

July 30, 2026

Zeeland Charter Township, Michigan
Kerri Bosma, Township Supervisor

Dear Supervisor Bosma and Township Board Members,

It is with great enthusiasm that I submit my resume for the Interim Township Manager position for Zeeland Charter Township, Michigan. I have twenty-five plus years of public service manager experience within the Chicago Metropolitan area and recently 16 months as Interim Administrator for Crest Hill, Illinois, along with 4½ years with the City of Menominee, Michigan. I would welcome the opportunity to discuss my credentials with the Township Board of Trustees.

During my years of public service, I had the opportunity to work closely with the elected officials, city staff and community partners while developing long lasting relationships throughout my career. The skills, experience and education throughout my career have provided the ability to be successful in the following areas:

- Collaboration Partnerships – Economic Development Corporation, Boundary Agreements, Consolidating 911 Operations, Municipal Insurance Pools, School/Community Projects, Historic Preservation and Restoration Project.
- Project Management – Water Facility expansion, Capital Project Planning & Implementation, Comprehensive Land Use Plans, Multi-Million Dollar Road and Utility Projects, City Facility Construction Projects, Environmental/Brownfield Projects.
- Human Resource Management – Collective Bargaining, Personnel Manuals, Succession Planning, Career Development, Risk Management, Benefits and Labor Relations.
- Economic Development Initiatives – 1500 Acre Business Logistic Park, Downtown TIF District, Industrial TIF District and Enterprise Zone & Tourism/Hospitality & RT 66 Corridor planning and marketing.
- Financial Management and Budgeting – Capital Plans, Fiscal Policies, Budget Presentations

Furthermore, I have a proven track record for obtaining grants and finding other revenue sources either in the public or private sector specifically working with regional partners, community foundations and other governmental agencies.

I believe the Township Manager's position is an important connection between the policy work of the elected officials and the administration of government services while working closely with the department heads, elected/appointed boards, and citizens along with local and regional partners.

Throughout my public service career, I have been approachable and accessible to residents, participate in community activities and developed successful partnerships with the other units of local government and the business community. I believe this experience and approach to public service management is compatible with the expectations for the Zeeland Township as the "Right Fit" as your Interim Manager.

Please let me know if I can provide you with additional information. I am not requesting confidentiality and I can be reached at [REDACTED]

Sincerely,
Anton L. Graff
Anton L. Graff

Anton L. Graff, ICMA

EDUCATION

Master of Arts, Organizational Leadership, Lewis University, 2014
Graduate Coursework, Public Adm., Northern IL University, 2005
Bachelor of Arts, Criminal/Social Justice, Lewis University, 1997
Executive Management Certificate, FBI National Academy, Session 181, 1995
Diploma Criminal Justice Management Program, Aurora University, 1990

PROFESSIONAL CAREER EXPERIENCE

Management Consultant, MGT (formerly GovHR), Waukegan Port District, IL
April 2026 to Present (3 – 6 mo. contract)

Consulting services to the Waukegan Port District for their migration plan from contracting services for personnel operations to the Waukegan National Airport, Harbor and Marina and Fixed Based Airport Services. The District is a public agency with an annual operating budget of \$6.6 Million with 35 employees. The main component is to assess current operations addressing customer services, operation efficiency and the framework for a human resource division including job descriptions, employee manual, benefits and risk evaluation with an recommendation to the District Board regarding the fiscal impact.

Security Manager, MGT (formerly GovHR), Providence/Warwick, RI
Jul 2025 - Sep 2025 (3 mo. contract)

Security Manager (3-month contract) at the Rhode Island Airport Corporation, ranked #1 by Travel & Leisure 2025 and serving 4 million travelers annually. As a key member of the public safety management team, I oversaw Fire, Police, Dispatch, and Emergency Services to ensure traveler safety and smooth operations.

During my tenure:

- Enhanced coordination between public safety departments
- Reviewed and improved security protocols
- Contributed to the airport's 5-year strategic plan.
- Recruited and trained new security personnel.
- Strengthened partnerships with law enforcement and TSA.

This high-profile transportation hub provided an excellent opportunity to further develop my security leadership skills in a dynamic, challenging environment, supporting the airport's ongoing expansion and commitment to providing a safe, efficient, and welcoming experience for travelers and employees.

Interim City Administrator, City of Crest Hill, IL
Feb 2024 – June 2025 (MGT Consulting)

A full-service municipality with a population of 20,000 people with 62 full time employees, 2 collective bargaining units, oversight and preparation of a 52-million-dollar budget and act as the liaison for the mayor and city council along with being the advocate for the city. Assist with the recruitment for key open management positions which include a City Administrator, a Community/Economic Development Director, a Finance Director, a Public Works Director and

a Human Resource Manager. Successful with selecting and recommending for appointment a Finance Director and Community/Economic Development Director within the last four months.

City Manager, City of Menominee, MI

November 2016 – July 2021

The City has a supportive business environment in which companies and entrepreneurs can start or expand their businesses. Menominee continues to develop its infrastructure and maintain its rail, water, air and road assets to encourage business growth. These community efforts provide the foundation for an exciting, prosperous future for both Menominee's residents, businesses and its visitors. Visit Menominee's web site www.menomineemi.us.

A full-service municipality of 8,400 people with 62 full time employees, 3 collective bargaining units, with a 12-million-dollar budget and supervise 10 department heads...Police, Fire, Library, Parks/Recreation, Water, Sewer, Public Works, Finance, Legal, Assessor, and Building, also the manager is responsible as the human resource department.

- COVID-19 Preparedness and Safe Return Work Plan
- Negotiated collective bargaining agreements with Police, Fire and Public Works units for a 3-year contract.
- Police Department initiatives: Officer Body Cameras, K9 Program & Use of Drones
- Completed 6-year Capital Improvement Plan
- Updated the Downtown Redevelopment Master Plan & expanded the boundaries.
- Key leader developing downtown business association strategic plan.
- Partnered with Menominee County to create Brownfield Authority
- Updated the 5 Year Park & Recreation Plan
- Completed the Readiness Redevelopment Communities Evaluation & Project Plan
- Received two place making grants for the downtown district to improve signage.
- Collaboration grants to develop destination public art design
- Currently updating the Master Use Plan

City Administrator, City of Wilmington, IL

January 2010 – November 2016

A full-service municipality with a population of 6,000 people with 36 full time employees, 2 collective bargaining units, oversight, and preparation of a \$10 million dollar budget and act as the liaison for the mayor and city council along with being the advocate for the city.

- Revaluated all insurance premiums and conducted a RFP solicitation which resulted in 30% savings for the City
- Negotiated collective bargaining agreements with M.A.P. (4 yr. police contract) and AFSCME (4 yr. contract)
- Updated employee manual, job descriptions and personnel policies.
- Financial policies with a S & P upgrade to an A+ bond rating (2014)
- Received and earned the ICMA-Credential Manager's certification.
- Managed the annexation for the incoming 1500 acre logistic business park project which included a TIF district and zoning for 14 million sq ft of industrial buildings and 70-acre commercial site which was completed May 2010.

- Successfully won the site selection for 1.7 million sq. ft. facility for Michelin Tires Distribution Center a \$70 Million Dollar Investment with two hundred jobs
- Route 66 Corridor Tourism Regional Planning Project (\$200,000 grant)
- Received a \$150,000 grant for a new downtown pedestrian bridge & parking lot
- Received a \$260,000 Open Space Acquisition Grant
- Received a \$60,000 Transportation Corridor Planning Grant

Public Safety Security Supervisor, Chicago Premium Outlets Center, Aurora, IL
June 2009 – January 2010

The supervisor duties consist of managing the security department for the shopping Center which has 435,000 sq ft, 120 retail stores with an annual customer count of 5 million people. I worked for the IPC International Corporation, Bannockburn, IL to oversee the security contract, budget, hiring, scheduling, site assessments, crime prevention, special events and traffic control.

Interim Chief of Police, Morrison Police Department, IL
September 2008 – February 2009

An interim Chief of Police fills, on a short-term basis, the vacancy created by the unscheduled departure of a department's Chief Executive Officer. The objective of the appointment is to provide short-term counsel, experience and support to manage a municipal police department until a permanent replacement can be found. City population is 4,600 people, with an annual budget of \$460,000 with 7 full-time officers.

Consultant/Real Estate Broker, Brummel Realty, LLC Yorkville, IL
June 2006 – January 2010

Real Estate Broker & Management consulting services representing landowners, commercial developers and real estate investors to facilitate governmental approval for annexation, zoning and development projects.

City Manager, City of Rochelle, Illinois (population 10,000)
October 2005 – May 2006

Working closely with the City Council, city staff, community organizations, the business community and citizens, to ensure quality services and programs are available to meet the growing needs of the City with an annual budget of \$20 million dollars and 130 full time employees.

- Managed union negotiations for renewal of 3 collective bargaining agreements; Fire, Police and Utilities
- Presented a 5 year financial plan adopted by City Council
- Prepared and coordinated City Landfill study for city council to approve moving forward with an application.
- Assisted with development of a new mission and vision statements while working closely with the Greater Rochelle Economic Development Corporation and creating economic incentives developing short and long term plans.
- Selection process to appoint Chief of Police to replace retiring Chief.

United City of Yorkville, IL
City Administrator, July 2001 – Sept. 2005
Chief of Police, January 1992 – June 2001

Responsible for managing overall operations of a City with 12,000 citizens located within 45 miles of the City of Chicago, with 70 full time employees, with an annual budget of 15 million dollars, supervising five department heads and coordinating all administrative services, along with preparing reports for the Mayor and City Council. Yorkville is a growth community transitioning from rural-like to suburban-like with a projected population of 25,000 by 2020.

- Coordination of 5-year capital and personnel plans for all departments.
- Updated Comprehensive Plans adopted and revised 2002 & 2005.
- Updated and expanded public infrastructure needs to prepare for a population of 35,000 people without any increase to property taxes or user fees, all developer driven funds.
- Approval of 20+ newly annexed developments which added 12,000 housing units to the inventory, 325-acre industrial park, and five commercial sites.
- Completed a Master Facility Plan addressing space, costs and needs assessment for all future public facilities.

Experienced and knowledgeable with labor relationships, staff development and selection/appointment of key personnel as demonstrated below:

- Updated the employee manual which was approved in 2004 to meet the new labor relations challenges while addressing career development policies, salary schedules, benefit analysis, retention and enhance recruitment opportunities.
- Experience and knowledgeable with negotiating collective bargaining agreements with the local FOP police union.
- Assisted with the recruitment and selection process for key staff positions.

Experienced and successful with developing community partnerships in the areas of economic development, intergovernmental cooperatives, and non-profit organizations, supporting and promoting community initiatives/events:

- Proven experience working with an Economic Development cooperative known as the Yorkville Economic Development Corporation and extremely strong with building relationships while being responsive to the needs of the business community.
- Strong leadership role in obtaining 400 acres of open space on the Fox River working cooperatively with the Kendall County Forest Preserve, Chicago Boy Scout Council, Corporation for Open Land Protection, The Conservation Foundation and the Yorkville Park Board.
- Coordinated and facilitated, in addition to the comprehensive plan, the Bristol/Kendall Fire Protection District Facility Plan, Yorkville School District Facility Plan and Yorkville Bristol Sanitary District Facility Expansion Plan.
- Assisted with the planning for the City Library Building Referendum for 8.5 million dollars, which was successfully approved by the voters in 2005, and assisting with coordination on the design, financing, and construction.

Chief of Police, United City of Yorkville, IL

- Participated with the implementation of the Kendall County E-911 cooperative centralized dispatch center with in-car computer technology, computerized records management system, computer aided dispatch, and E-911 center.
- Space assessment for new police/city hall facility, managed the design and construction of 16,000 sf facility with a cost of 3.2 million dollars.
- Participated with the implementation of the Kendall County Cooperative Police Assistance Team to share resource and manpower for major crime and drug investigations.
- The following initiatives are related to improving efficiency, accountability, delivery of services, career development and fiscal management:
 - Updated and revised employee manual
 - Implemented In-Car video
 - Revised and updated the use of force policy to the non-lethal to lethal force continuum use of force.
 - Implemented an internship program and recruitment program.
 - Developed a 5-year budget forecast which included:
 - Personnel projections
 - Fleet maintenance and replacement.
 - Professional career development program
 - Training mandates and certification
 - Technology updates/replacement costs
- Comprehensive crime initiatives and community programs which engaged citizens, community stakeholders and police...building trust, accessibility, accountability, and safe neighborhoods.
 - Community Policing initiative 1993
 - Citizen Police Academy & Citizen Police Academy Alumni
 - Senior Citizen Police Academy
 - D.A.R.E program for K – 8
 - School Resource Officer K- 12 grades
 - Character Counts community wide
 - Police/School collaborative anti-bullying initiative
 - Suicide Prevention & Awareness
 - Safety town, Child safety identification program

Chief of Police, Village of Dixmoor, IL (population 4,000)
 December 1985 – April 1991 (Chief)
 August 1982 – December 1985 (Detective)

Police Officer, City of Harvey, IL (population 30,000)
 October 1978 – December 1981

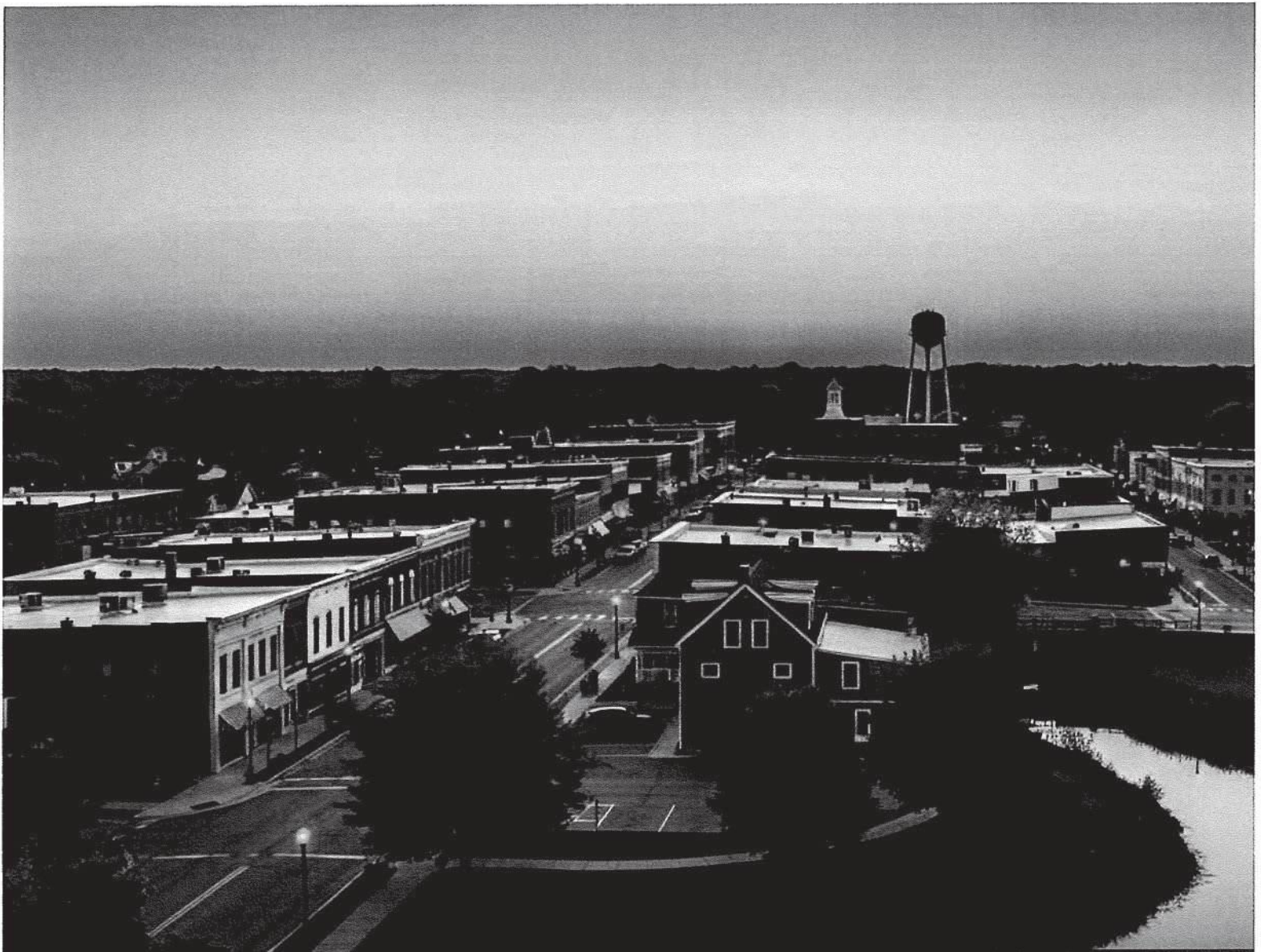
MANAGEMENT STYLE:

- People-oriented, approachable, walk around type of management style, (manage budgets), whereas leadership inspires and motivates people to perform. Here are my leadership characteristics I acquired or demonstrated throughout my career...lead by

example, coach, be accessible to the citizens, employees, and council members, participatory, team building, be respectful, encourage through praise, correct in private, treat people as people not objects. With this type of style I have always been successful motivating employees and volunteers while forecasting problems early. Received high citizen ratings regarding police services and citizens feeling safe in their neighborhoods.

- Proactive risk management, reduce liability through training, equipment, ongoing evaluation of policies and procedures, critical incident briefing, providing resources to address officer health and stress, routine inspection of equipment and good/reliable documentation.
- Developed good working relationships with community partners while being active in civic and community affairs.

MGT



Zeeland Charter Township, Michigan

Interim Staffing Services/Township Manager

Submitted by:

JAY GILLIS
VICE PRESIDENT, STAFFING
SOLUTIONS
JGILLIS@MGT.US



July 20, 2026

Mr. Josh Eggleston, Township Manager
Zeeland Charter Township, MI
6582 Byron Road
Zeeland, MI 49464

RE: MGT STAFFING SERVICES

Dear Mr. Eggleston:

Thank you for the opportunity to provide you with information around MGT's Staff Augmentation Services. The information contained herein includes bios of our highly experienced team, firm qualifications, key experience, and associated fees to provide services that exceed expectations. MGT provides comprehensive interim staffing for local governments, school districts, businesses, and nonprofits. We have hands-on experience in staffing city and county management, human capital, public safety, finance, information technology, and public works.

MGT Impact Solutions, LLC (MGT) is a nationally respected leader in public sector management consulting and technology services with a long track record in support of state, local, and education clients. MGT takes the next step in offering integrated solutions that can accelerate our most important goal: dramatically improving lives by ***advancing and lifting up the communities we serve.***

Our consultants have worked in all areas of local government leadership including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT a proven leader in public sector consulting.

Thank you for your time and consideration. Should you have questions on any aspect of this proposal, please contact me at jgillis@mgt.us

Respectfully submitted,

Jay Gillis
Vice President, Staffing Solutions

Firm Profile

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **900 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world's most-pressing problems, and so do we. Their "why" is our why.

What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the "immediate" needs while changing systems to plan for future resilience and success.

Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **We are impacting communities for good.**

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:

ASC 20-7359, 24-7484

OMNIA LS4612

TIPS 220601, 220802, 230105

TXShare 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

MGT's Differentiator: Full Suite of Services

Cyber & Network Solutions

Our Cyber Security and Network Security Solutions team offers a deep technical engineering bench of seasoned, certified experts, working in the "security trenches" in complex IT environments. For the Managed Detection and Response (MDR) solution, our Security Operations Center (SOC) doesn't sleep so our clients can. Our flagship, best-in-class managed firewall services are unparalleled. We detect, respond, and recover from cyber incidents proactively and harden our clients' security posture.

 **100** in-house certified engineers
24x7 NOC and SOC

Human Capital Solutions

Our experts are former local government and school leaders who understand the challenges facing today's public sector organizations. We offer consulting, recruiting, and staffing solutions that include a full suite of human resources and management studies; executive recruitment services; and interim, managed, and outsourced staffing options. Our experts can assess your organizational culture, permanent and temporary staffing needs, and evaluate your systems and structures, all to maximize efficiency and effectiveness.

 **1,725+** interim employees placed
1,500+ executive recruitments
500+ consulting studies
In 48 states!

Education Solutions

We create recommendations for our educational clients that are reliable, actionable, and based on proven research and a thorough understanding of each district or system's program needs and long-term goals. Our team is led by former state education commissioners, district superintendents, school board members, principals, and teachers. Our partnerships have allowed clients to reinvest hundreds of millions of dollars back into the classroom.

 **50** million students served
38 state DOEs as clients

Financial Solutions

Public agencies face increasing pressure to improve effectiveness and efficiency, while operating in a transparent and sustainable manner. We partner with government organizations, school districts, higher education institutions, and not-for-profits to help them achieve long-term success.

 **50+ years** of trusted relationships
Proprietary software

Diversity, Equity, & Inclusion (DEI) Solutions

We help public sector clients address issues and challenges related to policies and practices which adversely impact DEI. We are one of the largest providers of disparity studies and other DEI solutions designed to increase equitable and inclusive organizational outcomes.

 **225** disparity studies
DEI assessments & training
Equity Audits

Public Affairs Solutions

Our team of former nationwide leaders in policy development and education leadership partner with our clients to provide business advisory and public opinion architecture solutions which lift up and evolve education ecosystems and impacts public policy programs.

 Global clientele
Staff are former policy makers



Experience and Qualifications

Empowering Employers with Cutting-Edge Talent Solutions

MGT knows that building the right-sized team is critical to any successful project. Our professional staffing services offer the expertise and flexibility that our clients need to augment their teams in a productive, convenient, and cost-effective way. We understand public service leadership requires talented staff to support the well-being of the communities they serve. With decades of experience working across the country, MGT strives for excellence by offering many services to meet our clients' ever-changing needs and budgets.

Success Stories

"Your support not only ensured that our HR operations continued smoothly, but it brought a sense of stability and optimism to the workplace (and to me!). Your proactive approach and dedication to excellence sets a great example for everyone. Thank you once again for being such a great and positive help and influence. I appreciate you!"



Tailored Staffing Solutions

PROFESSIONAL STAFFING SERVICES

Staffing on demand is critical for local governments across the nation. MGT can meet these demands with our interim staffing services in positions across your organization. Most municipal departments are understaffed, underfunded, and have tremendous expectations from public officials. That's why MGT offers professional staffing services flexible enough to cater to each client's needs. Whether you're a Fortune 500 corporation, major university, or small municipality, MGT's Professional Staffing Services are flexible and adaptable to cater to your precise requirements.

ADVANCED CANDIDATE SOURCING

We leverage the latest communication tools, including social media, subscribe to national databases for public management employees, and maintain memberships in professional organizations to access the most qualified candidates.

TEMP-TO-HIRE

Prefer to "test drive" the relationship with a candidate for a few months before deciding to make an offer? MGT can solicit, vet, and present candidates under a temp-to-hire scenario.

OUTSOURCING

Do you have a position that will only need to be filled for a few months or a couple of years and would rather avoid hiring the person directly? MGT can take the lead and find you the right candidate.

Why Choose MGT?

- Our network includes over 300,000 public sector contacts.
- To entice quality candidates to consider MGT, we network extensively with professional associations and regularly attend professional conferences.
- We conduct due diligence on candidates. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You will receive resumes of qualified candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is best suited for your needs.

Our Team

Access Our Proven Talent Network, Leaders in Professional Staffing

Armed with expertise across local government leadership, from finance and human resources (HR) to technology and C-suite positions, we help you find the best talent on time for the right fit within your organization. For the past 50 years, public sector leaders have relied on our proven track record and government talent network to help them attract and retain top talent to lead public agencies forward to best serve their communities.

Placement Manager



ANGELA BIANCO

Staffing Consultant

abianco@mgt.us

With over 15 years of experience in Human Resources, Talent Acquisition and Client Relationship Management, Angela is a dynamic staffing professional and full-cycle recruiter known for driving results and cultivating high-performing teams.

Her career includes impactful roles at TC Transcontinental, Express Employment Professionals, and Starbucks, where she led recruitment efforts across multiple states, managed executive-level hiring, and coached future leaders through structured development programs. She brings a deep understanding of HR compliance, employee engagement, and operational excellence, supported by certifications in SQF/HACCP, DISC, and Lean Management.

Known for her approachable leadership style and strategic mindset, Angela thrives in fast-paced environments where people and performance intersect. She is passionate about building inclusive workplace cultures and aligning talent strategies with business goals.

Operational Oversight



JAY GILLIS

Vice President, Staffing Solutions

jgillis@mgt.us

Jay Gillis is a seasoned municipal staffing executive with more than 20 years of experience supporting cities, towns, counties, and quasi-governmental organizations through reliable temporary and contingent staffing solutions.

As Vice President at MGT Impact Solutions, Jay oversees the delivery of staffing programs that help municipal governments maintain day-to-day operations, backfill vacancies, and respond quickly to workforce disruptions while staying within budget and procurement guidelines.

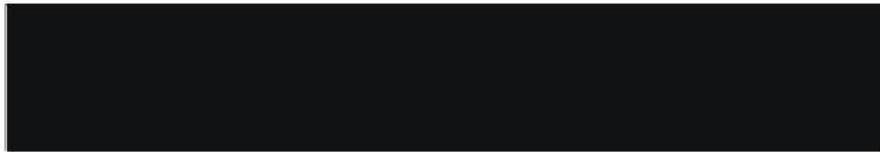
Jay specializes in developing scalable, compliant temporary staffing models that enable municipalities to maintain service continuity, control labor costs, and meet resident expectations. His background includes leading staffing operations that support clerical, administrative, technical, leadership, and program-based roles, balancing speed of placement, supplier performance, and audit readiness. Known for his practical and collaborative approach, Jay helps municipal leaders solve immediate staffing challenges without sacrificing transparency or accountability.

Throughout his career, Jay has remained focused on supporting frontline public services and helping local governments keep essential operations running smoothly. He is recognized for building dependable staffing pipelines, strengthening vendor partnerships, and delivering measurable results in highly visible, publicly funded environments.

Pricing

Staffing Services Pricing:

The hourly bill rate for temporary staffing covers all statutory costs, including wages, benefits, taxes, workers' compensation, screenings, and unemployment insurance.



Conversion to Permanent Employment:

Clients may hire an assigned employee permanently or temporarily at any time during the contract term. Temp-to-Hire fees will apply according to the following schedule:

Time on Assignment	Conversion Fee
3 Months	25.00%
4-6 Months	20.00%
7-12 Months	15.00%
13-24 Months	5.00%
25+ Months	No Fee

We look forward to partnering with you.

MGT

July 31, 2025

Attn: Manager Eggleston, Supervisor Bosma, and Zeeland Twp. Board of Trustees;

I am pleased to submit my credentials for Interim Manager with Zeeland Township. I offer over two decades of experience in Municipal Management across many departments and functional areas, the last nine within West Michigan. Over my career, my experience in Michigan has been exclusively in Townships, a role that requires a flexible style, and demands an ability to lead through coordination and collaboration. My resume demonstrates progressive leadership and quantifiable results with significant impact on residents' quality of life, vast operational improvements, and longevity in each of the communities I have managed. In addition to my traditional career track, I have consulted Townships on strategic planning efforts and trained new boards on their roles and responsibilities.

Three years ago, I embarked on a yearlong executive leadership development training to take both my career and personal effectiveness to the next level. Following that, I completed another year long training to be certified as an executive coach; a skill that has been instrumental in my recent success. I strive to be a leader worth following; by focusing attention on developing my team, casting vision, and creating a culture of action, service to residents, and transparency.

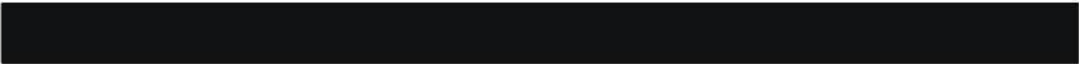
I am immensely proud of the parks I have built, programs created, grants won, utilities consolidated and other notable career achievements. These accomplishments, while meaningful, are secondary to creating a culture and projecting a vision that lifts us all and to celebrate the team for their accomplishments. I believe my experience, leadership, and proven track record will be valuable to Zeeland Township.

I look forward to hearing from you in due course.

Sincerely,

Howard Fink

Howard Fink



Education

Master of Urban Planning and Policy – University of Illinois at Chicago, Chicago, IL

Bachelor of Arts in Communications – DePaul University, Chicago, IL **Management and Supervisory Institute** – Ivy Tech Community College, IN **Leadership Northwest Indiana**

Lead 24/7 – Executive Leadership Program (Year-long)

Discovery Coach Certification – Certified Executive Coach

Numerous workshops and presentations on local government management, urban planning, and community development topics.

Professional Experience

Interim Administrator

Kalamazoo Lake Sewer and Water Authority, Saugatuck Michigan, November 2025 to February 2026 As the Chief Administrative Officer of the Authority, I oversaw all operations, contracts, budget, and was the primary support staff to the Board.

- Developed the authority's Capital Improvement plan and annual budget.
- Supported the Board as they transitioned to a full-time administrator. □
Coordinated contracts and engineering projects.

Township Manager

Park Township, MI (Pop. 18,855) | Jan 2017 – August 2025

As Chief Administrative Officer, oversaw all township operations and drove strategic initiatives aimed at improving service delivery and government administration. Key contributions include:

- Supervised our planning consultants and assisted in numerous planning related projects including;
 - Facilitated zoning and master plan amendments.
 - Resolved a decade-long zoning and land use dispute in Macatawa Park, a wealthy residential neighborhood that included the Van Andel family.
 - Improved historic neighborhood planning efforts.
- Negotiated and implemented changes in health insurance, retirement benefits, and salary administration. Switched health insurance from a fully insured market plan to a partially self-funded government pool. Implemented State hard caps under P.A. 152. Responsible for all HR

functions and employee benefits. Well versed in retirement benefits and tax deferred savings accounts.

- Spearheading a massive parks and recreation expansion focused on original programming content and a new community center facility.
- Led the creation / design of a new lakefront park and 70-acre Cooper Van Wieren Nature Preserve and bike park. Secured over \$2.5M in DNR park grants for new development and renovation.
- Institute parks and bike path asset management planning and analysis to help guide infrastructure improvements.
- Spearheaded the development of a multi-functional community park (former airport), including pickle ball courts, a music venue, and nature trails.
- Negotiated a \$4.7M insurance settlement, surpassing the initial \$2.4M offer by \$700K through enhanced legal and engineering analysis.
- Led the transfer of township's water utility to Holland Board of Public Works, ensuring professional management, reduced infrastructure risks, and long-term rate stabilization.
- Facilitated zoning and master plan amendments, resolving a decade-long dispute in Macatawa Park and improving historic neighborhood planning.
- Re-organized staff responsibilities for key planning and zoning functions, streamlining operations and enhancing efficiency.
- Designed and implemented the Holland State Park Safety Consortium to improve water safety and reduce drowning.
- Led the creation of a Marine Safety Division and transitioned the fire department from Paid on Call to full-time staffing.

Township Manager

Northfield Township, MI (Pop. 8,245) | May 2013 – Jan 2017

Successfully transitioned Northfield from a full-time board to a Council-Manager government, overseeing all aspects of township administration:

- Led the acquisition of a 27-acre lakefront park and downtown redevelopment strategy.
 - Overhauled health insurance programs, implementing high deductible savings plans and switching retirement services to MERS, saving 50% in administrative costs.
 - Established a municipal civil infractions code enforcement program, improving compliance efficiency.
 - Led the first-ever codification of township laws, improving governance and legal clarity.
 - Spearheaded a \$100K savings in insurance and service contracts through competitive bidding.
 - Provided staff support and coordinated the efforts of the Downtown Development Authority.
 - Worked on resolving the TIF capture issues resulting from miscalculations on parent and child Parcels.
 - Negotiated over \$450K in unpaid personal property tax collections and expungements.
 - Utilized a 12-year tax abatement incentive to attract a lighting and solar panel manufacturing company
-

Town Administrator

Town of Merrillville, IN (Pop. 35,246) | Dec 2008 – Apr 2013

Provided executive leadership and managed operations for the Town of Merrillville's government and finances:

- Negotiated a new trash hauling contract, saving \$360K annually while increasing service revenue by \$200K.
 - Created a storm water utility generating \$1.1M annually for environmental improvement projects.
 - Led the transition to fully insured health insurance, cutting costs by over 20%.
 - Managed a \$1.5M TIF bond for Town Hall renovation and a \$2M bond for road construction.
 - Played a pivotal role in relocating Modern Drop Forge, resulting in 240 new jobs and a \$25M investment.
-

Community Development Director

Town of Merrillville, IN (Pop. 35,246) | Jun 2006 – Dec 2008

Led economic and community planning efforts to position Merrillville as a premier destination for business investment:

- Attracted \$60M in new office, retail, and industrial development, creating 750 jobs.
 - Expanded TIF districts to fund major infrastructure improvements and drive development.
 - Secured \$400K in annual revenue through a new rental property registration ordinance.
 - Partnered with building trades unions to install solar panels at Town Hall, fostering sustainability.
-

Founding Partner

Community Design Economics, Chicago, IL | Feb 2005 – Feb 2007

Led a consulting firm specializing in community and economic development. Key projects:

- Managed retail revitalization planning for downtown Gary, IN, reversing disinvestment trends.
 - Facilitated a community planning process in Gary, IN, using innovative tools like a Monopoly style game to enhance participation.
-

Notable Projects & Achievements

- Whiting, Indiana: Developed a comprehensive commercial redevelopment plan, boosting retail attraction and industrial development.
- Rogers Park, Chicago: Authored a retail revitalization plan focused on marketing, zoning, and business retention strategies.

References

Mr. Dan Martin – Partner, Thrun Law Firm |
Ms. Connie Vander Schaff – Finance Director
Chief Bill Wagner – Former Police & Fire Chief
Chief Scott Gamby – Fire Chief, Park Township
Mr. Jerry Hundsburger, Former Supervisor,
Mr. Jim Gerard, Former Supervisor, Park Township
Mr. Terry DeHaan, Former Trustee, Park Township
Mr. Sam Iaquinto – Former Planning Commission
Ms. Janet Chick – Trustee, Northfield Township



Key Skills

- Leadership & Team Building
- Parks and Recreation Development
- Infrastructure and Asset Management
- Project Management and Parks Construction Oversight
- Strategic Planning & Economic Development
- Budgeting & Financial Management
- Zoning & Master Planning
- Conflict Resolution & Negotiation
- Community Engagement & Stakeholder Relations
- Grant Writing & Fundraising

July 21, 2026

The Honorable Kerri Bosna, Supervisor
and Zeeland Charter Township Board of Trustees
6582 Byron Road
Zeeland, MI 49464

RE: Interim Township Manager

Dear Supervisor Bosna:

Attached please find my resume to be considered as the interim township manager for Zeeland Charter Township. I believe my background in government, quality assurance and consulting provide a unique blend of qualifications that will equip me in performing the responsibilities of this position successfully.

As you will note from my resume, I have served as an elected official in my home township for over 20 years as the elected Clerk of Salem Township for two terms, which is a part-time position, and had transitioned to a Trustee position in 2012 having been re-elected again in 2016, 2020 and 2024. In the past several years I have had the honor of being appointed as the Village Manager in three communities: Ortonville, Grass Lake and Almont. With my experience as an elected official, coupled with the managerial responsibilities of a village for the past seven years, I have a complete understanding of government processes that will enable me to hit the ground running in Zeeland Township. In particular, preparing annual budgets, obtaining federal and state grants for capital improvement projects, and long-term planning are some of the key attributes that I can bring to the table.

My recent accomplishments in the Villages of Grass Lake and Almont, along with other achievements highlighted in my resume, demonstrate the level of performance that can be provided in collaboration, project management, and overall administrative capability. I am a firm believer in promoting a teamwork environment and providing the tools and training necessary that will enable employees to be successful in their responsibilities.

At this stage of my career in municipal government, I am seeking an opportunity with a larger community located in the western part of our state that my wife and I enjoy visiting. The Holland area, one of our favorites, would be a tremendous venue to reside in as a place to work, live, and play as a prelude to retirement several years down the road.

My schedule would enable me to be available to commence working as soon as August 10 that would make it possible to interface with Manager Eggleston on projects prior to his departure. I would live in the community during the week and commute back to Salem on weekends to visit my father and grandchildren. I would need to be excused to take one Friday each month off to attend to personal scheduled appointments. My requested salary would be [REDACTED] with a 3-6 month contract and I would cover my own living expenses. Upon an evaluation of my performance, I would welcome the discussion of possibly being appointed as the permanent manager.

I would greatly appreciate the opportunity to meet with you and the Board of Trustees to discuss my credentials in more detail. References are readily available to substantiate my background and achievements. Again, thanks for your consideration and I look forward to hearing from you in the near future.

Sincerely,

David Trent

DAVID TRENT

PROFILE

Municipal management professional with extensive experience leading village and township operations, budgeting, zoning, and community development. Proven record of securing multimillion-dollar grants, improving infrastructure, implementing capital improvement plans and modernizing financial and administrative systems. Collaborative leader with strong fiscal discipline and a focus on efficiency, compliance, and community engagement.

Areas of Expertise:

Proficient in public administration, business administration, finance, and communications with experience in municipal operations, strategic planning, and community engagement. Skilled in managing city services and programs that support community development, public safety, and responsible stewardship of resources. Adept at cross-departmental collaboration, staff leadership, and policy implementation in alignment with city missions and goals. Experienced in budget management, employee development, and stakeholder communication across diverse communities. Committed to fostering an inclusive, high-performing workplace that promotes transparency, accountability, and continuous improvement in local government operations.

SKILLS

- | | | |
|----------------------------|--------------------------|------------------------------|
| ◆ Municipal Administration | ◆ Zoning and Planning | ◆ Infrastructure Development |
| ◆ Grant Procurement | ◆ Labor Negotiations | ◆ Economic Development |
| ◆ Budget and Finance | ◆ Public Works Oversight | ◆ Community Engagement |
| ◆ Policy Implementation | ◆ Capital Improvement | ◆ Parks and Recreation Admin |

EXPERIENCE

SALEM TOWNSHIP

Small rural township serving 6,000 residents

November 2004 to Present

Trustee (November 2012 to Present): Performing statutory responsibilities of fiduciary review of monthly and year-end budget reports, policy implementation and zoning amendments with direct involvement in budgeting, infrastructure planning, and community engagement.

- ◆ Negotiated Fire Department labor contract and implemented an optical scanning system for records preservation.
- ◆ Committee member for Urban Services District (USD) infrastructure development
- ◆ Coordinated official speakers, programs and other logistics for inaugural ceremonies in 2012 and 2016

Elected Clerk (November 2004 to November 2012): Oversight of township finances, elections, and records management. Responsible for audits, reconciliations, RFPs, and compliance.

- ◆ Coordinated Quad-County Clerks Training Seminar for 170 participants.
- ◆ Achieved multiple perfect audit ratings and saved \$50K in consulting fees by correcting accounting discrepancies.
- ◆ Secured \$30K federal grant to train college students as election poll workers.

VILLAGE OF ALMONT

Small village government serving 2,800 residents

September 2021 to May 2024

Village Manager / Zoning Administrator Directed day-to-day management of all municipal departments, including Clerk/Treasurer, DPW, Wastewater Treatment, and Ordinance Enforcement. Oversaw operations, budgeting, infrastructure planning, and community engagement.

- ◆ Secured \$3.97M EPA-funded infrastructure project for road reconstruction, water main replacement, sewer repair, and lead line replacements.
- ◆ Awarded \$168K MDOT Category B grant and \$100K DNR land acquisition grant supporting transportation and park improvements.
- ◆ Developed a 10-year Road Maintenance Plan with financing strategy for full street repaving.
- ◆ Increased village investment earnings by joining Michigan CLASS investment pool.
- ◆ Partnered with "Return to Earn" internship program to hire and mentor college students.
- ◆ Negotiated two union contracts (POAM and IUOE Local 324) to ensure stable labor relations.
- ◆ Served on the Lapeer County Economic Development Corporation Board.

VILLAGE OF GRASS LAKE
Small village government serving 1,200 residents

September 2017 to August 2021

Village Manager / DDA Executive Director: Led municipal operations and downtown development initiatives. Oversaw administration, public works, budgeting, and zoning.

- ◆ Secured over \$700K in infrastructure grants for major road repaving projects.
- ◆ Obtained \$26K MEDC grant to update the Master Plan and \$7.5K grant to establish a Wellhead Protection Committee.
- ◆ Acquired \$50K Patronicity crowdfunding match for the Community Events Park Pavilion.
- ◆ Modernized operations by implementing BS&A financial software and revamping websites.
- ◆ Acquired \$65K in DPW equipment and vehicles through strategic procurement.
- ◆ Facilitated tax millage reallocation, saving the village \$70K in potential refunds.
- ◆ Initiated ADA-compliant infrastructure improvements and enhanced community engagement programs.

VILLAGE OF ORTONVILLE
Small village government serving 1,400 residents

October 2016 to July 2017

Village Manager: Managed village operations including administration, DPW, and zoning enforcement.

- ◆ Procured two road improvement grants and implemented a Capital Improvement Plan.
- ◆ Acquired new DPW equipment to increase service capability.
- ◆ Organized multi-jurisdictional inauguration ceremony and initiated a regional sewer feasibility study.

QUALITY IMAGE ENTERPRISES
Consulting business with a focus on implementing QS/ISO 9000 quality systems for small to midsize automotive, aerospace, and manufacturing companies.

June 1993 to August 2004

Principal Consultant Founded quality consulting firm serving small and medium-sized manufacturers.

- ◆ Guided 12 clients through successful QS/ISO 9000 certifications.
- ◆ Developed internal auditor training programs and assessment tools.
- ◆ Directed process engineering projects and supplier development initiatives.

GM POWERTRAIN (HYDRA-MATIC DIVISION)
General Motors was at \$132 billion in revenue at its peak during this time. This part of the organization is responsible for designing, engineering, manufacturing, and integrating engines, transmissions, and related drivetrain components.

November 1975 to May 1993

Quality Group Manager Led quality assurance operations with five supervisors and managed \$5M departmental budget.

- ◆ Resolved a 10-year quality issue using Design of Experiments (DOE) methodology.
- ◆ Edited internal quality newsletter 'Excellence', promoting plant-wide improvements.

EDUCATION

EASTERN MICHIGAN UNIVERSITY
MASTER OF SCIENCE PROGRAM, Industrial Technology (Quality Specialty)
BACHELOR OF BUSINESS ADMINISTRATION, General Business

Partial Completion
1989

CERTIFICATIONS

ZONING ADMINISTRATOR

MSU — 2022

AFFILIATIONS

MML FINANCE COMMITTEE
LAPEER COUNTY EDC BOARD
GRASS LAKE CHAMBER OF COMMERCE BOARD
Washtenaw County Clerks Association Chair

2019 — 2024
2022 — 2024
2019 — 2021
2005 — 2009



ZEELAND CHARTER TOWNSHIP

INTERIM TOWNSHIP MANGER SERVICES + AVAILABLE SUPPORT

PRESENTED BY
NATE GEINZER
Founder & CEO



JULY 2026

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July 31, 2026

Zeeland Charter Township
C/O Supervisor Kerri Bosma
6582 Byron Road
Zeeland, MI 49464

RE: Leadership Transition Proposal

Members of the Zeeland Charter Township Board of Trustees:

Thank you for the opportunity to meet with the Manager Transition Team and for selecting Double Haul Solutions as a finalist to support Zeeland Charter Township during this important transition. We appreciated the conversation and the chance to better understand the Township's interim leadership needs.

Over the past several months, our team has had the opportunity to work alongside Township leadership, staff, and elected officials. Through that work, we have come to appreciate both the Township's strengths and the opportunities that exist to further improve alignment, organizational effectiveness, and service delivery.

Transitions test organizations, but they also create opportunities. The right interim leadership provides more than continuity of operations; it provides stability, perspective, and the ability to move important work forward while preparing the organization for what comes next. That is the philosophy behind the proposal herein.

DHS' commitment is straightforward: provide steady leadership, honest counsel, and practical strategies that help Zeeland Charter Township emerge from this transition stronger, more aligned, and better positioned for the future.

The proposal that follows provides three distinct levels of support, from core interim management services to broader organizational capacity, governance, communications, and strategic planning assistance. We are also able to customize an interim leadership approach.

Thank you for your consideration. We appreciate the trust you have placed in us and would welcome the opportunity to continue supporting the Township. Leadership transitions should not simply bridge the gap between one manager and the next, they should create momentum for the organization's next chapter.

Warm regards,

Nate Geinzer, Founder & CEO
Double Haul Solutions

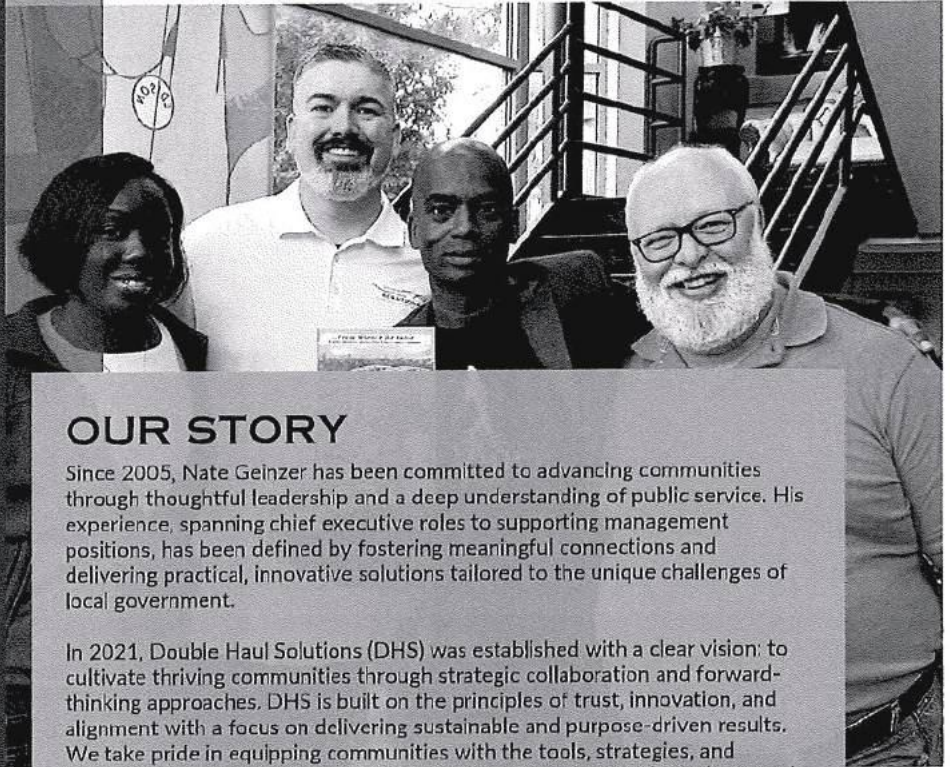


DOUBLE HAUL SOLUTIONS

*"Great
leadership is
in our
nature."*

HOW WE SERVE

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



OUR STORY

Since 2005, Nate Geinzer has been committed to advancing communities through thoughtful leadership and a deep understanding of public service. His experience, spanning chief executive roles to supporting management positions, has been defined by fostering meaningful connections and delivering practical, innovative solutions tailored to the unique challenges of local government.

In 2021, Double Haul Solutions (DHS) was established with a clear vision: to cultivate thriving communities through strategic collaboration and forward-thinking approaches. DHS is built on the principles of trust, innovation, and alignment with a focus on delivering sustainable and purpose-driven results. We take pride in equipping communities with the tools, strategies, and leadership needed to achieve their long-term goals, whether through strategic planning, economic development initiatives, or interim management support.

With decades of collective experience, our team approaches each project with professionalism, expertise, and a shared dedication to excellence. At DHS, we help communities and organizations reach further by aligning their goals with actionable strategies, fostering meaningful relationships, and overcoming obstacles to progress. Recognizing that every community is unique, we craft tailored solutions that address distinct challenges while driving sustainable growth and operational efficiency. Together, we can navigate complexities, build stronger foundations, and create resilient, vibrant communities.

OUR VISION

Creating Thriving, Purpose-Driven Communities, Organizations, and Teams.

OUR MISSION

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

A Definitive Decision.

WHY CHOOSE US



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.



CLIENT PORTFOLIO



CLIENT PROJECTS

CLIENT	SCOPE OF WORK	TIMELINE
Barry County	Human Resources Policy Development	2024
City of East Lansing	Recruitment Support - Deputy Public Works Director	2026
City of Farmington	Public Works Operations Assessment	2026
City of Grosse Pointe	Interim Public Works Director and Talent Development Support	2025-2026
City of Hastings	DDA Strategic Plan	2025-2026
City of Ionia	Community Development Project Facilitation	2024
City of Madison Heights	Staff Team Training & Human Resources Leadership Development	2025, 2026
City of Manistee	Fire Authority Communications	2026
City of Morenci	Human Resources Support/Executive Coaching	2024
City of Muskegon	Strategic Planning	2026
City of Northville	Strategic Project Prioritization	2022
City of Port Huron	Community Engagement	2022
City of Port Huron	Community/Economic Development Support	2023-2024
City of South Haven	Lake Michigan Life Guard Feasibility & Implementation Strategy	2025
City of Tecumseh	Staff Team Building (2022) & City Council Goal Setting (2025)	2022 & 2025
City of Zeeland	Financial Sustainability Review (w/Municipal Analytics)	2025
DeWitt Charter Township	Strategic Planning	2025
Downtown Ferndale	Governance Training & Team Building	2024
Koontz Electric Company	Project Coordination Meeting Facilitation: Army Corps of Engineers Soo Locks Generator and Duct Bay Project	2026
Saline Area Fire Department	Governance Training & Team Building	2024

CLIENT PORTFOLIO



EXECUTIVE SEARCHES

CLIENT	SCOPE OF WORK	TIMELINE
City of Berkley	Executive Search (Finance Director)	2023
City of Hart	Executive Search (City Manager)	2025
City of Ludington	Executive Search (City Manager)	2024
City of Mt. Pleasant	Executive Search (Finance Director)	2024
City of Royal Oak	Executive Search (City Manager)	2024
City of Saline	Executive Search (DPW Director)	2024
City of Saline	Executive Search (City Manager)	2025
City of Traverse City	Downtown Development Authority Executive Search (DDA Director)	2024
DeWitt Charter Township	Executive Search (Township Manager)	2024
Village of Dundee	Executive Search (Village Manager)	2024
Village of Pentwater	Executive Search (Village Manager)	2024

INTERIM SERVICES

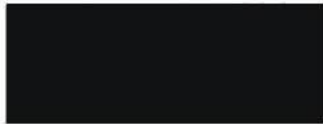
CLIENT	SCOPE OF WORK	TIMELINE
City of Berkley	Interim City Management & Transition Support	2024
City of Grosse Pointe	Interim Public Services Director	2026
City of Northville	Interim Housing Director	2023
City of Traverse City	Interim City Management	2023
City of Wixom	Interim Public Services Director	2026

FIRM INFORMATION AND REFERENCES



Organization Information

Double Haul Solutions



EST: October 2021

Double Haul Solutions

Project and Professional References

Bridget Dean, Mayor
City of Berkley, MI



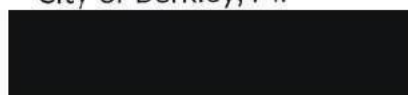
Kristine Bosely, HR Director
City of Traverse City, MI



Kate Hosier, City Manager
City of South Haven, MI

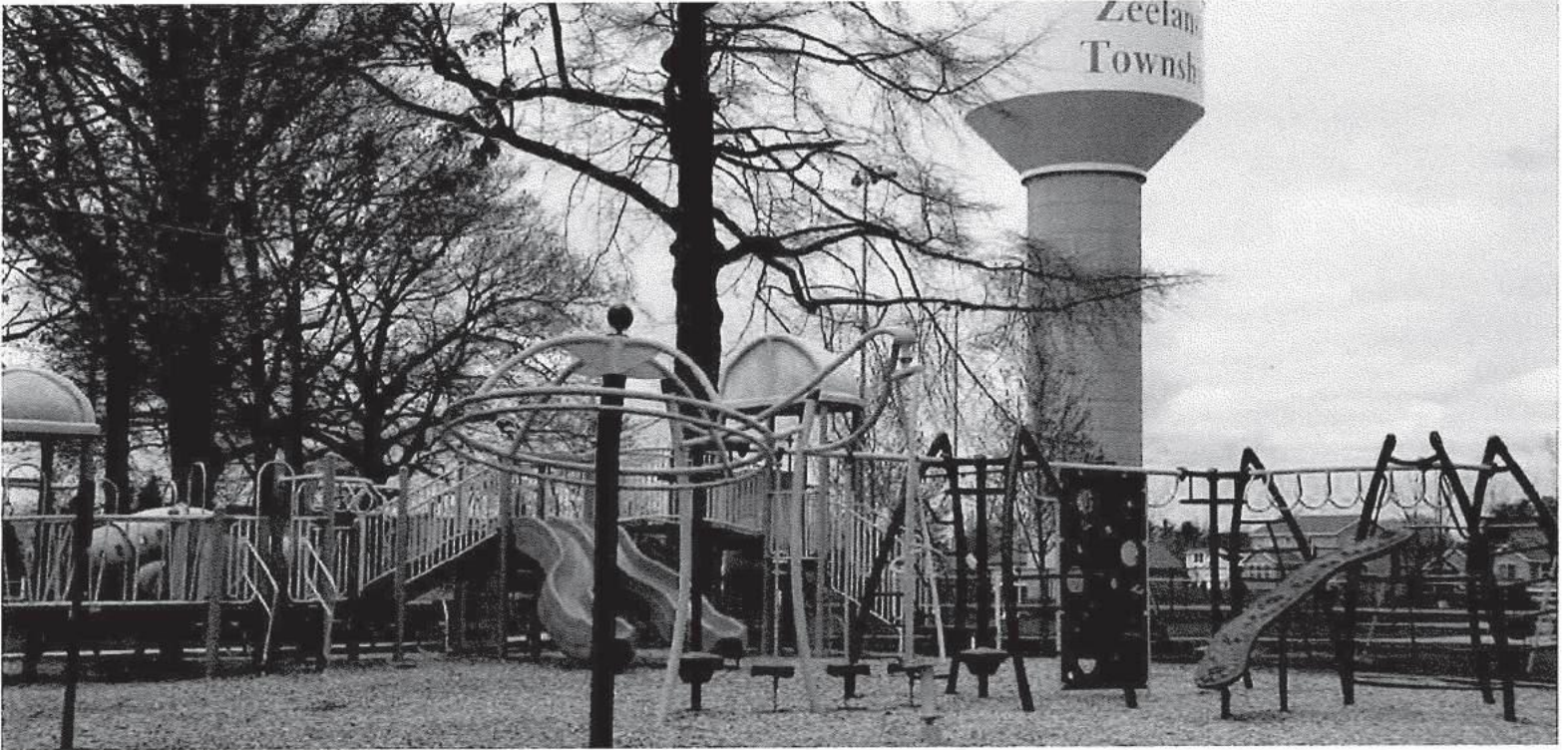


Crystal VanVleck, City Manager
City of Berkley, MI



Vince Pastue, Consultant, Interim Manager
Village of Dundee, MI
City of Gibraltar, MI
City of Charlotte, MI





SCOPE OF WORK

INTRODUCTION

Zeeland Charter Township is navigating a period of organizational transition, operational complexity, and continued growth. Recent work completed by Double Haul Solutions identified opportunities to strengthen governance alignment, internal and external communication systems, organizational capacity, process documentation, and role clarity while continuing to provide high-quality municipal services.

On Tuesday, July 7, the Township Board accepted the resignation of its first Township Manager. Since establishing the Manager position in 2024, the Township has navigated challenges that have limited the Township's ability to fully realize the value of a Board/Manager system of governance and organizational leadership.

Double Haul Solutions proposes to provide Interim Township Manager Services designed not only to ensure the continuity of operations, but also to position the Township for long-term organizational progression. Our goal is to stabilize operations, strengthen organizational cohesion, support elected and appointed leadership, and leave the Township in a stronger position. This approach reflects our belief that successful interim management extends beyond maintaining day-to-day operations and includes preparing the organization for its next leadership transition.

DHS APPROACH TO INTERIM LEADERSHIP

DHS' Zeeland Charter Township operational assessment observed that the Township's greatest challenges are not a lack of commitment or talent, but rather organizational infrastructure, role clarity, communication systems, and governance alignment.

As Interim Township Manager, DHS would focus on the following priorities, in addition to the duties outlined in the Township Manager job description:

Organizational Stabilization: Providing consistent executive leadership, maintaining continuity of operations, and supporting employees through ongoing organizational change.

Governance and Administrative Alignment: Supporting productive working relationships between the Board, Supervisor, Manager, and staff while reinforcing appropriate governance and management roles.

Communication and Coordination: Establishing more predictable communication practices and information-sharing systems throughout the organization.



Capacity Building: Identifying opportunities to reduce reliance on key individuals, strengthen documentation, improve cross-training, and increase organizational resiliency.

Strategic Readiness: Preparing the Township for the implementation of future strategic initiatives through improved organizational systems, accountability structures, and operational discipline.

Leadership Transition Support: Helping elected officials identify leadership characteristics and organizational priorities that should be considered in future executive leadership planning.

BASE SCOPE OF SERVICES

The Interim Township Manager shall perform duties generally associated with the Township Manager position, including:

Leadership & Administration

- Direct and supervise Township operations.
- Provide executive leadership to departments and staff.
- Implement Board policies and priorities.
- Advise elected officials on operational and strategic matters.
- Represent the Township before external agencies and community partners.

Financial Management

- Assist with budget administration and financial oversight.
- Support capital planning and financial decision-making.
- Monitor financial conditions and recommend action where necessary.

Operations Management

- Coordinate Township services and departmental activities.
- Improve operational efficiency and service delivery.
- Maintain compliance with applicable laws and regulations.

Personnel Leadership

- Support department heads and staff.
- Assist with recruiting, onboarding, and organizational development.
- Foster a positive, collaborative workplace culture.



Board Support

- Attend Board meetings and workshops.
- Prepare Township reports and recommendations.
- Support implementation of Board actions and priorities.

INTERIM TOWNSHIP MANAGER SERVICE OPTIONS

OPTION 1 (Base):

Interim Township Manager Services

DHS Founder and CEO Nate Geinzer serves as Interim Township Manager.

Services include:

- Average of 32 hours per week.
- On-site presence (3 days most weeks).
- Remote support as needed.
- Attendance at Board and staff meetings (staff meetings may be virtual).
- Executive leadership and operational oversight.

This option focuses primarily on continuity of operations and executive leadership.

OPTION 2:

Interim Township Manager w/ Added Capacity

In addition to Interim Township Manager services, DHS provides additional specialized consulting resources to support the development and implementation of the recommendations identified through the Township operational assessment submitted June 22, 2026.

Potential Capacity Projects

DHS' added capacity will support operational activities and the implementation of the recommendations within DHS' June operational assessment based on Board priorities and available resources.

This option allows the Township to continue moving important initiatives forward during the interim period rather than delaying improvement efforts until permanent leadership is in place. The Township receives both an Interim Manager and access to a broader team of local government professionals capable of helping reduce organizational risk, increase capacity, and accelerate implementation of key projects.



OPTION 3:

Interim Township Manager w/ Added Capacity + Strategic Operations and Governance Support

This enhanced option combines Interim Township Manager Services with a comprehensive organizational development and strategic planning engagement.

Phase 1: Governance & Team Alignment*

Facilitated sessions focused on:

- Board-manager relationships & alignment
- Roles and responsibilities clarity
- Communication expectations
- Governance practices
- Team cohesion
- Board norms and rules of engagement

*Includes up to one (1) facilitation/training by DHS' 5 Behaviors and DiSC certified team member, Nancy Maurer, excluding applicable assessment costs.

Phase 2: Organizational Framework Development

Development of:

- Governance policy and procedures
- Board/staff responsibility matrix
- Communication protocols
- Priority operational improvements
- Organizational capacity and short-term and long-term staffing recommendations

Phase 3: Community Strategic Planning

Facilitation of a complete Township strategic planning process including:

- Community and stakeholder engagement
- Vision, mission, and values development
- Strategic priorities.
- Implementation framework

Note: Excludes a *statistically significant* survey, which can be coordinated and provided for an additional cost.



This option responds directly to many of the recommendations identified through DHS' assessment, builds on the Board's previous work, and incorporates feedback received after the May workshop. By the end of an estimated eight- to nine-month engagement, the Township would have governance policies, procedures, and a strategic plan to guide the deployment of financial, human, capital, and other resources. With the Board's support, the incoming Manager would begin with clear expectations and the organizational systems needed to be effective in their role.

OPTION 4:

Interim Township Manager w/ Added Capacity + Strategic Operations, Governance, and Communications Support

This option includes everything in Option 3 with the addition of strategic communications support. It is designed for a transition period where the Township needs not only interim leadership and governance support, but also clear public messaging and practical help carrying communications strategies into regular use.

Strategic Communications Support

DHS would support the development of clear, consistent messaging for key transition-related issues, Board decisions, strategic planning milestones, and organizational initiatives. This may include communication planning, message development, talking points, public-facing updates, Board/staff communication tools, and support for explaining major initiatives in a way that is accurate, timely, and easy to understand.

Communications Implementation Support

DHS would also provide hands-on support to implement selected communications strategies and tools. This may include developing content calendars, drafting newsletter articles, preparing social media posts, supporting website update language, coordinating project-specific communication timelines, and creating templates for regular Board, staff, and community updates.

This option provides the highest level of interim support and is intended to help the Township, not only maintain continuity but also, strengthen governance and communication systems, and establish more consistent public information practices.



AVAILABLE RESOURCES BY SERVICE OPTION

SERVICE LEVEL	TEAM MEMBERS AVAILABLE TO TOWNSHIP BY SERVICE LEVEL							
OPTION 1 (Base):	Nate Geinzer							
OPTION 2:	Nate Geinzer	Zack Szymanski	LGL Fellow					
OPTION 3:	Nate Geinzer	Zack Szymanski	Stephanie Baron	Ervin Suida	Nancy Maurer	Mitch Foster	LGL Fellow	
OPTION 4:	Nate Geinzer	Zack Szymanski	Stephanie Baron	Ervin Suida	Kayla McKaig	Nancy Maurer	Mitch Foster	LGL Fellow

FEE STRUCTURE

SERVICE LEVEL		≈ FTE	SERVICE LEVEL REQUESTED (INITIAL)	
			SUPERVISOR	WITNESS
OPTION 1	Interim Township Manager Services	.75+		
OPTION 2	Interim Township Manager w/ Added Capacity	1.25+		
OPTION 3	Interim Township Manager w/ Added Capacity + Strategic Planning & Cohesion Development	1.5+		
OPTION 3	Interim Township Manager w/ Added Capacity + Strategic Planning & Cohesion Development	1.75 - 2.0+		

Payment Terms: Net 30 days. Billed bi-weekly. ACH payment preferred.

Reimbursables: Mileage at IRS Rate.

Terms of Service: Negotiable.
Draft Interim Township Manager agreement provided as Appendix B.
Standard Terms & Conditions for support services provided as Appendix C.

Appendices:

- A. Team Bios
- B. Draft Interim Township Manager Agreement
- C. Standard Terms & Conditions applicable to support services.





APPENDIX A

**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

CONSULTANT PROFILE

NATE GEINZER

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 Traverse City DDA - Executive Director Search
- City of Berkley, MI - Finance Director Search, Interim City Management Services
- 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

A Definitive Decision.

WHY CHOOSE US



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.



www.doublehaulsolutions.com



@doublehaulsolutions

**DOUBLE
HAUL
SOLUTIONS**



YEARS EXPERIENCE
3

EDUCATION

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

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

SPECIAL EXPERTISE
POLICY ANALYSIS &
IMPLEMENTATION

SYSTEMS PROCESS
IMPROVEMENT

STAKEHOLDER ENGAGEMENT
& FACILITATION

STRATEGIC PLANNING &
PROJECT MANAGEMENT

TEAM & CONSENSUS BUILDING

CONSULTANT PROFILE

ZACHARY SZYMANSKI

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

Relevant Consulting Work:

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

Relevant Academic Experience:

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

A Definitive Decision.

WHY CHOOSE US



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.



**DOUBLE
HAUL
SOLUTIONS**



YEARS EXPERIENCE
22

EDUCATION

WAYNE STATE UNIVERSITY:
PH.D. IN PUBLIC POLICY
(IN PROGRESS) &
MASTER OF PUBLIC
ADMINISTRATION

SYRACUSE UNIVERSITY:
MASTER OF SCIENCE
COMMUNICATIONS
MANAGEMENT

WALSH COLLEGE:
MASTER OF BUSINESS
ADMINISTRATION
MANAGEMENT

CENTRAL MICHIGAN
UNIVERSITY:
BACHELOR OF APPLIED ARTS
INTEGRATIVE PUBLIC RELATIONS

SPECIAL EXPERTISE
STRATEGIC COMMUNICATIONS

STAKEHOLDER ENGAGEMENT

COMMUNITY RELATIONS

MEDIA RELATIONS &
CRISIS COMMUNICATIONS

CONSULTANT PROFILE

STEPHANIE BARON

Stephanie brings more than 20 years of experience in strategic communications, public affairs, stakeholder engagement, and organizational strategy across the public, private, nonprofit, and higher education sectors. Her career has focused on helping organizations navigate complex issues, build meaningful relationships, engage stakeholders, and communicate effectively with diverse audiences. Stephanie specializes in strategic messaging, government relations, public engagement, reputation management, and executive counsel. She has advised elected officials, senior executives, community leaders, and organizational stakeholders on communications strategies that build trust, strengthen partnerships, and advance organizational objectives.

Relevant Consulting & Public Affairs Experience:

- SRBS, LLC – Founder & Principal
 - Advises public, private, and nonprofit organizations on strategic communications, public affairs, and stakeholder engagement.
- Citizens Research Council of Michigan – Director, Detroit Bureau
 - Researched and communicated complex public policy issues impacting local governments and communities.
- DTE Energy – Director, Regional Relations, Corporate & Government Affairs
 - Directed statewide local government and stakeholder relations strategies supporting key organizational priorities.
- DTE Energy – Manager, Media Relations
 - Led media relations, executive communications, and crisis communications efforts across the enterprise.
- Blue Cross Blue Shield of Michigan – Manager, External Affairs
 - Managed strategic communications, media relations, and public affairs initiatives supporting organizational objectives.

Relevant Professional & Community Leadership

- Michigan State University – Professor of Practice, Department of Advertising & Public Relations
- Oakland University – Instructor, Department of Political Science
- Michigan Municipal League Foundation – Vice Chair, Board of Directors
- Office of the Wayne County Executive – Press Secretary

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**DOUBLE
HAUL
SOLUTIONS**



YEARS EXPERIENCE
30+

EDUCATION
CENTERLINE HIGH SCHOOL

SPECIAL EXPERTISE
MUNICIPAL MANAGEMENT

STRATEGIC LEADERSHIP

PROJECT AND
INFRASTRUCTURE
MANAGEMENT

INTERGOVERNMENTAL
COLLABORATION

TEAM BUILDING AND LABOR
RELATIONS

GRANT ACQUISITION AND
ADMINISTRATION

PUBLIC COMMUNICATION

BUDGET PLANNING

CONSULTANT PROFILE

ERVIN SUIDA

Ervin Suida is a high-level and uniquely experienced municipal leader with more than 30 years of progressive responsibility in city management and public service. He is dedicated to delivering clear communication, sound fiscal stewardship, and strong community engagement. Ervin is known for building effective teams, managing complex infrastructure projects, and leading with integrity. He brings a comprehensive understanding of municipal operations, intergovernmental collaboration, and project delivery from the ground up.

Relevant Work Experience:

- City Manager – City of Howell, MI
 - Led a full-service city of 10,000 residents, 64 employees, and an annual budget of \$27M-\$34M.
 - Oversaw major projects, including a \$16M wastewater improvement initiative and multiple award-winning downtown revitalization efforts.
- Director of Public Services – City of Howell, MI
 - Managed Public Services, including Parks, Cemetery, Water/Wastewater Treatment, and Public Works.
 - Elevated customer service standards and established Howell as a model for effective service delivery.
- DPW Superintendent – City of Howell, MI
 - Directed Public Works, Parks, and Cemetery operations, including budgeting, safety, and labor negotiations.
 - Developed policies, trained staff, and implemented customer service improvements.
- DPW Superintendent – City of Centerline, MI
 - Advanced from Parks Custodian to Interim DPW Supervisor, performing and managing all aspects of DPW operations.
 - Built foundational knowledge of municipal infrastructure, operations, and leadership.
- Specialist Tank Mechanic – U.S. Army
 - Served with the 3rd Armor Division in Germany and Desert Storm; awarded multiple service commendations.
 - Honorable discharge after 4+ years of dedicated service.

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**DOUBLE
HAUL
SOLUTIONS**



YEARS EXPERIENCE

30

EDUCATION

ASHLAND UNIVERSITY:
MASTER OF BUSINESS
ADMINISTRATION, EXECUTIVE
LEADERSHIP

SAGINAW VALLEY STATE
UNIVERSITY:
BACHELOR OF ARTS,
COMMUNICATION

SPECIAL EXPERTISE

LEADERSHIP DEVELOPMENT

TEAM DEVELOPMENT

GROUP FACILITATION

STRATEGIC AND
ORGANIZATIONAL
FACILITATION

CONSULTANT PROFILE

NANCY MAURER

Nancy Maurer is a leadership and team development facilitator dedicated to helping gain clarity, focus, and actionable solutions through meaningful conversations. With a deep understanding of team dynamics and group behavior, Nancy helps navigate challenges, foster collaboration, and implement effective, community-focused solutions.

Most notably, Nancy served as the Executive Director of Leadership Oakland, a civic-leadership development non-profit, where she was responsible for designing, developing, and delivering programs aimed at strengthening leadership throughout the Southeast Michigan region. Before her time at Leadership Oakland, she played a pivotal role in organizational and leadership development efforts at Beaumont Health (now Corewell Health) in Michigan and The MetroHealth System in Cleveland.

Her background in communications, combined with her extensive leadership and facilitation experience, allows her to support municipalities, non-profits, community organizations, and small businesses in fostering collaborative environments and implementing impactful strategies.

Nancy is also actively involved in Leadership Oakland's Board of Directors; the Alumni Board of Directors at Saginaw Valley State University; and the Non-Profit Outreach Committee of Impact 100 Oakland County.

• **Certifications:**

- DiSC Certified Facilitator (Wiley)
- Five Behaviors of Cohesive Team Certified Facilitator (Wiley)

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**DOUBLE
HAUL
SOLUTIONS**



YEARS EXPERIENCE

2

EDUCATION

**MICHIGAN STATE
UNIVERSITY:
BACHELOR OF ARTS,
CREATIVE ADVERTISING**

SPECIAL EXPERTISE

GRAPHIC DESIGN

CONTENT CREATION

BRANDING

DIGITAL MARKETING

**CAMPAIGN STRATEGY &
EXECUTION**

**CREATIVE CONCEPT
DEVELOPMENT**

EVENT PROMOTION

**PUBLIC ENGAGEMENT &
COMMUNITY OUTREACH**

SOCIAL MEDIA MANAGEMENT

CONSULTANT PROFILE

KAYLA MCKAIG

With a Bachelor of Arts in Creative Advertising from Michigan State University and a proven track record in public sector marketing, Kayla Mckaig brings a rare blend of creative vision, strategic insight, and community-focused communication. She has successfully planned and executed multi-channel campaigns that raise awareness, engage diverse audiences, and inspire action. Drawing on expertise in graphic design, social media strategy, and public engagement, she creates clear, accessible, and impactful messaging tailored to each audience's needs.

Her experience in local government has honed her ability to work within regulatory guidelines while maintaining fresh, innovative approaches that capture attention and drive results. Whether managing a city-wide initiative, producing visually compelling materials, or navigating the fast-paced demands of digital communications, Kayla consistently delivers work that aligns with organizational goals and strengthens public trust.

Relevant Work Experience:

- City of Troy – Marketing Coordinator | Marketing Associate | Community Affairs Associate
 - Advanced through three positions, leading strategic marketing, branding, and community engagement initiatives
 - Conceptualize new ideas to keep the community informed, educate the public, and promote events and services
 - Collaborate with the DDA to bring their goals and initiatives to life, and support the growth of local businesses
 - Develop citywide campaigns from concept to execution, including logos, messaging, signage, and event promotion
 - Design and produce print, digital, and social media content for multi-channel outreach
 - Create secondary city brands, strengthening the city's visual identity and community connection
- Michigan State University Sociology Department – Communications Assistant
 - Created targeted content for social media, print publications, and departmental websites
 - Increased engagement through tailored messaging and media outreach

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DOUBLE HAUL SOLUTIONS



YEARS EXPERIENCE
10

EDUCATION
MASTER OF PUBLIC
ADMINISTRATION -
UNIVERSITY OF
NEVADA, RENO

BACHELOR OF
SCIENCE, POLITICAL
SCIENCE - NORTHERN
MICHIGAN
UNIVERSITY

SPECIAL EXPERTISE
COMMUNITY
DEVELOPMENT

ECONOMIC
DEVELOPMENT

VISIONING

STRATEGIC PLANNING

PLACEMAKING

TOWN/GOWN
COLLABORATIONS

CONSULTANT PROFILE

MITCH FOSTER

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

Relevant Experience:

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

Relevant Training:

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

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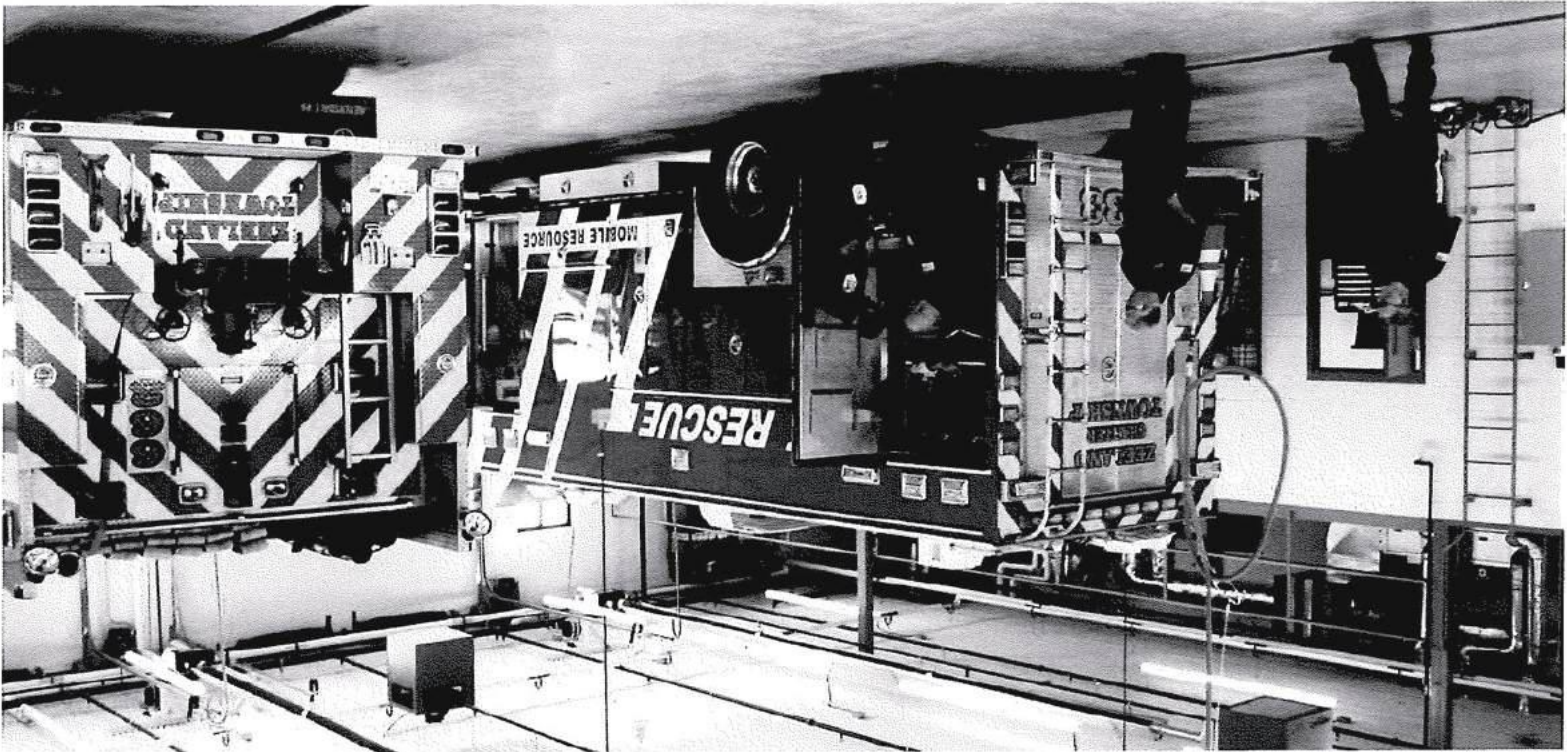


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APPENDIX B



SAMPLE
VENDOR AGREEMENT

THIS AGREEMENT made this _____ day of August, 2026, by and between Zeeland Charter Township, a Michigan municipal corporation, of 6582 Byron Rad, Zeeland, Michigan, 49464 (the "Township"), and DOUBLE HAUL SOLUTIONS, LLC, a Michigan limited liability company of 502 Hightree Ct., Brighton, Michigan 48116, (if a corporation, state of incorporation) (the "Vendor");

WHEREAS, the Township desires to engage the services of the Vendor to furnish technical and professional assistance concerning the project which is described as:

INTERIM DIRECTOR OF PUBLIC SERVICES

and the Vendor wishes to furnish such technical and professional service to the Township and has represented that the Vendor has the education, expertise, capability and the necessary licenses to perform such services (the "Services");

THEREFORE, the parties mutually agree as follows:

1. Agreement Documents. The following, attached hereto, shall be deemed to be a part of this Agreement and incorporated herein.

- A. CV of Nate Geinzer
- B. (Interim?) Township Manager Job Description

2. Scope of Services. The Vendor shall provide services primarily through Nate Geinzer, whose CV is attached hereto. Services may be supplemented by Nate Geinzer & and other DHS Team members as outlined herein. Vendor shall not subcontract or assign the activities under this Agreement to any other individual in the provision of services without prior authorization of the Township. Nate Geinzer shall perform the functions and duties specified in the (Interim?) Township Manager Job Description of Zeeland Charter Township attached hereto, its Charter, ordinances, and other legally permissible and required duties and functions of the position of Township Manager.

3. Compensation and Method of Payment. The Township shall pay to the Vendor, and the Vendor agrees to accept as full compensation for services under this Agreement, the amount of _____ (UPDATE BASED ON SERVICE OPTION), paid bi-weekly (ACH Preferred) plus any additional fees for services set forth in attached approved addendum(s) or future addendum(s) (the "Compensation"). The Interim Township Manager shall not be entitled to any compensation or reimbursements. No retirement,

health care, disability, life insurance vacation, sick, military leave benefits or similar fringe benefits will be provided by the Township to Vendor.

The Compensation shall be based on delivering an average of 64 hours of services per two-week period. Township understands Vendor has other personal and professional commitments that will require time away from the office. Vendor understands Township's expectation that Vendor will be in the office three days per week, most weeks, and shall maintain communications with staff and the Township when away from the office during normal businesses hours, with the exception of emergency circumstances. Vendor will ensure notice is provided to Township staff and the Township Supervisor when absence from the office is expected due to personal or professional reasons and shall leave contact instructions and direction to staff prior to known absences.

4. Period of Performance. The services to be rendered under this Agreement shall commence on ___ August 2026, for an initial period ending _____ 2027. Following the initial period of performance, Township and Vendor may mutually agree to extend the period of performance on a bi-weekly basis, or other mutually agreeable term.

The Interim Township Manager may be away from the office for up to one consecutive five (5) business day period during each three-month period of performance.

5. Independent Contractor. The relationship of the Vendor to the Township is that of an independent contractor and in accordance therewith, the Vendor covenants and agrees that neither it nor its employees, officers or agents will claim to be an officer or employee of the Township or make any claim, demand or application to or for any rights or privileges applicable to any officer or employee of same, including but not limited to worker's compensation coverage, unemployment insurance benefits, social security coverage, or retirement membership or credit. The parties do not intend the services provided by the Vendor to be a joint venture.

Notwithstanding the foregoing, the parties agree that Nate Geinzer shall serve as an agent of the Township in the role of Interim Township Manager and in the performance of all duties attributed to that role under the Township's Job Description, Michigan law and the Charter of the Township. Upon execution of this agreement, the Township will add Vendor as additional insured on its comprehensive general liability insurance policy and its errors and omission policy, each with a limit of \$5 million per occurrence. It is clearly stipulated that including the Vendor as an additional insured on these policies serves to provide defense and indemnification for the Vendor against any torts, professional liability claims, demands, or other legal actions arising from the services specified herein.

6. Recovery of Money. Whenever, under this Agreement, any sum of money shall be recoverable from or payable by the Vendor to the Township, the same amount may be deducted from any sum due to the Vendor under this Agreement or under any other contract between the Vendor and the Township. The rights of the Township are in addition and without prejudice to any other right the Township may have to claim the amount of any loss or damage suffered by the Township on account of the acts or omissions of the Vendor.

7. Workers Compensation Insurance. The parties shall maintain suitable workers compensation insurance pursuant to Michigan law and the Vendor shall provide a certificate of insurance or copy of state approval for self-insurance to the Township Clerk upon execution of this Agreement.

8. Compliance with Regulations. The Vendor shall comply with all applicable statutes, rules and regulations of all federal, state and local governments and agencies having jurisdiction.

9. Standard of Conduct. The Vendor shall render all services under this Agreement according to generally accepted professional practices for the Services.

10. The Township's Obligation. The Township shall provide the Vendor with all information currently available to the Township necessary to perform the Services. The Township shall further provide access to the location where the services are to be performed, a suitable laptop, email address, and network access, including remote network access, to Vendor to facilitate the effective delivery of Services.

11. Non-Discrimination. The parties agree to comply with all applicable non-discrimination laws, ordinances, and policies of the Township regarding employment practices.

12. Prohibition Against Assignment. This Agreement is intended to secure the service of the Vendor because of its ability and reputation and none of the Vendor's Services under this Agreement shall be assigned, subcontracted, or transferred, unless otherwise stated or authorized by Township.

13. Third Party Beneficiaries. This Agreement confers no rights or remedies on any third party, other than the parties to this Agreement and their respective successors and permitted assigns.

14. Interest of the Vendor. The Vendor represents that its officers and employees have no interest and covenant that they will not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of the

Vendor's Services hereunder. The Vendor further covenants that in the performance of this Agreement, no person having any such interest shall be employed. The Vendor further covenants that neither it nor any of its principals are in default to the Township.

15. Qualifications of the Vendor. The Vendor specifically represents and agrees that its officers, employees, agents and contractors have and shall continue to possess the experience, knowledge, and competence necessary to qualify them individually to perform the Services.

16. Notice. Whenever it is provided in this Agreement that a notice or other communication is to be given or directed to either party, the same shall be given or directed to the respective party at its address as specified in this Agreement, or at such other address as either party may, from time to time, designate by written notice to the other.

17. Amendments. This Agreement may be modified from time to time, but such modifications shall be in writing and signed by both parties.

18. Termination. Due to the nature of the services provided under this Agreement, Vendor shall serve as the Interim Director of Public Services at the sole discretion of the Township. While either party may terminate this relationship with or without cause, and with or without notice to either party, out of respect to one another, both parties will attempt, to the extent practicable, to give the other party thirty (30) days' notice before terminating the contractual relationship. In the event the Agreement is terminated by the Township prior to the end of the Initial Period of Performance of 30 April 2026, the Township shall pay to the Vendor through that date.

19. Force Majeure. If because of a force majeure event, either party is unable to carry out any of its obligations under this Agreement (other than obligations of such party to pay or expend money for or in connection with the performance of this Agreement), and if such party promptly gives to the other party concerned written notice of such force majeure event, then the obligations of the party giving such notice will be suspended to the extent made necessary by such force majeure event and during its continuance, provided the effect of such force majeure is eliminated insofar as possible with all reasonable dispatch. "Force Majeure Event" means unforeseeable events beyond a party's reasonable control and without such party's fault or negligence, including, but not limited to, acts of God, acts of public enemy, acts of the federal government, acts of another party to this Agreement, fire, flood, inclement weather, epidemic, quarantine restrictions, strikes and embargoes, labor disturbances, the unavailability of raw materials, legislation, charter amendments or referendum, orders or acts of civil or military authority, injunctions, or other causes of a similar nature which wholly or substantially prevent performance. If the suspension of work lasts for more than 30 days, the Township may

terminate this Agreement.

20. Delay. If the Vendor is delayed in the completion of the work due to force majeure events or otherwise, the time for completion may be extended for a period determined by the Township in its sole discretion to be equivalent to the time of such delay. The Township may terminate this Agreement if the delay lasts for more than 30 days. Upon termination by the Township, the Vendor shall be entitled to the costs actually incurred in compliance with this Agreement less any costs incurred by the Township as a result of the delay until the date of such termination, but not more than the maximum Agreement amount.

21. Interpretation. This Agreement shall be governed by the laws of the State of Michigan, both as to interpretation and performance. This Agreement was drafted at the joint direction of the parties. The pronouns and relative words used herein are written in the neuter and singular. However, if more than one person or entity joins in this Agreement on behalf of the Vendor, or if a person of masculine or feminine gender joins in this Agreement on behalf of the Vendor, such words shall be interpreted to be in the plural, masculine or feminine as the sense requires. In the event that any term, clause or provision of this Agreement conflicts with any term, clause, or provision contained in any attachments to this Agreement, this Agreement's terms shall prevail.

22. Venue. Any and all suits for any and every breach of this Agreement may be instituted and maintained in any court of competent jurisdiction in the County of Ottawa, State of Michigan.

23. Freedom of Information Act. The Vendor acknowledges that the Township may be required from time to time to release records in its possession by law. The Vendor hereby gives permission to the Township to release any records or materials received by the Township as it may be requested to do so as permitted by the Freedom of Information Act, MCL 15.231 *et seq.*

24. Digital Signatures. The parties hereto acknowledge and agree under the Uniform Electronic Transactions Act, MCL 450.832, *et seq.* that this Agreement may be executed with the electronic signature of any person authorized and required to sign on behalf of the parties hereto.

25. Execution in Counterparts. This Agreement may be executed in counterparts, each of which shall be an original and all of which shall constitute the same instrument.

26. No Waiver. No waiver by any party of any default by another party in the performance of any portion of this Agreement shall operate or be construed as a waiver of any future default, whether like or different in character.

27. Entire Agreement. This Agreement, together with all items incorporated herein by reference, constitutes the entire agreement of the parties and there are no valid promises, conditions or understandings which are not contained herein. It is understood that should the Vendor recommend further work concerning the project, the Township is under no obligation to engage the Vendor for such work.

28. Authority to Execute. The parties agree that the signatories appearing below have the authority and are duly authorized to execute this Agreement on behalf of the respective party to this Agreement.

29. Iran Economic Sanctions Act. The Vendor certifies that it is not an Iran linked business as defined under the Iran Economic Sanctions Act (MCL 129.311 et seq) and will not, during the performance of this Contract, violate the provisions of the Iran Economic Sanctions Act, as amended.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date and year first above written.

CLIENT: Zeeland Charter Township, MI

By _____
_____, Township
Supervisor

By _____
_____, Township Clerk

VENDOR: Double Haul Solutions

By _____
Signature

By _____
Name and Title (print or type)

APPENDIX C



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.

Consultant reserves the right to terminate this Agreement upon written notice to Client if the Client fails to follow, disregards, or materially deviates from the Consultant's professional advice, recommendations, or instructions, and such failure, disregard, or deviation (1) materially impairs the Consultant's ability to perform the services, (2) creates a risk of harm, liability, or reputational damage to Consultant, or (3) is reasonably likely to compromise the intended outcomes of the Services.

Prior to termination under this Article, Consultant shall provide Client with written notice specifying the nature of the non-compliance and a reasonable opportunity to cure, not to exceed seven (7) days from the receipt of such notice. If Client fails to cure within the specified period, Consultant may terminate this Agreement immediately upon written notice to Client. Consultant shall not be liable for any damages, losses or claims arising from or related to Client's failure to follow Consultant's advice or recommendation.

D. 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.

E. 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

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.

If a candidate or candidates identified by Contractor as part of Contractor's work requests that their application for employment and related documentation remain confidential as authorized under MCL §15.268(1)(f), then Client shall be bound by that confidentiality request. Client shall indemnify and hold harmless Contractor from and against any and any claims, demands, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for any damages which may be asserted, claimed or recovered against the Contractor by reason of Client's failure to honor the request for confidentiality by a candidate or candidates. This indemnification obligation shall not apply to any candidate who does not request confidentiality.

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

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: _____, [client]

Consultant: Nate Geinzer, Founder & CEO, Double Haul Solutions

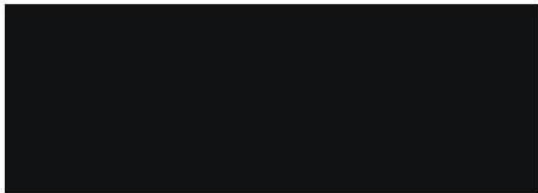
H. Changes. Any changes in the provisions of this Contract must be in writing and signed by the Client and Consultant.

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

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

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

CONTACT US FOR FURTHER INQUIRIES



DOUBLE
HAUL
SOLUTIONS
Great leadership is in our nature.

