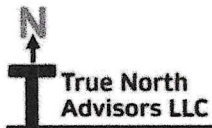


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DOC #12



www.tn-advisors.com

October 4, 2024

Mr. Pat McGinnis
City Manager
City of Portage, Michigan
7900 South Westnedge Avenue
Portage, MI 49002

Mr. McGinnis,

Thank you for your consideration of the City of Portage Project Proposal for Solid Waste, Recycling & Organic Materials Collection & Processing submitted on September 25, 2024. John and I have reviewed your suggestions and are appreciative of the opportunity to submit a revised proposal to support your community's public service goals.

The enclosed project proposal has several significant amendments for your review, including:

- Inclusion and specification of suggested ordinance language for City attorney review as part of Phase I
- Additional site visit(s) and follow-up meetings as appropriate with key City personnel to co-develop service delivery strategies for single unit detached residential neighborhoods and multi-unit developments, private associations and/or other non-single family attached residential properties
- Approximate anticipated timelines for each project phase, activity/deliverable as well as project proposal summary.

We are optimistic that the enclosed revised proposal and anticipated timeline will meet the expectations set forth in your recent communication. If you have questions, suggestions or would like to discuss the revised proposal, we will make ourselves available at your convenience.

Again, thank you for your consideration of our proposal. We appreciate the potential opportunity to work with you in supporting your community's public service goals.

Regards,

MCL 15.243 Sec. 13(1)a - Privacy

Sean S. Adams, EdD
Partner
True North Advisors, LLC

①

FIRST TWO PAGES
OF DOC # ~~26~~ 27

October 4, 2024

City of Portage Project Proposal
Solid Waste, Recycling & Organic Materials
Collection & Processing
Rev. II

Prepared for:

Mr. Pat McGinnis
City Manager
City of Portage, Michigan
7900 South Westnedge Avenue
Portage, MI 49002

TN Advisors LLC, doing business as True North Advisors, is pleased to provide a project proposal to assist the City of Portage in making comprehensive public service improvements to Solid Waste, Bulk, Recycling, and Yard Waste collection and processing. Our proposal comprises of three phases:

- Phase I – Background & Preparation
- Phase II – Solicitation Development & Service Providers
- Phase II – Solicitation, Evaluation & Transition

Phase I Background & Preparation Activities & Deliverables

Activity #I – True North Advisors site visit and meetings with key City personnel.

Deliverable #I – This visit will provide an opportunity to conduct research (ordinances, millage language, internal practices/policies, etc.), engage in dialog such as questions and answer sessions (Q&A) with key organizational personnel and review municipal services, equipment, personnel and budgets for city-provided services and City goals, etc.

Activity #I Anticipated Timeline – Mutually agreeable; approximately within **10 business days** after receipt of endorsed engagement letter.

Activity #II – Co-identification of major project components, target dates for completion and major project milestones, or phases, of this initiative.

Deliverable #II– A web-based meeting and transmittal of a Microsoft Excel-based project management plan and timeline identifying major project components (e.g., citizen outreach, RFP dates, etc.).

Activity #II Anticipated Timeline – Mutually agreeable; approximately **7-14 business days** after initial site visit and meeting with key City personnel.

Activity #III – Conduct research on recent solicitations and awards of like-size municipalities seeking similar services across the State of Michigan.

Deliverable #III – A web-based meeting and transmittal of a detailed report identifying recent solicitations, communities of like-size, services solicited, pricing (as available), and best practices.

Activity #III Anticipated Timeline – Mutually agreeable; approximately **3-4 weeks** after project commencement.

THIS IS
DOC #16

CITY OF PORTAGE

COMMUNICATION

RR - PM SINGLE SOURCE

TO: Patrick McGinnis, City Manager

DATE: October 8, 2024

FROM: Rodney Russell, Public Works Director

SUBJECT: Single Source Purchase of Consulting Services

The Public Works Department requests approval for the single source purchase of **Professional Consulting Services** from True North Advisors LLC in the amount of **\$21,000.00** for **Phase 1 & 2** of the attached proposal.

Several companies currently provide solid waste collection services in the City of Portage. The City pays a provider to collect recyclable materials at the curbside for every residential property in the City on a bi-weekly basis. The City is considering granting a non-exclusive license to a single provider to collect solid waste (refuse), recyclable materials and yard waste within the City limits.

These professional consultant services will help the City of Portage determine if there is a single hauler service that can provide waste, yard, recycle and bulk pickup. Their research will be conducted and provided in three (3) separate phases:

Phase #1 (\$12,000.00) – Site visit, Co-identify major project components, Conduct research of ordinances of the State of Michigan and or municipalities with single hauler franchise and other collections systems. Provide suggested language for City staff/attorney review.

Phase #2 (\$9,000.00) – Collaboration with city personnel of service delivery strategies for single unit detached residential and multi-unit developments private associations and non-single family residential properties.

Phase #3 (TBD) – Assist the city with RFP responses, respondent reviews, selection and transition activities.

The Public Works Department has sufficient funds in its FY24/25 budget (101-272.00-817.000).

Attachments: 1. True North Advisors LLC Proposal

Recommended:

Approved:



Victoria Barboza, Purchasing Manager



Patrick McGinnis, City Manager

THIS IS PAGE 1
FROM DOC #6

From: Thomas Rossiter <rossitet@portagemi.gov>
Subject: Re: All Things Waste Hauling True North Advisors LLC
To: Justin Williams <williamj@portagemi.gov>
Cc: Pat McGinnis <mcginnip@portagemi.gov>
Sent: December 15, 2025 10:31 PM (UTC+00:00)
Attached: True North Queries.docx

Greetings folks,

This is what I came with via Portage's site/open source → SEE PAGES FOLLOWING IN
DOC 6

Tom

From: Justin Williams <williamj@portagemi.gov>
Sent: Monday, December 15, 2025 2:24 PM
To: Thomas Rossiter <rossitet@portagemi.gov>
Cc: Pat McGinnis <mcginnip@portagemi.gov>
Subject: All Things Waste Hauling True North Advisors LLC

Hi Tom & Pat,

See attachment of Single Source Memo for Waste Hauling Consulting Services 2024. I also added True North's Project Proposal as well as the City's Sanitation Ordinance Suggested Language Report from November 2024. Lastly, I attached the City Manager's Report from January 7, 2025, meeting detailing the involvement of True North as the consultants for the Single Waste Hauling project.

Sean (True North Advisors LLC) was at the City Council Meeting January 7, 2025, when Waste Hauling Ordinance was presented as well.

Hopefully, this helps!

Justin

Justin R. Williams | Purchasing Manager
City of Portage | Purchasing Department
7900 South Westnedge Avenue Portage, MI 49002
williamj@portagemi.gov
(269) 324-9284