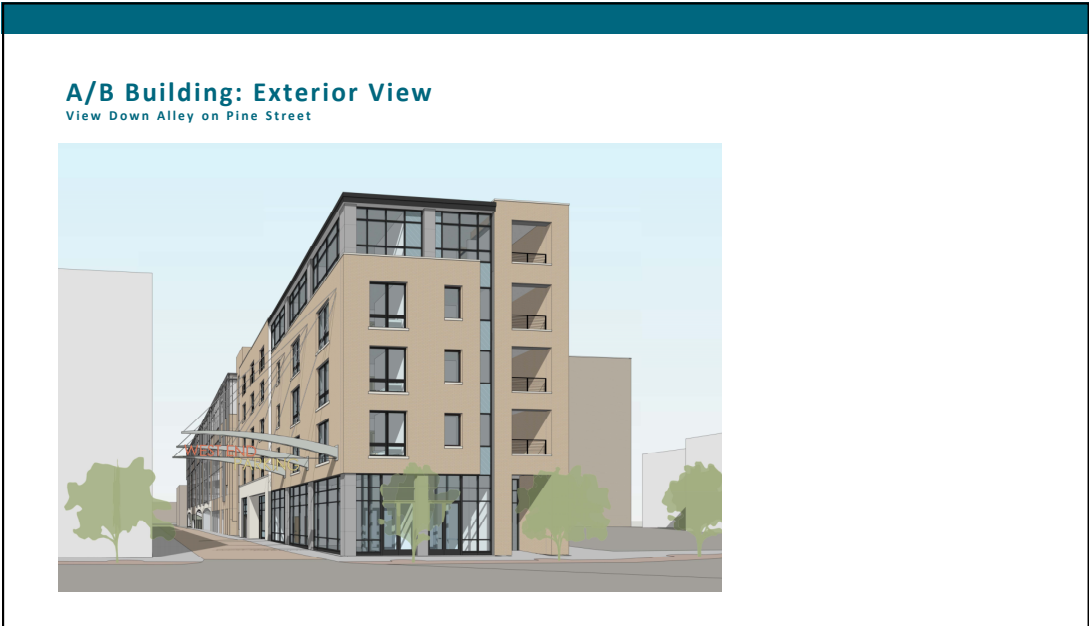
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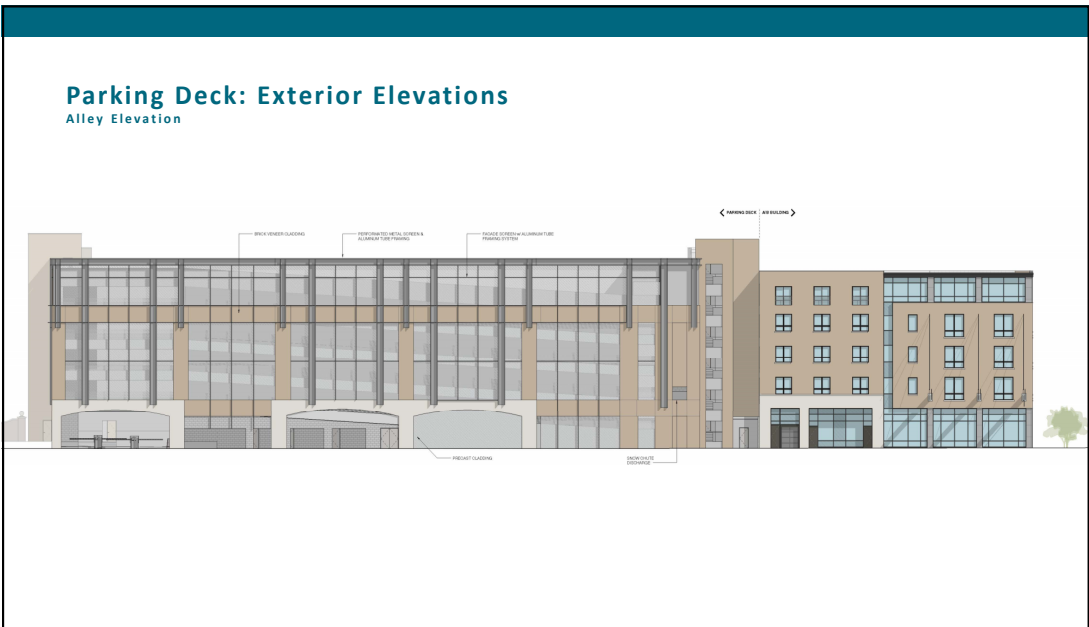
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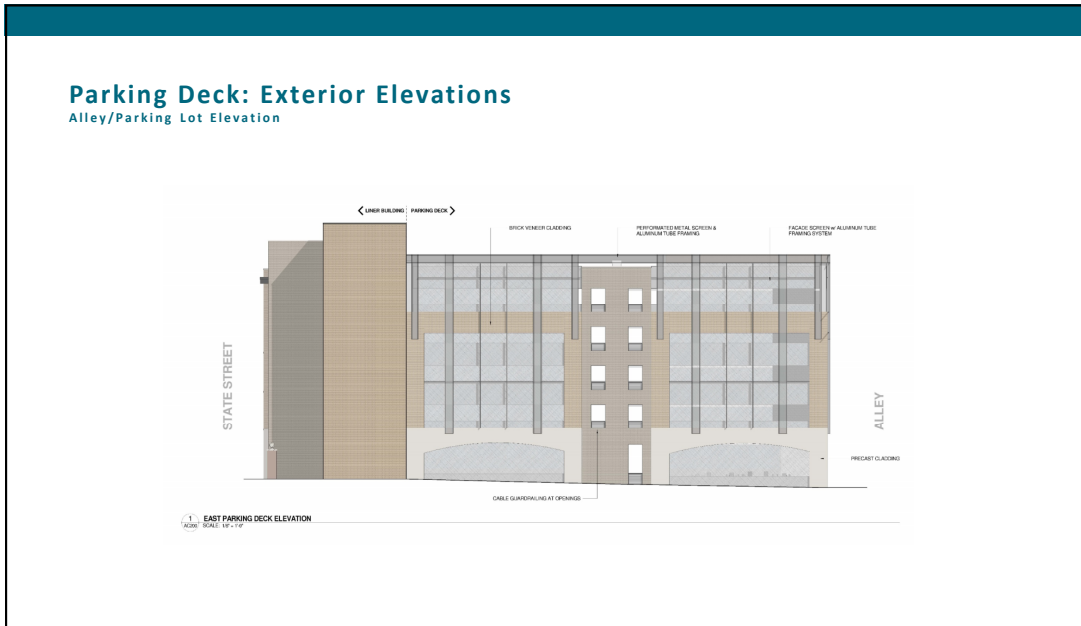
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Coordinated Development Efficiencies

- Stormwater
 - Centralized treatment and underground detention prior to overflow to City sewer
- Shared Stairs and Elevators
 - 2 elevators & 4 stair cores serving all 3 structures
- Common Structural System
 - Precast concrete with cast-in-place concrete field topping
- Structural Separation
 - Allows construction phasing (e.g., Liner Building first)

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Parking Structure

Underground Stormwater Treatment and Detention

- Stormwater collected from all 3 buildings
- Treatment unit removes sediment, hydrocarbons, debris
- Underground detention with infiltration
- Overflow outlet to City storm sewer

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Parking Structure Sustainability

	Energy efficient lighting		Bicycle parking
	Electric vehicle charging stations		All-electric service (no gas)
	Energy efficient vehicle parking		Durable building materials
	Option for solar array above roof level		Wash-down water piping (lengthens structure life)
	Open parking structure (no mechanical ventilation)		Stormwater treatment and detention (all buildings)
			Parksmart criteria/certification

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Building and Site Sustainability

- Alley pavement – permeable pavers (if environmental issues addressed)
- Stormwater treatment and detention per ordinance
- Water efficient plumbing fixtures
- Efficient lighting and controls
- Regionally sourced materials
- Recycled materials

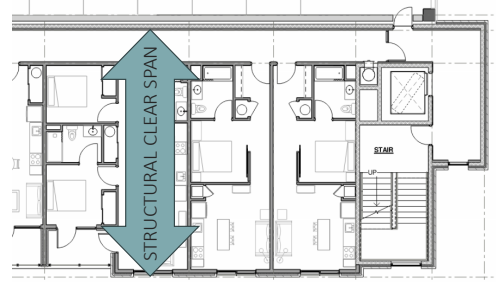


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Future Adaptability

- Buildings: Structural clear span allows reconfiguration of interior space
- Parking Facility:
 - Option to add additional EV charging stations
 - Option to add solar array at roof

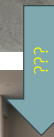


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Future Adaptability

- Parking Structure:
 - 50-year structure life vs.
 - 30-year debt service
- Challenges:
 - Sloping floors, load capacity, headroom, unknown future needs
 - 25% to 50% incremental first cost premium
- Evaluation:
 - Do not incur first cost premium
 - Use future money to address future needs

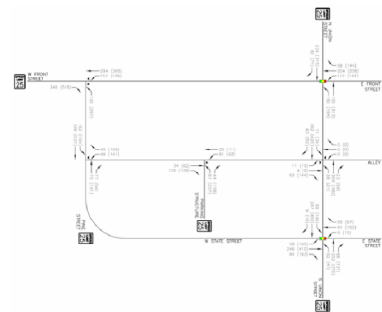


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Traffic Impact Study

- 5 intersections included
- Current baseline (City provided traffic counts)
- Future conditions/no-build (traffic volumes account for background growth)
- Future conditions/build (includes effects of proposed parking structure)
- State Street 1-way & 2-way studied
- Recommendations on next two slides

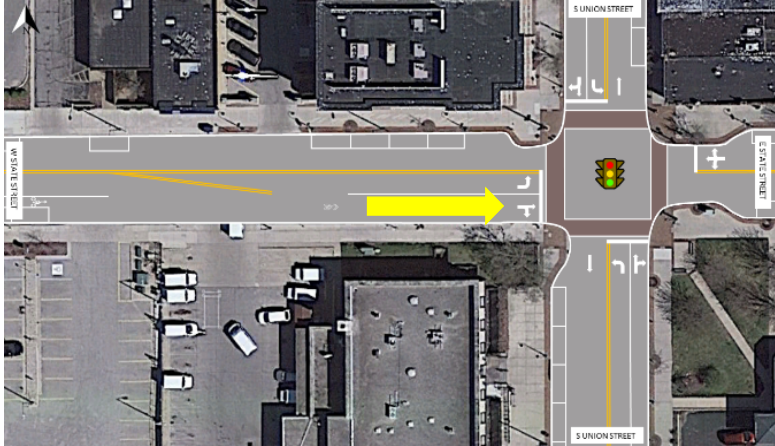


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Traffic Impact Study: Build Condition w/ 2-way State Street

EB State Street at Union



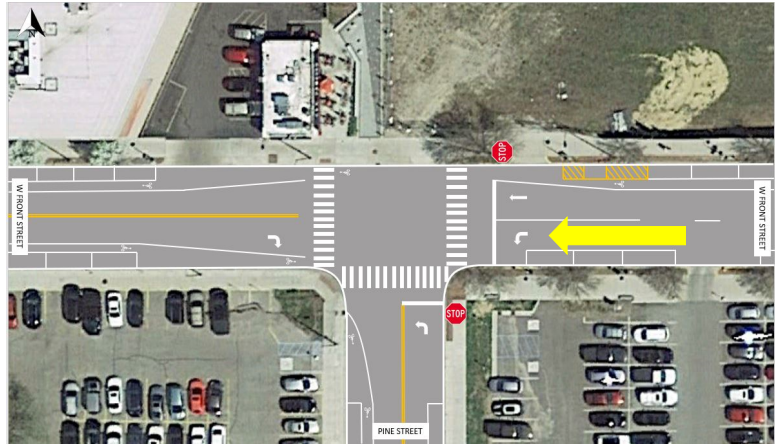
Recommend:
Modify intersection to provide EB through lane and dedicated left to NB Pine Street

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Traffic Impact Study: Build Condition

WB Front Street at Pine



Recommend:
Modify intersection to provide WB left turn onto SB Pine Street

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Snow Management & Snowmelt Systems

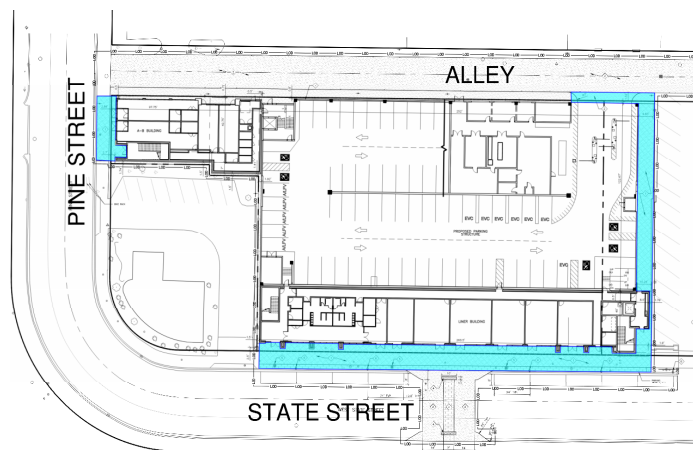
- Parking Structure
 - Primary: Snowmelt system at blue-sky roof level
 - Tubing embedded in concrete slab circulates liquid heated by boilers to melt snow in-place
 - Backup: Snow chute with gates at Levels 5 & 6
- Further Design Development:
 - Solar array/roof above Level 6 would eliminate the need for snowmelt system
 - Would avoid system installation, maintenance, and usage costs



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Snow Management & Snowmelt Systems



At-grade Snowmelt

- Sidewalks at building frontage
 - A/B Building
 - State Street Liner
- Access walk east side of site
- Vehicular entry/exit lanes to Parking Structure

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Cost Estimate

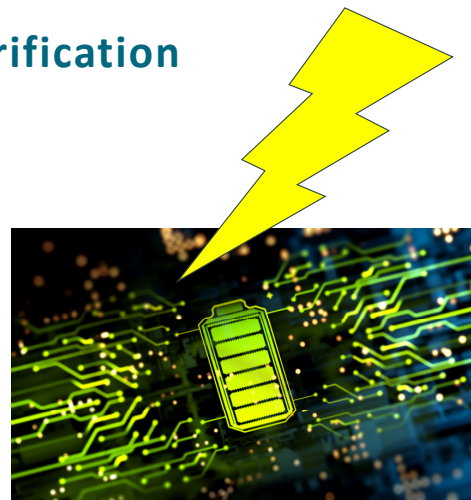
Item	Cost
State Street Liner Building Includes residential build out, grade level mobility hub, white-box for commercial space at grade	\$23.4M
A-B Building Includes residential build out, white-box for commercial space at grade	\$9.9M
Parking Structure Includes parking and drive areas, parking office at grade	\$32.4M
Site Preparation & Utilities Includes water, sanitary, and storm sewer service for new buildings	\$856k
Public Space Sitework / Hardscape Includes sidewalks, alley pavement, State Street pedestrian crossing	\$1.1M
Undergrounding of Overhead Utilities in Alley Coordination is ongoing	T.B.D.
Total (excluding the utility undergrounding)	\$67.7M

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Premiums for Total Electrification

- Engineering Analysis:
 - Conventional (gas-fired equipment) vs. all electric
- Snowmelt Systems:
 - Conventional: Gas-fired boilers
 - Electric: Electric boilers
- Emergency Power:
 - Conventional: Gas-fired generator
 - Electric: UPS & batteries



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Premiums for Total Electrification

Item	Cost Premium
First Cost of Equipment	
Snowmelt	\$101k
Emergency Power	\$345k
Annual Operating Cost Premium	
Snowmelt (demand charge is primary driver)	\$159k/year
Emergency Power (system not intended for regular use)	\$0/year
Equipment Useful Life	
Conventional Equipment	
Gas Fired Boilers for Snowmelt	25-years
Generator and Transfer Switches for EM Power	25-years
All Electrical Equipment	
Electric Boilers for Snowmelt	15-years
UPS Systems for EM Power	15-years
Batteries for EM Power	5-years

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Summary

- Addressing project objectives:
 - Attainable Housing: 82 units
 - Parking: 534 spaces accommodating various user groups
- Total project cost: \$67.7M + utility undergrounding cost
- Efficiencies for entire development
- Future adaptability
- Sustainable construction
- Public space enhancement



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Questions & Discussion



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Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
jean@downtowntc.com
231-922-2050

Memorandum

To: DDA Board of Directors

From: Governance Committee (Todd McMillen, Pete Kirkwood, Gabe Schneider)

Date: February 14, 2024

Subject: Request for Input on Consultant Proposals for CEO Search

The Governance Committee met on Tuesday, February 13th to review and discuss the ten (10) proposals received for the CEO Search process. After a thorough discussion, the Committee recommended that the proposals from two firms, Amy Cell Talent and Double Haul Solutions be brought to the full Board for discussion at our Friday meeting. The Governance Committee is asking input from all board members on these two proposals, prior to entering into a contract. Kristine Bosley, City HR Director, will be in attendance at the meeting to facilitate the discussion on the proposals.

After receiving input from Board members, the Governance Committee will meet in special session at 11:30am on Friday, February 16th to select the consultant firm.

Attached are the two proposals for your review.

Recommended Motion

There is no recommended motion. This item is for discussion and input only.



Traverse City DDA

Executive Search Proposal

Prepared by :
Nate Geinzer

248.207.5293
nate@doublehalsolutions.com
www.doublehalsolutions.com

February 3, 2024

City of Traverse City
Attn: Kim Sheridan, Purchasing Agent
400 Boardman Avenue, 2nd Floor
Traverse City, MI 49684

RE: Traverse City DDA Executive Director Search

Ms. Sheridan,

Double Haul Solutions (DHS) is pleased to offer the attached proposal for executive search services for the Traverse City Downtown Development Authority (DDA) Executive Director. It is unlikely the DDA will find a more informed executive recruiter offering a greater value per dollar invested than DHS. DHS offers a one-of-a-kind scope of work that provides value added services not offered by any other firm in Michigan. Our executive search services are informed by the myriad of searches our collective team has participated in as well as our local government peers. One may ask, why enter a crowded field of executive search recruiters? Simply, we think there is a need and desire for a more comprehensive and relationship-first service offering than what is commonly found on the market.

We don't like cookie cutter processes or deliverables. DHS invests the time and effort to executing our scope of work and creating an executive profile that will stand out in a competitive job market. A sample department head profile can be found [HERE](#) to demonstrate the look and feel of our opportunity profiles.

DHS is confident that the Traverse City DDA will be well served by our competitive and high value service offering. Please do not hesitate to reach out with any questions about DHS' proposal as the DDA reviews its options. We truly appreciate the DDA's consideration and look forward to our prospective collaboration.

Yours in Service,


Nate Geinzer
248-207-5293





Nate Geinzer
Founder/CEO

Double Haul Solutions
nate@doublehaulsolutions.com
doublehaulsolutions.com

PROFESSIONAL QUALIFICATIONS

Double Haul Solutions (DHS) was founded in 2021 to support communities, organizations, and teams in their organizational and operational efforts to address complex challenges and achieve sought-after successes. Don't let DHS' age fool you. Our firm's origins are traced back over 15 years. Since our company's inception, we have added strategic consultants and advisors who specialize in different domains, such as client engagement, community/economic development, and organizational development. Our core team has well over 100 years of collective experience.

Through our network, DHS customizes project teams based on the unique needs of each client. Our extensive network of professionals includes community builders, labor relations specialists, policy experts, project managers, communication professionals, community engagement strategists, planning and community/economic development professionals, financial strategists, and more. With the necessary skills at our disposal, we can build the right team for the job. We focus on partnering with leaders who share our vision, purpose, and values and are willing to go the extra mile to develop genuine, long-lasting relationships. This approach is what sets us apart from other consulting firms.

The DHS team consists of innovators with new service offerings in the pipeline that will support community and talent development. We strive to identify sustainable solutions to challenges that are yet to be solved and stand to make a positive impact on important priorities at the local, state, and national levels.

DHS embodies the purpose of the double haul fly fishing cast, which helps our clients reach further and cut through the wind of everyday challenges.

ORGANIZATION INFORMATION

DOUBLE HAUL SOLUTIONS
Brighton, MI 48116
248-207-5293 (c)
EIN: 87-2174640
EST: October 2021

PROJECT AND PROFESSIONAL REFERENCES

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

Matt Baumgarten, City Manager
City of Berkley, MI
870-723-0771
mbaumgarten@berkleymich.net

Chris Forsyth, Deputy County Administrator
Grand Traverse County, MI
248-255-3850
cforsyth@gtcountymi.gov

Christian Wuerth, Village Manager
Village of Milford, MI
248-534-6739
cwuerth@gmail.com

Joe Bixler, President
The Southside Initiative
810-824-7621
Jbixler4227@gmail.com

Dan Swallow, City Manager
Tecumseh, MI
517-424-6555
dswallow@tecumseh.mi.us



FIRM OVERVIEW



VISION

Prosperous, purpose driven communities, organizations, and teams.

PURPOSE

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

VALUES

Authenticity: True to self, true to purpose, and true to values.

Community: Strong communities of employees, customers, and neighbors create environments that foster success and fulfillment.

Collaboration: Success is rarely possible without the support of others.

Diversity: Diversity of heritage, identity, thought, talent, and life experience bolsters opportunity for enrichment strengthening individuals, teams, organizations, and communities.

Leadership: Leadership is about creating conditions and environments that nurture successful outcomes.

Vision: Opportunity is lost, and hazards are missed, when we focus only on what lies ahead and ignore the periphery.

FOUNDER/CEO

Since 2005, Nate Geinzer has been a passionate advocate of community development and local government. From his tenure as a chief executive to his supporting management roles, he has consistently been motivated to foster real connections and offer practical and innovative solutions for the public sector with a vision of creating thriving and purpose-driven communities that benefit both present and future generations.

SERVICE OFFERINGS

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

CLIENT PORTFOLIO

- City of Traverse City, MI
- City of Berkley, MI
- City of Port Huron, MI
- Village of Lexington, MI
- City of Mount Clemens, MI
- City of Northville, MI
- City of Tecumseh, MI
- City of Morenci, MI
- City of Vassar, MI
- And Growing



CONSULTANT PROFILE

NATE GEINZER, FOUNDER/CEO, DOUBLE HAUL SOLUTIONS



YEARS EXPERIENCE

19

EDUCATION

MASTER OF PUBLIC
ADMINISTRATION –
EASTERN MICHIGAN
UNIVERSITY

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

SPECIAL EXPERTISE

STRATEGIC
LEADERSHIP

COMMUNITY
BUILDING

ENGAGEMENT/
FACILITATION

ECONOMIC
DEVELOPMENT

VISIONING

STRATEGIC PLANNING

BUDGET STRATEGY

Nate launched his local government career in 2005 and quickly found a passion for communities. It is due to this passion and desire to support communities with diverse challenges and needs that he launched Double Haul Solutions in late 2021. Nate has since taught at Oakland University in its Master of Public Administration Program and has partnered with numerous cities/villages including, Traverse City, Berkley, Northville, Lexington, Tecumseh, and others. Additionally, Double Haul Solutions has partnered with the City of Port Huron and its Southside Neighborhood with community building and economic development efforts including the implementation of a Neighborhood Improvement Authority.

Relevant Consulting Work:

- City of Traverse City, MI – Interim City Management Services
- City of Berkley, MI – Finance Director Search
- City of Port Huron, MI – Community Building & Engagement, Facilitation, Economic Development, Strategic Planning, Technical Assistance, and Advocacy
- Village of Lexington, MI – Team Based Village Management Services
- City of Tecumseh, MI – Staff Retreat Facilitation, Team Building
- City of Northville, MI – Strategic Project Prioritization Planning, Special Projects, and Grant Assistance
- City of Mount Clemens, MI – Facilitation of Multi-Year Strategic Plan Update

Relevant Work Experience:

- Oakland University MPA Program – Lecturer: Local Government Management
- City of Northville – Interim Housing Director
- City of Brighton – City Manager
 - *Organizational Design, Culture, and Service Improvements*
 - *Community and Economic Development*
 - *Downtown Development*
 - *Fiscal Strategy, Restructuring, and Sustainability*
 - *Labor Relations*
- City of Farmington Hills – Assistant to the City Manager
 - *Energy and Environmental Sustainability*
 - *Community Engagement*
 - *Community and Economic Development*



CONSULTANT PROFILE

APRIL M. LYNCH, ORGANIZATIONAL DEVELOPMENT SPECIALIST/EXECUTIVE AND LEADERSHIP COACH, DOUBLE HAUL SOLUTIONS



YEARS EXPERIENCE

30

EDUCATION

MASTER OF BUSINESS-HUMAN RESOURCES-BAKER COLLEGE

BACHELOR OF SCIENCE, COMMUNICATIONS-GRAND VALLEY STATE UNIVERSITY

SPECIAL EXPERTISE

ORGANIZATIONAL EXCELLENCE

LEADERSHIP COACHING

DIVERSITY, EQUITY, AND INCLUSION

ENGAGEMENT/FACILITATION

BUDGET MANAGEMENT & DEVELOPMENT

STRATEGIC PLANNING

April launched her local government career in 1996 taking detours, twists, and turns into local government leadership roles, with her latest position as a Deputy County Executive for Oakland County, the second largest County in Michigan. April's work focuses on leadership development and building stronger organizations through training and coaching. Her passion for community-building stems from a desire to cultivate strong, innovative, and driven organizations that prioritize diversity, equity, and inclusion for every resident they serve.

Relevant Consulting Work:

- Village of Lexington, MI – Team Based Village Management Services & Executive Coaching
- City of Berkley, MI – Finance Director Search
- City of Morenci – Executive Coaching and HR Support

Relevant Experience and Highlights:

- Deputy County Executive, Oakland County
- City Manager, City of Ferndale
- Assistant City Manager/HR Director, City of Ypsilanti
- Assistant to City Manager/HR Director, City of Grand Haven
- Extensive experience in leading small and large teams
- Prioritizing and managing community input and involvement in multiple master plans, strategic planning processes as well as budget development and prioritization
- Leading communities in environmentally sustainable planning for both the organization and the community
- Process improvement and efficiency modeling
- Facilitation of organization wide staff, leadership and elected official retreats

Relevant Certifications and Expertise:

- Feilding Institute-Coaching Certification in Executive Leadership
- DiversityFirst Certification, National Diversity Council
- Urban Sustainability Directors Network – Diversity Foundations
- Human Resources Certification Institute – Diversity Certification
- SHRM-SPHR (Senior Professional in Human Resources)
- Lecturer for Oakland University – MPA for Local Government
- Creating and Delivering Training on Multiple Topics for Organizations



PROPOSAL

I. SCOPE OF SERVICES

EXECUTIVE SEARCH

Phase I: Ramp Up

- **Client Orientation:** DHS will attend and facilitate a workshop with the Downtown Development Authority (DDA) Board to walk through and refine our recommended Executive Search Process. During this workshop we will work collaboratively to:
 - Discuss Key Issues and Opportunities for the New DDA Executive Director and DDA Organization: Focused discussion on the position, the organization, and the community.
 - Discuss Sought After Candidate Characteristics: Focused discussion on the desired characteristics the DDA's Executive Director candidates will possess.
 - Finalize the Scope of Work: The search process outlined within represents DHS's recommended scope of work. However, the DDA Board can work with our team to adjust the scope to better align with the Board's interests. We avoid cookie-cutter processes and aim to finalize a strategy that best suits our client's needs while still acknowledging the expertise of our talented team. We also take into consideration the feedback we commonly receive from executive candidates and adhere to best practices.

As the DDA will find, DHS's approach to the executive search process does not end after a signed position offer or agreement. We work to support our clients and their new hire begin their new working relationship with a StrongStart.
 - Identify Pay Scale: To proceed with developing the Opportunity Profile, DHS will need clear direction on the position's pay scale.
- **Opportunity Profile & Posting Development:** To develop a thoroughly reflective Opportunity Profile, a broad group of stakeholders should be engaged. DHS will conduct additional stakeholder discussions as follows:
 - 20 Minute Virtual Discussions with Individual DDA Board Members: DHS will make sure each DDA Board Member has an opportunity to express all feedback, even if they are not comfortable sharing it with the entire Board.



- Facilitated Discussion with DDA Staff: It is important that DHS hears from current subordinate staff regarding the characteristics they hope to find in their next leader. We will also use this time to gather additional feedback for the Opportunity Profile relating to the organization and the community.
 - Facilitated Discussion with City Department Heads: The DDA/City relationship is critical. The new DDA Executive Director will need to forge strong relationships with the City's Department Heads. DHS will use this time to gather feedback on what they hope to find in their next colleague. We will also use this time to gather additional information for the Opportunity Profile about the organization and the community.
 - Stakeholder Questionnaire (Stakeholder List Provided by DDA Board): The DDA works with a variety of stakeholders to fulfill its mission. DHS will assemble a questionnaire that gathers feedback from stakeholders. DHS can provide input on recommended stakeholders for participation if requested.
 - Option - Facilitated Stakeholder Focus Group(s) (Up to 10 Participants Each): To drill in deeper, DHS can facilitate one or more stakeholder focus groups, either in person or virtual, at the request of the DDA Board.
 - Option - Facilitated Stakeholder Open House: Another option to the DDA Board would be a facilitated stakeholder open house. The design of such an open house would be dependent on the goals of the DDA Board and the mix of stakeholders to be involved.
- **Job Description Refinement**: DHS works with some of the best local government professionals in the state. Among these is our esteemed human resources expert, April Lynch, who has over 30 years of executive leadership in local government and is regarded as a top Michigan local government human resources professional. April will work to ensure the job description meets the DDA's requirements while also adhering to industry best practices. It's highly recommended that this step follows the stakeholder engagement process outlined above to guarantee we adequately capture the position's evolving duties and requisite skill sets.
 - **Opportunity Profile & Posting Review**: The DHS team will craft an extensive ****Opportunity/Community Profile** that incorporates the feedback received during the previous stages. This Profile will feature the Traverse City community and highlight the personal and professional growth opportunities obtainable for the successful candidate. Our team tailors the profile to the specific requirements of each client and the distinctive possibilities each position and community presents. A sample department head profile can be found [HERE](#), yet, given the



knowledge we have about Traverse City and the position's needs, we anticipate a more comprehensive profile.

The DDA Board will have an opportunity to review and offer comments prior to finalizing.

***We call our postings "opportunities" because we are not looking for just any candidate seeking a "job." In local government, especially for top positions like the Traverse City DDA Executive Director, pursuing this position has to be about more than a job and a paycheck for a candidate to find both short- and long- term success.*

Phase II: Opportunity Marketing & Candidate Vetting

- **Opportunity Marketing:**

- LinkedIn and Website (by DHS): DHS will post and market the opportunity on LinkedIn (this will require coordination with the City for proper posting). DHS will also use paid marketing (included with our service) to help boost the position and help ensure qualified candidates see the opportunity.
- Job Boards (by DDA/City): Working with the Traverse City Human Resources staff, DHS will help strategically place the DDA Executive Director opportunity on those posting job boards deemed to be most appropriate for the position. DHS estimates a budget of up to \$2,500 will suffice.



- **Recruitment:** DHS does not sit idly by waiting for applicants. Our entire team, beyond those directly involved in this executive search proposal, leverages their extensive networks to help promote awareness of opportunities.

A Note on Diversity: At DHS, we place high value on diversity of heritage, identity, thought, talent, and life experience, as it brings a wealth of opportunities for enrichment and strengthens individuals, teams, organizations, and communities. We are committed to making every effort to ensure that our candidate pool is as diverse as possible.

A Note on Candidate Search Experience: Candidates are provided with access to our lead recruiter via cell phone, email, and text message. We will take the time to communicate with prospective candidates regarding the position and/or any questions about the process.



- **Candidate Vetting:**

- Pre-Semi-Finalist Review: Candidates meeting minimum qualifications will be sent a short questionnaire based on key challenges and opportunities of the position and the community.
- Semi-Finalist Review: Candidates who exhibit creative and thoughtful responses, as well as demonstrate thorough preparation and research of Traverse City's community, will be selected to participate in a virtual interview. To ensure consistency amongst candidate experiences, each candidate will be interviewed by the same DHS Team Member(s).
- Background Check (Informal): To avoid any surprises during the hiring process, we will not wait until the end of the process to investigate a candidate's background. To ensure the highest quality candidates, DHS will perform a preliminary background check on all recommended finalists before presenting them to the DDA Board. This screening process will entail reviewing social media and traditional media sources. A summary of our findings will be provided along with our semi-finalist recommendations.
- Presentation of Semi-Finalists: DHS will enter into a closed session with the DDA Board per MCL 15.268(f) "to review and consider the contents of an application for employment or appointment to a public office if the candidate requests that the application remain confidential." Following the closed session, the DDA Board will invite applicants to interview by candidate number. Following the acceptance of the interview opportunity by each candidate, DHS will issue, or work with DDA/City staff to issue, a press release announcing the candidates and interview details (if interview details have been fully finalized).

Phase III: Interviews

- **Interview Questions:** Leveraging our team's extensive experience in local government leadership and public sector human resources, we will provide a draft set of interview questions based on best practices and what we learned during Phases I and II. The DDA Board will have an opportunity to review interview questions; however, they will not be brought forth for approval at a public meeting to ensure questions are not available to candidates ahead of the interview.
- **Interview Logistics:** DHS will take care of interview logistics, although some arrangements will require coordination with DDA/City staff such as facilities, public notices, transportation, etc. We do all we can to minimize the burden on DDA/City resources.



- **Interview Process & Implementation:** To ensure the best possible outcome, the following interview process is suggested by DHS. However, the process can be tailored to meet the needs of the DDA Board. We are not fans of one-size-fits-all approaches, so our process is designed with flexibility in mind. This recommendation is based on our team's experience participating in numerous processes hosted by our competitors, feedback from a wide array of job candidates, as well as our comprehensive understanding of Traverse City and current and upcoming community dynamics.

Day 1: Candidate Orientation:

- Candidate Tour Part I - The Broader Community: Led by a small contingent of community leaders, candidates will gain a better understanding of the Traverse City community, its pressures, and opportunities. Candidates will have an opportunity to ask questions and engage community leaders. The “stops” and focus areas of the tour will be strategically selected based on what we learned during Phases I & II, as well as, our first-hand knowledge of the community.
- Break
- Candidate Tour Part II - The Downtown: This portion of the tour will focus specifically on the DDA’s two TIF Districts, short- and long-term opportunities and priorities, and the Moving Downtown Forward Plan. It is recommended that this tour be led by the Deputy DDA Director (if not an applicant for the position) and the DDA Chair and/or Vice Chair. We will work to coordinate key stops based around important projects/issues and expose candidates to DDA stakeholders.
- Option: Candidate Stakeholder/Community Networking Open House: Purely optional, the DDA has the option to host a Networking Open House.
- Value Add - Candidate Dinner: DHS knows the pressures of the search process on candidates. We also recognize the valuable opportunity that exists when candidates take the opportunity to network with their competitors. DHS (at its sole cost) will invite interested candidates to join us for dinner providing an opportunity for relationship building and decompression before the big day.

Day 2: Interviews:

- Board Interviews: The DDA Board will conduct formal interviews in a public meeting. Two often employers are guided to cram too many interviews into a short window of time. This common practice is a source of process dissatisfaction by candidates and a disservice to the



client seeking to hire the best candidate. This source of dissatisfaction is at the heart of why DHS recommends conducting the interview process over a two-day period to accommodate a more effective interview process and allows for the recommended 75 min – 90 min executive interview blocks on Day 2, which would be adjusted based on the number of candidates interviewed. It is important to remember this is an executive level process and should be programed to showcase the importance of the position, giving the board a thorough opportunity to vet candidates.

- *Staff Interaction: The DDA's and City's Management Team will have an opportunity to engage with the DDA Board's top candidates. There are multiple ways this opportunity could be conducted. Currently, DHS imagines a modified "speed networking" model. Followed by a facilitated debrief with the staff after each candidate. DHS will further vet the design of this option once we know more about the DDA Board's needs and the candidates selected for interview.*
- *Option - Stakeholder Interview Panel: The DDA may want to consider having a DDA stakeholder panel conduct an interview of each candidate and provide its input to the DDA Board for consideration during their final candidate deliberation.*

A Note on the Day: Candidates will rotate through the above two to three activities. We work to create a schedule that does not create too much downtime for candidates. Their time and their family's time is valuable.

Phase IV: Candidate Selection and Transition

- **Candidate Summary:** DHS will provide a summary of feedback received during the interview process as well as DHS' "observations" (if requested). DHS' "observations" might include the candidate's professionalism, level of comfort, level of engagement with stakeholders, thoroughness of responses, etc. Again, this level of feedback is completely optional.
- **Facilitated Candidate Selection (If Requested):** Choosing a new executive by any elected or appointed board can be a tricky process, especially if the top candidate is not clear cut. DHS can play as active or as passive of a role based on the request of the DDA Board. Either way, we will be present for the DDA's deliberations to provide the support requested.
- **Background Check (Formal):** A thorough background check including criminal, financial, social media, and media reviews will be conducted on the top candidate upon their contingent acceptance of a position offer that would be contingent upon the outcome of the background



check. DHS uses a combination of qualified third-party services and our team of professionals to complete the background check.

- **Candidate Notifications:** Our team will keep candidates apprised throughout the process; however, it is during the last phase that communication and transparency is important. Until there is a signed contract, the search process is not completed. We will work diligently to keep candidates interested and engaged until a contract is finalized to protect the DDA Board's options should their top candidate remove themselves from the process.
- **Contract Negotiation:** Our team has been on both sides of the contract negotiation process. We will not only work with the DDA and the selected candidate to ensure a balanced and mutually agreeable agreement, but we will use our extensive experience to make sure the agreement reflects best practices and make recommendations on mutually beneficial enhancements setting both the DDA and candidate up for success.
- **Close Out:** Once a signed agreement has been finalized, DHS will contact all candidates and close the communications loop and search process.

Value Add

- **StrongStart Basic:** The first few months is a critical time in a new executive's transition. Meeting stakeholders, understanding community and organizational dynamics, building relationships with the board, and more can feel overwhelming.
 - *Onboarding Plan: An onboarding plan is a structured process designed to help new employees integrate smoothly into their roles, teams, and the organization as a whole. It encompasses a series of activities, resources, and support mechanisms aimed at orienting new hires, facilitating their adaptation to the organization's culture, and setting them up for success in their new positions.*

Research has proven that investing in an effective onboarding plan can yield significant returns in terms of employee satisfaction, productivity, retention, and organizational success. It lays the foundation for long-term employee engagement and contributes to a positive organizational culture where employees thrive and contribute to the organization's success.

- *Executive Coaching: Three months of executive coaching by our Certified Executive Coach is provided with every executive search we conduct. Our executive coach will engage with the DDA's new director on a monthly basis walking through the progress being made with the onboarding plan and support the new director with any other coaching needs.*



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

Optional Services

- **StrongStart:** DHS is built to support the DDA's transition and building a strong relationship with its new executive director. We believe strongly that organizations, particularly in this competitive job market, set themselves up for greater success when they invest early in a new employee/employer relationship. This belief is why we developed the StrongStart program. We support this new relationship with:
 - *Twelve Months Executive Coaching by our Certified Executive Coach.*
 - *Relationship Kick-Off with a facilitated Goal-Setting and Mutual Expectations Discussion.*
 - *Six Month check in with the DDA Board with feedback shared with the employee and board and built into the executive coaching program.*
 - *Facilitation of First Year Evaluation Process.*

- **StrongStart + Team Building:** For those employers that want to take StrongStart one step further, our collaborator Nancy Maurer, of Sonder Haven will lead the DDA Board and its new executive through the Five Behaviors® of a Cohesive Team Workshop (Utilizing Five Behaviors® Personal Assessment)
 - *A six to eight hour, day-long workshop facilitated in-person to identify, explore, and create action and accountability around each team member's unique team interaction style as it relates to creating a cohesive and high-performing team.*
 - *A customized 23-page individual Five Behaviors of a Cohesive Team® Personal Report, completed online, with development tips and techniques for strengthening important team behaviors (sample provided upon request).*
 - *Guided exploration and action-planning on the Five Behaviors of a Cohesive team® (Trust, Conflict, Commitment, Accountability, and Results).*
 - *Creation of collaborative Rules of Engagement for working together as a team in the future.*



Optional Follow Up Sessions:

- *Five one-to-two-hour sessions held virtually every other month to reinforce the team behavior concepts and continue progress.*
- *Each session will focus specifically on one of the five behaviors of a cohesive team: Trust, Conflict, Commitment, Accountability, and Results.*

About Five Behaviors®:

The Five Behaviors® is based on the work of best-selling author Patrick Lencioni. It teaches individuals to become better teammates by integrating the model from Lencioni's book, *The Five Dysfunctions of a Team*, at the organizational level.

This powerful experience assesses an individual's approach to teamwork, provides personalized insights on how they can more effectively work with others, and teaches participants the critical behaviors and interpersonal skills needed to work together effectively. The result is a unique and impactful team development solution that empowers individuals to rethink their approach to teamwork, shape new, more productive behaviors to increase productivity, and create a common language that completely redefines what it means to work together to build a culture of teamwork.

About Your Facilitator Nancy Maurer of Sonder Haven:

Sonder Haven was founded by Nancy Maurer following more than 25 years working for a wide range of organizations with a dedication to serving the community, most notably Leadership Oakland. As the former Executive Director of this highly reputable non-profit, she was responsible for designing, developing, and delivering programs to strengthen leaders throughout the Southeast Michigan region. Prior to Leadership Oakland, she was responsible for organizational and leadership development efforts at Beaumont Health and The MetroHealth System in Cleveland. She holds a B.A. in Communications from Saginaw Valley State University and an MBA from Ashland University in Ohio.

- **StrongStart Custom:** DHS's capabilities to support a successful transition far exceed the options outlined above. Looking for a different level of support? Just ask. DHS will work collaborative to build a custom StrongStart program to meet the organization's needs.



II. FEE SCHEDULE

CONSULTING FEES	
SCOPE OF WORK	AMOUNT
EXECUTIVE SEARCH	
<i>StrongStart Basic</i>	<i>Value Add</i>
EXECUTIVE SEARCH TOTAL (EXCLUDING OPTIONS)	\$13,995
Executive Search Options	
<i>Option - Facilitated Stakeholder Focus Group(s) (Up to 10 Participants Each)</i>	<i>\$300 Each</i>
<i>Option - Facilitated Stakeholder Open House</i>	<i>Request Quote</i>
<i>Option - Candidate Open House</i>	<i>Included</i>
<i>Option - Stakeholder Interview</i>	<i>\$750</i>
Additional Executive Search Costs	
<i>Additional Trips Beyond 3</i>	<i>\$750 per Day & per Consultant</i>
<i>Job Board Sites</i>	<i>By DDA</i>
<i>Rooms, Facilities, Food, Tour Transportation, etc.</i>	<i>By DDA</i>
<i>Candidate As Needed Travel and Accommodations</i>	<i>By DDA</i>
Executive & Team Development Options	
<i>StrongStart</i>	<i>\$2,995</i>
<i>StrongStart + Team Building</i>	<i>\$7,495</i>
<i>Optional: Team Building Follow Up Workshops (6 Total)</i>	<i>\$2,995</i>
<i>StrongStart Custom</i>	<i>Request Quote</i>

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

Executive & Team Development Options billed monthly. Net 30 Days.

Reimbursables: DHS does not charge additional for mileage, accommodations, or per diem if the scope is kept to three (3) trips. Additional trips are \$750 per day per consultant. DDA to reimburse candidates for as needed travel and accommodations directly. Tour, stakeholder roundtable(s), stakeholder/community open house(s) arrangements/costs by DDA.

Advertising: Coordinated with Traverse City Human Resources at the DDA's cost. Listing and promotions via LinkedIn are included within the approved scope of work. Consultant will submit a recommendation for job boards and associated costs to the DDA Board during Phase I. DHS anticipates that an advertising budget of \$2,500 will suffice.



Timeline: The 14-to-16-week timeline outlined above is contingent on DHS’s ability to effectively receive materials & follow up, as well as schedule necessary meetings, events, interviews, etc. with the DDA Board, stakeholders, and candidates.

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

In compliance with the RFP and recognizing the shared nature of the search process, DHS will conduct a new search at a discounted rate of 50% of the original fee, plus additional costs as outlined above should the candidate be removed from the position for cause or leave within six months.

III. NOTICE TO PROCEED

By signing below, I verify that I am a representative of the Client; I agree with the scope of services to be provided and related Fee Schedule; I accept the Consulting Services Terms and Conditions; and that I have the authority to bind the Client in the engagement of these services.

CLIENT:

City of Traverse City DDA

CONSULTANT:

Double Haul Solutions

By: _____

Its: _____

By: Nate Geinzer

Its: Founder/CEO



Executive Search Services

Downtown Development Authority

Chief Executive Officer

Prepared for City of Traverse City
Downtown Development Authority



Presented by Amy Cell, LLC

February 7, 2024



Kim Sheridan, Purchasing Agent
City of Traverse City
400 Boardman Avenue, 2nd Fl.
Traverse City, MI 49684

Dear Ms. Sheridan,

Thank you for the opportunity to submit this proposal to assist the City of Traverse City's Downtown Development Authority (DDA) in its search for a Chief Executive Officer (CEO).

As you look through this proposal, you will find that we bring extensive experience with executive searches in the public and private sectors and we are committed to providing you exceptional service and sharing with you our passion for Michigan communities. My hope is that upon review you will find us to be an excellent fit for this engagement.

We believe that we are the right partner for the City of Traverse City's DDA due to the following attributes which we will detail in the attached proposal:

- ***Passion for community service*** - Our team has worked for government, economic development and community development organizations. We are passionate about supporting Michigan's communities!
- ***Local knowledge makes for better marketing*** - We get to know the communities we are working with, through research and one on one meetings. We will then create a "Community Profile" that we share widely to attract candidates.
- ***Consensus builders*** - We will interview the DDA Governance Committee and staff and align the Committee on the ideal candidate profile.
- ***Top notch candidates*** - Our combination of strategic marketing and targeted outreach results in a robust pool of qualified and motivated candidates. We then winnow the pool down to a short list of candidates through a thorough vetting of the candidates' background and accomplishments.
- ***Diversity, equity, inclusion and belonging*** - We strive to develop candidate pools that are diverse and intentionally create a marketing plan and assessment strategy that is as inclusive as possible. Two of our team members have DEI certifications and our own team is rich in diversity.
- ***Customized approach*** - Each of our executive search engagements is unique. We focus on the key experiences, leadership style, and managerial competencies desired by the group of stakeholders that we interview. We create a tailored profile, service offering and communication approach that fits with your needs. Our extensive experience with planning and project management and transparent communication style will help the Committee through the experience as smoothly as possible.

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Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com

- **Our team** - We have a team of 22 highly qualified and diverse recruiters and HR experts.

Since our inception in 2015, we have supported hundreds of employers, communities, and job seekers with customized HR and recruiting services. Our team of seasoned professionals brings expertise and knowledge in the areas of municipal recruiting, human resources, economic development, project management, and marketing. We would be honored to work with the City of Traverse City's Downtown Development Authority on this important endeavor.

Amy Cell, LLC is a certified Women-Owned Business, proud recipient of the 2022 Michigan Celebrates Small Business 50 Companies to Watch Award (SBAM), 2022 and 2023 Ann Arbor SPARK FASTTRACK Award, and a Gold Resource Partner of MISHRM.

Please feel free to contact me with any questions. Thank you very much for the opportunity to share our interest in this engagement.

Best regards,



Amy Cell
President

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A. Qualifications

Type of Business

Amy Cell, LLC of 215 W. Michigan Avenue, Ypsilanti, Michigan 48197, operates as a Limited Liability Corporation in the State of Michigan. As a registered LLC in Michigan, we are licensed to operate in the State of Michigan. We provide recruiting, human resources consulting, and career coaching services. We are in good standing with the State of Michigan and have all the necessary licenses and certifications to be able to perform the work indicated in this RFP. The contact person for this proposal is Amy Cell. She can be reached at 734-657-0370 or amy@amycelltalent.com.

History

Since our founding in March of 2015, Amy Cell, LLC has conducted over 1400 searches, including recruitment for 200+ executive and key leadership roles, such as CEOs, City Managers, Executive Directors, Vice Presidents, and other C-Suite roles. In addition to our strong track record of success in both the public and private sectors, Amy Cell brings significant relevant experience to municipal/public sector recruiting, having served as Senior Vice President of Talent Enhancement at the Michigan Economic Development Corporation (MEDC), and as Vice President Talent Enhancement for Ann Arbor SPARK. In these roles, Amy was responsible for programs in talent attraction, retention and development at regional and state levels, and was integral in the design and implementation of talent programs to benefit Michigan employers and citizens (e.g., job seekers, apprentices, displaced workers). Through this decade of public service, Amy Cell established a large professional network and national reputation as a thought leader in talent attraction. The firm's commitment to client satisfaction and a positive jobseeker experience has led to strong growth, and our firm is proud to have all of our employees based in Michigan.

Why Us?

Here are the reasons that Councils, Commissions and Boards have trusted us to help them with one of their most important duties:













- We are experts in recruiting and sourcing. We have our own database of 1000+ municipal professionals, and send out monthly communications. We have four LinkedIn recruiter licenses so that we can effectively target top-notch talent, and ensure a diverse applicant pool.
- We are well versed in applicable laws including the Open Meetings Act and Freedom of Information Act.
- In addition to talent acquisition support, we provide HR consulting services to municipal clients, such as training programs, performance review management and have been the outsourced HR function for a municipality. We have had a team member serve as Acting City Manager, and have a

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team member that was a long serving local government employee. Thus we understand the day to day activities of local government.

- We have a strong marketing team that is well versed in social media and media relations. We will prepare press releases as directed by the DDA Governance Committee to support community engagement.
- We focus on success - we can provide a structured onboarding experience to help the new CEO hit the ground running. We also offer a 360 degree feedback review after six months to help address any issues to ensure that the CEO has an accurate understanding of what they should keep, stop and start doing.

Municipal Clients We Have Served

Municipal Clients We Have Served		
 Bedford Township	 City Ann Arbor	 City of Clawson
 City of Dearborn	 City of Eastpointe	 City of Farmington Hills
 City of Fraser	 City of Grand Rapids	 City of Grosse Pointe
 City of Holland	 City of Jackson	 City of Kentwood

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 City of Livonia	 City of Madison Heights	 City of Norton Shores
 City of Rochester Hills	 City of St. Clair Shores	 City of Traverse City
 City of Yale	 City of Ypsilanti	 Independence Township
 Lapeer County	 Lapeer County Road Commission	 Macatawa Area Express
 Macomb Township	 Redford Township	 Scio Township
<p><i>Village of Almont</i></p> Village of Almont	 Village of Capac	 Village of Dundee
 Washtenaw County Conservation District	 WB Parks	

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Examples of Prior Engagements

Below is a sample of recent relevant engagements

City of Ann Arbor

Engagements: Amy Cell, LLC has been a key talent resource for the City of Ann Arbor, completing multiple, successful executive searches since 2020. These searches include: **City Administrator** search in June 2020 which resulted in 268 candidates and 3 finalists; **Chief Financial Officer** search in January 2021 resulted in 89 candidates and 4 finalists; **City Attorney** search in July 2021 which resulted in 19 candidates and 1 finalist; and **Director of Human Resources** search in June 2022 which resulted in 95 candidates and 2 finalists.

In addition to completing City Administrator and City Attorney Performance reviews (2020, 2022) and successfully recruiting for a senior staff position in the Public Works department, Amy Cell, LLC also provided organizational development support by designing and implementing 360 feedback assessments for key leaders.

May 25, 2022

“As part of our City Council’s Administration Committee, I have enjoyed working closely with Amy Cell on a number of executive level searches. In a competitive recruitment environment shared by all municipalities, Amy was able to present a number of viable candidates for each position - even when a known internal candidate existed. She presented clear, cost-effective plans that were thorough, efficient, and through supplemental materials such as video interviews, provided valuable insight into our candidates.

In addition to her human resources expertise, I appreciated that Amy Cell took the time to capture our council, staff, and community priorities. This understanding of local context has undoubtedly contributed to our successful recruitment efforts.”

Fmr Ann Arbor Mayor Pro Tem Julie Grand

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City of Fraser

Engagement: In July of 2020 we were selected by the City of Fraser over 5 other firms to provide an independent HR department to support approximately 70 employees and 100+ retirees. During the following 18 months we filled approximately 20 positions, restructured the leadership team, recruited an interim City Manager to address short term issues as well as the permanent City Manager. Additional HR projects included implementation of the BS&A HR module, developed a new handbook, oversaw benefits administration and open enrollment, developing new performance review processes, updating all job descriptions, creating a new compensation structure, and launching an employee newsletter. Additionally, Amy Cell was appointed Acting City Manager at one point during the leadership transitions.

Fraser City Council Meeting, February 10, 2022

“Our vision when we started with Amy Cell hit some major road blocks because some things happened we weren’t anticipating and you tackled those with such grace and such dignity and found us candidates.”

Fraser City Council Member Amy Baranski

“I just want to thank you and tell you what a privilege and honor it has been to work with you. You have impressed me repeatedly.”

Fraser City Council Member Amy Baranski

“Amy, I just want to thank you for everything you have done for us. You accomplished not only what we were looking for, you went beyond that.”

Fraser City Council Member David Winowiecki

“Amy, I also wanted to thank you. I feel you were objective and fair, knowledgeable, great people skills. You were exactly what we needed when you came to help us.”

Fraser City Council Member Kathy Blanke

City of St. Clair Shores

Engagements: We conducted two successful City Manager searches, one in 2019 and most recently in February 2022. A summary of the searches is as follows: the City Manager search in 2019 which resulted in seven candidates presented to Council, four finalists selected for in person interviews. The City Manager search in February 2022 resulted in ten candidates presented to Council and four finalists.

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St Clair Shores City Council Meeting, April 4, 2022

"Amy Cell and her office did a great job at preparing us and giving us the right candidates to select from."

St Clair Shores Council Member Candice Rusie

"It's been a pleasure again to work with Amy Cell's agency."

St Clair Shores Council Member Chris Vitale

Diversity Results

We have a commitment to having diverse applicant pools, and wanted to share our recent results in this area. We strive to provide a diverse pool of qualified applicants to our clients. Approximately 47% of recent executive public sector placements have been women and 16% have been people of color including the following searches.

- City of Ann Arbor Attorney
- City of Ann Arbor Chief Financial Officer
- City of Ann Arbor Human Resources Director
- City of Eastpointe City Manager
- City of Fraser City Manager
- City of Fraser Finance Director
- City of Fraser Asst. City Manager
- City of Fraser Asst. Department of Public Works Director
- City of Grand Rapids Economic Development Director
- City of Madison Heights City Manager
- Township of Redford Township Superintendent

References

Please feel free to contact any of the following individuals as references.

Client	Project Title Search	Contact Person	Telephone / email
City of Ann Arbor	Director of HR City Administrator, City Attorney Searches	Julie Grand, Former City Council Member	(734) 678-7567 juliegrand@gmail.com
Lapeer County, Village of Almont	County Administrator, Village Manager Searches	Ian Kempf	(810) 417-0395 ikempf@imlacityflorist.com

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City of St. Clair Shores	City Manager Search	Chris Vitale, City Council Member	(586) 801-4732 vitalec@scsmi.net
Scio Township	Township Administrator Finance Director IT Manager HR Manager	Kathy Knol, Board Trustee	(734) 369-9400 kknoll@comcast.net, KKnol@sciotownship.org

B. Recruitment Work Plan

To assist the DDA in finding their new CEO we will follow our well-honed six step process, as described below. A full description of our approach and detailed timeline is included below. We also provide weekly status reports to the Governance Committee. We know that this is a stressful time for DDA staff, and thus we minimize City obligations to support the process. We generally will have a point person who will answer questions for us regarding agenda schedules, local caterers to use for a community reception and assistance with reserving rooms.

Step One - Create a Clear Target and Plan

Through a detailed needs assessment, we will learn from you the “must have” and “ideal” experiences and behaviors for the CEO. We will start by interviewing stakeholders including the DDA Governance Committee and staff members to understand the goals, skills, experiences and behaviors that are critical and “ideal” for the position. We will also identify the key selling points of the position, organization and community, which informs the marketing strategy that we create.

Based on stakeholder data, we will create a rubric and align the selection group on experiences, leadership style, communication skills, etc. We will create a comprehensive position profile. We will research the existing compensation and benefits structure as it compares to the market. During this planning meeting we will present the rubric, profile, draft timeline and compensation data to the Committee.

Step Two - Market the Posting to the Right People

We use social media and national job boards to promote the opportunity, as well as to promote the amazing aspects of living, working and playing in the Traverse City region. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we will perform targeted outreach to candidates that might not otherwise apply through LinkedIn and other social media platforms, and engage with ICMA Newsletter/Job Center, Michigan Municipal League (MML), and other municipal websites to create a deep, diverse pool of qualified and interested candidates. We will advise potential candidates that if they wish their application to be confidential, they

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must request confidentiality in writing, but that all interviews by the Downtown Development Authority will be public.

Step Three - Thoroughly Assess Applicants

We will acknowledge receipt of candidates' application materials. We will thoroughly assess the qualifications and suitability of all candidates in an independent and objective manner. We will use a survey, video interview, phone interview, cyber review, reference checks and background checks to thoroughly assess applicants. We will provide access to and summarize this data for review for the Committee. We will coordinate any additional assessments as directed by the Committee.

Step Four - Interviews

We will coordinate an outstanding interview experience for candidates and stakeholders that complies with the Open Meetings Act. Finalists will have a Zoom or on-site interview that can include a wide range of interviews and tours. As directed by the Committee, we will coordinate schedules, manage candidate communications, and provide on-site logistic support during the on-site interviews. We will thoroughly prepare the Governance Committee for the interviews by providing guidance, support and interview questions customized to the qualities that emerged through the detailed needs assessment.

Step Five - Negotiation

We will assist with the negotiation process with other administrative and legal parties. Our specific role will be directed by the Committee. We will provide notification to candidates not selected for the position.

Step Six - Transition Support

We help candidates successfully transition into their new roles by providing assistance with onboarding and relocation. If desired, we can provide a variety of support to assist with relocation and transition assistance, including housing assistance, partner job search assistance, child and elder care support, and finding local "greeters" to help welcome the new person into the community. We also offer a complimentary 360 degree feedback check-in after six months, and we assist the Committee with determining performance expectations.

Proposed Timeline

The following timeline details the process (as described above) with a proposed schedule for deliverables and milestones.

Our proposed timeline is further customizable depending on the needs and goals of the Downtown Development Authority. It is our goal to create and implement a plan that works well to meet the DDA's objectives, recognizing that a flexible approach is often needed as plans unfold.

The detailed timeline below demonstrates how a typical search process flows after we are contracted to begin the search.	
Activity	Time Frame
Stakeholder interviews - We interview stakeholders including the Governance Committee, staff, and key community members to understand the goals, skills, experiences and behaviors that are critical and "ideal" for the position. We also learn about the key benefits of the position, organization and community.	Weeks 1, 2
Selection Criteria Matrix - Based on interview feedback and survey data we create a "talent matrix" of key criteria.	Week 3
Marketing plan - Based on the interview feedback and research, we will create a digital and print marketing package that will be used to market the opportunity.	Week 3
Review salary data - Review existing compensation and benefits structure as it compares to market comparables. Present compensation data to the hiring committee at the first meeting and determine target compensation range.	Week 3
Align - We will meet with the selection team to review the hiring criteria and job posting.	Week 4
Market the opportunity - We use social media and national job boards to promote the opportunity, and to promote the amazing aspects of living, working and playing in the community. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we perform targeted outreach through LinkedIn and other social media platforms, and engage with industry associations, which results in a deep, diverse pool of qualified and interested candidates.	Weeks 4-8
Assess applicants - We use a survey, video interview, phone interview, cyber	Weeks 4-9

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review, reference checks and background checks to thoroughly review applicants.	
Present candidates - We will provide the selection team with a link to the candidate packets and videos. Selection team members will have approximately one week to review information prior to the meeting to determine finalists.	Week 10
Determine finalists - We will review candidates with the selection team and determine interview panelists.	Week 11
Interviews - We will invite the interviewers, providing them copies of information on the finalist candidates. We also will create sample interview questions and feedback forms.	Week 12
Negotiation & Relocation - We can provide a variety of support regarding contract negotiations, onboarding and developing a 90 day plan. We can provide a six month 360 degree feedback report and coaching session for the new CEO to further enhance development and success.	TBD

Key Personnel

Our Team

For this recruitment, we have selected the following team of highly qualified professionals, all of whom are well-versed and experienced in municipal/public sector and executive recruitment and will be able to fill the vacancy within six months from the effective date of the consultant agreement. These three individuals are based out of our Ypsilanti office.

The table below lists the key persons assigned to this project, as well as their anticipated roles. Resumes are included as an attachment.

Proposed Team Includes:

.....

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Name and Title	Role	Brief Bio
<p>Amy Cell President and Founder</p>	<p>Role: Lead. Oversees all search aspects included in this proposal.</p>	<p>Amy has three decades of HR experience in business and government. Prior to launching her firm, she was the Senior VP of Talent Enhancement for the Michigan Economic Development Corporation.</p>
<p>Barbie Sigers Talent Acquisition Director</p>	<p>Role: Manages search activities; participates in meetings; completes stakeholder intake interviews; finalizes the position description. Manages consultants and fine details.</p>	<p>Barbie is an experienced municipal recruiter, where she led the recruitments for the City of Eastpointe and West Bloomfield Parks. She is a former Division Director with Robert Half International and has a BA degree in HR Management from Eastern Michigan University.</p>
<p>Rebecca Roberts Senior Associate Consultant</p>	<p>Role: Assists in document production, scheduling and outreach. Assists with candidate screening, background and reference checks. Provides on-site interview support.</p>	<p>Rebecca is an experienced municipal recruiter, where she has supported 20+ municipal engagements. She is a graduate of Grand Valley State University.</p>

Background Checks

We will conduct background checks of shortlisted candidates, using Background Check Central, a highly reputed, Michigan-based firm.

Background Check Central, 42815 Garfield Road, Suite 208, Clinton Township, MI 48038

C. Costs

Recruiting Fee. This covers all staff time associated with stakeholder interviews, creating the matrix, recruiting and assessing candidates, interview logistics, candidate and stakeholder communication.	\$ 13,500.00
Advertising Costs. This covers job posting fees, social media promotions, and marketing.	\$ 3,500.00
Other Costs. This covers background checks, Amy Cell, LLC staff travel expenses and video interview fees.	\$ 2,500.00
Total Cost for Recruitment Services (Costs will not exceed this amount)	\$19,500.00

Note: Reception food costs, interview food costs and candidate travel costs are not included above.

Placement Guarantee Terms

In the event the new employee rescinds their acceptance of the job offer, voluntarily leaves employment within one year of their start date or is fired for cause, we will waive our base recruiting fee and conduct one additional search for the cost of direct marketing, travel and third party fees.

Payment Terms

We will invoice one half of the fee upon contract signing to cover advertising and administrative costs. Another payment of one half of the total fee will be invoiced upon the presentation of a slate of finalist candidates. Net 30 day terms kindly requested.

Thank you again for the opportunity to submit this proposal to assist the City of Traverse City’s Downtown Development Authority in its search for a new CEO.



Amy Cell
 President, Amy Cell, LLC
 734-657-0370 Amy@AmyCellTalent.com

215 W. Michigan Ave., Ypsilanti, MI 48197
 Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com

D. Attachments

215 W. Michigan Ave., Ypsilanti, MI 48197
Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com

ATTACHMENT I - Iran Economic Sanctions Act

The remainder of this page is intentionally left blank.

E. IRAN ECONOMIC SANCTIONS ACT

Sworn and Notarized Affidavit of Compliance
Iran Economic Sanctions Act
Michigan Public Act No. 517 of 2012

All bidders must submit the following certification statement in compliance with Public Act No. 517 of 2012 (the "Iran Economic Sanctions Act") and attach this form to the bid. **City of Traverse City shall not accept any bid that does not include this sworn and notarized certification of statement.**

The undersigned, the owner or authorized officer of Amy Cell, LLC, hereby certifies, represents and warrants that the Bidder (including its officers, directors and employees) is not an "Iran linked business" within the meaning of the Iran Economic Sanctions Act, and that in the event the Bidder is awarded a contract for the Executive Search Services, the Bidder will not become an "Iran linked business" at any time during the course of performing the work or any services under the contract.

The Bidder further acknowledges that any person who is found to have submitted a false certification is responsible for a civil penalty of not more than \$250,000.00 or 2 times the amount of the contract or proposed contract for which the false certification is made, whichever is greater, the cost of City of Traverse City's investigation, and reasonable attorney fees, in addition to the fine. Moreover, any person who submitted a false certification shall be ineligible to bid on a Request for Proposal for 3 years from the date it is determined that the person has submitted the false certification.

BIDDER:

Amy Cell

By: Amy Cell

Its: President

Date: 2/1/24

STATE OF Michigan)
)ss.
COUNTY OF Washtenaw)

The foregoing instrument was acknowledged before me on this 1st 2nd 9th day of February, 2024, by Amy Cell.

NOTARY PUBLIC:

Grace Walker Hackett

(Name) Wayne County, Michigan

My Commission Expires:
March 31, 2030

GRACE WALKER HACKETT
NOTARY PUBLIC - STATE OF MICHIGAN
COUNTY OF WAYNE
My Commission Expires March 31, 2030
Acting in the County of Washtenaw



ATTACHMENT II- Bid Summary

The remainder of this page is intentionally left blank.

F. BID SUMMARY

Bidder – Please complete and return:

TITLE: **Executive Search Services**

DUE DATE: **Wednesday, February 7, 2024 at 10:00 AM**

Having carefully examined the specifications and any other applicable information, the bidder proposes to furnish all items necessary for and reasonably incidental to the proper completion of this bid. Bidder submits this bid and agrees that the bid may not be withdrawn for a period of 60 days from the actual date of the opening of the bid.

Bidder understands and agrees, if selected as the successful bidder, to accept a Contract from the DDA, (Attachment B) and to provide proof of any required insurance. The DDA will not entertain changes to its standard Contract.

Bidder submits this bid and agrees to meet or exceed all of the DDA's requirements and specifications unless otherwise indicated in writing and attached hereto.

Bid forms are to be completed, including bid sheet, and submitted. Additional sheets may be used and submitted with bid.

Bidder understands that the DDA reserves the right to accept any or all bids in whole or in part and to waive irregularities in any bid in the best interest of the DDA. The bids will be evaluated and awarded on the basis of the best value to DDA. Criteria used will include, but not be limited to, bidder/Successful Bidder's ability, qualifications, experience, price and overall capability to meet the needs of the DDA.

Bidder shall pay all sales, consumer, use and other similar taxes required to be paid by Bidder in accordance with the Laws and Regulations of the place of the Project which are applicable during the performance of the work.

The Bidder certifies that it is in compliance with the City of Traverse City's Nondiscrimination Policy as set forth in Administrative Order No. 47 and Chapter 605 of the City's Codified Ordinances.

The Bidder certifies that none of the following circumstances have occurred with respect to the Bidder, an officer of the Bidder, or an owner of a 25% or more share in the Bidder's business, within 3 years prior to the bid:

- a) conviction of a criminal offense incident to the application for or performance of a contract;
- b) conviction of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense which currently, seriously and directly reflects on the Bidder's business integrity;
- c) conviction under state or federal antitrust statutes;
- d) attempting to influence a public employee to breach ethical conduct standards; or

- e) conviction of a criminal offense or other violation of other state, local, or federal law, as determined by a court of competent jurisdiction or an administrative proceeding, which in the opinion of the DDA indicates that the bidder is unable to perform responsibility or which reflects a lack of integrity that could negatively impact or reflect upon the DDA, including but not limited to, any of the following offenses or violations of:
 - i. The Natural Resources and Environmental Protection Act.
 - ii. A persistent and knowing violation of the Michigan Consumer Protection Act.
 - iii. Willful or persistent violations of the Michigan Occupational Health and Safety Act.
 - iv. A violation of federal, local, or state civil rights, equal rights, or non-discrimination laws, rules or regulations.
 - v. Repeated or flagrant violations of laws related to the payment of wages and fringe benefits.
- f) the loss of a license or the right to do business or practice a profession, the loss or suspension of which indicates dishonesty, a lack of integrity, or a failure or refusal to perform in accordance with the ethical standards of the business or profession in question.

Terms: Payment will be made within thirty (30) days after invoicing.

Bidder certifies that as of the date of this bid, Bidder's company or Bidder is not in arrears to the City of Traverse City for debt or contract and is in no way a defaulter as provided in Section 152, Chapter XVI of the Charter of the City of Traverse City.

Bidder agrees that the bid may not be withdrawn for a period of sixty (60) days from the actual date of the opening of the bid.

Please direct ALL questions to: Kristine Bosley, HR Director, City of Traverse City, at (231) 922-4481 or kbosley@traversecitymi.gov.



Signature

Amy Cell, President
Name/Title

02/02/2024
Date

ATTACHMENT III - Submission Form

The remainder of this page is intentionally left blank.

G. SUBMISSION FORM

By submitting a response to this RFP you acknowledge that the DDA may be required from time to time to release records in its possession under the Michigan Freedom of Information Act. By submitting a response, you hereby give permission to the Traverse City DDA to release any records or materials submitted by you, as the City may be requested to do so as permitted by the Freedom of Information Act, MCL 15.231 et seq.

Bid Total: \$ 19,500

Submitted by:

<p><u><i>Amy Eleet</i></u> Signature</p> <p><u>Amy Cell, President</u> Name and Title (Print)</p> <p><u>734-657-0370</u> Phone</p> <p style="text-align: right;">Fax</p>	<p><u>Amy Cell, LLC</u> Company Name</p> <p><u>215 W Michigan Ave</u> Company Address</p> <p><u>Ypsilanti, MI 48197</u> City, State, Zip Code</p> <p><u>Corporation</u> Sole Proprietorship/Partnership/Corporation</p> <p style="text-align: center;"><u>Michigan</u> If Corporation, State of Corporation</p>
--	---

The Successful bidder's name shall appear as follows on any Contract or Purchase/Service Order documents:

Amy Cell, LLC
Company Name

Contract or Purchase/Service Order documents shall be mailed to:

Attention
Amy Cell

Street Address
215 W Michigan Ave

<u>City ,</u> Ypsilanti,	<u>State,</u> Michigan	<u>Zip</u> 48197
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Email Address amy@amycelltalent.com

ATTACHMENT IV - References

The remainder of this page is intentionally left blank.

REFERENCES: (include name of organization, contact person, and daytime phone number).

1.

City of Ann Arbor

Name of Organization

Julie Grand, Former City Council Member

Contact Person

(734) 678-7567

Phone Number

2.

Lapeer County, Village of Almont

Name of Organization

Ian Kempf

Contact Person

(810) 417-0395

Phone Number

3.

City of St. Clair Shores

Name of Organization

Chris Vitale, City Council Member

Contact Person

(586) 801-4732

Phone Number

4.

Scio Township

Name of Organization

Kathy Knol, Board Trustee

Contact Person

(734) 369-9400

Phone Number

ATTACHMENT V - Team Resumes

Amy Cell

Barbie Sigers

Rebecca Roberts

The remainder of this page is intentionally left blank.

AMY CELL

734-657-0370

Amy@AmyCellTalent.com

SUMMARY

Dynamic leader passionate about talent attraction, retention and development who has used her creativity, team building skills and expertise to create and launch statewide talent programs and support Michigan communities, companies and people.

EXPERIENCE

AMY CELL, LLC, Ypsilanti, MI

President, 3/2015 - Present

Amy Cell Talent is a talent consultancy that provides a variety of talent acquisition, community development and job seeker support programs to clients. We are a team of skilled and dedicated professionals based in Ypsilanti Michigan.

- Provide efficient and effective talent acquisition services to Michigan technology companies - completed over 600 searches that span executive, administrative, and technical opportunities.
- Provide career development services to job seekers and people in career transitions.
- Supported Community Ventures, a program that provides a career pathway out of poverty.
- Launched a talent program for University technology transfer organizations.
- Frequent speaker, advisor, facilitator, panelist and judge. Engagements have included the Brookings Institution and Edward Lowe Foundation.
- Faculty member, Center for Entrepreneurship, U-Michigan College of Engineering.

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION, Lansing, MI

Senior Vice-President, Talent Enhancement, 1/2011 - 3/2015

MEDC is the state economic development organization. Joined MEDC with the Gov. Snyder administration to develop a Talent function housed within economic development.

- Led the redesign of the state labor exchange and talent marketing strategy. Website average 80K postings per month and 200K active account holders. Approximately 3 million unique users per year. Social media strategy includes newsletters, Twitter, Facebook and LinkedIn.
- Created and launched Community Ventures in 2012, which has placed 4000 structurally unemployed into living wage jobs with a \$11.20 average wage and 68% one year retention rate.
- Launched the Michigan Advanced Technician Training program, a dual education program based on the German apprenticeship model. Program is viewed as a national model and was featured by the Brookings Institute on a German study tour. Program has been adopted by Illinois, and many other states have requested additional information.

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- Designed and directed programs to attract and retain highly educated talent, including LiveWorkDetroit, Dream Job, Pure Michigan Opportunity and a college ambassador program. Results included thousands of IT and Engineering student connections to employers.
- Participated on a select task force to determine strategy to propel Michigan to a top 10 state in terms of adults with a post-secondary credential or higher.
- Launched the Community College Skilled Trades Equipment Program - a \$50 million bond initiative to provide community colleges with critical training equipment.
- Launched Global Michigan, an initiative to embrace, attract and retain international talent. Built a team from one staff person to 30. Team had one of the highest employee engagement levels in the state government per a survey managed by PricewaterhouseCoopers.
- Accomplished and well-regarded speaker and presenter with approximately 50 engagements as panelist, moderator or key note presenter.

ANN ARBOR SPARK, Ann Arbor, MI

Vice-President, Talent Enhancement & Entrepreneurial Education, 8/2006 - 1/2011

Ann Arbor SPARK is a non-profit regional economic development organization driving local and statewide economic development initiatives. Key responsibilities included the creation and management of all Talent Enhancement programs, directing all Entrepreneur Education programs and overseeing the SPARK East incubator.

- Positioned SPARK to be a “talent hub” for knowledge-based workers seeking dynamic opportunities through events, job posting service and weekly newsletters. Posted approximately 1000 jobs for 400 companies annually, saving thousands of dollars per hire.
- Created programming to support SPARK East, a successful incubator in a challenged area and have had two companies graduate from the program in the first 18 months.
- Developed and launched numerous entrepreneur education programs including the one-day “Starting Your Own Business” program, Michigan Energy Forum, Entrepreneur Education 1.0 and 2.0 series, Expert Resource Board, Power Lunch and SPARK East Speaker Series.
- Co-developed Shifting Gears, a 4-month developmental program to help displaced “large company” managerial talent transition into “new economy” opportunities. Program later was expanded by the Michigan Economic Development Corporation and helped approximately 400 highly educated, accomplished, later-career people transition to new opportunities.

ROSS SCHOOL OF BUSINESS AT U-MICHIGAN, Ann Arbor, MI

Senior Associate Director, Office of Student Life, 9/2004 - 7/2006

- Created and led the Office of Student Life. Developed policies/processes to support students, including leadership programming, diversity, training, recognition, and student relations.
- Championed school-wide leadership development efforts and programs.
- Created culturally sensitive environment through programming and addressing problems.
- Resolved scores of student relations concerns and community issues.

APPLIED BIOSYSTEMS, Foster City, CA

Senior Manager, Human Resources, 11/2003 - 6/2004

215 W. Michigan Ave., Ypsilanti, MI 48197
Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com

- Led the restructuring and reengineering of IT department. Results included more efficient structure, employee development and redeployment of managers to better utilize talent.
- Launched development councils to coordinate succession planning and employee development.
- Provided organizational effectiveness tools such as leadership development and coaching, training, 360-degree feedback, change management and facilitated new leader assimilations. **HR DRIVERS, Los Altos, CA**

Managing Partner, 9/2002 - 10/2003

- Founded HR Consulting Partnership that provides HR consulting, training and outsourcing services to small businesses that want innovative and strategic HR programs and processes.
- Developed extensive HR audit program to thoroughly review each element of HR, to ensure that all legal issues and best practices are considered.

SRI CONSULTING, Menlo Park, CA

HR Manager, 2001 - 2001

- Reported to CFO of SRI International and directed all HR activities for SRI Consulting that resulted in cost savings, strategic leadership change and benefit and compliance improvements.
- Developed new processes for recruiting, merit planning, orientation, mentoring, leadership development/succession planning, performance management and visa management.

FORD MOTOR COMPANY, Dearborn, MI

HR Roles Including Labor Rep, Associate and Analyst, 1995 - 2001

- Provided counsel to business units in employee relations, performance management, diversity, staffing, compensation, job leveling/ranking, succession planning and work/life issues.
- Analyzed U.S. recruiting process; recommended switching to Resumix with an ROI of 40%.
- Participated on team, which integrated Global affiliate manufacturing operations.

PLANTE & MORAN, CPA's, Ann Arbor, MI

Certified Public Accountant, 1990 - 1993

- Passed CPA exam in first sitting.
- Planned, executed, supervised and managed audit and tax engagements.

EDUCATION

THE UNIVERSITY OF MICHIGAN, Ann Arbor, MI

MBA - Ross School of Business Administration, 1993 - 1995

- with High Distinction (Top 10%)

BBA - Ross School of Business Administration, 1987 - 1991

BOARD MEMBERSHIPS

Board & Community Involvement: Michigan Center for Integrative Research in Critical Care, Career Education Advisory Committee, Desai Accelerator, Washtenaw Community College Foundation, Center for Entrepreneurship (CFE)

215 W. Michigan Ave., Ypsilanti, MI 48197
Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com

Executive Search Services: Traverse City Downtown Development Authority CEO



- U-M College of Engineering, Washtenaw Community College Women's Council, Women's Exchange of Washtenaw, U-M SE Michigan Alumni Association, Washtenaw 2030 Steering Committee

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215 W. Michigan Ave., Ypsilanti, MI 48197
Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com

BARBIE SIGERS

Ann Arbor, MI • 517-230-9911

barbie@amycelltalent.com • [linkedin.com/in/barbie-sigers-916769b](https://www.linkedin.com/in/barbie-sigers-916769b)

SUMMARY Energetic, detail- and results-oriented professional with over twenty years of experience in human resources, pharmaceutical sales and health / fitness training and management.

EXPERIENCE

AMY CELL, LLC Ypsilanti, MI 2021-present

Talent Acquisition Director

- Build client relationships and manage recruitment lifecycle from engagement through closure.
- Recruit for hard to fill, newly created, and specialized positions ranging from entry level personnel to C-suite executives.
- Strategic sourcing, screening, evaluating and presenting of candidates to hiring managers.
- Review job postings to ensure accuracy and completeness. Update job posting language as necessary, to capture the attention of target audiences.
- Design and process job specific questionnaires to understand candidate's work styles, motivation, personality, and other information that cannot be determined from a resume.

Burn Bootcamp, Northville, MI 2020 – 2021

Personal Trainer/Group Fitness Instructor

- Designed and coached over 500 training classes.
- Conducted 1-on-1 coaching sessions with clientele to understand motivators and limitations, improve self-confidence and develop nutrition and training plans.

Red Effect Infrared Fitness, Ann Arbor, MI 2018 – 2020

Lead Trainer

- Developed and coached over 800 high intensity interval training classes.
- Sourced, screened, interviewed and trained new instructors.
- Integral role in the startup of the facility and building client base.

CentraState Fitness & Wellness Center, Freehold, NJ 2014-2018

Personal Trainer / Group Fitness Instructor / Pilates Instructor

- Conducted fitness assessments & goal planning for members.
- Developed & customized 1-on-1 fitness plans for 25 long term clients.
- Lead trainer in medically based programming, sports performance training, weight loss, and improvement of overall physical health.
- Designed & implemented customized individual & group pilates classes.
- Instructed 8 group training classes per week.

Esprit Pharma, Detroit, MI 2006 – 2007

Urology/Gynecology Sales Specialist

- Launched new products to urologists, surgeons, and obstetrician-gynecologists.
- Planned medical education programs to improve sales and build strong rapport with key decision-makers.

Wyeth Pharmaceuticals, Grand Rapids, MI 2001 – 2005

Territory Representative

215 W. Michigan Ave., Ypsilanti, MI 48197
Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com

- District Rep of the Year and Rookie of the Year.
- Territory analysis, business development & project management to increase product sales.
- Marketed products to cardiologists, neurologists, gastroenterologists, diabetic educators, pharmacists, and internal medicine and family practitioners through presentations, in-services, and education events.

Nelson Professional Sales, Lansing, MI 2000 – 2001

Territory Representative

- Developed and executed business and marketing plan for territory to exceed sales goals.
- Marketed cardiovascular products to cardiologists, internists, and family practitioners.

SmithKline Beecham Pharmaceuticals, Lansing, MI 1998-2000

Sales Consultant

- Ranked #1 in district for three consecutive quarters and #7 in the region of over 200 sales consultants for top product, Augmentin.
- Successfully launched a new product, achieving 64% over sales goal.
- Marketed a wide range of physicians in clinics & hospitals; Conducted in-service's & journal club meetings.

Robert Half International, Okemos, MI 1995-1998

Division Director

- Built a Fortune 500 client base and worked with clients to fill critical executive staffing needs.
- Sourced, screened, evaluated & presented applicants to hiring managers.
- Managed and operated a matrix of skilled candidates for future placements.
- Marketed services and candidate pool based on market trends and business needs; B2B relationship/ account management.

EDUCATION

Eastern Michigan University, Ypsilanti, MI
Bachelor of Business Administration in Human Resource Management

Keller Graduate School of Management, DeVry University
Completed coursework toward Master of Human Resource Management (12 credits)

OTHER SKILLS

Microsoft Office (Word, Excel, PowerPoint and Outlook); Google Productivity Tools, JazzHR, Rippling, Zoho, Zoom

Rebecca Roberts

Kalamazoo, MI, 49009 • 269-447-8676

rebecca@amycelltalent.com • [linkedin.com/in/rebecca-roberts-0538201a3/](https://www.linkedin.com/in/rebecca-roberts-0538201a3/)

Human Resource Consulting | Recruitment | Training Design | Performance Management | Employee Engagement |
Organizational Development | AR Functions | Inventory Management | Supplier Relations |

WORK EXPERIENCE

AMY CELL, LLC, Ypsilanti, MI

Senior Associate Consultant, 8/2021 - Present

- Restructure performance evaluation forms and process to impact client's non-profit, healthcare organization.
- Develop organizational charts and SOP's for internal usage
- Management of different jobs postings and responsible for posting jobs on multiple platforms in a timely manner
- Produce HR Assessment with recommendations on organizational improvements by analyzing client documents and offer projects to support these recommendations
- Facilitate employee conversations and manage engagement activities to support a series of DEI workshops for 20 employees in a client's organization
- Facilitate full-cycle recruitment services for all level positions in multiple industries

VANDE BUNTE EGGS, Otsego, MI

Business Analyst Internship, 1/2021 - 12/2020

- Conduct supplier analysis to ensure cost effectiveness of production materials
- Manage existing supplier relationships and establish new contacts for cost saving opportunities
- Inventory management, reporting, and purchasing for three facilities
- Establish and maintain spreadsheet and documentation for capital projects and future developments
- CFS inventory management and general IT onsite contact and liaison for third party IT company
- I-9 audit preparation and employee file review

Office Manager, 12/2017 - 5/2021

- General office administration: answering phones, greeting visitors, incoming and outgoing mail administration, updating and creating spreadsheets, scanning invoices, buying equipment
- Supporting HR functions: new hire paperwork and system setup, validation of employee documentation, assist employees with form interpretation, and digitalization of all employee files
- Responsible for AR functions including creating invoices, intracompany transfers, verifying accuracy of orders, and monthly reporting of sales to American Egg Board
- Weekly and monthly reporting of production activity and quality comparison to industry standards and historical data
- Sourced and implemented uniform system for all processing and production employees at two facilities
- Representing the company at food shows in a professional manner
- Miscellaneous duties assigned by management

Accounting Assistant, 11/2016 - 7/2017

- Established system for organization and digitalization of all capital asset files
- Archived accounting records in compliance with retention standards

EDUCATION

GRAND VALLEY STATE UNIVERSITY, Grand Rapids, MI

Bachelors of Arts, Business Administration

215 W. Michigan Ave., Ypsilanti, MI 48197
Phone: 734-657-0370 E-Mail: Amy@AmyCellTalent.com



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
jean@downtowntc.com
231-922-2050

Memorandum

To: DDA Board of Directors
From: Jean Derenzy, DDA CEO
Date: February 12, 2024
Subject: Committee Appointments

Consideration for appointments for the Governance and Finance Committees

Although not required, the Finance Committee and Governance Committee both have one additional seat available.

Current Finance Committee
Boards Members Joubran, Hardy and Slosky

Current Governance Committee
Board Members McMillan, Kirkwood and Schneider

Consideration to the Farmers Market Advisory Committee

We need to fill this committee appointment with the resignation of Micheal Brodsky

At this time, there are three seats vacant on the DDA Board, with the City Commission appointing an ad hoc Committee to interview candidates. Last month the Board identified that appointments to the Mobility and Parking Committee would be made after new members were appointed to the Board. The Board may decide to wait until the full Board is organized, however I wanted to have the full Board make that decision.



Memorandum

To: DDA Board
From: Nicole VanNess, Transportation Mobility Director
Copy: Jean Derenzy, DDA CEO
Dan Elliott, Restore Consulting
Date: February 12, 2024
Re: Parking Structure Restoration Repair

In the August 2023, we issued an Engineering Restoration Proposal to oversee the design, bidding and construction of the needed repairs from qualified firms. Additional duties included preparing repair specifications, drawings, and assembling a bid package, attend pre-bid meetings, and assist with reviewing bids to ensure all repairs are covered. Following the award of the repair contract, the firm would participate in pre-construction meetings and review punch-list construction items to ensure repairs are made. The Engineering Proposal was awarded to Restore Consulting Services of Holland.

In October 2023, Restore Consulting assessed both parking structures as part of our routine 5-year maintenance and restoration review. Both assessments outlined general use repairs; such as, cracks, failed joint sealants, leaking tee flanges, and other miscellaneous repairs. The work is recommended to maintain the parking structures in good or better condition and to avoid costly repairs that would arise from deferred maintenance. For the first time, the assessments included stair tower windows at both locations, and the brick façade at Hardy.

Restore Consulting prepared the specifications and workplan for the conditions assessment. The City Engineering department published the Restoration Repair RFP plans and provided to bidders through the Builders Exchange of Northwest Michigan. Sealed bids were received on February 8, 2024. Four bids were received of which three were in accordance with bid requirements, and the results are as follows:

Bidder		Amount Bid
D.C. Byers Company	East Lansing, MI	\$1,700,800
DRV Contractors	Shelby, MI	\$1,155,550
Pullman SST	Trenton, MI	\$909,180
RAM Construction*	Kentwood, MI	\$854,865

Parking Structure Restoration Repairs Page 2

*Submission terms not followed

Restore Consulting's probable repair budget for this work is \$1,338,150. This included probable costs of \$678,750 for the Larry C. Hardy parking structure, \$350,500 for the Old Town parking structure inclusive 10% for engineering & testing and 20% contingency. The actual amounts for repair costs from the recommended bidder were \$583,450 and \$272,980 respectively, and \$52,750 for additional sealants and coatings. We intend for the work to begin in May and completed by October. However, if the contractor is not able to complete all items identified, they will return in the spring of 2025.

This item is scheduled to go before the City Commission for approval on March 4, 2024. Therefore, it is recommended that this work be awarded to Pullman SST and that the proper city officials be authorized to execute a unit price contract with the above-mentioned bidder, in the amount of \$670,807.50 from the Hardy Parking Fund and \$329,290.50 from the Old Town Parking Fund for maintenance and repairs inclusive of a 10% contingency.

Recommended Motion: That the DDA Board recommend the City Commission execute a unit prices contract with Pullman SST for parking structure restoration in the amount of \$1,000,098 for maintenance and repairs subject to approval as to its substance by the City Manager and its form by the City Attorney with funds available in the Auto Parking System Fund.



February 12, 2024

Nicole VanNess
Transportation Mobility Director
City of Traverse City
303 E State Street
Traverse City, MI 49684

Re: Traverse City Parking Structure Restoration Maintenance – Award Recommendation
Restore Project Number 2023-1055

Dear Nicole:

Four (4) bids were received for the Traverse City Parking Structure Restoration Maintenance. It is our understanding that RAM Construction has been disqualified for not following the bid submission instructions indicated in the contract documents. Pullman SST, Inc. is the lowest responsive bidder with a total base bid of \$583,450 for the Larry C Hardy Parking Structure and \$272,980 for the Old Town Parking Structure. We conducted a phone call with Zach Carroll from Pullman to review their bid and discuss the project. He indicated they are comfortable with their bid and understand the project requirements. We discussed the project schedule, and their intent is to have the project substantially complete by October 15, 2024.

We understand that you plan to proceed with accepting all alternate work for this project. The total contract amount for the base bid plus the alternate work is \$909,180.

The pricing from Pullman is reasonable and we recommend proceeding with awarding this project to them. Please contact me if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Dan Elliott". The signature is fluid and cursive, with the first name "Dan" being more prominent.

Dan Elliott, P.E.
Restore Consulting, LLC



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
jean@downtowntc.com
231-922-2050

Memorandum

To: DDA Board of Directors
From: Jean Derenzy, DDA CEO
Date: February 12, 2024
Subject: Capital Project and Initiative Overview

Below is an overview of Projects that the DDA has on our project list:

Reconstruction of Eighth and Union Intersection

- Part of contract between City of Traverse City and Elmer's Pavement Preservation Contract
- Project start for intersection is late March, 2024 with 4 weeks completion

West End Staircase

- Completed engineering and design for the staircase
- Due to closing street for the staircase, project timeframe will be Spring 2025.

Hannah Park Bridge Abutment

- Machin Engineering is designing upper-level area abutting bridge.
- RFP will be issued in conjunction with West End Staircase. Work for Hannah Park Bridge Abutment to be completed in Fall of 2024.

Rotary Square

- RFP issued with bids back on March 8, 2024
- Recommendation to hire architect at your March 15th meeting

State Street Two-Way Pilot

- Update will tentatively be provided to the City Commission at their March 11th meeting

Lower Boardman/Ottaway Unified Plan

- Completed the Unified Plan for the river corridor and a conceptual design for the 100 and 200 block alleys.
- We received one bid for engineering and design services for the 100 and 200 block alleys.

- Recently collaborated with the Grand Traverse Band on a NOAA grant that would support design and engineering services for nature-based solutions and near-water habitat restoration along the 100 block.
- Holding additional conversations with the Grand Traverse Band on second NOAA grant that would study the feasibility of a Tribal Cultural Center along the river (this item was included in the Lower Boardman Unified Plan).
- Staff will be working with new City Engineer on next steps.

East Front Street Entrance and New Streetscape Design

- The DDA, working with Progressive AE completed a conceptual streetscaping design/plan for East Front Street in 2022.
- Due to a lack of support from the City Commission, we decided to pause on implementation and support an effort to create a city-wide Mobility and Action Plan that will more clearly articulate how the design of East Front Street aligns with the mobility values and priorities of the community and how the design of East Front Street aligns with a comprehensive non-motorized network.
- The DDA Board identified a desire to consider the development of a gateway design for the East Front Street/Grandview Parkway intersection, as the intersection will be realigned in 2024.



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
jean@downtowntc.com
231-922-2050

MEMORANDUM

To: DDA Board of Directors
From: Jean Derenzy, CEO
Date: February 12, 2024
Re: 2024/2025 Budget

The 2024/2025 budget process is outlined below for Board members information.

Budget Process & Timeline

March 16: DDA Board reviews draft budget
April 26: DDA Board reviews budget & schedules public hearing for May 17
May 17: DDA holds public hearing on 2024/2025 budget
May (TBD): Review of budgets with City Commission
June (TBD): Approval of budgets by City Commission
June 21: Approval of budgets by DDA Board (this is after City Commission per legislative requirement, City Commission must approve prior to DDA)



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
jean@downtowntc.com
231-922-2050

Memorandum

To: Downtown Development Authority Board
From: Jean Derenzy, DDA CEO
Date: February 12, 2024
Subject: Moving Downtown Forward Update

The Development Area Citizen Council (DACC) met on Wednesday, February 7, 2024 at 7:00pm in the Commission Chambers. The meeting was televised.

The DACC was provided an overview of tax increment financing, how cost sharing will work and the overall Development Plan and TIF Plan. The DACC had great questions and a lively discussion. Information requested by the DACC for their next meeting related to parking numbers, including occupancy counts per month for one year for both Hardy and Old Town Garages and what days full capacity was reached for either parking garage. The next DACC meeting is scheduled for Wednesday, February 28th at 7:00pm.

At the meeting on the 28th, staff will be developing with the Council finding of facts and advisement to the DDA Board on March 15th and City Commission on April 1st.

We have also received an email that was sent to our TIF@downtowntc.com relating to county wide special millages. This email is attached for your information. As a reminder, city wide special millages approved after January 1, 2023 are exempt from capture in the Amended Plan.

From: [Bill](#)
To: tif@downtowntc.com
Cc: tandrews@gtcountymi.gov; betsycoffia@house.mi.gov
Subject: [TIF] Tax Recapture Seniors, Veterans, Land Conservancy and others
Date: Thursday, February 8, 2024 11:07:18 AM

Downtown Citizen Area Council

Some time ago, I wrote the DDA Board, asking the Board to consider stopping the practice of taking tax proceeds from millages approved for the Seniors, Roads, Veterans and others. This practice is formally known as tax recapture. While all Authorities take advantage of this practice, I was hoping that TC DDA, being the largest, could show some leadership and with the renewal of the TIF stop this practice. As you are aware schools have always been exempt from this carve out and more recently libraries have been afforded the same protection

While dated, per the Traverse City Treasury 2019 Report, over the last four years ending 2019 over \$537,000 has been capture from the Road millages. The amount is staggering and would fix a lot of potholes. The amount capture from Seniors, Veterans, Land Conservancy and others is much smaller, but these organization operate on razor thin budgets with oversized community expectation. Even a small carve out can negatively impact their stated mission.

Let me be clear, I fully support the good work done by the DDA(s), Brownfields and other entities. What I take exception too, is the legalized skimming these entities enjoy at the expense of the roads, veteran, seniors and others. The originally funding model created a base line tax base, the entities went about their project and where entitled to enjoy the new dollars generated by an expanding tax base due to their good work. However, capturing dollars from the seniors and veterans is just unconscionable. Ask yourselves what has the DDA /Authorities really done for the Seniors, Veterans, Land Conservancy and others that justifies this practice. I think it makes the DDA/Authorities look like a money grabbing organization more concerned with sustaining themselves, than protecting the interest of the wider community.

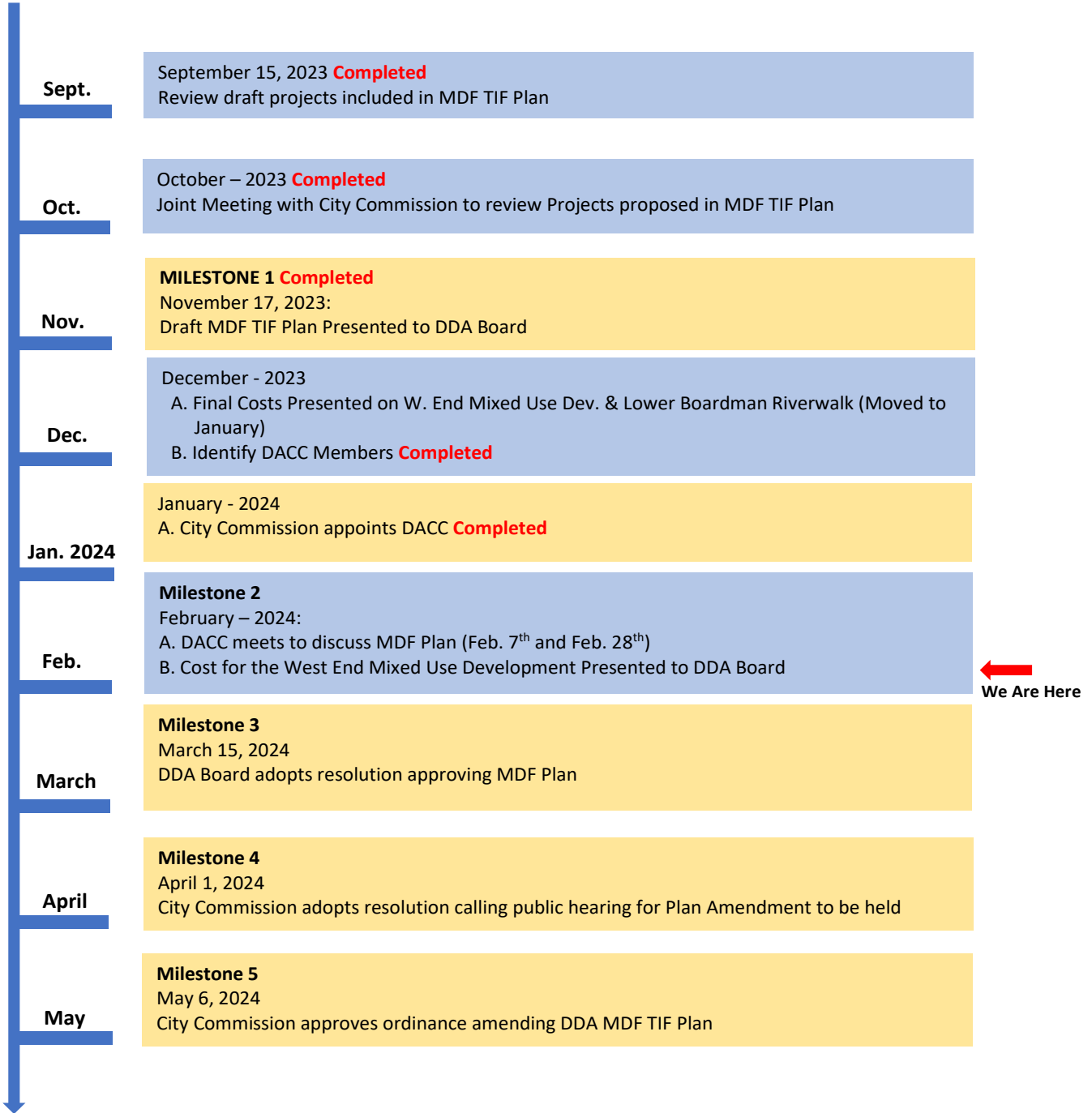
As the Council deliberates on the future direction of the TIF, please consider eliminating this practice.

Best regards

Bill Byrne
Peninsula Township

Sent from [Mail](#) for Windowsols

MILESTONES/TIMELINE OF ADOPTION OF MDF TIF PLAN



← We Are Here

Legend
MDF - Moving Downtown Forward
DACC - Development Area Citizens Council. 9 residents that reside in the TIF District

February Meeting



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
harry@downtowntc.com
231-922-2050

Memorandum

To: Downtown Development Authority Board
Jean Derenzy, DDA CEO

From: Harry Burkholder, COO

Date: February 12, 2024

Subject: Downtown Activity and Initiative Updates

Retail Incubator

Working with our team of retail incubator advisors and retail specialists, we facilitated a second valentine-themed pop-up event on February 10th featuring eight retail entrepreneurs. In general, the pop-up event was very successful, with good promotion, foot-traffic and sales throughout the day. I'm hoping to bring additional results from a post pop-up survey of vendors to Friday's meeting.

We are now working to finalize the remaining physical improvements to the incubator space for a formal opening in April. These physical improvements will provide a space that is more conducive to a retail environment and provide tenants time to order inventory set up individual business systems, and plan and purchase displays. In addition, we are working with the advisory team to secure the first tenants.

Downtown Composting

With the agreement in place, we met with SEEDS to outline (and begin) the first steps of the downtown composting initiative, including the development of outreach materials, branding (in cooperation with Greenlight) and the formulation of key metrics for the initiative.



Memorandum

To: Jean Derenzy, DDA CEO
From: Nicole VanNess, Transportation Mobility Director
CC: Katy Bertodatto, Mobility & Parking Advisory Board Chair
Scott Hardy, Mobility & Parking Advisory Board Vice-chair
Date: February 12, 2024
Re: Board Member Report: Mobility & Parking Advisory Board – February 2024

This month, the Mobility & Parking Advisory Board reviewed the information provided at the DDA Board study session at their February 2, 2024 meeting. The Advisory Board walked through each of the items that have been discussed over the past year including TDM recommendations, downtown circulator (dedicated downtown route) and vehicles (trolleys). The Advisory Board discussed reverting back to the original interest of marketing downtown and bringing patrons into downtown for minimal costs.

Discussions led to continuing the conversation on a vehicle that will use existing fare-free Bayline routes or other existing higher frequency routes. Vehicle financing options will continue to be explored. The Advisory Board will consider continuing the conversation of a downtown circulator (route) and feasibility study at a later date.



303 E. State Street
Traverse City, MI 49684
harry@downtowntc.com
231-922-2050

Memorandum

To: Downtown Development Authority Board of Directors

From: Harry Burkholder, DDA COO & Todd McMillen, DDA Board Member

Memo Date: February 12, 2024

Subject: Arts Commission Update

Art Donations & Gifts

At their January meeting the Arts Commission approved guidelines and a formal application (form) for art donations and gifts.

Mural Festival

A subcommittee of the Arts Commission met with the NOBO district to discuss the proposed mural festival for the fall of 2025.



Memorandum

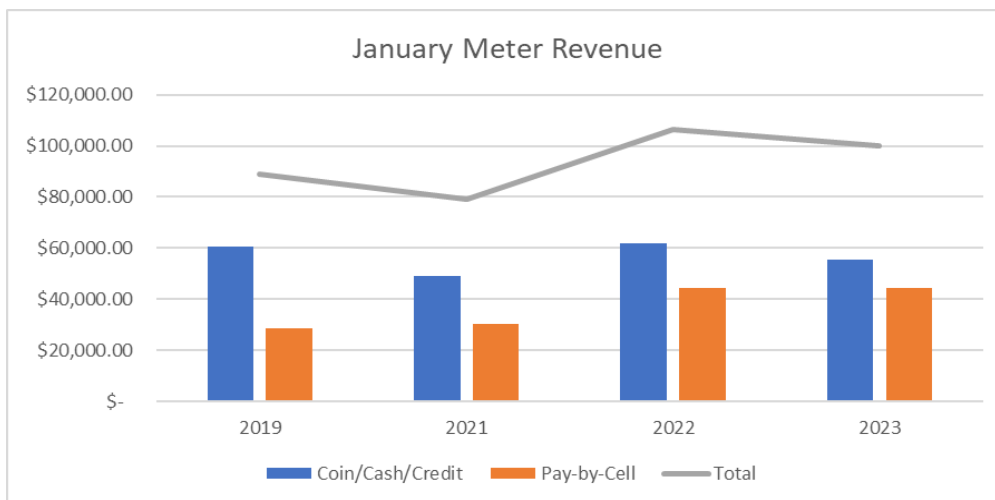
To: DDA Board of Directors
CC: Jean Derenzy, DDA CEO
From: Nicole VanNess, Transportation Mobility Director
Date: February 12, 2024
Re: Staff Report: Parking Services – January 2024

January Parking Revenue

Below are the January revenues compared to January 2019. Additional charts include three years of data to show pre and post-pandemic revenues.

Meter Revenues

Meter revenues are down 6% compared to 2022 and up 12% compared to 2019. This is the first month since implementing Parkmobile in 2015 that we have not seen a year-over-year growth in mobile payments.

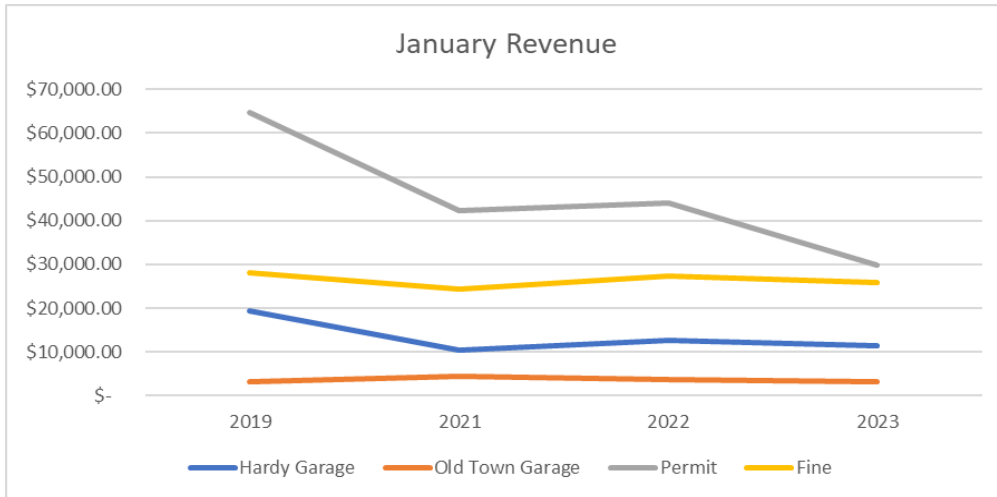


Hourly Admissions

Old Town transient revenues were down 16% compared to last year and down 6% compared to 2019. Hardy transient revenues are down 11% compared to last year and down 42% compared to 2019.

Permits & Fines

Permit revenues are down 32% compared to last year and 54% compared to 2019. Fine revenues are down 5% compared to last year and down 7% compared to 2019.





**DTCA Board of Directors Meeting
January 22, 2024
8:30 – 10:00 am
DDA Office - Conference room**

Minutes-Draft

Meeting called to order at 8:35am by President D. Gildersleeve

Roll Call

Present: Dawn Gildersleeve, Jeff Joubran, Libby Hogan, Amanda Walton, Karen Roofe.

Not present: Gary Jonas, Sebastion Garbsch

Election of 2024 Officers

Motion by D. Gildersleeve, seconded by J. Joubran to approve slate of officers as:

Dawn Gildersleeve, President

Karen Roffe, Vice President

Amanda Walton, Secretary

Libby Hogan, Treasurer

Motion approved unanimously.

Events: Status Updates/Volunteer Needs

Updates for Comedy Festival and Restaurant Week

- In-depth conversation regarding the 2024 Event schedule review. Some key take aways:
Halloween promotion should be weekend October - further discussion on time for promotion of trick or treating hours.
- June is Annual meeting tie in with Downtown Employee picnic at Rotary Square.
- Presidents' Day promotion is to still be scheduled. H. Burkholder to work with communication to merchants and our contract social media.
- Downtown Bunny Hop should be week-long from March 23-April 1, 2024.
- Art Committee – K. Roofe to chair committee to discuss August Fine Arts Fair.
- Rotary Square need approved process-H. Burkholder to work on this with DTCA and DDA
- Happy Apple Days October 5th new promotion requested.

Holiday Recap

Santa's Arrival and Tree Lighting went well high attendance, need to consider traffic flow both vehicles & peds. Ladies & Men's Night, ladies were great, men's not so great. Instead, three consecutive November Thursdays are "Downtown Holiday Shopping" promotion. Gift Certificates, are more at \$840k than \$1m. Are these true numbers? In the future, eliminate \$5 gift certificates.

Communication & Financial Updates (Tabled)

Contract Discussions meeting is set with Jean, Gabe, and Dawn to go over contract. L. Petrella to schedule meeting
Set meeting dates for 2024, L. Petrella to send along dates, and Study Session for By-Laws, L. Petrella to send along meeting date.

Meeting Adjourned at 10:01am.