



Level 1

Starting at \$4950

Your search committee primarily needs help with sourcing.

Coordinating and conducting interviews: Included for up to 10 candidates

Reference Checks: Up to 3 included

Background Checks: Included

Video Interview Platform: \$600 fee

Search committee management: Not included

Level 2

Starting at \$9500

Your search committee needs more support, but has a limited budget.

Up to 10 stakeholder alignment interviews

Reference Checks: Included

Background Checks: Included

Video Interview Platform: \$600 fee

Search committee management: Not included

Placement Guarantee: None



Level 3

Typically \$18,500

Your search committee wants a guarantee and lots of support

Up to 30 stakeholder alignment interviews

Reference Checks: Included

Background Checks: Included

Video Interview Platform: \$600 fee

Search Committee Management: Included

Press Release: Included

Recruiting Brochure: Included

Placement Guarantee: Up to 1 year



The wrong leader can set you back or run the organization into the ground.

Hiring the right executive is a critical component of your success.

Challenges with finding this person arise when:

The criteria for your ideal candidate are uncertain

A large number of stakeholders must agree on who to hire (e.g., board members, community members)

Your expertise and capacity to handle the search administration and strategy are limited

Find the right candidate without the hassle by outsourcing the search administration and strategy to an expert team.

What's included in the Executive Search Package?

To accommodate our clients' varying needs and budgets, we offer three levels of search packages.

Note that all packages are customizable and that you will need to talk with an advisor in order to get a quote and finalized price.

Stakeholder Alignment: Engage with the search committee, board, employees, and community members through interviews and surveys

Candidate Criteria Development: A "talent rubric" of criteria is created for the search committee

Marketing and Promotion Strategy: Reach the right candidates with strategic job posting placement and networking

Customized Candidate Screening: Develop an assessment plan (video, survey, phone interview, reference checks) to develop a thoroughly vetted "short list" of candidates

What's the difference between the levels?



Proposal for Recruiting Services

Prepared for:



The CHARTER TOWNSHIP of GARFIELD
Grand Traverse County, Michigan

February 19, 2024



About Amy Cell Talent

Amy Cell, LLC was launched in 2015 to provide high-quality, yet affordable talent services for Michigan organizations, communities, and people. Founder, Amy Cell, spent a decade working in corporate human resources roles, followed by a decade of work in talent attraction, retention, and development at Ann Arbor SPARK and the Michigan Economic Development Corporation (MEDC). As Senior Vice President of Talent Enhancement at MEDC, she oversaw a variety of talent initiatives, including the re-development of the state of Michigan job portal, the launch of the Michigan Advanced Technician Training Program (MAT2) - a German model apprentice program that partnered with employers and community colleges, and Community Ventures - a program that provided pathways out of poverty for thousands of Michigan residents in the cities of Pontiac, Flint, Saginaw, and Detroit.

Since then, our organization has supported hundreds of employers, job seekers, and communities with customized human resources consulting and recruiting support. Our team currently consists of twenty talent professionals with deep expertise and knowledge in the areas of human resources, Industrial/Organizational psychology, project management, startups, communications, and business strategy. Our team is highly educated and diverse - half our team has master's degrees in business, human resources or a related field and we come from a variety of backgrounds, national origins, and perspectives.

Recruiting Scope:

We will provide the following services that support your goal of hiring a Building Official for the Township. The following services will be provided for a period of up to 60 days.

1. People Partnership - We are available throughout the search process to provide advice and guidance. We will provide advice on organizational structure, criteria that should be used when determining fit, compensation, negotiation, relocation, spousal/partner issues, training, orientation, talent pipeline development and more. We love to have regular phone calls to review how the search is going, to review specific candidates, interviews and other selection processes, compensation trends, and more. We have significant talent acquisition and HR experience, and we want you to be as successful as possible.

We would like to receive feedback from you regarding the candidates we submit within one week. This allows us to keep up a good relationship with the candidates by providing them with timely feedback and guidance so that they can focus their job search energy in the right direction. It also



allows us to tweak the criteria that we are using when reviewing resumes and marketing the opportunity. We often will send over a wider range of candidates at the beginning, until we get a better sense of the key items that you are seeking and the current candidate pool.

We will help you determine a salary range for the position. We can run a compensation report for you to use, and will provide guidance around an appropriate compensation range. You are not obligated to use the range, as candidates can come with a variety of skills and experiences and impact on an organization. However, some states now require a salary range, and many of the job boards that we use require this information as well.

2. Job Posting - We will learn from you the key technical experiences and behavioral traits that you are seeking. We draft a posting that captures and focuses on these traits, and markets the opportunity and your company to the target audience. We will make sure that we are using an effective job title, and will make adjustments during the first two weeks of the search to the job posting title and description as needed.

3. Opportunity Promotion - We will rotate the job posting through different job boards (LinkedIn, Indeed and ZipRecruiter) to get maximum exposure. This helps us get a good sense of the candidate pool in the first 2-3 weeks, when most candidates will apply. We also utilize our robust social media network to help identify job seekers. Positions are promoted through LinkedIn, FaceBook and our weekly newsletter campaign. We will circulate the opportunity within our network. We regularly get connected to amazing people who are between gigs and we are a trusted resource for people that are confidentially seeking new opportunities. We regularly tap into these curated networks when we have new openings.

4. Candidate Sourcing - We will also reach out to passive candidates via LinkedIn. We will identify up to 100 candidates that could be a good fit for your position, and work with you to identify outreach strategy and next steps.

5. Candidate Assessment - We will work with you to develop a customized screening process that can include a resume review, screening questionnaire and video interview. We use an applicant tracking system and can invite you in to see the candidates and to track activities. We will work with you to set up a communication system that works best for you.



6. Interview Support - We will schedule interviews for you and the candidates. We will also complete phone interviews, reference checks and background checks for up to three finalists. We can provide you with an offer letter template.

7. Invoice & Payment - We will send you an invoice at the beginning of the search. If we don't receive payment by the due date, we reserve the right to suspend our activities until the account is current. If we are working on multiple searches, we may require a retainer.

We strive to keep our services and fees as reasonable as possible to support the needs of small businesses, nonprofits and municipalities. As such, the fee for our services is based on the average "time and expenses" that we put into a search. This is not a contingent fee arrangement. Thus, there are no success fees that you have to worry about. This fixed fee, partnership approach ensures that we are aligned and committed to working together for what is best for your organization.

8. Extended Recruiting Support - We generally find qualified candidates within 2-3 weeks, which allows for multiple rounds of interviewing and candidate negotiations during the 60 day time frame. However, sometimes a candidate might accept and then not work out, or there are multiple openings for the same position. In these instances, we are happy to continue working on the search at our standard rate of \$125 per hour. Invoices will be sent out monthly.

Other information:

Candidate communication - We try to be very responsive to inquiries by job seekers about the status of their application. We are also very happy to send out "Thanks, but no thanks" emails to any candidates that you contact but later decide not to pursue. We can often help direct them to other suitable opportunities and like to be very respectful of their time and consideration for applying to your position.



Fee: \$3950

Payment Terms

We will invoice at the beginning of the search, with 30 day terms kindly requested.

Proposal Acceptance

To accept this proposal, please sign, date and return. Thank you and we look forward to partnering with you for your Human Resources and recruiting needs.

Amy Cell

President, Amy Cell, LLC

734-657-0370 Amy@AmyCellTalent.com

Accepted by:

Name

Signature

Date: ___ / ___ / ___



Charter Township of Garfield Executive Search Proposal

Prepared by :

Nate Geinzer

248.207.5293

nate@doublehalsolutions.com

www.doublehalsolutions.com

February 5, 2024

Garfield Charter Township
Attn: Chuck Korn, Township Supervisor
3848 Veterans Drive
Traverse City, MI 49684

RE: Garfield Charter Township Building Official Search

Mr. Korn,

Double Haul Solutions (DHS) is pleased to offer the attached proposal for department head search services for the Garfield Charter Township Building Official. It is unlikely the Township 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 department head search services are informed by the myriad 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 in 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 Township 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 Township reviews its options. We truly appreciate the Township's consideration and look forward to our prospective collaboration.

Yours in Service,



Nate Geinzer
248-207-5293



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

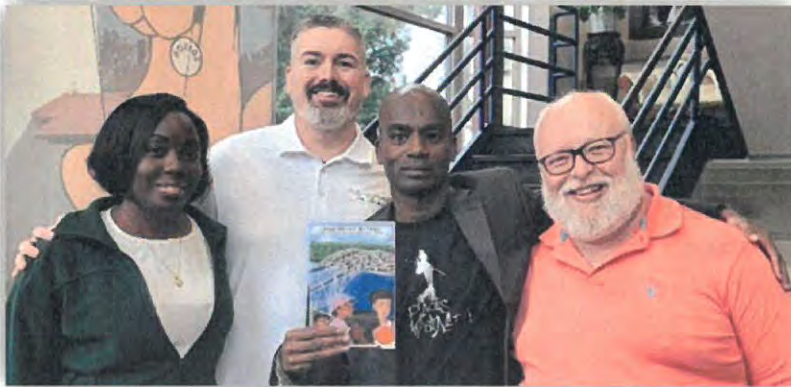
Christian Wuerth, Village Manager
Village of Milford, MI
248-534-6739
cwuerth@gmail.com

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 facilitate a workshop with the Township to:
 - Discuss Key Issues and Opportunities for the new Building Official and Garfield Charter Township: Discussion will revolve around the position, the organization, and the community.
 - Discuss Sought After Candidate Characteristics: Discussion will focus on the desired characteristics to be held by the Township's top Building Official candidates.
 - Finalize the Scope of Work: The scope of work below is DHS's recommendation; however, we appreciate collaboration between our team and our client. We are open to modifying the search scope to better align with client preferences in a collaborative fashion. DHS does not like cookie-cutter processes. We look to finalize a strategy with our clients that best responds to their needs yet recognizes the recommendations of our talented team based on the feedback we commonly hear from job candidates and best practices.



This workshop would provide the most benefit to the search process if conducted with the full Township Board.

- **Opportunity Profile & Posting Development:** To develop a thoroughly reflective Opportunity Profile, we look to engage organizational stakeholders.
 - Facilitated Discussion with Township Staff: It is important that DHS hears from current Township staff regarding the characteristics they hope to find in their next department leader and team member. We will also use this time to gather additional feedback for the Opportunity Profile relating to the organization and the community.
 - Option - Stakeholder Focus Group: The building official can have a significant impact on how a community's development experience is perceived. At the request of the Township, DHS can facilitate a focus group discussion with a group of up to ten stakeholders consisting of developers, contractors, and other stakeholders who commonly interact with the Township's Building Department.



- **Requested Services: Job Description and Compensation Benchmarking Review:** DHS works with some of the best local government professionals in the state. Our human resources expert April Lynch has over 30 years of executive leadership in local government and is one of the state's top local government human resources professionals. April will work to ensure the job description meets the needs of Garfield Charter Township, but also reflects best practices for the position. It is recommended that this step follows the steps outlined above to ensure we capture the position's evolving duties and needed skill sets appropriately.

As part of the executive search for the Garfield Charter Township's Building Official, DHS will provide a Compensation Benchmarking Review (CBR) for the position prior to opportunity posting and finalization of the position's salary scale. This is a comprehensive analysis conducted to compare compensation and benefits against industry standards and peer communities. The primary objective of a CBR is to ensure that the Township's pay rates, benefits, and overall compensation packages are competitive, equitable, and aligned with prevailing market trends and practices to ensure a strong candidate pool.

The Township's Personnel Committee will have an opportunity to review and offer comments prior to finalizing the job description and compensation to be offered. If formal action is required by the Township Board to finalize the job description and salary, DHS will assemble an agenda item report for board action. Further, DHS will make every effort to be available virtually for the meeting upon request.

- **Opportunity Profile & Posting Review:** The DHS Team will craft a thorough ****Opportunity/Community Profile** that reflects the feedback received during prior steps. The Profile will also highlight the community and the personal and professional opportunities the community and position afford the successful candidate. We customize each profile to the needs of our clients and the unique opportunity each position and community presents. A sample department head profile can be found [HERE](#).

The Township's Personnel Committee will have an opportunity to review and offer comments prior to finalizing the opportunity profile.

***We call our postings "opportunities" because we are not looking for just any candidate seeking a "job." In local government, especially for leadership positions like the Garfield Charter Township Building Official, pursuing this position should 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. DHS will also use paid LinkedIn advertising (included) to help boost the position and ensure qualified candidates see the opportunity.
- Job Boards (by City): Working with Township staff, DHS will help strategically place the Building Official opportunity on those job boards deemed to be most appropriate for the position. DHS estimates a budget of \$1,500 to \$2,500 will suffice.
- Option – Local Advertising: Local advertising may be an effective strategy for the Building Official opportunity. Upon request, DHS will help create advertising content for placement by the Township.

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

- **Candidate Vetting:**

- Semi-Finalist Review: Candidates that meet minimum qualifications will be vetted through a virtual interview with the DHS Team. The same DHS Team Member(s) will interview each candidate to ensure consistency in candidate experience.
- Background Check (Informal): Hiring entities do not like surprises, so we do not wait until the end of the search process to investigate a candidate's background. DHS will conduct a preliminary background check of recommended finalists prior to being presented to the Township Personnel Committee. Our search will include a review of social media and traditional media sources. A summary of our findings will be provided with our candidate recommendations.



- **Presentation of Finalist:** DHS will meet with the Township Personnel Committee to review recommended candidates for interview.

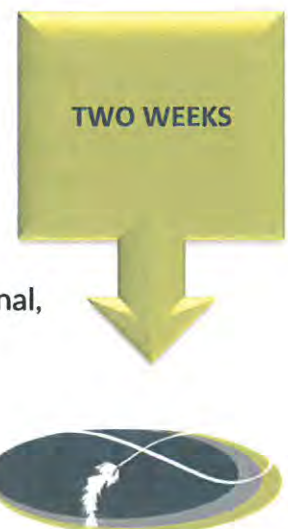
Phase III: Interviews

- **Interview Questions:** Our team is made up of individuals with 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. Recommended questions will be reviewed with the Township Personnel Committee and modified as requested.
- **Interview Guide:** Did you know that candidates are interviewing your organization while you are interviewing the candidates? While this starts during opportunity marketing, the interview is critical to maintaining strong candidate interest. As part of the DHS search process, we will provide an Interview Guide that will help facilitate a smooth and transparent process that ensures the candidates have a positive experience from start to finish.
- **Interview Logistics:** DHS will facilitate all interview arrangements with candidates and the interview team.
- **Interview Process & Implementation:** DHS assumes the interviews will be conducted by the Township Personnel Committee. DHS is always willing to support our department head search clients through the interview process. We are willing to participate in the interview process as actively or inactively as requested by the Personnel Committee on the interview day.
- **Final Interview:** If there is a final interview by the full Township Board, DHS can be available in person (billed at additional Trip Fee), or virtually as requested by the Personnel Committee or Township Board.



Phase IV: Candidate Selection and Transition

- **Candidate Offer:** Our team will work with the Township Personnel Committee or Township Supervisor, as appropriate, to develop an offer letter. The offer letter will outline the terms of the position offer contingent on the outcome of a background check.
- **Background Check (Formal):** A thorough background check including criminal, financial, social media, and media reviews will be conducted on the top candidate upon their acceptance of the offer therefore authorizing the



investigation. DHS uses a combination of qualified third-party services and our team of professionals to complete the background check. Drug testing, if required, is by the Township.

- **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 employment offer and a completed background check, the search process is not completed. We will work diligently to keep candidates interested and engaged until such an offer is finalized.
- **Close Out:** Once a signed offer is finalized, a clear background check completed, and a start date is established, DHS will contact all candidates and close the communications loop, thereby closing out the search process.

Value Add

- **StrongStart Basic:** The first few months are a critical time in a new department head'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. 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 department head search we conduct. Our executive coach will engage with the Township's new Building Official monthly 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 department head 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.



II. FEE SCHEDULE

CONSULTING FEES	
SCOPE OF WORK	AMOUNT
Base Department Head Search	\$6,995
Job Description Update	\$495
Compensation Benchmarking Review	\$695
StrongStart Basic	Value Add
TOTAL (EXCLUDING OPTIONS)	\$8,185
Additional Options	
<i>Option: Stakeholder Focus Group</i>	\$300
Additional Executive Search Costs	
<i>Additional Trips Beyond 3</i>	\$750 per Day & per Consultant
<i>Job Board Sites & Local Advertising</i>	By Township
<i>Candidate As Needed Travel and Accommodations</i>	By Township

Payment Terms: Net 30 Days. 25% Deposit, 25% Upon Closing of Application Period, 25% Upon Selection and Acceptance of Finalist Candidates, and 25% Upon Search Close Out.

Reimbursables: DHS does not charge additional for mileage, accommodations, or per diem if the scope is kept to one (1) trip. Additional trips are \$750 per day per consultant. Township to reimburse candidates for as needed travel and accommodations directly.

Advertising: Coordinated with Township staff at Township'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 Township Personnel Committee during Phase I. DHS anticipates that an advertising budget of \$2,500 will suffice.

Timeline: The 12-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 Township, stakeholders, and candidates.



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:

Garfield Charter Township

CONSULTANT:

Double Haul Solutions

By: _____

Its: _____

By: Nate Geinzer

Its: Founder/CEO

WITNESS:

Sign: _____

Print: _____

WITNESS:

Sign: _____

Print: _____



TERMS AND CONDITIONS

THE CLIENT AND CONSULTANT AGREE AS FOLLOWS:

Article I. Statement and Performance of Work.

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

Article II. Timing of Performance.

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

Article III. Contract Price and Payment

- A. Subject to the terms and conditions of this Contract, the Client agrees to pay Consultant in the amount and manner set forth in the work (referred to in this Contract as "payments"). Such payments are in exchange for and consideration of the timely and satisfactory performance and completion of authorized work required under and pursuant to this Contract.
- B. The Client agrees to pay Consultant amounts due within thirty (30) days of receipt of an itemized billing/invoice from Consultant detailing all work performed and provided in connection with the billing and the hours and charges applicable to each such item of work. Such itemized billings shall be submitted and shall be paid only upon satisfactory completion of the work itemized in the billing.
- C. All costs and expenses incurred by Consultant in the course of performing the work under this Contract are deemed to be included in the hourly fees and amounts set forth in the work, unless specifically identified in the work as reimbursable expenses and such expenses have been approved by the Client or its designee.
- D. Consultant will obtain written approval of the Client prior to proceeding with any services or work that is not stated in the work; otherwise the Client will not be billed for such extra/additional services or work.
- E. Payments shall be made upon verification of invoices received by the Client. All payments to Consultant shall be submitted by mail at Consultant's address listed on the invoice, unless Consultant provides written notice of a change in the address to which such payments are to be sent, or by electronic means as provided for with Consultant invoices.



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

Article IV. Duration and Termination.

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

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

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

Article V. Independent Contractor Relationship.

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

B. Consultant, as an independent contractor, is not authorized to enter into or sign any agreements on behalf of the Client or to make any representations to third parties that are binding upon the Client. Although Consultant is required under this Contract to advise, make recommendations to and to a limited extent represent the Client, all plans, studies, applications, submittals, surveys, reports and any other information relating to the work must be submitted to and approved by the Client or the Client's authorized official prior to



being disseminated to any third party and shall only be so disseminated if such dissemination is approved in advance by the Client or an authorized Client official. Consultant may disseminate said materials held in the public realm as a part of Consultant's portfolio of work.

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

Article VI: Liability and Insurance.

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

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

Article VII. Information.

It is expressly acknowledged and agreed that all reports, opinions, compilations, research work, studies, data, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits,



manuals, applications, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and all other materials generated by and/or coming into the possession of Consultant during the term of this Contract, and any extension thereof, that in any way relate to the performance of work by Consultant under this Contract or that are otherwise related or relevant to the work belong exclusively to the Client and shall be promptly delivered to the Client upon the termination of this Contract or, at any time, upon the Client's request.

Article VIII. Accuracy.

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

Article IX. General Provisions.

- A. **Entire Agreement.** This instrument, together with the attached Schedules, contains the entire Contract between the Client and Consultant. No verbal agreement, conversation, or representation by or between any officer, agent, or employee of the parties hereto, either before or after the execution of this Contract, shall affect or modify any of the terms or obligations herein contained.
- B. **Compliance with Laws.** This Contract and all of Consultant's work and practices shall be subject to all applicable state, federal and local laws, ordinances, rules, or regulations, including without limitation, those which apply because Client is a public governmental agency or body. Consultant represents that it is in compliance with all such laws and eligible and qualified to enter into this Contract.
- C. **Governing Law.** This Contract shall be governed by the laws of the State of Michigan.
- D. **Assignment.** Consultant shall not assign this Contract or any part thereof without the written consent of the Client. This Contract shall be binding on the parties, their successors, assigns and legal representatives.
- E. **Dispute Resolution/Arbitration.** The parties agree that any disputes regarding a claimed violation of this agreement shall first be submitted in writing to the other party in an attempt to settle the dispute before pursuing other legal actions or notices provided for in this agreement. Such written communication shall clearly state the problem or concern, allow sufficient time for a written response from the other party, and culminate in a face-to-face meeting to determine if a remedial action is possible. In no event shall this process take more than thirty (30) days unless a specific extended period of time is agreed to by both parties in writing as being necessary. The aforementioned initial written communications between the parties also shall indicate whether the party is willing to submit the dispute to binding arbitration, nonbinding mediation, or other form of alternate dispute resolution, and share equally the costs for same. Upon the parties agreeing to any such method of dispute resolution and a timetable for doing so, pursuit of other legal actions shall be deferred until the process has been completed. In any binding arbitration, the arbitrator shall provide a written statement of the reasons



and basis for an award or decision, a judgment of the Livingston County Circuit Court may be entered based on the arbitration award or decision, and each party shall be responsible for their own costs and attorney fees.

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

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

Client: Chuck Korn, Township Supervisor, Garfield Charter Township
Consultant: Nate Geinzer, Founder/CEO, Double Haul Solutions

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

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

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

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





BUILDING OFFICIAL SEARCH PROPOSAL

Charter Township of Garfield February 2024

MLI Consultant

Chet Janik
cjanikmli@geneseeisd.org
[231-633-7680](tel:231-633-7680)

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Michigan Leadership Institute

The Michigan Leadership Institute (MLI), one of the most experienced and successful executive search firms in Michigan, is pleased to offer a unique and comprehensive search proposal to Garfield Township Officials.

In partnership with MLI, Garfield Township can benefit from MLI's expertise in your Building Official search. Our unique partnership would offer:

- An executive search using MLI's proven methodologies and facilitated by MLI Consultant Chet Janik;
- The extensive outreach, networking, and marketing of MLI; and
- Ongoing support for your Board Members and new Building Official.

Michigan Leadership Institute Profile

Michigan Leadership Institute is a Michigan-based business, which focuses on meeting the needs of Michigan school districts, non-profit organizations and local units of government. Our mission is to make Michigan's communities better places to learn and live by developing, deploying and supporting outstanding and inspirational local public leadership.

MLI was founded in 1998 by Traverse City resident and the former President of Northwestern Michigan College, Dr. Timothy Quinn, who served as President of the organization until 2008, when Dr. Michael Wilmot became President/CEO. In 2018, Genesee Intermediate School District assumed ownership and operations of Michigan Leadership Institute, under the direction of Dr. Steven Tunncliff - appointed Superintendent of Genesee Intermediate School District in July 2021. In September 2021, Dr. Lisa Hagel was appointed Executive Director of Michigan Leadership Institute.

Michigan Leadership Institute values and practices diversity, equity, and inclusion in our organization, our professional development opportunities, and search practices. MLI does not engage in, nor do we support, discrimination of any kind in our business practices, professional development opportunities, or executive search facilitation. It is our belief that an effective leader is ethical, trustworthy, accountable, and epitomizes integrity – qualities that have no racial, ethnic, gender, or cultural boundaries. Further, the Michigan Leadership Institute recognizes the important role of cultural competency for all leaders. The Michigan Leadership Institute recognizes the value in developing high-quality and diverse candidate pools, and thus we maintain membership in the American Association of School Administrators (AASA), the Association of Latino Administrators & Superintendents (ALAS), and the National Alliance of Black School Educators (NABSE) and the Michigan Association of County Administrator Officials. Lastly, as the Michigan Leadership Institute is owned and operated by the Genesee Intermediate School District, we adhere to all organizational practices and policies, including those associated with diversity, equity, and inclusion.

We believe that communities in Michigan are best served by ethical, competent and sustained leadership in both our public schools and local units of government. Consistent with our mission, we acknowledge that strong leadership is dependent upon the ongoing and effective development of leaders—thus we are in our 25th year of providing leadership training to aspiring educational and community leaders through our MLI

Academy and other professional development opportunities. In addition, we recognize that each local unit of government is unique and that matching the needs of the community with the skills and attributes of their next leader requires an understanding of the district and community—thus we employ Regional Presidents that are keenly aware of their respective regions and dedicate the time necessary to listen and identify the unique needs of their clients in order to find the best “fit” for their next community leader. Lastly, as former superintendents and government administrators, our entire MLI Team understands the challenges of community leadership and the need for ongoing collegiality and support—thus we commit to supporting your newly hired building official over the course of his/her first year, beginning with a governance workshop with the Board if requested.

Our philosophy as an organization is one of serving communities by providing comprehensive and ongoing services to communities across Michigan to develop, deploy, and **support** outstanding leaders.

We are guided by the following principles:

- **The Calling** - The calling to leadership is an internal calling and a prerequisite for outstanding leadership.
- **Mastery** - Continuous pursuit of mastery in the physical, social/emotional, and intellectual aspects of oneself expands a leader’s strength and effectiveness.
- **Service** - Outstanding leaders define themselves and grow by viewing leadership as service to others.
- **Trust/Integrity** – Honest and open communication is integral to building and maintaining a trusting relationship.
- **Competence** – High-quality performance and competence depend on clear articulation of desired outcomes and processes for continuous improvement.

The Michigan Leadership Institute is proud to have a well-founded reputation as the foremost provider of high-quality, research-based leadership services in Michigan. Since 1999, we have conducted over 470 successful organizational leader searches across the state of Michigan on behalf of K-12 school districts, Middle Cities Association, the Michigan Department of Education, colleges, local units of government, and other non-profit organizations.

MLI has an extensive network of contacts for recruiting top-quality candidates for its searches. Individuals who have been appointed through the MLI search process have demonstrated outstanding leadership and longevity. We attribute this success to our intentional efforts to present candidates that best match the goals, vision, and values of the school districts/organizations.

By virtue of the many searches conducted and a concerted effort to understand and implement searches in compliance with all applicable laws and regulations, Michigan Leadership Institute can help avoid pitfalls and/or errors with respect to these requirements.

Michigan Leadership Institute offers a wide range of professional services that support leadership teams including: Executive Searches, Board Governance, Strategic Planning, Facilitated Evaluations, Negotiations Support, Facilities Utilization Projects, Mentoring, Aspiring Superintendent Preparation, and specific Program Reviews. Approximately one-fourth of the current Superintendents in Michigan are graduates of the MLI SUPES Academy.

Why Select Michigan Leadership Institute as your Professional Search Partner

- We have a proven record of accomplishment for highly successful search process management and placements that are successful in their new positions.
- We thoroughly check applicants' backgrounds prior to presenting to you, and as the process progresses, so you will have no "surprises" during the final stages of your search process.
- We work in close partnership with the Board throughout the search, customizing the search activities to meet Garfield Township's unique needs and remaining readily available and responsive throughout the process.
- We ensure that the process is both transparent, with clear and open communication, and inclusive, engaging stakeholders throughout to provide input and feedback to the Board.
- We provide an orientation workshop after the new leader is on the job to help get the relationship off to the right start.
- We provide ongoing support to your new building official during his/her first year on the job.
- We are highly sensitive to confidentiality issues and very experienced with meeting the requirements of the Michigan Open Meetings Act and FOIA.
- We utilize our extensive leadership networks to attract a strong and diverse candidate pool.
- We provide the highest quality professional services at a good value.
- The cost of an unsuccessful or ineffective search will far exceed the price of a Michigan Leadership Institute search both in dollars and in impact on the community.
- Executive leadership is our business and our specialty, as our mission statement, *developing, deploying and supporting outstanding leaders* attests to. We have a tremendous amount of expertise and experience with executive searches (deploying), but we are adept at developing and supporting leaders as well. There is no organization better suited or better prepared to identify and recruit outstanding candidates, facilitate a successful search process, and continue to support your Township once the new building official is in place than the Michigan Leadership Institute.

Search Process

Michigan Leadership Institute shall fulfill the Scope of Services as required by Garfield Township as indicated by our Search Process:

The Planning and Preparation Stage

- Discuss and agree upon search activities and services to be performed.
- Establish a search calendar customized to Garfield Township's needs.
- Consult with the Board regarding compensation, benefits and other contractual provisions for the position.
- Consult with the Board, and with constituents as determined by the Board, to gather input regarding the organization's leadership and technical needs. This step may include forums with staff, builders and contractors and others.
- Develop an organizational and township profile to identify the unique attributes of Garfield Township.
- Prepare and agree upon the position profile and specifications.

The Implementation Stage

- Place advertisements in state professional publications and online job posting sites, as well as national professional publications, as approved.
- Develop an online search brochure; announce the position to professionals and recruiting contacts.
- Make personal contacts and calls to recruit top-quality candidates.
- Communicate with potential candidates.
- Screen applicants and help to identify potential candidates that best meet the profile created by Garfield Township.
- Contact candidates prior to presentation to the Board.
- Present all applicants to the Board for consideration; the Board will discuss and determine the candidates to be interviewed in an open session.
- Conduct orientation workshop on appropriate and successful interviewing techniques and preparation for visitations if desired.
- Conduct reference checks.
- Prepare interview questions, attend all candidate interviews, and facilitate board discussion and deliberation.

The Final Stage

- Communicate with unsuccessful candidates.
- Mediate employment agreement and/or provide contract/salary information to board members, as desired.
- Facilitate workshop with the new building official, the Board and/or the staff.
- Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

As part of the search process, MLI will assist with the development of an online search brochure and posting of the search brochure on Frontline (formerly Applitrack), the MLI website, the Michigan Association of Counties, and numerous websites.

At the Board's request, MLI has the connections to advertise job postings on the state and national sites. There will be an additional fee for national postings.

Lastly, with Regional Presidents across Michigan, who maintain close ties to high-level leaders through our various services (strategic planning, leadership coaching, and governance workshops, to name a few), and our participation in the Michigan Association of County Administrative Officers and other leadership organizations, we are able to develop and sustain a large and diverse network of current and aspiring leaders from which to draw upon when recruiting top candidates to a vacancy.

Our process for screening applicants includes a thorough review of all application materials, Internet searches, networking, and conversations with viable candidates prior to the Board selecting those it wishes to interview. Once the interview field is discussed and established in an open session, and the confidentiality of applicants is no longer an issue, we contact the references provided by the interviewees in addition to colleagues the interviewees have worked with and for. We often have the inherent benefit of having screened applicants previously during other searches. In all searches, MLI Regional Presidents consult with one another and share knowledge and information on all applicants throughout the process.

Note: State-mandated background checks (fingerprinting), and requirements under PA 189 are the responsibilities of the employer and thus must be conducted by the local unit of government once a final candidate is selected.

Proposed Search Timeline

- Week 1: Meet with Garfield Board Members to gather background, establish parameters of the search, agree upon a timeline and discuss qualifications and compensation
- Weeks 2-3: Meet with Board and designated staff and community groups (if desired) to develop candidate profile and organization/community profile; develop and approve position announcement and search brochure
- Weeks 4-7: Post position, recruit and screen applicants, accept applications until 4:00 p.m. on the agreed-upon date
- Week 8: Presentation of applicants and determination by Board of candidates to interview; selection of questions and preparation for first-round interviews
- Week 9: Initial interviews conducted, stakeholder feedback collected; finalists selected
- Week 10: Finalist interviews conducted, stakeholder feedback collected; finalists meet with stakeholder groups
- Week 10-11: Board subcommittee visitation to finalist work sites or hosting of finalists for a tour/community meet and greet, as determined by the Board
- Week 11: Selection of preferred finalist; negotiation of agreement
- Week 12: Appointment of new Building Official

Note: This timeline can be customized and/or condensed to meet the needs of Garfield Township

MLI Search Facilitation

MLI searches are led by a search specialist who facilitates the search and acts as the direct contact with the board, community, and candidates. All MLI searches are supported by the full team of MLI regional presidents and consultants who collaborate on the search effort to ensure that the best-qualified candidates are brought forward for consideration. MLI consultants are well equipped to both lead and support searches and have extensive experience in the Executive Search Process, enhanced by their own personal longevity and success—a recognized strength of the Michigan Leadership Institute Team. Executive candidates often appreciate working with individuals who have served as an executive leader themselves and understand the challenges of the search process, the leadership role and the attributes of a high-functioning governance team.

The specialist facilitating your search:

Chet Janik, MLI Consultant. During his 42-year career, Mr. Janik served as Director of Student and Campus Services, Director of Community Outreach, and Assistant to two Presidents at Northwestern Michigan College, Superintendent of the Buckley Community Schools, Superintendent of the Charlevoix Public Schools, and ten years as the Leelanau County Administrator and Chief Executive Officer.

Throughout his career, Mr. Janik has been active in professional and service organizations. He served as the Government Relations and Special Projects Coordinator for the Traverse Bay Intermediate School District, assisting numerous public and private school districts, non-profits, and local governments with strategic planning, fundraising leadership, and board governance. His community service included but was not limited to President of the Suttons Bay Rotary Club, United Way Campaign Leader, Lion's Club of Charlevoix, American Red Cross, and Grand Traverse Chamber of Commerce, where he served as Director of the Leadership Program.

Mr. Janik earned his Bachelor's and Master of Arts degrees from Central Michigan University; He also earned post-Master credits from the University of Nebraska in administrative leadership.

Michigan Leadership Institute Staff

The following MLI Regional Presidents and consultants will support your search:

Regional President for Southwest Michigan-Dave Killips. Retired Superintendent of the Chelsea Public Schools for 10 years and Superintendent of Reed City Schools for 5 years.

Regional President for Southeast Michigan-John Silveri. Retired Superintendent of Waterford Public Schools and Marysville Public Schools; 24 years in education and administrative experience.

Regional President for Central Michigan-Tim Stein. Retired Superintendent of Flushing Community Schools for 10 years; serving Fenton Area Schools, Grand Blanc Community Schools, and Flushing Community Schools for 33 years.

Regional President for Northern Michigan-Dr. John Scholten. Retired Superintendent of 23 years at Maple City-Glen Lake Community Schools (9 years) and the Public Schools of Petoskey (14 years).

Associate Regional President for Southeast Michigan-Dr. William Weber. Served as teacher, assistant principal, athletic director, assistant superintendent, and superintendent during his 43-year career in education.

Associate Regional President for Southwest Michigan-Pete Haines. Retired Superintendent of Ottawa Area Intermediate School District for 6 years; Superintendent of Gladwin Community Schools for 8 years.

Consultant-Andrew Ingall. Retired Superintendent of Grand Haven Public Schools for nearly 7 years; serving Chelsea School District for 15 years.

Consultant-Dr. Randy Liepa. Retired Superintendent of Wayne County RESA for 6 years; Superintendent of Livonia Public Schools for 12 years; 30-year career in education.

Consultant-Clarence Garner. Retired Superintendent for Grand Blanc Community Schools; more than 30 years in education as teacher, principal, personnel director, deputy superintendent, and superintendent.

Consultant-Tom TenBrink. Tom has been in education for 44 years. He served Jenison Public Schools for 34 years – 18 years as the district's Superintendent.

Consultant-Dr. Debbie McFalone. Former teacher, principal, and superintendent and facilitator of leadership training for superintendents, principals, and school boards.

Consultant-Teresa Weatherall Neal. Former superintendent of Grand Rapids Public Schools specializing in organizational growth, leadership development, and system-wide transformational change.

Consultant-Dr. Keely Mounger. Retired Deputy Superintendent for Genesee ISD; served as Superintendent for Westwood Heights Community Schools and Coleman Community Schools; over 30-year career in education as teacher, principal, executive director, deputy superintendent, and superintendent.

MLI Executive Director, Dr. Lisa Hagel. Dr. Hagel spent her 35-year career in education serving as elementary teacher, coach, elementary Principal, high school Principal, Curriculum Director, and local district Superintendent for 6 years. Dr. Hagel then served as superintendent at the Genesee Intermediate School District (directly serving approximately 9,000 students). She has earned multiple degrees from Central

Michigan University, University of Michigan, and Eastern Michigan University. She earned her Doctorate degree from Walden University.

Proposed Search Plan

In the initial meeting with Garfield Township Officials, it is critical to determine the preferred method of communication. Typically, the Township Supervisor is the primary point of contact, with the Consultant in assisting with logistics (i.e., meeting times and locations) and the dissemination of messages and information.

This is an integral part of every search we conduct. Our primary direction is from the Board. However, it is our practice to meet directly with various groups of stakeholders (staff members, community members) to gather their recommendations in the process. We look to the Board for guidance and input as to which specific groups of stakeholders it wishes for us to meet with directly. We provide additional opportunities for involvement by encouraging and collecting feedback from stakeholders following every interview as well as from participants in stakeholder meetings with finalists. Staff and community professional engagement are areas of great experience and expertise for MLI, and a key to our success and yours.

Our goal is to make the process as easy as possible for the Board, with the search consultant doing the heavy lifting and minimizing the workload of the Board and its staff to as great a degree as possible.

Although rare, our most significant challenges have arisen when Boards have chosen not to honor the process we all agree to follow at the beginning of the search process. In every instance where the process was followed with fidelity, we have been highly successful.

We expect a commitment from all members of the Board to be present and engaged throughout the process and to honor the process.

Anticipated Fee Structure

Michigan Leadership Institute will provide exemplary services as outlined below in the process of conducting a search for the position of Garfield Township Building Official. Specific services to be provided shall include the following:

1. Advise the Board on the parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the conduct of the search.
3. Facilitate meetings of the Board, staff, community members, and other stakeholders as desired to assist in articulating the candidate profile and points of pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct paper screen, check references, and analyze all applications relative to the profile developed by the Board.
6. Present all applicants to the Board; facilitate the Board process of selecting candidates to interview.
7. Conduct orientation session with the Board on interview process and protocol.
8. Attend all candidate interviews; solicit and collect stakeholder feedback.
9. Facilitate Board deliberation on choosing finalists and selecting its new leader.
10. Communicate with unsuccessful candidates.
11. Mediate employment agreement as requested by the Board; provide contract/salary information.
12. Facilitate workshop with the new leader and the Board and/or staff to develop mutual expectations and understandings.
13. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for **\$6,750** plus direct expenses not to exceed \$500.00. Please note that the professional services and the professional fees may be modified and customized to suit your county's needs.

Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. MLI staff mileage will be billed to Garfield Township on an actual cost basis (*at the current mileage rate issued by the IRS*). If national advertising is desired, the additional fee will be invoiced with the final installment. Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Mileage expenses will be invoiced with the final installment.

MLI Search Guarantee: If MLI endorses the candidacy of the selected candidate and s/he chooses to leave Garfield Township for any reason other than personal health or the health of an immediate family member during the first year of employment, Michigan Leadership Institute will conduct the search for a successor for direct expenses only. *This guarantee has been utilized only twice in the history of Michigan Leadership Institute.*

SERVICE AGREEMENT

Garfield Township and Michigan Leadership Institute

By way of this agreement, Garfield Township does hereby contract with Michigan Leadership Institute to provide basic services as outlined below in the process of conducting a search for the position of Building Officer. Specific services to be provided shall include the following:

1. Advise the Board on parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the conduct of the search.
3. Facilitate meetings of the staff, stakeholders and board as required to assist in articulating the candidate profile and points of district pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct paper screen, check references (*NOTE: State-mandated background checks (fingerprinting), and requirements under PA 189 are the responsibilities of the employer and thus must be conducted once a final candidate is selected.*) and recommend approximately four to six candidates to the board for interview.
6. Conduct orientation session with the board on interview process and protocol.
7. Attend initial candidate interviews and facilitate board discussions; communicate with unsuccessful candidates.
8. Mediate employment agreement as requested by the board; provide contract/salary information to board members.
9. Facilitate orientation workshop with the new leader and the board to develop mutual expectations and understandings.
10. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for **\$6,750.00** plus direct expenses not to exceed \$500.00. Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. MLI staff mileage will be billed to the Township on an actual cost basis (*at the current mileage rate issued by the IRS*).

Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Mileage expenses will be invoiced with the final installment.

This agreement is hereby entered into by the parties thereto as set forth below:

Michigan Leadership Institute

Date

Garfield Township

Date



GRAND TRAVERSE METRO EMERGENCY SERVICES AUTHORITY

2023 ANNUAL REPORT



PRESENTED TO

Our citizens, businesses, and stakeholders

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MESSAGE FROM THE CHIEF

Thank you for your interest in Grand Traverse Metro Emergency Services Authority. It is with great honor and pride that I present to you our 2023 annual report. The data revealed in this report serves as a testament to the professionalism and dedication of the men and women of our department. As you will find, this report will highlight the accomplishments of the department for the past year. We pride ourselves on delivering the highest quality services to those who live, work, and visit our community.

Our mission is to serve our community by safeguarding life and property from fire, hazards, and medical emergencies. Through our efforts, we hope to enhance the safety and quality of life in the communities of Charter Township of Garfield, Acme Township, and East Bay Charter Township through education, intervention, and quality response.

As you page through our report, you will find a common theme. That theme is that our success is wholly due to the efforts of our firefighters, prevention, and administrative staff as well as the support of our GTMESA Board. We believe in our mission, vision, and values and it shows on every call for service. Being professional, skilled, compassionate, and courteous are a few of our key values and guiding principles. Our team spends hours training for mission critical preparedness. Included, is time for physical and mental readiness. With that said, this report cannot possibly capture all their individual efforts, but does represent an overview of their collective accomplishments.

The year 2023 was a productive year with the department meeting many of its goals. Supply chain issues eased throughout the year except for apparatus. A new engine on order for the past two years is still in production with continued delays. A highlight of the year was our involvement in our Mutual Aid Box Alarm System (MABAS) validation. Metro took the lead on both validating as a Statewide Asset as a Hazardous Materials Team and Special Operations in ropes and confined space.

As you will read in this annual report, the department responded to 6,071 calls for service which was a 1.4% reduction from the 6,170 calls for service in 2022. Medical calls still lead the way with over 76% of our calls. With a little grit, determination, ingenuity, passion, and teamwork, our team pulled through for another safe and productive year.

On a bittersweet note, this will be my last "Message from the Chief." I retire March 31, 2024 from the department after 40 years, the last 18 as Chief. It has been an honor serving the citizens of Metro and a privilege of leading such a talented team of individuals. Thank you for the trust you have given me!

We are proud to be your fire department! We stand ready to serve you at any time with an atmosphere of enthusiasm, stewardship, and innovation. Thank you for taking time to review this annual report. We actively seek your input and feedback. If you have any thoughts or ideas on how we can better serve you, please contact me at (231) 947-3000 ext. 1235. You can also visit our website at www.gtmetrofire.org.

We sincerely thank you for your continued support!

Patrick Parker – Fire Chief



THE DEPARTMENT

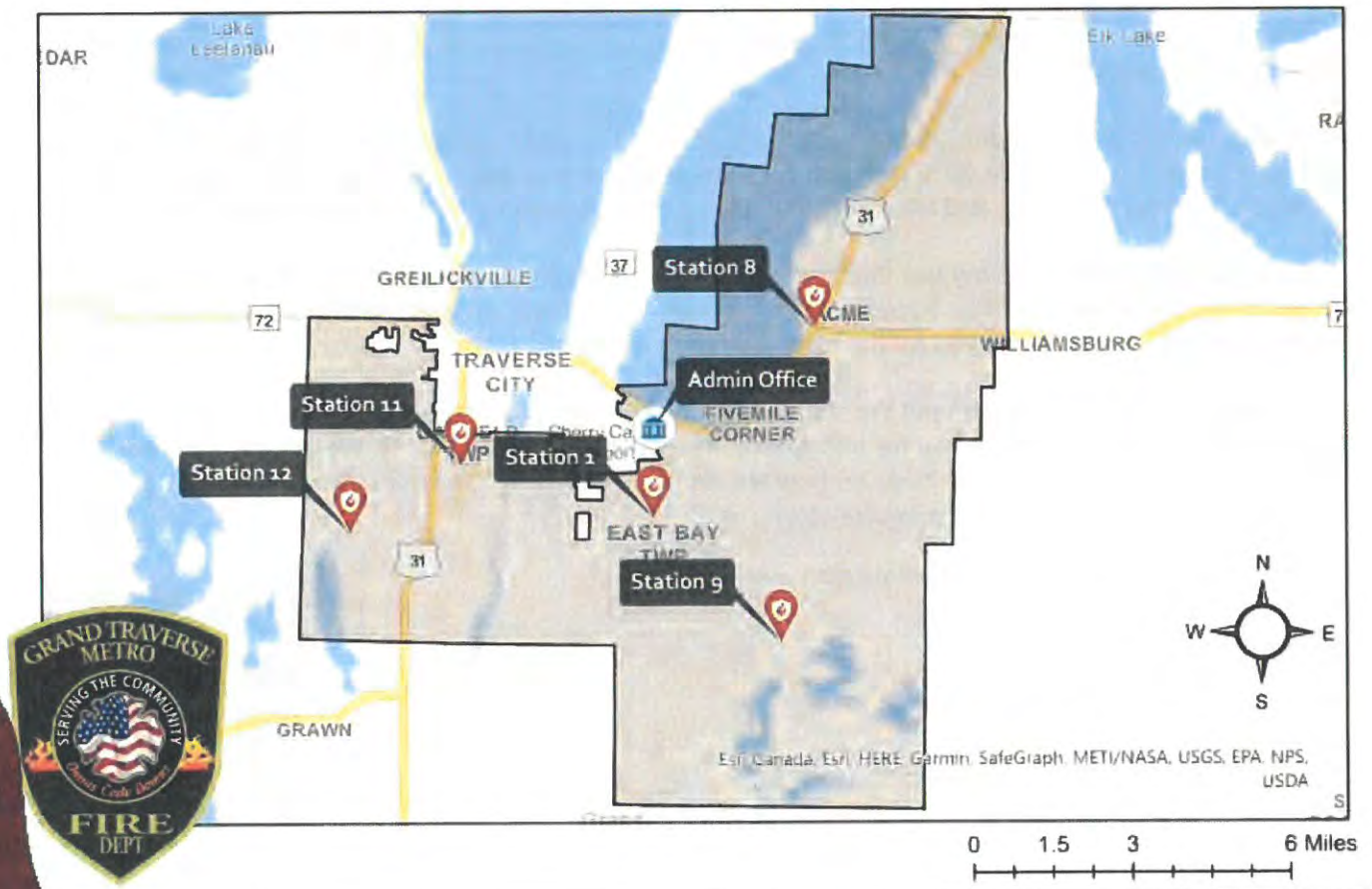
Grand Traverse Metro Emergency Service Authority (GTMESSA), also known as Grand Traverse Metro Fire Department, provides fire and life safety services to citizens of and visitors to the Charter Township of Garfield, Acme Township, and East Bay Charter Township. GTMESSA considers all emergency risks our citizens may face and are considered an "all hazards" department. GTMESSA has five (5) strategically located stations spread across the 110 square miles of land. This landscape encompasses both urban and rural living, boasts many lakes and rivers, and has beautiful recreational state land.

GTMESSA is a combination model department, and our employment base holds a full-time firefighter schedule that is supplemented by shifts filled with part-time firefighters. The Fire Prevention Division is progressive, and provides services covering enforcement, education, and engineering and works in tandem with the Fire Suppression Division to offer a total package of Fire and life Safety to our citizens and visitors.

RESPONSE AREA = 110 Square Miles

2023 - Total Population = 36,521

GTMESSA - Response Area



GT MESA FIRE BOARD

2024 Chair: Beth Friend Vice Chair: Dale Stevens

Acme Township



Supervisor
Doug White



Representative
Dale Stevens

East Bay Charter Township



Supervisor
Beth Friend



Representative
Glen Lile

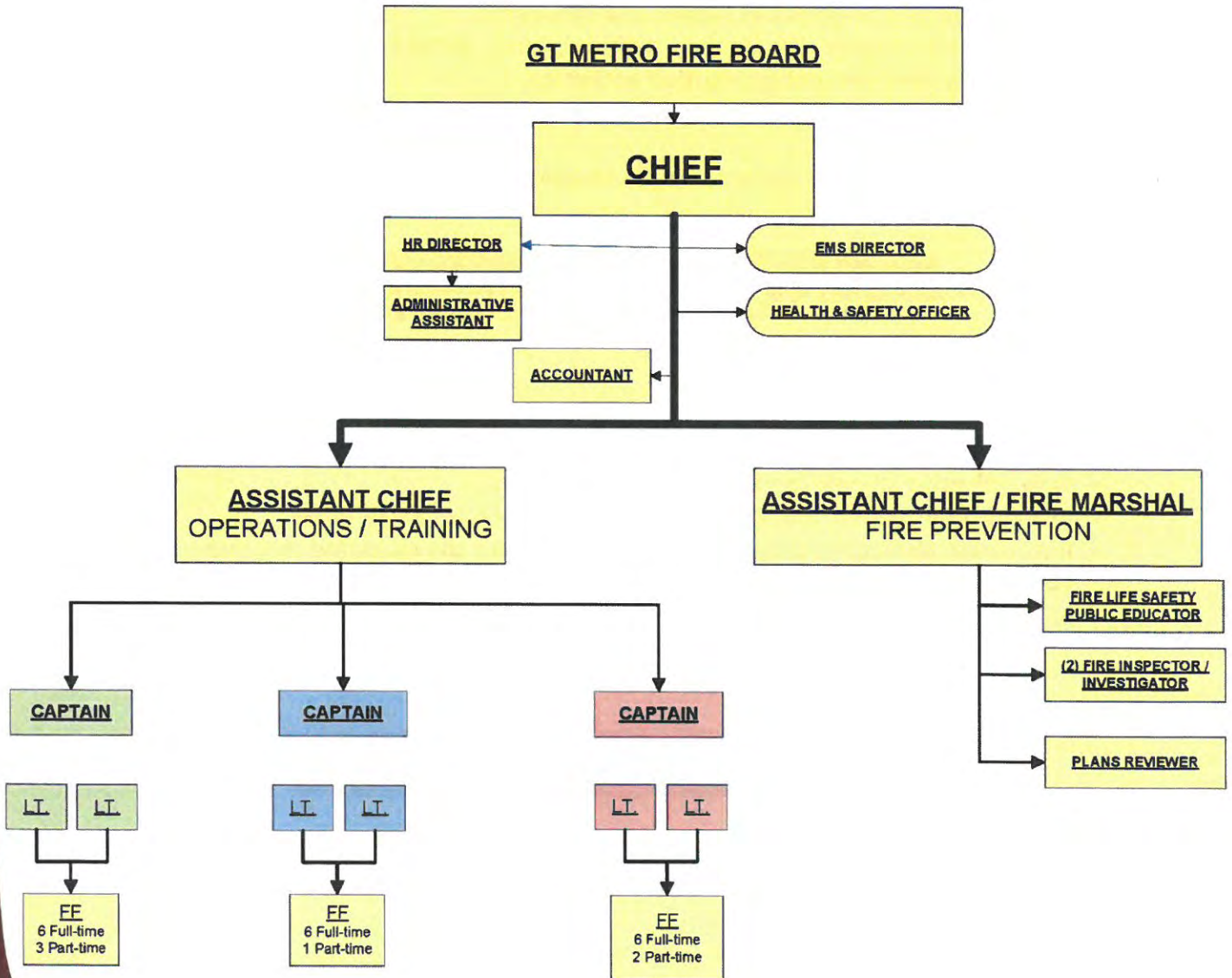
Charter Township of Garfield



Supervisor
Chuck Korn



Representative
Chris Barsheffl



MISSION STATEMENT

To serve our community by safeguarding life and property from fire, hazards and medical emergencies; through education, intervention, and quality response.

OUR VISION

Be a proactive, innovative, and progressive leader in providing high quality services to the community.

- A work environment where all employees live our values every day on the job.
- Respected, valued, and supported by the community.
- Recognized as a progressive leader and innovator.
- Enthusiastic, highly motivated, trained, and skilled people providing superior emergency services and prevention activities.
- Continued reduction in fires and other emergencies due to effective Community Risk Reduction.
- Lives are saved due to our actions (endeavors)

VALUES / GUIDING PRINCIPLES

We are committed to:

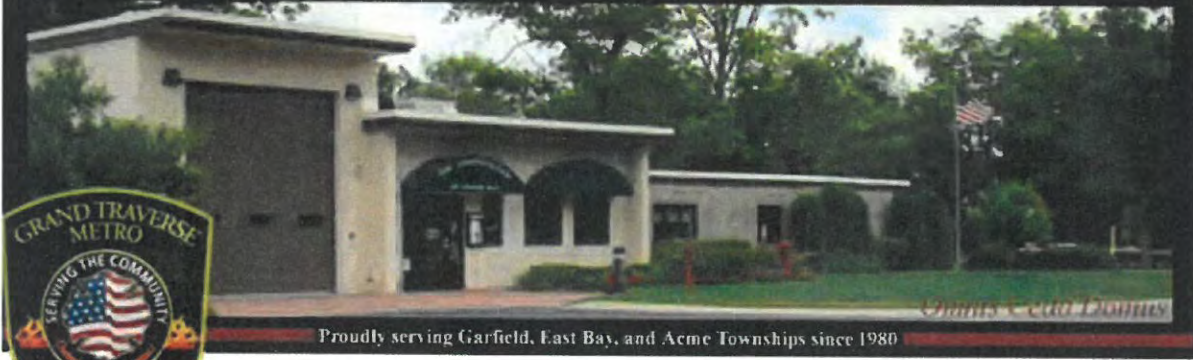
- Excellence in everything we do
- Serving the community with honesty, fairness, and integrity
- Safe, effective, timely, and economical solutions
- Professional, skilled, and courteous customer service at all times.
- Innovation and continuous improvement to meet the changing community needs.
- Collaboration with others (organizations/individuals) who share our values on behalf of our communities.

OUR COMMITMENT TO EMPLOYEES

We value our employees and are committed to ensuring the highest standards of safety and health, providing exceptional training and employee development.

Grand Traverse Metro Fire Department

Chief: Patrick Parker



Proudly serving Garfield, East Bay, and Acme Townships since 1980

**ADMINISTRATION 897 PARSONS RD
231-947-3000**

**STATION 1
843 INDUSTRIAL CIRCLE 231-947-3814**



**STATION 8
6042 ACME RD 231-938-9533**



**STATION 9
110 HIGH LAKE RD 231-947-0125**



**STATION 11
3000 ALBANY 231-941-7682**



**STATION 12
2025 N. EAST SILVER LAKE RD 231-947-2071**



2023 STATISTICS

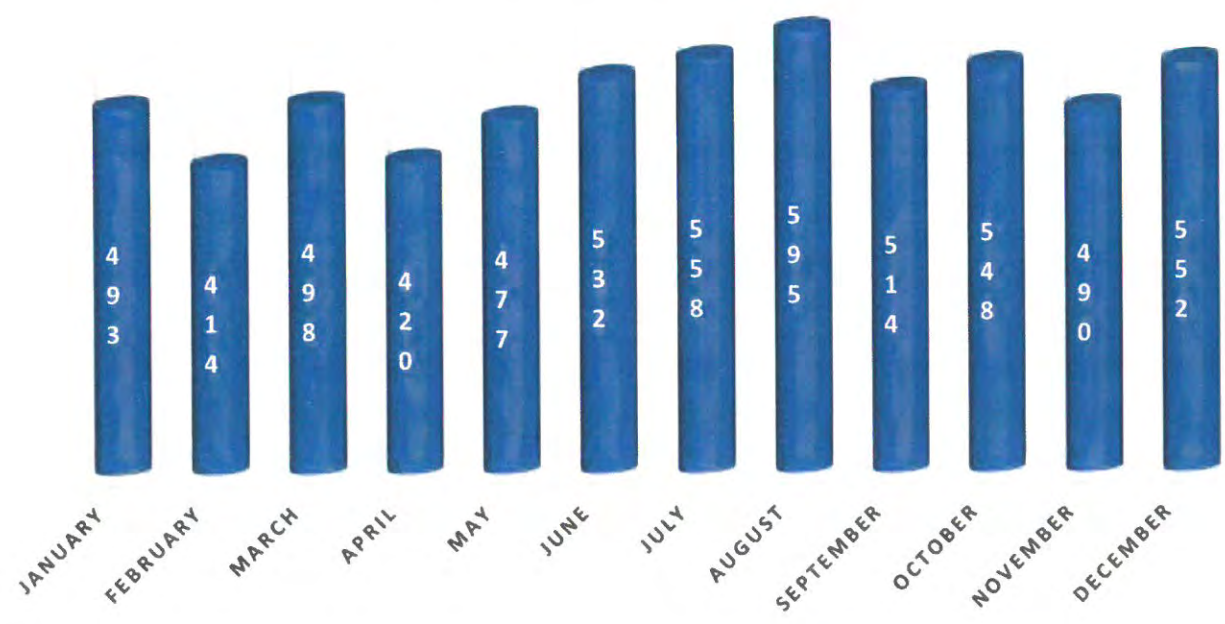
GTMESSA total incident response in 2023

6,071

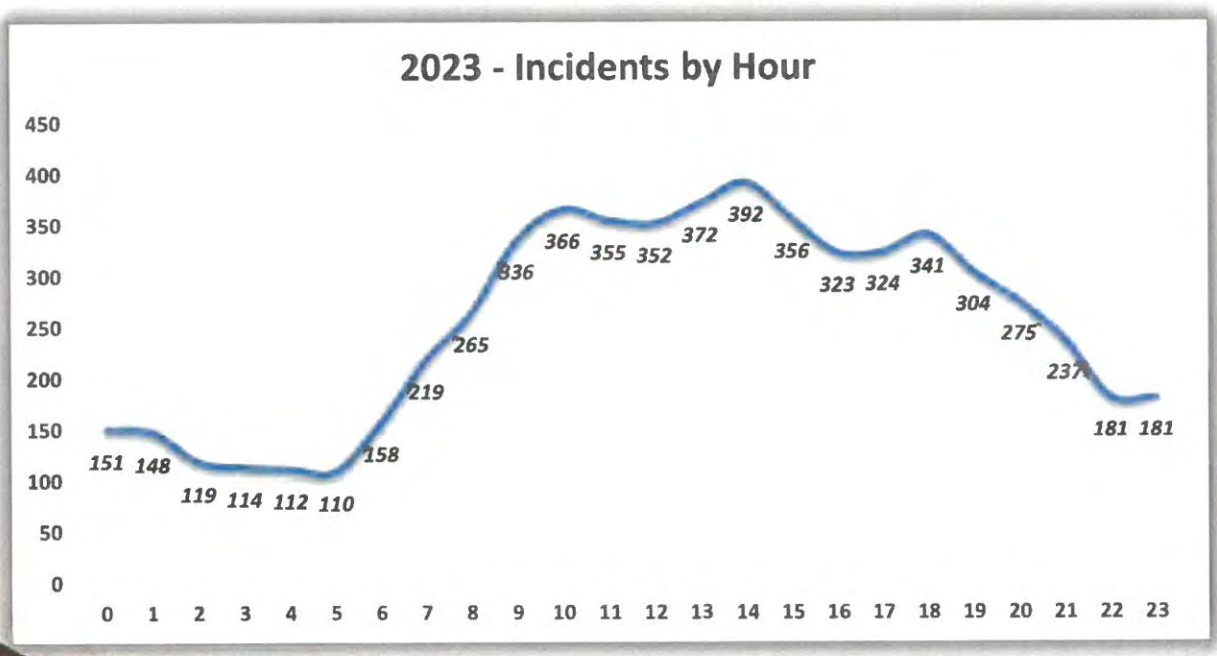
A decrease of 1.4% of incidents from 2022



INCIDENTS BY MONTH

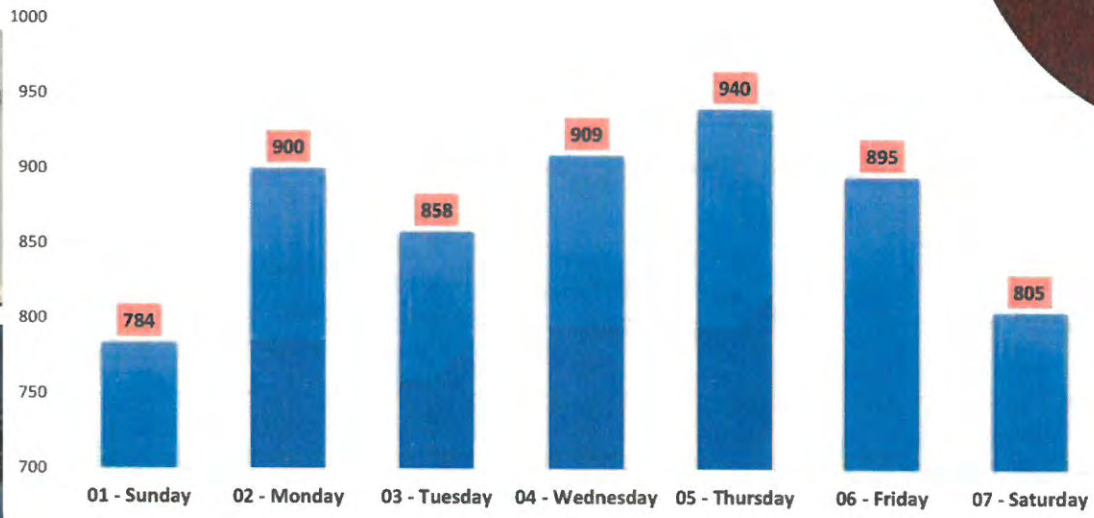


2023 - Incidents by Hour

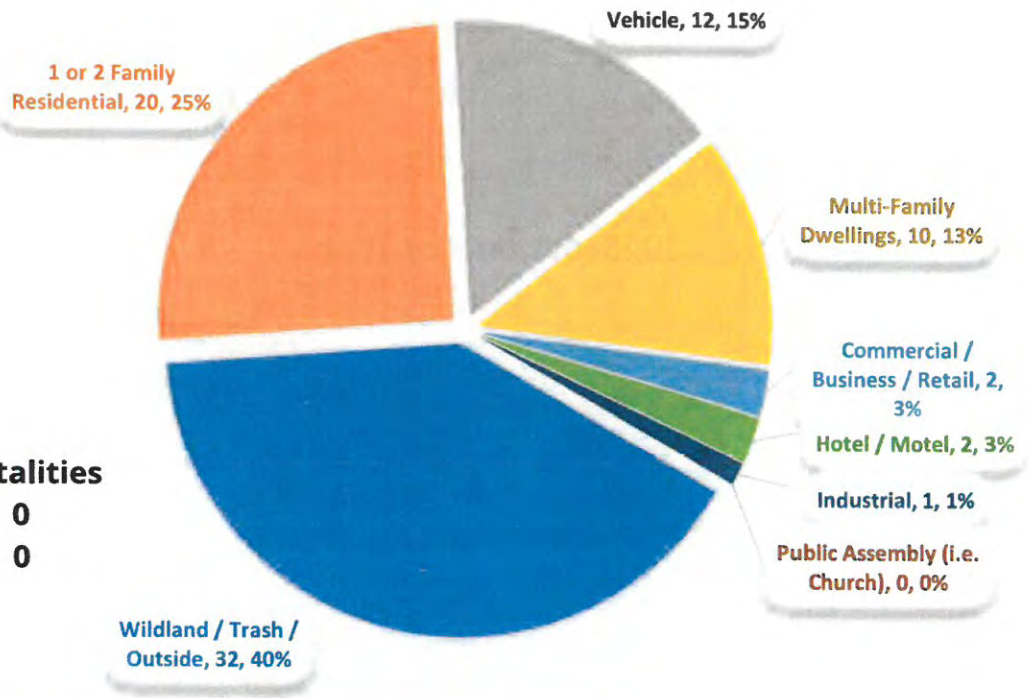


2023 STATISTICS

2023 Incidents by Weekday



2023 FIRES, 79



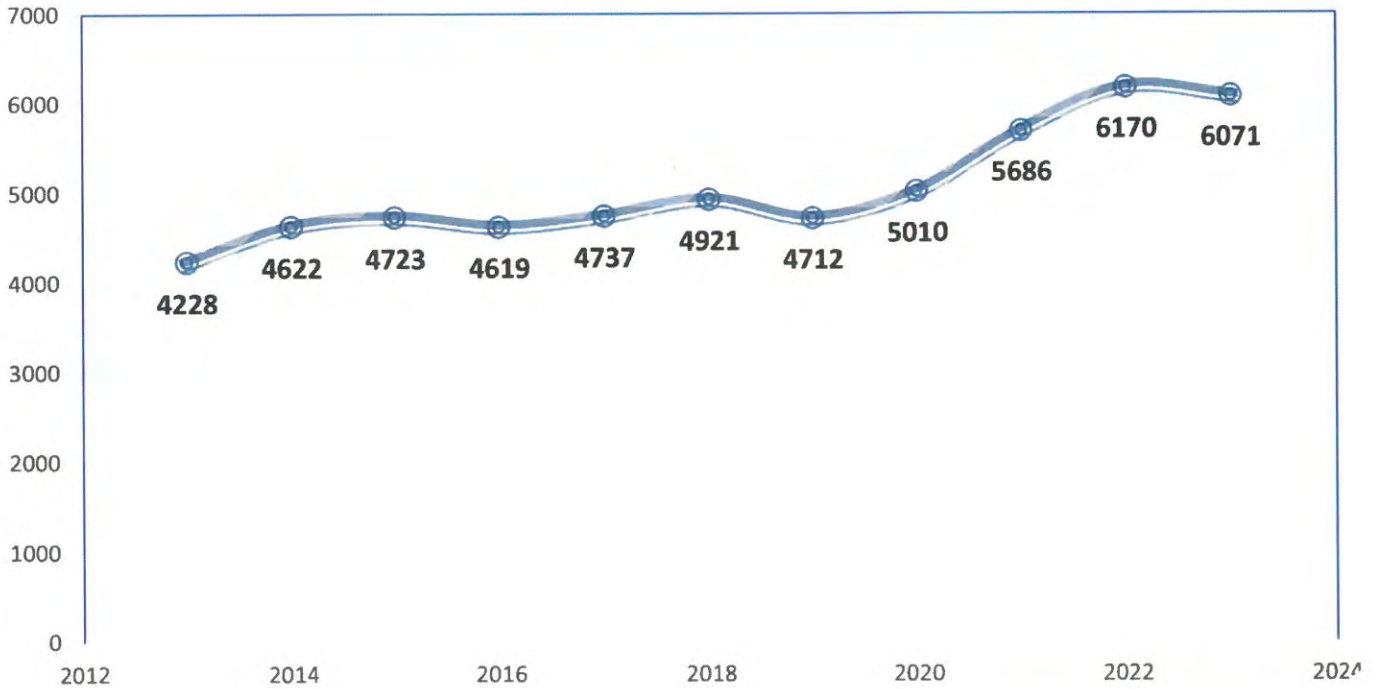
Fire related	Injuries	Fatalities
Civilian	1	0
Firefighter	1	0

Top Fires Causes for 2023

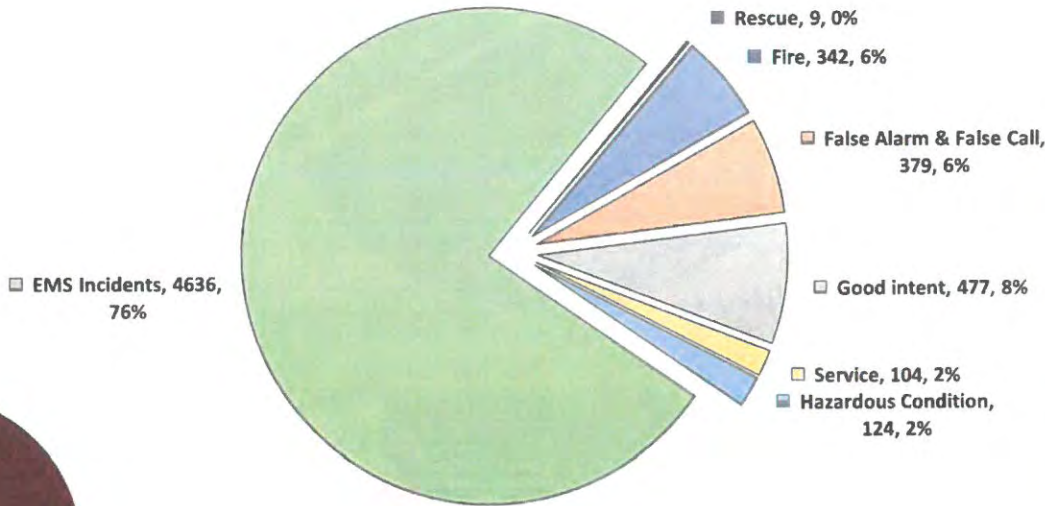
- Misc. Accidental (i.e. appliances, chimney, equipment failures, fireworks)
- Cooking
- Electrical
- Intentional (Arson)

2023 STATISTICS

10 Year Incident Totals

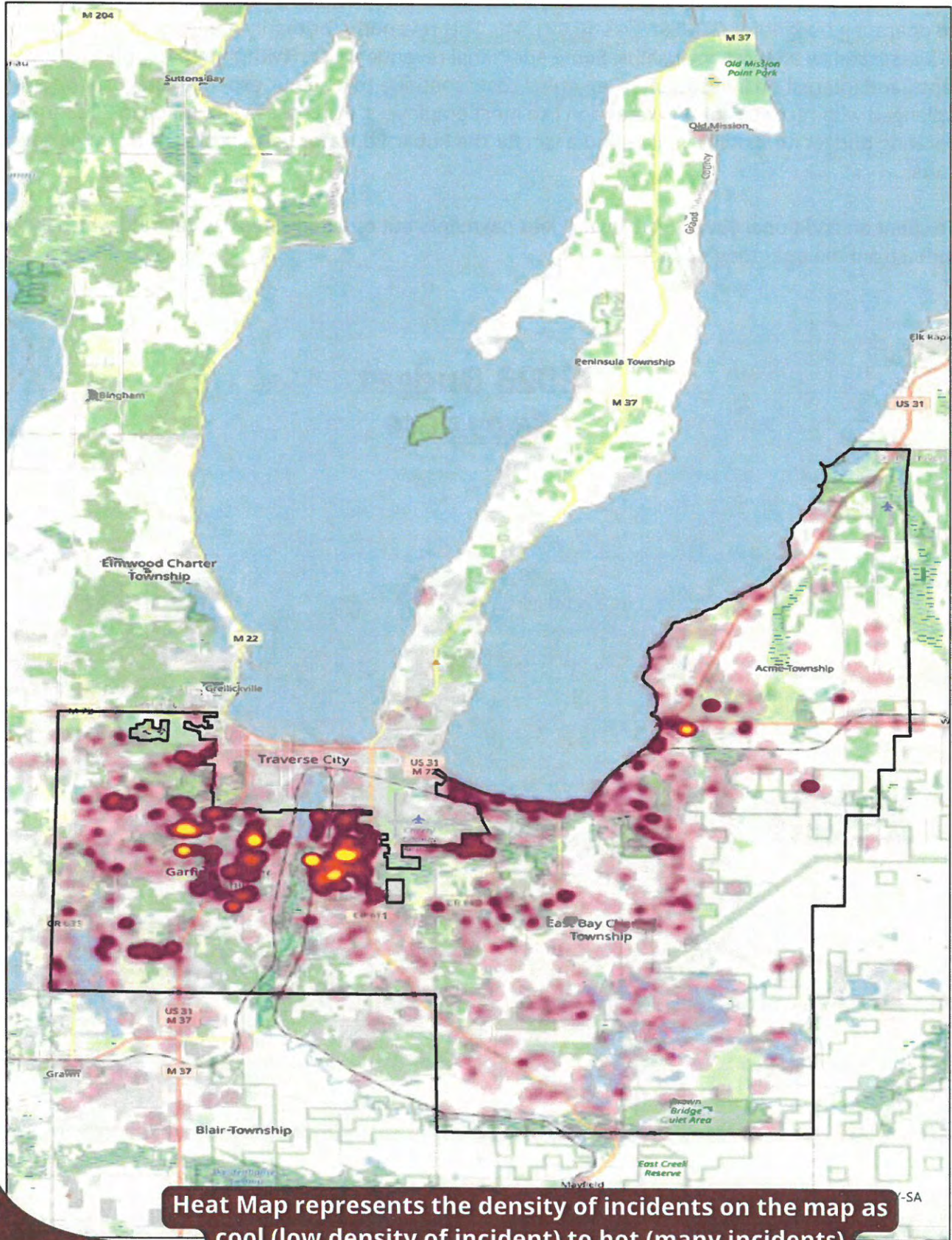


2023 Incidents by Type



2023 STATISTICS

GT MESA Heat Map - 2023

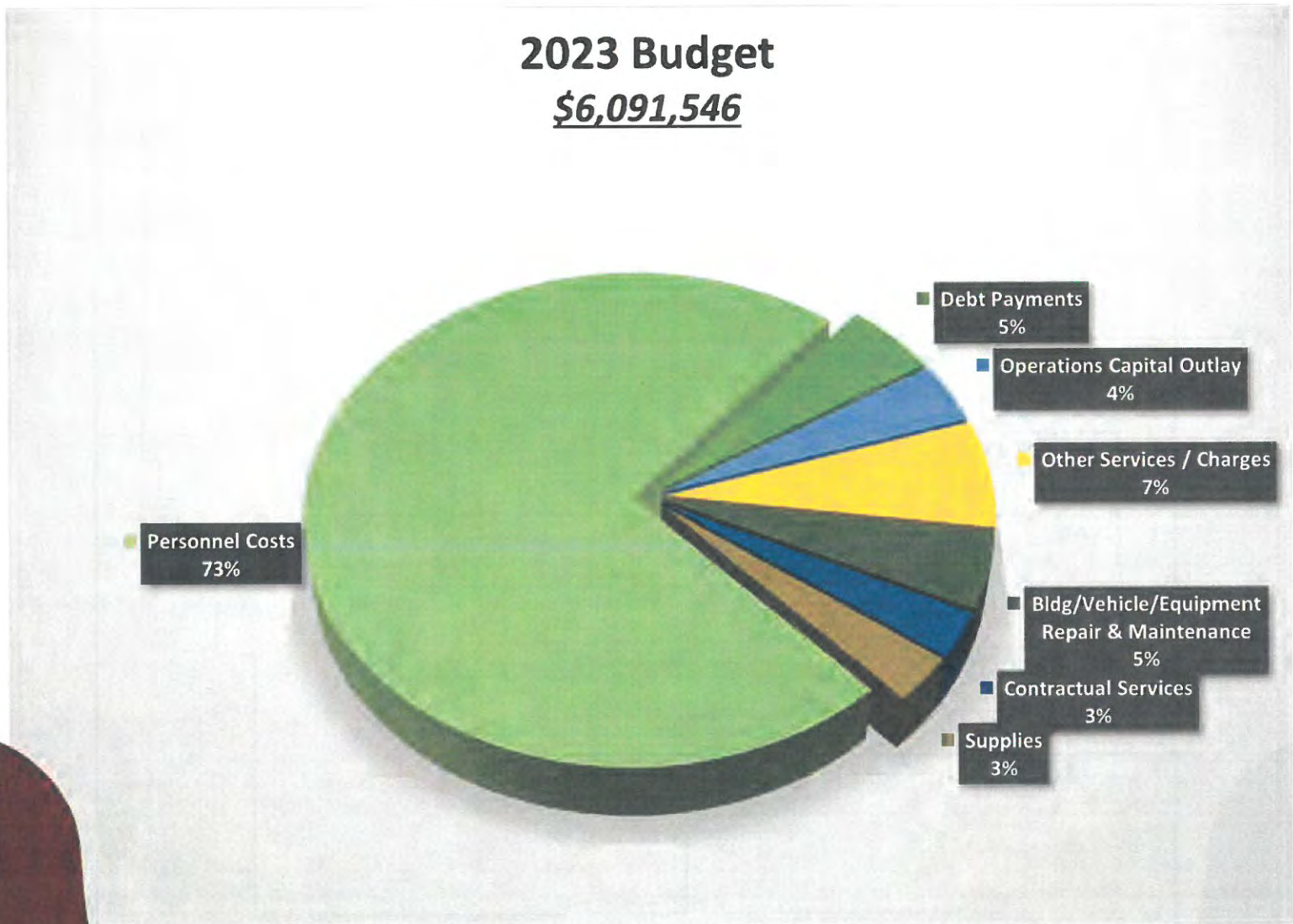


Heat Map represents the density of incidents on the map as cool (low density of incident) to hot (many incidents)

2023 BUDGET

The operating budget for GTMESA was \$6,091,546. This revenue is primarily made up of a fire millage of 2.75 assessed by all three townships. Some additional revenue is seen with third party plan reviews, grants, and interest on investments. Personnel costs continue to lead our expense category. We are challenged with recruitment and retention like most employers. Purchases were made in 2023 from the operating budget for a utility vehicle and a van for the Public Educator using proceeds from the sale of assets.

We spent an additional \$308,764 to cover debt payments out of a dedicated capital fund which is funded from the operating budget.



FIRE PREVENTION DIVISION

The Fire Prevention Division is an all-hazards Community Risk Reduction program who works in conjunction with the Operations Division to carry out the mission of the department. We provide services which encompass the three E's of quality prevention programs: Education, Enforcement and Engineering.

We conduct fire code compliance (enforcement) inspections, plan review (engineering) of new buildings, fire protection systems and assistance to developers for new construction projects. Numerous (education) programs are offered such as: CPR, fire extinguishers, car seat installations, smoke alarm checks in homes, senior specific programs, evacuation training, safety programs in schools, among many others and is the host agency for Safe Kids North Shore programming.

The Fire Prevention Division also conducts investigations of all fires in the battle against arson and provides counseling services through our Youth Firesetter program. Our goal of eliminating fires and traumatic injuries in our community is a huge task which we strive to attain.

The Inspector vacancy from late 2022 was a lengthy process with multiple postings and was filled in August. Kevin Langley relocated his family from southeast Michigan. Finding housing within the district proved challenging which resulted in housing in an adjacent county. Kevin holds multiple certifications including both Michigan State and NFPA licensed Inspector 1 and 2, NFPA Certified Fire Plan Examiner, and National Association of Fire Investigators Certified Fire and Explosion Investigator. He was most recently been employed as Fire Marshal with Grosse Ile Fire Department and has been doing a great job for our department.

We have also assigned three suppression staff members as our "Shift Social Media Specialists", these members post significant events, trainings and our everyday happenings to our social media accounts to educate the public about what their fire department is doing daily.



Fire Extinguisher training provided by GTMESA for international workers at Grand Beach Resort Hotel.

Safe Neighborhood - Smoke Alarm Campaign

Visited 366 Homes

Performed Services in Homes = 161

Smoke Alarms Installed = 268

Carbon Monoxide (CO) Alarms Installed = 47

Combination Smoke/CO Alarms Installed = 19

15% of alarms checked were either not working or expired.



Working
**SMOKE ALARMS
SAVE LIVES**

In 2023, we were able to secure 216 smoke alarms and 96 smoke/carbon monoxide combination alarms from the state of Michigan inventory. In doing so we were able to expand the program back to the original goals of every fire station spending 2 hours every week going door to door offering our services. This started again in late August and continued through late October. During the winter months our services are offered by request only. The form can be found on our website here [Safe Neighborhood Smoke Alarm Campaign - Grand Traverse Metro Emergency Services Authority \(gtmetrofire.org\)](https://www.gtmetrofire.org/safe-neighborhood-smoke-alarm-campaign).

In 2023, we were on the porch of 366 homes, performed checks in 161 homes, left door hangers for 205 and installed 268 smoke alarms, 47 carbon monoxide alarms, and 19 combination smoke/carbon monoxide alarms. In those 161 homes we found 92 non-working alarms. 15% of the homes we visited during this program had no working smoke alarms.

Of the 26 fires that occurred in 1 & 2 family homes and multifamily occupancies in 2023, there were 5 incidents where the smoke alarms failed to operate or were not present. This represents approximately 20% of homes that had fires did not have a functioning smoke alarm. While this number is significantly lower than past years (avg. 40%), this number still represents high risk situations which could lead to injuries and deaths in our communities.

MICHIGAN FATAL FIRE STATISTICS

2023

125 PEOPLE died in 112 FIRES

↑4% INCREASE in deaths compared to 2017-2022 average

↑11% INCREASE in fire compared to 2017-2022 average



11 MULTI-FATAL FIRES resulting in **24** deaths

ONLY **28%**



of homes were reported as having working smoke alarms



25% of victims were reported as disabled

REPORTED HOME VALUES

as compared to Michigan's \$150,000 median value



77% OF HOMES with fatal fires valued **below**

22% OF HOMES with fatal fires valued **above**

1% of fatal fires were not in residential structures

SMOKE ALARMS SAVE LIVES!

Put one on **EVERY LEVEL** in **EVERY BEDROOM**



Change batteries **EVERY YEAR OR WHEN IT CHIRPS** and replace every **TEN YEARS**

TEST smoke alarms every month

MFISfoundation.org

GENDER



62% MALE

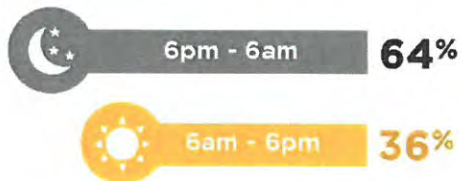


38% FEMALE

AGE



TIME



DAYS

Most fatal fires occurred on **Saturday & Sunday**

TOP 3 FATAL FIRE CAUSES



SMOKING



HEATING



COOKING

TOP 3 AREAS OF ORIGIN



BEDROOM



LIVING ROOM



KITCHEN

(These numbers reflect only the reported fires.)

MI PREVENTION HOME SAFETY VISITS

Visited **6,116** HOMES

Visited with **12,818** COMMUNITY MEMBERS

Installed **21,022** SMOKE ALARMS & **3,975** CO ALARMS & **157** SPECIAL ALARMS



FIRE PREVENTION DIVISION



Critical Incident Stress Management (CISM) is an integral part of a first responder's career. We have three certified peer support specialists on our team and rely on Northwest Michigan Peer Support to help support first responders before, during, and after a crisis.

You may notice several amazing images such as this in our report. Photo credit to Dan Sun, who visited us in April and captured these incredible moments with our team.

www.dansunphotos.com

Event / Program	Number of Children Attending	Number of Adults Attending	Total Attendance
Community Outreach Event	2,017	1,948	3,965
OnWatch	1468	75	1543
Traffic Safety Event / Presentation	583	118	701
Other School Programs	587	9	596
Business / Industry Fire Extinguisher Training & Education	0	367	367
Senior Fall Prevention	0	300	300
Car Seat Fitting / Checks	*Car Seat Checks 183, Car Seat Distributed 83	256	256
Open House	0	0	200
Business / Industry Fire Drill & Evacuation Training	0	195	195
Business / Industry CPR, AED, Stop the Bleed	0	97	97
Family & Friends CPR	26	64	90
Conduct Fire Station Tour	44	31	75
Peer Support Metro Training	0	30	30
Peer Support / CISM Training	0	21	21
Disability Outreach	9	9	18
Youth Fire Intervention Counseling	2	0	2
Grand Total	4,736	3,520	8,456

The number of programs and services delivered rose significantly in 2023 over 2022. Programs and attendance more than doubled for the year. With falls being the number one emergency response category yet again, we focused on fall prevention programs and extended the outreach to new groups which resulted in 300 participants learning fall prevention strategies. Our services to business and industry continue to be popular and have expanded to include our Family and Friends CPR/ Automatic Defibrillator and Stop The Bleed programs. We were also able to present our Hazards of Fire Play program to our middle school students who are the most vulnerable age group for playing with fire. Three suppression staff members have volunteered to being assigned as Public Education Specialists who assist in program delivery. It is our hope that program requests require a need for these positions on a more regular basis.



FIRE PREVENTION DIVISION

With the Fire Inspector position vacant until August, it was a challenging year for staff in order to complete our high priority annual inspections. Other staff worked outside their assignments to complete these inspections. We continue to inspect every public assembly, hotel/motel, big box store, apartment complexes and other target hazards every year. With the increase in these occupancies due to new construction, the frequency of inspecting the other business types becomes less frequent, with some not inspected in over 4 years. Five civil court citations were issued in 2023 for fire code violation noncompliance. Plan reviews were up across the district with increases in Acme and Garfield, with a slight decline of 14 permits for Easy Bay Township. Out of district reviews were up by one permit in 2023 over 2022. Plan review permit fees generated \$61,616.93 in revenue, with \$7,317.50 of that coming from projects outside the Metro District as a contracted agency for Grand Traverse County Construction Codes to conduct fire protection system plan reviews in townships outside our jurisdiction. Our plan review and permit process went live with the Grand Traverse County EnerGov portal in December 2022 and continued on a trial basis for all of 2023. The system proved difficult for customers and time consuming for staff. The trial was discontinued in January 2024. A new in-house electronic submittal process is in place which includes in-house billing.

2023 Inspections Totals

	ACME	EASTBAY	GARFIELD	TOTAL
RE-INSPECTIONS	176	160	801	1,137
ANNUAL INSPECTIONS	60	78	415	553
PERMIT INSPECTIONS	42	46	178	266
PLAN REVIEWS	36	32	138	206
OTHER, MOBILE FOOD VENDERS	11	9	69	89
FF RIGHT TO KNOW	9	6	55	70
COMPLAINT	2	1	8	11
FIRE WATCH / FIRE PROTECTION IMPARTMENTS	0	3	6	9
TOTAL ACTIVITY	336	335	1,670	2,341

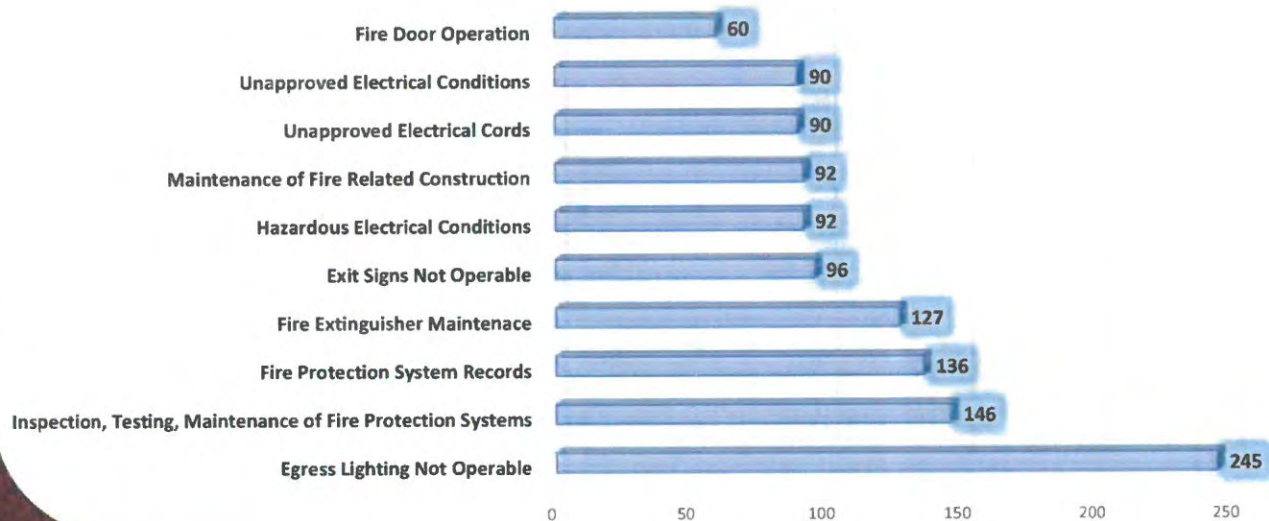
PRE-PLAN WALKTHROUGH AT TRU BY HILTON



FIRE PREVENTION DIVISION



2023 Top 10 Code Violations



FIRE PREVENTION DIVISION

2023 Annual
Inspections
by Use Group

Business	152
Mercantile	143
Assembly	111
Residential	54
Storage	31
Mixed	28
Factory	9
Institutional	4
Utility	3
Educational	1
Total	536



OPERATIONS DIVISION

GTMESSA Operations Division is responsible for providing a skilled and timely response to any call for aid – we are a true “All-Hazards” department. In 2023, The Operations Division encompassed an Operations Chief, 3 Captains, 6 Lieutenants, 18 full-time firefighters, and 12 part-time firefighters.

We now staff all 5 fire stations on a 24/7 basis, with Station 9 (High Lake Road) coming online with 24/7 staffing in January 2023. Our suppression firefighters are divided into three shift rotations: Red, Green, and Blue. Between full time and part-time personnel, we average 10 firefighters on duty per day. Our full-time firefighters work a 48/96 schedule, meaning they work 48 hours in a row, followed by 96 hours off. Our part-time firefighters work a varying schedule of either 12- or 24-hour shifts. Our fire stations are strategically located in each of the three townships we serve: the Charter Township of Garfield, Acme Township, and East Bay Charter Township.

The Operations Division utilizes a multitude of different Fire / EMS apparatus including fire engines, tanker trucks, a ladder truck, a heavy rescue, Basic Life Support (BLS) response squads, all terrain vehicles, marine units, snowmobiles, and two Special Operations trailers for Hazardous Materials and Technical Rescue response.

Our firefighters run an average of 17 calls for service per day. When they are not responding to calls for service, they are actively engaged in training, physical fitness, and ensuring all equipment and facilities are in a state of readiness for the next emergency. Our firefighters are also assigned to become subject matter experts in ancillary tasks that include Child Passenger Safety Technicians, Wellness Committee, Apparatus Committee, Self-Contained Breathing Apparatus Technician, Medical Advisory Committee, Small Engine Repair, Drone Team, Fleet Maintenance, Training Committee, Building Maintenance, and Water Supply / ISO (Insurance Services Office).

Our fire stations are open to the public and we enjoy interacting with our local community. If you have questions about your fire department, please stop by and see us!



EMERGENCY MEDICAL SERVICES

GTMESA is responsible for providing primary non-transport medical services in all three of our townships. We had 5,193 patient contacts in 2023, of which 2,163 were life threatening patient conditions.

In 2023, seventy-six percent (76%) of our emergency calls involved medical responses, including motor vehicle crashes. Recognizing this critical need, we've proudly held Basic Life Support (BLS) licensure since 2009, enabling our personnel to deliver expanded medical care.

Currently, fifteen (15) of our medical response vehicles hold State of Michigan BLS licenses, signifying their adherence to standards and equipment protocols. These vehicles carry a comprehensive array of medical equipment, which undergo daily inspections, ensuring their readiness to handle diverse medical emergencies.

Our licensed employees have the ability and training to provide basic life support measures, which includes advanced airways, prehospital drug administration, automatic defibrillation, trauma care, and more. For our prehospital drug administration, we carry medications for asthma attacks, nausea and vomiting, diabetic emergencies, chest pain, potential heart attacks, allergic reactions and anaphylaxis, opioid overdoses, and low blood sugar episodes.

All suppression personnel are certified as Emergency Medical Technicians, minimally. Our department partners in response with East Bay Township Advanced Life Support and Mobile Medical Response (MMR) Advanced Life Support, who are the primary transporting agencies. Station 9 houses East Bay EMS. Stations 8, 11, and 12 each house an MMR ambulance as well.

Our commitment to rapid response times starts with a dedicated team of 10 highly trained firefighters/EMS providers across 5 stations. This strategy proved successful in 2023, with our first responders arriving on the scene first in sixty-seven percent (67%) of all EMS emergencies. This response allows us to initiate life-saving care and interventions immediately, improving outcomes for our community. Additionally, our team provided critical extra care during ambulance transport on 113 occasions, further demonstrating our commitment to patient care. *(Continued ...)*



EMERGENCY MEDICAL SERVICES

(Continued ...) The region's booming tourism industry, which attracted approximately 7.3 million visitors in 2023, increased demand for our services. The large influx of traffic on our roadways brings additional motor vehicle crashes. GTMESA stands prepared for these situations, with all fire engines equipped with vehicle extrication tools and readily supported by a dedicated Heavy Rescue truck stationed at Station 1. This past year, our crews responded to two hundred twenty-four (224) motor vehicle crashes. Fifteen (15) of those incidents required extrication. GTMESA's specialized equipment and personnel skills proved invaluable in freeing victims safely and efficiently.

Our team is prepared to respond to a wide range of medical emergencies thanks to our advanced equipment selection. This includes:

- **LUCAS Mechanical Chest Compression Device:** Ensures consistent, high-quality CPR even in challenging situations.
- **Lifepak15 Monitors:** Provide real-time vital sign monitoring and defibrillation capabilities.
- **Stair Chairs:** Facilitate safe and efficient patient transport, especially for those with access restricted areas.
- **Oxygen Tanks and Delivery Systems:** Deliver critical respiratory support to patients experiencing breathing difficulties.
- **Trauma and Medical Kits:** Contain essential supplies for wound care, bleeding control, and other medical interventions.
- **Pediatric Specialized Equipment:** Ensures we can provide appropriate care to patients of all ages.
- **Automated External Defibrillators (AEDs):** Can potentially save lives in cases of sudden cardiac arrest.
- **Suction Devices:** Maintain airway patency and remove fluids or obstructions.
- **Pelvic/Traction Splints and Other Splinting Devices:** Immobilize fractures and other musculoskeletal injuries to minimize further harm.

This comprehensive equipment selection helps us provide the highest quality of care to every patient, regardless of the emergency they face.



TRAINING DIVISION

Training is the foundation of any well-prepared organization, and we take our mission of serving our community by safeguarding life and property from fire, hazards, and medical emergencies through education, intervention, and quality response very seriously. We train under many different conditions day and night to ensure we are ready for any emergency. Our firefighters and fire officers spent over 7,200 hours training both on and off duty in many different disciplines in 2023.

Our firefighters are tasked with not only fire and EMS responsibilities, but also Hazardous Materials Mitigation, Rope Rescue, Confined Space, Trench Rescue, Ice / Water / Land Search and Rescue, Building Pre-Plan Training, and Machine / Vehicle Extrication to name a few. Our firefighters are trained in operating fire engines, ladder trucks, tanker trucks, all terrain vehicles, boats, and snowmobiles, as well as many different types of handheld tools and power equipment.

GTMESSA Training Division is comprised of the Operations Chief, Shift Supervisors, and several firefighters / officers who are subject matter experts (SMEs) in certain disciplines to ensure the latest training is being delivered safely and efficiently – exceeding the State of Michigan training requirements. We pride ourselves on being one of the best trained fire departments in Northern Michigan.

Our training needs assessments always evaluate target hazards within our community. A particular focus in 2023 was on the growing use of lithium-ion batteries (electric vehicles, mobility devices, tools, etc.) and battery energy storage systems. These items present a high-level risk to both the public and our responders. We've updated guidelines, training and response tactics, and prevention measures to ensure we are taking a proactive approach to this evolving technology.

We had many firefighters and fire officers complete training requirements and certification for Firefighter I & II, EMT-B, Fire Instructor I, Fire Officer I & II, Ice Rescue Technician, Chemistry, Hazmat Highway Cargo, Hazmat Officer, Rope & Confined Space Rescue, Structural Collapse, Wildland firefighting, Peer Support, Active Assailant, Incident Command, and Live Fire Training, among others.



PREPAREDNESS

The physical health, fitness for duty, and safety of all personnel are priorities of GTMESA. Emergency services are a physically demanding profession which requires personnel to be fit to perform their duties. Metro requires each firefighter one hour of fitness while on duty. Each spring our firefighters submit to an annual medical evaluation that conforms to the NFPA 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments. Every October, our firefighters perform a Physical Ability Test (PAT) that replicates essential functions that our firefighters perform on the fire scene. Lastly, each firefighter completes an annual wellness assessment by our Wellness Coordinator. This program encompasses body composition, nutrition, physical activity, and education information. We hope health and wellness becomes a lifelong habit.

HEALTH & WELLNESS



FRIENDS & FAMILY CPR TRAINING

FIRE EXTINGUISHER TRAINING FOR BUSINESSES



MATTER OF BALANCE CLASSES

CAR SEAT CHECKS

MEET YOUR GTMESA TEAM

Administration



**Fire Chief
Pat Parker**



**Assistant Chief
of Operations
Tony Posey**



**Assistant Chief /
Fire Marshal
Brian Belcher**



**Human Resources
Director
Stacey Bird**



**Administrative
Assistant
Jennifer
Grochowalski**



**Accountant
Kim McCann**

Fire Prevention Bureau



**Fire Life Safety
Specialist
Jennifer Froehlich**



**Fire Inspector/
Plan Reviewer
Kathy Fordyce**



**Fire Inspector /
Investigator
Kevin Langley**



**Fire Inspector /
Investigator
Eric Chryst**

MEET YOUR GTMESA TEAM

Captains



**Captain / EMT
Training Officer
Troy Holliday**



**Captain / EMT
Haz Mat Leader
Adam Drewery**



**Captain / EMT
Steve Meek**

Lieutenants



**Lieutenant / EMT
Mike Thomas**



**Lieutenant / EMT
Rescue Ops Leader
David Sicotte**



**Lieutenant / EMT
Josh Sprenger**



**Lieutenant / EMT
Mike Winter**



**Lieutenant / EMT
Cody Lipe**



**Lieutenant/EMT-P IC
Medical Director
Spencer Scanlon**

MEET YOUR GTMESA TEAM

Firefighters Full-Time



**Firefighter / EMT
Brian Bloom**



**Firefighter / EMT
Gary Francisco**



**Firefighter / EMT
Evan Schnabele**



**Firefighter / EMT-P
Cody Randall**



**Firefighter / EMT
Austin Miner**



**Firefighter / EMT
David Ginebaugh**



**Firefighter / EMT
Mike Stone**



**Firefighter / EMT
Heather Newkirk**



**Firefighter / AEMT
Peter Bean**



**Firefighter / EMT
Cory Snyder**



**Firefighter / EMT
Tyler Young**



**Firefighter / EMT
Brett Baines**



**Firefighter / EMT
Tony Longo**



**Firefighter / EMT
Nathan Leigeb**



**Firefighter / EMT
Trevor Alworden**



**Firefighter / EMT
Rick Worm**

MEET YOUR GTMESA TEAM

Firefighters Part-Time



**Firefighter / EMT
Jon Williamson**



**Firefighter / EMT
Sam Rojewski**



**Firefighter / EMT
Jon Flynn**



**Firefighter / EMT
Grant Blackmer**



**Firefighter / EMT
Adam Farthing**



**Firefighter / EMT
Christian Riddle**



**Firefighter / EMT
Doug Dombek**



**Probationary
Gunner Keaton**



**Probationary
David Mudd**



**Probationary
Ajay Murray**



**Probationary
Aidan Kamp**



**Probationary
Cam MacKinnon**



**Probationary
Terran Peterson**

2023 ACCOMPLISHMENTS



PROMOTIONS

Lieutenant Cody Lipe
Promoted from Firefighter to
Lieutenant in April 2023
~and~
15 years of service with GTMESA

GTMESA AWARDS CEREMONY - 2023

Fire Officer of the Year
Captain Steve Meek



Firefighter of the Year
Firefighter Mike Stone



2023 ACCOMPLISHMENTS

GTMESA AWARDS CEREMONY - 2023

EMS Provider of the Year
Firefighter Brian Bloom



Chief Wayne Hanna Memorial Prevention Award
Inspector / Investigator
Eric Chryst



CHIEFS' LENGTH OF SERVICE - 2023



Tony Posey
20 Years

Pat Parker
40 Years

Brian Belcher
35 Years

2023 ACCOMPLISHMENTS

MABAS DIVISION 3701 VALIDATION

GTMESSA is a proud member of the Mutual Aid Box Alarm System (MABAS) Division 3701. Through mutual aid, MI-MABAS has the capability to provide emergency response locally or statewide when lives, property or the environment is threatened by man-made, technological, or natural disasters or emergencies by deploying fire resources, emergency medical services, technical rescue teams, hazardous materials teams and other special rescue operations needed and requested by the host/stricken community. Division 3701 is made up of fire and rescue departments from Grand Traverse, Leelanau, Benzie, Emmet, and Otsego counties.

One of the glaring deficiencies recognized over the last several years was the fact that there were no Special Operations (Hazardous Materials or Technical Rescue) resources in Northern Michigan. If a major incident were to take place, our community would be waiting hours for the resources to come from southern Michigan. This was highlighted in recent years with major storms and events.

MABAS Division 3701 took a proactive approach to this and began working towards Special Operations teams for Northern Michigan. GTMESSA played a critical role in developing these teams with Operations Chief Tony Posey filling the Chief role, and Captain Adam Drewery and Lieutenant Dave Sicotte becoming Team Leaders for Hazardous Materials and Technical Rescue, respectively. Team members and equipment resources are comprised from many different fire departments in our division.

Our division reached a major milestone in 2023 working diligently to become validated as a Hazardous Materials Type II Team and a Rope and Confined Space Rescue team. Becoming validated not only shows that we've achieved a high-level standard in training, but also provides additional resources in equipment and financial aid to our area.

Our members are committed to providing the highest level of service to those we are sworn to protect and continue to work and train daily to keep those skills sharp!



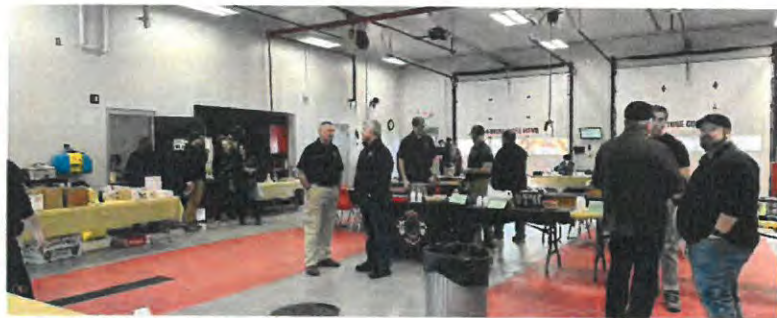
2023 Open House



Dunk the fire chief

2023 HIGHLIGHTS

- Chief Pat Parker was awarded Fire Chief of the Year by the Michigan Association of Fire Chiefs.
- Assistant Chief of Operations Tony Posey earned Michigan's Professional Emergency Manager Designation.
- Lieutenant Mike Thomas awarded as EMT of the Year 2022 by VFW Cherryland Post 2780 in February.
- Added three full-time firefighters to our department, allowing 24/7 staffing in all five stations.
- Three probationary candidates graduated from Northwest Regional Fire Training Center's fire school with Firefighter I, Firefighter II, and HazMat Operations certification. They also earned their Emergency Medical Technician- Basic (EMT-B) medical license, allowing them to become part-time firefighters with our department.
- Three new probationary candidates were hired earn their own fire certification and medical license.
- Two Lieutenants completed Blue Card Incident Command training.
- Completed the succession planning process for both Lieutenant and Captain positions.
- Twelve suppression personnel attended Illinois Fire Service Institute (IFSI) Light and Fight training.
- We were awarded AAA Traffic Safety Grant for \$5,000 to purchase safety items (vests, Pi-Lot lights, signage) for directing traffic and remaining highly visible while on scenes.
- MABAS Validation for HazMat Type II and Rope/Confined Spaces.
- Commencement of GTMESA Drone Team and we have three pilots and grant funded training.
- OSHA Part 74 assessment is complete and we are compliant.



2023 HIGHLIGHTS



Chief Pat Parker awarded Fire Chief of the Year by the Michigan Association of Fire Chiefs.



Lieutenant Mike Thomas awarded as EMT of the Year 2022 by VFW Cherryland Post 2780 in February.



Firefighters are sworn in by GTMESA's Fire Chief



Well-trained firefighters are safe & happy firefighters

2023 HIGHLIGHTS

Veterans Day Parade



Feb 2, 2023 - At 6:12 pm initial arriving units found a large wood frame outbuilding with heavy fire involving 75% of the building. Crews remained on scene for several hours to bring the fire under control.



2023 HIGHLIGHTS



A July 15 response to a vehicle fire at a gas station resulted in no injuries, no damage to the building, and a reminder to put vehicles in park and turn off the ignition.

