



FROM: Jamie Wolters

MEETING DATE: June 8, 2026

SUBJECT: Board and Commission Appointments

DESCRIPTION:

Notice of Board and Commission openings for the Planning Commission, Zoning Board of Appeals, and Fire District Administrative Board was provided to the public on April 27, 2026. Attached are the application materials submitted by all individuals who applied for these vacancies for your review. Mayor Anderson and city staff have conducted interviews of new applicants to the applicable boards, and the following recommendations are below.

BUDGET ACTION REQUIRED:

N/A

COMMITTEE/COMMISSION REVIEW:

LEGAL REVIEW:

N/A

SAMPLE MOTION:

Motion to appoint the following residents to the respective Boards and Commissions as indicated below:

- Fire Board:
 - John Mayer with a Term Ending June 30, 2032.
- Zoning Board of Appeals Regular Member:
 - James Bouck with a Term Ending July 1, 2029.
 - Kate McPolin with a Term Ending July 1, 2027.
- Zoning Board of Appeals Alternate Member:
 - Matt Holley with a Term Ending July 1, 2029.
- Planning Commission Member:
 - Steven Manns with a Term Ending July 1, 2029.
 - Craig Baldwin with a Term Ending July 1, 2029.
 - Mark LaChey with a Term Ending July 1, 2029.
 - Chris Raphael with a Term Ending July 1, 2027.

RECEIVED

MAY 11 2026

CITY OF SAUGATUCK
102 BUTLER ST
SAUGATUCK, MI 49453



P.O. Box 86, Saugatuck, MI 49453
Phone: 269.857.2603 Fax: 269.857-4406
Website: www.saugatuckcity.com

APPLICATION FOR APPOINTMENT TO
BOARDS/COMMISSIONS/COMMITTEES

Name: JOHN B. MAYER Home Phone: [REDACTED]

Home/Mailing Address: 233 LUCY ST SAUGATUCK, MI 49453

E-mail Address: [REDACTED]

Employer: RETIRED Occupation/Position: N/A

Business Phone: SAME Business Reference: [REDACTED]

Are you a Saugatuck City resident? YES Are you a registered Saugatuck City voter? YES

Do you or your employer have any business dealings with the City which might present a conflict of interest? NO If yes, explain N/A

Serving on a Board or Commission can be time-consuming. Are you committed to attending all regularly scheduled meetings? YES

On which Boards and/or Commissions would you be willing to serve?

Board of Review	Kalamazoo Lake Harbor Authority	Planning Commission
<u>Fire District Board</u>	Kalamazoo Lake Sewer & Water	Tri-Community Non-Motorized Trail Committee
Historic District Commission	Library Board	Tri-Community Wildlife Committee
Interurban Board	Parks & Public Works Committee	
Compensation Commission		Zoning Board of Appeals

Please describe any qualifications, expertise or special interests that relate to your possible appointment: PLEASE SEE ATTACHED

You may wish to submit a cover letter with your application. Please return the original to the City Clerk's office at the above address for processing. The City of Saugatuck recognizes and supports the concept of balanced representation in regard to filling vacancies on Boards and Commissions. To this end, every effort is made to appoint members who represent Saugatuck's diverse community, including citizens of all ethnic groups as well as people with disabilities. Reasonable accommodations and equal access to communication are provided upon request.

Signature: John B. Mayer Date:

****Disclaimer:** Per the City of Saugatuck's retention schedule this application will be kept on file for twelve months, unless you are chosen to serve on a board, then this application is kept on file for the duration of your term.

COPY: Mayor City Council City Clerk



JOHN B. MAYER

05/11/2026

Saugatuck City Council
102 Butler Street
Saugatuck, MI 49453

Dear Saugatuck City Council:

I am asking for your consideration for appointment as the City of Saugatuck representative on the Saugatuck Township Fire District (SFTD) Board.

I entered the fire service as a firefighter/paramedic in Illinois, in 1987, and throughout my 24-year career I held every rank, retiring as Deputy Chief of Operations, responsible for the daily medical and suppression training and activities for a community of 50,000 people, along with the safety of 100 personnel.

Additionally, I was elected to three terms on my local village board, where I served as the Board Liaison to Fire and Police.

I believe my understanding of the complexities of today's fire service, along with being fiscally responsible to the community we serve, make me a good fit for this position, and would ask for your consideration.

Sincerely,



John B. Mayer

John Bernard Mayer

233 Lucy St
Saugatuck, MI 49453

SUMMARY

Over the past 35 years I have dedicated my career to ensuring safety in both the public and private sector. I have six years' experience in Healthcare Disaster Preparedness both locally and regionally. I have almost 24 years of experience in all facets of Fire and Emergency Medical response, including public education, training, and executive management. As a private contractor, I have assisted hundreds of commercial and residential clients with Emergency Preparedness needs and standard compliancy

WORK HISTORY

- 09/20/2020 to 2023** **Receptionist/Screeners – Holland Hospital, Holland, Michigan (Part-time)**
- Screen patients and visitors visiting the hospital
 - Assist hospital security when needed.
- 05/2017 to 05/2019** **Emergency Manager – Northwest Community Hospital, Arlington Heights, IL (Part-time)**
- Coordinate all disaster and emergency preparedness training at Northwest Community Hospital and six off-site locations.
- 10/2015 to 05/2017** **Safety and Training Specialist IV – Elgin Community College, Elgin, IL (Part-time)**
- Responsible for OSHA Compliancy and Safety Training for Faculty and Staff
 - Assist with Emergency Preparedness activities at school
- 05/2014 to 07/2015** **Disaster Preparedness Coordinator – Advocate Sherman Hospital, Elgin, IL**
- Responsible for the regional coordination and management of a federal Hospital Preparedness Program (HPP) Grant through the Assistant Secretary of Preparedness and Response (ASPR).
 - Manage and chair a regional healthcare coalition consisting of thirteen hospitals, five county health departments local EMS, Police, Fire and others charged with regional healthcare and disaster preparedness.
 - Coordinate all disaster preparedness training at Advocate Sherman Hospital and nine off-site locations.
- 09/2013 to 5/2014** **Interim Manager of EMS and Disaster Preparedness – Advocate Sherman Hospital**

- Daily Management of Greater Elgin Area Emergency Medical Services System which includes paramedic licensing, continuing education and inspections for thirteen regional fire agencies and private ambulance services.
- Continuing responsibilities as Regional Hospital Coordinating Center for IDPH Region IX.

09/2011 to 09/2013

Disaster Preparedness Coordinator – Sherman Hospital, Elgin, IL

- Responsible for the regional coordination and management of a federal Hospital Preparedness Program (HPP) Grant through the Assistant Secretary of Preparedness and Response (ASPR).
- Manage and chair a regional healthcare coalition consisting of thirteen hospitals, five county health departments local EMS, Police, Fire and others charged with regional healthcare and disaster preparedness.
- Coordinate all disaster preparedness training at Advocate Sherman Hospital and nine off-site locations.
- Comply with all regulating agency training requirements for evacuation, incident command, hazardous materials decontamination, severe weather, utility failure and emergency incidents that may impact patients, visitors and staff at all Advocate Sherman facilities.

03/2008 to 12/2010

Deputy Fire Chief – Operations – Hoffman Estates Fire Department

- Oversaw daily operational activities of the fire department.
- Supervised the Assistant Chief of Training and Safety, and three Battalion Chiefs
- Project Manager of a new seven-million-dollar fire station which opened in June of 2009.
- Developed and facilitated the bi-annual Lieutenant's promotional examination.
- Facilitated new hire eligibility test for 700 candidates.
- Negotiated collective bargaining agreements.
- Coordinated the Insurance Services Organization (ISO) evaluation.
- Represented the department at regional fire service, civic organization, and Village Board meetings.

02/2006 to 03/2008

Deputy Fire Chief – Administration

- Managed \$12 million annual fire department budget.
- Created a program that manages divisional responsibilities for each of the department's fifteen Company Officers.
- Hired Fire Prevention Bureau staff and administrative assistants.
- Developed department's long- and short-range goals.
- Coordinated Capital Improvement Budget and Apparatus Replacement Programs.
- Facilitated annual medical examinations for over 100 employees.
- Improved annual employee appraisal evaluations.

- Represented the department at regional fire service, civic organization, and Village Board meetings.

12/2003 to 02/2006

Fire Marshal

Although titled Fire Marshal, my responsibilities during this period of my career, included mainly Fire Department Administrative assignments. During this period my responsibilities included Capital Improvement and Annual Budgets, codification of the Department Standard Operating Guidelines and implementation of new computer reporting programs within the department.

09/2003 to 12/2003

Acting Fire Marshal

I was appointed to the position of Acting Fire Marshal in September of 2003, during the short time I served in this capacity, I assisted with the completion of the 2004 annual budget and completed the 2004 Capital Improvement Budget.

01/2002 to 09/2003

Captain/Paramedic

During my career as a Captain, I continued to be the Department's Public Education Officer. I served in my capacity as Captain exclusively at Station 24, where I was responsible for the facility and apparatus. Part of this responsibility involved submitting annual facilities budgets to be included in the EDA Budget.

09/1995 to 01/2002

Lieutenant/Paramedic

During my career as a Lieutenant, I continued to balance my role as Public Education Officer, with my responsibilities as Company Officer. As the Public Education Officer, my duties included budget preparation, providing educational fire safety programs to over 7000 school children annually, scheduling speaking engagements to civic groups, creating quality local cable television programming, scheduling career day programs, business programs, block parties, station tours, *Code Three* programs and other public education programs. As Company Officer of one of the busiest companies in the department, my responsibilities included, annual training and documentation, emergency scene safety, and annual performance reviews for a company of five individuals. During this time, I also served on a Community Advisory Board, at Woodland Hospital, which is now Alexian Brothers Behavioral Health.

03/1987 to 09/1995

Firefighter/Paramedic

During my career as a firefighter, I became a member of the Department's Public Education Division. The last three of these years, I held the title of Public Education Coordinator. As a firefighter, I created the "Trauma Teddy Bear" program, as well as the Library Safety Corner at the Hoffman Estates Branch Library. I also became a regular provider of fire safety programming on local cable access television. I was a member of the Department's SCUBA Team, the EMS Coordinator for my shift, and I was honored as Firefighter of the Year, in 1991, by VFW Post 8080.

- 01/2009 to 12/2010** **Kane County Commissioner**
Served as a County Commissioner, also a Commissioner on the Kane County Forest Preserve District. Additionally, I was a committee member on the Kane County Public Services and Public Health Committees, and the Kane County Forest Preserve Utilization and Planning Committee.
- 04/1997 to 01/2008** **West Dundee Village Trustee**
As a Village Board Member, I was the Board Liaison to Public Safety, a Local Liquor Commissioner, Village representative on the Quad-Com Regional Dispatch Board, and member of the Carpentersville School District 300 Leadership Council.
- 09/98 to 12/2013** **President – Evacuation Planning Consultants, Inc.**
A consulting company that assists corporate and residential clients with the preparation of emergency evacuation plans for their facilities. Clients include *Verizon* and *Walgreens*

EDUCATION

- December 2009** **Bachelor's Degree / Business Management**
Benedictine University, Lisle, IL
- May 24, 1995** **Associate of Applied Science / Fire Science and Safety (with Honors)**
Elgin Community College, Elgin, IL
- July 29, 1993** **Associate of Arts**
William Rainey Harper College, Palatine, IL

CERTIFICATES & LICENSES

Available upon request

VOUNTEER

- 2022 – Current** Chairman City of Saugatuck Board of Assessment Review
- 11/19 – 05/23** Saugatuck Douglas History Center – Family Search Group
- 03/20 – 12/23** Holland Hospital – Security and Post-Op Recovery
- 2021** Michigan Volunteer Registry/Saugatuck Township Fire District
Allegan County Community COVID-19 Vaccination Clinics.

DANIEL W. FOX

1 May 2026

To the members of the Saugatuck City Council:

I hereby submit my name for reappointment to a term as one of the City Council's two representatives to the Saugatuck Township Fire District Administrative Board.

I currently serve in this position and have for more than six years now. In that time, I have been elected STFD Board Secretary multiple times and served on the Board's three-person Executive Committee; attended more than 98% of the STFD Board meetings (as well as virtually every City Council meeting in which an STFD report was expected); worked effectively with the other six Board members; and helped nurture a very productive and collegial dynamic on the Fire Board; all to the benefit of the residents of the Fire District.

I am fully versed in the details, practices, priorities, personnel and not least of all, the mission of the fire service. I was part of the working group of the Board that navigated the upgrading of advanced life-support ambulance service within the Fire District, ultimately selecting the new provider, Life EMS. I was one of two Board members working directly with union leadership and STFD legal advisors on contract negotiation and various personnel matters. I served on the District's 2022 Ad Hoc Parade Safety Group and authored its final report. Candidly, it could easily take two years or more for a new appointee to come up-to-speed on all this institutional knowledge.

Currently, the STFD is embarked on a generational initiative in the form of planning, funding, and construction of a second fire station, as well as renovating the current station. This project will dramatically improve emergency-service delivery in the District. Since its inception, I have played—and hope to continue to play — an important role in this complex undertaking.

I urge Council members to seek out each of my fellow STFD Board members — and Fire Chief Greg Janik — for their views of my performance and qualifications.

Respectfully,



DANIEL W. FOX ~ 1006 ELIZABETH STREET ~ SAUGATUCK, MICHIGAN 49453



DANIEL W. FOX

PROFESSIONAL EXPERIENCE

1969-1970 **United States Army**; commissioned a Second Lieutenant, USA Quartermaster Corps; attended Supply Management Office course at Fort Lee, Virginia

1970-74 **United States Army Europe**; promoted to First Lieutenant; served in multiple logistics-management roles in VII Corps Support Command, 95th Supply & Service Battalion, highlighted by a year as Commanding Officer of a 250-man tactical Quartermaster Company in Fürth, West Germany

1976-2006 **Foote, Cone & Belding Advertising**, Chicago, Illinois; hired as a trainee in the ad agency's Account Executive Development Program; advanced through that department on a variety of client accounts over the years including Johnson Wax, Sara Lee, Kimberly Clark and, for the final 15 years, Coors Brewing; managed clients billing in excess of \$175 million annually; retired as Executive Vice President and member of the Executive Committee

2007-2011 **The Energy Infuser**, Chicago and **O'Keefe Reinhard & Paul/Chicago**; served as a client-business-area expert at these two marketing and advertising consultancies

2015-2019 **Sudler & Company**, Chicago, Illinois; served as marketing and advertising personal consultant to the CEO of the largest property-management firm in the city

VOLUNTEER & GOVERNMENT EXPERIENCE

2012-2016 **Saugatuck Center for the Arts**; member of the board of trustees

2014-2020 **City of Saugatuck**; multiple appointments to the Planning Commission; elected chair

2021-present **St. Peter Church**; Douglas, Michigan; active in two parish ministries

2018-present **Saugatuck Township Fire District**; appointed by the Saugatuck City Council as representative to the Fire Board; twice elected board secretary

EDUCATION

1969 **St. Norbert College**, DePere, Wisconsin; B.A., Business Administration

1975 **University of Illinois**, Champaign-Urbana, Illinois; M.A., Advertising; Hearst Fellowship

dan fox ideas that hunt



P.O. Box 86, Saugatuck, MI 49453
Phone: 269.857.2603 Fax: 269.857-4406
Website: www.saugatuckcity.com

APPLICATION FOR APPOINTMENT TO BOARDS/COMMISSIONS/COMMITTEES

Name: Daniel W. Fox Home Phone: [REDACTED]

Home/Mailing Address: 1006 Elixabeth Street, Saugatuck MI 49453

E-mail Address: [REDACTED]

Employer: Retired Occupation/Position:

Business Phone: Business Reference:

Are you a Saugatuck City resident? Yes Are you a registered Saugatuck City voter? Yes

Do you or your employer have any business dealings with the City which might present a conflict of interest? If yes, explain

Serving on a Board or Commission can be time-consuming. Are you committed to attending all regularly scheduled meetings? Yes

On which Boards and/or Commissions would you be willing to serve?

Board of Review	Kalamazoo Lake Harbor Authority	Planning Commission
Fire District Board	Kalamazoo Lake Sewer & Water	Tri-Community Non-Motorized Trail Committee
Historic District Commission	Library Board	Tri-Community Wildlife Committee
Interurban Board	Parks & Public Works Committee	Zoning Board of Appeals

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

Please see the included ccover letter.

You may wish to submit a cover letter with your application. Please return the original to the City Clerk's office at the above address for processing. The City of Saugatuck recognizes and supports the concept of balanced representation in regard to filling vacancies on Boards and Commissions. To this end, every effort is made to appoint members who represent Saugatuck's diverse community, including citizens of all ethnic groups as well as people with disabilities. Reasonable accommodations and equal access to communication are provided upon request.

Signature: [Signature] Date: 1 May 2026

****Disclaimer:** Per the City of Saugatuck's retention schedule this application will be kept on file for twelve months, unless you are chosen to serve on a board, then this application is kept on file for the duration of your term.

COPY: Mayor City Council City Clerk

You've just received a new submission to your [Application for Boards & Commissions](#).
[Mark as Spam](#)

Submitted Information:

Name
James Bouck

Email
[Redacted]

Home Phone Number
[Redacted]

Mobile Phone Number
[Redacted]

Address

638 Spear
Saugatuck, Michigan USA 49453

Current Employer

Retired

Occupation/Position**Business Phone Number****Business Reference Name****Business Reference Phone Number****Business Reference Email**

Does your employer have any business dealings with the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Zoning Board of Appeals

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

I have served as a member of the Saugatuck zoning board of appeals for approximately the past decade.

I have successfully completed the Michigan State University extension training for zoning board of appeals members

I previously was a state of Michigan licensed residential builder.

My educational background includes BS in mechanical engineering and a masters degree in business administration

Digital Signature

James Bouck

You've just received a new submission to your [Application for Boards & Commissions](#).
[Mark as Spam](#)

Submitted Information:

Name
Kate McPolin

Email
[Redacted]

Home Phone Number
[Redacted]

Mobile Phone Number

[REDACTED]

Address

349 ST JOSEPH ST
SAUGATUCK, Michigan United States 49453

Current Employer

Self employed

Occupation/Position

Marketing copywriter

Business Phone Number**Business Reference Name****Business Reference Phone Number****Business Reference Email**

Does your employer have any business dealings with the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Zoning Board of Appeals

1

If you are applying for the Parking Improvement Task Force - Please select what seat are you applying for:.City Resident (non-business owner)

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

Served on the Planning Commission for 20+ years then the ZBA for a couple years before traveling for a year. Back from travels and available to serve again if there's an opening on the ZBA.

Digital Signature

Kate McPolin

You've just received a new submission to your [Application for Boards & Commissions](#).

[Mark as Spam](#)

Submitted Information:

Name

Matt Holley

Email

[Redacted]

Home Phone Number

[Redacted]

Mobile Phone Number

[Redacted]

Address

[650 Campbell Road](#)
[Saugatuck, MI United States 49453](#)

Current Employer

Virtue Cider

Occupation/Position

Director of Operations

Business Phone Number

[REDACTED]

Business Reference Name

[REDACTED]

Business Reference Phone Number

[REDACTED]

Business Reference Email

[REDACTED]

Does your employer have any business dealings with the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Zoning Board of Appeals

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

I have gone through the zoning permit application process for a project at my own home in Saugatuck. I was also a Secretary on our condo board of directors when we lived in Chicago from 2012-2017.

I have been heavily involved in building permits/renovations for my current and previous home.

Digital Signature

Matt Holley

Submitted Files

Cover Letter

Resume

[matt_holley_resume.pdf](#)



Matt Holley

Mechanical Engineer / Brewer / Cidermaker

Contact

650 Campbell Rd. Saugatuck,
MI 49453

Skills

- Design engineering
- Operation and maintenance of brewing and cellaring systems and equipment
- Coordinating large projects
- Teamwork
- Complex problem solving
- Budget adherence
- Management
- Effective and clear communication
- Licensed Fork Truck Operator
- Licensed for Mobile Work Platforms
- GLINTCAP Judge (2022)
- HACCP Certified
- Licensed P.E. (exp. 2018)

Interests

- Gardening and orcharding
- Spending time with my family
- Traveling
- Coffee and fermented beverages
- Learning about carpentry, plumbing and electric

Education

B.S.M.E. 2003 - 2007
Michigan State University

Brewing Certification 2014
American Brewers Guild

Professional Summary

Talented and driven engineer excited by mechanical systems and application-based engineering problem solving. Experienced in system design/operation, coordinating and executing complex projects safely and efficiently, equipment operation/maintenance and team management.

Experience

Head Cidermaker / Plant Engineer

October 2017 to Present

Virtue Cider - Fennville, MI

- Responsible for all CAPEX (Capital Expenditure) projects, from planning and requesting funds to hiring contractors and executing. Completed \$250K worth of projects at Virtue from 2020 - 2023. Ensure contractors are completing tasks according to company and OSHA safety policies (LOTO, Working at Heights, etc.).
- Manage and help maintain all cider making production equipment. This includes sourcing and maintaining spare parts inventory. Creatively solve problems. Commission new equipment.
- Manage farm operations, including an apple orchard, animals, small construction projects and gardens. Coordinate between farm, production, and taproom teams to ensure projects are done correctly and in a timely manner.
- Assist with basic QC testing – pH, brix, yeast cell counts and calculating sulfite additions.
- Responsible for developing SOPs and constantly improving cellar tasks including tank CIPs, transferring/racking cider, blending, filtering, filling/emptying barrels, pitching yeast and operating press equipment. Also responsible for training newly hired Cidermakers to ensure SOPs are followed.
- Extensive sensory participant for apples/juice, in process fermentation, barrel-aged cider and small-scale blends. Able to blend cider to brand specifications or sensory qualities.
- Responsible for inventory management and Orchestrated Beer (OBeer), including processing production orders, developing BOMs, writing POs and traceability.

Brewer / Lead Cellarman / Safety Coordinator

January 2015 to September 2017

Half Acre Beer Company - Chicago, IL

- Responsible for cellar SOPs, maintenance and training of new cellar personnel. Cellar experience includes tank CIP, yeast handling, dry hopping, carbonation, filling/emptying of barrels and grist milling.
- Developed new processes and modified equipment to increase the reliability of fermenter CIPs. Procured and built systems to increase keg filling speed and to allow thorough mixing of spent yeast/hops in side-stream storage tanks. Improved the lautering process to increase lauter speed and wort clarity on the brewhouse.
- Assisted with maintenance on brew house pumps, gear boxes and instrumentation. Interfaced with equipment vendors to procure new equipment and troubleshoot existing equipment.
- Packaging experience includes operating a 5-head semi-automated canning line, keg washers and manual keg fillers.

Senior Associate 2

May 2007 to January 2015

Sargent and Lundy, LLC - Chicago, IL

- Designed and engineered mechanical systems for coal, natural gas and nuclear power plants.
- Prepared engineering calculations (pump/compressor sizing, pipe sizing, pipe wall thickness, pressure class, pressure drop, etc.) and worked with vendors on equipment procurement.

July 20, 2025

To Whom it May Concern:

I am submitting my interest in serving on a city board or committee. I am passionate about supporting the community around me and contributing to a joyful, connected city—one that celebrates its people and natural resources. I bring a strong combination of civic involvement, leadership experience, and professional expertise in communication, collaboration, and strategic thinking.

Highlights of Qualifications:

- **Civic Leadership:** Former board member of the Commercial Park Advisory Board in Chicago, where I helped secure a \$300K donation for park improvements, led community events, and supported inclusive programming.
- **Local Engagement:** Active in the Saugatuck community through volunteer work with the school system and as a cast and board member of the annual *Christmas Carol* production.
- **Professional Experience:** Marketing Business Partner at Sheppard Moscow, an international leadership development consultancy. I bring experience in program management, business development, and storytelling—shaped by deep exposure to leadership development practices such as vertical development, influencing, and team effectiveness. This work has given me a unique lens on how individuals and organizations grow.
- **Collaborative Mindset:** Known for building strong relationships, navigating complex projects, and bringing people together around shared goals.

In support of my application I have submitted 2 additional pieces of information: 1) statement of qualifications, and 2) professional resume.

I am excited about the opportunity to contribute my energy, experience, and perspective to the city's ongoing work, thank you for the consideration.



Jennifer Rees



Statement of Qualifications

I've always been drawn to opportunities that allow me to contribute meaningfully to the communities I'm part of—whether through volunteer work, creative collaboration, or civic leadership. In all of my endeavors, I bring forward the experience I've gained from my professional life, which includes a strong background in business development, project management, and marketing.

Below are three areas I believe make me a strong candidate for consideration:

1. Relevant Civic Experience

Before moving to Saugatuck full-time, I served on the **Commercial Park Advisory Board** in Chicago's West Town neighborhood. During my tenure, I held the roles of Secretary and Treasurer—at one point, both simultaneously. Highlights from that time include:

- **Securing a \$300K Donation:** As a Board we worked with Fifield, a developer, the City of Chicago, and the local Alderman over the course of more than a year to secure a \$300,000 donation for park and fieldhouse upgrades, as well as improved pathway access. This complex effort involved navigating competing interests and priorities, and it was a testament to the leadership, collaboration, and persistence of our Board that we were able to secure the funds.
- **New Playground:** As a member of the Board we worked with the City, Park District and the playground equipment manufacturer to establish a new, accessible playground – upgrading to safer ground material, more accessible and modern play structures. This involved creating awareness in the community and seeking their input and fund raising. This helped me to be aware of different perspectives and viewpoints, and the work needed to bring people together in support of a cause.
- **Hosting the Midnight Circus:** Our Board successfully brought this citywide fundraising event to our park—an honor that required strong project and resource management, coordination with city departments and volunteers, and a commitment to creating a joyful, inclusive experience for the community.
- **Community Events and Programs:** We organized an annual Halloween parade and party, providing costumes and a safe, welcoming space for children and families. We also supported initiatives like reading hour and a pollinator garden—efforts that helped build a more connected and vibrant neighborhood.

2. Local Engagement in Saugatuck

Since moving to Saugatuck, I've continued to stay involved in community life. I've volunteered through the local school system and have been an active participant in the beloved **Christmas Carol** production—as both a cast member and a board member. Most recently, our board formalized a partnership with **Christian Neighbors**. As has been the practice all proceeds from the play are donated to support local needs. The formation of the board creates the scaffolding for a proper legacy so it can persist in vision to delight and aid the community. This is another example of how I seek out opportunities to contribute meaningfully and sustainably to the place I call home.

3. Professional Experience in Leadership Development

I currently work at **Sheppard Moscow**, an international leadership development consultancy. I've program managed and aided in design of large-scale leadership development programs for global clients such as the World Bank Group, Ford, Lear, Ericsson, Bayer and Vodafone. I currently serve as the **Marketing Business Partner**, helping shape how our firm communicates its work and values. Whether managing projects, developing content, or collaborating with teams, I bring a strategic, people-centered approach to everything I do—always with an eye toward clarity, impact, and connection.

Resume (reference LinkedIn)

ABOUT

Over the years, working with teams and clients across marketing, program management, and business development, I've developed a way of making complex work feel seamless, strategic, and human—always brought to life with energy, passion, and determination.

As a program manager at Sheppard Moscow, I worked on flagship leadership development programs for global financial institutions. I worked closely with clients and delivery teams to scope projects, manage multiple moving parts, and ensure smooth, high-quality delivery—crafting premium experiences that reflect our brand. Whether developing communications, producing high-impact materials, or integrating digital tools, I've always approached the work with a partner mindset—keeping the whole system in view and the client at the center.

Now, as a Marketing Business Partner, I bring that same lens to shaping how Sheppard Moscow shows up in the world. I collaborate with colleagues and our partners to translate our collective expertise into marketing that's clear, compelling, and storyful.

SHEPPARD MOSCOW

Marketing Business Partner

Jul 2024 - Present

As the Marketing Business Partner at Sheppard Moscow, I work at the intersection of brand, business development, and client experience—translating our firm's expertise into marketing that's as thoughtful and premium as the work we deliver.

I partner across the Sheppard Moscow business engine to educate, enable, and embed our brand into every layer of how we operate—from foundational systems and proposal frameworks to elegant, repeatable assets that empower our collective. I also collaborate with client teams to bring our story of impact and partnership to market—through strategic content, digital presence, and more storyful means.

I'm at my best when asked to be creative and innovative in service of crafting assets that reflect our USP—accessible, compelling narratives that embody who we are and the experience clients can expect when partnering with us.

Project Manager

Apr 2013 - Jul 2024

As a core member of the Operations team, I focused on client program management and digital initiatives. For over 11 years, I served as the lead program manager for multiple flagship leadership development programs with a North America-based International Financial Institution. I bring a broad and deep background in business development and project management—seeing initiatives through from discovery to delivery. My work included:

- Partnering with client leads to scope projects aligned with financial models, building detailed project plans, managing critical paths, anticipating blockers, and innovating where possible to enhance client outcomes
- Creating and producing premium proposal and delivery materials—leveraging existing assets and ensuring new content was shared across the wider team.
- Co-developing and executing participant communications plans, ensuring every touchpoint reflected our premium brand and supported a seamless, human-centered learning experience. This included integrating the Sheppard Moscow learning app as a key part of our delivery.
- Maintaining warm, collaborative relationships with clients and internal teams—communicating consistently across financial milestones, logistics, and delivery planning, always with a partner mindset.

I work to keep the whole system in view—applying strong commercial acumen and well-honed program management skills to ensure our work is impactful, supportive, and memorable for our clients. As a core member of the Operations team, I focused on client program management and digital initiatives. For over 11 years, I served as the lead program manager for multiple flagship leadership development programs with a North America-based International Financial Institution. I

bring a broad and deep background in business development and project management—seeing initiatives through from discovery to delivery. My work included:

- Partnering with client leads to scope projects aligned with financial models, building detailed project plans, managing critical paths, anticipating blockers, and innovating where possible to enhance client outcomes.
- Creating and producing premium proposal and delivery materials—leveraging existing assets and ensuring new content was shared across the wider team.
- Co-developing and executing participant communications plans, ensuring every touchpoint reflected our premium brand and supported a seamless, human-centered learning experience. This included integrating the Sheppard Moscow learning app as a key part of our delivery.
- Maintaining warm, collaborative relationships with clients and internal teams—communicating consistently across financial milestones, logistics, and delivery planning, always with a partner mindset. I work to keep the whole system in view—applying strong commercial acumen and well-honed program management skills to ensure our work is impactful, supportive, and memorable for our clients.

M3 CAPITAL PARTNERS

Project Assistant

May 2005 - May 2011

Managed and maintained all aspects of internal and external email communications (including calendar events) for multiple Principals; including responding as the person, or on their behalf. Established a system for compliance email archiving required on a daily basis. Coordinated all aspects of domestic and international travel which included multi-party property and investor “road shows”. Obtained business visas and monitored passport validity. Managed air ticket issues (refunds, exchanges) and actively worked to control air / hotel costs. Capitalized on travel planned for conferences by working to establish multiple meetings with clients within those cities. Prepared all reporting required for expense reimbursements on a monthly basis, reconciling both corporate

AMEX and cash expenses. Proactively stayed ahead of this administrative duty in order to avoid fees / penalties. Worked with other team members to edit and publish enterprise-wide quarterly capital market update reports for distribution to over 1,000 clients and investors. Continually updated contacts in the company's Salesforce database and within Principals' individual Outlook folders. Created and managed on-going list of action items for Principals including: prioritizing call lists, providing near term deliverables, evaluating potential conferences and coordinating future travel. Performed research on property sectors and investors; then compiled a weekly news "clipping" portfolio for Principals. Established and maintained an electronic "deal close" file in adherence to FINRA compliance standards. Arranged all meetings in-office or off-site and created corresponding presentation materials. Managed and maintained all aspects of internal and external email communications (including calendar events) for multiple Principals; including responding as the person, or on their behalf. Established a system for compliance email archiving required on a daily basis. Coordinated all aspects of domestic and international travel which included multi-party property and investor "road shows". Obtained business visas and monitored passport validity. Managed air ticket issues (refunds, exchanges) and actively worked to control air / hotel costs. Capitalized on travel planned for conferences by working to establish multiple meetings with clients within those cities. Prepared all reporting required for expense reimbursements on a monthly basis, reconciling both corporate AMEX and cash expenses.

Proactively stayed ahead of this administrative duty in order to avoid fees / penalties. Worked with other team members to edit and publish enterprise-wide quarterly capital market update reports for distribution to over 1,000 clients and investors. Continually updated contacts in the company's Salesforce database and within Principals' individual Outlook folders. Created and managed on-going list of action items for Principals including: prioritizing call lists, providing near term deliverables, evaluating potential conferences and coordinating future travel. Performed research on property sectors and investors; then compiled a weekly news "clipping" portfolio for Principals. Established and maintained an electronic "deal close" file in adherence to FINRA compliance standards. Arranged all meetings in-office or off-site and created corresponding presentation materials.

EDS, an HP COMPANY

Project Assistant

Jan 2001 - Dec 2003

Provided executive and sales support to the Midwest & Northeast Regional President for Solutions Consulting. Conducted business development specifically for Regional President including competitive and industry research, and prepared subsequent presentation materials. Worked within Salesforce.com to establish weekly regional procedures to report sales and operating figures and deal closing dates; this resulted in more accurate and reliable sales, operating, and new deal numbers which were reported to corporate management. Corresponded, on President's behalf, via email to both internal staff and external clients. Planned and coordinated all regional meetings with management staff. Managed all travel logistics and produced subsequent business expense reports. Provided executive and sales support to the Midwest & Northeast Regional President for Solutions Consulting. Conducted business development specifically for Regional President including competitive and industry research, and prepared subsequent presentation materials. Worked within Salesforce.com to establish weekly regional procedures to report sales and operating figures and deal closing dates; this resulted in more accurate and reliable sales, operating, and new deal numbers which were reported to corporate management. Corresponded, on President's behalf, via email to both internal staff and external clients. Planned and coordinated all regional meetings with management staff. Managed all travel logistics and produced subsequent business expense reports.

Business Development

May 1999 - Jan 2001

Managed internal sales process and supported sales team in the creation of end-to-end business solutions from conception to delivery. Engaged in multiple sales of \$10M - awarded to the President's Club for 2000 sales achievements. Conducted marketing, intelligence and competitive research and analysis for sales team; contributed in the development of sales strategies by identifying critical business factors. Engaged in prospect qualification and development, including viability of incoming RFIs and RFPs. Further, managed proposal development, including; defining deal scope and functioning as a liaison for the development of the solutions architecture, along

with managing internal “check points” and management reviews, also identified appropriate internal resources to support sales, and created the internal cost model to guide the effort.

MCI SYSTEMHOUSE

Business Development

Aug 1997 - May 1999

Education and Skills

BA Humanities – San Francisco State University

Multiple professional skills:

- Microsoft Office Suite: Word, Excel, PowerPoint, Outlook, Teams
- AI: CoPilot, Gemini and ChatGPT
- Google Workspace: Docs, Sheets, Drive)
- Adobe: Rush
- Collaborative tools and videoconferencing: Microsoft Teams, Zoom, Trello, Monday.com, Miro
- Active Campaign
- Salesforce,
- WordPress
- Google Analytics
- SurveyMonkey, Qualtrics
- Cvent

You've just received a new submission to your [Application for Boards & Commissions](#).

[Mark as Spam](#)

Submitted Information:

Name

Jennifer Rees

Email

Home Phone Number

Mobile Phone Number

[REDACTED]

Address

245 Spear Street
PO Box 1077
Saugatuck, Michigan United States 49453

Current Employer

Sheppard Moscow

Occupation/Position

Marketing Business Partner

Business Phone Number

Business Reference Name

Ally Salisbury

Business Reference Phone Number

[Redacted]

Business Reference Email

[Redacted]

Does your employer have any business dealings with the City which might present a conflict of interest
No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Historic District Commission

1

On which boards and/or commissions would you be willing to serve? .Library Board

1

On which boards and/or commissions would you be willing to serve? .Parks and Public Works Committee

1

On which boards and/or commissions would you be willing to serve? .Planning Commission

1

On which boards and/or commissions would you be willing to serve? .Zoning Board of Appeals

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

I have submitted a cover letter, statement of qualifications and a professional resume, please reference those for my qualifications, expertise and special interests that would make me a valuable candidate for a City board or commission.

Digital Signature

Jennifer Rees

Submitted Files

Cover Letter

[rees_jennifer_city_of_saugatuck_board_and_commission_application_cover_letter.pdf](#)

Resume

[rees_jennifer_city_of_saugatuck_board_and_commission_application_statement_of_qualifications_and_resume.pdf](#)

You've just received a new submission to your [Application for Boards & Commissions](#).

[Mark as Spam](#)

Submitted Information:

Name

Steven Manns

Email

[REDACTED]

Home Phone Number**Mobile Phone Number**

[REDACTED]

Address

568 Weirich Dr
SAUGATUCK, MI United States 49453

Current Employer

Retired

Occupation/Position

Business Phone Number

Business Reference Name

Business Reference Phone Number

Business Reference Email

Does your employer have any business dealings with the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Planning Commission

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

I submit my application for re-appointment to the Planning Commission. As Chair of the Commission for the past 4 years and member for 7 years, I believe I shown a commitment to serve and always strive to be a positive member and leader.

Digital Signature

Steven Manns

You've just received a new submission to your [Application for Boards & Commissions](#).
[Mark as Spam](#)

Submitted Information:

Name
Craig Baldwin

Email
[Redacted]

Home Phone Number
[Redacted]

Mobile Phone Number

Address

787 MANCHESTER DR
Saugatuck, MI, MI United States 49453-9752

Current Employer

n/a

Occupation/Position**Business Phone Number****Business Reference Name****Business Reference Phone Number****Business Reference Email**

Does your employer have any business dealings wth the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Planning Commission

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

I am seeking to be reappointed to the Planning Commission.

Digital Signature

Craig Baldwin

You've just received a new submission to your [Application for Boards & Commissions](#).
[Mark as Spam](#)

Submitted Information:

Name
Mark LaChey

Email
[REDACTED]

Home Phone Number
[REDACTED]

Mobile Phone Number
[REDACTED]

Address

345 Grand Street
SAUGATUCK, Michigan US 49453

Current Employer

Retired

Occupation/Position

Attorney

Business Phone Number

n/a

Business Reference Name**Business Reference Phone Number****Business Reference Email**

Does your employer have any business dealings with the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Planning Commission

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

Prior service on Pleasant Ridge, MI and Saugatuck, MI planning commissions plus 14 years as a member of the Pleasant Ridge City Commission.

Digital Signature

Mark LaChey

You've just received a new submission to your [Application for Boards & Commissions](#).

[Mark as Spam](#)

Submitted Information:

Name

Christopher Raphael

Email

[REDACTED]

Home Phone Number**Mobile Phone Number****Address**

Saugatuck, MICHIGAN United States 49453

Current Employer

Self

Occupation/Position

IT Support

Business Phone Number

[REDACTED]

Business Reference Name

Business Reference Phone Number

Business Reference

[REDACTED]

Does your employer have any business dealings with the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Planning Commission

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

I am a long term resident of this area. We live here for the wonderful diversity. I am concerned about the growth of the Saugatuck. We have a challenge to balance growth and environmental concerns such that our citizenry gets the best possible outcome.

Digital Signature

Christopher Raphael

May 12, 2026

Planning Commission,

My wife and I are native Michiganders, meeting at The University of Michigan and later raising three children in the Ann Arbor area. During our transition to “empty nesters” we decided to buy a condo near Lake Michigan. That brought us to Douglas and Saugatuck where we decided to settle permanently. Below are some personal and professional details that I think would be relevant to a position on the planning commission

Professional

- As you will note on my resume, I have formal education in engineering, statistics and business.
- I spent most of my career in the automotive industry across many different functions
- Eventually I led companies in the roles of President in one company and Chief Operating Officer in another
- I have settled into self-employment as a consultant in Raravis Consulting LLC where I work anywhere from 20 to 40 hours per week advising companies with problem solving, continuous improvement, the implementation of processes/systems, and merger & acquisitions

Community Connections

- We lived in Douglas at Singapore condos from 2016 - 2019
- We moved to 450 Spear Street in 2019 which has been our permanent residence ever since
- We have owned and operated The Book Nook since 2018, now at 242 Butler Street
- We also own a slip in Tower Harbor Marina to the west of Safe Harbor Marina (property taxpayer in Douglas)
- We own and operate a classic boat on the local waterways, storing it and restoring it during the winters in Holland

Real Estate/Planning

- We live permanently in our home and own a separate ADU that has an STR license
- I was initially exposed to the planning commission during the debates regarding STR's
- I believe I was the first person to seek a special land use permit for an ADU after the new STR regulations, and helped the planning commission think through the impact of the new regulations on prior approved units
- Over the past 2 years I have attended about 60% of planning commission meetings and city council meetings on zoom
- Last summer we completed the process of adding a garage with primary suite to our 100+ year old home (which included all permitting requirements)
- Along with two partners I am an investor in a residential real estate rental company, currently with a single property in the city of Hazel Park MI. In this business we bought “unloved” properties, personally rehabbed them, and then rented them on a long-term basis. We owned and operated three rental units at one time.

The reason I am volunteering my service to the planning commission is to simply help serve the community as my professional life slows down and I approach retirement. We love living here in Saugatuck and we plan to stay. We want to help the community always maintain its character and attractiveness.

Regards,
Paul Whitfield

PAUL WHITFIELD

| LOCATION: Saugatuck, MI |

OPERATIONS EXECUTIVE | P&L LEADER | TEAM BUILDER | PROBLEM SOLVER

EXECUTIVE PROFILE

Energetic, proactive, analytical leader with strong business acumen, and 40 years of success. Track record of managing regionally and globally dispersed teams by developing defined management processes/systems/data. Builds teams and culture that results in a unified approach to continuous improvement. An accomplished problem solver who has demonstrated leadership in turning around key metrics and adding value to the bottom line. A strategic planning leader who drives leadership initiatives through the organization in an efficient and effective manner.

PROFESSIONAL EXPERIENCE

Quality Management ■ Program Management ■ Strategic Planning and Deployment ■ P&L Management
Multiple Manufacturing Processes and Products ■ Continuous Improvement ■ Lean Manufacturing ■ Finance
Budgeting ■ Organizational Analysis and Development ■ Logistics Management ■ Manufacturing Engineering

RARAVIS CONSULTING, LLC: Saugatuck, MI

2019-Present

President

As an independent business/operations consultant I assist clients with business strategy, process improvements, customer service excellence, team building, data/KPI implementation and other initiatives. Specific projects have included:

- \$205M+ Client (Private Equity) 4 years and currently still a client
 - Serving as right-hand man to the CEO, leading due diligence efforts and implementing key process improvements
 - Upgrading the team talent by participating in, and sometimes leading, the hiring process of key employees
 - Served as VP of Operations, leading the following functions: Purchasing, Quality, Customer Service, Manufacturing Planning & Logistics, Production, and Maintenance. Includes 1 site in PA and 1 site in MN. Established a data-centric culture, implemented continuous improvement projects and mindset, established annual budgets, developed inventory reduction and gross margin improvement strategies. Hired a permanent successor for the role.
 - Led due diligence and integration activities on an acquisition of a \$25M revenue company.
 - Boosted productivity from \$350k revenue per day to \$500k+ per day in one site, with improved on-time delivery.
- \$30B+ Client (Publicly Traded) 18 months
 - *Manufacturing Strategy:* Analyzed options for capacity expansion, recommending a new site in Monterrey Mexico, and developing financial justification for the project
 - *Operational Improvement/Management:* On-site full time to assist and guide plant manager with capacity analysis and supply chain tracking initiatives, and implement management tracking of continuous improvements in a “war room” environment. Included weekly reporting to the Chief Mfg Officer of the company.
 - *Supplier Localization:* Managing the project team to localize the supply base in Mexico near the new facility.
 - *Quality Strategy/Organizational Structure:* Providing feedback to the VP of Global Quality on the approach to an overall strategy and communication, and assisting with transition of the org structure to better facilitate success.
- \$2M Client (Family)
 - Two and a half years in a “board advisory” role

AMERICAN TRIM: Sidney, OH

2016-2019

Chief Operations Officer

I was recruited to American Trim in Sept. 2016 where I led the Operations, Engineering and HR functions of the company. American Trim is a family-owned manufacturer of coated metal products in the Appliance, Automotive, and Heavy Truck industries, having revenue of approximately \$200M and 1,200 employees. I was designated as the future successor to the CEO.

- Led the annual Strategy Deployment Process within the company
- Partnered with Finance and Sales groups to develop the annual operating plan

- Developed & managed a cadence of reviews (staff meetings, ops reviews, innovation sessions, etc.) to drive execution
 - Led Continuous Improvement Project planning and execution
 - Frequently led all-hands communications meetings and established a collaborative work culture across all employee levels
- Increased PBT every year as a percent of sales, and beat budget each year

RARAVIS CONSULTING LLC: Ann Arbor, MI**2014-2016****President**

After a successful turnaround, ChML was sold to a company owned by Trive Capital, a private equity firm. During the sale process I developed a good working relationship with Trive and formed my own company to consult for them. I then added Michigan Capital Partners and Skypoint Ventures as clients. Projects with each client included the following:

Trive Capital (Dallas, TX) - I successfully completed a 14-month project working in their portfolio company Valence Surface Technologies (VST). VST is a roll-up of metal finishers in the aerospace industry, located throughout the United States. Nine businesses, with a consolidated annual sales run rate of \$80M, were acquired in 12 months to form the largest independent company in the industry. I mentored their c-level team to implement management systems to run a larger, multi-site company, assisted with due diligence on three of the transactions, and worked on turn-around activities for two business units. I also helped recruit a new CEO and VP of Ops to the company, and then transitioned out as they came up to speed.

Michigan Capital Partners (MCP) (Detroit, MI) – On one project I assisted with due diligence on the potential purchase of a stamping company, and formulated 30/60/90 day operational improvement plans. On another project I identified issues in a failing screw machine business, and assisted with beginning the execution of a turnaround plan. I also assisted with operational due diligence on a potential acquisition target in the plastics industry.

Skypoint Ventures (Fenton, MI) – I implemented management tools and processes for Coliant Corporation to manage their startup company which supplied motorcycle accessories & heated clothing.

CHICAGO MINIATURE LIGHTING (ChML): Novi, MI**2012-2014****President**

ChML was a Revstone-owned company, but Revstone was not able to provide appropriate funding for the business. Our private-equity partner took control of the company and asked me to continue leading the way toward profitability in 2013. The business had a manufacturing site in Costa Rica with over 770 employees, and a headquarters/distribution site in Michigan with 37 employees. Significant accomplishments included:

- Growing quarterly adjusted EBITDA as follows:

Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013
-\$1.2M	\$0	\$0.8M	\$1.2M	\$1.4M	\$1.6M	\$2.2M

- Launching new products resulting in significant sales growth from \$50M in 2012 to \$65M in 2013
- Selling a non-core business segment to help fund turnaround activities and focus on core strengths
- Improving margins by exiting unprofitable business, gaining price increases, and implementing lean manufacturing

REVSTONE: Southfield, MI**2009-2012****Operations Executive**

To gain further P&L experience, I joined a private company focused on acquiring and turning around poorly performing/bankrupt manufacturing companies. I rotated through several executive positions. Significant assignments included:

- Recruited to Revstone to turn around their Specialty Products (\$60M sales) group of companies in a P&L role. In 8 months we massively restructured the group, closing or selling two-thirds of the companies and moving one-third into other business units.
- In a 6-month turnaround assignment I led one of our casting/machining business units. We implemented a plan where we negotiated customer and bank accommodation agreements, completed a product line profitability analysis, gained price increases, exited operations for numerous no/low-profit parts, and developed a stabilization plan to include operational improvements, headcount reductions, and other savings opportunities. This effort resulted in financial performance that significantly beat budget for 2011.
- In a VP role supporting the COO of Revstone Transportation group (\$600M in annual revenue), I led difficult discussions with two major customers of our cast products divisions, making several presentations of action plans, and served as the liaison between our operational teams and the customers.

TRW: Livonia, MI**1996-2009****Director, Program Management & Quality – N.A. Body Controls (Jan 2007 – Oct 2009)**

I joined a new, turn-around management team where we improved program launches, quality, delivery, and financial performance. I was responsible for driving quality vision and integrating quality with launch management. We had 1 site in Michigan, 3 sites in Minnesota, and 1 site in Mexico with a total headcount of 2,645. In the first year our team accomplished the following:

- Reduced scrap 47% and reduced premium freight 78%
- Increased profit from (\$2M) on sales of \$297M in 2006 to \$18.5M on sales of \$329M in 2007
- Improved cash flow from (\$0.8M) in 2006 to \$33M in 2007

The global depression of the automotive markets reduced sales to approximately \$160M during 2009, but the division was still profitable. I was designated as a successor to the VP & GM.

Director, Global Market Planning (Dec 2003 – Dec 2006)

I assumed leadership of this strategic planning position in the OE business and significantly improved the integrity of all data, and the analysis capabilities of the team, while also broadening the scope of the function. Responsible for tracking OEM vehicles, TRW components, and competitor components globally, and working within a sales-matrix organization to identify new target business for the next 5 years.

- Maintained & improved a part number database that built revenue forecasts for strategic planning covering \$9B+ of business.
- Tracked sales team's achievements to plan, forecasted sales, and managed CEO reviews of customer and product strategies
- Managed an organization in Germany and the U.S, while developing an organization in Asia Pacific

General Manager, North American Independent Aftermarket (Jan 2002 – Dec 2003)

In this role I replaced the General Manager of a California-based business of 375 employees and 5 distribution sites in a turn-around situation, accomplishing the following:

- Reduced canceled shipments from 22% to 8% in 24 months by improving logistics execution
- Repositioned 52% of employees in 12 months to improve customer satisfaction while reducing cost
- Closed a manufacturing facility, moved operations, and reduced headcount from 375 to 230 employees

TRW Automotive decided to exit the aftermarket in April, 2003. From this time forward I helped lead the efforts to sell the company while also maintaining restructuring activity. The sale was concluded in January, 2004.

Director, VM Service Operations (June 1999 - Dec 2001)

I was promoted to Director within the Aftermarket group with shared P&L responsibility of \$120M in sales in Wixom, MI. Responsible for achieving minimum customer service levels, and implementing manufacturing and sourcing strategies across North America. Achievements included:

- Improved average on-time delivery from 40% in 1999 to 95% in 2000.
- Improved on-time performance for remanufacturing from 36% in the summer of 1999 to 100% in 2000.
- Achieved over \$900k in Purchasing cost reductions in 1999 (6% of 3rd party spend), and \$1.1M in 2000.

Manager - Strategic Planning (May 1998 - June 1999)**Senior Manager – Operations (Prototype) (Mar 1997 – May 1998)****Program Manager (April 1996 – Mar 1997)****ADDITIONAL EXPERIENCE****Director of Mfg Services, Product Design Center, Livonia, MI****1993-1996****Quality Systems Manager, Rockwell Automotive, Louisville KY and Centralia IL****1991-1993****Staff Quality Engineer, Rockwell Automotive, Troy MI****1988-1991****Manufacturing Methods Engineer, McDonnell Douglas, Long Beach CA****1987-1988****EDUCATION****Master of Business Administration (MBA) with High Distinction, The University of Michigan, Ann Arbor, MI****2001****Master of Science (MS) – Applied Statistics, Oakland University, Rochester, MI****1991****Bachelor of Science (BS), Industrial and Operations Engineering, The University of Michigan, Ann Arbor, MI****1986**

You've just received a new submission to your [Application for Boards & Commissions](#).
[Mark as Spam](#)

Submitted Information:

Name
Paul Whitfield

Email
[Redacted]

Home Phone Number
[Redacted]

Mobile Phone Number
[Redacted]

Address

450 Spear Street
Saugatuck, MI United States 49453-9632

Current Employer

Self-Employed

Occupation/Position

Owner/Consultant

Business Phone Number

[REDACTED]

Business Reference Name**Business Reference Phone Number****Business Reference Email**

Does your employer have any business dealings with the City which might present a conflict of interest

No

If yes, please explain:

Are you a City of Saugatuck resident?

Yes

Are you a registered City of Saugatuck voter?

Yes

Serving on a board or commission can be time-consuming. Are you committed to attending all regularly scheduled meetings?

Yes

On which boards and/or commissions would you be willing to serve? .Planning Commission

1

If you are applying for the Parking Improvement Task Force - Please select what seat are you applying for:.City Resident (non-business owner)

1

Please describe any qualifications, expertise or special interests that relate to your possible appointment:

See cover letter

Digital Signature

Paul Whitfield

Submitted Files

Cover Letter

[planning_commission_cover_2026.docx](#)

Resume

[pwhit_may_2026_resume.docx](#)