

John F. Fuentes
County Administrator/Controller

Todd J. Campbell
Deputy Administrator



Cindy Moser
Finance Director

100 E. State Street, Suite 2100
St. Johns, Michigan 48879
(989) 224-5120 • Fax: (989) 224-5102
www.clinton-county.org

**HUMAN RESOURCES COMMITTEE
THURSDAY, MAY 18, 2023 AT 11:00 A.M.
(OR IMMEDIATELY FOLLOWING THE WAYS AND MEANS COMMITTEE MEETING)
CLINTON COUNTY COURTHOUSE
BOARD OF COMMISSIONERS ROOM
100 EAST STATE STREET, ST. JOHNS, MI 48879**

1	11:00	CALL TO ORDER, ADDITIONS TO THE AGENDA
2	11:02	LIMITED PUBLIC COMMENTS
3	11:05	COMMITTEE/COMMISSION APPOINTMENTS (ADMINISTRATION)
4	11:10	COUNTY CLERK – PERSONNEL REQUEST (ADMINISTRATION)
5	11:15	PROSECUTING ATTORNEY (ADMINISTRATION): A. SPECIAL ASSIGNMENT PROSECUTOR SERVICES AGREEMENT B. PERSONNEL REQUEST
6	11:25	SHERIFF'S OFFICE – PERSONNEL REQUEST (ADMINISTRATION)
7	11:30	COMMUNITY DEVELOPMENT – PERSONNEL REQUEST - NO ATTACHMENT
8	11:35	COMPENSATION AND CLASSIFICATION STUDY (ADMINISTRATION)
9	11:45	HOLIDAY SCHEDULE DISCUSSION (ADMINISTRATION)
10	11:50	ADMINISTRATOR'S REPORT
11	11:55	COMMISSIONERS' COMMENTS
12	12:00	ANY OTHER BUSINESS
MEETING STARTS PROMPTLY AT CALL TO ORDER TIME LISTED OR IMMEDIATELY FOLLOWING THE WAYS AND MEANS COMMITTEE MEETING. AGENDA ITEM TIMES MAY VARY		

PACKET INFORMATION IS CURRENT AS OF POSTING DATE. **NOTE:** ADDITIONAL INFORMATION MAY BE PRESENTED ON SCHEDULED AGENDA ITEMS. AGENDA ITEMS MAY ALSO BE ADDED DUE TO BUSINESS NEEDS.

TO REQUEST ACCOMMODATIONS OR MATERIALS IN AN ALTERNATIVE FORMAT, PLEASE CONTACT ADMINISTRATIVE SERVICES AT 989-224-5120 OR VIA EMAIL AT ADMIN@CLINTON-COUNTY.ORG NO LATER THAN 48 HOURS PRIOR TO THE MEETING.

COMMITTEE AGENDA ITEM

DATE OF MEETING: May 18, 2023	ESTIMATE OF TIME NEEDED: 5 min	NUMBER OF ATTACHMENTS:	REQUESTOR: Administration
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BRIEFLY DESCRIBE THE ISSUE THE COMMITTEE IS BEING ASKED TO CONSIDER:

COMMITTEE/COMMISSION APPOINTMENTS:

1. **Solid Waste Council:** There is currently a vacancy on the Solid Waste Council for a Planning Commission Representative. At their May 11th meeting, the Planning Commission will discuss who they wish to appoint as the Planning Commission representative and a formal recommendation will be presented during the May 18th Ways and Means Committee meeting.

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TO: Human Resources Committee

FROM: 
John F. Fuentes, County Administrator/Controller

SUBJECT: County Clerk Request

DATE: May 10, 2023

The County Clerk has requested approval to increase the current part-time deputy clerk position by an equivalent of 8 hours per week for the remainder of the year to continue to provide adequate office coverage and customer service. The cost for this request is up to \$3,200.

Suggested Action:

Recommend the approval of the County Clerk's request for additional hours for the part-time deputy clerk position as requested.

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TO: Human Resources Committee

FROM: 
John F. Fuentes, County Administrator/Controller

SUBJECT: Special Assignment Prosecutor Services Agreement

DATE: May 9, 2023

In February 2023, the Board of Commissioners authorized an agreement with Debra Martinez to serve as a special assignment assistant prosecutor (independent contractor) for Clinton County at an hourly rate of \$100 for the purpose of handling the cases identified for special assignment due to current staff vacancies in the Prosecuting Attorney’s Office.

The individual and her current employer have requested the agreement be restructured as a contract for services between Clinton County and White Law PLLC, identifying that they (White Law) will assign their employee, Debra Martinez, to provide these services. Therefore, the agreement has been restructured by the County’s legal counsel to fulfill these requirements. The basic terms and maximum amount of the agreement remain unchanged.

Suggested Action:

Recommend approval of the Special Assignment Assistant Prosecutor Services Agreement between White Law PLLC and Clinton County (retroactive to March 2, 2023) to supersede and replace the February 2023 independent contractor agreement.

SPECIAL ASSIGNMENT ASSISTANT PROSECUTOR SERVICES AGREEMENT

This Special Assignment Assistant Prosecutor Services Agreement (“Agreement”) is entered into this 2nd day of March, 2023 and is by and between White Law PLLC (“Contractor”) and the County of Clinton (“County”).

WHEREAS, Contractor has the capability and capacity to assign and provide an attorney to perform certain prosecutorial services for the County Prosecutor’s Office on a special assignment basis in certain areas, including but not limited to criminal sexual conduct cases, domestic violence cases; and

WHEREAS, Contractor employs Debra Martinez as an attorney licensed to practice law in Michigan; and

WHEREAS, the County is the funding unit for the operation of the County Prosecutor’s Office; and

WHEREAS, the County desires that Contractor provide, and Contractor is willing to provide, such services upon the County’s request and appointment of a assistant prosecutor by special assignment.

NOW, THEREFORE, the parties agree:

- 1. Services.** Contractor will assign its employee, Debra Martinez, to perform certain prosecutorial services for the County Prosecutor’s Office on a special assignment basis in certain areas, including but not limited to criminal sexual conduct cases, domestic violence cases. Contractor represents that Ms. Martinez will remain licensed to practice law. Contractor represents that Ms. Martinez is both qualified and willing to faithfully provide the services requested by the County according to the law and professional ethics and requirements of the role as special assignment assistant prosecutor.
- 2. Term and Termination.** This Agreement will commence on March 2, 2023 and remain in force until August 31, 2023, unless either of us provides 30 days’ advance written notice of intent terminate or earlier as we may mutually agree.
- 3. Fee for Services.** The County will pay Contractor \$100 per hour for services rendered by Ms. Martinez based on the hours worked and logged in detail including appropriate Court docket number in a form approved by the Prosecutor to demonstrate services provided. Contractor will be paid on the monthly basis for any month in which Ms. Martinez provides services under this Agreement, but in no case shall the total sum paid to Contractor during the term of this Agreement exceed \$40,000. Contractor agrees this sum satisfies the County’s obligation to Contractor in full for such services rendered. Ms. Martinez remains an employee of Contractor and will not be eligible for any fringe benefits provided by the County.

4. **Expenses, Tax Duties, and Responsibilities.** Contractor is responsible for all expenses incurred while performing these services, including but not limited to, automobile, mileage, and other travel expenses; meals and entertainment; insurance premiums; telephone service cost; and all wage or expenses. Further, the County will not withhold payroll or employment taxes of any kind from payments to Contractor, including but not limited to income tax, disability insurance tax, and unemployment insurance tax, etc. Similarly, the County will not provide nor obtain workers' compensation insurance for Ms. Martinez.
5. **Independent Contractor Status.** Contractor agrees to and represents the following:
 - A. Contractor and Ms. Martinez fully intend to perform services for third parties during the term of this Agreement.
 - B. Contractor, Ms. Martinez, or any of Contractor's other employees will not receive training from the County in the professional skills necessary to perform the services required by this Agreement.
 - C. Contractor and Ms. Martinez are not required by the County to devote full time to the performance of the services required by this Agreement.
 - D. Contractor and Ms. Martinez do not and will not receive the majority of either's annual compensation from County.
6. **General Supervision, Supplies, and Equipment.** Contractor and Ms. Martinez retain the sole right to control or direct the way the tasks or services are to be performed and the time when they will be completed, except as may be required by the Court. Subject to the foregoing, the County retains the right to inspect at intervals of its own choosing, to stop work, to prescribe alterations, and generally to approve the work to ensure its conformity with the terms specified in this Agreement. Contractor must supply all labor, equipment, materials, and supplies to accomplish the services to be performed, except to the extent that same may only be provided by the County to ensure proper recordkeeping within the Prosecutor's Office.
7. **Confidentiality.** Contractor and any assigned Contractor employee will not at any time or in any manner, either directly or indirectly, use for its personal benefit, or divulge, disclose, or communicate in any manner any information of the County, other than as may be required by law or court order. Contractor and its employees will protect such information and treat it as strictly confidential. This provision shall continue to be effective after the termination of this Agreement.
8. **Records & County Property.** The parties agree that Ms. Martinez may need to perform responsibilities under this Agreement at locations other than the County Prosecutor's offices and to that limited extent and purpose, Contractor may remove related documents and property from the Prosecutor's office to facilitate completion of the contracted services. Contractor and/or Ms. Martinez must provide access to and return any such removed documents and property upon request. Contractor must return all County property within seven (7) days of the termination of this Agreement.

9. **Indemnification.** Contractor agrees to indemnify the County and its Commissioners, employees or agents and to hold them harmless from any and all suits, claims, damages, costs, and expenses of every kind and nature which may or might be asserted against the County and its employees or agents resulting directly from the services provided under this Agreement.

10. **Governing Law & Consent to Jurisdiction.** This Agreement is governed by the laws of the State of Michigan. The parties agree to submit to the jurisdiction and venue of Clinton County, Michigan. If any litigation or arbitration is necessary, the prevailing party will be entitled to reasonable attorneys' fees, costs and expenses, including costs and fees on appeal.

11. **Remedies.** No right or remedy under this Agreement conferred upon or reserved to the County is exclusive of any other right or remedy. Every right or remedy is cumulative and in addition to any other right or remedy now or hereafter existing at law, in equity, or by statute.

12. **Entire Understanding, Modification, & Waiver.** This Agreement sets forth our entire understanding. This Agreement may only be modified by a writing signed by both parties. No change, modification, or waiver of any term of this Agreement shall be valid, unless it is in writing and signed by both parties. Neither party's waiver of a breach of any provision of this Agreement will operate as, or be construed as, a waiver of any subsequent breach.

13. **Consultation & Drafting.** We have both carefully read this Agreement and consulted with their respective attorneys, understand its contents, and sign as their free act and deed. This Agreement shall be deemed to have been drafted by all Parties.

AGREED

Dated: _____

Contractor

Dated: _____

Clinton County Prosecutor

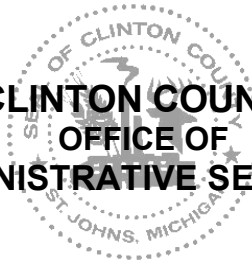
Dated: _____

Robert Showers, Board Chairperson

John F. Fuentes
County Administrator/Controller

Todd J. Campbell
Deputy Administrator

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Finance Director

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TO: Human Resources Committee

FROM:



John F. Fuentes, County Administrator/Controller

SUBJECT: Prosecuting Attorney - Personnel Request

DATE: May 10, 2023

The Prosecuting Attorney has requested that the current part-time victim advocate position be increased to full-time effective June 1, 2023 based on an upcoming retirement within the Office. This increase will provide additional resources while the position is re-filled and a new employee is trained, to manage the current legal secretarial staff workload. It is also requested to hire a current intern as a part-time post graduate law clerk while the individual prepares to sit for the bar exam at the next scheduled opportunity. The intent is to hire the individual to fill the current vacant assistant prosecuting attorney Position upon successful passage of the exam.

Suggested Action:

Recommend the approval of the Prosecuting Attorney's requests as discussed utilizing savings that have accrued within the current authorized budget due to staff turnover and vacancies.

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TO: Human Resources Committee

FROM:



John F. Fuentes, County Administrator/Controller

SUBJECT: Sheriff's Office – Personnel Request

DATE: May 10, 2023

The Sheriff's Office sponsored a current employee to attend the police academy through the State MCOLES Academy program. The employee has successfully completed the academy and the Sheriff has a vacant Road Patrol Deputy position to promote the employee in to. The Sheriff is requesting consideration that the employee be placed at the 2-year level of the salary scale of the deputies' collective bargaining agreement. The Sheriff's request has been discussed with the bargaining unit's business representative who expressed no opposition based on this specific circumstance. Consideration for starting any employee and a rate higher than the 1-year salary requires the approval of the Human Resource Committee. The business representative proposed the parties consider developing a letter of understanding to address this situation in the future given the current recruiting and hiring environment.

Suggested Action:

Recommend the approval of the Sheriff's request to place the MCOLES Academy sponsored employee at the 2-year level of the salary scale of the deputies' collective bargaining agreement.

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TO: Human Resources Committee

FROM:


Todd J. Campbell

Deputy County Administrator

SUBJECT: Employee Classification & Compensation Study

DATE: May 10, 2023

Clinton County contracted with Municipal Consulting Services, LLC (MCS) to conduct its most recent employee classification and compensation study in 2017 for all non-managerial, non-union positions. The Human Resources Committee recently requested staff look into conducting a new classification and compensation study, since it has been six (6) years since the last study was completed. Staff has received a proposal from MCS to conduct a new employee classification and compensation study, as the 2017 study was done very well and MCS is familiar with Clinton County after conducting the most recent study.

Due to service demands, MCS is not able to begin the study until sometime in October 2023, with the project expected to take 120 days to complete, sometime in January 2024. Once the study is approved, it will be placed on MCS's schedule. Terms of the proposal include: 1. Professional fees to complete the project will be at a not-to-exceed amount of \$550 per job classification (not employee) included in the study. 2. The preliminary count of positions stands at 88 which would result in a professional fee of \$48,400 (the County will be charged \$550 for each additional job title added to the current number of 88). 3. Project expenses will be limited to \$1,800 for travel-related costs (airfare, auto rental, fuel and mileage, hotel only) for one trip to Clinton County for project related activities. Staff are recommending approval of the classification and compensation study in the amount of \$55,000 in case additional job titles are added to the study than is currently proposed.

Suggested Action:

Recommend approval of Municipal Consulting Services, LLC's proposal to conduct an Employee Classification and Compensation Study for the County in an amount not-to-exceed \$55,000 as presented, and authorize the County Administrator to sign all necessary documents.

CLINTON COUNTY, MI



PROPOSAL TO CONDUCT A CLASSIFICATION AND
COMPENSATION STUDY

MUNICIPAL CONSULTING SERVICES LLC

MUNICIPAL CONSULTING SERVICES LLC

May 10, 2023

Mr. Todd J. Campbell
Deputy County Administrator
Clinton County
100 E. State Street
St. Johns, MI 48879

Dear Mr. Campbell,

We are pleased to submit this proposal to perform a Classification and Compensation Study for Clinton County. We have performed numerous studies of this type for Michigan's cities, townships and counties, and we look forward to working with Clinton 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

CLINTON COUNTY
PROPOSAL TO CONDUCT A
CLASSIFICATION AND COMPENSATION STUDY

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SECTION I
PROJECT OBJECTIVES

SECTION I

PROJECT OBJECTIVES

Clinton County has expressed an interest in utilizing an experienced compensation consultant in conducting a classification and compensation study encompassing approximately 88 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.
- 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 grade structure maintenance, position reclassification processes, annual pay system update and other pay system procedures.

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

* * * * *

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

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 supervisory employees included in the study 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 seek market data for all of the studied positions in a market survey that can later be used in the development of pay ranges for the County’s 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) by Zoom 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.

The orientation meetings will be held by Zoom, thus avoiding travel costs.

Task 4: Conduct Department Head 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 and 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. This will be an on-site interview process in which our project consultant travels to your facility. 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: 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.

In Task 5, 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.
- We will also utilize private employment data that is market-competitive for certain positions. Not all positions will have legitimate comparables in the private market – we will identify some positions that do.

Task 6: Develop Survey Instrument

Having completed Task 5, we will develop a survey instrument to elicit feedback on all of the positions included in the study (note our county surveys typically yield survey results for 60% - 70% of surveyed positions. 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.

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 7: 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 8: 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 8, 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.

The ten factors that will be utilized include the following:

- Education and experience
- Judgment and Independence of Action
- Internal and External Relations
- Supervisory or Managerial Responsibility
- Job Complexity
- Responsibility for the Rights of Others
- Technology Use
- Impact on Programs, Services and Operations
- Document Concentration
- Work Environment.

The job evaluation plan that we employ has been specifically developed and point weighted by our firm for use by Michigan-based public entities. This is our primary area of specialty and the job evaluation plan has been incrementally improved with each project to reflect this experience.

Task 9: Apply Survey Results and Develop Pay Ranges for Each Pay Grade

In Task 9, 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 10: 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 their respective ranges.

Task 11: 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 12: Develop Final Report Document

At the conclusion of Task 11 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 1-11.
- The recommended pay grade structure including all 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.
- Narrative summary and suggestions concerning the employee benefits comparison.
- Specification of annual procedures required to update the system for ongoing use.

Task 13: Present Final Report to the Board

At the conclusion of Task 12 we will schedule and provide a final report presentation to the County's Board of Commissioners via ZOOM or in person if preferred.

* * * * *

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

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 Clinton 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.

* * * * *

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

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 REFERENCES FOR OUR PROJECT CONSULTANT

Client: Mackinac County (2023)

Project: Classification and Compensation System – all departments
Contact: Ms. Hillary Vowell, Clerk
Phone: 906.643.7300

Client: Hillsdale County (2023)

Project: Classification and Compensation System – all departments
Contact: Mr. Derek Ringman, Finance Director
Phone: 517.437.2739

Client: Shiawassee County (2023)

Project: Project: Classification and Compensation System – all departments
Contact: Mr. Larry Johnson, Health Officer
Phone: 989.743.2430

Client: Montmorency County (2022)

Project: Classification and Compensation System – all departments
Contact: Ms. Cheri Eggett, Treasurer
Phone: 989.785.8086

Client: Ottawa County (2021)

Project: Classification and Compensation System – all departments
Contact: Ms. Marcie VerBeek, Director of Human Resources
Phone: 616.738.4879

Client: Manistee County (2021)

Project: Classification and Compensation System – all departments
Contact: Ms. Lisa Sagala, County Administrator
Phone: 231.398.3500

Client: Ottawa County (2020)

Project: Bi-annual Elected Officials Survey (every two years)

Contact: Mr. John Shay, Deputy County Administrator

Phone: 616.738.4879

Client: Livingston County (2015)) and Livingston Courts (2017)

Project: Classification and Compensation System – all departments

Contact: Ms. Jennifer Palmbos, 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 (2020)

Project: Classification and Compensation System – all departments

Contact: Ms. Shelley Jarvis, Director of Human Resources

Phone: 269.982.8616

Client: Monroe County (2020)

Project: Classification and Compensation System – all departments

Contact: Ms. Aundrea Armstrong, Director of Human Resources

Phone: 734.-240.7298

Client: Midland County (2016 and ongoing)

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 (2022)

Project: Evaluation of select unit total compensation

Contact: Lynda Racey, Human Resources Director

Phone: 734.942.3550

Client: State of Michigan (2023)

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-Clinton-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: Clinton County (2017)

Project: Classification and Compensation System – all departments
Contact: Mr. John Fuentes, County Administrator
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 (2022)

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: Manistee County Community Mental Health (2022)

Project: Classification and Compensation System– organization-wide
Contact: Mr. Chip Johnson, Executive Director
Phone: 517.548.0081

Client: Eaton County (2014 and updates)

Project: Classification and Compensation System and Updates – all departments
Contact: Ms. Connie Sobie, Deputy County Administrator
Phone: 517.543.3331

Client: *St. Joseph County (2013 and updates – COA: 2022)* – 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: *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 – select positions
Contact: Ms. Terri R. Ball, Treasurer
Phone: 989.875.5215

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
Alpena Community College
Antrim County
Barry County
Barry County Road Commission
Bay County
Bay County Water & Sewer
Bloomfield Charter Township
Branch County
Calhoun County
Capital Area Negotiators Association
 [36 school districts]
Cass County
City of Albion
City of Allen Park
City of Alpena
City of Bad Axe
City of Berkley
City of Birmingham
City of Charlotte
City of Clio
City of Crystal Falls
City of Durand
City of East Lansing
City of Ecorse
City of Fenton
City of Flint
City of Fremont
City of Gaylord
City of Grand Haven
City of Grandville
City of Harrison
City of Hazel Park Library
City of Huntington Woods
City of Jackson
City of Kentwood
City of Lapeer

Eaton County
Alpena County
Arenac County
Barry County Commission on Aging
Barry-Eaton Health Department
Bay County Road Commission
Benzie County
Bloomfield Hills Schools
Brighton District Library
Calhoun County Probate Court
Capital Region Airport Authority
Chippewa County
City of Eaton
City of Alma
City of Auburn Hills
City of Benton Harbor
City of Big Rapids
City of Brighton
City of Cheboygan
City of Corunna
City of Dowagiac
City of East Jordan
City of Eastpointe
City of Fennville
City of Ferndale
City of Frankenmuth
City of Galesburg
City of Grand Blanc
City of Grand Ledge
City of Harper Woods
City of Hazel Park
City of Hudsonville
City of Ironwood
City of Keego Harbor
City of Lansing
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
Lake County
Lansing Board of Water & Light
Lansing Township
Leelanau County
Manistee County
Marquette County
Mecosta County

Michigan Catastrophic Claims Association
Michigan Sheriffs Association
Midland County Central Dispatch Authority
Monroe County
Monroe County Community Mental Health
Montcalm County
Municipal Employers' Retirement System
North Central Community Mental Health
Oakland County
Osceola County
Otsego County
Oxford Charter Township

Pittsfield Charter Township

Region VII Area Agency on Aging
Saginaw County
Shiawassee County
Southeastern Berrien County Landfill
Authority
Southfield Township
St. Joseph County

State of Michigan-Department of State Police

State of Michigan-Legislative Council
State of Michigan-Senate Fiscal Agency
State of Michigan-Supreme Court
Union Township
Village of Almont
Village of Bingham Farms

Kent County Road Commission
Lake Township
Lansing Housing Commission
Lapeer County
Livingston County
Manistee County Library
Marquette County Health Department
Meridian Charter Township
Michigan Municipal Risk Management
Association
Midland County
Mid-South Substance Abuse Commission
Monroe County Community College
Monroe County Opportunity Program
Montmorency County
Newaygo County
Oakland Community College
Orion Charter Township
Oscoda Charter Township
Ottawa County
Pathways
 [formerly Alger-Marquette CMH]
Redford Township

Saginaw Charter Township
Shelby Charter Township
Shiawassee County Community Mental
Health
Southeastern Oakland County Water
Authority
St. Joseph Commission on Aging
State of Michigan-Department of Civil
Service
State of Michigan-Department of
Transportation
State of Michigan-Office of the State
Employer
State of Michigan-State Senate
Tuscola County
Van Buren County
Village of Beverly Hills
Village of Chelsea

Village of Dexter
Village of Franklin
Village of Milford
Washtenaw County
Waterford Charter Township

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.*

SECTION V

PROJECT TIMING AND FEES

SECTION V

PROJECT TIMING AND FEES

Project Timing:

We are currently fully booked and scheduling new projects starting in October, 2023. We anticipate completing the study within 120 days of the day on which we begin work barring circumstances that are clearly beyond our control.

Professional Fees:

Professional fees to complete the project will be at a not-to-exceed amount of \$550 per job classification (not employee) included in the study. A preliminary count of positions stands at 88 which would result in a professional fee of \$48,400. Should the final count exceed 88, Clinton County would be charged an additional \$550 each for any additional job titles.

Project Expenses:

Project expenses will be limited to \$1,800 for travel-related costs (airfare, auto rental, fuel and mileage, hotel only). This expense budget envisions one trip to Clinton County for project-related activities (i.e. management and department head interviews). If costs are less for travel, the County would only be charged the actual expense. Additionally, if it is possible to schedule the travel among multiple clients, Clinton County would only be charged a proportional amount.

Other Conditions:

This proposal will remain effective for 120 days from the date of submittal.

Clinton 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:

Clinton County will receive three 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 Excel files containing the point factor analysis and other data for future use.

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

John F. Fuentes
County Administrator/Controller

Todd J. Campbell
Deputy Administrator

CLINTON COUNTY
OFFICE OF
ADMINISTRATIVE SERVICES



Cindy Moser
Finance Director

100 E. State Street, Suite 2100
St. Johns, Michigan 48879
(989) 224-5120 • Fax: (989) 224-5102
www.clinton-county.org

TO: Human Resources Committee

FROM:



John F. Fuentes, County Administrator/Controller

SUBJECT: Holiday Schedule Discussion

DATE: May 12, 2023

The regularly scheduled 4th of July holiday falls on a Tuesday this year. The Board of Commissioners has from time to time authorized an administrative leave day to provide a long holiday weekend for employees. The Board is being asked to consider approving an administrative leave day for non-essential personnel on Monday, July 3, 2023.

Suggested Action:

Recommend approval of an administrative leave day for non-essential personnel on Monday, July 3, 2023.