

# DEXTER TOWNSHIP

6880 DEXTER-PINCKNEY ROAD  
DEXTER, MI 48130

TELEPHONE: 734-426-3767

FAX: 734-426-3833

WWW.DEXTERTOWNSHIP.ORG

DIANE RATKOVICH  
SUPERVISOR

MICHELLE  
STAMBOULELLIS  
CLERK

MARIS METZ  
TREASURER

JAMES DROLETT  
LAURA SANDERS  
KAREN SIKKENG  
KAREN NOLTE  
TRUSTEES

## Board of Trustees – Meeting Agenda

### Special Meeting

September 8, 2021

6:00 PM

1. Call to Order
2. Pledge of Allegiance
3. 1<sup>st</sup> Call for Public Comment
4. Approval of the Agenda *NOTE: If the full Board of Trustees is present, other items may be added to the agenda.*
5. Discussion/Action
  - A. Approval of the Calendar for Budget Planning and Approval 2022-2023  
(Budget Calendar Attached)
  - B. Introduction and Interviews of Trustee Candidates. (Resumes/letters of interest attached)
    1. River Karaba
    2. Mark Teicher
    3. James Dempsey, Jr.
    4. Steve Feinman
    5. Jeff McDole
  - C. Approval of a Proposal for Strategic Planning Facilitator (Proposals attached)
6. 2<sup>nd</sup> Call for Public Comment
7. Other Issues, Comments and Concerns of Board Members & Staff
8. Adjournment

The next regularly scheduled meeting of the Dexter Township Board is:

Sept 21, 2021 at 7 p.m.

*The Dexter Township Board will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting, to individuals with disabilities at the meeting upon seven days' notice to the Dexter Township Board.*

*Individuals with disabilities requiring auxiliary aids or services should contact the Dexter Township Board by writing or calling the Office Manager at the address and phone number printed at the top of this agenda.*

Strategic Plan

Capital  
Improvement Plan

Legal  
Budget

Long Term  
Financial Plan

Legal  
Budget

**DEXTER TOWNSHIP  
FISCAL YEAR 2023 - FISCAL 2025**

COMMITTEE DISCUSSIONS	DATE	TIME
1 to 3 year objectives	Late Sept	TBD
<b>STRATEGIC PLANNING GOVERNING BODY</b>		
3 to 5 Year Plan Budget Policies	Early Oct	TBD
<b>BOARD WORKSHOP: 10 YEAR CAPITAL IMPROVEMENT PLAN</b> Plan ties to Strategic Objectives	Early Nov	TBD
Plan includes only major objectives - expenditures greater than \$5K or \$10K		
<b>BOARD WORKSHOP: LONG TERM FINANCING 10 YEAR PLAN</b> Financial Plan to Achieve Strategic Goals and Specific Capital Expenditure Objectives	Early Dec	TBD
Capital Improvement Expenditures Revenue Projections Fund Balance Projections/Min Reserve Requirements		
<b>BOARD WORKSHOP - 3 YEAR BUDGET</b> Operational Budget must support LT Financing Plan General Fund Fire Fund Police Fund	Mid-Jan	TBD
<b>PUBLIC HEARING - ANNUAL BUDGET</b>	Tuesday, February 15, 2022	7:00 PM
<b>ANNUAL BUDGET APPROPRIATIONS - OPTION 1</b>	Tuesday, February 15, 2022	7:00 PM
<b>ANNUAL BUDGET APPROPRIATIONS - OPTION 2</b>	Tuesday, March 15, 2022	7:00 PM

9/1/2021

## Interview Questions for Trustee Candidates Interview

This is a group interview. There are 5 questions and each candidate will have 3 minutes to respond.

This is for the appointment of the position of Trustee of Dexter Township. The appointment will be made at the September 21, 2021 Board meeting. The chosen candidate will have to petition to have his name on the ballot for the August Primary to be chosen to be on the ballot for November 2022 and be voted in to continue this position. The current term will be until Nov. 20, 2022.

1. What made you apply for the Trustee position?
2. What do you see as the most critical issues for the Township Board?
3. What experience do you bring to the table to support this work?
4. What do you have to contribute as a member of the Dexter Township Governing Board?
5. Finally, we will have a Strategic Planning Board Retreat here in Dexter Township planned for two days the first week of Oct. Will you be able to attend?

Do you have any questions for us ?

## Supervisor

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**From:** Riv and Al <river.a.karaba@gmail.com>  
**Sent:** Friday, August 27, 2021 1:39 PM  
**To:** Supervisor  
**Subject:** Dexter Township | Trustee Candidate - River Karaba

Hi Diane,

I write to you today to declare my candidacy for the currently vacant Dexter Township Trustee position. As a resident of Dexter Township, with over a decade of professional experience in leadership, I believe that I would be an ideal candidate to fill this position and serve our community.

I am a motivated, community-centered, leader with a proven track record of high performance & achievement. I currently work at Google - Ann Arbor, where I serve as a leader in a part of the organization that manages over half a Billion dollars in revenues, annually. I also represent a demographic of our community that traditionally has not been well represented on previous boards and with that comes the interests, goals and motivation to make our community stronger, more attractive and viable for all members; agnostic of demographics, socioeconomics, political affiliation, etc. With me will come an unrelenting desire for more and continued transparency and communication with the Township constituents when pertaining to the dealings, business and decisions of the Township.

My resume showcases my experience as a Strategic Planner and Analyst, making decisions based on data. This will continue to be my guiding principle as I source feedback from our residents, informing my considerations and ultimate voting pattern. Trust and Transparency are paramount in Government. We owe that to the people of Dexter Township as table stakes, not a goal or aspiration of the board. It will be my own personal goal to hold us all accountable to this vital task. My current professional career is anchored in economic growth and prosperity for all those I work with, not purposely undeserving any part of my business. This too will carry over into my service to the Dexter Township community, for rising tides raise all boats.

I will serve to the best of my ability and become a trusted voice, decision maker and advocate for our Township. I believe my experience and efforts will be a positive addition to the existing Dexter Township Board and their individual talents. I look forward to speaking with you about this role and the process that follows.

Respectfully and Passionately,

River A. Karaba



River Karaba



## River Karaba

Account Manager at Google

Ann Arbor, Michigan, United States · 500+ connections

Join to Connect



Google

## About

Experienced Account Manager with a demonstrated history of high performance while working across small, medium and global brands. Skilled in Brand Strategy, Media Planning & Buying, and Marketing Measurement

## Experience



### Account Manager

Google

Jan 2019 - Present · 2 years 8 months

Ann Arbor, Michigan



### Mindshare

5 years 6 months



River Karaba

Portland, Oregon

## Manager of Marketing Science

Aug 2014 - Apr 2016 · 1 year 9 months

Greater Chicago Area

## Senior Digital Media Analyst

Aug 2013 - Aug 2014 · 1 year 1 month

Greater Chicago Area



## OMD USA

1 year 4 months

## Digital Media Analyst

Jun 2013 - Aug 2013 · 3 months

Greater Chicago Area

## Assistant Analyst

May 2012 - May 2013 · 1 year 1 month

Greater Chicago Area



## Assistant Strategist

Omnicom Group

Oct 2011 - May 2012 · 8 months

Greater Chicago Area



## Media Planner Intern

Doner

May 2010 - Sep 2010 · 5 months

Southfield, Michigan

[View River's full profile](#)



River Karaba

Contact River directly

Join to view full profile

## People also viewed

**James Santos**

National Organizer/Campaign Lead at COMMUNICATION WORKERS OF AMERICA  
New York, NY

**Deena Salemi**

Senior Account Manager at Google  
Greater Chicago Area

**Kelsey Nanni**

Senior Strategist at Google  
New York City Metropolitan Area

**Jenni Carin**

Manager, Client Success at Twitch  
San Francisco Bay Area

**Chris Schave**

Sr. Global Account Executive, Global Accounts  
Seattle, WA

**Rose Packer**

Sales Planner at Twitch  
Greater Chicago Area

**Jon Beardslee**

Account Manager at Google  
Phoenix, AZ

**Tara Jensen**

Account Manager  
Libertyville, IL

**Tim Daher**

Sr. Account Executive at Amazon Advertising  
Kansas City Metropolitan Area





River Karaba



United States

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## River's public profile badge

Include this LinkedIn profile on other websites

**River Karaba**

Account Manager at Google

Account Manager at Google

[View profile](#)[View profile badges](#)

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River Karaba



## Supervisor

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**From:** mark <marklteicher@aol.com>  
**Sent:** Wednesday, September 01, 2021 12:57 PM  
**To:** supervisor@dextertownship.org  
**Subject:** Re-Letter Of Interest for Trustee Position

Dear Supervisor Ratkovich:

Please accept this email as my letter of interest and application for Dexter Township Trustee.

I would be thrilled to be appointed as this would be an excellent continuation of my years of dedication and commitment to the Township community, people and environment. My many years of various experiences may be of benefit and useful as Trustee. For example, I have been president for 6 years of the local lakes homeowner association (PBWOA) including Little Portage and Portage Lake as well as other lakes, the Huron River and related streams and wetlands. As president I have developed personal relationships with neighboring township supervisors for Putnam, Webster and Hamburg Townships. My PBWOA activities have also fostered an outstanding relationship with the Washtenaw County Water Resource Commissioner and the Dept. of Public Works. The same is true of my interconnection with the Huron River Watershed Council, of which I very recently appointed the Township's Alternate Representative. I can bring and apply my years of learning about lakes, rivers, streams, land use and related resources as a member of the board of directors of the state-wide Michigan Lakes & Streams Association. I have also been on the boards of two mutual insurance funds specializing in workers comp and unemployment insurance. As an experienced practicing attorney I have an understanding of many areas of law which may be applicable as trustee, such as zoning, land use, condemnation, business, finance and constitutional rights.

Thank you.

Very truly yours,  
Mark Teicher

-----Original Message-----

From: Supervisor <supervisor@dextertownship.org>  
To: 'mark' <marklteicher@aol.com>  
Sent: Tue, Aug 31, 2021 2:16 pm  
Subject: hacked

My computer was hacked and many email are missing . Can you please resend the email saying why you are interested in being a trustee? Also, would you be available for a brief interview on Wednesday evening , the 8<sup>th</sup> at an open meeting ?

***Diane Ratkovich***

*Supervisor, Dexter Township*

*6880 Dexter Pinckney Road*

*Dexter MI 48130*

*734-426-3767*

*supervisor@dextertownship.org*

Mark L. Teicher  
9380 Dexter-Pinckney Road  
Dexter Township, MI 48169  
(248) 420-9144 Cell  
MarkLTeicher@aol.com

### **Education**

1982 J.D., University of Detroit School of Law  
1979 B.A., Michigan State University, James Madison College  
Major – Urban Community Policy Problems

### **Employment Experience**

March 1, 1988 - Present Law Office of Mark L. Teicher.  
Total and complete responsibility for all legal work and consultations, litigation, pre-litigation and non-litigation of cases and running a practice. Litigation through trial has been in both federal and state courts. Areas of practice are broad and include riparian rights, real estate, business, injury, family and consumer. Supervision including attorneys, paralegals, law students, law clerks and secretaries. General counsel and board member to two self-insured insurance companies for Michigan non-profits - workers compensation ([www.hsawef.com](http://www.hsawef.com)) and unemployment ([www.501alliance.org](http://www.501alliance.org)).

### **Community Involvement**

Portage, Base & Whitewood Owners Association ([www.PBWOA.org](http://www.PBWOA.org)) Homeowners Association covering the Chain of Lakes, including involvement with the Chain Of Lakes Improvement Project (Special Assessment District) managed by Washtenaw County. Board Member 2004-2011, VP 2011 - 2012, Pres. 2012 - Present  
Michigan Lake and Stream Associations, Inc. (MLSA) [www.mymlsa.org](http://www.mymlsa.org)  
2012 - Board Member ([www.mymlsa.org](http://www.mymlsa.org))  
MLSA is a state-wide non-profit dedicated to the preservation, protection and wise Management of inland lakes, streams and wetlands. MLSA supports riparian/lake associations, individuals, concerned citizens, commercial and non-profits through education, stewardship and conservation initiatives. Membership includes over 250 associations and 100,000 members. I have lectured for MLSA – one such example can be found at: <https://mymlsa.org/mlsa-events/mlsa60-virtual-conference/> at the April 2021 Virtual Conference.

### **Michigan State Bar Experience**

State Bar of Michigan Representative Assembly, 1986 – Present, elected eight times.  
State Bar Client Protection Fund, 2006 to Present – Member/Co-Chair

21<sup>st</sup> (Garden City) District Court – former magistrate for six years  
Attorney Discipline Board, Hearings Panelist Member Chair 1998 - 2016  
Former Volunteer Mediator: 48<sup>th</sup> (Bloomfield) and 46<sup>th</sup> (Southfield) District Courts

Better Business Bureau of Detroit & Eastern Michigan 2006- Present  
Trained Arbitrator for the BBB Auto Line Program & Consumer Complaints  
Oakland Community College, Adjunct Professor, Business Law, 2016 - Present

### **Publications**

*Basic Considerations in Handling First Party No-Fault Claim*, co-author with Gregory P. Jahn, Michigan State Bar Journal, February, 1988.

*Lessons From The Michigan Dam Failures For Lake Homeowners & Concerned Citizens*, co-author with Lon Nordeen, The Michigan Riparian, Fall, 2020.

### **Recognition**

State Bar of Michigan Representative Assembly Michael Franck Award 2017  
Martindale-Hubble AV Preeminent Rating, Michigan Super Lawyer, Top Lawyers of Michigan, Top Attorneys in Michigan, Best Lawyers in America, Lawyers of Distinction, American Law Society

### **Continuing Education**

*Webinars: Resilient Michigan Collaborative: Help Your Coastal Community Thrive; Coastal Leadership Academy: Protecting Our Inland Lakes & Shorelines: Ice, Wind & Wave; Becoming a Resilient Community Leader; Carbon, Climate & Energy; PFAS 101: What Every Homeowner Should Know: Real Estate Title Camp Series; EGLE Not MI Species Webinars; Managing Non-Email Communication in eDiscovery; ESI: Custodial Interview & Data Mapping; ESI Protocols; Navigating, Innovating & Litigating through the COVID-19 Global Pandemic; The 7 Deadly Sins of Emails; Information Governance; Employment Law Symposium; Strategies In Reducing Musculoskeletal Injuries In Workers Compensation Claims; Conflict Management in a Healthcare Environment; Active Shooter Survival: Living Through Your Worst Nightmare; Rethinking Behavior Based Safety; Protecting Your Electronic Data Blindside: Why an "Information Governance" Offense is the Best "eDiscovery" Defense; Stress Reduction at Work Through Ergonomics; Lockout/Tagout - Safely Controlling Energy; Take Cover, Take Control & Take Care: Avoiding the Hazards of Working Outdoors; Workplace Violence Prevention & Threat Assessment; Job Analysis - Content and Defensibility; Accountability For Your Safety; Driving Emergencies - What You Need To Know; Developing (& Maintaining) Safety Awareness In Your Facilities; Heat Illness Prevention: Keeping Your Employees Safe This Summer - Up & Coming Methods To Treat Chronic Pain With Poor Outcomes, Part Two; Current Trends In Litigation Holds; Caring Doesn't Have To Hurt: Ending Violence Against Health Care Workers!; In Emergency Response, Great Plans Are a Smart Thing, Training is Everything!; No Strain Leadership: Strategies ad Skills for Sizably Reducing of-Tissue Injuries; Up & Coming Methods To Treat Chronic Pain With Very Poor Results, Part One; Using Job Behavior Observations to Improve Your Organization's Safety Performance; E-Discovery Developments in Government Investigations 2015; Developing an Effective Safety*

*Program; Forklift, Trucks, Overhead Cranes & Hoists: A Basic Safety Primer; Preventing Materials Handling Injuries; Effective Safety Management; Machine Safeguarding: Learn How To Ensure Your Employees Take Home All Their Body Parts; : Gravity Wins, Every Time Reducing Slip, Trip & Fall Injuries; Emergency Planning, Preparedness and Response; The Epidemic Scale of Narcotic Use for Chronic Pain Patients; Employers' Legal Issues Relating To Employee Use Of Medical Marijuana; Is your Safety Culture Preventing You From Achieving Your Safety Goals?; Stretching For Safety: How To Implement An Effective Soft Tissue Injury Prevention Program; Safe Driving Programs; Best Practices For Addressing Psychological Risk Factors For Delayed Recovery; and various MLSA and other Webinars and Lectures.*

## Supervisor

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**From:** Jim Dempsey <dempsey.jim2@gmail.com>  
**Sent:** Friday, August 27, 2021 4:46 PM  
**To:** supervisor@dextertownship.org; Jim Dempsey  
**Subject:** Vacant Trustee position interest  
**Attachments:** Biography 06.06.21.docx

I would be interested in obtaining an expanded position description for the vacant Trustee position. I served on the Township Planning commission for two years back in 2006 period, however was working full-time. I would be interested in discussing with you the possibility of serving the remaining term.

Attached is a biography of my military and civilian work experiences. I have resided in the township since 2001. I am also a service connected disabled Veteran and interested in continuing to serve my community.

--

**James R. Dempsey Jr.**

*Lt Col (ret), MSC, USAF  
Chairman, Michigan Veterans Trust Fund  
Dexter Rotary Club, Board of Directors  
DAV, National Executive Committee  
MI Disabled American Veterans State Treasurer  
Mt Brighton Adaptive Sports Board Member*

## *Lt. Col. James R. Dempsey Jr.*

Jim Dempsey is a Past Commander for the DAV (Disabled American Veterans) for the Department of Michigan. He is a military veteran of 28 years, having served as a non-commissioned officer from 1974-1982, at which time he received a direct appointment as second lieutenant in the Medical Service Corps of the U.S. Air Force. His earliest duties with the U.S. Army involved counseling Vietnam veterans as a Social Work/Psychology Specialist in Fairbanks, Alaska, and Ft. Hood, Texas' military confinement facility.

A few years after coordinating medical coverage with the 1980 Winter Olympics in Lake Placid, NY for the NY Army Guard, he joined the 139<sup>th</sup> Aeromedical Evacuation Squadron in Schenectady, NY as a C-130 Tactical Aeromedical Evacuation Technician. During his service with that unit, he completed requirements as a Registered Nurse, working for New York State Office of Mental Health, as a Psychiatric Nurse. In 1986, he was appointed as the first Chief of Aeromedical Evacuation and Training for the National Guard Bureau in Washington, DC, and served until being appointed as the Deputy Director of the national Medical Readiness Training Site at the Alpena Combat Readiness Training Center, serving on active duty again from 1990-2002.

Since then, he has served the VA Ann Arbor Medical Center in several professional capacities, including Vocational Rehabilitation Counselor, and none more important than that of Veterans Service Officer for the DAV, writing over 2,500 benefit claims. With more than 47 years-service to veterans Colonel Dempsey continues to serve as Past Commander/Treasurer for this organization (MI DAV) and serves their National Executive Committee as the representative for over 25,000 members in Michigan.

Col Dempsey's family is very service oriented, as his father was a B-25 tail-gunner in WW II, his wife Jane, a retired VA Oncology nurse, is also a Vietnam Era veteran with more than 22 years-service as a Major in the Army Nurse Corps, and as enlisted dental service member; A son, Adam, is a Senior Master Sergeant with twenty years-service in the USAF as a Military Leadership Instructor to the Dutch Royal Air Force in the Netherlands. His daughter Erin serves as an 8<sup>th</sup> grade Earth Science teacher for the Traverse City, MI school system. The Dempsey's are true patriots having collectively served over 75 years in the Armed Forces of the United States.

He currently lives near Ann Arbor, MI. He was appointed by the Governor to serve as Board of Trustees Chairman to the Michigan Veterans Trust Fund, and actively serves as a Board member of the Rotary Club of Dexter, working with the Dexter High Alternative Education program. A few years ago, he joined the Mt. Brighton Adaptive Skiing program and is a member of the Professional Ski Instructors of America, Central Division, where he assists Veterans and other athletes with disabilities learn the enjoyment of skiing. He is past Secretary/Treasurer for the VA Ann Arbor Fisher House board. Jim is also past Secretary of the VA Ann Arbor Veterans Council and has 6 grandchildren. He and his wife are retired and enjoy golf, skiing, camping and grandkids in their "leisure time".

08.26.21 / [dempsey.jim2@gmail.com](mailto:dempsey.jim2@gmail.com) cell: 734.777.6562

11717 Island Lake Rd, Dexter, MI 48130



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*08.26.21 / [dempsey.jim2@gmail.com](mailto:dempsey.jim2@gmail.com) cell: 734.777.6562*

*11717 Island Lake Rd, Dexter, MI 48130*

## **Supervisor**

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**From:** steve feinman <sfeinman@mindspring.com>  
**Sent:** Thursday, August 26, 2021 3:30 PM  
**To:** supervisor@dextertownship.org  
**Subject:** Dexter Township Trustee Vacancy Letter of Interest  
**Attachments:** feinmanresuem10xx18.pdf

**Diane Ratkovich**

**Supervisor**

**Dexter Township**

**6880 Dexter Pinckney Rd**

**Dexter, MI 48130**

**RE: Board of Trustees Vacancy**

**Ms. Ratkovich**

**I am interested in being considered for appointment  
to the Dexter Township Board of Trustees to fill the  
existing vacancy. I have relevant experience to serve  
is this capacity including:**

**Public Service Michigan**

- 1) Trustee Dexter Township 2011-12**
- 2) Member and Chairman Multilakes Water and Sewer Authority**
- 3) Member Washtenaw County Public Works Board**

**Prior Local Government Experience**

**1980-84 Board Member, Municipal Authority Northampton Township, Bucks County PA**

**1970-1972, Director of Public Works, Township of Cherry Hill, Camden County, New Jersey**

**1968-1970, Director of Public Works,**

**Asst Bldg Inspector, Asst Zoning Officer Middletown Township, Bucks County, Pennsylvania.**

**I have attached my resume for your consideration.**

**Steve Feinman  
Past President**

**Rotary Club of Dexter**

**504-909-5383**

**[sfeinman@mindspring.com](mailto:sfeinman@mindspring.com)**

**[drmd2014@mindspring.com](mailto:drmd2014@mindspring.com)**

**[www.dextermemorialdayparade.com](http://www.dextermemorialdayparade.com)**

**Steve Feinman**  
**3095 Fieldstone Drive**  
**Dexter, MI 48130**  
**734-726-5074**  
**504-909-5383 ©**  
**sfeinman@mindspring.com**

## Summary

Before moving to Michigan, I had Thirty-five years of successful entrepreneurial experience in public works, local government, specialty construction, building small business, business acquisition, and management in the government technology and services sector. Proven abilities include business development, complex program development and management, strategic operations and planning, operations research, and software development. As Program Manager, Vice President, or Project Executive I have built and managed: specialty electrical construction organization, heavy construction organization and full spectrum military base support.

Since moving to Michigan in 2008, I have been actively involved in supporting the entrepreneurial eco system in the state. As a SCORE counselor, I have participated as a SPARK SEO member and second tier business plan reviewer. For SCORE in addition to being an active small business counselor, I was the Michigan Director overseeing 9 chapters with 321 volunteers who in 2010 provided over 8,000 mentoring and workshop services to entrepreneurs.

## Public Service Michigan

- 1) Trustee Dexter Township 2011-12
- 2) Member and Chairman Multilakes Water and Sewer Authority
- 3) Member Washtenaw County Public Works Board

## Prior Local Government Experience

1980-84 Board Member, Municipal Authority Northampton Township, Bucks County PA  
1970-1972, Director of Public Works, Township of Cherry Hill, Camden County, New Jersey  
1968-1970, Director of Public Works, Asst Bldg Inspector, Asst Zoning Officer Middletown Township, Bucks County, Pennsylvania.

## Construction Experience

### **Nov 05 to January 09 - A Louisiana Government Services Corporation -Sr. Vice President**

Procurements in heavy construction for USACE included two levee construction projects worth over \$15 million, and three debris removal support contracts for Hurricane Katrina Rebuilding.

**1984-1994, President, Electronic Systems Integration Group (specialty electrical contracting), R.M.S. Technologies, Inc., Marlton, New Jersey**

President of a specialty electrical contracting unit that specialized in the design and construction of signaling systems including locking control, security and waste water treatment plants.. Managed multiple simultaneous projects at locations across the U.S. Built business from \$ 2.1 million to \$17 million in revenues in 4 years.

Skill sets:	Sector Expertise
<b>Construction Management</b> <b>Program Management</b> <b>Business development</b> <b>Organization development</b> <b>Mentoring small businesses</b> <b>Strategic Planning</b>	<b>Construction- heavy, commercial, specialty electrical</b> <b>Public Works</b> <b>Government contracting</b> <b>Base (government facility) operations</b> <b>GIS</b>

Formal Training : BS in Engineering Mechanics, Pennsylvania State University

Post Graduate Training:

National Defense University- Reserve Components National Security ,

National Defense Executive Reserve (NDER)

#### **Community Service Current**

Rotary Club of Dexter- President RY 11-12

Dexter Memorial Day Parade

SCORE (scoremichigan.com) –

#### **May 2010- April 2018 SCORE District Director Michigan (Volunteer Position)**

I am the Michigan Director overseeing 9 chapters with 321 volunteers that provided over 8,000 mentoring and workshop services to entrepreneurs

SCORE, founded in 1964, is the premier provider of small business counseling and mentoring services in the Country. SCORE has over 13,300 volunteers in 370 Chapters providing practical business advice, counseling and mentoring to America's small businesses. Over sees the activities, operations and provides guidance for the nine SCORE Chapters and over 300 volunteers in Michigan. Provides guidance and direction in statewide marketing, legislative and community out reach

#### **January 09 to Present Federal Business Development Consultant**

Provides tactical and strategic business development services to small business pursuing Federal government IT and service contracts. Services include; agency marketing, opportunity identification and qualification, capture management, teaming arrangements, proposal management, and proposal preparation.

**Nov 05 to January 09 - A Louisiana Government Services Corporation -Sr. Vice President**

Responsible for program management and business development activities for a growing government services contractor. Procurements in heavy construction for USACE included two levee construction projects worth over \$15 million, and three debris removal support contracts For Hurricane Katrina Rebuilding

Coordinated development and responsible for executing of strategic objectives. Have won three competitive procurements for USACE, DOI, NAVSEA, Louisiana IT Department. Contracts included GWACS, MATOC and individual awards including fixed price, fixed labor hour and cost plus contracts. Contract include the provision of IT services, GIS, document management, Administrative support, library services as well as heavy construction

**SES, Inc., Oct. 99- Nov 05; Program Manager/Division Director - SES Inc**

The capture, proposal and program manager for \$70 million for the U.S. Navy SPAWAR ITC IT Support Services Contract. Supervised up to 198 employees on cross functional teams, including, but not limited to, systems engineers, software engineers, hardware engineers, help desk Tiers 1, and 2 customer service engineers, network engineers, programmers, system administrators, etc, for the past 4 years. The scope of work managed included, but is not limited to: strategic planning, performance management, configuration management, IV&V, comptroller support, help desk support, office automation, network support, GroupWise e-mail support, systems management center, computer operations, audio visual systems support, documentation support, public affairs, NMCI support, logistic services, administrative support. In addition, the contract provides IV&V, testing and configuration management support for DIHMRS, NSIPS and a variety of other new and legacy programs. Each of these programs is a large and extremely complex DoD Human Resource ADP System.

**1998-1999, Program Manager, AMTI, Inc., Washington, D.C.**

Successful execution of two proposals for IDIQ services and products to the US Department of Transportation.

**1997-1998, Chief Operating Officer, Uni-Net One, LLC, International Communications Network, LLC, Columbia, Maryland**

Responsibility for overall and day-to-day operations of two start-up telecommunications firms.

**1994-1997, Vice-President and General Manager, Governmental Information Systems, PSI International, Inc., Fairfax, Virginia**

Executive leadership for information technology services to government clients in benefits delivery and financial markets. Managed government information systems business units. Responsible for winning major NY State Administered Women's Infant and Children Support Services contract.

**1984-1994, President, Electronic Systems Integration Group (specialty electrical contracting), R.M.S. Technologies, Inc., Marlton, New Jersey**

President of a specialty electrical contracting unit that specialized in the design and construction of signaling systems including locking control, security and waste water treatment plants.. Managed multiple simultaneous projects at locations across the U.S. Built business from \$ 2.1 million to \$17 million in revenues in 4 years.

Other special projects completed included: Netherlands weather forecast software, Indonesian airport re-structuring Received first FAA approval for use of computerized and touch screen displays for airfield lighting control.

**1980-84 Board Member, Municipal Authority Northampton Township, Bucks County PA**

**1979-1984, Chief Scientist, Acumenics Research & Technology, Inc., Bethesda, Maryland**  
Firm's authority for experimental design, statistical analysis and regulatory economic analysis. Particular expertise in economics of information, experimental design, statistical analysis, technology and social-impact forecasting, and political economy.  
Client base included several US agencies including FAA.

**1972-1979, Executive Vice-President, Gellman Research Associates, Inc. Jenkintown, Pennsylvania**

Directed the daily activities of the research staff as the firm's expert in political economy, statistical analysis, experimental design and the economics of information.  
Served as principal investigator for National Science Foundation Grants on regulation, technological innovation as well as scientific and technical information.

**1970-1972, Director of Public Works, Township of Cherry Hill, Camden County, New Jersey**

Directed the operations of road construction and maintenance, refuse collection and disposal, sewage treatment and park maintenance.  
Planned and executed departmental budget and community liaison.

**1970-1970, Assistant Project Manager, Frank D'Lauro Company, Philadelphia, Pennsylvania**

Construction management of high school addition including football stadium.

**1968-1970, Director of Public Works, Asst Bldg Inspector, Asst Zoning Officer Middletown Township, Bucks County, Pennsylvania**

Directed operations of road construction and maintenance as well as park maintenance.  
Planned and executed department budget.

# JEFFREY T. MCDOLE

7045 Toma Rd. Dexter, MI 48130 | (734) 395-2989 | jeff@jmcdoe.com

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September 1, 2021

Diane Ratkovich  
Township Supervisor  
6880 Dexter-Pinckney Road  
Dexter, MI 48130

Dear Ms. Ratkovich,

I would like to introduce myself and ask for consideration as a candidate for the Dexter Township Board of Trustees. As a public safety professional for over 25 years in Washtenaw County, I am excited for the opportunity to serve and support my own local community of 19 years here in Dexter Township.

Throughout my career, I have always supported collaboration with local, state, and national partners to increase the effectiveness of public safety efforts that serve our communities. I will bring with me to Dexter Township experience, capabilities, and professional relationships to support the Board and the Township's mission to provide for a safe and secure community.

My energy, passion and ethics are grounded in commitment to public service, dedicated to the best interests of my community, and the unwavering belief in a better future for all. From protecting our lakes, neighborhoods, and farmland; to improving access to education and the economic advancement of our families; and developing best in class, data-driven policies for our township resources; my efforts will advance the quality of life for all Dexter Township residents.

Thank you for your time in reviewing my application. I am confident my skills, experience, and passion will support Dexter Township's commitment to community advancement. I look forward to hearing more about this opportunity.

Sincerely,



Jeffrey T. McDole

Page 23



# JEFFREY T. MCDOLE

7045 Toma Rd. Dexter, MI 48130 | (734) 395-2989 | jeff@jmcdoe.com

*A dedicated public service professional with over 25 years of experience designing, building, and managing solutions to keep communities safe and secure*

## Experience

- |                             |   |
|-----------------------------|---|
| November 2020<br>- Present  | <b>Senior Data Architect</b><br><i>City of Ann Arbor Police Department</i> <ul style="list-style-type: none"><li>Implemented required technology to support <i>Compstat</i>, a performance management system for law enforcement</li></ul>  |
| May 2020 –<br>November 2020 | <b>DPSS Communications and Technology Director</b><br><i>University of Michigan, Division of Public Safety and Security</i> <ul style="list-style-type: none"><li>Directed a 25-person dispatch center operation</li><li>Managed technology staff supporting 2,500 security cameras and campus access control systems</li></ul>   |
| January 2014 -<br>May 2020  | <b>Director, Technology Services</b><br><i>University of Michigan, Division of Public Safety and Security</i> <ul style="list-style-type: none"><li>Managed technology team supporting 435 UM staff</li><li>Obtained funding and designed \$6.8 million radio system</li><li>Designed and authored public safety smartphone app</li><li>Implemented Computer Aided Dispatch system for UM campus</li><li>Designed dashboards and analytical visualizations for campus</li><li>Completed 3-year Physical Security Strategic Plan for UM Campus</li></ul> |
| July 2005 –<br>January 2014 | <b>IT Planning Manager</b><br><i>University of Michigan, Police Department</i> <ul style="list-style-type: none"><li>Designed custom Records Management System</li><li>Served as Interim Director of University Security Services when the department was reorganized</li><li>Consolidated museum security operations into a new department</li><li>Developed risk-based evaluation methodology for public goods</li></ul>  |
| 1996 – July 2005            | <b>Computer System Administrator</b><br><i>University of Michigan, Police Department</i>  |

## Skills

**Management** (Capital projects planning, budgeting, policy and procedures development)

**Operations** (Training, resource scheduling and deployment, and incident management)

**Data Analysis** (Qualtrics, Tableau, D3.js, IBM Watson)

**Technology Infrastructure** (Data networking, fiber and wide area networks, physical security, and emergency communications systems)

## Special Recognition

Exceptional Service in the Public Interest  
Federal Bureau of Investigations  
1998

## Education

- |           |   |
|-----------|---|
| 1991-1995 | <b>University of Michigan, BA in Political Science</b> <ul style="list-style-type: none"><li>Independent Study - Motivations of Domestic Terrorists</li></ul> |
|-----------|---|

## References

Michael Cox  
Chief of Police  
City of Ann Arbor  
(734) 794-6910 / mcox@a2gov.org

Michael Kennedy  
Fire Chief  
City of Ann Arbor  
(734) 794-6978 / mkennedy@a2gov.org

Andrew Burchfield  
Director Emergency Management  
University of Michigan  
(734) 615-5781 / aburchfi@umich.edu

Heather Young  
Director Strategic Communications  
University of Michigan  
(734) 763-8391 / younghez@umich.edu

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7045 Toma Rd. Dexter, MI 48130 | (734) 395-2989 | jeff@jmcdoles.com

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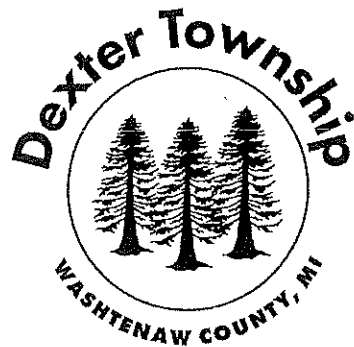
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Director Strategic Communications  
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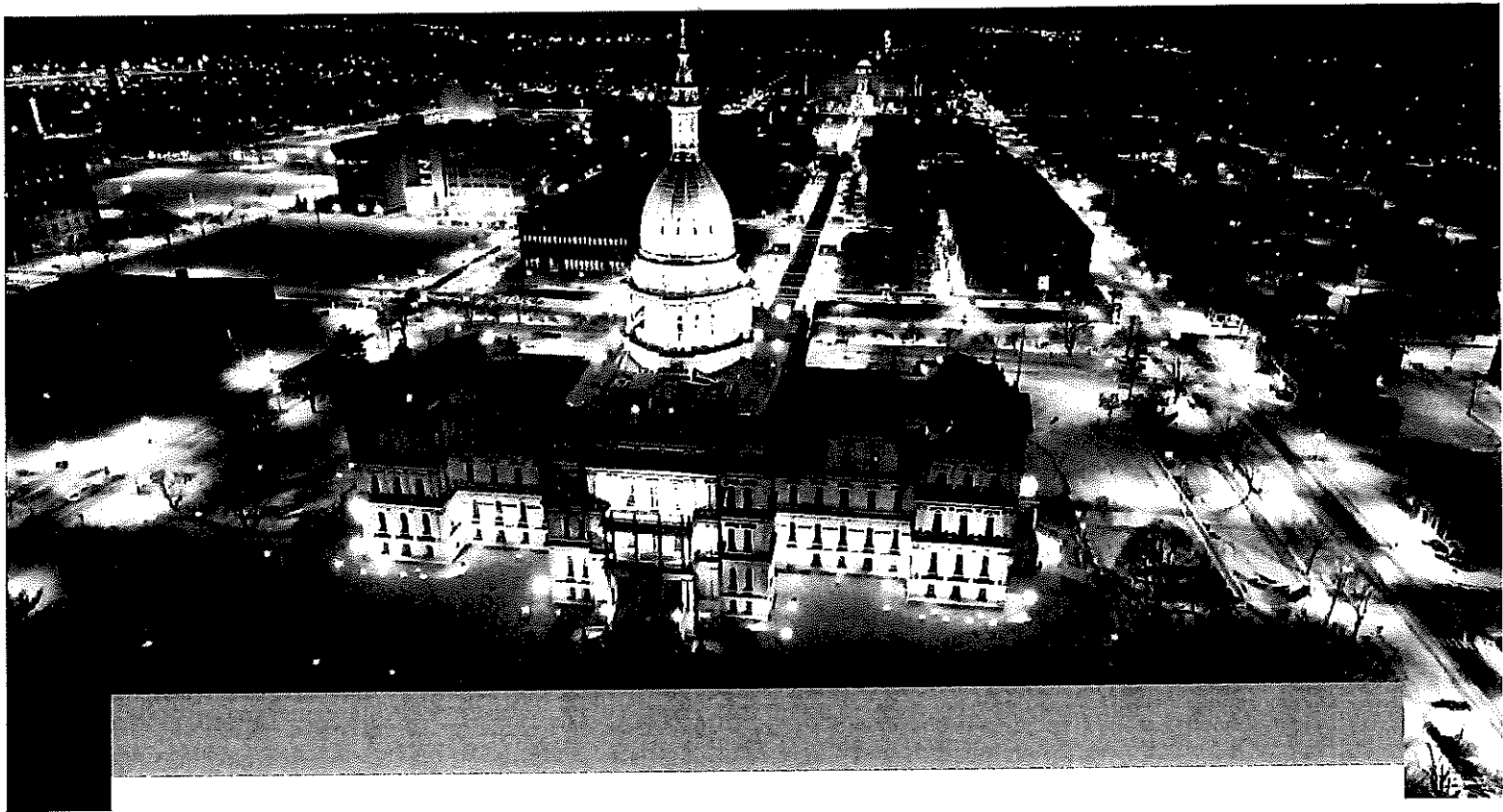
# STRATEGIC PLANNING FACILITATION PROPOSAL

Dexter Township, MI

Prepared for:  
**Diane Ratkovich**  
Township Supervisor



**PLACE**  
**+MAIN**  
ADVISORS



## ABOUT PLACE + MAIN

PLACE-DRIVEN ECONOMIC DEVELOPMENT  
+ DESTINATION STORYTELLING

We help communities develop into their best selves and to create great places. We work with our clients to create the tools, techniques, and strategies to build their future and tell their stories.

Our focus is economic development at the neighborhood, downtown, citywide and regional levels. We engage the community and infuse their passion, needs, and dreams into strategies and implementation plans that get things done.

We provide high quality services, grounded in real-world experience, built on the best examples from around the country, and brought to you in a way everyone can understand. We help our clients plan out what should happen, step by step, to make strategies become realities.

Place + Main Advisors, LLC is based in East Lansing, MI

**PLACE  
+MAIN**  
ADVISORS

Joe Borgstrom is an accomplished professional in the fields of Downtown Redevelopment, Community and Economic Development, Main Street and Placemaking. His 20+ year career includes executive management, project financial structuring and evaluation, fund development, foreign direct investment recruitment, market research, program management, public speaking and consulting. He and his teams have used state and local incentives to leverage more than \$2.2 billion in private investment into communities.



**Joe Borgstrom**  
**Principal**

Borgstrom's expertise is in the areas of strategic planning, retail market analysis, real estate redevelopment, real estate finance, business recruitment, incentives, placemaking, and economic development strategy. He has served clients in communities as small as 700 residents to more than 400,000.

In previous positions, Borgstrom oversaw the national award-winning Michigan Main Street program for the State of Michigan and was the President and CEO of the Shiawassee Regional Chamber of Commerce, which at the time was a recipient of the highly acclaimed Five Star Accreditation by the U.S. Chamber of Commerce.

He has been a featured keynote speaker at statewide downtown conferences in Wisconsin, Tennessee, North Carolina, Arkansas, Alabama, and Delaware, a multi-time presenter at the National Main Street Conference, and was a featured speaker at the White House Placemaking Summit.

**Education:**

Bachelor of Business Administration  
University of Michigan-Flint

**Certifications:**

Economic Development Finance  
Professional

**Past Employers:**

Michigan Economic Development  
Corporation  
Lansing, MI

Michigan State Housing  
Development Authority  
Lansing, MI

Shiawassee Regional Chamber of  
Commerce  
Owosso, MI

***Sample Recent Clients + Projects:***

Oscoda Township Strategic Plan  
Oscoda Township  
Oscoda, MI

Branch County Economic Development Strategy  
Branch County Economic Development Alliance  
Coldwater, MI

2021-2026 Main Street Arkansas Strategic Plan  
Main Street Arkansas  
Little Rock, AR

2020-2025 Main Street Alabama Strategic Plan  
Main Street Alabama  
Birmingham, AL

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# SCOPE OF WORK

**Strategic Planning Workshop-** Using the final agenda created with the manager, the strategic planning workshop will engage the full board. Key components of the session will include:

***Organizational Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis-*** This kickoff exercise goes through a traditional SWOT format utilizing flip charts and voting dots, asking board members to list and prioritize their top three issues in each category.

***Vision/Mission Statements Review + Dynamic Development-*** If the township has an existing Vision and/or Mission Statement, these will be reviewed with the group and explore whether or not they should be revised or replaced. If one does not exist, the group will jointly create both statements with our facilitation in an exercise that engages the board to literally craft each statement in real time. The Vision is critical to the organization as it sets forth what they aspire the township to be, while the Mission statement is their declaration of what the township government's role is in helping the district reach that vision.

***Goal Setting + Implementation Plan-*** From the SWOT, survey/focus group/interviews, and statement exercises, the board is then engaged in a Goal Setting exercise where high level goals are identified. During this brainstorming process tactics or potential projects are identified as well. These feed into a Strategic Implementation Plan that group tactics and projects under goals and identify major steps and assign groups or committees to their completion. These goals and specific tactics and projects then go on to feed the organization's work planning process (not included in this proposal.)

***Deliverable:*** SWOT analysis notes, draft vision and mission statements, draft goals, and draft implementation plan

***Draft/Final Strategic Plan-*** The results of the previous steps will be compiled and formatted into a strategic planning document in digital format. The Township Board will have 10 business days to review and request changes.

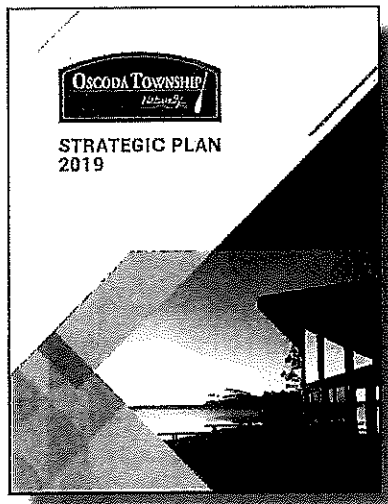
***Deliverable:*** Draft + Final Strategic Plan in PDF and InDesign (if requested) formats

***Draft/Final Strategic Plan Presentation-*** Once the strategic plan is complete, an 8-10 slide presentation will be created to help the Township Board easily explain the strategic plan to the public. The Township Board will 10 business days to review and request changes.

***Deliverable:*** 8-10 slide presentation in either PowerPoint or Keynote, at the Township Board's request

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## RECENT STRATEGIC PLANS

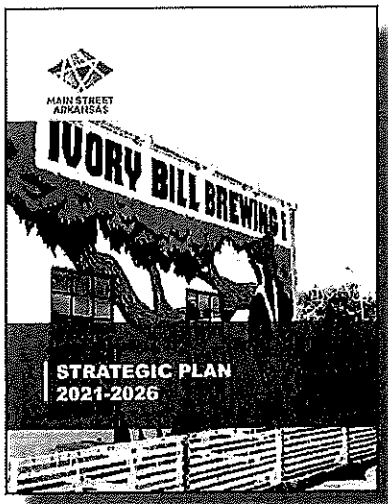


### Oscoda Township, Michigan

In 2019, Place + Main Advisors led a strategic planning process with Oscoda Township, Michigan. This process included an online survey; intensive in-person Strengths, Weaknesses, Opportunities, and Threats analysis; in-person strategic planning exercises with the Township Board, which developed their first-ever vision and mission statements as well as strategic goals. As with all strategic plans created by Place + Main Advisors, these strategic goals were also tied to an implementation plan to establish roles and responsibilities for various committees and boards.

### Main Street Alabama

In late 2019, Place + Main Advisors was engaged by Main Street Alabama to create a strategic plan for their program. The process included an online survey of their communities, board members, funders, and other key stakeholders, as well as in-person and virtual planning with the organization's Board and staff. The strategic plan has already paid dividends for the program by helping it focus its efforts to better market the program both to potential communities and funding partners.



### Main Street Arkansas

In the fall and early winter of 2020, Place + Main Advisors led a strategic planning process with Main Street Arkansas. The process included an online survey of their Downtown Network and Designated communities, in-person and virtual planning with state program staff, and one-on-one meetings with key state upper management. The resulting plan will guide the state program staff to make improvements to program service delivery, communication, and raise the program's profile.

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## EXAMPLE SCHEDULE

The calendar below gives an example of how the process would be implemented. Dates will obviously vary by mutual availability.

Task	Date
Strategic Planning Workshop	October 4-5
Draft/Final Strategic Plan	October 31
Draft/Final Strategic Plan Presentation	November 15



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# PRICING

Task	
Strategic Planning Workshop Two, half day (4 hour) sessions	
Draft/Final Strategic Plan (PDF Format)	
Draft/Final Strategic Plan Presentation (PowerPoint or Keynote Format)	
Total	\$5,000

The above pricing is all-inclusive for services rendered under this proposal including all costs related to travel, supplies for work done in and outside the township, and final creation of digital documents. Final digital files will be transmitted suitable for printing, but the above cost does not include printing for mass distribution. Price quote valid until September 30, 2021.



BUILDING

ORGANIZATIONAL

STRENGTH

Proposal  
to  
Dexter Township  
for  
Facilitation of Strategic Planning Retreat

August 26, 2021



Thank you for considering EMD Consulting Group to facilitate Dexter Township's strategic planning two day retreat in October 2021.

We believe that it's critical that an organization periodically examine itself: where it was, where it is today, and where it should go. We enjoy working with organizations through this strategic thinking process and focus on alignment so that everyone is on the same page. We appreciate your consideration and wish you the very best as you embark upon this journey.

### **Strategic Planning Approach**

We utilize a strategic planning approach that is a blend of models that relies heavily (but not exclusively) on David La Piana's *Real-Time Strategic Planning* model and tools. The organization knows who it is and how it compares to others in its sphere, is aware of and is not afraid to ask itself strategic – and sometimes hard – questions, and has processes to identify opportunities and resolve issues as they occur. We believe in alignment – it is important for all people involved in the organization to be aligned in purpose, identity, values, and strategic direction.

This project's main activity is the facilitation of a two day retreat of the Dexter Township Board, in early October. Objectives for that meeting would be refined in conjunction with Supervisor Diane Ratkovich; it is assumed that they will include development of a vision, strategic direction, and strategic priorities. Preparation work will include planning the retreat agenda and any preparatory documents. Post-retreat activity will include documentation of strategic priorities and a follow-up meeting to debrief and determine next steps.

### **About EMD Consulting Group**

Founded in 2002, EMD Consulting Group (Experience Makes the Difference), helps mission-driven entities achieve their strategic objectives by building organizational strength. EMD Consulting provides the following types of services:

- Strategy - strategic planning, merger consideration, critical issue resolution
- Leadership - executive search, succession planning, new nonprofit CEO onboarding, organizational development, governance structure and practices
- Fundraising - fund development strategy, capital campaign feasibility and support
- Capacity building – outcomes design, earned revenue strategy, project management

EMD Consulting is passionate about the value of mission-driven organizations, about how they touch and change lives, enliven communities, protect our environment, and produce new generations of leaders and citizens. Our highest professional satisfaction is helping these organizations grow, meet challenges, overcome obstacles, take calculated risks, and find new

# emdconsulting

opportunities to serve. Our overriding professional goal is to deliver more to clients than they expect.

Every one of our partners and consultants has significant real-world leadership experience. We couple our deep experience as leaders and managers with sector-specific networks, broad-ranging expertise, and individualized attention. Our team members have experience working with mission-driven organizations from every point of view – as staff leaders, board members, constituents, and funders. Together with our clients, we tackle the tough issues of organizational development and change, financial and personnel management, fundraising, strategic planning, marketing and communications, environmental changes, and board development. We have created nonprofits and closed them, merged them, helped them grow, helped them change, and helped them recover from a crisis. We have seen what works and what does not, how great ideas need nurturing, and how opportunities and issues look different from different stakeholder sightlines.

## EMD Consulting Group Core Values

A strong culture anchored in a clear set of values guides our work at EMD.

- **QUALITY WORK** consistently achieving expectations
- **SOCIALLY CONSCIOUS** responsibility and concern for the problems and injustices of society
- **INDEPENDENT ADVICE + CANDOR** honest, direct evaluation and counsel
- **INTEGRITY** as an expression of courage and accountability
- **SENSE OF FUN** more than a frivolous pursuit; it strengthens relationships and builds social supports
- **EQUITY, DIVERSITY + INCLUSION** passionate about reducing disparities, increasing opportunities, and building a stronger community

## Consultant



**Kari McAvoy** joined EMD as a Partner in 2010; she specializes in leadership and strategy projects. For 14 years previously, Kari was with the United Way of Greater St. Louis. As the Vice President of Community Investment, she managed the allocations department that annually awarded almost \$60 million in funding to local health and human services nonprofit organizations. Under Kari's guidance, the United Way created Quality Standards, adopted new community investment and capacity-building strategies, and re-structured admissions and one-time grants.

Kari has led more than 40 strategic planning processes at health and human services organizations, foundations, and governmental entities.

# emdconsulting

## References

### Great Circle

Paula Fleming, CEO, [paula.fleming@greatcircle.org](mailto:paula.fleming@greatcircle.org)

EMD has facilitated two strategic planning processes for the agency.

### Preacher's Aid Society & Benefit Fund (an org in Springfield IL that works with retired clergy)

Keith Anderson, Executive Director, [keanderson@igrc.org](mailto:keanderson@igrc.org)

EMD has facilitated two strategic planning processes for the agency.

### Women's Foundation of Greater St. Louis

Lisa Weingarth, former Executive Director, 573.808.5889

Strategic planning.

## Pricing

The consulting fee for the work proposed is \$5,000 plus airfare and, if necessary, car rental.

### Payment Provisions:

- One-half of the consulting fee will be invoiced upon contract execution
- The remainder will be invoiced after the Board retreat

## Contact

Kari McAvoy

Partner

EMD Consulting Group

314.479.4626

[kmcavoy@emdconsulting.com](mailto:kmcavoy@emdconsulting.com)