



## AGENDA

### REGULAR MEETING OF THE PARCHMENT CITY COMMISSION

January 20, 2025

5 P.M.

#### Parchment City Commission

Mayor Robert D. Britigan III

Vice Mayor Thomas Jordan

Commissioner Michael Conner

Commissioner Doug Fooy

Commissioner Tammy Cooper

Commissioner Robin Madaras

Commissioner Justin Mendoza

#### Officers

City Manager Nancy R. Stoddard

City Attorney Robert Soltis

City Treasurer/Clerk Shannon Stutz

**1. Call to Order**

**2. Pledge of Allegiance**

**3. Roll Call**

**4. Approval of Minutes**

From the City Commission Meeting of January 6, 2024

**5. Additions/Changes to the Agenda - Approval**

**6. Citizen Comments – Items ON the Agenda**

*If you wish to comment regarding items ON the agenda, please follow the format below:*

- *State your name and address for the records*
- *You are allowed up to 5 minutes for your comments*
- *Please let us know if you require special accommodations by notifying the Clerk*

- *Reminder: You will be making a statement, without discussion from the Commission. You are always welcome to make an appointment with the City Manager to further discuss your comments.*

**7. Consent Agenda**

*Items on the consent agenda will be dealt with one vote by the City Commission unless a Commissioner requests an item be dealt with individually.*

Motion to RECEIVE OR APPROVE as indicated:

- Warrant 1534 – action
- Credit Card Statement, December 2024 – action
- Financial Report, December 2024 - receive
- Kalamazoo Area Building Authority December 2024 Report - receive
- KAC Meeting Minutes, December 9, 2024 – receive
- KATS Policy Committee Meeting Minutes, October 30, 2024 - receive

**8. City Manager Candidate Interviews**

- 5:30pm – Jered Ottenwess
- 6:30pm – York Haverkamp (ZOOM interview)
- 7:30 pm – Sarah Joshi

**9. Unfinished Business**

**10. New Business**

- City Manager Position – action

**11. Citizen Comments – Items ON or OFF the Agenda**

*Persons wishing to comment on items that are on/off the agenda are instructed to please follow the same format as Citizen Comments for items on the agenda.*

**12. Mayor and Commissioner Comments**

**13. City Manager Comments**

**14. Adjournment**

**MINUTES OF THE REGULAR MEETING OF THE PARCHMENT CITY COMMISSION HELD ON MONDAY, JANUARY 6, 2025.**

**1. Call to order**

Mayor Britigan called the meeting to order at 7:00 p.m. then led everyone in the Pledge of Allegiance.

**2. Roll Call.**

Present: Commissioners Britigan, Cooper, Conner, Fooy, Jordan, Madaras, and Mendoza, City Manager Stoddard, City Attorney Soltis, City Treasurer/Clerk Stutz.

Absent: None.

**3. Approval of Minutes**

Moved by Commissioner Mendoza supported by Commissioner Fooy to approve the minutes of the December 16, 2024 Regular meeting. **Motion Carried.**

**4. Additions or changes to the agenda.**

None. Moved by Commissioner Cooper, supported by Commissioner Madaras to approve the agenda as presented. **Motion Carried.**

**5. Citizen Comments – Items ON the Agenda**

None.

**6. Consent Agenda**

A. Questions by Commissioners were answered regarding specific items. Moved by Commissioner Conner, supported by Commissioner Mendoza to approve the consent agenda items. **Motion Carried.**

**7. Unfinished Business**

A. #230 Ordinance to Amend Child Care – Second Reading. Mayor Britigan reminded everyone that this ordinance is being amended in order to be in compliance with state regulations. City Manager Stoddard noted that Zoning Administrator Rebecca Harvey reported that adult care was not reviewed within this ordinance, only child care because of the change in state law. If commissioners want that reviewed, it can be brought before the PC into the work plan. Some questions were answered. Moved by Commissioner Mendoza, supported by Commissioner Madaras to approve Ordinance 230 to amend child care for second reading, with an addendum to update the Uses Allowed by District chart. **Motion Carried.**

B. #230 Ordinance to Amend Child Care – Adoption. Moved by Commissioner Cooper, supported by Vice Mayor Jordan to approve Ordinance 230 to amend child care for Final Adoption, with an addendum to update the Uses Allowed by District chart. Roll call vote was as follows:

Ayes: Britigan, Cooper, Conner, Fooy, Jordan, Madaras, Mendoza.

Nays: None.

Absent: None.

Abstain: None.

**Motion Carried 7-0.**

**8. New Business**

A. 2024 Annual Report of Planning Commission, Chairperson DeBoer – receive. Chairperson Kent DeBoer stepped to the podium explaining that this annual report is required per the city ordinance. He noted it shows progress made, dates of completion, and the journal he does after each meeting, adding “it’s a real good picture of what’s been going on”. Mayor Britigan thanked the PC for their work, adding it is thorough, and diligent.

B. Prein & Newhof Engineering Services Agreement – action. Mayor Britigan said that this is an annual agreement for the civil engineering of the city, with updated rates. City Manager Stoddard explained the comparison chart given was created by city staff for commissioner information. She also explained that there are two agreements, one for hourly rates, and the other related to our USDA loan/grants. Commissioner Cooper said she thought PN does “wonderful work” at a “competitive rate”. Moved by Commissioner Cooper, supported by Commissioner Conner to approve the Professional Services Agreement with Prein & Newhof with the fee schedule as listed. Roll call vote was as follows:

Ayes: Britigan, Cooper, Conner, Fooy, Jordan, Madaras, Mendoza.

Nays: None.

Absent: None.

Abstain: None.

**Motion Carried 7-0.**

C. Amendment to Owner-Engineer Agreement (USDA/Prein & Newhof) – action. City Manager Stoddard noted there is no change to the bottom line, only in the fees per hour. Moved by Commissioner Mendoza, supported by Commissioner Cooper to approve the amendment to the Owner-Engineer Agreement (USDA-Prein&Newhof) as presented and authorize the Mayor to sign all documents related to the action. Roll call vote was as follows:

Ayes: Britigan, Cooper, Conner, Fooy, Jordan, Madaras, Mendoza.

Nays: None.

Absent: None.

Abstain: None.

**Motion Carried 7-0.**

**9. Citizen Comments**

Todd Kowalski, KTwp Fire Marshall, said he was finally able to come introduce himself to the commission. He has been 34 years at KTwp, with 20 being Fire Marshall, and is happy to be serving the City of Parchment. He noted some of the work he does – investigations, working with the Planning Commission, city festivals, and other activities in the park. He said he can be reached through City Manager Stoddard, and to not hesitate to contact him if there were questions.

Kristen Capelli, 318 E Thomas, expressed concern over recent thefts and crime, asking if there were things residents could be doing to be “more proactive rather than reactive”. She noted how E Thomas is dark, asking whether increased lighting could be added. Again she wanted to make sure commissioners understood she is looking for solutions, and wants to help in that regard.

Elizabeth Seeger, 310 E Thomas, stressed that lighting may have helped more when police officers had been in pursuit of the robbery suspects.

Karen Conner, 1124 Parchmount, agreed about lighting, adding that she felt police response times have increased during the day, and are “worse overnight”, asking “what can we do to increase police presence” in the city.

Joe Ross, 619 Parchmount, asked what citizens need to do in order to be annexed by the City of Kalamazoo.

**10. Mayor and Commissioner Comments**

Commissioner Mendoza thanked the residents for coming, saying “it was great to have input directly from citizens” and adding that he thought lighting was definitely worth looking into. He then mentioned he’d like to see data from KTPD regarding response times, saying any action taken should be “data-driven”.

Commissioner Cooper was also glad to have discussion on safety and lighting. She noted that officers spending time on the North Side can be considered a good thing, and she’s interested in the response time data as well. She mentioned the County Sheriff has even less staff and KTPD has better service in her opinion. She appreciated residents coming to the meeting and putting this on the commission’s radar.

Commissioner Conner said the police department’s response “was garbage”. He said overnight parking is not enforced, then said he wanted deer crossing signs on Parchmount.

Commissioner Madaras thanked the Planning Commission and Chairperson Kent DeBoer saying she’s always so impressed by their work and that they’ve put the city in a “good spot”. She then thanked the residents present and reported the Kindleberger Festival planning is underway and to check the website for volunteering opportunities.

Commissioner Fooy also thanked the residents, and mentioned there may be money from Consumers Energy for lighting if the Neighborhood Watch group gets going again. He said he’d like to help with that.

Vice Mayor Jordan echoed the ideas and thoughts about lighting saying he was in favor. He, too, is data-driven, and would like to see hard numbers. He said after the last commission meeting (right after the robbery) he went to Harding’s, and he

reported seeing 5-6 police cars in the parking lot, saying it was “an impressive showing” despite not being able to be everywhere all at once.

Mayor Britigan thanked residents for coming, and “with solutions”. He explained that in order for Parchment to be annexed by another municipality, a vote would need to come before the people, adding that it’s a “cumbersome” process.

**11. City Manager Comments/Reports**

City Manager Stoddard thanked residents for coming and added if there were any concerns to not hesitate in contacting her at City Hall, stressing they don’t have to wait for a commission meeting.

**12. Adjournment**

There being no further business to come before the Commission, it was moved by Commissioner Mendoza and supported by all to adjourn the meeting at 7:54 p.m.

Shannon Stutz, City Clerk



City of Parchment  
 Check Register Report  
 Warrant 1534

Check	Check Date	Vendor Name	Description	Amount
38501	01/16/2025	CIVICPLUS	ONLINE CODE HOSTING - 3/1/25 TO 2/28/26	945.00
38502	01/16/2025	CONSUMERS ENERGY	CITYWIDE MONTHLY ENERGY USE - DEC	3,340.31
38503	01/16/2025	CORPORATE TECHNOLOGIES LLC	COMPUTER WORK - DECEMBER	990.00
38504	01/16/2025	DETROIT SALT COMPANY	101 TONS ROCK SALT	7,423.49
38505	01/16/2025	ENGINEERED PROTECTION SYSTEMS	WATER TREATMENT - 02/01/25 TO 04/30/25	192.42
38506	01/16/2025	FORD, KRIEKARD, SOLTIS & WISE	ATTORNEY SVCS - DECEMBER General \$406.25, Police \$525.00	931.25
38507	01/16/2025	HARVEY CONSULTING	PLANNING & ZONING - OCT, NOV, DEC.	543.75
38508	01/16/2025	J & H OIL COMPANY	FUEL CHARGES - 12/15 TO 12/31/24	286.48
38509	01/16/2025	KALAMAZOO CITY TREASURER	WATER BILL CITY HALL - 10/02/24 TO 01/06/25	398.60
38510	01/16/2025	KALAMAZOO TOWNSHIP	POLICE+FIRE SERVICES CONTRACTS - JANUARY 2025 Pol \$36,684.50, Fire \$9096.28	45,780.78
38511	01/16/2025	MULDER WATERPROOFING & SEALANT	CITY HALL - CAULKING ALONG RAMP	450.00
38512	01/16/2025	PREIN & NEWHOF	ENGINEERING - 12/01 TO 12/28/24 Misc \$28.50; USDA 3321.45; Trestle \$179.00	3,528.95
38513	01/16/2025	PURITY CYLINDER GASES, INC.	QUARTERLY CYLINDER RENTAL - ACCT #36050	89.25
38514	01/16/2025	REPUBLIC SERVICES #249	CITY WIDE PICKUP - JANUARY - ACCT #3-024	12,048.50
38515	01/16/2025	RIVERWORKS CONSTRUCTION, INC.	KA■YAK LAUNCH & FISHING PIER IMP - REQUE	26,725.00
38516	01/16/2025	SBIS	EMPLOYEE & RETIREE INSURANCE - FEBRUARY	14,336.00
38517	01/16/2025	SEVERANCE ELECTRIC CO INC	TRAFFIC SIGNALMAINT - DECEMBER 2024	120.00
38518	01/16/2025	SHELBY LOFTS	CANCELLED RESERVATION - 08/16/2025	225.00
38519	01/16/2025	SIEGFRIED CRANDALL P.C.	AUDITING SERVICES FOR YEAR ENDED 06/30/24	900.00

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**Cardholder Account Summary cont.**

Name and Account Number	Credit Limit	Credits	Purchases	Cash Advances	Total Activity
NANCY R STODDARD XXXX XXXX XXXX 7241	\$5,000	\$0.00	\$601.70	\$0.00	\$601.70
TY J WOLTHUIS XXXX XXXX XXXX 7674	\$3,000	\$0.00	\$676.07	\$0.00	\$676.07
SHANNON STUTZ XXXX XXXX XXXX 9125	\$5,000	\$0.00	\$629.01	\$0.00	\$629.01

**Cardholder Account Activity**

Post Date	Tran Date	Reference Number	Transaction Description	VCN	Amount
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12/20	12/18	05436844354200095405900	GFS STORE #0150 KALAMAZOO MI		\$314.99
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Post Date	Tran Date	Reference Number	Transaction Description	VCN	Amount
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11/29	11/27	55432864332203479408858	LOWES #00765* KALAMAZOO MI		\$359.84
12/04	12/02	02305374338100120553894	MENARDS KALAMAZOO EAST COMSTOCK TOWN MI		\$11.98
12/04	12/02	02305374338100120553712	MENARDS KALAMAZOO EAST COMSTOCK TOWN MI		\$47.82
12/09	12/06	02305374342000754669954	TRACTOR SUPPLY #1272 KALAMAZOO MI		\$11.99
12/11	12/10	55453704346017700274988	ADVANCE AUTO PARTS #17 KALAMAZOO MI		\$57.27
12/18	12/16	52707154352010192505282	THE HOME DEPOT #2728 PORTAGE MI		\$57.97
12/20	12/18	85179244354980005540930	STEENSMA LAWN AND POWE KALAMAZOO MI		\$402.85
12/23	12/19	023053743355100123891018	MENARDS KALAMAZOO EAST COMSTOCK TOWN MI		\$339.96

Post Date	Tran Date	Reference Number	Transaction Description	VCN	Amount
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12/03	12/02	82305094337000058801462	ZOOM.US 888-799-9666 SAN JOSE CA		\$16.95
12/09	12/06	05436844341300242178291	FSP AFFORDABLE LIMOUSI WYOMING MI		\$60.00
12/09	12/07	8211755434200004518008	PIXELVINE FREEPORT MI		\$89.75
12/11	12/10	55506294346177760018318	MICHIGAN MUNICIPAL LEA ANN ARBOR MI		\$350.00
12/13	12/12	8211755434800001211361	PIXELVINE FREEPORT MI		\$85.00

Post Date	Tran Date	Reference Number	Transaction Description	VCN	Amount
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12/04	12/02	02305374338100120560071	MENARDS KALAMAZOO EAST COMSTOCK TOWN MI		\$38.97
12/16	12/13	85299154349900019527893	MCDONALD S TOWING AND KALAMAZOO MI		\$637.10

Post Date	Tran Date	Reference Number	Transaction Description	VCN	Amount
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11/27	11/26	55432864331203181389892	SPECTRUM 855-707-7328 MO		\$249.96
12/05	12/03	85140514339900014600014	CORNERSTONE OFFICE SYS AVALENCE@CORN MI		\$89.10
12/24	12/23	55432864358202902895854	SPECTRUM 855-707-7328 MO		\$129.98
12/24	12/23	55432864358202902904102	SPECTRUM 855-707-7328 MO		\$159.97



**FIFTH THIRD BANK**

Account Number: XXXX XXXX XXXX 1546

CITY OF PARCHEMENT

Statement Closing Date: 12/26/24

Corporate Account Summary		
Previous Balance		\$2,146.28
Payments	-	\$2,146.28
Credits	-	\$0.00
Purchases and Other Charges	+	\$3,511.55
Cash Advances	+	\$0.00
Late Payment Charge	+	\$0.00
Cash Advance Fees	+	\$0.00
Finance Charges	+	\$0.00
<b>New Balance</b>		<b>\$3,511.55</b>
Disputed Amount		\$0.00
Past Due Amount		\$0.00
Credit Limit		\$15,000.00
Available Credit Limit		\$11,488.45
Cash Advance Credit Limit		\$0.00
Available Cash Advance Credit Limit		\$0.00
Statement Closing Date		12/26/24
Days in Billing Cycle		30

Payment Information	
New Balance	\$3,511.55
Minimum Payment Due	\$3,511.55
Payment Due Date	01/21/25
<b>QUESTIONS OR TO REPORT LOST/STOLEN CARDS?</b>	
Call Customer Service	1-800-375-1747
Please send billing inquiries and correspondence to: FIFTH THIRD BANK PO BOX 740523 CINCINNATI, OH 45274-0523	
Or email inquires to CommercialSupport@53.com	

Corporate Account Activity				
Post Date	Tran Date	Reference Number	Transaction Description	Amount
12/23	12/23		AUTO PAYMENT DEDUCTION	-\$2,146.28

Finance Charge Summary			
Your Annual Percentage Rate (APR) is the annual rate on your account.			
Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Finance Charge	Finance Charge
PURCHASES	19.80%	\$0.00	\$0.00
CASH ADVANCES	19.80%	\$0.00	\$0.00

Cardholder Account Summary					
Name and Account Number	Credit Limit	Credits	Purchases	Cash Advances	Total Activity
BILL CAHILL XXXX XXXX XXXX 1801	\$5,000	\$0.00	\$314.99	\$0.00	\$314.99
CAMRON J BOEKHOVEN XXXX XXXX XXXX 9114	\$3,000	\$0.00	\$1,289.78	\$0.00	\$1,289.78

(summary continued on next page)

Detach and return lower portion with your payment. Please retain above portion.

  
 FIFTH THIRD BANK  
 FIFTH THIRD BANK  
 PO BOX 740523  
 CINCINNATI, OH 45274-0523

Account Number XXXX XXXX XXXX 1546  
 Payment Due Date 01/21/25  
 Amount Due \$3,511.55  
 Current Balance \$3,511.55

You are enrolled in automatic payments. Your payment will be automatically debited on the payment due date.

CITY OF PARCHEMENT  
 CORPORATE BILLING ACCT  
 C/O SHANNON STUTZ  
 650 S RIVERVIEW DR  
 PARCHEMENT MI 49004-1219

FIFTH THIRD BANK  
 PO BOX 740523  
 CINCINNATI, OH 45274-0523

0321022720040942 0003511557 0003511557



GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE BALANCE	% BDDT USED
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	NORMAL (ABNORMAL)	MONTH 12/31/2024	INCREASE (DECREASE)		
Fund 101 - GENERAL FUND									
Revenues									
Dept 000									
101-000-404.000	Tax Revenue	831,500.00		831,543.00			0.00	(43,400)	100.00
101-000-405.000	Taxes - Industrial Facilities	2,207.00		2,207.00			0.00	0.00	100.00
101-000-441.000	Local Community Stab Share Tax	144,000.00		43,407.04			0.00	100,592.96	30.14
101-000-445.000	Penalty on Taxes	4,000.00		2,493.61			392.69	1,506.39	62.34
101-000-448.000	1% Collection Fees	35,800.00		27,396.80			584.09	8,403.20	76.53
101-000-451.000	License and Fees	15,000.00		1,964.70			0.00	13,035.30	13.10
101-000-452.000	Cablevision Fees	15,000.00		3,310.54			0.00	11,689.46	22.07
101-000-453.000	Recreation Fees	2,700.00		0.00			0.00	2,700.00	0.00
101-000-454.000	Solid Waste Collections	145,000.00		37,598.67			81.38	107,401.33	25.93
101-000-528.000	Other Federal Funding	0.00		31,890.60			0.00	(31,890.60)	100.00
101-000-540.000	State Grants	479,900.00		204,909.30			57,704.25	274,990.70	42.70
101-000-544.000	State Grant - Water Plant	9,800.00		9,763.13			0.00	36.87	99.62
101-000-575.000	State Sales Tax	254,100.00		83,814.00			39,919.00	170,286.00	32.98
101-000-632.000	Charges for Services Rendered	0.00		250.00			0.00	(250.00)	100.00
101-000-645.000	Sale of Fixed Assets	0.00		6,500.00			0.00	(6,500.00)	100.00
101-000-662.000	Traffic Fines	8,000.00		1,434.44			145.86	6,565.56	17.93
101-000-664.000	Interest on Investments	5,000.00		5,838.38			247.41	(838.38)	116.77
101-000-676.000	Transfers From Other Funds	31,891.00		0.00			0.00	31,891.00	0.00
101-000-680.000	Reimbursement for Overhead	132,560.00		0.00			0.00	132,560.00	0.00
101-000-694.000	Miscellaneous	20,000.00		1,483.79			0.00	18,516.21	7.42
101-000-695.000	Other Financing Sources	5,000.00		2,108.08			200.00	2,891.92	42.16
Total Dept 000		2,141,458.00		1,297,913.08			99,274.68	843,544.92	60.61
TOTAL REVENUES									
Expenditures									
Dept 100 - Legislative									
101-100-703.000	Payroll - Part Time	9,000.00		6,585.00			650.00	2,415.00	73.17
101-100-715.000	Social Security	1,079.00		178.25			40.30	900.75	16.52
101-100-720.000	Worker's Compensation	296.00		0.00			0.00	296.00	0.00
101-100-722.000	Medicare	252.00		41.68			9.42	210.32	16.54
101-100-740.000	Operating Supplies	1,400.00		1,097.50			0.00	302.50	78.39
101-100-800.000	Professional/Contractual Serv.	21,500.00		9,377.43			0.00	12,122.57	43.62
101-100-830.000	Memberships & Dues	600.00		350.75			110.00	249.25	58.46
101-100-860.000	Institutes & Training	1,000.00		427.22			0.00	572.78	42.72
101-100-880.000	Community Promotion	800.00		235.00			85.00	565.00	29.38
101-100-880.001	Wassailing Contribution	1,250.00		0.00			0.00	1,250.00	0.00
101-100-900.000	Printing & Publishing	5,000.00		2,175.64			0.00	2,824.36	43.51
101-100-955.000	Miscellaneous	0.00		1,069.06			69.06	(1,069.06)	100.00
101-100-970.000	Capital	0.00		799.99			0.00	(799.99)	100.00
101-100-999.000	Transfer to other Fund	34,212.00		24,211.69			0.00	10,000.31	70.77
Total Dept 100 - Legislative		76,389.00		46,549.21			963.78	29,839.79	60.94
Dept 200 - Administration									
101-200-702.000	Payroll - Full Time	132,560.00		63,422.95			14,944.79	69,137.05	47.84
101-200-703.000	Payroll - Part Time	46,800.00		23,504.63			4,737.72	23,295.37	50.22
101-200-715.000	Social Security	7,800.00		4,959.31			1,146.14	2,840.69	63.58
101-200-716.000	Hospital/Life Insurance	76,425.00		36,188.58			6,031.43	40,236.42	47.35
101-200-716.001	Insurance Deductible	4,000.00		1,658.13			0.00	2,341.87	41.45
101-200-718.000	Pension	22,000.00		18,188.77			3,537.03	3,811.23	82.68
101-200-719.000	Hospital Insurance - Retirees	0.00		19,571.54			3,918.95	(19,571.54)	100.00

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE BALANCE	% BGDG USED
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	12/31/2024	MONTH 12/31/2024	INCREASE (DECREASE)		
Fund 101 - GENERAL FUND									
Expenditures									
101-200-720.000	Worker's Compensation	725.00	0.00	0.00	0.00	0.00	0.00	725.00	0.00
101-200-722.000	Medicare	2,500.00	1,159.83	1,159.83	268.05	268.05	1,340.17	1,340.17	46.39
101-200-724.000	ICMA Retirement Benefit	6,000.00	0.00	0.00	0.00	0.00	6,000.00	6,000.00	0.00
101-200-730.000	Postage	5,000.00	4,283.32	4,283.32	1,428.00	1,428.00	716.68	716.68	85.67
101-200-740.000	Operating Supplies	5,000.00	3,559.22	3,559.22	676.36	676.36	1,440.78	1,440.78	71.18
101-200-775.000	Repair & Maintenance Supplies	1,000.00	0.00	0.00	0.00	0.00	1,000.00	1,000.00	0.00
101-200-800.000	Professional/Contractual Serv.	11,000.00	(20,357.03)	(20,357.03)	467.25	467.25	31,357.03	31,357.03	(185.06)
101-200-800.000-RIVER	Professional/Contractual Serv.	470,600.00	204,399.05	204,399.05	831.00	831.00	266,200.95	266,200.95	43.43
101-200-800.000-WILDL	Professional/Contractual Serv.	9,300.00	8,912.69	8,912.69	0.00	0.00	387.31	387.31	95.84
101-200-805.000	Computer Services	9,500.00	5,484.50	5,484.50	683.00	683.00	4,015.50	4,015.50	57.73
101-200-830.000	Memberships & Dues	1,200.00	374.00	374.00	7.50	7.50	826.00	826.00	31.17
101-200-850.000	Communications	6,000.00	2,789.16	2,789.16	296.92	296.92	3,210.84	3,210.84	46.49
101-200-860.000	Institutes & Training	1,200.00	657.95	657.95	147.66	147.66	542.05	542.05	54.83
101-200-900.000	Printing & Publishing	2,000.00	1,576.46	1,576.46	0.00	0.00	423.54	423.54	78.82
101-200-910.000	Insurance & Bonds	7,800.00	5,997.00	5,997.00	1,499.25	1,499.25	1,803.00	1,803.00	76.88
101-200-920.000	Utilities	4,500.00	2,434.95	2,434.95	855.63	855.63	2,065.05	2,065.05	54.11
101-200-930.000	Repair & Maint.Contractors	3,000.00	0.00	0.00	0.00	0.00	3,000.00	3,000.00	0.00
101-200-955.000	Miscellaneous	500.00	128.71	128.71	0.00	0.00	371.29	371.29	25.74
101-200-970.000	Capital	0.00	1,150.35	1,150.35	1,150.35	1,150.35	(1,150.35)	(1,150.35)	100.00
Total Dept 200 - Administration		836,410.00	390,044.07	390,044.07	42,627.03	42,627.03	446,365.93	446,365.93	46.63
Dept 210 - Legal Services									
101-210-801.000	Attorney - General	14,000.00	5,237.50	5,237.50	481.25	481.25	8,762.50	8,762.50	37.41
101-210-802.000	Attorney-Police Matters	5,000.00	787.50	787.50	0.00	0.00	4,212.50	4,212.50	15.75
Total Dept 210 - Legal Services		19,000.00	6,025.00	6,025.00	481.25	481.25	12,975.00	12,975.00	31.71
Dept 300 - Police									
101-300-703.000	Payroll - Part Time	8,400.00	4,928.00	4,928.00	1,680.00	1,680.00	3,472.00	3,472.00	58.67
101-300-715.000	Social Security	600.00	305.53	305.53	104.16	104.16	294.47	294.47	50.92
101-300-722.000	Medicare	100.00	71.45	71.45	24.36	24.36	28.55	28.55	71.45
101-300-780.000	Safety Supplies	0.00	379.95	379.95	0.00	0.00	(379.95)	(379.95)	100.00
101-300-800.000	Professional/Contractual Serv.	479,551.00	220,107.00	220,107.00	36,684.50	36,684.50	259,444.00	259,444.00	45.90
Total Dept 300 - Police		488,651.00	225,791.93	225,791.93	38,493.02	38,493.02	262,859.07	262,859.07	46.21
Dept 336 - Fire									
101-336-746.000	Gasoline & Oil	500.00	118.90	118.90	0.00	0.00	381.10	381.10	23.78
101-336-775.000	Repair & Maintenance Supplies	1,000.00	155.10	155.10	0.00	0.00	844.90	844.90	15.51
101-336-800.000	Professional/Contractual Serv.	125,000.00	40,970.52	40,970.52	8,144.64	8,144.64	84,029.48	84,029.48	32.78
101-336-850.000	Communications	0.00	959.22	959.22	0.00	0.00	(959.22)	(959.22)	100.00
101-336-910.000	Insurance & Bonds	15,000.00	15,322.00	15,322.00	3,830.50	3,830.50	(322.00)	(322.00)	102.15
101-336-920.000	Utilities	2,500.00	1,120.63	1,120.63	440.80	440.80	1,379.37	1,379.37	44.83
101-336-930.000	Repair & Maint.Contractors	350.00	420.00	420.00	0.00	0.00	(70.00)	(70.00)	120.00
101-336-970.000	Capital	30,000.00	18,445.88	18,445.88	0.00	0.00	11,554.12	11,554.12	61.49
Total Dept 336 - Fire		174,350.00	77,512.25	77,512.25	12,415.94	12,415.94	96,837.75	96,837.75	44.46
Dept 440 - Public Services									
101-440-702.000	Payroll - Full Time	70,000.00	41,966.57	41,966.57	8,842.92	8,842.92	28,033.43	28,033.43	59.95
101-440-715.000	Social Security	4,350.00	3,510.27	3,510.27	732.08	732.08	839.73	839.73	80.70

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE		
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	NORMAL (ABNORMAL)	MONTH 12/31/2024	INCREASE (DECREASE)	BALANCE	% BDDT	
									USED	
Fund 101 - GENERAL FUND										
Expenditures										
101-440-716.000	Hospital/Life Insurance	28,530.00		20,002.20		2,871.68		8,527.80	70.11	
101-440-716.001	Insurance Deductible	1,400.00		1,071.44		0.00		328.56	76.53	
101-440-718.000	Pension	31,500.00		10,950.02		2,343.81		20,549.98	34.76	
101-440-720.000	Worker's Compensation	2,500.00		0.00		0.00		2,500.00	0.00	
101-440-722.000	Medicare	1,050.00		820.88		171.26		229.12	78.18	
101-440-740.000	Operating Supplies	2,500.00		63.71		0.00		2,436.29	2.55	
101-440-746.000	Gasoline & Oil	7,000.00		2,698.75		696.91		4,301.25	38.55	
101-440-775.000	Repair & Maintenance Supplies	10,000.00		4,591.86		227.76		5,408.14	45.92	
101-440-780.000	Safety Supplies	500.00		98.55		0.00		401.45	19.71	
101-440-800.000	Professional/Contractual Serv.	0.00		422.36		0.00		(422.36)	100.00	
101-440-800.000-TREES	Professional/Contractual Serv.	10,000.00		0.00		0.00		10,000.00	0.00	
101-440-810.000	Rubbish Collection Charges	138,000.00		72,944.76		12,212.17		65,055.24	52.86	
101-440-815.000	Uniform Rental	3,000.00		1,774.99		0.00		1,225.01	59.17	
101-440-830.000	Memberships & Dues	500.00		0.00		0.00		500.00	0.00	
101-440-850.000	Communications	1,700.00		1,079.92		600.00		620.08	63.52	
101-440-860.000	Institutes & Training	300.00		0.00		0.00		300.00	0.00	
101-440-880.000	Community Promotion	500.00		0.00		0.00		500.00	0.00	
101-440-910.000	Insurance & Bonds	6,000.00		5,902.00		1,475.50		98.00	98.37	
101-440-920.000	Utilities	9,500.00		7,503.32		2,681.62		1,996.68	78.98	
101-440-926.000	Street Lighting	24,700.00		10,671.91		2,594.46		14,028.09	43.21	
101-440-930.000	Repair & Maint.Contractors	12,500.00		7,341.03		1,739.72		5,158.97	58.73	
Total Dept 440 - Public Services		366,030.00		193,414.54		37,189.89		172,615.46	52.84	
Dept 591 - Water Plant Grant Expenses										
101-591-800.000	Professional/Contractual Serv.	9,800.00		11,713.45		0.00		(1,913.45)	119.53	
101-591-920.000	Utilities	2,200.00		1,275.59		400.29		924.41	57.98	
Total Dept 591 - Water Plant Grant Expenses		12,000.00		12,989.04		400.29		(989.04)	108.24	
Dept 751 - Parks, Recreation & Culture										
101-751-702.000	Payroll - Full Time	53,675.00		30,948.01		6,091.97		22,726.99	57.66	
101-751-703.000	Payroll - Part Time	0.00		592.50		0.00		(592.50)	100.00	
101-751-715.000	Social Security	3,300.00		1,941.77		376.72		1,358.23	58.84	
101-751-716.000	Hospital/Life Insurance	17,300.00		4,230.33		299.39		13,069.67	24.45	
101-751-716.001	Insurance Deductible	900.00		900.00		0.00		0.00	100.00	
101-751-718.000	Pension	25,500.00		8,024.19		1,656.40		17,475.81	31.47	
101-751-720.000	Worker's Compensation	1,500.00		0.00		0.00		1,500.00	0.00	
101-751-722.000	Medicare	800.00		454.15		88.14		345.85	56.77	
101-751-746.000	Gasoline & Oil	2,800.00		2,063.51		96.06		736.49	73.70	
101-751-775.000	Repair & Maintenance Supplies	10,000.00		2,191.83		264.64		7,808.17	21.92	
101-751-780.000	Safety Supplies	400.00		98.55		0.00		301.45	24.64	
101-751-800.000	Professional/Contractual Serv.	39,880.00		39,880.00		0.00		0.00	100.00	
101-751-800.000-TREES	Professional/Contractual Serv.	10,000.00		0.00		0.00		10,000.00	0.00	
101-751-910.000	Insurance & Bonds	7,100.00		7,420.00		1,855.00		(320.00)	104.51	
101-751-920.000	Utilities	7,500.00		4,043.33		1,295.13		3,456.67	53.91	
101-751-930.000	Repair & Maint.Contractors	15,000.00		4,156.00		0.00		10,844.00	27.71	
Total Dept 751 - Parks, Recreation & Culture		195,655.00		106,944.17		12,023.45		88,710.83	54.66	
TOTAL EXPENDITURES		2,168,485.00		1,059,270.21		144,594.65		1,109,214.79	48.85	

PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE		% BGD USED
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	NORMAL (ABNORMAL)	MONTH 12/31/2024	INCREASE (DECREASE)	12/31/2024	BALANCE	
Fund 101 - GENERAL FUND										
Fund 101 - GENERAL FUND:										
TOTAL REVENUES		2,141,458.00	1,297,913.08	1,297,913.08	1,297,913.08	99,274.68	99,274.68	843,544.92	843,544.92	60.61
TOTAL EXPENDITURES		2,168,485.00	1,059,270.21	1,059,270.21	1,059,270.21	144,594.65	144,594.65	1,109,214.79	1,109,214.79	48.85
NET OF REVENUES & EXPENDITURES		(27,027.00)	238,642.87	238,642.87	238,642.87	(45,319.97)	(45,319.97)	(265,669.87)	(265,669.87)	882.98

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE		% BGDG USED
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	12/31/2024	MONTH	INCREASE (DECREASE)	BALANCE	NORMAL (ABNORMAL)	
Fund 202 - MAJOR STREET FUND										
Revenues										
Dept 000	State Grants - Act 51	190,700.00		64,201.35		14,986.52		126,498.65		33.67
Total Dept 000		190,700.00		64,201.35		14,986.52		126,498.65		33.67
TOTAL REVENUES										
Expenditures										
Dept 451 - Construction	Repair & Maint.Contractors	16,115.00		1,106.30		0.00		15,008.70		6.87
202-451-930.000										
Total Dept 451 - Construction		16,115.00		1,106.30		0.00		15,008.70		6.87
Dept 463 - Routine Maintenance										
202-463-702.000	Payroll - Full Time	10,730.00		6,872.79		1,214.82		3,857.21		64.05
202-463-715.000	Social Security	665.00		422.85		75.11		242.15		63.59
202-463-716.000	Hospital/Life Insurance	3,200.00		1,023.92		71.60		2,176.08		32.00
202-463-716.001	Insurance Deductible	170.00		0.00		0.00		170.00		0.00
202-463-718.000	Pension	4,850.00		1,595.59		322.18		3,254.41		32.90
202-463-720.000	Worker's Compensation	480.00		0.00		0.00		480.00		0.00
202-463-722.000	Medicare	150.00		98.90		17.57		51.10		65.93
202-463-746.000	Gasoline & Oil	300.00		0.00		0.00		300.00		0.00
202-463-775.000	Repair & Maintenance Supplies	2,400.00		827.77		440.61		1,572.23		34.49
202-463-930.000	Repair & Maint.Contractors	20,000.00		16,100.09		0.00		3,899.91		80.50
Total Dept 463 - Routine Maintenance		42,945.00		26,941.91		2,141.89		16,003.09		62.74
Dept 475 - Traffic Services										
202-475-702.000	Payroll - Full Time	10,125.00		6,314.44		1,133.51		3,810.56		62.36
202-475-715.000	Social Security	630.00		388.32		70.07		241.68		61.64
202-475-716.000	Hospital/Life Insurance	3,000.00		984.62		65.66		2,015.38		32.82
202-475-716.001	Insurance Deductible	160.00		0.00		0.00		160.00		0.00
202-475-718.000	Pension	4,600.00		1,510.74		301.38		3,089.26		32.84
202-475-720.000	Worker's Compensation	640.00		0.00		0.00		640.00		0.00
202-475-722.000	Medicare	150.00		90.77		16.36		59.23		60.51
202-475-746.000	Gasoline & Oil	500.00		0.00		0.00		500.00		0.00
202-475-775.000	Repair & Maintenance Supplies	2,500.00		1,206.93		0.00		1,293.07		48.28
202-475-930.000	Repair & Maint.Contractors	10,000.00		4,599.38		620.47		5,400.62		45.99
Total Dept 475 - Traffic Services		32,305.00		15,095.20		2,207.45		17,209.80		46.73
Dept 478 - Winter Maintenance										
202-478-702.000	Payroll - Full Time	12,930.00		8,869.51		2,005.74		4,060.49		68.60
202-478-715.000	Social Security	800.00		546.07		123.89		253.93		68.26
202-478-716.000	Hospital/Life Insurance	3,200.00		1,194.03		148.65		2,005.97		37.31
202-478-716.001	Insurance Deductible	170.00		0.00		0.00		170.00		0.00
202-478-718.000	Pension	5,850.00		2,017.49		464.28		3,832.51		34.49
202-478-720.000	Worker's Compensation	820.00		0.00		0.00		820.00		0.00
202-478-722.000	Medicare	190.00		127.73		28.98		62.27		67.23
202-478-746.000	Gasoline & Oil	1,000.00		593.62		401.92		406.38		59.36
202-478-753.000	Salt	9,000.00		0.00		0.00		9,000.00		0.00

PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE		% BDDT USED
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	12/31/2024	MONTH 12/31/2024	INCREASE (DECREASE)	NORMAL	ABNORMAL	
Fund 202 - MAJOR STREET FUND										
Expenditures										
Total Dept 478 - Winter Maintenance		33,960.00		13,348.45		3,173.46		20,611.55		39.31
Dept 482 - Administration										
202-482-702.000	Payroll - Full Time	1,350.00		354.01		147.62		995.99		26.22
202-482-715.000	Social Security	85.00		21.99		9.16		63.01		25.87
202-482-716.000	Hospital/Life Insurance	0.00		0.94		0.15		(0.94)		100.00
202-482-718.000	Pension	610.00		199.95		45.02		410.05		32.78
202-482-720.000	Worker's Compensation	15.00		0.00		0.00		15.00		0.00
202-482-722.000	Medicare	20.00		5.17		2.14		14.83		25.85
202-482-960.000	Administrative Overhead	25,000.00		0.00		0.00		25,000.00		0.00
202-482-999.000	Transfer to other Fund	60,555.00		0.00		0.00		60,555.00		0.00
Total Dept 482 - Administration		87,635.00		582.06		204.09		87,052.94		0.66
TOTAL EXPENDITURES										
		212,960.00		57,073.92		7,726.89		155,886.08		26.80
Fund 202 - MAJOR STREET FUND:										
TOTAL REVENUES										
		190,700.00		64,201.35		14,986.52		126,498.65		33.67
TOTAL EXPENDITURES										
		212,960.00		57,073.92		7,726.89		155,886.08		26.80
NET OF REVENUES & EXPENDITURES										
		(22,260.00)		7,127.43		7,259.63		(29,387.43)		32.02

PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		ACTIVITY FOR	AVAILABLE	% BDDT
		AMENDED BUDGET	YTD BALANCE			
		NORMAL	(ABNORMAL)	INCREASE (DECREASE)	NORMAL	(ABNORMAL)
<b>Fund 203 - LOCAL STREET FUND</b>						
Revenues						
Dept 000						
203-000-546.000	State Grants - Act 51	78,000.00	26,180.73	6,111.36	51,819.27	33.57
203-000-676.000	Transfers From Other Funds	60,555.00	0.00	0.00	60,555.00	0.00
<b>Total Dept 000</b>		<b>138,555.00</b>	<b>26,180.73</b>	<b>6,111.36</b>	<b>112,374.27</b>	<b>18.90</b>
<b>TOTAL REVENUES</b>						
		<b>138,555.00</b>	<b>26,180.73</b>	<b>6,111.36</b>	<b>112,374.27</b>	<b>18.90</b>
Expenditures						
Dept 451 - Construction						
203-451-800.000	Professional/Contractual Serv.	126,750.00	0.00	0.00	126,750.00	0.00
<b>Total Dept 451 - Construction</b>		<b>126,750.00</b>	<b>0.00</b>	<b>0.00</b>	<b>126,750.00</b>	<b>0.00</b>
<b>Dept 463 - Routine Maintenance</b>						
203-463-702.000	Payroll - Full Time	10,730.00	6,634.51	1,214.83	4,095.49	61.83
203-463-715.000	Social Security	665.00	408.04	75.10	256.96	61.36
203-463-716.000	Hospital/Life Insurance	3,200.00	1,023.86	71.60	2,176.14	32.00
203-463-716.001	Insurance Deductible	170.00	0.00	0.00	170.00	0.00
203-463-718.000	Pension	4,850.00	1,595.63	322.18	3,254.37	32.90
203-463-720.000	Worker's Compensation	680.00	0.00	0.00	680.00	0.00
203-463-722.000	Medicare	155.00	95.51	17.57	59.49	61.62
203-463-775.000	Repair & Maintenance Supplies	3,500.00	703.33	440.61	2,796.67	20.10
203-463-930.000	Repair & Maint.Contractors	15,000.00	24,654.80	0.00	(9,654.80)	164.37
<b>Total Dept 463 - Routine Maintenance</b>		<b>38,950.00</b>	<b>35,115.68</b>	<b>2,141.89</b>	<b>3,834.32</b>	<b>90.16</b>
<b>Dept 475 - Traffic Services</b>						
203-475-702.000	Payroll - Full Time	10,125.00	6,231.24	1,133.50	3,893.76	61.54
203-475-715.000	Social Security	630.00	383.25	70.05	246.75	60.83
203-475-716.000	Hospital/Life Insurance	3,000.00	959.44	65.66	2,040.56	31.98
203-475-716.001	Insurance Deductible	160.00	0.00	0.00	160.00	0.00
203-475-718.000	Pension	4,600.00	1,499.27	301.40	3,100.73	32.59
203-475-720.000	Worker's Compensation	640.00	0.00	0.00	640.00	0.00
203-475-722.000	Medicare	150.00	89.61	16.36	60.39	59.74
203-475-775.000	Repair & Maintenance Supplies	5,000.00	36.00	36.00	4,964.00	0.72
203-475-930.000	Repair & Maint.Contractors	500.00	2,207.54	0.00	(1,707.54)	441.51
<b>Total Dept 475 - Traffic Services</b>		<b>24,805.00</b>	<b>11,406.35</b>	<b>1,622.97</b>	<b>13,398.65</b>	<b>45.98</b>
<b>Dept 478 - Winter Maintenance</b>						
203-478-702.000	Payroll - Full Time	12,950.00	8,642.97	1,919.74	4,307.03	66.74
203-478-715.000	Social Security	800.00	532.38	118.53	267.62	66.55
203-478-716.000	Hospital/Life Insurance	3,200.00	1,077.38	148.62	2,122.62	33.67
203-478-716.001	Insurance Deductible	170.00	0.00	0.00	170.00	0.00
203-478-718.000	Pension	5,850.00	1,984.03	466.78	3,865.97	33.92
203-478-720.000	Worker's Compensation	820.00	0.00	0.00	820.00	0.00
203-478-722.000	Medicare	190.00	124.48	27.69	65.52	65.52
203-478-746.000	Gasoline & Oil	1,000.00	593.60	401.90	406.40	59.36
203-478-753.000	Salt	6,200.00	0.00	0.00	6,200.00	0.00
203-478-775.000	Repair & Maintenance Supplies	1,000.00	0.00	0.00	1,000.00	0.00

PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE 12/31/2024	ACTIVITY FOR MONTH 12/31/2024	AVAILABLE BALANCE	% BDDT USED
		AMENDED BUDGET	NORMAL (ABNORMAL)				
Fund 203 - LOCAL STREET FUND							
Expenditures							
Total Dept 478 - Winter Maintenance		32,180.00		12,954.84	3,083.26	19,225.16	40.26
Dept 482 - Administration							
203-482-702.000	Payroll - Full Time	1,350.00		392.66	147.61	957.34	29.09
203-482-715.000	Social Security	85.00		21.93	9.15	63.07	25.80
203-482-716.000	Hospital/Life Insurance	0.00		0.93	0.14	(0.93)	100.00
203-482-718.000	Pension	620.00		199.92	45.00	420.08	32.25
203-482-720.000	Worker's Compensation	15.00		0.00	0.00	15.00	0.00
203-482-722.000	Medicare	20.00		5.16	2.14	14.84	25.80
203-482-960.000	Administrative Overhead	25,000.00		0.00	0.00	25,000.00	0.00
Total Dept 482 - Administration		27,090.00		620.60	204.04	26,469.40	2.29
TOTAL EXPENDITURES		249,775.00		60,097.47	7,052.16	189,677.53	24.06
Fund 203 - LOCAL STREET FUND:							
TOTAL REVENUES		138,555.00		26,180.73	6,111.36	112,374.27	18.90
TOTAL EXPENDITURES		249,775.00		60,097.47	7,052.16	189,677.53	24.06
NET OF REVENUES & EXPENDITURES		(111,220.00)		(33,916.74)	(940.80)	(77,303.26)	30.50



PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE		
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	12/31/2024	MONTH 12/31/2024	INCREASE (DECREASE)	NORMAL (ABNORMAL)	BALANCE	% BDGT USED
Fund 251 - Brownfield Redevelopment										
Revenues										
Dept 000										
251-000-404.000	Tax Revenue	675,410.00		503,259.54		0.00		172,150.46		74.51
251-000-528.000	Other Federal Funding	800,000.00		172,239.91		58,142.12		627,760.09		21.53
Total Dept 000		1,475,410.00		675,499.45		58,142.12		799,910.55		45.78
TOTAL REVENUES		1,475,410.00		675,499.45		58,142.12		799,910.55		45.78
Expenditures										
Dept 000										
251-000-775.000	Repair & Maintenance Supplies	0.00		252.04		0.00		(252.04)		100.00
251-000-800.000	Professional/Contractual Serv.	810,000.00		114,847.60		20,296.50		695,152.40		14.18
251-000-801.000	Attorney - General	10,000.00		0.00		0.00		10,000.00		0.00
251-000-955.000	Miscellaneous	524,330.00		0.00		0.00		524,330.00		0.00
251-000-960.000	Administrative Overhead	41,280.00		0.00		0.00		41,280.00		0.00
251-000-991.000	Debt Retirement-Principal	50,103.00		50,102.57		50,102.57		0.43		100.00
251-000-995.000	Interest Expense	8,044.00		8,043.51		8,043.51		0.49		99.99
Total Dept 000		1,443,757.00		173,245.72		78,442.58		1,270,511.28		12.00
TOTAL EXPENDITURES		1,443,757.00		173,245.72		78,442.58		1,270,511.28		12.00
Fund 251 - Brownfield Redevelopment:										
TOTAL REVENUES		1,475,410.00		675,499.45		58,142.12		799,910.55		45.78
TOTAL EXPENDITURES		1,443,757.00		173,245.72		78,442.58		1,270,511.28		12.00
NET OF REVENUES & EXPENDITURES		31,653.00		502,253.73		(20,300.46)		(470,600.73)		1,586.75

PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE		
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	(ABNORMAL)	MONTH 12/31/2024	INCREASE (DECREASE)	NORMAL (ABNORMAL)	BALANCE	% BDTG USED
Fund 285 - Stimulus Grant Fund										
Expenditures										
285-000-999.000	Transfer to other Fund	31,891.00		31,890.60		0.00		0.40		100.00
Total Dept 000		31,891.00		31,890.60		0.00		0.40		100.00
TOTAL EXPENDITURES										
		31,891.00		31,890.60		0.00		0.40		100.00
Fund 285 - Stimulus Grant Fund:										
TOTAL REVENUES		0.00		0.00		0.00		0.00		0.00
TOTAL EXPENDITURES		31,891.00		31,890.60		0.00		0.40		100.00
NET OF REVENUES & EXPENDITURES		(31,891.00)		(31,890.60)		0.00		(0.40)		100.00

PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE		% BDDT USED
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	NORMAL (ABNORMAL)	MONTH 12/31/2024	INCREASE (DECREASE)	NORMAL (ABNORMAL)	BALANCE	
Fund 299 - TREE FUND										
Revenues										
Dept 000										
299-000-676.000	Transfers From Other Funds	10,000.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	0.00
299-000-694.000	Miscellaneous	0.00	2,025.00	0.00	0.00	0.00	0.00	(2,025.00)	100.00	100.00
Total Dept 000		10,000.00	2,025.00	0.00	0.00	0.00	0.00	7,975.00	20.25	20.25
TOTAL REVENUES										
Dept 000		10,000.00	2,025.00	0.00	0.00	0.00	0.00	7,975.00	20.25	20.25
Expenditures										
Dept 000										
299-000-955.000	Miscellaneous	10,000.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	0.00
Total Dept 000		10,000.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	0.00
TOTAL EXPENDITURES										
Dept 000		10,000.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	0.00
Fund 299 - TREE FUND:										
TOTAL REVENUES										
TOTAL EXPENDITURES										
NET OF REVENUES & EXPENDITURES										
		0.00	2,025.00	0.00	0.00	0.00	0.00	(2,025.00)	100.00	100.00

PERIOD ENDING 12/31/2024

GL NUMBER	DESCRIPTION	2024-25		YTD BALANCE		ACTIVITY FOR		AVAILABLE	
		AMENDED BUDGET	NORMAL (ABNORMAL)	12/31/2024	NORMAL (ABNORMAL)	MONTH 12/31/2024	INCREASE (DECREASE)	BALANCE	% BDDT
								NORMAL (ABNORMAL)	USED
Fund 401 - Veteran's Memorial Fund									
Revenues									
Dept 000									
401-000-674.000	Contributed Capital Revenue	2,500.00		350.00		75.00		2,150.00	14.00
Total Dept 000		2,500.00		350.00		75.00		2,150.00	14.00
TOTAL REVENUES									
		2,500.00		350.00		75.00		2,150.00	14.00
Expenditures									
Dept 000									
401-000-702.000	Payroll - Full Time	1,500.00		0.00		0.00		1,500.00	0.00
401-000-775.000	Repair & Maintenance Supplies	2,500.00		0.00		0.00		2,500.00	0.00
401-000-800.000	Professional/Contractual Serv.	0.00		1,347.00		0.00		(1,347.00)	100.00
401-000-955.000	Miscellaneous	0.00		20.00		0.00		(20.00)	100.00
Total Dept 000		4,000.00		1,367.00		0.00		2,633.00	34.18
TOTAL EXPENDITURES									
		4,000.00		1,367.00		0.00		2,633.00	34.18
Fund 401 - Veteran's Memorial Fund:									
TOTAL REVENUES									
		2,500.00		350.00		75.00		2,150.00	14.00
TOTAL EXPENDITURES									
		4,000.00		1,367.00		0.00		2,633.00	34.18
NET OF REVENUES & EXPENDITURES									
		(1,500.00)		(1,017.00)		75.00		(483.00)	67.80

GL NUMBER	DESCRIPTION	2024-25 AMENDED BUDGET	YTD BALANCE 12/31/2024 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2024 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDDT USED
<b>Fund 590 - SEWER FUND</b>						
Revenues						
Dept 000						
590-000-508.000	USDA Grants	3,549,000.00	711,838.22	53,325.23	2,837,161.78	20.06
590-000-626.000	Sewer Services	290,370.00	64,229.12	0.00	226,140.88	22.12
590-000-664.000	Interest on Investments	2,000.00	0.00	0.00	2,000.00	0.00
Total Dept 000		3,841,370.00	776,067.34	53,325.23	3,065,302.66	20.20
TOTAL REVENUES		3,841,370.00	776,067.34	53,325.23	3,065,302.66	20.20
Expenditures						
Dept 000						
590-000-702.000	Payroll - Full Time	11,550.00	11,678.01	922.44	(128.01)	101.11
590-000-715.000	Social Security	720.00	716.63	57.18	3.37	99.53
590-000-716.000	Hospital/Life Insurance	10,650.00	2,264.33	0.95	8,385.67	21.26
590-000-716.001	Insurance Deductible	700.00	0.00	0.00	700.00	0.00
590-000-718.000	Pension	5,300.00	2,285.80	281.29	3,014.20	43.13
590-000-720.000	Worker's Compensation	265.00	0.00	0.00	265.00	0.00
590-000-722.000	Medicare	170.00	167.57	13.36	2.43	98.57
590-000-800.000	Professional/Contractual Serv.	3,555,200.00	809,740.04	238,722.56	2,745,459.96	22.78
590-000-801.000	Attorney - General	50,000.00	0.00	0.00	50,000.00	0.00
590-000-900.000	Printing & Publishing	2,500.00	0.00	0.00	2,500.00	0.00
590-000-910.000	Insurance & Bonds	11,600.00	10,776.00	2,694.00	824.00	92.90
590-000-920.000	Utilities	2,600.00	645.37	108.62	1,954.63	24.82
590-000-930.000	Repair & Maint.Contractors	10,000.00	0.00	0.00	10,000.00	0.00
590-000-960.000	Administrative Overhead	41,280.00	0.00	0.00	41,280.00	0.00
590-000-968.000	Depreciation	14,044.00	0.00	0.00	14,044.00	0.00
590-000-991.000	Debt Retirement-Principal	50,000.00	0.00	(50,000.00)	50,000.00	0.00
590-000-995.000	Interest Expense	31,825.00	2,207.51	0.00	29,617.49	6.94
Total Dept 000		3,798,404.00	840,481.26	192,800.40	2,957,922.74	22.13
TOTAL EXPENDITURES		3,798,404.00	840,481.26	192,800.40	2,957,922.74	22.13
<b>Fund 590 - SEWER FUND:</b>						
TOTAL REVENUES		3,841,370.00	776,067.34	53,325.23	3,065,302.66	20.20
TOTAL EXPENDITURES		3,798,404.00	840,481.26	192,800.40	2,957,922.74	22.13
NET OF REVENUES & EXPENDITURES		42,966.00	(64,413.92)	(139,475.17)	107,379.92	149.92
<b>TOTAL REVENUES - ALL FUNDS</b>						
TOTAL EXPENDITURES - ALL FUNDS		7,799,993.00	2,842,236.95	231,914.91	4,957,756.05	36.44
NET OF REVENUES & EXPENDITURES		7,919,272.00	2,223,426.18	430,616.68	5,695,845.82	28.08
		(119,279.00)	618,810.77	(198,701.77)	(738,089.77)	518.79

GL NUMBER	DESCRIPTION	2024		YTD BALANCE		ACTIVITY FOR		AVAILABLE	% BDDT	
		AMENDED BUDGET	NORMAL	12/31/2024	(ABNORMAL)	MONTH	12/31/2024			INCREASE (DECREASE)
Fund 250 - KINDLEBERGER SUMMER FESTIVAL										
Revenues										
Dept 000										
250-000-475.001	Arts & Crafts	4,000.00		5,802.34		0.00		(1,802.34)	145.06	
250-000-475.002	Race/Walk Fees	3,500.00		3,356.32		0.00		143.68	95.89	
250-000-475.003	Membership Fund Drive	2,000.00		4,104.83		0.00		(2,104.83)	205.24	
250-000-475.005	Corporate Sponsorships	16,000.00		21,600.00		500.00		(5,600.00)	135.00	
250-000-475.008	Miscellaneous Inc.	500.00		280.00		0.00		220.00	56.00	
250-000-590.001	GRANTS - G FOUND	30,000.00		30,000.00		0.00		0.00	100.00	
250-000-590.002	Grants-Harold & Grace Upjohn	5,000.00		5,000.00		0.00		0.00	100.00	
250-000-675.001	Fund Raising	6,500.00		25,960.50		0.00		(19,460.50)	399.39	
250-000-675.002	KSF Special Event	4,000.00		0.00		0.00		4,000.00	0.00	
250-000-694.000	Miscellaneous	3,000.00		24,211.69		0.00		(21,211.69)	807.06	
Total Dept 000		74,500.00		120,315.68		500.00		(45,815.68)	161.50	
TOTAL REVENUES										
		74,500.00		120,315.68		500.00		(45,815.68)	161.50	
Expenditures										
Dept 000										
250-000-779.001	Performance Expense	23,800.00		21,535.53		0.00		2,264.47	90.49	
250-000-779.003	Festival Day - Race/Walk	6,500.00		5,023.76		0.00		1,476.24	77.29	
250-000-779.004	Fest. Day - Arts & Crafts	200.00		0.00		0.00		200.00	0.00	
250-000-779.005	Fest. Day-Childrens Area	1,900.00		1,533.00		0.00		367.00	80.68	
250-000-779.007	Fest Day Events	2,000.00		0.00		0.00		2,000.00	0.00	
250-000-779.008	Fund Raising-Dance	2,200.00		14,730.79		0.00		(12,530.79)	669.58	
250-000-779.012	Festival - Administration	18,500.00		24,487.46		0.00		(5,987.46)	132.36	
250-000-779.013	Stage Entertainment	14,650.00		18,850.00		0.00		(4,200.00)	128.67	
250-000-779.015	Stage Expenses	0.00		(57.54)		0.00		57.54	100.00	
250-000-779.016	Car Show Expenses	750.00		757.97		0.00		(7.97)	101.06	
250-000-779.020	Publicity	4,000.00		2,867.24		0.00		1,132.76	71.68	
Total Dept 000		74,500.00		89,728.21		0.00		(15,228.21)	120.44	
TOTAL EXPENDITURES										
		74,500.00		89,728.21		0.00		(15,228.21)	120.44	
Fund 250 - KINDLEBERGER SUMMER FESTIVAL:										
TOTAL REVENUES		74,500.00		120,315.68		500.00		(45,815.68)	161.50	
TOTAL EXPENDITURES		74,500.00		89,728.21		0.00		(15,228.21)	120.44	
NET OF REVENUES & EXPENDITURES		0.00		30,587.47		500.00		(30,587.47)	100.00	



**2024 MONTHLY PERMITS BY JURISDICTION**

<b>MONTH OF DECEMBER 2024</b>			
<b>JURISDICTION</b>	<b>PERMIT CATEGORY</b>	<b># PERMITS</b>	<b>PERMIT REVENUE</b>
COMSTOCK	BUILDING	18	4,557.00
COMSTOCK	ELECTRICAL	23	3,366.00
COMSTOCK	MECHANICAL	16	2,869.60
COMSTOCK	PLUMBING	12	1,770.00
COMSTOCK	SPECIAL - JURISDICTION	-	-
COMSTOCK	SPECIAL - HOMEOWNER	-	-
<b>TOTAL COMSTOCK</b>		<b>69</b>	<b>\$ 12,562.60</b>
KALAMAZOO	BUILDING	20	3,235.00
KALAMAZOO	ELECTRICAL	13	2,954.00
KALAMAZOO	MECHANICAL	34	6,976.00
KALAMAZOO	PLUMBING	13	2,555.00
KALAMAZOO	SPECIAL - JURISDICTION	2	200.00
KALAMAZOO	SPECIAL - HOMEOWNER	2	120.00
<b>TOTAL KALAMAZOO</b>		<b>84</b>	<b>\$ 16,040.00</b>
PARCHMENT	BUILDING	1	108.00
PARCHMENT	ELECTRICAL	-	-
PARCHMENT	MECHANICAL	4	610.00
PARCHMENT	PLUMBING	1	115.00
PARCHMENT	SPECIAL - JURISDICTION	-	-
PARCHMENT	SPECIAL - HOMEOWNER	-	-
<b>TOTAL PARCHMENT</b>		<b>6</b>	<b>\$ 833.00</b>
PINE GROVE	BUILDING	3	1,341.00
PINE GROVE	ELECTRICAL	2	555.00
PINE GROVE	MECHANICAL	8	1,317.00
PINE GROVE	PLUMBING	1	221.00
PINE GROVE	SPECIAL - JURISDICTION	-	-
PINE GROVE	SPECIAL - HOMEOWNER	1	60.00
<b>TOTAL PINE GROVE</b>		<b>15</b>	<b>\$ 3,494.00</b>
RICHLAND	BUILDING	10	6,740.00
RICHLAND	ELECTRICAL	10	3,165.00
RICHLAND	MECHANICAL	16	2,646.00
RICHLAND	PLUMBING	7	1,644.00
RICHLAND	SPECIAL - JURISDICTION	-	-
RICHLAND	SPECIAL - HOMEOWNER	-	-
<b>TOTAL RICHLAND</b>		<b>43</b>	<b>\$ 14,195.00</b>
RICHLAND VILLAGE	BUILDING	-	-
RICHLAND VILLAGE	ELECTRICAL	1	176.00
RICHLAND VILLAGE	MECHANICAL	-	-
RICHLAND VILLAGE	PLUMBING	-	-
RICHLAND VILLAGE	SPECIAL - JURISDICTION	-	-
RICHLAND VILLAGE	SPECIAL - HOMEOWNER	-	-
<b>TOTAL RICHLAND VILLAGE</b>		<b>1</b>	<b>\$ 176.00</b>
<b>TOTAL</b>		<b>218</b>	<b>\$ 47,300.60</b>

<b>REVENUE</b>	<b>REVENUE</b>
<b>DECEMBER 2023</b>	<b>% PREV YEAR MONTH</b>
<b>\$ 54,371.00</b>	<b>87.0%</b>

<b>PERMITS</b>	<b>PERMITS</b>
<b>DECEMBER 2023</b>	<b>% 2023 - YTD</b>
<b>272</b>	<b>80%</b>



**2024 MONTHLY PERMITS BY JURISDICTION**

**YEAR TO DATE AS OF: DECEMBER**

JURISDICTION	PERMIT CATEGORY	# PERMITS	PERMIT REVENUE
COMSTOCK	BUILDING	181	84,122.00
COMSTOCK	ELECTRICAL	200	41,353.00
COMSTOCK	MECHANICAL	331	76,787.90
COMSTOCK	PLUMBING	174	32,181.00
COMSTOCK	SPECIAL - JURISDICTION	28	2,800.00
COMSTOCK	SPECIAL - HOMEOWNER	6	340.00
<b>TOTAL COMSTOCK</b>		<b>920</b>	<b>\$ 237,583.90</b>
KALAMAZOO	BUILDING	180	41,452.00
KALAMAZOO	ELECTRICAL	176	33,649.00
KALAMAZOO	MECHANICAL	334	57,873.75
KALAMAZOO	PLUMBING	151	21,650.00
KALAMAZOO	SPECIAL - JURISDICTION	44	4,250.00
KALAMAZOO	SPECIAL - HOMEOWNER	43	2,445.00
<b>TOTAL KALAMAZOO</b>		<b>928</b>	<b>\$ 161,319.75</b>
PARCHMENT	BUILDING	14	1,621.00
PARCHMENT	ELECTRICAL	14	2,095.00
PARCHMENT	MECHANICAL	26	3,395.00
PARCHMENT	PLUMBING	7	650.00
PARCHMENT	SPECIAL - JURISDICTION	5	500.00
PARCHMENT	SPECIAL - HOMEOWNER	0	-
<b>TOTAL PARCHMENT</b>		<b>66</b>	<b>\$ 8,261.00</b>
PINE GROVE	BUILDING	39	17,020.00
PINE GROVE	ELECTRICAL	50	8,749.00
PINE GROVE	MECHANICAL	62	10,251.00
PINE GROVE	PLUMBING	16	3,573.00
PINE GROVE	SPECIAL - JURISDICTION	1	100.00
PINE GROVE	SPECIAL - HOMEOWNER	4	230.00
<b>TOTAL PINE GROVE</b>		<b>172</b>	<b>\$ 39,923.00</b>
RICHLAND	BUILDING	147	98,223.00
RICHLAND	ELECTRICAL	146	32,974.00
RICHLAND	MECHANICAL	217	41,206.50
RICHLAND	PLUMBING	103	21,029.00
RICHLAND	SPECIAL - JURISDICTION	2	200.00
RICHLAND	SPECIAL - HOMEOWNER	4	220.00
<b>TOTAL RICHLAND</b>		<b>619</b>	<b>\$ 193,852.50</b>
RICHLAND VILLAGE	BUILDING	7	1,196.00
RICHLAND VILLAGE	ELECTRICAL	8	1,077.00
RICHLAND VILLAGE	MECHANICAL	17	2,469.50
RICHLAND VILLAGE	PLUMBING	7	813.00
RICHLAND VILLAGE	SPECIAL - JURISDICTION	1	100.00
RICHLAND VILLAGE	SPECIAL - HOMEOWNER	0	-
<b>TOTAL RICHLAND VILLAGE</b>		<b>40</b>	<b>\$ 5,655.50</b>
<b>TOTAL KABA</b>	<b>YTD</b>	<b>2745</b>	<b>\$ 646,595.65</b>

REVENUE	REVENUE
YTD - DECEMBER 2023	% 2023 - YTD
<b>\$ 991,992.10</b>	<b>65.2%</b>

REVENUE
% 2024 YTD BUDGET
<b>85%</b>

PERMITS	PERMITS
YTD - DECEMBER 2023	% 2023 - YTD
<b>3082</b>	<b>89.1%</b>

2024 MONTHLY CUMULATIVE TOTALS			
# PERMITS	REVENUE		
204	\$ 38,815.00		JAN
232	\$ 56,847.50		FEB
258	\$ 68,773.80		MAR
203	\$ 47,519.65		APR
306	\$ 64,501.00		MAY
218	\$ 50,490.80		JUN
242	\$ 54,285.00		JUL
229	\$ 47,401.30		AUG
197	\$ 37,887.50		SEP
234	\$ 83,628.50		OCT
204	\$ 49,145.00		NOV
218	\$ 47,300.60		DEC
2,745	\$ 646,595.65		TOTAL



# Permit List

01/02/2025

## Building

Permit #	Job Address	Parcel Number	Owner	Contractor	Issue Date	Fee Total	Const. Value
PB24-18-631	422 PARCHMOUNT	06-02-180-330	HAMILTON, JULIE & NA	Andrew Vlietstra	12/23/2024	\$108.00	\$0

**Work Description:** Install basement egress window on south side of home per plans.

**Total Permits For Type: 1**  
**Total Fees For Type: \$108.00**  
**Total Const. Value For Type: \$0**

## Report Summary

Population: All Records  
Permit.DateIssued Between  
12/1/2024 12:00:00 AM AND  
12/31/2024 11:59:59 PM AND  
Permit.PermiTType = Building  
AND  
Permit.BasicUsage = Residential  
AND  
GovernmentUnitList.UnitCode =  
18

**Grand Total Fees: \$108.00**  
**Grand Total Permits: 1**  
**Grand Total Const. Value: \$0**

MINUTES OF THE REGULAR MEETING OF THE KINDLEBERGER ARTS COMMISSION HELD ON MONDAY,  
DECEMBER 9<sup>TH</sup>, 2024

1. Call to Order

The meeting was called to order by Robin Madaras at 6:04 PM.

2. Roll Call

Present: Caroline Garber, Mayor Rob Britigan, Robin Madaras, City Manager Nancy Stoddard, Izzy Weir, Julie Heasley, Holly Evans

Absent: Nancy Eaton

Julie Heasley made a motion to excuse Nancy Eaton. This was supported by Mayor Britigan.

Ayes: All

Nays: None

Motion carried.

3. Approval of the Minutes from Monday, November 11th, 2024

A motion was made by Mayor Britigan, supported by Caroline Garber, to approve the minutes from the meeting on November 11th, 2024.

Ayes: All

Nays: None

Motion carried.

4. Old Business

a. 2025 Budget Discussion – Robin presented past expenses for previous Festivals. The KAC went line by line to assign budget numbers to each category. Corn hole will not be an event as interest has decreased. A pickleball tournament has been discussed. For the food vendors, a deposit system is being considered for them that will be refunded when they show up.

Holly Evans made a motion to accept the provisional budget of \$75,150. This was supported by Mayor Britigan.

Ayes: All

Nays: None

Motion carried.

b. Sound Equipment Invoice - Izzy reported that she only has an estimate at this time for the sound equipment. She is awaiting a final quote from Derek Menchinger.

5. New Business

a. Director's Report

Izzy is looking to find a chairperson to book the concerts. She is also looking for a youth show director. Nancy Stoddard gave her a recommendation. Ken Holda will be returning for the family show. Izzy will be taking over fundraising, she has received all of Jon's information.

Guys and Dolls is the family show recommendation from Ken. Annie Jr. is the children's show recommendation.

The Scottish Festival is asking for a date. It was agreed that June 29<sup>th</sup>, 2025 will be offered.

Kalamazoo Ballet Arts would like to participate in the Festival again this year. Izzy will ask T&L inflatables for an estimate for a portable stage for in the main Festival area on the Saturday of Festival.

Izzy is updating the website. She is taking down 2024 information and adding 2025 information. She is working on updating Festival photos on the website as well.

MINUTES OF THE REGULAR MEETING OF THE KINDLEBERGER ARTS COMMISSION HELD ON MONDAY,  
DECEMBER 9<sup>TH</sup>, 2024 – Page 2

5. New Business - continued

a. Director's Report - continued

Alex has been collecting crafts and food truck information. She has a list of 300+ vendors. They will be having a meeting in January with the fire marshal, fire chief, Bill from public works, the City Manager, Alex and Izzy to go over fire code restrictions. Nancy Stoddard is getting the fire marshal to give a list of what is expected with the different booths and food trucks.

Izzy's parade volunteer, Marjery, will also work on the day of the Festival 2025 running the parade.

Izzy is hosting a Theatre Kalamazoo lunch on December 10<sup>th</sup>, 2024.

Izzy has a person that might be willing to be on the KAC.

6. Public Comments

None.

7. Member Comments

Mayor Britigan: Thanked Julie, looking forward to continuing to work with her at the fundraiser. Will appoint Alex Vader as a KAC member and will need one more member.

Nancy Stoddard: Thanked Julie, said she appreciates her hard work on the concerts, fundraisers, and meeting minutes.

Holly Evans: Thanked Julie.

Julie Heasley: Indicated that she will still be working with the KAC. She will attend the January meeting to roll out bingo.

Robin Madaras: Thanked everyone. She is looking forward to bingo.

Caroline Garber: Thanked Julie.

8. Next Meeting Date

The next meeting of the KAC will be held on Monday, January 13th at 6:00 PM.

Pre Kindleberger Fest Meeting on January 27, 2025 at 6pm.

9. Adjournment

There being no further business to come before the KAC, Nancy Stoddard made a motion to adjourn the meeting. This motion was supported by Julie Heasley. The meeting was adjourned at 7:05 PM.

## KALAMAZOO AREA TRANSPORTATION STUDY POLICY COMMITTEE

Minutes of the October 30, 2024 Meeting

### CALL TO ORDER

The October 30, 2024 Policy Committee Meeting was called to order at approximately 9:00 a.m. at Metro, in Kalamazoo, by Chairperson Thompson.

### INTRODUCTIONS

Introductions were made by all present.

### ROLL CALL

Meeting attendance was recorded on the sign-in sheet.

### MEMBERS PARTICIPATING

Curt Aardema	Central County Transportation Authority
David Anderson	City of Kalamazoo
Jill Bland	Southwest Michigan First
Heather Bowden	Michigan Department of Transportation
Rob Britigan	City of Parchment
Brenda Burdick	Michigan Department of Transportation, TSC
Marsha Drouin	Richland Township
Dusty Farmer	Oshtemo Township
Tim Frisbie	Village of Vicksburg
John Gisler	Kalamazoo County
Robert Henderson	Van Buren Public Transit
Jeff Heppler	Village of Augusta
Joanna Johnson	Road Commission of Kalamazoo County
Judy Lemon	City of Galesburg
Pat McGinnis	City of Portage
Sherine Miller	Kalamazoo Township
Aditya Rama	Kalamazoo County Transportation Authority
Jeff Sorensen	Cooper Township
Paul Sotherland	KATS Citizens' Advisory Committee
Randy Thompson, Chair	Comstock Township
Don Ulsh	Schoolcraft Township
Jerry VanderRoest	Charleston Township
Bret Witkowski	Van Buren County Road Commission

### MEMBERS ABSENT

Lisa Imus	Village of Lawton
Tracy Locey	Brady Township

## OTHERS PARTICIPATING

Sean McBride	Central County Transportation Authority
Megan Mickelson	Kalamazoo Area Transportation Study
Fred Nagler	Kalamazoo Area Transportation Study
Paul Selden	Bike Friendly Kalamazoo
Jon Start	Citizen
Steve Stepek	Kalamazoo Area Transportation Study
Ali Townsend	Kalamazoo Area Transportation Study
Mark Worden	Road Commission of Kalamazoo County

## CHANGES OR ADDITIONS TO THE AGENDA

There were no changes or additions to the agenda.

## APPROVAL OF THE AGENDA

Heppler moved, and it was duly seconded by Sorensen, **“to approve the agenda of the October 30, 2024 Policy Committee Meeting.”** MOTION CARRIED.

## PUBLIC COMMENTS

Paul Selden of Bike Friendly Kalamazoo (BFK) introduced himself. Selden gave a shout out to the City of Galesburg, Judy Lemon, and other Galesburg Staff for support and making possible the creation of the bicycling mural on a downtown Galesburg building. This is BFK’s third mural in the region. The purpose of the murals is to celebrate the joys of bicycling and express it through artwork. Let Selden know if you have a suggestion for a future mural location. On behalf of the City of Galesburg, and the family of a subject featured in the mural, who is now deceased, Lemon expressed appreciation for the mural gift.

## CONSENT AGENDA

- ACCEPTANCE OF THE TREASURER REPORT
- ACCEPTANCE OF THE TECHNICAL COMMITTEE REPORT
- ACCEPTANCE OF THE SOUTHCENTRAL MICHIGAN PLANNING COUNCIL REPORT
- APPROVAL OF THE MINUTES FROM THE SEPTEMBER 25, 2024 MEETING

Johnson moved, and it was duly seconded by Aardema, **“to accept and approve the items on the Consent Agenda.”** MOTION CARRIED.

## FISCAL YEAR 2023-2026 TRANSPORTATION IMPROVEMENT PROGRAM AMENDMENTS

Steppek stated the proposed amendments are included in the meeting materials. There is additional local cost on a Road Commission of Kalamazoo County job, additional pedestrian items on the US-131 project in Schoolcraft, suspension of a safety project in the City of Kalamazoo which is expected to move forward in a later year, and capital preventative maintenance regionwide. In response to Johnson’s inquiry Steppek responded that the Winchell Avenue job was suspended due to Section 106 delayed approval. Section 106 seeks to accommodate historic preservation on applicable projects. Johnson warned attendees that Section 106 causes project delays.

Johnson moved, and it was duly seconded by Drouin, **“to approve the Fiscal Year 2023-2026 Transportation Improvement Program Amendments.”** MOTION CARRIED.

## **DRAFT PUBLIC PARTICIPATION PLAN**

A link to the Public Participation Plan is included in the meeting packet. Recommendations from the Kalamazoo Area Transportation Study (KATS) Certification Review were incorporated into the Plan. No comments were received on the draft that has been out for public comment. KATS Staff and the Technical Committee recommend approval of the plan as presented.

Johnson moved, and it was duly seconded by Aardema, **“to approve the Public Participation Plan as presented.”** MOTION CARRIED.

## **CITIZEN ADVISORY COMMITTEE REAPPOINTMENT**

Steppek explained that Marc Irwin is up for reappointment to the Kalamazoo Area Transportation Study (KATS) Citizen Advisory Committee. Irwin is a long-serving member and participant in the process who would like to continue serving. KATS staff recommends reappointing Irwin.

Heppler moved, and it was duly seconded by Sorensen, **“to reappoint Marc Irwin to the Kalamazoo Area Transportation Study Citizen Advisory Committee.”** MOTION CARRIED.

## **FINAL FISCAL YEAR 2024 CONTRIBUTED SERVICES**

Steppek explained that the final fiscal year 2024 Contributed Services Report by agency is included in the meeting packet for your information and review. With the new fiscal year beginning October 1, 2024, please submit time sheets.

## **PUBLIC TRANSPORTATION UPDATES**

Rama reported that three 35-foot buses within the fleet are at the end of their useful life. They will be replaced with three 40-foot buses, with plans to have only standard 40-foot buses in the future. The Central County Transportation Authority (CCTA) / Kalamazoo County Transportation Authority (KCTA) board is determining the best metrics to use to evaluate the performance of the Microtransit pilot program. Aardema reported that the CCTA/KCTA Board continues jurisdictional outreach. Aardema repeated the invitation to attend municipality meetings to talk about Metro. The board approved the contract with the labor union. Aardema offered praise to the union, employees, and the Board for the smooth process. Metro service started at the beginning of the school year on Western Michigan University campus. Those buses are also used as shuttles from parking lots to the stadium during home football games. Aardema provided examples of Metro’s current partnership with community, employee, and student groups and asked attendees to reach out to him with ideas on how to expand these community partnerships. Aardema welcomed Jill Bland from Southwest Michigan First to her first meeting and expressed appreciation for the economic perspective she brings.

Sorensen asked if buses at the end of their useful life would continue to be available as mobile warming centers for firefighters and other first responders during winter emergency incidents. McBride confirmed that Metro is still part of the emergency consortium and would be reachable through Kalamazoo County dispatch. Metro was acknowledged for its valuable participation in this service. McBride fielded questions on the useful life of buses, what is done with them when they have reached the end of their useful life, and the type and cost of replacement bus purchases.

## **EXECUTIVE DIRECTOR'S REPORT**

In addition to the memo in the meeting packet, Stepek commended Metro for securing a \$2-million-dollar competitive state grant to support microtransit. Member dues invoices will be mailed on November 8, 2024. Kalamazoo Area Transportation Study (KATS) plans to cancel the November Technical Committee meeting and will likely cancel the November Policy Committee meeting as well. KATS annual holiday breakfast will precede the Policy Committee meeting on December 18, 2024. The flyer will be emailed. Stepek congratulated Johnson on her retirement and thanked her for her years of service, prompting applause from all attendees.

## **NEW BUSINESS**

No new business was brought forth.

## **PUBLIC COMMENTS**

Paul Selden from Bike Friendly Kalamazoo (BFK) spoke for the second time, distributing a handout on BFK's mission and goals, which he then discussed. Goals include public and rider safety, education opportunities, and increased bicycling participation. Selden mentioned our organizations have intertwined goals and thanked organizations for their support of bike related events.

## **MEMBER'S COMMENTS**

Witkowski reported Van Buren County Road Commission completed 255 miles of seal coat and fog seal this year. Van Buren County had one of the three long bridges selected at last week's Local Bridge meeting securing \$3.9 million dollars for Van Buren County. Witkowski thanked Johnson for her service.

Sotherland conveyed appreciation for the partnership between Van Buren County and Kalamazoo County for the D Avenue project that resulted in a safe and enjoyable road for biking.

VanderRoest reported Charleston Township is planning a project to grind up a road and pour a new base. The estimate for the new base was \$500,000. VanderRoest expressed support for Johnson's service.

McGinnis echoed VanderRoest's sentiments toward Johnson and offered congratulations. McGinnis reported that the City of Portage East Central Trail from Lovers Lane to Portage Road is almost done. The City of Portage received a Michigan Department of Transportation grant to supplement other funding for the Austin Lake Trail to Vicksburg. The \$4-million-dollar estimated project is now 95 percent funded. Plans to rebuild the Portage Road corridor from Centre to the south city limits will be developed this winter with input from the public. The City of Portage has spent approximately \$1-million-dollars this year alone on engineering for this project. It will be built in phases.

Bland of Southwest Michigan First thanked attendees for the opportunity to become a member of the Kalamazoo Area Transportation Study Policy Committee, pointing out she has previously worked with several members. Bland acknowledged Johnson with a special mention, highlighting her support for Southwest Michigan First projects. Southwest Michigan First along with several businesses are excited about the US-131 BR project planned for 2025 and the long-term opportunities it may create. Southwest Michigan First along with other economic development organizations are looking for an industrial parcel of over 100-acres to purchase to drive more transportation and infrastructure opportunities in the future. Johnson asked how the impact of solar farms taking up land mass has

affected economic development. Bland recently attended a Department of Environment, Great Lakes, and Energy (EGLE) presentation on solar farms, wind farms, and battery energy storage sites. Calhoun County and Branch County are heavily impacted. Solar farms built in very rural areas in Calhoun County are causing heavy damage to roads with repair estimates of multi-millions of dollars. The Michigan Public Service Commission may be able to assist. Sorensen added that the Michigan Public Service Commission is made up of only three employees appointed by the governor. Johnson emphasized the importance of aligning land use and zoning with infrastructure planning to ensure it's not an afterthought. Heppler highlighted the need to keep public safety at the forefront while planning energy farms noting that there have been several fires at these developments.

Heppler thanked Johnson for her many years of service. Heppler reported that the Village of Augusta Parks and Recreation Department continues working with Kalamazoo County and the Road Commission of Kalamazoo County to extend the non-motorized trail from Galesburg to Battle Creek. The Washington Street bridge project is running behind schedule as the new bridge needs to fit between gas and water lines. Work continues on the new Master Zoning Plan for the Village of Augusta. Updates to the 5-year plan are underway. The Village of Augusta is working with other agencies to schedule a Rural Task Force meeting.

Gisler encouraged Selden to provide information on recommended lumens for bike lights on the Bike Friendly Kalamazoo website, noting that some lights are very visible, and others are not at all visible. Gisler expressed appreciation for Selden's bike advocacy, even though they frequently disagree. Kalamazoo County approved its \$324.7 million-dollar budget. Although not urgent, County Commissioners may explore buildings for sale since they must either invest in a new facility or allocate substantial funds to repair the existing one. Dell Darnell has been appointed the New Kalamazoo County Diversity, Equity and Inclusion Director. Kalamazoo County commissioners voted, passing an 80 percent raise by a margin of 5 to 4. VanderRoest inquired how villages could gain representation on the Kalamazoo County Board of Commissioners.

Britian welcomed Bland to the Committee and congratulated Johnson on her retirement wishing her best of luck. Britigan wished good luck to all County and Township officials running for reelection. The City of Parchment has been named a Redevelopment Ready Community by the Michigan Economic Development Corporation.

Burdick confirmed with Bland that the Michigan Department of Transportation US-131 BR project has been submitted for advertisement. It will be constructed in 2025. The West Main project has also been submitted for advertisement. M-40 in Lawton is open. Work on US-131 in Schoolcraft will be complete on November 8, 2024. Work will continue on the US-131 and KL Avenue project temporary bridge until weather allows. Construction will then resume in the spring.

Aardema thanked Stepek for highlighting Metro's grant award. Aardema shared that he had a follow-up conversating with Nathan Browning, who spoke at the August meeting about the West Main Corridor. He stressed the importance of keeping this issue on the group's radar for the long term and exploring ways to coordinate across the multiple jurisdictional boundaries for a unified corridor experience. Aardema congratulated Johnsonson on her retirement.

Sorensen invited attendees to this year's Michigan Township Association annual banquet at The Fountains in Parchment on November 7, 2024 at 5:30 p.m. Sorensen explained that he accepted an interview from NBC after completing a CivicPlus survey that showed positive responses regarding



how Kalamazoo local government jurisdictions work together. The interview went nationally, highlighting how well our regional government bodies get along, discuss issues, and resolve problems which may not be the case everywhere. Reach out to Sorensen if you haven't seen the interview and would like to. Sorensen welcomed Bland of Southwest Michigan First and wished the best to Johnson.

Johnson expressed curiosity about how in-kind services may evolve with Southwest Michigan First joining the Policy Committee. Johnson expressed appreciation for coming together with this group, discussing not only transportation but networking on a range of other subjects. Johnson expressed gratitude for Bike Friendly Kalamazoo and gave particular recognition to the Kalamazoo Bike Club, Paul Sotherland, and the team for their efforts on the Road Commission of Kalamazoo County (RCKC) Non-Motorized Master Plan. It is critical to remember good roads are good for all users. Johnson stated the need to come together to advocate for transportation funding as electric and hybrid vehicles become more popular. Kalamazoo County is taking applications until November 5, 2024 for two road commissioners positions. Potential representation by a city or a village on the Kalamazoo County Board of Commissioners is being discussed at the next Township Supervisors meeting. Johnson thanked Kalamazoo Area Transportation Study staff for assistance with local road Pavement Surface Evaluation and Rating (PASER) ratings to be done in 2025 due to significant RCKC budget cuts in that area. RCKC is hosting a public hearing on November 5, 2024 on its 2025 Draft Budget including its Primary Road Capital Improvement Plan and Fee Schedule. Part of this budget is \$25 million dollars for Safe Streets and Roads for All (SS4A). Johnson highlighted the historic, substantial investment in the region totaling \$38.8 million dollars noting that the funding requires matching. Part of those dollars include rumble strips and tree removals which are now called clear zone improvements. Johnson requested assistance from agencies in underscoring that these improvements are intended to enhance community safety, recognizing they may not always be popular. Please review the Budget and offer feedback. RCKC is hosting the first ever Rubberized Tire Workshop on November 13, 2024 by invitation only. Reach out to Johnson for an invitation. The RCKC newsletter is out. Johnson is proud to say that Travis Bartholomew will become the RCKC Managing Director on November 5, 2024. Johnson will stay on to assist with the transition until November 13, 2024. Johnson stated that it has been an honor and thanked everyone for their contributions to public service, teamwork, and communication. Attendees gave a round of applause for Johnson.

Frisbie remarked Johnson's work has been amazing. Frisbie elaborated on Sorensen's previous comment that government starts local. At the recent Village of Vicksburg ribbon cutting for its new municipal building, the most notable achievement was bringing together the Democrat State Representative Sen. Sean McCann and the Republican State Representative Matt Hall. Frisbie thanked Selden for his achievements, noting the Village of Vicksburg involvement with Bike Celebrations has been a big boon to the Village. Frisbie thanked Johnson for her service.

Farmer welcomed Bland and congratulated Johnson.

Bowden congratulated Johnson on her retirement and thanked her for her time on the Transportation Asset Management Council on behalf of their staff. The Michigan Department of Transportation just concluded five Rural Task Force training courses around the state. In hopes of saving municipalities from Section 106 Historic approval delay, Bowden explained that if you program a project in JobNet even before it gets State Transportation Improvement (STIP) or Transportation Improvement Program (TIP) approved, you are able to work with Local Administered Project (LAP)

Certification on the National Environmental Policy Act (NEPA) process. Bowden explained two recent JobNet advances and thanked Kalamazoo Area Transportation Study Staff for efforts and assistance with the process. One is related to Air Quality, and the other which is expected to go live in January is related to Transportation Management Agency status.

Anderson expressed agreement with Sorensen in how well government municipalities work together in the region and requested the link to see his interview.

Miller thanked Johnson for her service, expressing pleasure in working with her.

Lemon wished Johnson good luck.

Thompson thanked Bland for joining the Committee and wished the best to Johnson. Let Thompson know if you will be attending the Michigan Township Association banquet. Thompson said he is hopeful he will be here next month, but if he's not because of the election, he wanted to say it was great working with everyone.

#### **ADJOURNMENT**

There being no further business, Chairperson Thompson adjourned the meeting at 10:07 a.m.

*The next meeting of the Kalamazoo Area Transportation Study Policy Committee will be held on  
Wednesday, November 20, 2024 at 9:00 a.m.*

*Approved 12/18/24 (er)*



michigan municipal

MEMO

1675 Green Road  
Ann Arbor, MI 48105

TEL 734.662.3246 800.653.2483  
FAX 734.662.8083  
WEB www.mml.org

<b>to</b>	Parchment Mayor and City Commission	<b>from</b>	Curtis Holt, MML Executive Recruiter
<b>cc</b>	Heather Elliott, MML	<b>date</b>	January 15, 2025
		<b>subject</b>	City Manager Search

We are now preparing to move into the next step of your selection process: Interviews of prospective City Manager candidates. Please remember, this is a public process so all questions and deliberation must occur in an open meeting.

To prepare for our upcoming meeting on January 20, 2025, I have attached a copy of the brochure we produced and used during the recruitment of applicants so you can re-familiarize yourself with the requirements, skills, and qualities we told applicants you were seeking.

**A. Interview Process**

The following interview schedule has been confirmed with each of the candidates. Also attached is the resumes and cover letter for each candidate.

**January 20, 2025**

5:30 p.m.	Jered Ottenwess	Commission Interview
6:30 p.m.	York Haverkamp	Commission Interview, Zoom
7:30 p.m.	Sarah Joshi	Commission Interview

In addition, for each of the candidates, I have included a copy of the interview questions previously shared. Please note the interview questions include and introduction by the Mayor. The Commission will need to determine if you would like the Mayor to ask all questions or if the questions will be rotated among Commission Members

Once all interviews have taken place, it is expected you will engage in **public** discussion with the goal of selecting one of the candidates for a "conditional offer."

**B. Conditional Offer**

Before the final stage of the hiring process can be executed a motion would be offered to make a "conditional" offer of employment to the candidate who secures majority support from Commission Members.

The offer is "conditional" which is critical to allow other due diligence steps to occur and to enable withdrawal of the offer depending on the results of that research. The motion should follow this model,

*"On behalf of the City of Parchment, the League Facilitator shall extend a conditional offer of employment to \_\_\_\_\_ for the position of City Manager."*

The due diligence steps include a background investigation, a physical and drug and alcohol screening (if that is a standard operating procedure used by the city) and additional reference checks. The League will conduct a background investigation of your primary candidate through a third-party professional firm. The investigation will include college transcript verification; criminal history, civil court case history; lien and driving record check, credit/financial record review and social security number trace. Because of the invasiveness of the background check and medical screens, only the top candidate moves through this phase.

### C. Contract Negotiation

To same time, negotiations between the individual and the City can commence simultaneously which would lead to an agreement and a start date. If, for any reason, the candidate does not successfully complete the final background hurdle, negotiations could be halted, and the conditional offer withdrawn.

I suggest a single point person or sub-committee be named to head negotiations with the candidate. (I can certainly assist in those discussions if you like but I do not advocate for either party.) We can provide your lead negotiator/team an employment agreement template which provides multiple options for terms as compiled by the International City Manager Association.

This process can be initiated through a second motion,

*"Request \_\_\_\_\_ to begin discussions with \_\_\_\_\_ pursuant to an employment agreement suitable for formal approval by the City Commission at an upcoming meeting."*

Feel free to contact me at [cholt@mml.org](mailto:cholt@mml.org) or by calling my cell phone number (616) 788-3917 if you have any questions.



michigan  
municipal  
league

executive  
search

# EMPLOYMENT OPPORTUNITY

## City of Parchment



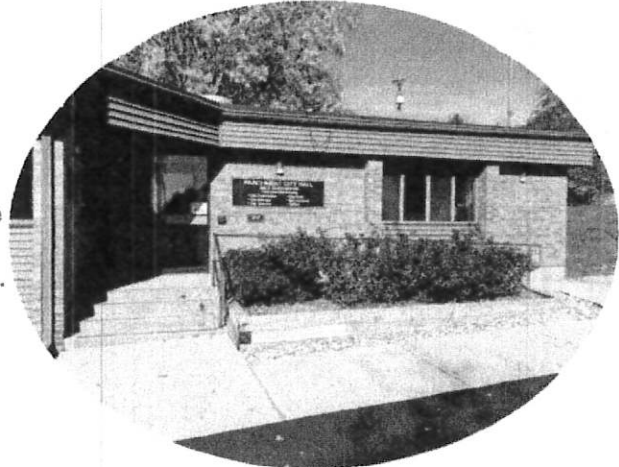
# City Manager

## City of Parchment

Parchment, a small-town community located in the Kalamazoo metro area in southwest Lower Michigan, seeks a City Manager looking for a long-term relationship with the community. With a population of 1,919, Parchment "The Paper City" offers a wonderful place for families, businesses, and industry. Residents highly value the small-town atmosphere, safe and walkable neighborhoods, and excellent parks and schools. The ideal candidate will be a leader who wishes to immerse themselves in the attributes that make Parchment a charming and thriving place to live and work.

The Commission encourages the next City Manager to treat Parchment as their home and enjoy the many local events, including the Kindleberger Festival of Performing Arts in early July each year. Summer concerts are on the Kindleberger stage on most Sundays from June through August, the Scottish Festival is held at the Parchment Community Library, and numerous events are held there.

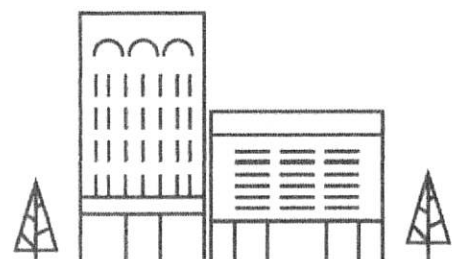
In Parchment, you will find a forward-thinking City Commission, solid departmental leadership, and a supportive and hardworking staff. This position demands strong collaboration and communication skills both internally and externally. Excellent written communication skills are necessary as the writing of grants has brought significant money into the community. Transparency is a core desire of Parchment local government, and the ideal candidate should embrace this attribute. The successful candidate will find a City with solid financials, high-quality parks, and good relationships with local area governments, including Kalamazoo County.



The City seeks a manager who values teamwork and has excellent communication skills with the Commission, staff, and citizens. The greater Parchment community engages with the City because of Parchment Schools' boundaries. The City Manager is expected to work together with the Parchment Schools, various community organizations, and neighboring municipalities.

It is preferred that a candidate have a bachelor's degree in public administration, Finance, or a related field. We also prefer that the candidate have some related governmental experience or a master's degree. The salary range for the City Manager position is \$75,000 to \$90,000; the final salary will be based on qualifications and experience.

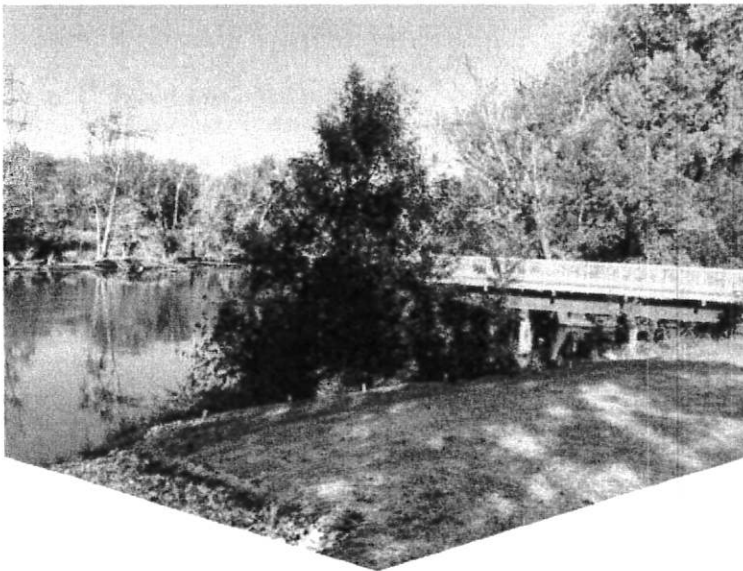
We love where you live.



# The Community

In 1930, Jacob Kindleberger and a committee of citizens devised a model community plan. Parchment was born, and by 1939, Parchment became a 5th-class city. Parchment is in Kalamazoo County, located just northeast of the City of Kalamazoo, and is surrounded by the City of Kalamazoo, Cooper, and Kalamazoo Townships. The City of Parchment is a riverfront community bordering the Kalamazoo River for approximately 1.4 miles. The river is a valuable asset, providing recreational and educational opportunities with its natural beauty and wildlife habitats; as such, the City is actively working to preserve and protect the Kalamazoo River. The area provides a wealth of cultural and recreational opportunities, including Little League baseball and tournaments, annual festivals, theater productions, and concerts. Additionally, Parchment is 45 minutes from Lake Michigan and near numerous other inland lakes, rivers, and streams.

Parchment gets its name from the Kalamazoo Vegetable Paper (KVP) Mill, established in 1909. The City of Parchment grew up around the mill by providing a residential community for the workers necessary to keep it operational. The City of Parchment was considered a model community.

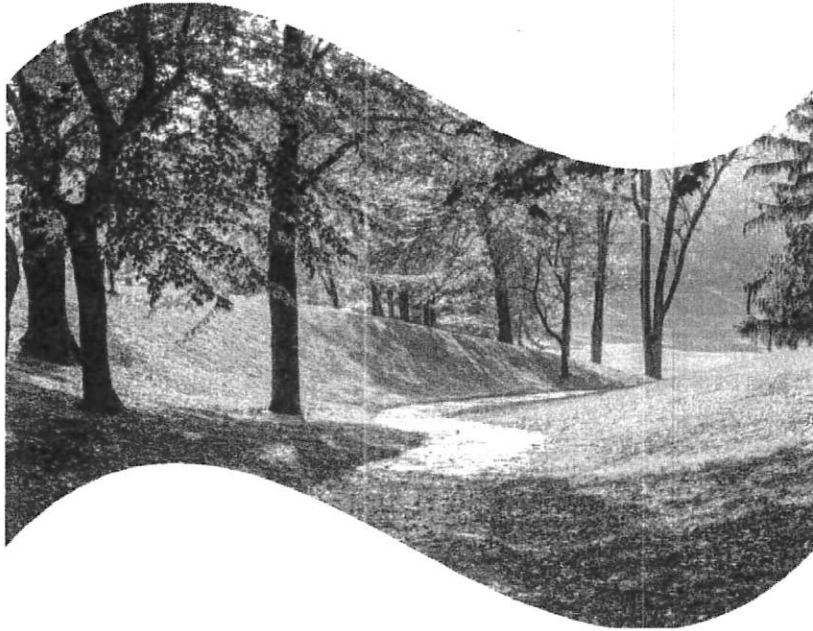


In 2000, the mill closed, leaving behind a legacy of environmental contamination. This was catastrophic for the community that relied on the mill for jobs, tax revenues, and philanthropic support. A development company acquired the entire mill property in 2008 but failed to develop it due to the economic recession. In 2018, it was found that the mill site had contaminated the City's aqueduct with PFAS, and the water system had to be shut down permanently. The City was able to transition to the City of Kalamazoo as its source of drinking water.

To move forward with any work on the mill site, the City had to take back the property from the developer, which they did in 2020. The City moved forward with their plans and updated the Master Plan, putting the mill property into a Planned Unit Development with mixed use zoning. Also, a structural engineering report has been compiled to help with the search for qualified developers. Currently, the biggest challenge on the mill site is security because the buildings are attractive to the unhoused, scrappers and teenagers.

The City of Parchment is approximately one square mile. The cost of living is below the national average. There is an array of housing options in the city with varying costs. The median income is \$60,223, and the median age is 31 years. The City has a low poverty rate of 11 percent. The major and local roads in the community provide for walkability between the business districts, parks, and residential areas. The new US131 corridor that creates a southbound connection to US131 will be built in 2025. This will help boost the city's economy. The Parchment School system is excellent and works cooperatively within the community. The City is also in close proximity to Western Michigan University, Kalamazoo College, Kalamazoo Valley Community College, and several other public/private colleges in the West Michigan region.

# The Community Con't.



In addition to well-kept residential neighborhoods, Parchment is home to beautiful Kindleberger Park. The park was donated to the City by the Jacob Kindleberger family for the enjoyment of our citizens. The park is approximately 40 acres and offers a four-diamond Little League complex, two softball diamonds, two playgrounds, five covered picnic pavilions, tennis courts, four pickleball courts, paved walking paths, a beautifully designed outdoor stage, and a well-groomed formal garden with a gazebo. You will find in Parchment a friendly and aspirational community that respects and celebrates its history and desires to maintain its small-town atmosphere. The residents believe maintaining the many community traditions, including the various events and high-quality services, is what continues to make this a desirable community.

The City has a small downtown area with a family-owned pizza parlor, coffee shop, dog grooming business, and other small businesses. The MEDC has just awarded the City the Redevelopment Ready Community designation.

The community is in the process of finishing a USDA Sewer Pipe Lining Project, is engaged with the EPA in a grant project on the northeast corner of the former mill property, and is actively working on an Urban Wildlife Corridor and a Paper Trail that runs along the river and loops through the City.

Parchment also enjoys the community support of the following groups:

- Garden Club – Maintains the plantings in the Sunken Garden area of Kindleberger Park.
- Community Clean-Up Crew (CCC): This group picks up trash in various areas of the City and works on landscaping projects, including taking care of the downtown planters.
- Veterans Memorial Committee—The City oversees the addition of veteran bricks to the memorial, and Public Works maintains the landscaping at the memorial.

We love where you live.





# The Organization

Parchment functions under a Commission-Manager form of government wherein department directors are hired by and report to the City Manager. The City Commission comprises six members and a Mayor, all elected at large and serving four-year terms. The City Commission appoints the Mayor for a two-year term. Commission members collaborate to provide the community with decisions that accomplish their goals. Parchment City Commission members take pride in their ability to have a cooperative relationship that works as a team with the City Manager and staff.

The City Commission will appoint the next City Manager, who will serve as the chief administrative officer. The City Commission sets policy and direction and approves the budget and major expenditures while serving as the legislative authority through the approval of ordinances and major planning initiatives. Parchment has enjoyed a successful City Manager-City Commission relationship for many years. The Commission looks to the City Manager for innovative and creative leadership and the ability to mobilize staff to implement their vision.

Parchment City government serves over 1,900 residents and provides a full range of services overseen by the City Manager, Treasurer/Clerk, and Public Works Superintendent. The City and Kalamazoo Township enjoy a cooperative relationship as the City contracts for Police and Fire services through Kalamazoo Township.

The administration is responsible for overseeing consultants and contractors who provide assessing, engineering, planning, and building department services. The current workforce includes six full-time and two part-time employees. The City has a stable workforce and experiences low annual turnover rates at all levels.



The City staff enjoys a generous benefits package that includes a MERS-defined contribution program with a 2 percent contribution, a 2 percent match, and a MERS 457 plan. Health care is a Health Savings Account plan with a 5 percent premium contribution and deductible reimbursement, 100 percent employer-paid dental and vision plans, and a life insurance policy. Finally, the City offers tuition reimbursement for Department of Public Works certification(s).

The City's General Operating Fund for FY2024-25 is approximately \$1.6 million. The City's total revenues are \$2.5 million. As of June 30, 2024, the unassigned fund balance is approximately 19 percent of expenditures. Its 2024 taxable value is currently over \$59 million.

Additional information regarding the City is available at [www.parchment.org](http://www.parchment.org).

We love where you live.

# Opportunities and Challenges

No position profile would be complete without highlighting community challenges as well as opportunities.

## Opportunities

- Redevelopment of the Mill Site
- Collaborate with the residents to provide ideas for the future of Parchment
- No controversies or issues to address from the previous administration
- Friendly Community
- Working with neighboring communities
- Collaboration with other governmental or quasi-governmental organizations
- Redevelopment Ready Community – several parcels ready for redevelopment
- Expansion of Riverfront access

## Challenges

- Redevelopment of the Mill Site – the new manager must make this a priority
- How to address a small number of unhoused persons
- Money is tight, high millage rate
- Compressed wages impacting future hiring
- High water/sewer surcharge supporting transition of water source from the City of Parchment to the City of Kalamazoo
- Collaboration with other communities and organizations
- Maintaining the strong local history and traditions as the community changes
- Continued support of an inclusive culture
- Small staff needs leadership and partnership. Willing to pitch in wherever needed



# The Ideal Candidate

The city is seeking a motivated and experienced local government administrator and will consider applicants who possess the following knowledge and experience:

- Grant writing
- Marketing and branding
- Understanding of economic development tools
- Understanding of local government finance
- Have astute negotiation skills
- Strong administrative skills
- Ordinance enforcement

All applicants need to be prepared to address these important skills that the City Commission and staff are focused on:

- Outstanding communication skills
- Willingness to listen to citizen and Commission concerns and be responsive to those concerns
- Aspirational approach to management
- Open door to staff, Commission, and citizens
- Detail oriented with vision
- Ability to manage people through empowerment
- Servant leader

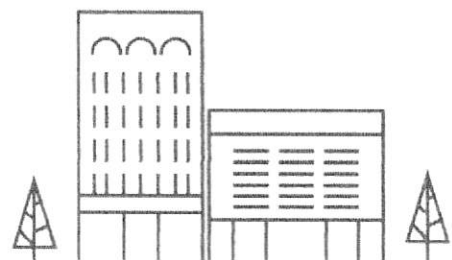


We love where you live.



The incoming city manager will be an effective leader and a partner working collaboratively with the City Commission, staff, and the community. They should have the following traits:

- Personable, humble, accountable
- Ability to communicate with a diverse group of citizens
- Understands the unique needs of a small municipality
- Accountable and will ALWAYS provide follow-up
- Thick-skinned and ability to stand ground with development community
- Big picture thinker
- Communicates with the Commission, staff, and the community on multiple platforms and in person
- Understands the commission–manager relationship fully



# Application Process

**Apply by close of business: January 6th, 2025**

Please submit resume, cover letter, consent form, and five professional references to:

**Email:**

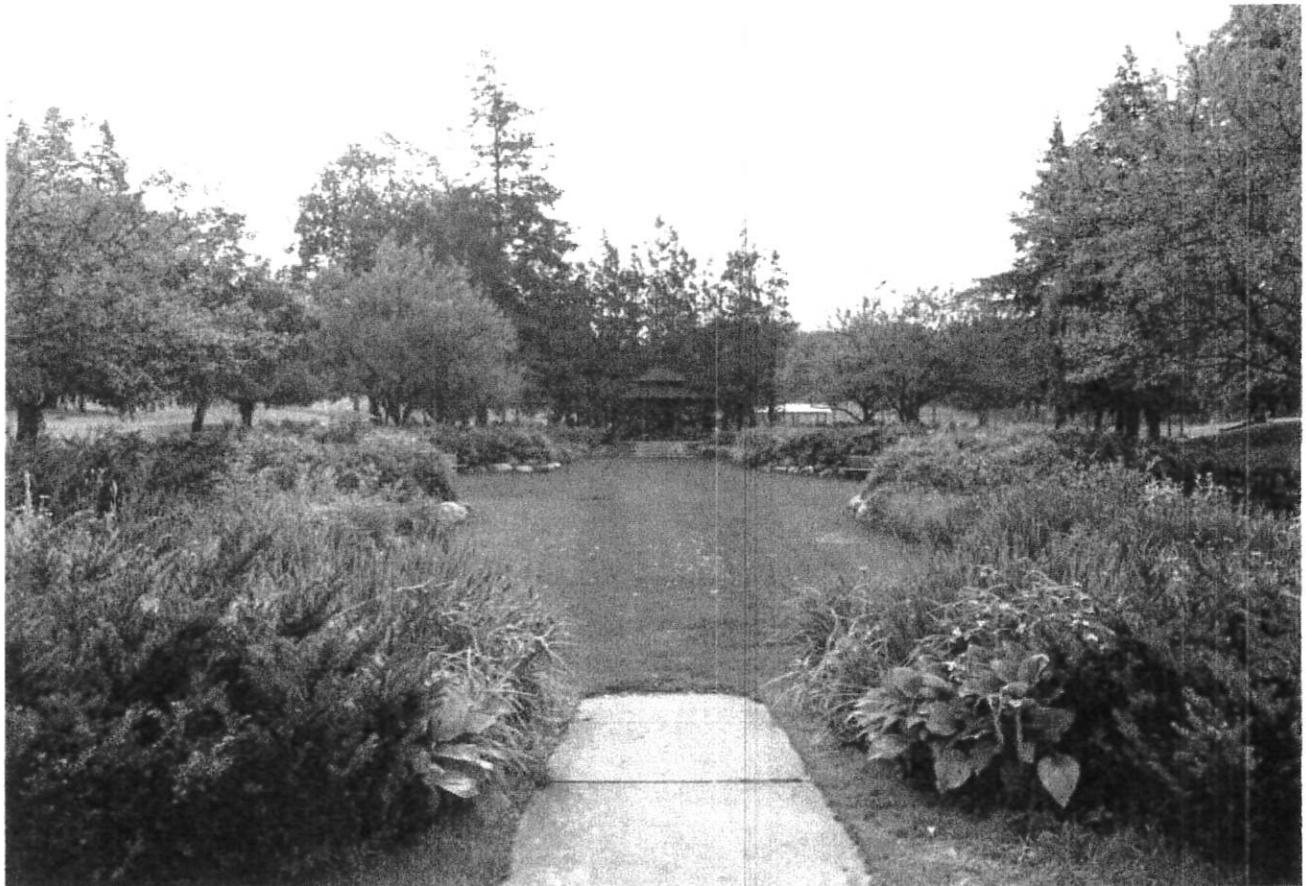
[execsearch@mml.org](mailto:execsearch@mml.org)

Subject Line: Parchment Search

**Questions** can be directed to MML Executive Recruiter Curtis Holt at [cholt@mml.org](mailto:cholt@mml.org).

Candidates desiring confidentiality of their interest, as allowed for and provided by Michigan law, must indicate such in a separate subject line above the body of the cover letter.

This search is conducted by an Equal Opportunity Employer.



executive  
search

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**January 20, 2025**  
**Jered Ottenwess**  
City Manager Candidate  
City of Parchment

# Interview Questions

City Manager

Date: January 20, 2025

Candidate: Jered Ottenwess

Interviewer \_\_\_\_\_

Overall Impression and Ranking \_\_\_\_\_

Introduction and initiation by **Mayor**

Welcome .....

- Several questions; allotting approximately 45 minutes to get to know you and for you to get to know us
- We will ask you several questions, some of us taking notes to help differentiate your responses from others
- Provide you with time at the end to ask us questions

1. Please tell us about yourself and your experiences in local government.

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2. Why did you choose to be a City Manager?

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3. What is it about Parchment that inspired you to apply for this position?

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4. Through the application process and your own research, what do you know about the City of Parchment?

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5. Based upon the previous question, what is it about you and your experiences that make you the best candidate for the Parchment City Manager position?

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6. The Commission is committed to open communication with the Staff and the Citizens, share with us your communication philosophy when engaging the Commission, Staff, and the Citizens.

- a. Example: Parchment recently received some negative feedback about a water rate increase, how would you communicate with the Staff and Citizens regarding this rate change?

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7. What makes you excited about coming to work each day?

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8. What type of work culture do you seek to achieve with your work colleagues including staff and Commission? How will you achieve that?

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9. How do you believe the Parchment staff will describe you after working for the City of Parchment for one year?

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- a. Commission
- b. Citizens

10. What will your first six months as City Manager look like? What will be your priorities?

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11. Based upon your own experiences, what do you believe will be your biggest challenge as the City Manager of Parchment?

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12. If offered the position in Parchment, what do you intend to do to be sure you are a part of the community and in touch with the residents and business community?

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13. Tell us about your work/life balance, what are your expectations and what passions do you pursue away from work?

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14. Do you have any other questions for us?

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Jered Ottenwess  
120 Ready St.  
Ishpeming, MI 49849  
jeredottenwess@gmail.com  
248-953-0113

December 11, 2024

City of Parchment  
Attn: City Commission  
650 S Riverview Dr  
Parchment, MI 49004

Re: City Manager Position

Dear City Commissioners,

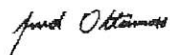
I am very excited about the opportunity to pursue this position. I believe my combination of education, background, and experience make me an excellent candidate. I have over 13 years of experience working in local government, about 12 of those as a city manager in Florida and Michigan. I have a strong track record of maintaining fiscal stability and finding innovative solutions to entrenched issues and I believe my skillset and background would be a good fit.

I have broad supervisory experience in executive positions; serving as a project manager on large development projects, preparing and overseeing budgets; preparing and updating master plans; and providing staff representation to various boards and committees. I have worked on a range of projects from EPA funded environmental remediation to complex privately-funded redevelopment projects and everything in between. Perhaps most importantly, I have a successful management style emphasizing cooperation and engagement while still maintaining a sharp focus on results.

I have been on hiatus from the city management profession for the past few years while I pursued a different career track during the Covid pandemic and following my most recent city manager appointment. I miss working in local government and I believe I have a strong skillset that lends itself most suitably to city management long-term. I am passionate about local government and I have invested many successful years into building a career as a manager. I am originally from West Michigan. I was born in Grand Rapids and went to high school in Portage. My family lived in the Kalamazoo area for about 25 years and I am very familiar with the City of Parchment and surrounding area. I would be honored to the serve as the City of Parchment's next manager.

Thank you for taking the time to consider my interest in the position and I look forward to hearing back from you.

Sincerely,



Jered Ottenwess

## **Jered Ottenwess**

120 Ready St ~ Ishpeming, Michigan 49849 ~ 248-953-0113 ~ jeredottenwess@gmail.com

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### **EDUCATION**

#### **University of Michigan**

*Taubman College of Architecture and Urban Planning*  
- Master of Urban Planning

**Ann Arbor, Michigan**

April 2004

#### **University of Michigan**

*College of Literature, Science and Arts*  
- Bachelor of Arts

**Ann Arbor, Michigan**

May 2001

#### **Free University of Berlin**

- Summer Program

**Berlin, Germany**

Summer 1999

### **PROFESSIONAL EXPERIENCE**

#### **Direct Home Mortgages**

##### Mortgage Loan Officer

- Initiate the mortgage process for potential clients, preparing, analyzing, and verifying mortgage loan applications for the purchase or refinance of real estate.

**Troy, Michigan**

August 2020 – present

#### **City of Keego Harbor**

##### City Manager

- Enforce all laws and ordinances under direction of the mayor.
- Manage and supervise all public improvements, works, and undertakings of the city
- Prepare and administer the annual budget under policies formulated by the council and keep the council fully advised at all times as to the financial condition and future needs of the city and make such recommendations as may seem to him advisable.
- Act as the purchasing agent for the city or delegate such duties to some other officer or employee of the city.
- Act as personnel director of all city employees or delegate.
- Member ex officio of all committees of the council.

**Keego Harbor, Michigan**

February 2019 – February 2020

#### **Ascendant Property Management**

##### Owner/Property Manager

- Manage all aspects of 7-unit apartment building and retail commercial building including rent collection and disbursement, tenant recruitment and oversight, compliance with insurance and regulatory requirements, and general maintenance and upkeep.
- Plan and implement construction projects including as liaison with contractors, financing and banking professionals, and owner and owner's agents.

**Troy, Michigan**

November 2015 – June 2018

#### **City of Traverse City**

##### City Manager

- Enforce all City laws and ordinances.
- Supervise all public utilities, improvements, works and undertakings, and the finances of the City.
- Appoint and remove all administrative officers and employees in the administrative service of the City.
- Attend all meetings of the City Commission, and to take part therein, but without vote.
- Prepare annual itemized budget, and keep the Commission fully advised as to the financial condition and needs of the City.
- Purchase all supplies, including insurance, for the City, and approve all vouchers for the payment of same.
- Recommend to the City Commission, for adoption, measures necessary or expedient for City operations;
- Serve as member ex officio of all committees of the Commission.

**Traverse City, Michigan**

July 2013 – March 2015

**Jered Ottenwess**

120 Ready St ~ Ishpeming, Michigan 49849 ~ 248-953-0113 ~ jeredottenwess@gmail.com

**City of Ishpeming**  
**City Manager**

**Ishpeming, Michigan**  
March 2010 – July 2013

- Served as the **Chief Administrative Officer** appointed by the City Council
  - Ensure that all laws and provisions of the City Charter and resolutions of the City Council are faithfully executed;
  - Enforce all City contracts and franchises, works, and undertakings;
  - Supervise all public utilities, improvements, works, and undertakings;
  - Prepare, submit, and administer an annual budget and keep City Council informed as to the financial condition and needs of the City;
  - Administer all procurement and property disposal;
  - Member ex-officio of all commissions and boards of the City;
  - Assume all duties and responsibilities as personnel director of all City employees.
- **DDA Executive Director and ex-officio DDA Board Member.** The DDA implements projects including infrastructure construction, recreation improvements, and streetscaping. The DDA also funds ongoing promotional events and small-scale improvements such as pocket parks.
- **Freedom of Information Act (FOIA) Administrator** in charge of receiving and processing requests in compliance with the Act.

**City of Trenton**  
**City Manager**

**Trenton, Florida**  
Sept 2005 – February 2010

- **Chief Administrative Officer** appointed by the Board of City Commissioners. Responsible for all personnel, finance, and city clerk responsibilities. Implemented the policies and objectives established by the City Commission and ensures that city services are provided in the most efficient, effective, and fiscally responsible manner possible.
- **Director of Community Redevelopment Area (CRA).** The CRA undertook large-scale projects including downtown redevelopment, streetscaping, park construction, and stormwater management improvements.
- **Land Development Regulations (LDR) Administrator** in charge of interpreting and enforcing the Comprehensive Plan and Land Development Regulations, including site planning, subdivision approval process, zoning changes, and future land use amendments.
- **Floodplain Administrator** responsible for development permitting in flood hazard areas and ensuring conformance with National Flood Insurance Program.
- Represented the City of Trenton as **Secretary/Treasurer** of the Nature Coast Regional Water Authority.

**Causeaux & Ellington, Inc. (now Causeaux, Hewitt, & Walpole, Inc.)**  
**Land Development Planner**

**Gainesville, Florida**  
June 2004 – Sept 2005

- Project management of development planning including, but not limited to, land use and zoning changes, subdivision approval, fiscal impact modeling, and market analysis.
- Coordinate and conduct community participation and outreach programs such as neighborhood workshops, public hearings, and neighborhood plans.
- Extensive use of GIS for product development, research, analysis, site planning, and plan adoptions and amendments.

**City of Ypsilanti**  
**Planning Assistant**

**Ypsilanti, Michigan**  
Aug 2003 – April 2004

- Research including, but not limited to, future land use and zoning changes, subdivision approval, legal opinions, and CDBG administration.
- Code enforcement, building code compliance review, public information, and file maintenance.
- Extensive use of GIS for research, analysis, and staff recommendations.
- Building permit and plat research to modernize administration and filing system.

## **Jered Ottenwess**

120 Ready St ~ Ishpeming, Michigan 49849 ~ 248-953-0113 ~ [jeredottenwess@gmail.com](mailto:jeredottenwess@gmail.com)

### **Studies in Urban Security Group**

**Ann Arbor, Michigan**

#### **Graduate Assistant**

September 2002 – June 2003

- Conduct extensive research into infrastructure assets, security operations, and disaster preparedness of Detroit Water and Sewerage.
- Utilize disaster modeling software to prepare contingency plans.

### **PUBLICATIONS**

"Case Study: Rural and Urban Distinctions in Florida". Practicing Planner, Volume 6, Issue 3, 2008; American Planning Association.

### **AFFILIATIONS / CERTIFICATIONS**

#### **American Planning Association (APA)**

- Member from 2004-present
- American Institute of Certified Planners (AICP) Certification 2008-present

#### **International City Managers Association (ICMA)**

- Member from 2005-2019

#### **Michigan Local Government Management Association (MLGMA)**

- Member from 2010-2015

#### **Florida City and County Managers Association (FCCMA)**

- Member from 2005-2010

John Fitzgerald  
jfitzgeralds@hotmail.com  
248-330-0283

December 5, 2024

Re: Jered Ottenwess Reference Letter

To Whom It May Concern:

I served with Mr. Jered Ottenwess during his tenure as City of Keego Harbor City Manager from February 2019-February 2020. Mr. Ottenwess and I had a close professional working relationship. I held Mr. Ottenwess in high regard during his time in office and I thought that he fulfilled the responsibilities of the City Manager position with professionalism, integrity, and a high level of competence. Our communication was open and direct and I felt that he supported the police department and my work as the Chief of Police.

I was under the impression that Mr. Ottenwess had a good working relationship with the City Council and I did not observe any indication that the City Council did not support him during his tenure. It came as a surprise to me when City Council held closed session meetings regarding Mr. Ottenwess and I was disappointed when he left his position as City Manager following those closed sessions. The only information I received regarding his departure was that he left after signing a voluntary separation agreement. I received no information directly from City Council members regarding their reasoning for entering into such an agreement and I was not and am not aware of any wrongdoing, illegalities or illicit actions that would have justified the termination of Mr. Ottenwess. I have spoken with Mr. Ottenwess subsequently on multiple occasions and we both agree that the City Council in Keego Harbor is very hands on in supervising the administrative functions of the city, in a way that at times interferes with the duties and responsibilities of the City Manager's office. Mr. Ottenwess always appeared to me to be very consistent in abiding by the City Charter in carrying out his duties. It seems that the City Council preferred to have more direct oversight over administrative functions than was possible while Mr. Ottenwess was in office and they mutually agreed to part ways.

I hope this helps shed some light on Mr. Ottenwess' term in office from my perspective. I hope that you will consider him for future manager positions. I believe Mr. Ottenwess is an experienced, knowledgeable, and capable manager and I would be honored to serve with him again if the opportunity arose. If you have any questions or need to verify this letter, please do not hesitate to contact me, my phone number and email are at the top of this page.

Sincerely,

John Fitzgerald, Chief of Police (Retired)  
City of Keego Harbor, 2018-2024  
City of Southfield, Deputy Chief of Police (Retired), 1988-2016

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**January 20, 2025**  
**York Haverkamp**  
City Manager Candidate  
City of Parchment

# Interview Questions

City Manager
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Date: January 20, 2025

Candidate: York Haverkamp

Interviewer \_\_\_\_\_

Overall Impression and Ranking \_\_\_\_\_

Introduction and initiation by **Mayor**

Welcome .....

- Several questions; allotting approximately 45 minutes to get to know you and for you to get to know us
- We will ask you several questions, some of us taking notes to help differentiate your responses from others
- Provide you with time at the end to ask us questions

1. Please tell us about yourself and your experiences in local government.

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2. Why did you choose to be a City Manager?

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3. What is it about Parchment that inspired you to apply for this position?

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4. Through the application process and your own research, what do you know about the City of Parchment?

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5. Based upon the previous question, what is it about you and your experiences that make you the best candidate for the Parchment City Manager position?

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6. The Commission is committed to open communication with the Staff and the Citizens, share with us your communication philosophy when engaging the Commission, Staff, and the Citizens.

a. Example: Parchment recently received some negative feedback about a water rate increase, how would you communicate with the Staff and Citizens regarding this rate change?

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7. What makes you excited about coming to work each day?

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8. What type of work culture do you seek to achieve with your work colleagues including staff and Commission? How will you achieve that?

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9. How do you believe the Parchment staff will describe you after working for the City of Parchment for one year?

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- a. Commission
- b. Citizens



10. What will your first six months as City Manager look like? What will be your priorities?

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11. Based upon your own experiences, what do you believe will be your biggest challenge as the City Manager of Parchment?

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12. If offered the position in Parchment, what do you intend to do to be sure you are a part of the community and in touch with the residents and business community?

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13. Tell us about your work/life balance, what are your expectations and what passions do you pursue away from work?

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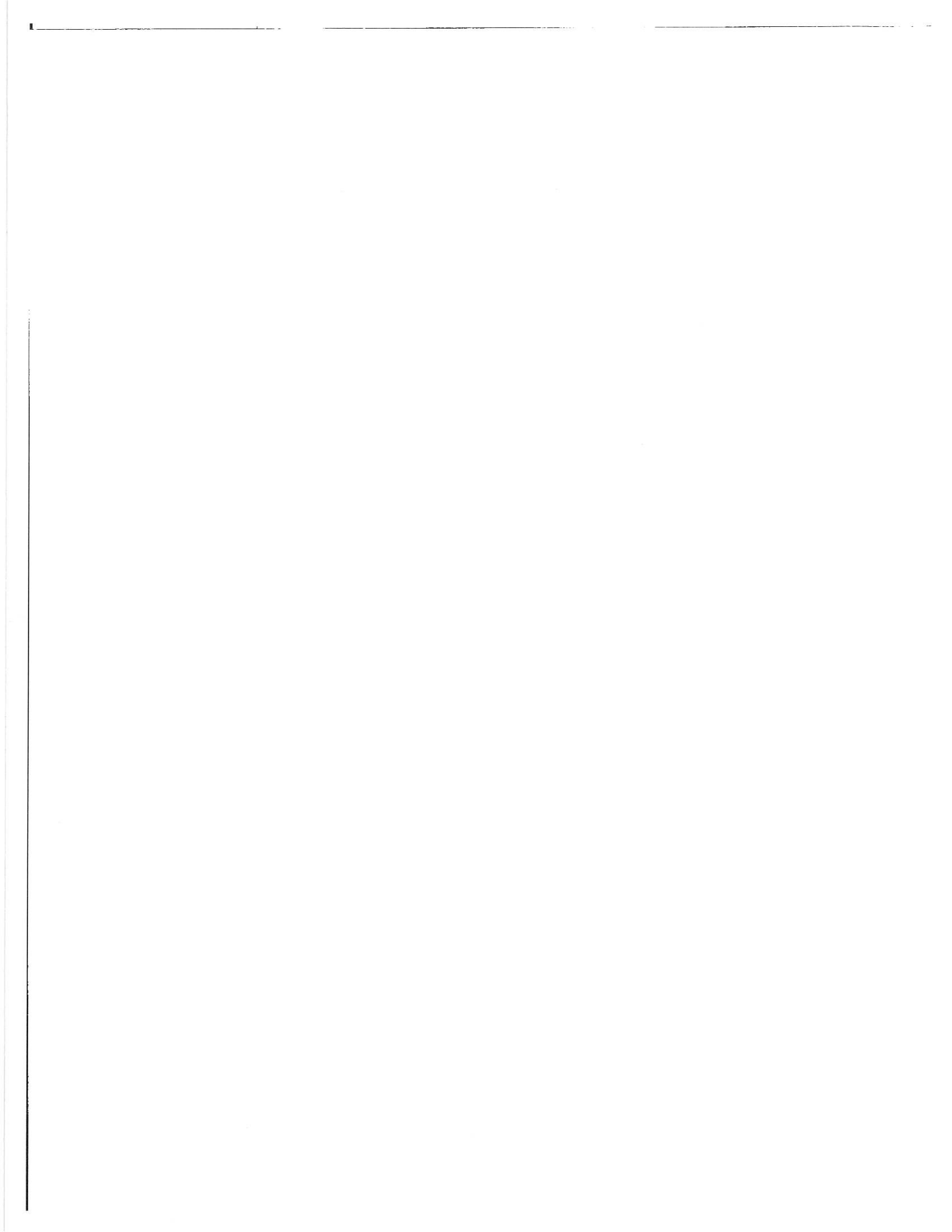
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14. Do you have any other questions for us?

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York Keith Haverkamp

Email: yorkhaverkamp@gmail.com Cell: 865-287-5578

1140 Farrington Drive, Knoxville, TN 37923

Dear Hiring Committee,

I am writing to express my strong interest in the City Manager position for the City of Parchment. With my diverse experience in municipal work, collaboration and leadership, and public administration and policy, I am well-equipped to partner with the City Commission and staff to advance Parchment's strategic development while preserving its cherished small-town character.

Throughout my career, I have been driven by a profound commitment to public service and a passion for making meaningful impacts in communities, particularly in smaller towns where the sense of community and care for one another are evident. My experience as Vice Mayor for the City of Norris, Tennessee, a small town, has deepened my appreciation for the unique charm and close-knit nature of communities like Parchment. This experience, coupled with my extensive work at the National League of Cities (NLC), has provided me with a unique perspective on the challenges and opportunities facing small municipalities.

I am particularly drawn to Parchment's commitment to maintaining its small-town atmosphere, safe and walkable neighborhoods, and excellent parks and schools. These qualities resonate deeply with my personal values and professional experiences. I believe that the strength of smaller communities lies in their ability to foster close relationships, encourage civic engagement, and create a shared sense of belonging among residents.

In my various roles, I have:

- Collaborated across government levels to implement policies addressing specific community needs
- Utilized data to develop needs assessments and prioritize community objectives
- Gained extensive experience in budget preparation, personnel management, and public relations
- Worked on initiatives focused on economic development, infrastructure, and stakeholder engagement
- Cultivated grant writing and development skills to secure additional funding
- Provided leadership in project management and community outreach

My educational background includes a Master of Public Administration and Policy from American University, which strengthened my foundation and equipped me with advanced tools to address the complex challenges facing small cities. This academic experience was further enhanced by my recent participation in Harvard Kennedy School's Senior Executives in State and Local Government program. This prestigious program not only deepened my understanding of innovative approaches to local governance but also allowed me to forge valuable relationships with accomplished city managers from across the country. These connections provide an ongoing resource for sharing best practices and collaborative problem-solving, which I'm eager to leverage for Parchment's benefit.

I am excited by the prospect of my family and I fully immersing ourselves in Parchment's vibrant community life. We look forward to actively participating in local events, and becoming integral members of this close-knit community. My approach to leadership - rooted in active listening, building trusting relationships, and fostering collaboration - aligns perfectly with the needs of a tight-knit community like Parchment. I am eager to work closely with the Commission, schools, local organizations, and neighboring municipalities to enhance the quality of life for all residents and contribute to Parchment's continued growth and success.

Thank you for considering my application. I look forward to the opportunity to discuss how my background, vision, and genuine appreciation for small-town values align with Parchment's goals and how I can contribute to the city's continued success and growth.

Sincerely,  
York Keith Haverkamp

## York Keith Haverkamp

Email: [yorkhaverkamp@gmail.com](mailto:yorkhaverkamp@gmail.com) Cell: 865-287-5578  
1140 Farrington Drive, Knoxville, TN 37923

### EDUCATION

<b>Harvard Kennedy School: Executive Education</b> <i>Certificate for the Senior Executives in State and Local Government</i>	<b>Boston, MA</b> July 2024
<b>American University, School of Public Affairs</b> DC <i>Master of Public Administration and Policy</i>	<b>Washington,</b> December 2021
<b>Warren Wilson College</b> <i>Bachelor of Human Studies – Emphasis of Global Studies and Issues</i>	<b>Asheville, NC</b> December 2001
<b>Sheldon Jackson College</b> <i>One year bachelor study transfer</i>	<b>Sitka, AK</b> 1999

### SKILLS

- Organizational Analysis. Teaming. Budgeting and financial management. Project management. Stakeholder engagement. Community development practices. Leadership. Policy analysis. Focused work with Historically Disadvantaged Communities. Literature reviews. Results Based Accountability. Program design and evaluation. Writing. Grants. Developing partnerships. Simplify complex information for stakeholders. Consensus building. Facilitation.
- Software and Data analytics: Microsoft Word, Excel (Pivot Tables), PowerPoint. SPSS, Canva. Civil Rights and FEMA Disaster Assistance certified. FEMA Plan Review for Local Mitigation Plans certified.

### PROFESSIONAL EXPERIENCE

<b>National League of Cities – Institute for Youth, Education and Families</b> <i>Consultant – Arkansas State Navigator, Strong Southern Communities Initiative</i>	<b>Washington DC</b> 8/2022 – 9/2024
<ul style="list-style-type: none"><li>• Through the Strong Southern Communities Initiative, funded by the Doris Duke Foundation, we offer a robust, no-cost program that equips cities with the tools they need to succeed and thrive.</li><li>• Empowering local government leadership: Provide expert guidance and mentorship to key municipal leaders.</li><li>• Collaborate closely with elected officials across Arkansas to identify and address the unique challenges their communities face, with a special emphasis on families and children.</li><li>• Actively engage with city leaders, listening to their concerns, and analyzing key data to help develop targeted action plans designed to foster community growth and resilience.</li><li>• Guide cities in crafting compelling grant proposals that not only increase their chances of securing funding but also ensure that the awarded grants are strategically positioned to achieve their intended impact.</li></ul>	

- Empower cities to engage effectively with their communities, build meaningful partnerships, and explore innovative solutions tailored to their specific needs.
- Lead presentations for cities, municipal leagues, and other stakeholders, focusing on topics such as grant writing, equity, The Social Determinants of Health, Results-based Accountability, and partnership development.

**Knoxville Water and Energy for All – Advocates for Affordable Utility Bills**

**Knoxville, TN**

*Research*

11/2021 – Present

- Analyze data set of utility and census metrics in Excel and SPSS to discover practical and statistically significant variables. Presenting findings to applicable stakeholders.

**Cocoa360 – Research Fellow**

**Ghana**

*Research Fellow*

11/2022 – 5/2023

- Researched best practices for addressing the social determinants of health impacting young people in rural Ghanaian villages.
- Conducted weekly meetings with our team, including founder and CEO, gaining invaluable insights that enriched the learning experience for everyone involved.
- Developed white papers and perspective research papers focused on identifying and promoting effective strategies to create opportunities and improve health outcomes in underserved communities.

**National League of Cities – Institute for Youth, Education and Families**

**Washington,**

**DC**

*Consultant – Minnesota State Navigator, Great Lakes Federal Grant Navigation Program 4/2022-12/2022*

- Partnered with municipalities across Minnesota to bolster their ability to secure federal funds and achieve their city priorities through strategic grant opportunities.
- Funded by the Joyce Foundation, our program offered customized support tailored to the unique capacities of each city.
- Provided guidance on grant opportunities and frameworks, helping cities build robust, community-driven proposals in collaboration with key partners.
- Work emphasized the importance of addressing critical areas such as climate resilience, hazard mitigation, workforce development, housing, and transportation, all while fostering strong partnerships and leveraging data to shape compelling narratives.
- Collaborated with cities and municipal leagues throughout the grant application process to ensure that proposals were comprehensive, effective, and aligned with their broader community goals.

**Government Accountability Office**

**Washington,**

**DC**

*Project Management Capstone – American University*

**2021**

- Collaborative project with the US GAO on comparing international agricultural subsidies of Australia, South Africa, China, and the EU to the United States.
- Conducted a comprehensive literature review, performing detailed data analysis, creating informative graphics, and preparing a final brief and presentation for the GAO, highlighting key findings and insights.

**City of Norris**

*Vice Mayor*

*City Council Person*

**Norris, Tennessee**

2014 – 2017

2012 – 2013

- **Duties:** Monthly City Council Meetings. Annual Budgets. Ordinance and Policy writing. Special meetings – Proposed ordinance. Economic development.
  - Developed ways to communicate with diverse audiences.
  - Developed new outlets to help given communities grow and achieve their goals.
  - Ensured the use of data, legal, stakeholder involvement, historical narrative, and equity when writing, debating, and voting on policy.
  - Staying apprised of all city business including water/wastewater, watershed, police and fire, economic development, public works, and infrastructure.
- **City council persons representative on** – Recreation commission. Animal commission. Recycling and Conservation commission. Animal shelter commission.
- **Accomplishments:** Organizational change for the city's police and fire departments. Balanced budgets. Ordinances and policy's dealing with equity within the city. Hired City manager. Watershed plan and board restructuring. Tobacco products in parks campaign. Broadening access to recreation for Norris residents and visitors. Summer recreation program modifications. Energy audit initiation for the city. Successful grant submissions. Recycling and conservation education program for new residents. Developed a program to analyze household energy usage. Project to double the size of the animal shelter. Wrote policy for fostering and adopting of animals.

**Southern Highlands Craft Guild**

*Board Representative*

**Asheville, NC**

2015 – 2017

- **Duties:** Meetings. Education. Permanent exhibit. Budgeting for a non-profit with \$1M annual budget, stores in multiple states, over 700 members and multiple complex contracts.
- **Accomplishments:** Balance complex annual budget. Marketing reorganization campaign. Contracts between Guild and the National Park Service. Sponsorship campaign.

**Tennessee Artist Craft Association**

*Board Representative*

**Nashville, TN**

2009 – 2012

- **Duties:** Representative for East Tennessee.
- **Accomplishments:** Established the East Tennessee chapter. Organized and implemented maker show representing 100 artists.

**York Pottery**

*Owner/Potter*

**Norris, TN**

2002 – 2017

- **Duties:** Developed a business plan. Managed a profitable business.
- **Accomplishments:** Teaching for City of Knoxville. Allowed for an avenue to collaborate with makers – resulting in special events, board of director positions. Designed, built, and fired a 9 ton wood-fired pottery kiln.

**RECOGNITION & MEMBERSHIPS**

**PI Alpha Alpha, The National Honor Society for Public Affairs and Administration**

**NAACP, Member**

Cocoa360, Fellow Graduate

REFERENCES

- **Sarah Jandora:** Colleague, NLC SSCI Program Specialist | [jandora@nlc.org](mailto:jandora@nlc.org)
- **Amrit Mehra:** Colleague, NLC SSCI State Navigator | [mehra@nlc.org](mailto:mehra@nlc.org)
- **Ethan Baker:** Colleague and Friend, Troy Michigan Mayor | [mayorbaker@troymi.gov](mailto:mayorbaker@troymi.gov)
- **Sonja Walti:** Professor and Colleague, American University | [walti@american.edu](mailto:walti@american.edu)
- **Conor Hall:** Director of the Office of Outdoor Recreation Industry CO  
[conor.hall@state.co.us](mailto:conor.hall@state.co.us)
- **Chris Lindsey:** City of Westminster, CO Assistant City Manager | [CLindsey@westminsterco.gov](mailto:CLindsey@westminsterco.gov)
- **Caran Curry:** Partner, Arkansas Municipal League | [ccurry@arml.org](mailto:ccurry@arml.org)
- **Kent Collins:** Deputy City Manager, City of Coppell | [kcollins@coppelltx.gov](mailto:kcollins@coppelltx.gov)
- **Chayot Ing-Aram:** Senior VP, Financial Planning, City and County of Denver Airport  
| [Chayot.ingaram@gmail.com](mailto:Chayot.ingaram@gmail.com)
- **Alex Voigt:** Deputy Chief of Staff, Mayor's Office, Aurora, IL | [voigta@aurora.il.us](mailto:voigta@aurora.il.us)
- **Iram Farooq:** Assistant City Manager, Cambridge, MA | [ifarooq@cambridgema.gov](mailto:ifarooq@cambridgema.gov)
- **Cheyenne Cazeault:** [cheyenne.t.cazeault@governor.ri.gov](mailto:cheyenne.t.cazeault@governor.ri.gov)
- **Xouhoa Bowen:** Council Member, San Leandro | [xbowen@sanleandro.org](mailto:xbowen@sanleandro.org)
- **John Cosgrove:** Assistant Police Chief, NYC | [John.desmond.cosgrove@gmail.com](mailto:John.desmond.cosgrove@gmail.com)
- **Michael Lesich:** Mayor of Fraser, MI | [mlesich@micityoffraser.com](mailto:mlesich@micityoffraser.com)
- **Allison Bawden:** GAO and American University | [bawden@american.edu](mailto:bawden@american.edu)
- **Jo-Anne Henry:** Director of Strategic Impact, NLC | [henry@nlc.org](mailto:henry@nlc.org)
- **Jacqueline Kinghan:** Friend | [Jacqueline.Kinghan@glasgow.ac.uk](mailto:Jacqueline.Kinghan@glasgow.ac.uk)
- **Sherry Holliman:** City Leader, Marion, AR | [Hollimansherry@gmail.com](mailto:Hollimansherry@gmail.com)



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**January 20, 2025**

**Sarah O. Joshi**

City Manager Candidate

City of Parchment

# Interview Questions

City Manager

Date: January 20, 2025

Candidate: Sarah Joshi

Interviewer \_\_\_\_\_

Overall Impression and Ranking \_\_\_\_\_

Introduction and initiation by **Mayor**

Welcome .....

- Several questions; allotting approximately 45 minutes to get to know you and for you to get to know us
- We will ask you several questions, some of us taking notes to help differentiate your responses from others
- Provide you with time at the end to ask us questions

1. Please tell us about yourself and your experiences in local government.

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2. Why did you choose to be a City Manager?

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3. What is it about Parchment that inspired you to apply for this position?

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4. Through the application process and your own research, what do you know about the City of Parchment?

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5. Based upon the previous question, what is it about you and your experiences that make you the best candidate for the Parchment City Manager position?

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6. The Commission is committed to open communication with the Staff and the Citizens, share with us your communication philosophy when engaging the Commission, Staff, and the Citizens.

- a. Example: Parchment recently received some negative feedback about a water rate increase, how would you communicate with the Staff and Citizens regarding this rate change?

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7. What makes you excited about coming to work each day?

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8. What type of work culture do you seek to achieve with your work colleagues including staff and Commission? How will you achieve that?

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9. How do you believe the Parchment staff will describe you after working for the City of Parchment for one year?

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- a. Commission
- b. Citizens

10. What will your first six months as City Manager look like? What will be your priorities?

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11. Based upon your own experiences, what do you believe will be your biggest challenge as the City Manager of Parchment?

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12. If offered the position in Parchment, what do you intend to do to be sure you are a part of the community and in touch with the residents and business community?

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13. Tell us about your work/life balance, what are your expectations and what passions do you pursue away from work?

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14. Do you have any other questions for us?

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January 5, 2025

City of Parchment  
c/o Mr. Curtis Holt, Executive Recruiter  
650 South Riverview Drive  
Parchment, MI 49004

Dear Commissioners,

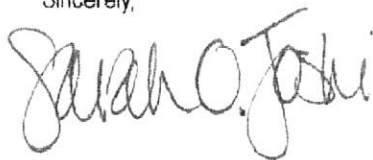
I am writing to express my interest in the position of Parchment City Manager. With a strong background in local government leadership, community engagement, and strategic management, I am excited about the opportunity to bring my skills and experience to Parchment, a community with a rich history and an inspiring vision for the future. I am particularly drawn to the position because Parchment has identified needs that are closely aligned with my education and experience.

For example, through many years of experience in city and county government, I have developed strong relationships with elected and appointed officials throughout Kalamazoo County. I am familiar with economic development tools, having completed the MEDC Redevelopment Ready Academy best practices training series as well as the Michigan Municipal League's Women's Municipal Leadership Program. Further, my longtime service on the Portage Planning Commission has helped me work toward preserving a unique community atmosphere while moving forward with opportunities for growth. Such education and experience will undoubtedly help as I work with Parchment stakeholders to address key challenges such as the redevelopment of the mill site and security at the property.

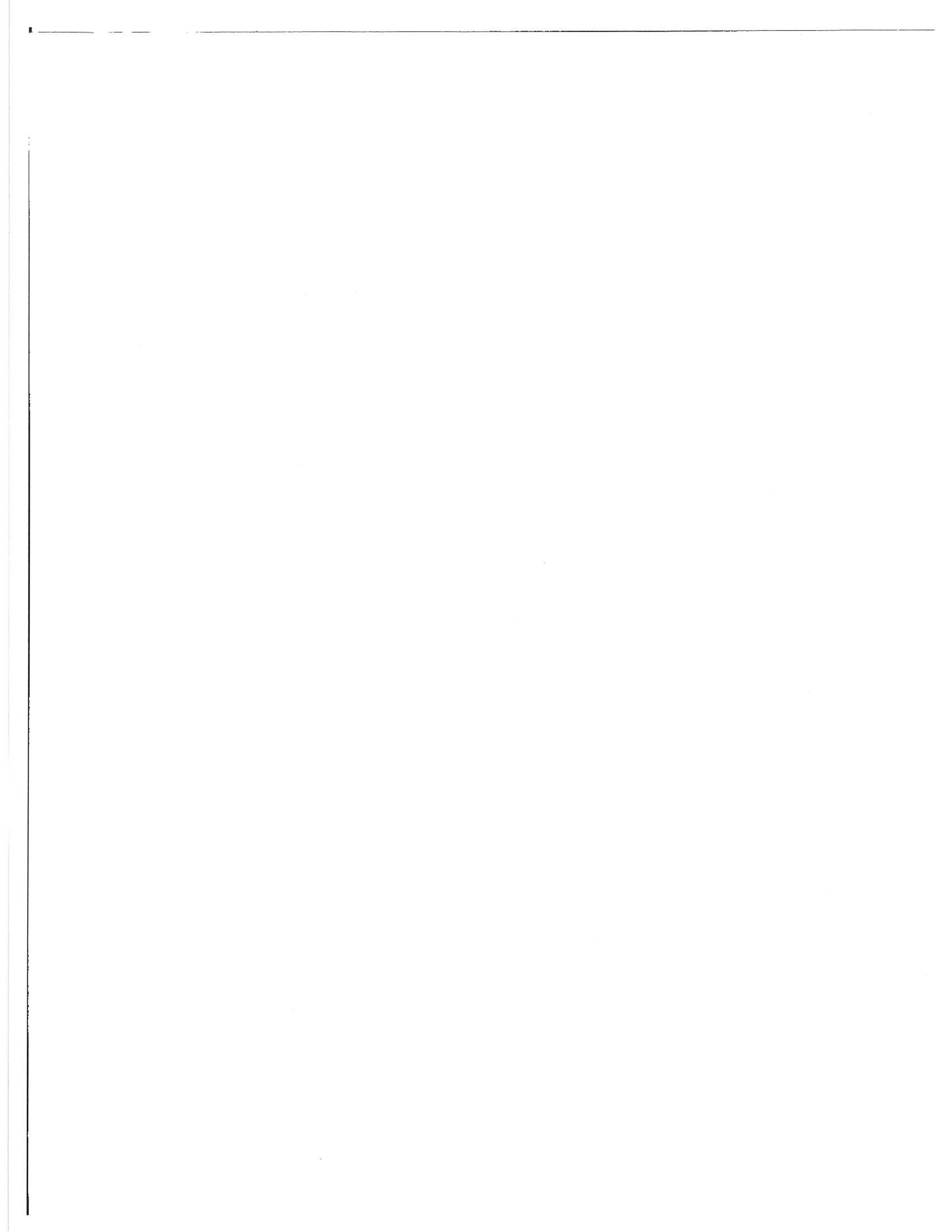
Known for my strategic, systematic approach to organizational development, I embrace the big picture while diligently working to achieve the milestones that ultimately accomplish the vision. Using this approach, I have successfully led efforts to address a variety of community challenges such as revitalizing an ordinance enforcement program, improving public infrastructure, securing grant funds, strengthening staff relationships, and—importantly—implementing sustainable financial management practices, which I understand is a key priority for Parchment. My experience managing complex projects, coordinating with other local governments, and advocating for community interests will help ensure the successful realization of Parchment's goals.

I am confident that my skills, along with my dedication to transparent, collaborative management, make me a strong candidate for this role. I will welcome the opportunity to discuss with you ways that I can contribute to Parchment's future.

Sincerely,

A handwritten signature in black ink that reads "Sarah O. Joshi". The signature is written in a cursive, flowing style.

Sarah O. Joshi, MPA



# Sarah O. Joshi, MPA

Portage, Michigan • 269.290.9175 • thatsarah@protonmail.com

## Career Objective

A master's degree in Public Administration complements my in-depth experience in government and nonprofit leadership, communication, and growth. Proven skills in strategic planning and performance improvement—augmented by a strong work ethic—prepare me for further growth in my field of . . .

**Strategic Leadership ♦ Effective Management ♦ Continuous Improvement**

## Representative Accomplishments

### Administration

Managed all aspects of an organization in crisis, quickly stabilizing it and returning it to profitability ♦ Increased the number and capacity of administrative and operations volunteers ♦ Instituted sound and responsible financial management systems ♦ Earned outstanding service awards from two employers.

### Fund Development

Led and managed fundraising efforts including fee-for-service programs, annual appeal, events, grants, and in-kind support ♦ Increased newsletter advertising revenue by 40% ♦ Nearly tripled size of association's annual conference exhibit hall ♦ Increased grant funding 38% in my first year and an additional 28% in my second year of service. ♦ Successfully wrote grants for amounts up to \$2.1 million.

### Marketing Communication

Wrote, designed, and produced publications such as newsletters, catalogs, brochures, magazines, and regional and national advertising for an organization with membership of more than 6,000 ♦ Managed SharePoint system to guide print, video, and online communications for a large communication team ♦ Served as media liaison and official spokesperson for three organizations.

## Employment History

Deputy Director of On-Demand Services & Planning | Metro . . . . . Kalamazoo, Michigan; 10.2023 - present

- ♦ Direct activities of On-Demand Services division including prioritizing and monitoring projects and ensuring legal compliance and community responsiveness.
- ♦ Develop and implement short- and long-range plans including determining future needs, reviewing and analyzing development opportunities, and directing research, preparation, and implementation of plans and programs.
- ♦ Manage multi-million dollar division budget, lead budget development meetings, make recommendations based on trends and best practices, and ensure financial compliance.

City Manager | City of Galesburg . . . . . Galesburg, Michigan; 11.2020 - 06.2023

- ♦ Implemented municipal standards such as the International Property Maintenance Code and a systematic ordinance compliance program, addressing long standing issues of blight and public safety.
- ♦ Strategically grew the staff and developed an intentional culture of trust to address organizational needs.
- ♦ Worked with council and independent fire board to improve fire department management practices in the best interest of taxpayers.
- ♦ Stewarded water system by conducting an overdue water rate study and recommended appropriate adjustments. Moved forward water system completion project in order to attract development.
- ♦ Successfully responded to longstanding citizen concerns regarding street flooding and achieved a permanent solution.
- ♦ Improved housing conditions and economic development opportunities by recommending and implementing a rental housing inspection ordinance.
- ♦ Launched master planning initiative as part of the MEDC Redevelopment Ready Communities program.

Deputy County Clerk & Elections Coordinator | Kalamazoo County . . . . . Kalamazoo, Michigan; 07.2016 - 11.2020

- ♦ Supported county's 19 local clerks as they maintained accurate voter records, conducted efficient elections, expertly used new equipment, adapted to a changing legal environment, and implemented new security practices.
- ♦ Helped local clerks evaluate complex voting equipment options prior to purchase. Provided training and demonstrations for their staffs, the public, elected officials, and the media.
- ♦ Educated candidates on campaign finance disclosure law requirements, maintained records of their reports, and managed late filing fee collection.
- ♦ Trained election inspectors to perform election day precinct-level duties in accordance with State law.
- ♦ Supported board of county canvassers by preparing official canvass documents and certificates of election.
- ♦ Successfully staffed and conducted 13 election recounts, including one statewide recount, the success of which was held up as a model of a successful recount by the Michigan Bureau of Elections.
- ♦ Created bi-annual county information directory.
- ♦ Earned 2018 service excellence award from a field of nearly 1,000 Kalamazoo County government employees.

Executive Director | Kalamazoo County Child Abuse & Neglect Prevention Council ..... Kalamazoo, Michigan; 06.2016 - 11.2019

- ♦ Guided board of directors through a re-visioning, strategic planning, and growth process.
- ♦ Ensured appropriate funds were raised through events, grant writing, direct solicitation, and planned giving.
- ♦ Oversaw programs and services including those directed at children, professionals, and families.
- ♦ Directed program growth. Assessed program offerings and recommended significant, sustainable program expansion to board of directors.
- ♦ Increased organization's visibility in the community through strategic outreach efforts.
- ♦ Recruited, trained, motivated, and supervised staff and volunteers.

Interim Executive Director / Board Member | Colleagues International ..... Kalamazoo, Michigan; 08.2013 - 05.2014

- ♦ Managed all aspects of a nonprofit organization in crisis, quickly stabilizing it and returning it to profitability. Instituted sound and responsible financial management standards.
- ♦ Increased the number and capacity of office and operations volunteers. Maximized staff efficiency by implementing onboarding and workflow systems.
- ♦ Successfully partnered with U.S. Department of State and a wide range of community organizations to introduce visiting foreign leaders to American values and professional best practices.
- ♦ Led and managed fundraising efforts, including grant writing, fee-for-service activities, annual appeal, events, and in-kind contributions.
- ♦ Wrote and designed communication materials including constituent newsletter and annual report.

Communication Specialist / Graphic Designer | Valley Family Church ..... Kalamazoo, Michigan; 04.2008 - 05.2013

- ♦ Coordinated concepts, designs, and production of organization-wide publications such as newsletters, catalogs, brochures, magazines, and environmental artwork at a church with attendance of more than 6,000.
- ♦ Managed SharePoint system to coordinate print, video, and online communications among work teams.
- ♦ Directed the activities of 12-person team of volunteer photographers and maintained extensive image library.
- ♦ Oversaw production of weekly e-news and managed special communication projects.

Marketing Communication Director | Home Builders Association ..... Kalamazoo, Michigan; 12.2002 - 03.2006

- ♦ Wrote, designed, and produced newsletter and all print and electronic communication.
- ♦ Effectively allocated and managed annual marketing budget.
- ♦ Increased newsletter and website advertising revenue fourfold.
- ♦ Developed and maintained website to market HBA members to consumers.
- ♦ Devised and implemented an innovative process to increase attendance at general membership meetings.
- ♦ Supported board and executive staff with message preparation and media coaching prior to news conferences, speeches, and interviews.

## Education

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Master of Public Administration | Western Michigan University

Graduate Certificate in Nonprofit Leadership | Western Michigan University

Bachelor of Arts | Western Michigan University | Major: Public Relations, Minors: Journalism, Theatrical Dance

## Professional Development & Community Involvement

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- ♦ Michigan Municipal League Women's Municipal Leadership Program cohort member, 2024
- ♦ Southwest Michigan First Leadership Kalamazoo cohort member, 2023
- ♦ MEDC Redevelopment Ready Community Academy participant, 2022
- ♦ Bike Friendly Kalamazoo committee member, 2022 - 2023
- ♦ Public Media Network board of directors, 2021 - 2022
- ♦ State of Michigan Bureau of Elections Risk Limiting Audit Task Force, 2019 - 2020
- ♦ Kalamazoo County Service Excellence Award, selected from among nearly 1,000 employees, 2018
- ♦ State of Michigan Bureau of Elections Accredited Election Official, 2016
- ♦ City of Portage Planning Commission, May 2016 - present, vice chair May 2019 - April 2023
- ♦ Kalamazoo County Sheriff's Department volunteer, 2015 - 2016
- ♦ Robinswood Neighborhood Watch block captain, 2014 - 2016
- ♦ ONEplace Leadership Academy graduate, 2014
- ♦ Colleagues International board of directors, 2012 - 2015: governance education; fundraising analysis and strategy; contracts and legal matters
- ♦ City of Kalamazoo Elections Division regional chairman, 2007 - present
- ♦ Michigan Society of Association Executives Association Academy graduate, 2006
- ♦ WMU Career Fair presenter, 2005: "Advanced Resume Development"