



*Love local*  
ROCHESTER 

**Rochester Downtown  
Development Authority**

Downtown Collaboration Studio  
431 S. Main Street  
Rochester, MI 48307  
248.656.0060  
DowntownRochesterMI.com

**Special Meeting Agenda  
Wednesday, May 3, 2023, 7:00 pm  
Rochester Municipal Building, 400 Sixth Street  
2<sup>nd</sup> Floor – Corner Conference Room**

1. Call to Order
2. Roll Call
3. General Business Agenda Items
  - A. Consideration of Proposals for Community Input Session Facilitation
  - B. Consideration of Proposal for Construction Management Services
4. Miscellaneous

**The next regular meeting of the Rochester DDA  
will be held on Wednesday, May 17, 2023.**



# WOODS & WATTS

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EFFECT



April 27, 2023

Ben Giovanelli  
City of Rochester

Thank you for the opportunity to respond to the City of Rochester request for an community engagement quote.

This proposal is prepared and presented by:

Sommer Woods  
Woods & Watts Effect  
6533 E. Jefferson, Unit 103  
Detroit, MI 48207  
[sommer@woodswattseffect.com](mailto:sommer@woodswattseffect.com) / 313.587.4528

Woods & Watts Effect is a firm with significant experience in helping organizations plan for and reach their organizational goals through communications and community engagement with equity as the guiding framework.

Our firm offers the city of Rochester unparalleled expertise in communications, civic and community engagement, stakeholder management and survey solutions. Serving diverse constituencies with competing needs is at the heart of what we do.

This proposal and its associated cost structure is valid for a period of not less than 90 days. I look forward to your review and would welcome the opportunity to discuss the qualifications and experience of our team. Please contact me with any questions.

Sincerely,

A handwritten signature in black ink that reads "Sommer Woods".

She Inclusion Officer



# Woods & Watts Effect is a dynamic team of transformation engineers.

We work for a world in which people can show up - authentically and unapologetically - to participate and excel in all aspects of society without marginalization, discrimination or oppression, all while maintaining the ground rules of respect and inclusion.

## The Work



### ASSESSMENT

Our discovery model includes data collection of both quantitative and qualitative information to aid in baseline assessments and benchmarking.



### SYSTEM DESIGN

Whether skillfully disassembling and rebuilding a current system or developing an original system, solutions are customized to your organizational needs.



### EDUCATION

Capitalizing on humans' natural curiosity and motivation to acquire new knowledge, we use active learning strategies and engaging content in customized curriculums.



### ENGAGEMENT

We develop and execute thoughtful and equitable approaches to engaging internal and external stakeholders as part of the feedback process to develop solutions.



### IMPLEMENTATION

We create solutions that are strategic and tactical and assist your team in transforming your organization in tangible and sustainable ways.



### THE EQUITY EFFECT

The cumulative impact of our work for inclusion and equity practices and policies to become part of your organization's culture is our effect.

**The Equity Effect.™**



# COMPANY OVERVIEW

We work for a world in which people can show up - authentically and unapologetically - to participate and excel in all aspects of society without marginalization, discrimination or oppression, all while maintaining the ground rules of respect and inclusion.

**Woods and Watts Effect** is an equity and inclusion consulting firm providing solutions that effect change. Our goal is for sustainable inclusion and equity practices and policies to become part of the culture of your organization. We conduct strategic assessments, design systems that address your specific challenges, and implement comprehensive policies and processes. We accomplish this through engagement and education to reach outcomes; outcomes ranging from greater fulfillment of mission to creating authentic connections to increased profitability. The cumulative impact of our customized work for your organization is our effect. **The Equity Effect.**

## Services we provide include:

- Equity & Inclusion Assessments
- Intercultural Development Inventory® (IDI) Certified Administrator - *The IDI is the premier cross-cultural assessment of intercultural competence used by thousands of individuals and organizations to build intercultural competence to achieve international and domestic diversity and inclusion goals and outcomes.*
- Facilitated Conversations
- Inclusive Events
- Equitable Community Engagement
- Curriculum Design
- Educational Modules
- Materials Review
- Strategic Plans
- Implementation of The Equity Effect™

Our values guide our approach to this work:

Learning • Straightforwardness • Engagement  
Coalition Building • Efficiency • Unapologetic



# EXPERIENCE & QUALIFICATIONS

We have over 50 combined years providing equity & inclusion solutions in numerous industries including transportation, government, utilities, higher education, sports, attractions and youth development. Further, our experience includes regional coordination, government relations, economic development, benchmarking, community engagement, minority business procurement, utility assistance and coordination, volunteer relations, event management, project management and educational workshops.

We have worked on behalf and with several marginalized and minority populations including low-income residents, rural and urban girls, first-generation college students, African American youth and more.

Below is a sampling of the organizations that we have successfully executed strategies for and/or worked at the board level:



# CLIENTS

Assessment & System Design



# DTE

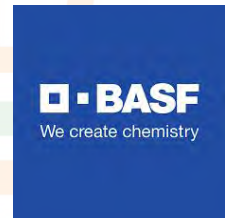
Implementation



Equitable Community Engagement



Education



# CLIENT TESTIMONIALS



**Google Detroit: 100%** of attendees reported that the session was worth their time and the content was high quality

I loved the fact that we did a real life exercise and practiced active listening to discuss tough issues. It's so hard nowadays to not say the wrong the thing, and I feel like this was a great exercise to understand different perspectives!

**Participant,  
Google Detroit (2022)**



**The John Shippen: 32** Black golfers received unprecedented access and coverage over two days of competition. Plus hundreds of youth were exposed to the sports industry via the TJS Business Summit.

It was a true pleasure for Intersport to collaborate with Woods & Watts Effect to launch The John Shippen in 2021. Their expertise, intentionality, and passion were inspirational and their execution was flawless.

**Jason Langwell, Executive VP,  
Intersport/Executive Director (2021)**



**Detroit Auto Show:** Nearly **700** students were able to attend the show through intentional outreach.

"Our students were eager and excited to attend the Auto Show. Many of them would've never had this experience without this gift."

**Hakim Shahid, Ph.D., Director  
Educator Development Institute,  
Detroit Edison Public School Academy**



**“...connecting through values instead of ideology - that’s where change can happen.”**

- Eric K. Ward  
civil rights activist, organizer, Civic Courage Prize Winner, Senior Fellow, Southern Poverty Law Center, Executive Director, Western States Center

# I. The Change Agents





**She Inclusion Officer**  
(she/her/hers)

## Sommer Woods

Sommer is a consummate advocate for equity and inclusion. In her 20-year career, she has conducted extensive data analysis and benchmarking studies to determine inclusive objectives. Her skill set also includes creating project specific procurement goals and complying with federally mandated procurement guidelines for minority and women- owned businesses. She has successfully advanced inclusion in other spaces such as implementing golf clinics for inner city youth for the PGA Tour, creating internships

for students of color while working in various capacities including the Detroit Belle Isle Grand Prix and as an appointee to Mayor Dave Bing; and spearheading talent acquisition efforts to ensure diverse representation. Sommer understands the power of community engagement, and intentionally approaches projects with the overarching premise to advocate for all stakeholders to be heard; navigating complex relationships with various parties; ensuring that volunteers and team members reflect their respective communities; establishing business and community advisory councils and increasing economic investment through development of tactical partnerships. Sommer is results-oriented and is a catalyst for sustainable change.

## Michele Lewis Watts, Ph.D.

Michele has been exploring and working against the inherent disparities relative to equity and inclusion for over 25 years. She has supported work and created programs for community integration into large scale events including Super Bowl XL and Final Four, led efforts to move girls and women toward social and economic empowerment through philanthropy, and piloted programs on behalf of low income utility customers at THAW. The cumulative effect of these experiences, coupled with her passion for sports as a site for social change, led her to complete her doctoral research on gender stereotypes and gender and athletic identities of middle school African American girl athletes.

As an educator, Michele enjoys the challenge and satisfaction of creating an environment for respectful, engaging, thought provoking and potentially difficult exchanges that lead to reflection and personal growth. She skillfully facilitates valued discussions barriers that impede inclusion and equity. As an avid learner, Michele constantly looks for new knowledge to share. Michele's commitment to equity and inclusion is her driving force for delivering lasting and tangible solutions.



**She Equity Officer**  
(she/her/hers)



# THE TEAM

We are supported by professionals with diverse backgrounds and experiences to support the work we do.



**Jason Anderson - Graphic Design**, The International Academy of Design & Technology

Award winning designer with experience in book publishing, print and digital layouts, web content, campaigns and corporate branding.



**Domeda Duncan - Data Analytics**, Michigan State University, Wayne State University

Combined experience in marketing, communications and analytics in transportation and higher education industries. Google and social media certified.



**Imani Finley - Administrative, Event Lead & Social Media**, Spelman College, The George Washington University

Event and hospitality professional, with keen attention to detail, organization, and ability to work in fast paced environments. Possesses an inclusive focus founded in international experiences.



**Nia Heaston - Intern**, Morgan State University

A natural leader pursuing growth, skills and knowledge through a variety of experiences. Creative and responsive future entrepreneur.



**David Shelton - Cultural Competency, Organizational Management**,

Marygrove College, Wayne State University

Seasoned leader, public servant and changemaker with international experience.



**Jennifer Smith - College Access & Event Management**, Grambling State University, Georgia State University

More than 20 years experience in major events, youth development, college access and program management.



**Anthony Watts II - Business Analytics**, Madonna University, Central Michigan University, University of Michigan

From fantasy football to fire department analyses, a self-described data geek with multiple Google analytics certifications. Serial entrepreneur and startup mentor.



# II. Case Studies



**"We cannot seek achievement for ourselves and forget about progress and prosperity for our community...Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own."**

- Cesar Chavez

labor leader, community organizer, activist,  
businessman



# CASE STUDY: City of Detroit - Roosevelt Park

**Overview:** The General Services Department's Parks & Recreation Division implemented a public design and engagement process for Roosevelt Park. The process resulted in a curated design that went under construction in 2022 and will be completed Spring 2023. Roosevelt Park sits in the center of a vibrant and culturally diverse Detroit community. In the heart of southwest Detroit's Hubbard Richard and Corktown Neighborhoods, Roosevelt Park is most well-known as a green space next to the iconic Michigan Central Station. The previous park layout supported car traffic but did not provide a public space that served the community as a welcoming space for all, whether on foot, bike or by car.

## **Approach:**

- Created a community engagement strategy to include the entire city of Detroit with an emphasis on a 3 mile radius around the park.
- Curated a community engagement festival (on the hottest day of the summer), which was an innovative way to gather input from the community. It included local community-based entertainment and vendors.
- Worked with community partners such as Southwest Business Association and Corktown Businesses to ensure we included input from their stakeholders.
- Ensured all print and website collateral was presented in Spanish and English.
- Mailed multiple postcards, created community newsletters and executed a social media advertising campaign to notify residents of multiple ways to provide feedback including surveys, Zoom meetings and one-on-one meetings.

## **Results:**

- Completed an inclusive unified design after multiple rounds of community feedback.
- Engaged over five hundred (500) community members via town hall virtual meetings, engagement festival, surveys and one on one conversations.
- Held successful ground breaking with continuing monthly community updates.



# CASE STUDY: City of Ypsilanti- Peninsular Dam



**Overview:** Located on the Huron River in Ypsilanti, Michigan, the Peninsular Paper Dam was originally constructed in 1867 to provide power for paper manufacturing. Today, the decommissioned facility no longer generates power, and all electricity-generating equipment has been removed from the powerhouse. The City of Ypsilanti owns the dam and is responsible for maintaining it. Michigan DEQ inspected the dam in 2014 and is requiring the city to submit a maintenance timeline to bring the dam up to safety standards.

The City of Ypsilanti approached the Huron River and Water Council (HRWC) to discuss options for repairing the dam or removing it. In 2018 the City of Ypsilanti and HRWC hired an engineering firm, with some funding support provided by the Friends of Pen Park, to do a feasibility study for removing the dam, restoring the river, and revitalizing Pen Park. In order to move to the next stage, community engagement was required by the State of Michigan.

## **Approach:**

- Held robust community engagement in person and virtually over six (6) months.
- Created a steering committee including community members, Ypsilanti City Council members and planning staff members.
- Worked with community members to present at local neighborhood meetings and city events to gather feedback.
- Hosted four (4) Zoom meetings with an emphasis on listening to key stakeholders, which could potentially experience greater residential/land risk exposure if the dam is removed.
- Mailed multiple postcards, executed social media advertising and created community newsletters to notify residents of various ways to provide feedback including surveys, Zoom meetings and one-on-one meetings.

## **Results:**

- Curated a safe space for community members to address their genuine concerns for the project and to share their community nostalgia of the dam's significance.
- Facilitated difficult conversations regarding historical, financial and racial constraints on the City of Ypsilanti, versus the position of privilege and financial stability in neighboring cities.
- Engaged over two hundred (200) community members via town hall virtual meetings, community events, surveys and one-on-one conversations.
- Provided a detailed report to the state of Michigan for further project review.





# CASE STUDY: M-1 RAIL COMMUNITY ENGAGEMENT (Part 1)



**Overview:** M1-RAIL owns and operates the QLINE, a 6.6 mile circulator streetcar loop serving 12 stations on Woodward Ave from Downtown Detroit through Midtown to New Center and the North End. M-1 RAIL is a non-profit organization formed in 2007 to lead the design, construction and operation of the QLINE, which opened in 2017. It was a public-private partnership that faced many challenges and scrutiny in the community. Many Community members felt the project would be a symbol of gentrification and development.

## **Approach:**

- Created a strong and knowledgeable community engagement staff that was reflective of different demographics.
- Met with supporters and naysayers of the project to better understand concerns and perspective of the project.
- Attended numerous meetings to learn the history of transportation inequities.
- Identified standard transportation engagement strategies in the region.
- Benchmarked other markets, community impact, and perception realities.
- Surveyed community and business members transportation needs and usage.

## **Results:**

- Formed three (3) Advisory Committees: Community Advisory Council, Business Advisory Council and Security Advisory Council.
- Redesigned Tech Center with North End design and landscape recommendations.
- Manufactured streetcars with more accessibility for all types of wheelchairs and bicycles.
- Created passenger code with guidance of Security Advisory Council.
- Implemented Ambassador program to assist passengers while on and off boarding.

**Conclusion:** The streetcar met launch date with community involvement and met the goals of the advisory council during construction and launch. Community and business members feedback is still critical as M-1 RAIL continues to make improvements.



# CASE STUDY: DTE Public Affairs



**Overview:** DTE Energy's Public Affairs (PA) Department sought a consulting organization to integrate a Diversity Equity and Inclusion (DEI) strategy into their external workstreams. Because current Public Affairs operations involve diverse activities across teams that interact with customers, community and alumni regularly, they wanted assistance in developing a detailed strategy for integration on both a high level and granular scale. The PA team had previously provided DEI education, created a DEI vision statement, and surveyed staff regarding DEI issues and opportunities. Their initial goals included 1) DEI implementation guidelines/methods for Public Affairs Teams and Department, 2) Specified DEI metrics for department to track maturity of strategy, 3) Enhanced community relations with diverse organizations in service territories, and 4) having a key learnings/resource repository for DEI best practices.

## **Approach:**

- Held assessment meetings with DEI steering committee to understand team and organizational landscape, DEI history within department and readiness for continued DEI work.
- Had DEI steering committee members complete assessment for intercultural competency to determine the group's approach to dealing with cultural differences and commonalities and aid in personal development of DEI leaders
- Held discovery meetings with various workstream staff and teams to determine DEI needs/wants, gaps and opportunities.
- Developed first round of initial strategic recommendations with multiple opportunities for staff feedback.

## **Results:**

- Revised department's DEI vision statement to reflect staff feedback and future direction of DEI integration.
- Presented six strategic recommendations that reflected the department and organization's internal workstyles, and focused on staff education, internal and external storytelling, community engagement, advocacy and budgeting.

**Conclusion:** The Public Affairs Department is an external-facing department and by the nature of their work, is in constant contact with multiple, diverse communities. Adopting the strategies recommended will allow PA to assess itself going forward, increase awareness of DEI across the organization, and better serve its multiple constituents.



# CASE STUDY: THE JOHN SHIPPEN Sports Business Summit



**Overview:** THE JOHN SHIPPEN (TJS), a new national golf invitational featuring America's top Black professional and amateur golfers, was created to address the historical barriers to participation in professional golf. The complementary Sports Business Summit was held to increase awareness for accessing and thriving within the sports industry for high school and college students of color.

## **Approach:**

- Experts with experience working with young people of color were consulted to develop the topics and timing of the Sports Business Summit.
- Tracks and topics were chosen intentionally to provide the most needed information, attract the targeted audience and align with TJS objectives.
- Nationally recognized leaders and experts of color were invited to participate to ensure deep and wide representation and role modeling for attendees.
- Partially due to pandemic concerns but also to reach a wide national audience, the Summit was offered via a virtual platform.

## **Results:**

- Year One (1): Attendees received 12 hours of industry-specific content over two days for free, virtually. Year Two (2): The attendees participated in-person with local and national experts for a full day of learning.
- More than 400 students of color from high school, college and graduate programs learned about behind the scenes roles in the industry



# THE JOHN SHIPPEN Sports Business Summit Continued



- In 2021, more than 70 speakers covered diverse topics including breaking into the industry, improving communities through sports, e-sports, the business of sneakers, the impact of DEI in sports, entrepreneurship and more.
- Speakers represented all levels of sport and a variety of roles within the industry including CEOs, athletic directors, educators, marketers, consultants, broadcasters, commissioners, diversity officers, golfers and more.

**Conclusion:** Young people from across the country (Year 1) and in person (Year 2) were able to engage with business executives, athletes and influencers. Invited speakers shared their experiences and advice about how to pursue and secure a career within the multi-faceted sports industry. Students were also able to apply for internships and scholarships through this program.



# CASE STUDY: 2022 AUTO SHOW



**Overview:** Since the Auto Show had been canceled for 2 years due to the pandemic and moved to the fall, the Detroit Auto Dealers requested assistance in delivering their educational objectives and supporting their marketing and communication initiatives.

**Approach:** Detroit Public Schools Community District and individual schools in other districts were contacted to invite them to attend the 2022 Detroit Auto Show, which was just two (2) weeks after school started. Providing transportation and lunch resulted in more inclusive attendance as the cost of buses and meals for an unplanned field trip would not have been in school budgets.

To promote the show to more audiences, we collaborated with influencers of color to elevate Charity Preview & Auto Show among markets not traditionally included; assisted event production with content for the public days in Hart Plaza; and worked with local communities for local talent participation. Additionally, we served as a liaison to the City of Detroit office regarding show DEI efforts.

## Results:



- **688 5th - 12th grade students & chaperones/ teachers**, provided tickets over 4 days of the show.
- **19 schools & organizations from Oakland, Wayne, & Macomb Counties**
- **16 bus trips** provided by local, Black-owned bus company



- **52,400 followers** of local influencers were exposed to Charity Preview representing new potential ticket buyers.
- **Southwest Detroit** community was intentionally integrated into programming, creating new relationships for the Auto Show



**Conclusion:** Attendees and new participants were overwhelmingly appreciative of the opportunity to be a part of one of Detroit's signature events. Most of the students in attendance and local talent would have never attended or been a part of the the show experience without this work. The Detroit Auto Show is interested in growing these opportunities to additional audiences next year.



# III. Public Engagement



# PUBLIC ENGAGEMENT

Successful engagement for the City of Rochester begins by leveraging the lessons learned from previous engagement efforts in the city. It is important the process demonstrates a revived fresh start in 2023. We will begin with a deep dive into thoroughly understanding existing feedback and the constituencies provided during initial conversations. We will identify what audiences are missing from the conversation and concerns. We will also initiate conversations with current stakeholders to learn their desires for development and incorporate that perspective into our report.

Taking into account previous engagement, we will craft our outreach approach to fill in gaps and complement our findings to present a comprehensive engagement report to the City of Rochester for final approval. It will include detailed information about each constituency and how they were engaged. Key Stakeholder Groups include but not limited to:

- City residents
- Government entities
- Business leaders
- Small business leaders
- Faith-based community
- Community Advocacy Groups
- Education and nonprofits

Woods & Watts Effect will effectively facilitate two (2) community town hall meetings on May 31, 2023 (7-9PM) and June 7, 2023 (7-9 PM). This includes:

- Assisting with registration
- Coordinating asset needs with the design firm
- Review print and board content
- Post engagement report by July 7, 2023



# Tab IV. Cost Proposal





# PROJECT COST PROPOSAL

Scope of Work	Cost
Community Engagement Facilitation - Two (2) Meetings & Planning Meetings	\$3,500.00
Community Engagement Report	\$1,500.00
Scope of Work Total =	5,000.00

*\*Cost does not reflect cost of venue costs, refreshments, AV support, printed marketing materials and marketing (social media, ads & etc.) support*



# Thank You

## Sommer Woods

[sommer@woodswattseffect.com](mailto:sommer@woodswattseffect.com)

- [calendly.com/sommerwoods/](https://calendly.com/sommerwoods/)  
60min
- 313.587.4528 (c) call/text

## Michele Lewis Watts, Ph.D.

[michele@woodswattseffect.com](mailto:michele@woodswattseffect.com)

- [calendly.com/michele\\_w\\_w/60min](https://calendly.com/michele_w_w/60min)
- 313.995.1748 (c) call/text





Nate Geinzer

Founder/CEO

Double Haul Solutions

nate@doublehailsolutions.com

[doublehailsolutions.com](http://doublehailsolutions.com)

May 1, 2023

Kristi Trevarrow, Executive Director  
Rochester Downtown Development Authority  
431 South Main St  
Rochester, Michigan 48307

Executive Director Kristi Trevarrow,

The Double Haul Solutions Team is pleased to offer you the attach proposal to facilitate two community meetings regarding the proposed downtown park, the "Front Porch/Town Square Project". We appreciate your time in reviewing our proposal.

If you have any questions, please do not hesitate to reach out to Amanda Opalweski at [amanda@doublehailsolutions.com](mailto:amanda@doublehailsolutions.com), or 586.258.8235.

Yours in Service,

A handwritten signature in blue ink, appearing to read 'Nate Geinzer', is written over the typed name.

Nate Geinzer



## PROFESSIONAL QUALIFICATIONS

### DOUBLE HAUL SOLUTIONS

Double Haul Solutions (DHS) was launched in 2021 to support communities, organizations, and teams in their efforts to deliver results, address complex challenges, and achieve sought after successes. Don't let DHS' age fool you. Our firm's history began over 15 years prior to its incorporation. Since DHS' founding, it has added three strategic consultants/advisors, who focus on Client Engagement, Community/Economic Development, and Organizational Development, and it has expanded its network of potential subject matter experts and collaborators. Our core team of four has over 70 years of experience.

Through the Double Haul Network, DHS can customize project teams based on the specific and unique needs of each client. With access to community builders, human resources and labor relations specialists, policy experts, project managers, community engagement strategists, planning and community/economic development professionals, financial strategists, and more, the necessary skillsets to build the right team are within arm's reach. DHS focuses on collaborating with authentic leaders who embrace our vision, purpose, and values and who are willing to go the extra mile to foster long-term and genuine client relationships – it's through these genuine relationships that DHS is working to set itself apart from the consulting pack.

The DHS Team consists of innovators with new service offerings on the horizon that will be built to support communities and talent development. We look for challenges still awaiting the solutions that can be developed and sustained to move the needle on important local, state, and national priorities.

DHS is about applying the purpose of a double haul fly fishing cast to help our clients reach further and cut through the wind of everyday challenges.

## ORGANIZATION INFORMATION

Double Haul Solutions  
Brighton, MI 48116  
248-207-5293 (c)  
EIN: 87-2174640  
EST: October 2021

## PROJECT AND PROFESSIONAL REFERENCES

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

James Freed, City Manager  
City of Port Huron  
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james@porthuron.org

Jaymes Vettraino, Principal  
Vettraino Consulting, LLC  
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Dan Swallow, City Manager  
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Pat Sullivan, Retired City Manager  
City of Northville, MI  
248-255-3850  
Psullivan62@icloud.com

Tim Corrigan  
Brighton DDA Chairperson  
810-523-3727  
tim@corriganoil.com



## FIRM OVERVIEW



### FOUNDER/CEO

Nate Geinzer, has been in local government since 2005, working primarily in an executive environment, including time as a chief executive. Nate's passion for service and community building is bolstered by his family, working to set an example for his children, and pushing his vision for prosperous, purpose driven communities for them and future generations.

### SERVICE OFFERINGS

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

### CLIENT PORTFOLIO

- City of Port Huron, MI
- City of Mount Clemens, MI
- City of Northville, MI
- City of Tecumseh, MI
- And Growing

### VISION

**Prosperous, purpose driven communities, organizations, and teams.**

### PURPOSE

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

### VALUES

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

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

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

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

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

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



## CONSULTANT PROFILE

### AMANDA OPALEWSKI, DIRECTOR OF CLIENT ENGAGEMENT, DOUBLE HAUL SOLUTIONS



#### YEARS EXPERIENCE

10

#### EDUCATION

MASTER OF PUBLIC  
ADMINISTRATION –  
CENTRAL MICHIGAN  
UNIVERSITY

BACHELOR OF  
SCIENCE, POLITICAL  
SCIENCE & URBAN  
STUDIES – WAYNE  
STATE UNIVERSITY

#### SPECIAL EXPERTISE

STRATEGIC PLANNING

COMMUNITY  
ENGAGEMENT

PROCESS  
IMPROVEMENT

TRAINING &  
DEVELOPMENT

Amanda's interest in cities took off when she took an Introduction to Urban Studies class during her undergraduate program at Wayne State University, where she majored in Public Affairs and Urban Studies. She had her first internship working for the Michigan Suburbs Alliance and their Redevelopment Ready Communities program. Amanda quickly decided she wanted to do all things cities and local governments. Continuing her education at Central Michigan University, she graduated with her Master of Public Administration.

Amanda's interests and experiences are wide, working in city management, supporting city clerk operations and elections, human resources, risk management, and facilities management. Amanda invests her passions into recruiting young people, particularly women, into the local government profession. Amanda brings an array of local government knowledge and energy to the Double Haul Solutions Team.

#### Relevant Consulting Work:

- City of Port Huron – Community Building & Engagement, Facilitation, Economic Development, Strategic Planning, Technical Assistance, and Advocacy
- City of Tecumseh – Staff Retreat Facilitation, Team Building

#### Relevant Work Experience:

- City of Sterling Heights – Management Services Specialist (City Management, Human Resources, Facilities, City Clerk)
- City of Birmingham – Management Analyst
- City of Royal Oak – Management Intern, HR Assistant
- City of Auburn Hills – Management Assistant



## PAST INVOLVEMENT WITH SIMILAR PROJECTS - DHS

Double Haul Solutions (DHS) knows strategic planning and community engagement, having led such efforts during past employment and consulting engagements.

We know communities small and large and the pivotal role community stakeholders play in community building and supporting community vitality. Our team has experience with harvesting the ideas and energies of a community's neighbors and translating these ideas and energies into actionable recommendations.

**CITY OF PORT HURON, 100 MCCMORAN BLVD., PORT HURON, MI 48060**

**CONTACT: JAMES FEED, CITY MANAGER**

**PHONE #: 810-300-7147**

Project Title: Southside Reinvestment Initiative

Project Tasks: Creative community engagement, including public events, working in a diverse community, creating safe spaces, stakeholder prioritization, statutory research, mediation of interests, formulation, and articulation of comprehensive recommendations to kick-start a grass roots community development effort in the City of Port Huron's Southside Community.

Project Website: [www.doublehailsolutions.com/porthuron](http://www.doublehailsolutions.com/porthuron)

Timeline: October through December 2022

Team: Nate Geinzer, Amanda Opalewski, and Denise Murray representing Double Haul Solutions and Julia Upfal representing Giffels Webster

Final Report: Delivered, December 12, 2022

The Double Haul Solutions Team worked with the City of Port Huron to engage residents in redevelopment and revitalization efforts in Port Huron's Southside Community. A major new development in the area has reignited redevelopment conversations in the neighborhood. In addition, city administration was exploring options for the establishment of an economic development authority yet to be determined.

With our experience in TIF districts as well as extensive community engagement, the Double Haul Solutions Team was called upon to bridge the trust gap between city officials and the residents of the Southside Community. Our team worked with the Southside Initiative, a local community group, who provided local coordination and built-in community relational capital. Three events were held within the community to engage residents and businesses and discover their wants, needs, and hopes for the future of their community.

Approximately 250 participants contributed to these efforts.

The first event was held at a local tavern on a Friday evening. Residents socialized with one another while participating in structured engagement activities. Data was gathered via conversations, writing prompts, and a fiscal spending scenario.

The second event was held at a beloved community park. A popular local food truck and a visit from the regional YMCA



brought residents together on a cold windy day to participate in activities and discussions around their desires for investment and growth in their neighborhood. An online form was available for community members who could not attend either event in person. The event was well attended and covered by local media.

Following the assemblage of input, DHS returned to Port Huron to share its draft findings and evaluate the neighborhood's alignment with community perspectives and gather additional input on implementation strategies.

The strategic partnership between the City of Port Huron and the DHS Team continued as the results from the engagement initiatives were studied and compiled into a report for city administration to review. Residents of the Southside neighborhood have strongly expressed support for the continuation of this dialogue and the ongoing work and involvement by the DHS Team. DHS has become a trusted intermediary between the City of Port Huron and the Southside Community.



<https://www.doublehulsolutions.com/porthuron>

**CITY OF TECUMSEH, 309 E. CHICAGO BLVD., TECUMSEH, MI 49286**

**CONTACT: DAN SWALLOW, CITY MANAGER**

**PHONE#: 517-662-0012**

Project Title: City of Tecumseh Leadership & Team Goal Setting Retreat

Project Tasks: Staff engagement, creating safe spaces, team building design and execution, goal setting, and accountability, with follow through.

Timeline: October 2022 and 90 Day Check In

Team: Nate Geinzer and Amanda Opalewski, Double Haul Solutions

The Double Haul Solutions Team put together a retreat for Tecumseh leadership staff, including team building and goal setting activities. Tecumseh's City Manager had identified a lack of open communication and trust among his leadership team. Accompanied with new goals set by their City Council, this group of dedicated professionals had a few obstacles to work through to get them on the right path towards a healthier team dynamic.



At a peaceful quiet lakeside location away from City Hall, the DHS team fostered a welcoming environment for open dialogue among the team. Day One incorporated a creative and fun team building exercise requiring a great deal of trust in one another, where targeted communication was essential for their success. Day Two saw open dialogue regarding the group's concerns about City Council's goals and a healthy discussion about what makes a team dysfunctional and ways to overcome adversities. We closed out the retreat with each member of the leadership staff setting their own goals for the upcoming months, with future follow up currently being conducted by the DHS team.





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**CITY OF NORTHVILLE, 215. W. MAIN STREET, NORTHVILLE, MI 48167**

**CONTACT: PAT SULLIVAN, RETIRED CITY MANGER**

**PHONE #: 248-255-3850**

Project Title: Strategic Project Prioritization

Project Tasks: Research past community driven work and retaining recommendation integrity, city council engagement, prioritization process design that would help mitigate project stacking, survey design, limited community engagement, and a final report that resulted in nine (9) top priorities.

Lead Consultant: Vettraino Consulting      Contact: Jaymes Vettraino      Phone#: 248-379-8923

Timeline: February 2022 through June 2022

Team: Jaymes Vettraino, Vettraino Consulting and Nate Geinzer, Double Haul Solutions

Final Report: June 17, 2022

With over 150 project ideas recommended by five (5) city community driven task forces, DHS was brought in to support Vettraino Consulting with creating a prioritization process that would ultimately identify nine (9) projects for the City of Northville to focus its attention. The final prioritization was based on a weighted survey of the city council as well as ranking feedback provided by city residents.

**CITY OF MOUNT CLEMENS, ONE CROCKER BLVD, MOUNT CLEMENS, MI 48043**

**CONTACT: GREGG SHIPMAN, CITY MANAGER**

**PHONE#: 586-469-6840**

Project Title: Strategic Plan Update

Project Tasks: Creating a safe space for both city council and the management team to participate, review of past work, survey design, the facilitation of constructive conversations, and the final assembly of clear priorities and recommended tasks.

Timeline: February 2022 through March 2022

Team: Nate Geinzer, Double Haul Solutions

Final Report: March 11, 2022

Double Haul Solutions (DHS) was requested to facilitate an update to the city's strategic plan. DHS led the engagement of the city council and the management team through multiple workshops and questionnaires. The resulting input led to a revised mission, values, and strategic priorities. In February 2023, DHS will return to Mount Clemens to continue strategic refinement under a new city manager and with new city council members.



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## SCOPE OF PROFESSIONAL SERVICES

The Rochester Downtown Development Authority has requested a proposal for facilitation services for two stakeholder engagement meetings to discuss a new centrally located city park. The focus of these sessions will be on how best to activate the space, in other words, what activities and amenities the community hopes to be available at this new gathering location. Double Haul Solutions offers the following scope of work to assist the Rochester Downtown Development Authority with meeting facilitation on May 31 and June 5, 2023 as well as the assembly of a final report outlining the input received.

### PRE-FACILITATION PREPARATION

DHS will meet with the architect, the DDA Board Chair and DDA Executive Director to review the presentation, discuss meeting goals and concerns, engagement strategies, and the final deliverable. Prior to the meeting, the DDA will provide DHS, and the project architect, with a set of minimum programming requirements for the space such as the Farmers' Market, etc.

Meeting format and attendee engagement strategies will be discussed further during the pre-facilitation meeting. At this time the scope of work will be refined and updated if requested. As shown in our previous experience, DHS has the knowledge and capacity to create a wide array of dynamic community engagement strategies, if requested.

DHS can attend additional pre-facilitation meetings at additional cost as requested.

### MEETING FACILITATION

DHS will facilitate both scheduled meetings on May 31 and June 5, 2023, to create a pleasant, dynamic, and productive public meeting experience. DHS' lead facilitator will be Amanda Opalewski who will be supported by one additional team member, to be determined. Facilitation strategies will be discussed and approved in collaboration with the project architect, DDA Chair, and DDA Executive Director.

### REPORT

DHS will provide a written report summarizing both meetings. This report will be provided to the DDA Chair no later than June 16<sup>th</sup>, 2023.



## FEE PROPOSAL

Double Haul Solutions is proposing the following fee schedule:

PROPOSED FEE SCHEDULE	
PRE-FACILITATION PREPARATION	
MEETINGS FACILITATION - MAY 31 & JUNE 5	
FINAL REPORT	
	<b>\$3,660</b>

### Additional Scope:

Additional scope may be requested by either party via email and must be approved by both parties prior to proceeding.

**Payment Terms:** 50% Deposit. 50% Upon Completion.

**Reimbursables:** Supplies, including event food & beverage, printing, accommodations, etc. There will be no charge for mileage.

## NOTICE TO PROCEED

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

**CLIENT:**  
Rochester Downtown Development Authority

**CONSULTANT:**  
Double Haul Solutions

Sign: \_\_\_\_\_

Sign: \_\_\_\_\_

By: Kristi Trevarrow

By: Nate Geinzer

Its: Executive Director

Its: Founder/CEO

**WITNESS:**

**WITNESS:**

Sign: \_\_\_\_\_

Sign: \_\_\_\_\_

Print: \_\_\_\_\_

Print: \_\_\_\_\_



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## TERMS AND CONDITIONS

THE CLIENT AND CONSULTANT AGREE AS FOLLOWS:

### **Article I. Statement and Performance of Work.**

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

### **Article II. Timing of Performance.**

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

### **Article III. Contract Price and Payment**

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



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

#### **Article IV. Duration and Termination.**

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

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

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

#### **Article V. Independent Contractor Relationship.**

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

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



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

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

#### **Article VI: Liability and Insurance.**

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

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

#### **Article VII. Information.**

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



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

#### **Article VIII. Accuracy.**

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

#### **Article IX. General Provisions.**

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



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

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

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

Client: Kristi Trevarrow, Rochester Downtown Development Authority Executive Director

Consultant: Nate Geinzer, Founder/CEO

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

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

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

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







May 1, 2023

Kristi Trevarrow  
Rochester DPA  
431 S. Main Street  
Rochester, MI 48307

RE: Rochester Front Porch/Town Square

Dear Kristi,

We appreciate the opportunity to provide preconstruction services for the Rochester Front Porch/Town Square.

Based on information discussed with AKA Architects, we offer the following services.

- Attend site meetings
- Prepare preliminary budget.
- Provide cost/estimates on SD and DD drawings provided by AKA Architects
- Attend review meetings as needed

Staff time required to complete these services:

- Project Estimator 80 hours @ \$125 = \$10,000
- Project Executive 16 hours @ \$125 = \$2,000
- Total = \$12,000

The total sum is \$12,000 based on the hourly rates of the FRS Oakland County annual contract.

If acceptable, please sign below, return this original letter to my attention, and retain a copy for your file.

Sincerely,

**Sean Rewold**  
Project Manager

**Kristi Trevarrow**

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**FRANK REWOLD AND SONS INC.**

CONSTRUCTION MANAGER | GENERAL CONTRACTOR

303 E. THIRD STREET | SUITE 300 | ROCHESTER, MICHIGAN 48307 | 248.651.7242



@frankrewoldsons