



Manistee County Board of Commissioners

Manistee County Courthouse • 415 Third Street • Manistee, Michigan 49660

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CONTROLLER/ADMINISTRATOR
David A. Kieft, Jr.
(231) 398-3504

PERSONNEL COMMITTEE MEETING

Friday, March 6, 2020
9:00 a.m.

Manistee County Courthouse & Government Center
Board of Commissioners Meeting Room

Minutes

Members Present: Jeff Dontz, Mark Bergstrom and Karen Goodman, Chairperson

Members Absent: None

Others Present: David Kieft, County Administrator/Controller; Lisa Sagala, Human Resources Manager/Assistant Administrator; Sheriff Ken Falk; Bridget Sibary, Executive Administrative Assistant and Jill M. Nowak, Manistee County Clerk.

The meeting was called to order at 9:00 a.m.

NOTE – Items requiring Board Action are indicated in BOLD

PUBLIC COMMENT

None.

REVIEW OF PERSONNEL COMMITTEE DESCRIPTION FROM BOARD RULES AND PROCEDURES

The Committee was satisfied with the Personnel Committee Description from the Board Rules and Procedures as presented. (Appendix A) No further action taken.

PAST BOARD ACTION REGARDING MERS GROUP FOR SHERIFF'S OFFICE ADMINISTRATIVE STAFF

Ms. Sagala performed research as requested concerning the history of the changes in the Executive Administrative Assistants MERS retirement group at the Sheriff's Office. Ms. Sagala provided various Committee and County Board minutes which showed the changes that had occurred over the years (from 2001-2009). (Appendix B) Sheriff Falk and Ms. Sibary stated she was not aware of the changes that were made until after it was done, the last time being in 2009. The minutes from the February 17, 2009 County Board meeting states that the Police Clerk and Administrative Support Supervisor positions be

moved from the MERS Sheriff Administration unit (25/50 plan) to the MERS Executive Employee unit (20/55) effective February 17, 2009, with the understanding that both positions will be treated the same as the other MERS Executive Employees, including health, dental and prescription coverage and with the understanding that this issue will not be revisited in the future. The Committee agreed that consistency is important and that MERS plans cannot change depending on who is in the position. Therefore, the minutes from the February 2009 stand. However, it is important to work through these situations and not penalize a good employee.

REVIEW AND DISCUSS PROPOSAL FROM NOTTLEY REGARDING NEW WAGE SURVEY

Ms. Sagala received a two-part proposal from Mark Nottley of Municipal Consulting Services, LLC. to conduct a Classification and Compensation Study. (Appendix C) The two options of work Nottley could do would be a wage and classification study for a cost of \$31,350, or a full review of all job descriptions at a cost of \$175 per 66 job titles equaling \$11,550 for a total of \$42,900 for both options, plus travel expenses. Ms. Sagala reminded the Committee that a wage study has not been done since 2005 and that a review of all job descriptions would entail meeting with Department heads, questionnaires etc. Once job descriptions are updated, then the updating of job descriptions should be done annually when evaluations are completed. This would keep the job descriptions current. Ms. Sagala reported that Mark Nottley is booked until August. If we want him to complete the Classification and Compensation Study, we need to reserve time. This would allow the County to budget this project in the new budget year with monthly payments. If payments are to be paid prior to the new budget year, maybe those few payments (up to \$10,000) could be paid out of the County Contingency Fund. Ms. Sagala reported that this proposal also includes the Library and she has already been in contact with Debra Greenacre, Library Executive Director. Discussion if the project should be put up for bids was had. Mark Nottley has a relationship and a lot of history with the County. If the County selected a new company, it would be like starting from scratch and it could be more expensive. He has done a lot of work conducting Classification and Compensation Studies and there probably aren't a lot of companies that do this type of work or one who has more experience in this field.

Moved by Dontz, seconded by Bergstrom to recommend the two-part Classification and Compensation Study including job descriptions, be performed by Mark Nottley of Municipal Consulting Services, LLC; in the amount of \$42,900, plus travel expenses; up to \$10,000 be paid from the County Contingency Fund if started prior to the new budget year, and the remaining money to be budgeted in the new budget year. Ayes: All. Motion Carried.

REVIEW AND DISCUSS PAID TIME OFF (PTO) POLICY RECEIVED FROM THE POLICY COMMITTEE

Ms. Sagala reviewed the PTO Policy with the Personnel Committee. (Appendix D) After months of work, the Policy Committee was satisfied with the PTO Policy and therefore is now to be reviewed by the Personnel Committee since it is a Personnel matter. The new PTO Policy is pretty much the same as the current vacation and personal time policy,

except now paid time off will be in one bank; an employee does not have to wait a year to have time off as they will start accruing upon employment but will have to wait 90 days to use the time; employees with 16 or more years will earn one additional day per year until one reaches 20 years of service; there is no date to use carry over time by; three (3) days of PTO will still be paid out at the end of the year; donating hours to another employee is new and it will be handled by a person donating to another person or by an anonymous donor, and taxes would be assessed in accordance with the law. As union contracts are being negotiated, the current vacation and personal time off will be converted to PTO. The Courts are currently reviewing the Policy and have a similar policy already. The Courts receive one (1) extra day of time off (because the Courts are open on Good Friday) will be addressed maybe by a letter of understanding or a floating holiday.

After review, the Personnel Committee was satisfied with the PTO Policy. Ms. Sagala will notify all employees of a thirty (30) day review period, to allow for feedback. If no feedback or changes, the PTO Policy will be forwarded to the full Board for adoption. If there is feedback that needs to be considered, the Policy will go back to the Policy Committee for that discussion. The implementation date of the PTO Policy is tentatively set for January 1, 2021, if Board approval is reached.

Moved by Goodman, seconded by Bergstrom to publish the Draft PTO Policy to the Employees for a 30-day review and comment period. Ayes: All. Motion Carried.

The meeting was adjourned at the Call of the Chair at 10:02 a.m.

Karen Goodman, Chairperson

Mark Bergstrom

Jeff Dontz

Appendix A

3. **Public Safety Committee.** This Committee may review and make recommendations in operations and policy. It shall be the duty of this committee to work in conjunction with Administration to study and advise the Board with respect to matters which otherwise are not covered by the Ways & Means Committee or the Physical Resources Committee. Functional areas of responsibility include Emergency Services, Sheriff's Office, Courthouse Security, Secondary Road Patrol, Marine Patrol, Jail, Animal Control, 9-1-1/Central Dispatch and other public safety operations.
 4. **Technology/Information Committee.** This Committee shall assess and evaluate present computer equipment and systems. Plan for upgrades in software, technology and uniformity in systems. Plan for Internet service County-wide (broadband) and microfilming and/or best method of preserving records. Continue work in G.I.S. systems.
 5. **Executive/Joint Court Committee.** This Committee's functional areas of responsibility will include issues regarding County Administration, County Clerk, Prosecuting Attorney, Register of Deeds, County Board, Circuit Court, Friend of the Court, District Court, Probate Court, Child Care Fund, Law Library, Elections, Resolutions and shall serve as the Joint Court Committee with Benzie County.
 6. **Personnel Committee.** This Committee shall provide oversight for the reviews and recommendations of all areas of personnel to include hiring/discharge, collective bargaining, compensation and classification, fringe benefits and employee grievances for all County Departments.
 7. **Green Team/Recycling Committee.** This Committee shall be responsible for all solid waste and recycling-related issues and focuses on conservation and energy reduction techniques.
 8. **Regional Summit Committee.** This Committee will plan a Regional Summit at least once per year, using a facilitator (new each time). Move meetings around the County. Also in charge of Employee Recognition Dinner - with a goal of 75% attending.
- C. **Special Assignments.** There shall be, in addition to the standing committees, such other special assignments as the Chairperson, from time to time, may appoint and establish subject to approval of the Board. The membership of all such special assignments shall automatically be vacated upon the succession to office of a new Chairperson to the Board. Such assignments include, but are not limited to, the following:
1. Planning Commission
 2. Solid Waste Council
 3. Northern Counties Association

TUESDAY, FEBRUARY 17, 2009

Moved by Lottie, supported by Kowalski to accept the Ways & Means Committee Report of February 11, 2009.

Motion Carried

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PERSONNEL COMMITTEE REPORT/FEBRUARY 11, 2009

MERS EXECUTIVE EMPLOYEES

Moved by Rutske, supported by Krolczyk to approve that the Police Clerk and Administrative Support Supervisor positions be moved from the MERS Sheriff Administration unit to the MERS Executive Employee unit effective February 17, 2009, with the understanding that both positions will be treated the same as the other MERS Executive Employees, including health, dental and prescription coverage and with the understanding that this issue will not be revisited in the future.

YEAS: 6 Lottie, O'Shea, Rutske, Hilliard, Kowalski, Krolczyk
NAYS: 0
ABSENT: 1 Haik

Motion Carried

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Personnel Committee
Wednesday, February 11, 2009
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Marcia Bond, Administrative Support Supervisor, entitling her to the same health, dental and prescription insurance coverage provided to employees, with the County paying fifty (50%) percent of said premium upon retirement until Medicare eligibility. This benefit is not provided to any of the other non-Union staff that are in the MERS Executive Employee unit. Mr. Kowalkowski stated that he has discussed this with both the Police Clerk and Administrative Support Supervisor and both are in agreement with moving back to the MERS Executive Employee unit and understand they will be treated the same as other Executive Employees including the loss of the 50% County payment for health, dental and prescription insurance coverage benefit. There was agreement that the purpose of instituting the F50/25 Rider was to address issues surrounding the stress level which is involved with being an Officer and these two positions do not deal with that type of stress. The Committee stressed that they did not want to revisit this issue in the future. After lengthy discussion,

Mr. Hilliard recommended that the Police Clerk and Administrative Support Supervisor positions be moved from the MERS Sheriff Administration unit to the MERS Executive Employee unit effective February 17, 2009, with the understanding that both positions will be treated the same as the other MERS Executive Employees, including health, dental and prescription coverage, and with the understanding that this issue will not be revisited in the future. No alternative recommendation was proposed.

ITEMS NOT REQUIRING BOARD ACTION

Mr. Haag appeared before the Committee to introduce Colin MacBeth the new Assistant Prosecuting Attorney in the Prosecuting Attorney's Office. Mr. MacBeth began employment with Manistee County on February 2, 2009.

The meeting adjourned at 2:00 P.M.

Carl Rutske, Chairperson

Kenneth Hilliard, Commissioner

Jim Krolezyk, Commissioner

TUESDAY, OCTOBER 23, 2007

SHERIFF'S DEPARTMENT/RETIREMENT INSURANCE

Moved by Rutske, supported by Haik to approve that upon retirement until Medicare eligibility, the following Sheriff's Office Non-Union Administrative Staff shall be entitled to the same health, dental and prescription insurance coverage provided to employees, including dependent coverage, with the County paying for fifty (50%) percent of said premiums:

Dale Kowalkowski, Sheriff

John O'Hagan, Undersheriff

Robert Lancaster, Jail Administrator

Kenneth Hilliard, Emergency Management Coordinator

Marcia Bond, Administrative Support Supervisor

with the understanding that this benefit may be revisited regarding these five (5) positions upon the need to hire future staff for the same.

YEAS: 4 Lottie, O'Shea, Rutske, Haik

NAYS: 2 Fenstermacher, Kowalski

ABSENT: 1 McCraner

Motion Carried

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TUESDAY, JULY 18, 2006

SHERIFF'S OFFICE ADMINISTRATIVE STAFF

Moved by Rutske, supported by Haik to approve that the Administrative Support Supervisor's position in the Sheriff's Office receive the same benefits as the other Sheriff's Office Administrative Staff.

YEAS: 7 Kowalski, Lottie, McCraner, O'Shea, Rutske, Fenstermacher, Haik
NAYS: 0

Motion Carried

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Moved by McCraner, supported by Haik to accept the Personnel Committee Report of July 10, 2006.

Motion Carried

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INMATES INSURANCE

Moved by Rutske, supported by Lottie to approve the Blue Cross/Blue Shield Medical Contract for Manistee County Inmates for another year.

YEAS: 7 Lottie, McCraner, O'Shea, Rutske, Fenstermacher, Haik, Kowalski
NAYS: 0

Motion Carried

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FRIDAY, AUGUST 24, 2001

ADMINISTRATIVE SUPPORT SUPERVISOR

Moved by Rutske, supported by Kowalski to approve effective August 26, 2001, the Administrative Support Supervisor position be implemented at a Pay Grade 8 and that effective January 1, 2002, the position be upgraded to a Pay Grade 9 based upon the evaluation and approval of the Sheriff.

YEAS: 7 Dontz, Ham, Kowalski, McNeilly, Mezeske, Rutske, Wild

NAYS: 0

Motion Carried

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Moved by Ham, supported by Dontz to approve that Deb Fortier, Administrative Support Supervisor, be placed in the Executive Employees MERS Group as of August 26, 2001.

Motion Carried

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VETERANS COUNSELOR/MEDICAL EXAMINER/DRAIN COMMISSIONER

Moved by Rutske, supported by Ham to approve that the offices of Veterans Counselor, Medical Examiner, and Drain Commissioner receive 3% increases effective January 1, 2002.

YEAS: 7 Ham, Kowalski, McNeilly, Mezeske, Rutske, Wild, Dontz

NAYS: 0

MANISTEE COUNTY, MI



PROPOSAL TO CONDUCT A CLASSIFICATION AND
COMPENSATION STUDY

MUNICIPAL CONSULTING SERVICES LLC

MUNICIPAL CONSULTING SERVICES LLC

February 23, 2020

Ms. Lisa Sagala
HR Manager/Assistant Administrator
Manistee County
415 Third Street
Manistec, MI 49660

Dear Ms. Sagala:

We are pleased to submit this proposal to perform a classification and compensation study for Manistee County. We have performed numerous studies of this type for Michigan's cities, townships and counties, and we look forward to working with Manistee County to develop a pay system that is both internally equitable and externally competitive.

Our proposal, contained in the following pages, is organized as follows:

- Project objectives
- Our approach and work plan
- Our organization and project team
- Our qualifications for conducting the study
- Project timing and fees.

We appreciate the opportunity to be of assistance to you. Should you have questions or desire additional information, please do not hesitate to contact me at 734.904.4632.

Very truly yours,



Mark W. Nottley, Principal
Municipal Consulting Services LLC

MANISTEE COUNTY
PROPOSAL TO CONDUCT A
CLASSIFICATION AND COMPENSATION STUDY

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SECTION I
PROJECT OBJECTIVES

SECTION I
PROJECT OBJECTIVES

Manistee County has expressed an interest in utilizing an experienced compensation consultant in conducting a classification and compensation study encompassing approximately 66 job titles. We are pleased to respond to this opportunity to assist.

In regard to project objectives, it will be our intent to develop a compensation system that will enhance the County's ability to recruit, retain and motivate quality employees. To accomplish this, we will:

- Develop a solid understanding of the specific duties and responsibilities of each position included in the study.
- Create new job descriptions that clearly state responsibilities and reporting relationships, and the required knowledge, skills and abilities for each position (OPTIONAL).
- Establish a competitive labor market and conduct a market survey of wages and employee benefits.
- Develop a comprehensive pay system based on job evaluation and a thorough evaluation of the established labor market.
- Develop and include methodologies for evaluating current pay status and the impact of modifying current pay levels and moving employees through the pay ranges over time.
- Recommend procedures for ongoing system maintenance including pay system administration and compensation system upkeep.
- Provide the tools necessary for ongoing position reclassification processes and other pay system procedures.

In summary, it will be our intention to develop a comprehensive classification and compensation system for Manistee County that can serve as a foundation to rationalize pay decisions for both policymakers and administrative personnel.

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In the following section, we present our approach to conducting the study.

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SECTION II
OUR APPROACH AND WORK PLAN

SECTION II

OUR APPROACH AND WORK PLAN

Our Approach

Our approach for achieving your objectives will incorporate several important overall rationales. Specifically:

- Client-consultant communications will be a paramount consideration. We will work closely with you to assure concurrence on the conduct, and progress of the engagement, as it relates to thoroughness, scope and applicability.
- Participation will be emphasized, thus assuring that positional duties are clearly understood and opportunity for input is provided. To accomplish this, we will interview all department heads as well as any other classifications that require particular attention.
- The labor market survey will be customized, with minimal, or no, reliance on “canned” data. Related:
 - We will develop a custom survey instrument that clearly specifies the duties of each of the County’s job classifications.
 - We will define the most appropriate labor market.
 - We will include a minimum of three-quarters of the studied positions in a market survey that can later be used in the development of pay ranges for all County positions.
 - We will survey base wages and employee benefits thus providing a more accurate appraisal of compensation.

Project Work Plan

In developing the classification and compensation system we will structure the project into the following specific tasks:

Task 1: Meet and Refine Work Plan

It will be our intention to work closely with the County to develop the classification and compensation system. Related, as a first step in the study process, we will meet with your selected representative(s) to:

- Further define, and logistically plan, our approach and work schedule
- Determine an approach for ongoing feedback.

Task 2: Collect and Review Compensation-Related Documentation

Additionally, at this time we will also collect and review relevant compensation information, including existing job descriptions, benefits data, compensation-related personnel policies, the existing pay grade structure and all other information that will provide us with an understanding of classification and compensation issues.

Task 3: Provide Employee Orientation and Elicit Employee Input

At this time, we will also schedule a group meeting with the employees. The purpose of this meeting will be threefold, including:

- Orienting employees to the project work plan and objectives.
- Explaining the importance of their input in working with our project consultant.
- Eliciting their assistance in the study process – more specifically, to complete a job analysis questionnaire document regarding their specific job duties, reporting relationships and other aspects of their job pertaining to compensation.

Task 4: Conduct Department and Particular Supervisor Interviews

The completed job questionnaires, in conjunction with your existing job descriptions, will provide our consultant with a good overview of job duties and reporting relationships. However, we do not feel that the questionnaire is sufficient for fully understanding the function of the position within the larger organization. Consequently, we consider it important that additional information be gathered through a subsequent department head/ primary supervisor interview process. Therefore, after reviewing the completed questionnaires we will schedule interviews with each department head and select managers/supervisors included in the study. The interviews will focus on:

- Obtaining a broader definition of duties and responsibilities for all positions for purposes of point factoring and determining relative grade positioning.
- Clearly defining key duties to be used to compare the position to the labor market.

Task 5: Create New Job Descriptions (OPTIONAL)

Having gained a full understanding of any changes to duties or reporting relationships, we will make any required changes to job duties and required knowledge, skills and abilities. We will return draft job descriptions to you for review prior to finalization.

Any suggested modifications will be reviewed and, as warranted, incorporated in the final job descriptions.

Task 6: Develop List of Market Comparables in Consultation with the County

To establish compensation parameters for the County's labor force, we must first define the labor market. Ideally, the defined market will be comprised of a mix of counties and other public sector entities that have similar organizational structures and/or positions with similar duties as well as previously-prepared survey data for the broader labor market if desired.

In Task 6, we will work with you to define a representative labor market. To accomplish this, we will:

- Present the County with a listing of potential comparable public sector employers. We will develop and present profile data on each entity to support this process – comprised of a mix of financial and demographic data.
- If desired, we will also utilize previously-prepared wage data that is market-competitive for certain positions. Not all positions will have legitimate comparables in the regional private sector market – we will identify those positions that do.

Task 7: Develop Survey Instrument

Having completed Task 6, we will develop a survey instrument to elicit feedback regarding a minimum of at least 75% of the positions included in the study. This will be a "custom survey" that briefly describes each position. In addition to salary, we will survey other relevant compensation data, such as:

- Key duties that differ from the County's positional duties
- Wage components not reflected in base wage.
- Off-time provisions, including sick, personal, vacation, holiday and other.
- Sick-time bank policies, accrual limits and payout provisions.
- Health care coverage including PA 152 compliance, employee cost sharing requirements, prescription drug co-pay levels, payment-in-lieu of insurance options and other health care issues.
- Disability coverages including short-term disability, all purpose day programs, long-term disability – as well as life insurance levels.

- Retirement benefits including defined benefit (DB) or defined contribution (DC) retirement program usage. As appropriate, DB employee contribution, final average multiplier and program type (and/or) employer DC contribution and required match, plus any supplemental employer-paid contributions.
- Employer-paid retiree health care provision including percentage paid, spousal coverage, Medicare supplemental provision and/or any Retirement Savings Account benefits.
- Work hours, work week and related conditions
- Other benefits of interest to the County.

The data will be arrayed in easy to read schedules accompanied by a narrative presentation. This will assist in determining the most appropriate level for base wages, within the larger context of actual compensation. It must be noted that the benefit portion of the survey is not intended as a "costing exercise". Rather, the data will be presented separately as a supplement to the pay grade structure.

Task 8: Conduct Survey Process and Finalize Results

Having developed the survey instrument, we will mail the survey, and tabulate the incoming results. Follow-up calls will be made to clarify particular points, and supplementary surveys will be developed for any positions that are not adequately represented in our survey results.

Task 9: Conduct Job/Point-Factor Evaluation and Develop Pay Grades

Point-factoring is a process in which each position is point-ranked relative to all other positions in the organization or group. Ideally, point-factoring is considered as a means of establishing internal equity, and in turn, pay grade placement.

In Task 9, we will perform a point-factor analysis encompassing all positions included in the study. In this process, each position will be ranked in relation to ten factors. The results will be used to develop a grade structure, and establish grade placement for each individual position.

Task 10: Apply Survey Results and Develop Pay Ranges for Each Pay Grade

In Task 10, we will use the results of the survey process to develop a pay range for each applicable pay grade. The result will be a comprehensive pay grade structure that includes all of the studied positions.

Task 11: Analyze Each Position within the Confines of the New Pay Grade Structure

We will then proceed to evaluate the wage levels of each position relative to the newly established pay ranges. We will first determine any “red circled” positions that are paid at a level higher than the recommended range maximum and any “green circled” positions that are below the range minimum. All positions will be evaluated using a compa-ratio analysis to illustrate their specific positions within the suggested pay ranges.

Task 12: Develop Pay Progression Options and Analysis of Results

There are various methods for implementing a pay system. Many clients prefer a multi-year methodology for advancing employees through the pay range. This may depend on performance evaluation results or be more structured (such as a step system with progressive pay increases). Related to this, we will also:

- Revisit and discuss the County’s current compensation adjustment process with representatives of the County.
- Introduce several examples of pay progression systems that are currently used in the public sector.
- Provide cost data to illustrate the impact of different approaches – and adjustments based on the study results.

Task 13: Develop Final Report Document

At the conclusion of Task 12 we will develop a comprehensive final report document. This will include:

- Written summation of all project methodologies.
- All schedules and summary results developed in Tasks 1-12.
- New job descriptions for all positions (OPTIONAL).
- The recommended pay grade structure including all job classifications.
- Identification of any positions that fall below or above the range parameters specified for their respective classifications.
- Pay progression options and analysis intended to facilitate future pay decisions and implementation of the study’s results.
- Specification of annual procedures required to update the system for ongoing use.

Task 14: Present Final Report to the Board (OPTIONAL)

At the conclusion of Task 13 we will schedule and provide a final report presentation to the County's Board of Trustees if this optional project work task is selected.

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In the following section, we discuss our organization and project team.

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SECTION III

OUR ORGANIZATION AND PROJECT CONSULTANT

SECTION III

OUR ORGANIZATION AND PROJECT CONSULTANT

Municipal Consulting Services LLC is a management consulting firm incorporated in and licensed by the State of Michigan. The firm was established to provide human resources and operational-based consulting to public sector clients, including cities, counties, school districts, institutions of higher education and other not-for-profit organizations. With more than 50 years of combined experience with Michigan's public sector and the completion of hundreds of management studies, we are able to provide our clients with a vast array of products, covering a broad spectrum of organizational and human resources consulting services.

This project, for Manistee County, will be performed by Mark Nottley, Principal for Municipal Consulting Services LLC. Mr. Nottley has performed over 200 compensation and human resource-related projects for public sector clients. Clients have included cities, townships, public utilities, not-for-profits, school districts, county governments and other public sector entities.

Mr. Nottley is certified as a Senior Professional in Human Resources by the Society for Human Resources Management (SHRM) and holds a Master degree in Public Administration from Wayne State University. His biography is included in Appendix A and a listing of client entities is included in the following section.

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A résumé for our proposed project consultant is included in Appendix A. In the following section we discuss specific experience.

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SECTION IV

OUR QUALIFICATIONS FOR CONDUCTING THE STUDY

SECTION IV

OUR QUALIFICATIONS FOR CONDUCTING THE STUDY

As noted, our proposed project consultant has conducted numerous classification and compensation studies of public entities. We have listed below a number of recent project references, followed by a more complete listing of experience. We will be pleased to provide client references for any of these engagements upon request.

**RECENT PROJECTS COMPLETED BY
OUR PROPOSED PROJECT CONSULTANT**

Client: *Livingston County (2015 and ongoing) and Livingston County Courts (2017)*
Project: Classification and Compensation System – all departments
Contact: Ms. Jennifer Palmbo, Director of Human Resources and Labor Relations
Phone: 517.540.8790

Client: *Jackson County (2016)*
Project: Classification and Compensation System – all departments and all elected
Contact: Mr. Richard, Martonchik, Director of Human Resources
Phone: 517.499.5019

Client: *Berrien County (current project)*
Project: Classification and Compensation System – all departments
Contact: Ms. Shelley Jarvis, Director of Human Resources
Phone: 269.982.8616

Client: *Midland County (2016)*
Project: Classification and Compensation System – all departments
Contact: Ms. Suzanne Ault, Director of Human Resources
Phone: 989.832.6752

Client: *Wayne County Airport Authority - Detroit Metro Airport (2018-19)*
Project: Evaluation of select unit total compensation
Contact: Lynda Racey, Human Resources Director
Phone: 734.942.3550

Client: *State of Michigan (2018)*
Project: 2018 State-wide Survey of Wages and Benefits of 150 of the Largest State-wide Employers and Resultant Wage and Benefits Report
Contact: Ms. Cheryl Schmittiel, Past Director, Office of the State Employer
Phone: 517.335.2579

Client: *Kent County Road Commission (2019)*
Project: Classification and Compensation Study
Contact: Mr. Michael Dennis, Human Resources Director
Phone: 616.242.6937

Client: *Roscommon County (2019)*
Project: Classification and Compensation Study
Contact: Ms. Jodi Valentino, County Administrator
Phone: 989.275.8021

Client: *Branch-Hillsdale-St. Joseph Health Department (2019)*
Project: Classification and Compensation Study
Contact: Ms. Theresa Fisher, Administrative Services Director
Phone: 989.275.8021

Client: *Marquette County (2017)*
Project: Classification and Compensation System – all departments and all elected
Contact: Mr. James Kent, Director of Human Resources
Phone: 906.225.8165

Client: *Shiawassee County (2017)*
Project: Classification and Compensation System – all departments and all elected
Contact: Mr. Jeremy Root, Board Chairperson
Phone: 989.743.2233

Client: *Clinton County (2017)*
Project: Classification and Compensation System – all departments
Contact: Ms. Deb Hebler, Manager of Human Resources
Phone: 989.224.5121

Client: *Otsego County (2017)*
Project: Classification and Compensation System – most departments, courts were studied in 2018
Contact: Ms. Trisha Adam, Assistant County Administrator
Phone: 989.731.7522

Client: *Monroe County Community Mental Health (2016)*
Project: Classification and Compensation System – organization-wide
Contact: Mr. Jim Brown, Director of Human Resources
Phone: 734.384.0283

Client: *Livingston County Community Mental Health (2017)*
Project: Classification and Compensation System– organization-wide
Contact: Ms. Connie Conklin, Executive Director
Phone: 517.548.0081

- Client:** *Eaton County (2014)*
Project: Classification and Compensation System and Updates – all departments
Contact: Mr. John Fuentes, County Administrator
Phone: 517.543.3331
- Client:** *St. Joseph County (2013) – all departments*
Project: Classification and Compensation System
Contact: Ms. Teresa Doehring, Director of Human Resources
Phone: 269.467.5675
- Client:** *Client: Osceola County (2015) – all departments*
Project: Classification and Compensation System
Contact: Ms. Sue Vander Pol, County Coordinator
Phone: 231.832.6196
- Client:** *Ottawa County (2020)*
Project: Bi-annual Elected Officials Survey (every two years)
Contact: Mr. John Shay, Deputy County Administrator
Phone: 616. 738.4642
- Client:** *Monroe County (current project)*
Project: Classification and Compensation Study
Contact: Ms. Aundrea Armstrong, Human Resources Director
Phone: 734).240.7298
- Client:** *City of Ann Arbor (2018)*
Project: Classification and Compensation System
Contact: Ms. Ashley Walicki, Human Resources Supervisor
Phone: 734.994.5961
- Client:** *Otsego County Courts (2018)*
Project: Classification and Compensation System
Contact: Victoria Courterier, Court Administrator
Phone: 989.731-0228
- Client:** *Gratiot County (2019)*
Project: Classification and Compensation System
Contact: Ms. Terri R. Ball, County Administrator
Phone: 989.875.5215
- Client:** *Washtenaw County Road Commission (2018)*
Project: Classification and Compensation Study
Contact: Ms. Nicole Peterson, Human Resources Director
Phone: 734. 327.6641

On the following pages we provide a more complete listing of prior experience. We will be pleased to provide additional references at your request.

PAST EXPERIENCE IN CONDUCTING CLASSIFICATION AND COMPENSATION STUDIES (NOTTLEY & RYE)

Alger-Marquette Community Action Board	Eaton County
Alpena Community College	Alpena County
Antrim County	Arenac County
Barry County	Barry County Commission on Aging
Barry County Road Commission	Barry-Eaton Health Department
Bay County	Bay County Road Commission
Bay County Water & Sewer	Benzie County
Bloomfield Charter Township	Bloomfield Hills Schools
Branch County	Brighton District Library
Calhoun County	Calhoun County Probate Court
Capital Area Negotiators Association [36 school districts]	Capital Region Airport Authority
Cass County	Chippewa County
City of Albion	City of Eaton
City of Allen Park	City of Alma
City of Alpena	City of Auburn Hills
City of Bad Axe	City of Benton Harbor
City of Berkley	City of Big Rapids
City of Birmingham	City of Brighton
City of Charlotte	City of Cheboygan
City of Clio	City of Corunna
City of Crystal Falls	City of Dowagiac
City of Durand	City of East Jordan
City of East Lansing	City of Eastpointe
City of Ecorse	City of Fennville
City of Fenton	City of Ferndale
City of Flint	City of Frankenmuth
City of Fremont	City of Galesburg
City of Gaylord	City of Grand Blanc
City of Grand Haven	City of Grand Ledge
City of Grandville	City of Harper Woods
City of Harrison	City of Hazel Park
City of Hazel Park Library	City of Hudsonville
City of Huntington Woods	City of Ironwood
City of Jackson	City of Keego Harbor
City of Kentwood	City of Lansing
City of Lapeer	City of Lathrup Village

City of Lincoln Park	City of Lowell
City of Madison Heights	City of Manistee
City of Marlette	City of Mason
City of Menominee	City of Midland
City of Milan	City of Monroe
City of Montague	City of Mt. Morris
City of Muskegon	City of New Haven
City of Niles	City of North Muskegon
City of Norton Shores	City of Oak Park
City of Owosso	City of Perry
City of Plainwell	City of Portland
City of Potterville	City of River Rouge
City of Riverview	City of Rochester Hills
City of Rogers City	City of Romulus
City of Roseville	City of Royal Oak
City of Saline	City of Southgate
City of Springfield	City of St. Clair Shores
City of St. Joseph	City of St. Louis
City of Sturgis	City of Swartz Creek
City of Taylor	City of Tecumseh
City of Three Rivers	City of Traverse City
City of Warren	City of Wayland
City of West Branch	City of Woodhaven
City of Wyoming	City of Ypsilanti
City of Zeeland	Clare-Gladwin Probate Court
Clinton County	Clinton-Eaton-Ingham Community Mental Health
Community Action Agency of Jackson	Community Action Agency of South Central MI
Copper Country Mental Health Services	Delhi Township
Delta Township	Detroit Public Schools
DeWitt Public Schools	District Health Department No. 2
Eaton County	Eighth District Court
Emmett Charter Township	Grand Haven Charter Township
Grand Rapids Community College	Grand Traverse County
Grand Valley Metro Council	Gratiot County
Gratiot County Community Mental Health	Holt Public Schools
Ingham County	Ingham County Medical Care Facility
Ingham County Road Commission	Ionia County Community Mental Health
Ionia County Road Commission	Isabella County
Jackson County	Kalamazoo County Road Commission

Kent County	Kent County Road Commission
Lake County	Lake Township
Lansing Board of Water & Light	Lansing Housing Commission
Lansing Township	Lapeer County
Leelanau County	Livingston County
Mackinac County	Macomb County
Manistee County	Manistee County Library
Marquette County	Marquette County Health Department
Mecosta County	Meridian Charter Township
Michigan Catastrophic Claims Association	Michigan Municipal Risk Management Association
Michigan Sheriffs Association	Midland County
Midland County Central Dispatch Authority	Mid-South Substance Abuse Commission
Monroe County	Monroe County Community College
Monroe County Community Mental Health	Monroe County Opportunity Program
Montcalm County	Montmorency County
Municipal Employers' Retirement System	Newaygo County
North Central Community Mental Health	Oakland Community College
Oakland County	Orion Charter Township
Osceola County	Oscoda Charter Township
Otsego County	Ottawa County
Oxford Charter Township	Pathways [formerly Alger-Marquette CMH]
Pittsfield Charter Township	Redford Township
Region VII Area Agency on Aging	Saginaw Charter Township
Saginaw County	Shelby Charter Township
Shiawassee County	Shiawassee County Community Mental Health
Southeastern Berrien County Landfill Authority	Southeastern Oakland County Water Authority
Southfield Township	St. Joseph Commission on Aging
St. Joseph County	State of Michigan-Department of Civil Service
State of Michigan-Department of State Police	State of Michigan-Department of Transportation
State of Michigan-Legislative Council	State of Michigan-Office of the State Employer
State of Michigan-Senate Fiscal Agency	State of Michigan-State Senate
State of Michigan-Supreme Court	Tuscola County
Union Township	Van Buren County
Village of Almont	Village of Beverly Hills

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Village of Bingham Farms
Village of Dexter
Village of Franklin
Village of Milford
Washtenaw County
Waterford Charter Township
White Lake Charter Township

Village of Chelsea
Village of Fowlerville
Village of Grosse Pointe Shores
Village of Vicksburg
Washtenaw County Road Commission
West Bloomfield Charter Township

* * * * *

*Additional references will be provided on request. In the next section
we discuss project timing and fees.*

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SECTION V
PROJECT TIMING AND FEES

SECTION V

PROJECT TIMING AND FEES

PROJECT TIMING:

We are now reserving new project start dates for summer, 2020. Related to this, we will be pleased to commence the study in June or July on a date of mutual concurrence. The typical timeline for a study of this scope is generally 90-120 days.

OPTION 1: PROFESSIONAL FEES WITHOUT JOB DESCRIPTIONS

Professional fees to complete the project without job description development (optional task 5) are based on our standard fee of \$475 per classification for a study of this size. Based on the position count provided in your request for proposals, the not-to-exceed cost for the study would be \$31,350 for a classification (i.e. job title) count not to exceed 66.

OPTION 2: PROFESSIONAL FEES WITH JOB DESCRIPTIONS

Professional fees to complete the project with job description development (optional task 5) are based on our standard fee of \$650 per classification for a study of this size. Based on the position count provided in your request for proposals, the not-to-exceed cost for the study would be \$42,900 for a classification (i.e. job title) count not to exceed 66.

TRAVEL EXPENSES:

Manistee County will also be charged for mileage expense for travel from our Brighton office to your facilities at the prevailing IRS rate and reimbursement for lodging cost for up to four overnight stays in a modest facility.

OTHER FEES THAT COULD BE INCURRED:

If the final job classification count were to exceed 66 at project completion, Manistee County would be charged an additional \$475 per classification (without job description development) or \$650 per classification (with job description development) for any such additional job classifications.

If Manistee County desires a final report presentation to the Board of Commissioners (optional Task 14), the County would be charged for travel and presentation time at a rate of \$150 per hour. Mileage at the current IRS rate and overnight lodging expense would also be incurred.

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OTHER CONDITIONS:

This proposal and not-to-exceed costs as described will remain effective for 120 days from the date of submittal.

Manistee County will be billed on a calendar monthly basis for work completed in the previous period. All invoices will be due within thirty days of submittal.

PROJECT DELIVERABLES:

Manistee County will receive seven bound copies of the final report document and an electronic file of the final report from which additional copies can be printed or source data can be extracted for future use. The County will also receive all other electronic files for use in ongoing compensation plan administration.

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APPENDIX A
PROJECT CONSULTANT RÉSUMÉ

RÉSUMÉ OF MARK W. NOTTLEY, SPHR

PRESENT POSITION:

Principal, Municipal Consulting Services LLC

AREAS OF CONSULTING EXPERTISE:

Personnel Issues, Compensation and Employee Benefits Evaluation - Conducted classification and compensation studies and employee benefit analyses for municipalities to determine appropriate salary, retirement and benefit levels. Developed personnel policies, manuals and performance evaluation systems as components of comprehensive personnel systems.

Executive Search Services – Conducted or oversaw the conduct of more than 100 executive searches focusing on City and Village Managers, Department Heads and various other municipal professional classifications.

Organizational and Operational Analysis - Conducted operations analyses for most areas of government service provision including police and fire services, vehicle and building maintenance, community development, public works, recreation, transportation and health and human services. In this capacity, identified specific opportunities for improved performance and increased operational cost-effectiveness.

Financial Models - Prepared comprehensive spreadsheet-based financial models for a number of municipalities, estimating future years' conditions for each of the various revenue and expenditure sources and categories. Following development of the models, frequently worked with the particular municipality in defining long-range fiscal strategies.

Tax Policies - Reviewed tax policies for a number of local governments, ranging from the analyses of specific millages and service charges to comprehensive city-wide evaluations of user fees. Recommendations resulting from these reviews have resulted in more equitable tax assignment and increased revenue generation through more competitive fee structuring.

Privatization - Assessed privatization options for a number of local governments including the potential cost-saving and/or service improvement associated with sole source and competitive private contracting and combination public/private service provision. Areas of review have included golf course operation, turf mowing, forestry services, landfill operation, vehicle maintenance, emergency medical services, transportation, sanitation, water and wastewater operations, and the use of auxiliary paid-on-call firefighters.

Productivity Improvement - Performed ongoing research related to operational performance and productivity improvement. Conducted several major productivity studies including an eight-city comparative analysis of police and fire services effectiveness in the Detroit Metropolitan Area.

Municipal Improvement and Growth Strategies - Assisted numerous municipal clients in defining strategies for urban development and infrastructure upgrade as well as strategies for maintaining existing municipal and community assets.

Market Analysis - Prepared and assisted in the preparation of market analyses/feasibility studies designed to facilitate future planning and development, including downtown office/commercial development, reuse of historic structures, housing development, and the construction of a major marina/hotel complex.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Rehmann Robson, Public Accountants and Management Consultants.

Principal in charge of Government Consulting Services Division with responsibility for managing or conducting consulting projects focusing on financial analysis, operational performance, future planning, human resource issues and other areas of relevance to municipal management.

Michigan Municipal League

Founder and Director of the League's Municipal Consulting Services Division with responsibility for managing and performing management consulting projects, focusing on municipal operations and finance, and human resources management.

Plante & Moran, Public Accountants and Management Consultants.

Manager in local government consulting practice with responsibility for managing or conducting consulting projects focusing on financial analysis, operational performance, future planning, human resource issues and other areas of relevance to municipal management.

Coopers & Lybrand, Public Accountants and Management Consultants (now PricewaterhouseCoopers)

Senior consultant in the firm's national practice for local government consulting specializing in financial and operational consulting and municipal productivity assessment and improvement.

EDUCATION:

Wayne State University - Master of Public Administration (Summa cum Laude)

Wayne State University - Bachelor of Arts (with distinction)

Certification as a Senior Professional in Human Resources

PROFESSIONAL AFFILIATIONS:

International Personnel Management Association
Society for Human Resources Management
Pi Alpha Alpha, National Honor Society for Public Administration

PTO Policy

Purpose

The purpose of Paid Time Off (PTO) is to provide employees with flexible paid time off from work that can be used for such needs as vacation, personal or family illness, doctor appointments, school, volunteerism, and other activities of the employee's choice.

The PTO days you accrue, effective January 01, 2021 replace all existing vacation, sick time, and personal days that you have been allotted under prior policies. The vacation time you accrued will carry over, in excess of the PTO policy, per the guidelines at the time.

Guidelines

Each full-time and part-time employee will accrue PTO bi-weekly in hourly increments based on their length of service as defined below. PTO is added to the employee's PTO bank when the bi-weekly paycheck is issued. PTO taken will be subtracted from the employee's accrued time bank in one-hour increments.

Temporary employees, Elected Officials, and interns are not eligible to accrue PTO.

New Employees are eligible to use accrued PTO on the first of the month following 90 days of employment.

Eligibility to accrue PTO is contingent on the employee either working or utilizing accrued PTO for the entire bi-weekly pay period. PTO is not earned in pay periods during which unpaid leave or short-term disability leave are taken.

An employee injured at the County under circumstances such that Workers' Compensation benefits are paid by the County, shall, with respect to vacation years occurring after the employee's return to work, have the period during which Workers' Compensation benefits were paid counted as continuous employment for the purpose of determining the amount of vacation to which the employee is currently entitled.

Employees may use time from their PTO bank in half hour (.5) increments. The time that is not covered by the PTO policy, and for which separate guidelines and policies exist, include company paid holidays, bereavement time off, required jury duty, and military service leave.

To take PTO requires two days of notice to the department head unless the PTO is used for legitimate, unexpected illness or emergencies. Use the Paid Time Off form to request PTO. In all instances, PTO must be approved by the employee's department head in advance.

Paid Time Off (PTO) Exceptions

- Employees who miss more than three consecutive unscheduled days may be required to present a doctor's release to Human Resources that permits you to return to work.
- PTO taken in excess of the PTO accrued can result in progressive disciplinary action up to and including employment termination. This time off will be unpaid. The only possible exception to this policy must be granted by the Board of Commissioners.
- PTO accrued prior to the start of a requested and approved unpaid leave of absence must be used to cover hours missed before the start of the unpaid leave.
- Under Manistee County's Family Medical Leave Act (FMLA) policy, all accrued PTO time is taken before the start of the unpaid FMLA time.
- Unscheduled absences that result in consecutive days off, excessive call ins, pattern absences may all be considered as absence incidents in relation to potential disciplinary action.
 - Progressive disciplinary action relative to incidents of absenteeism is administered on a rolling 12-month calendar as follows:
 - One – three incidents: No disciplinary action. Supervisory coaching.
 - Fourth incident: Verbal Warning with a documented coaching session
 - Fifth incident: Written warning in the employee's file
 - Sixth incident: Employment termination

An employee who receives a second written warning in a rolling 24-month time period will have his or her employment terminated.

- An employee who has used all of his or her FMLA and Short-Term Disability benefits, and is still unable to return to work, will have his or her employment terminated.
- Any employee who misses two consecutive days of work without notice to their supervisor may be considered to have voluntarily quit their job.

Specific Eligibility for Paid Time Off (PTO)

PTO is earned on the following schedule based on a 37.5 or 40 hour work week. PTO is prorated based on the number of hours worked on an employee's regular schedule.

Years of Service

0-4: 120 or 128 hours per year, earned at a rate of .06153 for each full work week in a calendar year.

5-9: 157.5 or 168 hours per year, earned at a rate of .08077 for each full work week in a calendar year.

10-15: 195 or 208 hours per year, earned at a rate of .1000 for each full work week in a calendar year.

16-20: earn one additional day per year until you reach 20 years of service.

16: 202.5 or 216 hours per year, earned at .10384 for each full work week in a calendar year.

17: 210 or 224 hours per year, earned at .10770 for each full work week in a calendar year.

18: 217.5 or 232 hours per year, earned at .11154 for each full work week in a calendar year.

19: 225 or 240 hours per year, earned at .11540 for each full work week in a calendar year.

20: 232.5 or 248 hours per year, earned at .11923 for each full work week in a calendar year.

Maximum Time Accumulated

Although you may carry over unused PTO time from year to year, there is a cap on the amount of PTO time you can accumulate.

Each employee may carry over 37.5 or 48 hours of accrued PTO over into a new calendar year. At the end of each calendar, employees may cash out up to 3 days of PTO time. Employees are responsible for monitoring and taking their PTO over the course of a year so that they do not lose time accrued when the current calendar year ends. (PTO is subject to department head approval and not every employee can take accumulated time in December: Manistee County must continue to serve customers)

If extenuating business circumstances prevented the employee from taking scheduled PTO, this PTO may be carried over and taken in the first half of the next calendar year with the approval of the department head.

Employees are paid for the PTO they have accrued at employment end. If an employee has used PTO time not yet accrued, and employment terminates, the PTO taken is deducted from the final paycheck. Employees who give two weeks' notice of employment termination must work the two weeks without utilizing PTO. If an employee dies, the County will pay to the person the employee designates as the next of kin, accrued but unused PTO. This provision also applies to employees who are laid off.

Employees who are rehired will receive credit for the former time worked and accumulate current PTO for the combined time.

Donating Hours

Employees who wish to donate PTO leave to another employee, he/she will complete the PTO Donation Form and submit to Administration.

The minimal amount of leave donation allowable is – eight (8) hours; the maximum allowable leave donation is – forty (40) hours. The employee donating the leave must have a balance of at least eighty (80) hours remaining in his/her PTO Bank, after the donation. Accrued and unused paid leave donated by any one employee may not exceed 160 hours.

DRAFT

PTO Donation Form – Donor Application Form

For Payroll Period Ending _____.

I. DONOR INFORMATION

(Last) (First) (M.I.) (Social Security Number)

DEPARTMENT: _____

JOB TITLE: _____

SUPERVISOR'S SIGNATURE _____ DATE: _____

TYPE OF LEAVE DONATED:
PTO [] # HOURS DONATED _____

Note: The minimal amount of leave donation allowable is – eight (8) hours; the maximum allowable leave donation is – forty (40) hours. The employee donating the leave must have a balance of at least eighty (80) hours remaining in his/her PTO bank, after the donation. Accrued and unused paid leave donated by any one employee may not exceed 160 hours.

II. PERSON TO RECEIVE LEAVE

(Last) (First) (M.I.) (Social Security Number)

DEPARTMENT: _____

JOB TITLE: _____

SUPERVISOR'S SIGNATURE: _____ DATE: _____

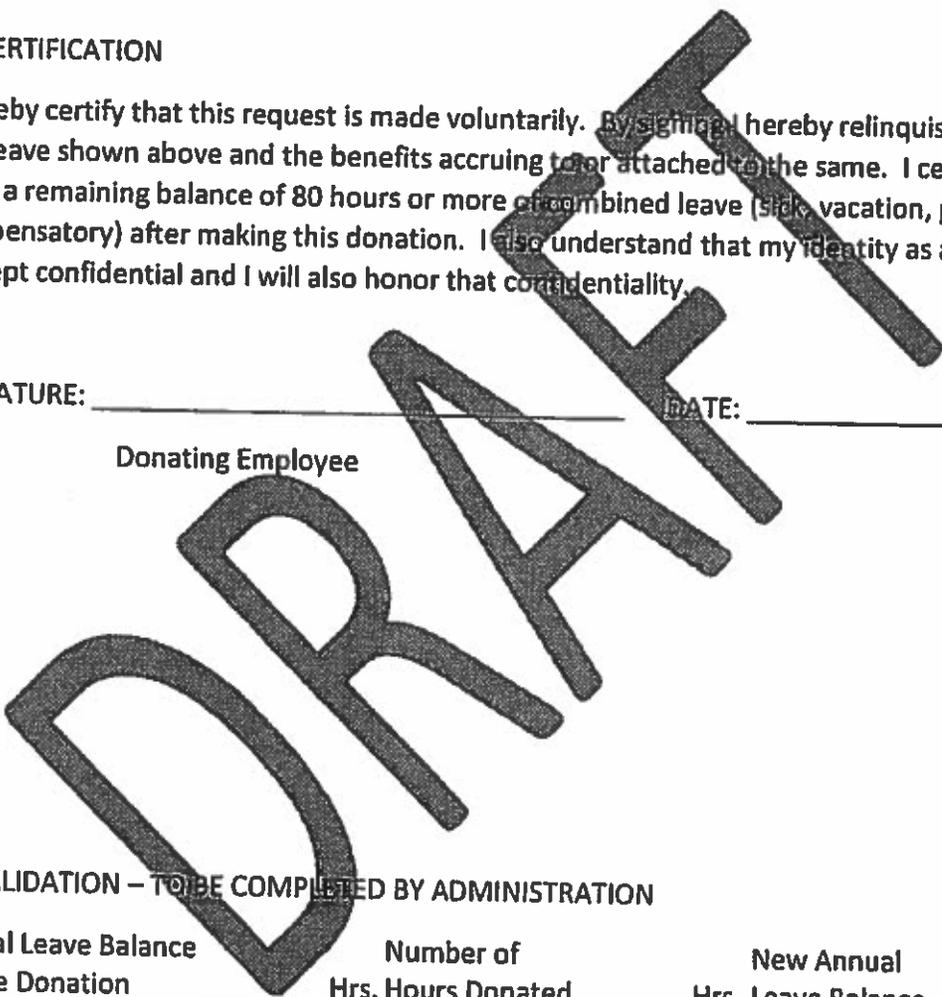
- 1. Use of donated leave is limited to the average number of hours in the employee's weekly schedule.
- 2. Donated leave may not be used to supplement paid benefit program(s) (i.e. Disability Leave, Worker's Compensation)
- 3. Donated leave hours will be subject to taxes for both the employee donating and the employee receiving the donation.

III. CERTIFICATION

I hereby certify that this request is made voluntarily. By signing I hereby relinquish all rights to the leave shown above and the benefits accruing to or attached to the same. I certify that I will have a remaining balance of 80 hours or more of combined leave (sick, vacation, personal and compensatory) after making this donation. I also understand that my identity as a donor is to be kept confidential and I will also honor that confidentiality.

SIGNATURE: _____ DATE: _____

Donating Employee



IV. VALIDATION - TO BE COMPLETED BY ADMINISTRATION

Annual Leave Balance Before Donation	_____ Hrs.	Number of Hours Donated	_____ Hrs.	New Annual Leave Balance	_____ Hrs.
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ADMINISTRATION REVIEW: _____

SIGNATURE

DATE