The County Services Committee will meet on Tuesday, November 1, 2016 at 6:00 P.M., in the Personnel Conference Room (D & E), Human Services Building, 5303 S. Cedar, Lansing.

Agenda

Call to Order
Approval of the October 18, 2016 Minutes and Closed Session
Minutes Additions to the Agenda
Limited Public Comment

1. **Human Resources** – Resolution Approving Modifications to the 2016 Managerial and Confidential Employee Personnel Manual

2. **Interviews** – Potter Park Zoo Board Interviews

3. **Innovation and Technologies**
   a. Resolution to Approve the UPS Replacement Bid from Hi-Tech System Service, Inc.
   b. Resolution to Approve Purchase of Training from Security Mentor

4. **Road Department**
   a. Resolution Authorizing the Purchase of 2016/2017 Seasonal Requirement of Liquid De-Icer Corrosion Inhibited Solution for the Ingham County Road Department
   b. Resolution to Authorize Approval of the Preliminary Plat of Silverstone Estates
   c. Resolution to Approve Purchase of New Fire Alarm Communication Panel and Monitoring Service for the Ingham County Road Department

5. **Potter Park Zoo**
   a. Resolution Authorizing Acceptance of a Donation from and to Enter into a Contract with the Lansing Lions Club for the Addition of a Waterfall to the Lions Club Sensory Garden at Potter Park Zoo
   b. Zoo Director Search Update (Discussion)

6. **Animal Control** – Resolution to Reorganize and Expand Ingham County Animal Control Staff

7. **Human Resources**
   a. Performance Review (Discussion)
   b. Hay Study Update (Discussion)
   c. Claim Settlement Discussion with County Attorney (Closed Session)
8. **Controller** – Resolution Authorizing [Third Quarter Adjustments](#) to the 2016 Ingham County Budget

9. **Board of Commissioners**
   a. Resolution Honoring Neil West for his Years of Service as Supervisor of Leroy Township
   b. Resolution Honoring Gerald E. Alchin for his Years of Service as Leroy Township Trustee

Announcements
Public Comment
Adjournment

**PLEASE TURN OFF CELL PHONES OR OTHER ELECTRONIC DEVICES OR SET TO MUTE OR VIBRATE TO AVOID DISRUPTION DURING THE MEETING**

The County of Ingham will provide necessary reasonable auxiliary aids and services, such as interpreters for the hearing impaired and audio tapes of printed materials being considered at the meeting for the visually impaired, for individuals with disabilities at the meeting upon five (5) working days notice to the County of Ingham. Individuals with disabilities requiring auxiliary aids or services should contact the County of Ingham in writing or by calling the following: Ingham County Board of Commissioners, P.O. Box 319, Mason, MI 48854 Phone: (517) 676-7200. A quorum of the Board of Commissioners may be in attendance at this meeting. Meeting information is also available on line at [www.ingham.org](http://www.ingham.org).
COUNTY SERVICES COMMITTEE
October 18, 2016
Draft Minutes

Members Present: Nolan, Bahar-Cook (departed at 7:24 p.m.), Celentino, Hope, Koenig (arrived at 6:07 p.m.), Maiville, and Tsernoglou

Members Absent: None

Others Present: Tim Dolehanty, Travis Parsons, Becky Bennett, Deb Fett, Jill Rhode, John Dinon, Alex Rusek, Christie Poitra, Beth Cooley, Tamara Warren, Rita Voegel, Audrey Martini, Loria Sabin, and others.

The meeting was called to order by Chairperson Nolan at 6:00 p.m. in Personnel Conference Room “D & E” of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan.

Approval of the October 04, 2016 Minutes

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. HOPE, TO APPROVE THE MINUTES OF THE OCTOBER 04, 2016 COUNTY SERVICES COMMITTEE MEETING.

THE MOTION CARRIED UNANIMOUSLY. Absent: Koenig.

Additions to the Agenda

2. Board of Commissioners – Resolution Authorizing Deer Hunting at Property Located within the Ingham County Farm, 3860 Dobie Road, Okemos

Substitutions

7. Purchasing - Resolution to Approve the Disposal of County-Owned Surplus Property

Removed from Agenda

2. Economic Development - Resolution Approving a Reimbursement Agreement by and between the County of Ingham and Jackson National Life Insurance Company for the Repayment of Community Development Block Grant Funds

3. Innovation and Technologies
   b. Resolution to Approve Renewal of Juror System Support

10. Sheriff’s Department - Request for a Severance Agreement (Discussion)

Limited Public Comment

None.
MOVED BY COMM. MAIVILLE, SUPPORTED BY COMM. BAHAR-COOK, TO APPROVE A CONSENT AGENDA CONSISTING OF THE FOLLOWING ACTION ITEMS:

3. Innovation and Technologies  
   a. Resolution to Approve the Contract for Courtview Server Upgrade  
   c. Resolution to Approve Renewal of PACC/PAAM Licensing and Support

4. Road Department  
   b. Resolution to Approve the Special and Routine Permits for the Ingham County Road Department  
   c. Proposal Summary & Memo for Eastern Garage Overhead Door Repair

6. Potter Park Zoo - Resolution Recommending Acceptance of a $3,800 Monetary Gift from the Potter Park Zoo Docent Association for a New Barred Owl Enclosure

7. Purchasing - Resolution to Approve the Disposal of County-Owned Surplus Property

8. Finance Department  
   a. Resolution to Waive the Public Act 152 Health Care Requirements for 2017

9. Human Resources  
   d. Resolution Approving Generic Service Credit Purchase for County Employee: John Jason Waugh

THE MOTION CARRIED UNANIMOUSLY. Absent: None.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY. Absent: None.

1. Interviews  
   a. Equal Opportunity Committee Interviews

Chairperson Nolan asked the interviewees to introduce themselves.

Alexander Rusek interviewed for the Equal Opportunity Committee.

Beth Cooley interviewed for the Equal Opportunity Committee.

Christie Poitra interviewed for the Equal Opportunity Committee.

Tamara Warren interviewed for the Equal Opportunity Committee.

MOVED BY COMM. TSERNOGLOU, SUPPORTED BY COMM. MAIVILLE, TO RECOMMEND ALEXANDER RUSEK, CHRISTIE POITRA, BETH COOLEY, AND
TAMARA WARREN FOR APPOINTMENT TO THE EQUAL OPPORTUNITY COMMITTEE.

Commissioner Bahar-Cook stated that three appointments would expire in 2018 and one would expire in 2017.

Chairperson Nolan stated that the term assignments would be discussed at the next Democratic Caucus meeting.

THE MOTION CARRIED UNANIMOUSLY. Absent: None.

b. Historical Commission Interviews

Chairperson Nolan asked the interviewees to introduce themselves.

Rita Voegel interviewed for the Historical Commission.

Audrey Martini interviewed for the Historical Commission.


THE MOTION CARRIED UNANIMOUSLY. Absent: None.

2. Board of Commissioners – Resolution Authorizing Deer Hunting at Property Located within the Ingham County Farm, 3860 Dobie Road, Okemos

MOVED BY COMM. BAHAR-COOK, SUPPORTED BY COMM. MAIVILLE, TO APPROVE THE RESOLUTION AUTHORIZING DEER HUNTING AT PROPERTY LOCATED WITHIN THE INGHAM COUNTY FARM, 3860 DOBIE ROAD, OKEMOS.

Commissioner Tsernoglou stated that there had not been an increase in deer and car accidents. She further stated that there was research that indicated that these types of hunts actually increase the deer population rather than decreasing it. She further stated that she would be voting against the resolution.

Commissioner Maiville stated that Washtenaw County was doing a similar program, but was combining hunting with sterilization.


4. Road Department
a. Resolution Authorizing a Sub-Recipient Agreement with Michigan State University for Michigan Department of Environmental Quality Grant Funded Use of De-Vulcanized Rubber Modified Chip-Sealing Mixture on County Roads Locations to be Determined for the Ingham County Road Department

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. KOENIG, TO APPROVE THE RESOLUTION AUTHORIZING A SUB-RECIPIENT AGREEMENT WITH MICHIGAN STATE UNIVERSITY FOR MICHIGAN DEPARTMENT OF ENVIRONMENTAL QUALITY GRANT FUNDED USE OF DE-VULCANIZED RUBBER MODIFIED CHIP-SEALING MIXTURE ON COUNTY ROADS LOCATIONS TO BE DETERMINED FOR THE INGHAM COUNTY ROAD DEPARTMENT.

Chairperson Nolan asked who was doing the research to verify checking the roads that are involved with the agreement.

Robert Peterson, Ingham County Road Department Director of Engineering, stated that Michigan State University (MSU) was the recipient of the grant and that the County was a sub-recipient and would be receiving the necessary monies to be able to perform the duties as set forth in the grant for MSU to study in order to satisfy the Michigan Department of Environmental Quality who would then issue a report.

Chairperson Nolan asked when the committee would be provided with the research.

Mr. Peterson responded that he could not answer now, but would find out and return with an answer.

THE MOTION CARRIED UNANIMOUSLY. Absent: None.

5. Animal Control - Resolution to Reorganize and Expand Ingham County Animal Control Staff (Discussion)

John Dinon, Animal Control Director, reviewed the resolution and stated that there was a recommendation to change one of the full-time Clerk/Dispatcher positions to a Customer Service and Community Outreach Manager position due to the current volunteer coordinator’s resignation and the workload.

Commissioner Bahar-Cook asked what the Animal Control Advisory Board voted on the recommendation.

Mr. Dinon stated that the board was aware of the plan, but took no formal action.

Commissioner Celentino asked what the union’s position was regarding the topic.

Mr. Dinon stated that he had explained to them what the proposal was going forward and that Sally Auer, UAW Chairperson, had expressed her agreement.
Commissioner Koenig asked if Mr. Dinon could recall the language of the millage that would allow for this.

Mr. Dinon stated that it had been reviewed by the Controller’s Office and legal counsel.

Commissioner Hope asked Mr. Dinon to supply a more explicit statement from Sally Auer regarding her support for the topic.

Chairperson Nolan stated that she was concerned with the amount of money going to new positions and asked what would happen if the millage was not renewed.

Mr. Dinon responded that there would be an opportunity every year to revisit the positions.

Chairperson Nolan stated that typically positions are identified between millage funded or general funded so they would understand that if the millage fails they may not have a position.

Mr. Dinon stated that his understanding would be that if the millage fails the millage funded positions would cease to exist.

Commissioner Koenig stated that the millage would most likely lose support after the shelter was built.

Discussion.

Commissioner Bahar-Cook stated that the language specifically stated that it would be used for continual operations.

8. Finance Department
   b. Resolution to Transfer Additional Funding to the Municipal Employees Retirement System (MERS) for the Judge and Library Divisions

MOVED BY COMM. MAIVILLE, SUPPORTED BY COMM. BAHAR-COOK, TO APPROVE THE RESOLUTION TO TRANSFER ADDITIONAL FUNDING TO THE MUNICIPAL EMPLOYEES RETIREMENT SYSTEM (MERS) FOR THE JUDGE AND LIBRARY DIVISIONS.

Commissioner Bahar-Cook asked for clarification regarding the amount of the fund balance that could be used to accomplish this.

Jill Rhode, Ingham County Financial Director, stated that this was reserved fund balance.

Chairperson Nolan stated she was disappointed to see this large of an amount coming out of the fund balance.

Discussion.
Commissioner Bahar-Cook asked for confirmation regarding the fund balance values.

THE MOTION CARRIED UNANIMOUSLY. Absent: None.

9. Human Resources
   a. Managerial and Confidential Employee Personnel Manual, Section K. Severance Pay, Subsections 3a and 3b (Discussion)

Chairperson Nolan explained the reason for the agenda item to be brought to the committee.

Commissioner Bahar-Cook asked for clarification regarding qualifications for retirees and resignees.

Travis Parsons stated that an employee could retire at the end of the severance.

Commissioner Bahar-Cook stated that an employee could not retire and then receive severance pay, but would have to resign, receive the severance pay, and then retire.

Discussion.

Chairperson Nolan stated that this would make it a requirement that severance pay be approved through the County Services Committee.

Commissioner Bahar-Cook asked if clarification was needed regarding employees who were eligible for retirement being discouraged from seeking out severance to avoid the potential for abuse of the policy.

Mr. Parsons stated that employees could not be forced to exercise their retirement, but that it is made clear to them that they would lose their eligibility to collect their retirement healthcare if they did not immediately withdraw their pension upon retiring. He further stated that once the severance healthcare was completed the employee could not come back.

Discussion.

Commissioner Hope asked who else was authorized to sign documents that had not gone through the Board of Commissioner Chairperson.

Mr. Parsons responded that some county-wide elected officials had signed as well as one or two possible cases in 2012 where the Controller had signed.

Discussion.

Chairperson Nolan stated that she asked for this to be revisited because of an incident regarding the topic that had already happened.
Commissioner Koenig stated that she was concerned regarding the legality of this change and did not feel that the County Services Committee had the sole authority for it.

b. Resolution Approving Modifications to the 2016 Managerial and Confidential Employee Personnel Manual (*Discussion*)

Chairperson Nolan stated that Agenda Item No. 9(b) would be moved to the November 1, 2016 meeting.

c. Performance Review (*Discussion*)

Chairperson Nolan stated that Agenda Item No. 9(c) would be moved to the November 1, 2016 meeting.

11. **Controller - ICEA Park Ranger Unit Settlement Resolution (Closed Session)**

MOVED BY COMM. KOENIG, SUPPORTED BY COMM. HOPE, AT 7:14 P.M. TO MOVE THE MEETING INTO CLOSED SESSION FOR THE PURPOSE OF DISCUSSING THE SETTLEMENT.

THE MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE. Absent: None.

Commissioner Bahar-Cook departed at 7:24 p.m.

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. KOENIG, AT 7:26 P.M. TO MOVE THE MEETING BACK INTO OPEN SESSION.

THE MOTION CARRIED UNANIMOUSLY. Absent: Bahar-Cook.

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. TSERNOGLOU, TO AUTHORIZE THE CHAIR OF THE BOARD OF COMMISSIONERS TO SIGN DOCUMENTS RELATED TO CASE NUMBER 15-584-CK.

THE MOTION CARRIED UNANIMOUSLY. Absent: Bahar-Cook.

**Announcements**

None.

**Public Comment**

None.

**Adjournment**

The meeting was adjourned at 7:28 p.m.
AGENDA ITEMS:
The Controller/Administrator recommends approval of the following resolutions:

1. **Human Resources** – *Resolution Approving Modifications to the Managerial and Confidential Employee Personnel Manual*

   Questions have been raised concerning use and approval of salary and fringe benefit continuation under the Managerial and Confidential Employee Personnel Manual. In accordance with the manual, Ingham County allows severance (salary and fringe benefit continuation) in response to several employee separation scenarios and in conjunction with resignation agreements and comprehensive waiver of claims. Employees under this manual are employees “at will” and subject to termination for any reason, at any time and this severance option has been utilized as a business practice for a variety of separations. In some circumstances, resignations by agreement and waivers have been successfully utilized to prevent potential lawsuits and settle grievances or arbitrations.

   Current policy allows for severance as an automatic option for up to six months’ compensation, and for consideration of an additional six months’ compensation at the discretion of the County Services Committee. A proposal offered for consideration would change current practice to compel approval of the County Services Committee in all cases.

2. **Potter Park Zoo Board Interviews**

   Candidates interested in serving on the Potter Park Zoo Board will be present to discuss their interest in appointment.

3a. **Innovation and Technology Department** – *Resolution to Approve the UPS Replacement Bid from Hi-Tech System Service, Inc.*

   Ingham County operates 32 small uninterruptible power supply (UPS) devices spread throughout various facilities to ensure the IT infrastructure remains operational in event of a power failure. These devices are several years old and are starting to regularly generate trouble alarms. Although batteries have been replaced, over time UPS devices will eventually fail. To prevent a total breakdown, the IT Department recommends acceptance of a proposal from Hi-Tech System Service for UPS replacement at a total cost not to exceed $46,338.

3b. **Innovation and Technology Department** – *Resolution to Approve Purchase of Training from Security Mentor*

   All County IT users have a responsibility to understand the basic essentials of cyber security, to know what to look for in phishing scams or how to identify suspicious attachments. For these reasons the Innovation and Technology Department initiated a service in 2014 titled “Security Mentor.” All users receive an automated notice about once each month with a link to a new lesson in cyber security. Educated IT consumers are the first line of defense in cyber security, and these lessons offer our employees timely tips on how to avoid becoming the next victim. This training is provided through an online subscription format that is purchased in annual increments and is part of the MI-DEAL state contract program. The IT Director recommends continuation of this subscription at a total cost of $7,067.
4a. **Road Department** - Resolution Authorizing the Purchase of the 2016/2017 Seasonal Requirement of Liquid De-Icer Corrosion Inhibited Solution for the Ingham County Road Department

The Road Department recommends awarding a contract for seasonal liquid de-icer to Northern Michigan Dust Control, Inc. (NMDC) in an amount not to exceed the bid unit price of $0.78/gallon (approximately $9,400). NMDC submitted the lowest responsive price proposal meeting all Road Department specifications.

4b. **Road Department** – Resolution to Authorize Approval of the Preliminary Plat of Silverstone Estates

The Silverstone Estates Preliminary Plat illustrates a 25-unit single-family development located on 25.52 acres, on the east side of Powell Road one-half mile north of Grand River Avenue in Meridian Township. Project developers have followed established procedures and now seek preliminary plat approval. Once a preliminary plat is approved by the stakeholders (Township, Road Department, Drain Commissioner, etc.), construction plans will follow before construction begins. An acceptance process is normally initiated upon completion to make roads, drains, and other utilities public. The Road Department seeks Board approval of the Silverstone Estates Preliminary Plat.

4c. **Road Department** - Resolution to Approve Purchase of New Fire Alarm Communication Panel and Monitoring Service for the Ingham County Road Department

The fire alarm system at the Road Department complex in Mason must be monitored at all times by an alarm service. Two independent means of communication with the monitoring center must be maintained at all times. The Purchasing Director and Road Department Managing Director recommend approval of a resolution to authorize the purchase of one new fire alarm communication panel at $8,194.44 and fire alarm monitoring service at $540.00 per year for four years with the first year included in the communication panel cost from Boynton Fire Safety Service.

5a. **Potter Park Zoo** – Resolution Authorizing Acceptance of a Donation from and to Enter into a Contract with the Lansing Lions Club for the Addition of a Waterfall to the Lions Club Sensory Garden at Potter Park Zoo

The Lansing Lions Club recently raised funds for the specific purpose of building a waterfall in the sensory garden at Potter Park Zoo to enhance the experience of zoo visitors. If accepted, the Club will supply all materials and labor to complete the installation of the waterfall and provide for the future maintenance of the waterfall including associated maintenance costs. The Interim Potter Park Zoo Director recommends approval of this resolution.

5b. **Potter Park Zoo** – Zoo Director Search Update (Discussion)

The Controller/Administrator will be present to provide an update on the Zoo Director search.

6. **Animal Control** – Proposal to Reorganize and Expand Ingham County Animal Control Staff

Following approval of a millage request in August, the Animal Control Department proposes a reorganization plan to include the following actions:

- Change “Redemption Clerk/Dispatcher” title to “Customer Service Specialist”
- Change Office Coordinator title to “Customer Service Lead”
- Change half-time clerk/dispatcher to full time with new Customer Service Specialist title
- Add two full time UAW clerk/dispatchers with new Customer Service Specialist title
- Add an MCF “Customer Service and Community Outreach Manager” position
- Change half-time Animal Care Specialist to full time
- Add one full time Animal Care Specialist
- Fund Volunteer Assistant position with millage funds instead of Animal Shelter Fund

This proposal would add 2.5 Customer Service Specialists and add 1.5 Animal Care Specialists. These changes are also consistent with recommendations from the National Animal Care and Control Association study. The total cost associated with these changes is $436,029. Consistent with the Reorganization Procedure Policy, a resolution recommending approval of this action is offered by the Animal Control Director.

7a. **Human Resources Department** – *Performance Review* (Discussion)

The Human Resources Director will be present to discuss parameters for a performance appraisal policy. This discussion will focus on preferred methodologies and timetables.

7b. **Human Resources Department** – *Hay Study Update* (Discussion)

The Human Resources Director will be present to discuss progress on the county-wide classification and compensation study, also known as the Hay Study.

7c. **Human Resources Department** – *Claim Settlement Discussion with County Attorney* (Closed Session)

Attorneys Bonnie Toskey and Gordon Love will be present to consult with Commissioners regarding settlement strategy in a workers’ compensation claim. This discussion will be held in closed session as allowed under the Open Meetings Act (MCL 15.268(e)).

8. **Controller** – *Resolution Authorizing Third Quarter Adjustments to the 2016 Ingham County Budget*

On October 27, 2015 the Board of Commissioners approved Resolution 15-405 adopting the 2016 Budget and has authorized certain amendments since that time. It is now necessary to make adjustments as a result of updated revenue and expenditure projections, fund transfers, re-appropriations, accounting and contractual changes, errors and omissions, and additional appropriation needs. The net changes from these adjustments are as follows:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>2016 Budget (10/15/16)</th>
<th>Proposed Changes</th>
<th>Proposed Budget</th>
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<tr>
<td>101</td>
<td>General Fund</td>
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<td>201</td>
<td>Road Fund</td>
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<td>3,100,000</td>
<td>29,545,881</td>
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<td>245</td>
<td>Public Improvements Fund</td>
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<td>8,517</td>
<td>1,224,823</td>
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<tr>
<td>664</td>
<td>Machine and Equipment Revolving Fund</td>
<td>1,390,217</td>
<td>13,924</td>
<td>1,404,141</td>
</tr>
</tbody>
</table>

9a. **Board of Commissioners** - *Resolution Honoring Neil West for his Years of Service as Supervisor of Leroy Township*

A resolution is offered to recognize and honor Neil West for his lifelong dedication to serving the residents of Ingham County as Township Supervisor, particularly those in Leroy Township.
9b. **Board of Commissioners** - *Resolution Honoring Gerald E. Alchin for his Years of Service as Leroy Township Trustee*

A resolution is offered to recognize and honor Gerald E. Alchin for his many years of service to the residents of Ingham County as Township Trustee, particularly those in Leroy Township.
TO: County Services and Finance Committees
FROM: Travis Parsons, Human Resources Director
DATE: October 20, 2016
SUBJECT: Resolution Approving Modifications to the 2016 Managerial and Confidential Employee Personnel Manual

BACKGROUND
The County Services Committee reviewed and discussed the current language in the Managerial and Confidential Employee Personnel Manual specifically regarding Section k, Severance Pay. The Committee explored the historical language and process changes that have taken place since the inception of the employee manual in 1982. Questions and concerns arose regarding the application of this section and the approval process of salary and fringe benefit continuation in conjunction with resignation agreements and comprehensive waivers of claim.

Between 1982 and 1999, severance for reasons other than layoff required the request be approved by the Administrative Services/Personnel Committee and in all cases; any extension of this benefit up to an additional 6 months had to be approved by the Committee. The language was changed, beginning in the 2000 Managerial and Confidential Employee Personnel Manual, eliminating the practice of seeking approval for the initial term of salary and benefit continuation.

At the last County Services Committee meeting, revised language was proposed for consideration which reintroduced the authorization process by the County Services Committee for the initial provision of up to six (6) months of severance for reasons other than layoff and maintained the approval by Committee of any extension thereof.

In addition, the proposed language changes clearly establish the requirements for execution to include a release and waiver agreement, approved by Corporation Counsel, signed by the affected employee and the Chairperson of the Board of Commissioners.

The County Services Committee requested the County Attorney research and provide clarification regarding the possible need for the release and waivers agreements that include severance to be approved by the full Board of Commissioners prior to executing the agreements. A representative from Corporation Counsel will be available to address these questions.

ALTERNATIVES
To take no action and the practice, as outlined in the personnel manual, will remain status quo.

FINANCIAL IMPACT
No measurable financial impact.

OTHER CONSIDERATIONS
None

RECOMMENDATION
To comport with the desire of the current Board of Commissioners, I respectfully recommend approval of the attached resolution approving modifications to the 2016 Managerial and Confidential Employee Personnel Manual.
Agenda Item 1

Introduced by the County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION APPROVING MODIFICATIONS TO THE
2016 MANAGERIAL AND CONFIDENTIAL EMPLOYEE PERSONNEL MANUAL

WHEREAS, the Board approved the 2016 Managerial and Confidential Employee Personnel Manual per resolution #15-469; and

WHEREAS, it is necessary to amend the 2016 Managerial/Confidential Employee Personnel Manual; and

THEREFORE BE IT RESOLVED, the Ingham Board of Commissioners hereby approves the following amendment to the 2016 Managerial and Confidential Employee Personnel Manual:

Change in language under Section K, Severance Pay, subsection 3:

a. Subject to the provisions stated herein, if a manager or confidential employee is laid off due to elimination of his/her position and if alternate job placement in a County position has not been successful, the Employer will continue that person's salary, health insurance, life insurance and dental insurance coverage for one (1) month for each continuous year of service to a maximum of six (6) months. The salary payments will be made on a bi-weekly basis, and continue for the period of time stated above provided the employee does not obtain other employment, nor receive unemployment compensation during that time. The salary continuation will not include contributions to MERS retirement and the employee will receive no service credit under the MERS Plan subsequent to the date of separation. This compensation may be extended, as well as the above fringe benefits, at the sole discretion of the County Services Committee up to an additional six (6) months for those employed ten (10) or more continuous years. The above payments will be subject to normal tax withholdings. Prior to any such payment, a release and waiver agreement, approved by Corporation Counsel, must be executed by the affected employees and the Chairperson of the Ingham County Board of Commissioners.

b. A Manager or Confidential employee's employment and compensation can be terminated for any reason, at any time, at the option of either the Employer or employee. If a Manager or Confidential employee's employment is terminated by the Employer and his/her termination from employment is for other than death, retirement, or involuntary discharge, the Manager or Confidential employee may be provided one (1) month’s continuation of salary, health insurance, life insurance and dental insurance coverage for each continuous year of service to a maximum of six (6) months of severance compensation. Payments will be made on a bi-weekly basis, subject to normal withholding of taxes. The County Services Committee must authorize such compensation. In addition, such salary and fringe benefit continuation is subject to and contingent upon the employee not being employed elsewhere, nor receiving unemployment compensation during that time. The salary continuation will not include contributions to MERS retirement and the employee will receive no service credit under the MERS Plan subsequent to the date of separation. This compensation may be extended, as well as the above fringe benefits, at the sole discretion of the County Services Committee up to an additional six (6) months for those employed ten (10) or more continuous years. The decision to grant or deny an extension of benefits is within the sole discretion of the County Services Committee. Prior to any such payment, a release and waiver agreement, approved by Corporation Counsel, must be executed by the affected employees and the Chairperson of the Ingham County Board of Commissioners.
BE IT FURTHER RESOLVED, that the amendment to the Managerial and Confidential Employee Personnel Manual will be effective immediately upon approval of this resolution by the Board of Commissioners.
TO: Board of Commissioners, County Services Committee, and Finance Committee

FROM: Deb Fett, CIO

DATE: 10/10/2016

SUBJECT: Resolution – UPS Replacement

BACKGROUND
Ingham County currently has 32 small uninterruptible power supply (UPS) devices spread out in various facilities to ensure our infrastructure remains operational should a power failure occur so the sites can continue operation if not on generator power, while also providing consistent filtered power. These devices are several years old and are starting to regularly have alarms show up. Although batteries have been replaced, over time they will completely fail and be unable to recover. To prevent that total breakdown, it behooves us to replace them while there is no crisis. As noted below, the bid from Hi-Tech System Service is our best choice.

ALTERNATIVES
Following due process requirements, an RFP was released and bids were received for the hardware requested. The lowest 5 bidders are:

<table>
<thead>
<tr>
<th>Company</th>
<th>Brand</th>
<th>Bid Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coast to Coast Computer</td>
<td>CyberPower brand</td>
<td>$34,252.51</td>
</tr>
<tr>
<td>Graybar Electric Co.</td>
<td>TrippLite brand</td>
<td>$39,769.58</td>
</tr>
<tr>
<td>Hi-Tech System Service</td>
<td>APC brand</td>
<td>$45,363.00</td>
</tr>
<tr>
<td>Zones, Inc.</td>
<td>APC brand</td>
<td>$46,305.07</td>
</tr>
<tr>
<td>Precision Data</td>
<td>APC brand</td>
<td>$46,697.25</td>
</tr>
</tbody>
</table>

FINANCIAL IMPACT
The funding for the $45,363.00 quote plus $975.00 shipping (total of $46,338.00) will come from the County’s Innovation and Technology Department’s Network Hardware Fund #636-25810-932032.

OTHER CONSIDERATIONS
The APC brand was chosen as it is the most reasonable of the highly reliable brands offered. CyberPower was not chosen as it is a relative newcomer to the industry and uses cheaper materials wherever they can. This greatly reduces the price but also increases the risk of failure. Tripplite was also not chosen as it is more of a consumer level product. Both are adequate devices for basic use but not preferred for keeping our critical infrastructure up and operational. There is a reason that the saying “No one gets fired for using APC” was coined.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the purchase of UPS replacements from Hi-Tech System Service, Inc.
Per your request, the Purchasing Department sought bids for the purchase of thirty-two (32) uninterruptible power supplies (UPS).

The ITB was advertised in the Lansing State Journal, new Citizens Press and posted on the Ingham County Purchasing Department.

The Purchasing Department can confirm the following:

<table>
<thead>
<tr>
<th>Function</th>
<th>Overall Number of Vendors</th>
<th>Number of Local Vendors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor invited to propose</td>
<td>66</td>
<td>6</td>
</tr>
<tr>
<td>Vendors responding</td>
<td>10</td>
<td>1</td>
</tr>
</tbody>
</table>

The grid summarizing the vendors’ cost is located on the last page.

You are now ready to complete the final steps in the process: 1) Evaluate the submissions based on the criteria established in the RFP/ITB; 2) confirm funds are available; 3) submit evaluation to the Purchasing Department with your recommendation; 4) write a memo of explanation; and, 5) prepare a resolution for Board approval.

This Memorandum is to be included with your memo and resolution submission to the “resolutions group” as acknowledgement of the Purchasing Department’s participation in the proposal process.

If I can be of further assistance, please email jhudgins@ingham.org
## Bid Opening Summary

<table>
<thead>
<tr>
<th>Vendor Name</th>
<th>Local Pref</th>
<th>Add 1 &amp; 2</th>
<th>Manufacturer</th>
<th>1.8 kW - 2000 VA Qty 21 Unit cost</th>
<th>1.8 kW - 2000 VA Qty 21 Total Cost</th>
<th>4.5 kW – 5000 VA with 5 kVA transformer Qty 2 Unit Cost</th>
<th>4.5 kW – 5000 VA with 5 kVA transformer Qty 2 Total Cost</th>
<th>7.2 kW – 8000 VA with 11 kVA extended battery Qty 2 Unit Cost</th>
<th>7.2 kW – 8000 VA with 11 kVA extended battery Qty 2 Total Cost</th>
<th>1.35 kW – 1500 VA Qty 7 Unit Cost</th>
<th>1.35 kW – 1500 VA Qty 7 Total Cost</th>
<th>GRAND TOTAL QTY 32</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coast to Coast Computer</td>
<td>No Simi Valley, CA Yes Not listed</td>
<td>$728.86</td>
<td>$15,306.06</td>
<td>$3,055.84</td>
<td>$6,111.68</td>
<td>$4,406.23</td>
<td>$8,812.46</td>
<td>$574.63</td>
<td>$4,022.41</td>
<td>$34,252.61</td>
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<tr>
<td>Graybar Electronic Co.</td>
<td>Yes Lansing, MI Not listed</td>
<td>$973.00</td>
<td>$20,433.00</td>
<td>$3,044.59</td>
<td>$6,089.18</td>
<td>$3,986.31</td>
<td>$7,972.62</td>
<td>$753.54</td>
<td>$5,274.78</td>
<td>$39,769.58</td>
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<td></td>
</tr>
<tr>
<td>High Tech Systems Serv., Inc.</td>
<td>No Casco, MI Yes APC</td>
<td>$1,031.00</td>
<td>$21,651.00</td>
<td>$3,672.00</td>
<td>$7,344.00</td>
<td>$5,887.00</td>
<td>$11,774.00</td>
<td>$642.00</td>
<td>$4,494.00</td>
<td>$45,363.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zones Inc.</td>
<td>No Auburn, WA Yes Not listed</td>
<td>$1,157.34</td>
<td>$24,304.09</td>
<td>$3,794.00</td>
<td>$7,588.00</td>
<td>$4,838.85</td>
<td>$9,677.70</td>
<td>$676.47</td>
<td>$4,735.29</td>
<td>$46,305.07</td>
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<td></td>
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<tr>
<td>Precision Data</td>
<td>No Grand Rapids, MI Yes Not listed</td>
<td>$1,177.25</td>
<td>$24,722.25</td>
<td>$3,764.50</td>
<td>$7,529.00</td>
<td>$4,593.65</td>
<td>$9,187.30</td>
<td>$694.10</td>
<td>$4,858.70</td>
<td>$46,697.25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Troxell</td>
<td>No Macomb, MI Yes Not listed</td>
<td>$1,350.00</td>
<td>$28,350.00</td>
<td>$3,772.00</td>
<td>$7,544.00</td>
<td>$5,135.00</td>
<td>$10,270.00</td>
<td>$811.00</td>
<td>$5,677.00</td>
<td>$51,841.00</td>
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<td></td>
</tr>
<tr>
<td>CDW-G</td>
<td>No Vernon Hills, IL Yes Eaton</td>
<td>$1,382.59</td>
<td>$31,669.10</td>
<td>$3,557.55</td>
<td>$7,115.10</td>
<td>$3,981.85</td>
<td>$7,963.70</td>
<td>$1,172.60</td>
<td>$8,208.20</td>
<td>$54,956.10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nationwide Power Solutions</td>
<td>No Henderson, NV Yes Not listed</td>
<td>$1,462.00</td>
<td>$30,702.00</td>
<td>$3,661.00</td>
<td>$7,322.00</td>
<td>$5,016.00</td>
<td>$10,032.00</td>
<td>$1,221.00</td>
<td>$8,547.00</td>
<td>$58,828.00</td>
<td></td>
<td></td>
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<tr>
<td>PM Technologies</td>
<td>No Wixom, MI Yes Liebert</td>
<td>$1,413.80</td>
<td>$29,689.80</td>
<td>$10,259.67</td>
<td>$20,519.34</td>
<td>$12,193.74</td>
<td>$24,387.48</td>
<td>$1,092.17</td>
<td>$17,645.19</td>
<td>$82,241.81</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superior Electric</td>
<td>No Clinton County Yes Liebert</td>
<td>$1,598.00</td>
<td>$33,558.00</td>
<td>$11,890.00</td>
<td>$23,780.00</td>
<td>$13,900.00</td>
<td>$27,800.00</td>
<td>$1,250.00</td>
<td>$8,750.00</td>
<td>$93,888.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Invitation to Bid (ITB)
Packet #171-16
Uninterruptible Power Supply (UPS) Replacements

Sealed Bid Due:
September 26, 2016 at 11:00 A.M.
September 22nd, 2016

County of Ingham
Attention James C. Hudgins, Jr. , Director of Purchasing
121 E. Maple St. Room 203
Mason, Mi. 48854

Dear Mr. Hudgins

Thank you for allowing Hi-Tech System Service, Inc. to provide County of Ingham a proposal for your UPS Replacement RFP. Enclosed you will find Hi-Tech’s response to your proposal.

Hi-Tech has been providing IT and communication solution to government clients since 1987. Our company’s focus is to provide our clients with “Total Customer Satisfaction”. We design, sell, and support best in class products and services. Hi-Tech has many highly trained and certified system engineers and account managers. Hi-Tech has completed many projects similar in scope to your current RFP. We look forward to working with you and your staff to deliver an expert solution on time and within budget. If you have any questions or concerns with regards to the RFP response, please feel free to contact me. 810-326-9000 ext. 202 or jcsj@hitech.net.

Sincerely,

Jay St. James
## Pricing Form
(Please Type or Print Clearly in Ink)
USE ONLY THIS SHEET TO QUOTE YOUR COSTS

<table>
<thead>
<tr>
<th>UPS Specifications</th>
<th>Manufacturer/Part Number</th>
<th>Quantity</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.8 kW – 2000 VA</td>
<td>APC SMX2000RMLV2U</td>
<td>21</td>
<td>$1,031.00</td>
<td>$21,651.00</td>
</tr>
<tr>
<td>4.5 kW – 5000 VA with 5 kVA transformer</td>
<td>APC SRT5KRMXLT</td>
<td>2</td>
<td>$3,672.00</td>
<td>$7,344.00</td>
</tr>
<tr>
<td>7.2 kW – 8000 VA with 11 kVA extended battery</td>
<td>APC SRT8KRMXLT-5KTF</td>
<td>2</td>
<td>$4,945.00</td>
<td>$9,890.00</td>
</tr>
<tr>
<td></td>
<td>APC SRT192RMBP2</td>
<td></td>
<td>$942.00</td>
<td>$1,884.00</td>
</tr>
<tr>
<td>1.35 kW – 1500 VA</td>
<td>APC SMX1500RM2U</td>
<td>7</td>
<td>$642.00</td>
<td>$4,494.00</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>32</td>
<td></td>
<td>$45,383.00</td>
</tr>
</tbody>
</table>

Estimated Shipping Cost: $975.00
LOCAL PURCHASING PREFERENCE FORM
(Please type or print clearly in ink only)

1. Do you desire to have your company considered a “local vendor” and therefore have your bid evaluated with the 10% local purchasing preference?
   ___ Yes  X No

   If yes, please provide below the verifiable business address (not a PO Box) at which your business is being conducted.

2. Complete Legal Firm Name:

3. Company Address:

4. Company Phone: ( ) __________________Fax: ( ) __________________

5. Name and title of person authorized to sign on behalf of your company:

6. Signature/date:

Note: Local vendors who utilize non-local vendors as subcontractors for more than 50% of the work in a specific bid are not entitled to the preference for that specific bid.
Ingham County Invitation for Bids
Uninterruptible Power Supply (UPS) Replacements
Packet #171-16

ADDENDA FORM
(Please Type or Print Clearly in Ink)

The following addenda have been received and acknowledged:

#1 date 9/18/2016  #2 date 9/19/2016  #3 date

SIGNED THIS 22nd DAY OF September, 2016

Respectfully Submitted,

BY: ________________________________
Authorized Signature of Bidder

TITLE: Vice President of Sales & Marketing

Ingham County Purchasing Department
Ingham County Invitation for Bids
Uninterruptible Power Supply (UPS) Replacements
Packet #171-16

LEGAL STATUS OF BIDDER FORM
(Please Type or Print Clearly in Ink)

(The Bidder shall check and fill out the appropriate form.)

(x) Corporation

( ) Partnership

( ) Individual

( ) Limited Liability Company (LLC), _______________________________________

Jay St. James
Name
3070 Palms Road
Address
Casco, MI 48064

Vice President of Sales & Marketing
Title
810-326-9000
Phone #
810-326-9100
Fax #

382728081
Federal Tax I.D. Number
Ingham County Invitation for Bids
Uninterruptible Power Supply (UPS) Replacements
Packet #171-16

NON-COLLUSION AFFIDAVIT FORM
Please Type or Print Clearly in Ink

State of Michigan, County of St. Clair

Jay St. James, being first duly sworn, deposes and says that:

(1) He/she is the Vice President of Sales & Marketing, of Hi-Tech System Service, Inc.

(2) He/she is fully informed respecting preparation and content of the attached Bid and of all pertinent circumstances respecting such Bid;

(3) Such Bid is genuine and not a collusive or sham bid;

(4) Neither the Bidder nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has any way colluded, conspired, connived, or agreed directly or indirectly, with any other Bidder, firm, or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm, or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit, or cost element of the bid price of any other Bidder, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the County or any person interested in the proposed Contract;

(5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any other collusion, conspiracy, connivance, or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signature)
Vice President of Sales & Marketing (Title)
SIGNATURE FORM

(Please type or print clearly in ink only)

My signature certifies that the bid as submitted complies with all terms and conditions as set forth in this solicitation, except as noted herein. My signature also certifies that the accompanying bid is not the result of, or affected by, any unlawful act of collusion with another person or company engaged in the same line of business or commerce.

I hereby certify that I am authorized to sign as a representative for the firm:

Complete Legal Name of Firm:  Hi-Tech System Service, Inc.

Order from Address:  3070 Palms Road  
                      Casco, MI. 48064

Remit to Address:   3070 Palms Road  
                      Casco, MI. 48064

Fed ID No.:  382728081

Signature:  [Signature]

Name (type/ print):  Jay St. James

Title:  Vice President of Sales & Marketing

Telephone: (810) 326-9000 ext. 202  Fax No.: (810) 326-9100

Date:  September 22, 2016

Notification of Award Sent to:  Jay St. James

E-mail of Person Receiving Award Notification:  jstjames@hitech.net

Ingham County Purchasing Department
Ingham County Invitation for Bids
Uninterruptible Power Supply (UPS) Replacements
Packet #171-16

failing to comply with any Invitation unless the Invitation is within the scope of the employee’s official duties for the County.

Use of County Equipment, Facilities and Resources:
Use of County equipment, facilities and resources is authorized only for County purposes.
  - Do not ask employees to use County equipment to run errands or perform tasks for your benefit.

Your Rights and Expectations:
When dealing with employees of the County you have the right to honest, fair and impartial treatment. You may expect prompt, courteous and professional service from our employees who are expected to understand and practice good customer service skills. Employees are tasked to uphold the public trust through the ethical performance of their duties. We understand that the enforcement of regulatory guidelines and codes may sometimes be a cause for concern; however, you may rest assured that we are responsible to all of the citizens of Ingham and our goal is to serve them to the best of our ability. Should you have any concerns or questions concerning this information or the conduct of any of our employees, contact the County Controller/Administrator at (517) 676-7203 or Board Coordinator at (517) 676-7200.

Please acknowledge your receipt and acceptance of the aforementioned Standards of Conduct for Ingham County Vendors by signing below and returning with your submittal.

Hi-Tech System Service, Inc. 810-326-9000
Company Name Phone #
3070 Palms Road, Casco, MI 48064 jcssjames@hitech.net
Address, City, State, Zip Code Email address

Signature September 22nd, 2016
Date

Jay St.James Vice President of Sales & Marketing
Print Name Title

Tax Identification Number: 382728081
Ingham County Invitation for Bids
Uninterruptible Power Supply (UPS) Replacements
Packet #171-16

CERTIFICATE OF COMPLIANCE WITH PUBLIC ACT 517 OF 2012
(Please type or print clearly in ink only)

I certify that neither Hi-Tech System Service, Inc. (Company), nor any of its successors, parent companies, subsidiaries, or companies under common control, is an "Iran Linked Business" engaged in investment activities of $20,000,000.00 or more with the energy sector of Iran, within the meaning of Michigan Public Act 517 of 2012. In the event it is awarded a Contract as a result of this solicitation, Company will not become an "Iran linked business" during the course of performing the work under the Contract.

NOTE: IF A PERSON OR ENTITY FALSELY CERTIFIES THAT IT IS NOT AN IRAN LINKED BUSINESS AS DEFINED BY PUBLIC ACT 517 OF 2012, IT WILL BE RESPONSIBLE FOR CIVIL PENALTIES OF NOT MORE THAN $250,000.00 OR TWO TIMES THE AMOUNT OF THE CONTRACT FOR WHICH THE FALSE CERTIFICATION WAS MADE, WHICHEVER IS GREATER, PLUS COSTS AND REASONABLE ATTORNEY FEES INCURRED, AS MORE FULLY SET FORTH IN SECTION 5 OF ACT NO. 517, PUBLIC ACTS OF 2012.

Hi-Tech System Service, Inc.
(Name of Company)

By: [Signature]

Date: September 22nd, 2016
Title: Vice President of Sales & Marketing
STATISTICAL QUESTIONNAIRE -OPTIONAL
(please type or print clearly in ink only)

The Ingham County Board of Commissioners monitors workplace demographics of Bidders and vendors for statistical purposes and to indicate the need for inclusive outreach efforts to ensure that members of underutilized groups have equal opportunity to contract with the affected departments.

To that end, the County Invitations to vendors to submit as part of their response to any formal solicitations, the following workplace diversity information. Vendors are encouraged to complete as much information as possible. This information will be used for statistical purposes only. Statistical information shall be submitted to the County in a separate sealed envelope containing the notation "STATISTICAL INFORMATION-NOT TO BE OPENED UNTIL AFTER THE AWARD OF THE CONTRACT". Upon receipt of these separate sealed envelopes, the Purchasing Department segregates the envelopes from the other bid documentation. The envelopes containing the statistical information are not opened until the award of the contract, and are not considered, in any way, in the award of any contract.

1. What percentage of your firm's workforce is?
   - Female ______ 23 %
   - Physically-disabled ______ 0 %
   - Veteran ______ 0 %

   African-American ______ 0 %
   - Caucasian ______ 90 %

   Asian-Indian American ______ 0 %
   - Hispanic-American ______ 0 %

   Asian-Pacific American ______ 5 %
   - Native-American ______ 5 %

2. If your business is at least 51% owned by one of the following individuals, please check all that apply:
   - □ Female
   - □ Disabled
   - □ Veteran
   - □ African-American
   - □ Asian-Indian American
   - □ Asian-Pacific American
   - □ Caucasian
   - □ Hispanic-American
   - □ Native-American

3. Complete Legal Firm Name: ____________________________

4. Company address: ___________________________________

5. Company Phone: ( ) ______ Fax: ( ) ______

6. Name and title of person authorized to sign on behalf of your company: __________________________

7. Signature/date: __________________________ 9-22-16

Ingham County Purchasing Department
Addendum No. 1 to Packet No. 171-16
Uninterruptible Power Supply Replacements

The following clarifications, modifications and/or revisions to the above project shall be considered a part of the original specifications:

1. For the 2kVA - Can you please confirm if this will be 120V? Also, are these in a rack or as a tower? Yes, 120V and the rack/tower model would be best. The County will need both as some can be racked and others need to be a tower.

2. For the 8kVA - Can you please confirm if you will need 120V on the output? Or just straight 208/240? Yes, the County needs to step down to 120V on the output and they can be rack mount.

3. For the 1.5kVA - Can you please confirm is this will be 120V? Also, are these in a rack or as a tower? Yes, 120V and both rack/tower.

4. As far as delivery, do you have a full service loading dock? Or does it need to come on a lift gate? Are there any other requirements/restrictions? Inside delivery, truck restrictions, etc.? As far as the deliveries go, given the size and weight of the UPS systems, the County prefers that the order be split into four deliveries, and dropped shipped to the building at which they will be installed (see building addresses below). If possible, the County would like the deliveries to be staggered one per week. This would give the County time to move and install the UPS systems. Only the Human Services Building has a full-service dock; all other locations require a lift gate truck.

<table>
<thead>
<tr>
<th>Building</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Service Building</td>
<td>5303 S. Cedar St., Lansing MI</td>
</tr>
<tr>
<td>Grady Porter Building</td>
<td>303 W. Kalamazoo St., Lansing MI</td>
</tr>
<tr>
<td>Hillard Building</td>
<td>121 E. Maple St., Mason MI</td>
</tr>
<tr>
<td>Ingham County Jail</td>
<td>630 N. Cedar St., Mason MI</td>
</tr>
</tbody>
</table>

The County will provide the awarded vendor a list of the models needed for each building.

Please acknowledge your receipt and understanding of the aforementioned Addendum by signing below and returning it with the submittal of your proposal.

Signature: ___________________________ Date: September 22nd, 2016

Jay St. James
Vice President of Sales & Marketing

Print Name: Hi-Tech System Service, Inc.
Title: 810-328-9000 810-328-9100

Company Name: ___________________________ Phone #:/Fax #:
Addendum No. 2 to Packet No. 171-16
Uninterruptible Power Supply Replacements

The following clarifications, modifications and/or revisions to the above project shall be considered a part of the original specifications:

1. We are looking for clarification on the 8000VA UPS. When you say 11 KVA extended battery, what do you mean? This was a typo. The County needs a step down converter from 208/220 to 120 volts on both the 8000 and 5000 models.

2. Is there a minimum runtime you would like for each UPS? No, all closets tie into emergency generator power so run time is only the cut over time.

3. Is there any way you can get some clarity around one of the item requests?

   They asked for this:
   - QTY (2) - 7.2 kW – 8000 VA with 11 kVA extended battery
   - The statement of 11kVA extended battery doesn’t make sense
   - An 8KVA unit provides just that, 8kVA
   - Extended batteries only prolong battery runtime and not power output

   We need to understand what they are looking for with this.

   Step down convertor from 208/220 to 120 volts.

4. Are you able to provide the following info for each model?:

   - Size of kva See Addendum No.1 (attached)
   - 1 phase or 3 phase See Addendum No.1 (attached)
   - Voltage in / voltage out See Addendum No.1 (attached)
   - Runtime See Addendum No.1 (attached)

5. I’ve been reviewing your ITB and was wondering if the UPS’ you’re looking for are rack mounted or if they are stand-alone units. A rack/floor model would be most desirable as it gives the County either option.

   Also, you mentioned Eaton in the ITB. Do you happen to have the part numbers for the current units? “Bidders may bid manufacturers other than the Eaton brand listed.” No, part numbers are unavailable.

6. I wanted to contact you on behalf of my client for your recent request for UPS solutions for your application. We received your RFQ, which listed the following specifications:
In addition to this, there was information that an excel spreadsheet that would supposedly intimate more information on the Eaton model numbers and more specifications for your solutions, but I have yet to see this spreadsheet other than the above.

In order to provide the best comparable solution, I would need some more information than the above to achieve that. Would you be able to address the following or at the least, provide the model numbers of the equipment that match up to the above specifications?

What I would want to know:
- Any remote management/IP management cards required from these? A network card is preferred.
- Not sure what the statement of 8kva with 11kva extended battery means? This was a typo: the County needs a step down converter from 220 to 120 on both the 5000 and 8000.
- Is there any particular outlet, plug or wiring configurations to adhere to with any of the above UPS solutions? On the smaller units 1500 and 2000, the default NEMA plug will work; for the 5000 and 8000 a L6.
- Any warranty specifications involved or installation? No.

Please acknowledge your receipt and understanding of the aforementioned Addendum by signing below and returning it with the submittal of your proposal.

Signature: [Signature]
September 22nd, 2016
Date
Vice President of Sales & Marketing
Title
810-326-9000 810-326-9100
Phone #/Fax #
Agenda Item 3a

Introduced by County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO APPROVE THE UPS REPLACEMENT BID FROM HI-TECH SYSTEM SERVICE, INC.

WHEREAS, the Uninterruptable Power Supplies (UPSs) are a critical component to the Ingham County network and are located throughout the Ingham County infrastructure; and

WHEREAS, they provide power to all computers and equipment on the Ingham County infrastructure in the case of a power failure; and

WHEREAS, the devices have been in place for numerous years and are starting to have alarms; and

WHEREAS, ITD utilized the RFP process to obtain bids from multiple vendors and recommend selecting Hi-Tech System Service, Inc. for our UPS replacement needs; and

WHEREAS, the replacement devices with shipping cost will be $46,338.00.

THEREFORE BE IT RESOLVED, that the Board of Commissioners do hereby authorize the purchase of the UPS replacement from Hi-Tech System Services, Inc. in the amount not to exceed $46,338.00.

BE IT FURTHER RESOLVED, that the total cost will be paid out of the county’s Network Fund #63625810-932030.

BE IT FURTHER RESOLVED, that the Controller is authorized to make any necessary budget adjustments.

BE IT FURTHER RESOLVED, that the Chairperson of the Ingham County Board of Commissioners is authorized to sign any contract documents consistent with this resolution and approved as to form by the County Attorney.
TO: Board of Commissioners, County Services Committee, and Finance Committee

FROM: Deb Fett, CIO

DATE: 10/10/2016

SUBJECT: Security Mentor Training renewal for County employees

BACKGROUND
Ingham County has been using Security Mentor for user cyber security training since 2014. This service provides training in easy to understand short lessons on various security topics about which we have had considerable positive feedback. This training is an online subscription format that is purchased in yearly increments and is part of the MI-DEAL state contract program. The current annual cost for the subscription is $7,067.00. This is the same price as last year. Our current subscription expires shortly.

ALTERNATIVES
None.

FINANCIAL IMPACT
The funding for the $7,067.00 total will come from the County’s Innovation and Technology Department’s Development and Training Fund #636-95800-960080.

OTHER CONSIDERATIONS
Ongoing security training is important to ensure our entrusted data is safe and our systems secure.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the attached resolution for Security Mentor training in the amount of $7,067.00.
INTRODUCED BY COUNTY SERVICES AND FINANCE COMMITTEES OF THE:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO APPROVE PURCHASE OF TRAINING FROM SECURITY MENTOR

WHEREAS, Ingham County has been using Security Mentor since 2014 to provide online security training to Ingham County staff; and

WHEREAS, ongoing security training is important to ensure our entrusted data is safe and our systems secure; and

WHEREAS, a subscription for a year of training will be $7,067.00 and available to Ingham County staff.

THEREFORE BE IT RESOLVED, that the Board of Commissioners do hereby authorize the purchase of training from Security Mentor in the amount not to exceed $7,067.00.

BE IT FURTHER RESOLVED, that the total cost will be paid out of the Innovation and Technology’s Development and Training Fund #63695800-960080.

BE IT FURTHER RESOLVED, that the Controller is authorized to make any necessary budget adjustments.

BE IT FURTHER RESOLVED, that the Chairperson of the Ingham County Board of Commissioners is authorized to sign any contract documents consistent with this resolution and approved as to form by the County Attorney.
## License Fee Quote

### Prepared For:
- Deb Fett
- Chief Information Officer
- Ingham County, Michigan
- Phone: 
- Email: DFett@ingham.org

### Prepared by:
- Security Mentor Sales
- Security Mentor, Inc.
- 1120 Forest Ave., #244
- Pacific Grove, CA 93950
- Phone: 831.656.0133
- Email: sales@securitymentor.com

### Effective Date:
September 12, 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>Maximum Licensed Users</th>
<th>Unit Price</th>
<th>Total Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Mentor security awareness curriculum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Training offered through Security Mentor's website</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Training term is one year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Twelve (12) lessons total per year; one (1) lesson each month, or as specified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Lessons available for remainder of year once released</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Customer may select a total of twelve (12) lessons from Security Mentor’s CORE and ADVANCED curricula for a renewal training year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-Year Training License (all fees paid up-front)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One year of security awareness training</td>
<td>1,200 trainees</td>
<td>$3.96/trainee/year</td>
<td>$4,752</td>
</tr>
<tr>
<td>MiDEAL fee</td>
<td></td>
<td></td>
<td>$2,315</td>
</tr>
<tr>
<td><strong>Total License Fees</strong></td>
<td></td>
<td></td>
<td><strong>$7,067</strong></td>
</tr>
</tbody>
</table>

### Terms:
- This License Fee Quote is valid for a period of 30 days from the Effective Date.
- License is for Security Mentor’s standard content. All content customization will be at additional cost.
MEMORANDUM

TO: County Services and Finance Committees
FROM: Tom Gamez, Director of Operations ICRD
DATE: October 14, 2016
SUBJECT: ITB No.185-16: De-Icing Corrosion Inhibited Solution.

The Road Department annually purchases approximately 12,000 gallons of liquid de-icing solution for use in winter maintenance operations.

The Road Department’s adopted 2016 and requested 2017 budgets include in controllable expenditures, funds for this and other maintenance material purchases.

The purpose of this correspondence is to support the attached resolution to purchase CM-90 De-icing Solution from Northern Michigan Dust Control (NMDC), located in Charlevoix, Michigan.

Bids for liquid de-icing solution were solicited and evaluated by the Ingham County Purchasing Department per Invitation to Bid (ITB) #185-16, and it is their recommendation, with the concurrence of Road Department staff, to award this bid and purchase liquid de-icing solution on an as-needed, unit price basis from NMDC.

NMDC is the lowest bid which meets the standards required from Bid Proposal #185-16. The De-Icing Solution is to be delivered to all three district garage locations. NMDC has a unit price of $0.78/gallon with an estimated quantity needed of 12,000 gallons.

The low bidder, Michigan Chloride Sales product - Mineral well brine, fails to meet the anti corrosion required specifications. Mineral well brine is a liquid chloride solution without the corn steep or equivalent anti corrosion additives.

Therefore approval of the attached resolution is recommended to authorize purchase of the Road Department’s 2016-17 seasonal supply of De-icing Solution from NMDC as indicated above.
Per your request, the Purchasing Department sought proposals supplying and delivering De-Icing Solution to all three Ingham County Road Department garages.

The ITB was advertised in the Lansing State Journal, El Central Hispanic News and posted on the following sites: County Road Association of Michigan (CRAM); and Ingham County Purchasing Department.

The Purchasing Department can confirm the following:

<table>
<thead>
<tr>
<th>Function</th>
<th>Overall Number of Vendors</th>
<th>Number of Local Vendors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor invited to propose</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Vendors responding</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

The following grid is a summary of the vendors’ costs:

<table>
<thead>
<tr>
<th>Vendor Name</th>
<th>Local Pref.</th>
<th>Western Garage 301 Bush Street, Mason</th>
<th>Eastern Garage 1335 E. Howell Rd., Wmsn</th>
<th>Metro District Garage 5613 S.Aurelius Rd., Lansing</th>
<th>Total Cost 1-Year Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan Chloride Sales LLC</td>
<td>No, St. Louis, MI</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
<td>$4,000.00</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Northern MI Dust Control</td>
<td>No, Charlevoix, MI</td>
<td>$1,560.00</td>
<td>$1,560.00</td>
<td>$6,240.00</td>
<td>$9,360.00</td>
</tr>
<tr>
<td>Chloride Solutions</td>
<td>Yes, Webberville, MI</td>
<td>$1,760.00</td>
<td>$1,760.00</td>
<td>$7,040.00</td>
<td>$10,560.00</td>
</tr>
<tr>
<td>Great Lakes Chloride Inc.</td>
<td>No, Grand Haven, MI</td>
<td>$1,900.00</td>
<td>$1,900.00</td>
<td>$7,600.00</td>
<td>$11,400.00</td>
</tr>
<tr>
<td>Great Lakes Chloride Inc.</td>
<td>No, Grand Haven, MI</td>
<td>$2,100.00</td>
<td>$2,100.00</td>
<td>$8,400.00</td>
<td>$12,300.00</td>
</tr>
<tr>
<td>Syntech Products</td>
<td>No, Toledo OH</td>
<td>$2,580.00</td>
<td>$2,580.00</td>
<td>$10,320.00</td>
<td>$15,480.00</td>
</tr>
</tbody>
</table>

You are now ready to complete the final steps in the process: 1) Evaluate the submissions based on the criteria established in the ITB; 2) confirm funds are available; 3) submit evaluation to the Purchasing Department with your recommendation; 4) write a memo of explanation; and, 5) prepare a resolution for Board approval.

This Memorandum is to be included with your memo and resolution submission to the “resolutions group” as acknowledgement of the Purchasing Department’s participation in the proposal process.

If I can be of further assistance, please email jhudgins@ingham.org
Agenda Item 4a

Introduced by the County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION AUTHORIZING THE PURCHASE OF
2016/2017 SEASONAL REQUIREMENT OF LIQUID DE-ICER CORROSION INHIBITED
SOLUTION FOR THE INGHAM COUNTY ROAD DEPARTMENT

WHEREAS, the Road Department annually purchases approximately 12,000 gallons of liquid de-icing solution for use in winter maintenance operations; and

WHEREAS, the Road Department’s adopted 2016 and requested 2017 budgets include incontrollable expenditures, funds for this and other maintenance material purchases; and

WHEREAS, bids for liquid de-icing solution were solicited and evaluated by the Ingham County Purchasing Department per Request for Proposals (RFP) #185-16, and it is their recommendation, with the concurrence of Road Department staff, to award this bid and purchase liquid de-icing solution on an as-needed, unit price basis from Northern Michigan Dust Control.

THEREFORE BE IT RESOLVED, the Board of Commissioners accepts the bid, and authorizes the purchase of liquid de-icing solution on an as-needed, unit price basis from Northern Michigan Dust Control for the bid unit price of $0.78/gallon.

BE IT FURTHER RESOLVED, that the Road Department and the Purchasing Department are hereby authorized to execute purchase orders consistent with this resolution.
TO: Board of Commissioners and County Services Committee
FROM: Robert Peterson, Director of Engineering, Road Department
DATE: October 17, 2016
SUBJECT: Silverstone Estates Preliminary Plan Approval

For the County Services Committee meeting agenda of November 1, 2016
For the BOC meeting agenda of November 8, 2016

Background: Much of the process by which land divisions and plats are developed follows state statute. The platting process essentially starts with development of a Preliminary Plat that shows the overall configuration, how it fits into the lands that surround it, public utilities serving the lots, and the phases of construction planned to complete its development. Once a Preliminary Plat is approved by the stakeholders (Township, Road Department, Drain Commissioner, etc.), construction plans can be developed, which are also approved by the stakeholders. Once the construction plans are approved, construction can begin. After construction is completed, an acceptance process is normally initiated to make the roads, drains, and utilities public.

The proposed Silverstone Estates plat is a 25 unit single-family development located on 25.52 acres, on the east side of Powell Road, about ½ mile north of Grand River Avenue. The development is part of the Northwest and Southwest ¼ of Section 23, Meridian Township, Ingham County, Michigan.

The reason for this memo is to approve the Preliminary Plat for Silverstone Estates, as requested by the proprietor, Mayberry Homes. Preliminary Plan approvals are good for a two-year period, per state statute.

RECOMMENDATION:
Approval of the attached resolution is recommended by staff.
Introduced by the County Services Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO AUTHORIZE APPROVAL OF THE PRELIMINARY PLAT OF SILVERSTONE ESTATES

WHEREAS, much of the process by which land divisions and plats are developed follows state statute. The platting process essentially starts with development of a Preliminary Plat that shows the overall configuration, how it fits into the lands that surround it, public utilities serving the lots, and the phases of construction planned to complete its development; and

WHEREAS, the proposed Silverstone Estates plat is a 25 unit single-family development located on 25.52 acres, on the east side of Powell Road, about ½ mile north of Grand River Avenue. The development is part of the Northwest and Southwest ¼ of Section 23, Meridian Township, Ingham County, Michigan; and

WHEREAS, Preliminary Plan approvals are only valid for a two year period, per state statute; and

WHEREAS, approval of the Silverstone Estates Preliminary Plat has been requested by the proprietor, Mayberry Homes.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners approves the Silverstone Estates Preliminary Plat for a period of two years, in accordance with state statute.
MEMORANDUM

To: County Services & Finance Committees

From: William Conklin, Managing Director
Ingham County Road Department

Date: October 13, 2016

RE: Resolution to Authorize Purchase of New Fire Alarm Communication Panel and Monitoring Service for the Ingham County Road Department Mason Complex

The Road Department’s Mason Complex has a fire alarm system which per fire code must be monitored at all times by an alarm service. The system must have two independent means of communication with the monitoring center. The current older system had two conventional phone lines, which have been replaced by the county voice over internet system. As this involves only one line from the road department to the county server, a separate cell phone line must also be set up which requires a new fire alarm communication panel component.

In addition, as a prior contract for monitoring service had expired, bids were received for fire alarm monitoring service per bid packet 191-16. The attached Purchasing Department bid summary provides the bids received on both the new communication panel and monitoring service. The communication panels are proprietary to the monitoring service and thus the panel and monitoring service must be purchased together from one vendor.

As indicated on the attached bid summary, Boynton Fire Safety Service of Lansing, which currently provides other fire system maintenance and inspection services for the road department, provided the most economical overall combination of new panel and monitoring service at $8,194.44 for the purchase and installation of the communication panel and $540.00 per year for four years for the monitoring service with the first year included in the $8,194.44 cost for the communication panel.

As shown on the bid summary, Safety Systems, Inc., of Lansing provided a lower unit price on annual monitoring, but the annual savings between Safety System’s and Boynton’s annual monitoring costs divided into the difference of Safety System’s higher panel cost over Boynton’s panel, results in a break-even period of almost 28 years, which does not fall within the proposed four year monitoring service period or even within the reasonably expected life of the panel.

The 2016 county road fund budget has sufficient funds to cover the recommended Boynton panel purchase and remaining 2016 alarm monitoring. Alarm monitoring always has been, and will be funded in the 2017 and future budgets.

Therefore the Road and Purchasing Departments recommend approval of the attached resolution to approve a purchasing order and/or contract with Boynton Fire Safety Service of Lansing to purchase their fire alarm communication panel and annual fire alarm monitoring service as described above.
TO: William Conklin, Managing Director, Roads
FROM: James Hudgins, Director of Purchasing
jhudgins@ingham.org
DATE: October 4, 2016
RE: Memo of Performance for Packet 191-16:
Replace Two Existing Fire Alarm Panels

Per your request, the Purchasing Department sought bids to replace two (2) existing Fire Alarm Control Panels (FACP) with one (1) addressable Siemens FACP.

The following grid is summary of the bids received:

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>LOCAL PREF.</th>
<th>COST</th>
<th>ANNUAL MONITORING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boynton Fire Safety Service, 1031 Northcrest Rd., Lansing MI 48906</td>
<td>Yes</td>
<td>$8,194.44</td>
<td>$540.00 Annually (First Year Included)</td>
</tr>
<tr>
<td>Simplex Grinnell, 24755 Halsted, Farmington Hills, MI 48335</td>
<td>No</td>
<td>$11,520.00</td>
<td>$820.00 (First Year Included)</td>
</tr>
<tr>
<td>Safety Systems Inc., 2075 Glenn St., Lansing MI 48906</td>
<td>Yes</td>
<td>$14,894.00</td>
<td>$300.00</td>
</tr>
</tbody>
</table>

You are now ready to complete the final steps in the process: 1) Evaluate the submissions; 2) confirm funds are available; 3) submit evaluation to the Purchasing Department with your recommendation; 4) write a memo of explanation; and, 5) prepare a resolution for Board approval.

This Memorandum is to be included with your memo and resolution submission to the “resolutions group” as acknowledgement of the Purchasing Department’s participation in the proposal process.
If I can be of further assistance, please email jhudgins@ingham.org
Introduces by the County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO APPROVE PURCHASE OF NEW FIRE ALARM COMMUNICATION PANEL AND MONITORING SERVICE FOR THE INGHAM COUNTY ROAD DEPARTMENT

WHEREAS, the Road Department’s Mason Complex has a fire alarm system which per fire code must be monitored at all times by an alarm service and which must have two independent means of communication with the monitoring center; and

WHEREAS, the current older fire alarm system had two conventional phone lines, which have been replaced by the county voice over internet system having only one line from the road department to the county server, and thus a separate cell phone line must also be set up which requires a new fire alarm communication panel component; and

WHEREAS, in addition to needing a new fire alarm communication panel, a prior contract for fire alarm monitoring service has expired; and

WHEREAS, the fire alarm communication panels are proprietary to the monitoring service and thus the communication panel and monitoring service must be purchased together from one vendor; and

WHEREAS, bids were therefore requested and received for a new fire alarm communication panel and related monitoring service per bid packet 191-16 summarized on the attached Purchasing Department bid summary; and

WHEREAS, Boynton Fire Safety Service of Lansing, which currently provides other fire system maintenance and inspection services for the road department, provided the most economical overall combination of new panel and monitoring service at $8,194.44 for the communication panel and $540.00 per year for four years for the monitoring service with the first year included in the $8,194.44 cost for the communication panel; and

WHEREAS, the Road and Purchasing Departments thus recommend approval of a purchasing order and/or contract with Boynton Fire Safety Service of Lansing to purchase their fire alarm communication panel and annual fire alarm monitoring service as described above; and

WHEREAS, the 2016 county road fund budget has sufficient funds to cover the recommended Boynton communications panel purchase and remaining 2016 fire alarm monitoring, and alarm monitoring always has been, and will be funded in the 2017 and future budgets.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners accepts the bid for bid packet 191-16 and authorizes the purchase of one new fire alarm communication panel at $8,194.44 and fire alarm monitoring service at $540.00 per year for four years with the first year included in the $8,194.44 cost for the communication panel from Boynton Fire Safety Service of Lansing, MI for the Road Department’s Mason Complex.
BE IT FURTHER RESOLVED, that the Board of Commissioners authorizes the Purchasing Department to issue any Purchase Orders and/or the Board Chairperson to sign any necessary agreement approved as to form by the County Attorney that are consistent with this resolution.
TO: Board of Commissioners County Services Committee
FROM: Cynthia Wagner
DATE: 10-14-16
SUBJECT: Donation Acceptance
For the meeting agenda of 10-18-16

BACKGROUND
The Lansing Lions Club offers support to local organizations through ongoing commitment to community needs. In 2011, the Lions club selected creating a sensory garden at Potter Park Zoo as their top priority for future community commitment. This garden is a symbol of a legacy of service that honors those who have created a tradition of service within the Lions Club and also is a place any visitor, regardless of age or physical ability, can enjoy the natural environment. Phase one was completed in 2012 and phase two followed in 2013 with the addition of three sculptures. Regular upkeep of the garden has been maintained by Lions Club members and the garden continues to be a place visitors can enjoy the natural environment.

ALTERNATIVES
N/A

FINANCIAL IMPACT
None. The Lansing Lions Club has raised all of the funds necessary to build the waterfall and will oversee its construction. Further, they have committed to all future maintenance of the waterfall through volunteer hours provided by the Club’s members.

OTHER CONSIDERATIONS
This waterfall will be constructed along the main path of the zoo near the Wings Down Under Exhibit and will be a tremendous improvement to the landscape. This is an area of zoo grounds that does not currently have any plans for development other than the placement of the waterfall.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the attached resolution to accept the donation of a waterfall addition to the sensory garden at Potter Park Zoo by the Lansing Lions Club.
Lansing Lions Club Sensory Garden
Planning and Progress Report
September 25, 2016

On September 23, 2009 the Lansing Lions Club adopted the Position Statement of Mission and Goals, in which it made a significant change of direction in its pursuit of service to the Greater Lansing community. “As a consequence of this change in practices...the club (will) become more effective in its narrowly focused mission. The effect of this would be to offer our support, on the basis of ongoing commitment, to...community needs unrelated to vision care.”

In the ensuing two-year period the Lions Club considered a number of alternative community service projects which could become the focus of all future contributions. Finally, in a statement of our new direction we adopted the Sensory Garden at Potter Park Zoo as the top priority for the future. The announcement described the intent of the project and invited support from any interested parties, summarized with the following statement.

In more than ninety years of existence, the Lansing Lions Club has performed numerous services for the Lansing community. Generations of our citizens – those in need of assistance, young and old, blind and visually impaired – have all benefited from the many projects supported by our members.

We are now in process of establishing a new type of contribution to the community that will create a symbol of our legacy of service. At the same time, this new project – Lansing Lions Club Sensory Garden – will honor those who helped establish our tradition of service.

In cooperation with Potter Park Zoo we are creating a Sensory Garden to make it possible for anyone, regardless of age or physical ability, to enjoy the natural environment features on display. Those with impairments of mobility, vision, or other senses will be accommodated by the design of the garden.

By September 18, 2012 the newly completed first phase of the Sensory Garden was dedicated in a ceremony held on the grounds of the Potter Park Zoo. This would be followed by a second phase, the following year, that included the addition of three sculptures acquired through a grant provided by the City of Lansing and Leap as a part of its “Sense of Place in the Arts” grant program, and in cooperation with Potter Park Zoo.

Now the Lansing Lions are entering the third phase of the sensory garden development. This will involve expansion of the site to include a pond with waterfall and adjoining stonework. Construction of this waterfall project will involve excavation of the area, tree removal, electrical installation, and placement of boulders and stacked stones. The project is planned to be completed by the Spring of 2017 at an estimated cost of $20,000.
Lions Club of Lansing
Lansing, Michigan

To Whom It May Concern:

The Lansing Lions Club has expressed its commitment to community service since 2010 through concentrating its efforts on the creation and development of a sensory garden on the property of the Potter Park Zoo. A sensory garden provides for a variety of static and dynamic features - plants, sculptures, and flowing water - each of which offers a stimulus to one or more senses. In this way all visitors, including those with impaired vision or other limitations may enjoy the experience of the smells, sounds or tactile sensations offered by the garden.

Now the Lions of Lansing are entering the third phase of the sensory garden development. This will involve expansion of the site to include a pond with waterfall and adjoining stonework. Construction of this waterfall project will involve excavation of the area, tree removal, electrical installation, and placement of boulders and stacked stones. The project is planned to be completed by the Spring of 2016 at an estimated cost of $20,000.

In addition to the Lions' ongoing fund raising efforts we are seeking financial assistance from interested community resources and private enterprises in the Greater Lansing area. We are hopeful that, through the combination of work done by Lions Club and zoo staff and the added financial support of contributors, this unique facility will continue to grow and serve people of all ages who may visit the Lansing Lions Sensory Garden in years to come.

Sincerely,
Lansing Lions Club

Roger Boettcher
Chairman, Sensory Garden Committee
Introduced by County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION AUTHORIZING ACCEPTANCE OF A DONATION FROM AND TO ENTER INTO A CONTRACT WITH THE LANSING LIONS CLUB FOR THE ADDITION OF A WATERFALL TO THE LIONS CLUB SENSORY GARDEN AT POTTER PARK ZOO

WHEREAS, the Lansing Lions Club installed and has maintained a sensory garden on the South East corner of the zoo attached to the Wings Down Under interactive exhibit for many years; and

WHEREAS, the Lansing Lions Club has planned to include a waterfall in the sensory garden along the main zoo path by the Wings Down Under entrance; and

WHEREAS, the Lansing Lions Club has raised the necessary funds for the specific purpose of building a waterfall in the sensory garden at Potter Park Zoo which will enhance the experience of zoo visitors; and

WHEREAS, the Lansing Lions Club will supply all materials and labor to complete the installation of the waterfall; and

WHEREAS, the Lansing Lions Club will provide for the future maintenance of the waterfall including associated maintenance costs; and

WHEREAS, neither Potter Park Zoo nor Ingham County will bear any costs associated with the construction, maintenance or liability of the waterfall.

THEREFORE BE IT RESOLVED that the Ingham County Board of Commissioners accept the donation of a completed waterfall from the Lansing Lions Club to enhance the sensory garden at Potter Park Zoo.

BE IT FURTHER RESOLVED that the Ingham County Board of Commissioners wishes to thank the Lansing Lions Club for their generous donation to Potter Park Zoo.

BE IT FURTHER RESOLVED that the Ingham County Board of Commissioners authorizes the Board Chair to sign a contract and any necessary documents that are consistent with this resolution and approved as to form by the County Attorney.
TO: Board of Commissioners Law & Courts, County Services and Finance Committees

FROM: John Dinon, Animal Control Director

DATE: 4 October 2016

SUBJECT: Customer Service Staff Reorganization
For the meeting agendas of October 13, 18 and 19, 2016

BACKGROUND
Ingham County Animal Control was approved funding for several new positions in the 2017 budget as a result of the passage of the Animal Control millage.

- Change part time (1/2 time) clerk/dispatcher to full time (1 Jan 2017)
- Change part time (1/2 time) animal care specialist to full time (1 Jan 2017)
- Add one full time animal care specialist (1 Feb 2017)
- Add three full time clerk/dispatchers (1 Apr 2017)
- Fund existing Volunteer coordinator from millage instead of donations

This resolution will authorize an Animal Control Department reorganization. This reorganization proposes to add a new MCF position and deletes one previously approved new clerk/dispatcher position. It will also modernize the office staff by updating job titles. These changes are also consistent with recommendations from the NACA study.

- Add an MCF position - “Customer Service and Community Outreach Manager”
- Delete one full time UAW clerk/dispatcher
- Change “Redemption Clerk/Dispatcher” title to “Customer Service Specialist”
- Change Office Coordinator title to “Customer Service Lead” -“Lead” is consistent with Animal Care and ACO titles.

ALTERNATIVES
Staff could be hired using the old job titles and an additional hourly position could be hired instead of adding the manager position, but ICAC management feels strongly that the new titles and manager are in the best interest of the department. These changes are also consistent with recommendations from the NACA study.

FINANCIAL IMPACT
Millage funding in 2017 will be more than adequate to fund all of the costs related to new shelter construction and this reorganization. Depending on actual funds generated by the millage, costs of building and financing the shelter, and the actual pay grades of the new employees, there may be a gap between millage funds and costs of the new employees in 2018 and beyond. Since the new manager position will have significant fundraising responsibility, the department is confident that if any funding gaps occur the difference will be made up with raised money.
OTHER CONSIDERATIONS
There are no statutory requirements related to this reorganization. However, the voters of Ingham County did approve the Animal Control millage with the understanding it would fund construction and operation of a new facility and enhanced services including expanded hours.
The UAW and CCLP have both been advised of this reorganization and have raised no objections.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the attached resolution to support this reorganization.
TO: John Dinon, Director, Ingham County Animal Control

FROM: Joan Clous, Human Resources Specialist

DATE: 9/28/16

RE: Support for New Classification: Customer Service and Community Outreach Manager

Per your request, Human Resources has created a new classification titled Customer Service and Community Outreach Manager.

After analysis, the classification has a community of interest with the MCF and is appropriately compensated at a MCF 8 salary range ($51,145.49 - $61,391.37).

Please use this memo as acknowledgement of Human Resources’ participation and analysis of your proposed classification. You are now ready to complete the final step in the process: contact Budgeting, write a memo of explanation and prepare a resolution for Board approval.

If I can be of further assistance, please email or call me (887-4374).
Agenda Item 6

INGHAM COUNTY
JOB DESCRIPTION

CUSTOMER SERVICE AND COMMUNITY OUTREACH MANAGER
ANIMAL CONTROL

General Summary:
Under the supervision of the Animal Control Director and Deputy Director, manages the office and customer service team – Office Lead (Office Coordinator) and Customer Service Specialists (clerk/dispatchers) and Volunteer Assistant. Oversees customer service and clerical functions including adoptions, intakes, redemptions, licensing, dispatch, volunteer management, payroll, accounts payable and receivable, record keeping etc. Assists Director with donor relations and interaction with Animal Shelter Fund. Plans and coordinates fundraisers and other ICAC events. Formulates and implements a comprehensive communication strategy to promote ICAC and its programs including print, broadcast and social media.

Essential Functions:
1. Serves as the manager of the customer service staff including responding to procedural questions and assisting and instructing other employees. Resolve client problems as referred by other staff. Prepares staff work schedules including daily shifts, vacations, holidays, etc. and ensures adequate staffing for all shifts, including coverage for unscheduled absences. Performs personnel management functions, including interviewing, selecting and training staff. Evaluates and reviews work assignment and staff performance. Addresses employee relation issues including promotions and terminations.

2. Works closely with the Director on donor relations and management, including the ICAC Shelter Fund and Fundraising committee. Plans and implements fundraising events, fundraising letters, newsletters and other donor solicitation. Researches, applies for and administers grants. Maintains donor records.

3. Plans and implements other events including in-shelter and mobile adoption events, promotional events, community outreach and educational events.

4. Formulates and implements a comprehensive communication strategy to promote ICAC and its programs. Initiates and maintains positive media relations on behalf of the ICAC. Writes brochures, newsletters, press releases and related documents for distribution to staff, news media, local and state agencies and education institutions. Develops campaigns for all media venues including print, broadcast and social media outlets. Serves as the spokesperson for the Department as needed.

5. Manages the ICAC Outreach Center including coordination of interns and volunteers and OC programs including vaccine clinics, food bank, dog house program and other community outreach. Develops and implements new community outreach initiatives and programs at the OC and other venues.

6. Assists the director with budget preparation. Monitors and reports budget performance for customer service and other work groups in the department.
Other Functions:
- Performs other duties as assigned.
- Must adhere to departmental standards in regard to HIPAA and other privacy issues.
- During a public health emergency, the employee may be required to perform duties similar to but not limited to those in his/her job description.

(An employee in this position may be called upon to do any or all of the above tasks. These examples do not include all of the tasks which the employee may be expected to perform.)

Employment Qualifications:

Education: A minimum of two years college coursework in management, communications, public relations, etc. or equivalent experience is required.

Experience: A minimum of 2 years of experience in an administrative, development or public relations role is required.

Other Requirements: None

(The qualifications listed above are intended to represent the minimum skills and experience levels associated with performing the duties and responsibilities contained in this job description. The qualifications should not be viewed as expressing absolute employment or promotional standards, but as general guidelines that should be considered along with other job-related selection or promotional criteria)

Physical Requirements:
- Sitting, walking, standing, bending over and lifting/holding/carrying objects found in an office environment.
- Ability to communicate and respond to co-worker and customer inquiries both in person and over the phone.
- Ability to operate a PC/laptop and to enter & retrieve information from a computer.
- Ability to handle varying and often high levels of stress.

(This job requires the ability to perform the essential functions contained in this description. These include, but are not limited to, the requirements listed above. Reasonable accommodations will be made for otherwise qualified applicants unable to fulfill one or more of these requirements.)

Working Conditions:
The work environment rotates between an office, the animal shelter and off-site locations for volunteer/public relation tasks. Regular exposure to the odors, noises and diseases of animals. Exposure to animal urine and feces as well as animal parasites such as fleas, ticks and mites. Exposure to the risk of animal bites. Exposure to cleaning products and their fumes.
Dinon, John

From: Auer, Sally
Sent: Wednesday, October 19, 2016 2:21 PM
To: Dinon, John
Subject: RE: changes at ICAC

Good afternoon, John. Yes, the UAW is okay with the reorg as described below and in our conversation of September 7, 2016. I will try to be at the next County Services meeting so if there are any union related questions, I can answer them. If you need anything else, please feel free to contact me.

No act of kindness, no matter how small, is ever wasted.
Aesop

In Solidarity

Sally Auer
Chairperson Ingham County Unit
UAW Local 2256
(517) 483-6209 – Office
(517) 574-6548 – Cellular

From: Dinon, John
Sent: Wednesday, October 19, 2016 10:20 AM
To: Auer, Sally
Subject: RE: changes at ICAC

Sally,

The changes we have discussed and are in the email below are considered a reorganization under the County’s policy. I have been moving it through the committee process and included our email exchange below as documentation of the UAW’s approval of the reorg. The County Services Committee did not feel this email exchange was adequate. Can you please send me an email affirming that the UAW is in support of the proposed reorganization?

Thank you.
JD

From: Auer, Sally
Sent: Wednesday, September 07, 2016 3:43 PM
To: Dinon, John
Subject: RE: changes at ICAC

Yes, John, we had a meeting of the minds. Thanks for the open communications.

No act of kindness, no matter how small, is ever wasted.
Aesop

In Solidarity

Sally Auer
Chairperson Ingham County Unit
UAW Local 2256
(517) 483-6209 – Office
(517) 574-6548 – Cellular

From: Dinon, John
Sent: Wednesday, September 07, 2016 3:35 PM
To: Auer, Sally
Subject: changes at ICAC

Sally,

I just wanted to send a quick email summarizing today’s phone conversation.

First, I am sorry that some incorrect information was communicated to you. I am trying to get staff input into the changes that are going to happen in our department as a result of the millage passing, but I guess I need to be more clear about communicating what is brainstorming or possible scenarios versus when final decisions have been made.

Our current plan for the UAW positions at ICAC is to refill the volunteer assistant position which will be vacant due to Ashley Shaffer’s resignation (effective 30 Sep 16). This position will be funded with millage money going forward, it was funded with donations in the past (I forgot to tell you this when we spoke). We will also be adding 2.5 clerk/dispatcher positions – changing our current ½ time position to full time and adding two additional full time clerk/dispatchers. All of these changes/additions will be done using existing job descriptions. We are also going to add some additional, non-UAW positions with millage money. As we discussed, I’m don’t believe this is technically a reorganization – just an expansion.

I hope this clarifies current plans at ICAC. If this changes, I will be sure to be in touch. Please email me to confirm that we ended today’s conversation with the same understanding of the planned changes for UAW staff at ICAC.

Thanks!

John Dinon
Capitol City Labor Program Inc. supports the improvement of personnel at the Ingham County Animal control as part of the reorganization of the Department.

On Tue, Oct 4, 2016 at 9:18 AM, Dinon, John <JDinon@ingham.org> wrote:

Tom,

At the Law and Courts Committee meeting on September 15, you and I briefly discussed the new positions that will be created as a result of the passage of the Animal Control millage. To refresh your memory, on the CCLP side, we are making our ½ time animal care specialist into a full time position effective January 1, 2017 and adding an additional full time animal care specialist position effective February 1, 2017.

We are doing some more significant changes to the UAW staff including the creation of a new classification. Because of this, the staff changes are being done as a formal reorganization per BOC policy.

Can you please send me an email affirming that the CCLP is OK with the reorg – that is, OK with the creation of 1.5 FTE new CCLP positions? The deadline for me to submit the reorg packet is today at 5:00 and I’d like to include correspondence from both unions. I apologize for the short notice.

Thanks,

JD

John Dinon
Director, Ingham County Animal Control
600 Curtis Street
Mason, MI 48854
(517) 676-8362
Ingham County Animal Control – Current Org Chart

Board of Commissioners

Controller's office

Director (1 FTE)

Deputy Director (1 FTE)

Lead ACO (1 FTE)

ACO's (5 FTE)

Office Coordinator (1 FTE)

Volunteer Assistant (1 FTE)
Redemption Clerk/ Dispatchers (3.5 FTE)

Veterinarian (1 FTE)

Lead Animal Care/ Vet Tech (1 FTE)

Animal Care Specialists (3.5 FTE)
Ingham County Animal Control – Post Reorg Org Chart

Board of Commissioners

Controller's office

Director (1 FTE)

Deputy Director (1 FTE)

Customer Service & Community Outreach Manager (1 FTE)

Veterinarian (1 FTE)

Lead ACO (1 FTE)

Customer Service Lead (1 FTE)

Lead Animal Care/ Vet Tech (1 FTE)

ACO's (5 FTE)

Volunteer Assistant (1 FTE)

Customer Service Specialists (6 FTE)

Animal Care Specialists (5 FTE)
<table>
<thead>
<tr>
<th></th>
<th>2017 Costs</th>
<th>Budget Office</th>
<th>Top Step Staff Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>anticipated millage income/yr</td>
<td>1,638,500</td>
<td>1,638,500</td>
<td>1,638,500</td>
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<tr>
<td>shelter construction and finance</td>
<td>1,296,000</td>
<td>1,296,000</td>
<td>1,296,000</td>
</tr>
<tr>
<td><strong>difference</strong></td>
<td>342,500</td>
<td>342,500</td>
<td>342,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>2017 Costs</th>
<th>Budget Office</th>
<th>Top Step Staff Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/2 animal care specialist</td>
<td>26,576</td>
<td>26,576</td>
<td>31,839</td>
</tr>
<tr>
<td>1/2 clerk dispatcher</td>
<td>30,165</td>
<td>30,165</td>
<td>41,488</td>
</tr>
<tr>
<td>1 animal care specialist</td>
<td>55,458</td>
<td>60,500</td>
<td>73,564</td>
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<tr>
<td>2 clerk dispatchers</td>
<td>81,772</td>
<td>109,138</td>
<td>122,924</td>
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<tr>
<td>volunteer assistant</td>
<td>60,000</td>
<td>63,453</td>
<td>64,326</td>
</tr>
<tr>
<td>customer service manager</td>
<td>87,953</td>
<td>87,953</td>
<td>101,888</td>
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<tr>
<td><strong>total</strong></td>
<td>341,924</td>
<td>377,785</td>
<td>436,029</td>
</tr>
</tbody>
</table>

| Staff Costs                     | 341,924    | 377,785       | 436,029              |
| Available millage funding       | 342,500    | 342,500       | 342,500              |
| **difference**                  | (576)      | 35,285        | 93,529               |

* accounts for positions being filled at various times during 2017

** based on current and starting step levels of current/new employees
Introduced by the Law & Courts, County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO REORGANIZE AND EXPAND
INGHAM COUNTY ANIMAL CONTROL STAFF

WHEREAS, the citizens of Ingham County approved the millage to construct and operate a new facility and enhance department operations; and

WHEREAS, the Ingham County Animal Control Department will receive funds generated by the Animal Control millage beginning in 2017; and

WHEREAS, ICAC employees and the Capital City Labor Program (CCLP) and United Auto Workers (UAW) agree that the proposed reorganization would benefit ICAC operations.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners approves a reorganization to create a new Customer Service and Community Outreach Manager Position and to delete one Redemption Clerk/Dispatcher Position.

BE IT FURTHER RESOLVED, the reorganization will change the job title “Office Coordinator” to “Customer Service Lead” “Office Lead” and change the job title “Redemption Clerk/Dispatcher” to “Customer Service Specialist,” “Animal Shelter Clerk.”

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Controller/Administrator to make the necessary budget adjustments and change of job titles to the Position Allocation List for the Ingham County Animal Control 2017 budget.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Board Chairperson to sign any necessary contract documents which are consistent with this resolution and approved as to form by the County Attorney.
TO: County Services Committee  
FROM: Travis Parsons, Human Resources Director  
DATE: October 6, 2016  
SUBJECT: Discussion Materials Regarding Performance Reviews

The County Services Committee initiated a discussion regarding performance evaluation for direct reports to the BOC at the meeting on October 4th. A brief handout was provided regarding the pros and cons of 360-degree performance reviews. The article provided a foundation for the Committee to explore and question other performance evaluation methods and instruments.

The Committee directed me to research an overview of best practices and instruments being used by other public sector employers, with the focus on evaluation of direct reports to Boards. The Committee made several suggestions on resources (Michigan Association of Counties (MAC), National Association of Counties (NACo), Michigan School Board Association (MASB), Tri-County Office on Aging (TCOA), Community Mental Health, etc.)

NACo and MAC did not have a recommended evaluation instrument or information on evaluation process; however, sample instruments were located from other organizations.

Below is a brief overview of common evaluation methods: (may utilize rating scale or essay method)

- Top-down evaluation by the employee’s direct supervisor: each employee’s direct supervisor evaluates his employee’s performance; the employee retains the right to inquire about the method and foundations of his evaluation.

- 360-degree evaluation: the employee is evaluated by four parties, not only by his direct supervisor. These are: the direct supervisor, subordinates, co-workers and customers.

- Matrix evaluation: in this type of evaluation, the employee is evaluated by different managers. The scores given by managers are averaged to reflect the final evaluation.

- Self-assessment: the employee rates himself on the same criteria used by the direct supervisor to evaluate him and then the two evaluations are compared.

The top-down and the self-assessment approaches are more common, easy and inexpensive compared to other evaluation methodologies.

Please see the following materials are provided for review in preparation for discussion on October 18th.

- City Manager Performance Evaluation – MML
- Manager Eval City of Durand – MML
- Michigan Association of School Boards Superintendent Evaluation – MASB
- Executive Director Evaluation – TCOA
- Chief Executive Officer Evaluation – CMH
Performance Management: Best Practices in 2014

Paula H. Harvey, MBA, SPHR, GPHR
Is this how you handle Performance Management?

- Be Nice to Penny!

- [http://www.youtube.com/watch?v=7CEmBZyGF8](http://www.youtube.com/watch?v=7CEmBZyGF8)
Learning Objectives

- Performance management vs. performance appraisal
- Creating the “right” environment
- Learning to develop “on going” performance oriented discussions
- Manager’s role in developing, mentoring, goal setting, and maintaining high performance standards
- Review rating criteria and rating perils
### A Matter of Perspectives

<table>
<thead>
<tr>
<th>Appraisal</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>One time event</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Retrospective</td>
<td>Prospective</td>
</tr>
<tr>
<td>Short Term</td>
<td>Long Term</td>
</tr>
<tr>
<td>Correction oriented</td>
<td>Progress steps</td>
</tr>
<tr>
<td>Completing form</td>
<td>Planning/goal setting</td>
</tr>
</tbody>
</table>

Remember: Learning is a Lifelong Process
Performance Management Continuum

- Performance Review
- Performance Management
  - Goal Setting & Planning
  - Performance Planning
• Advance planning – self appraisals should be completed 2 weeks prior to managerial review.
• Plan for open dialogue – opportunity to review performance, consider lessons learned, progress for period, and establish goals and objectives for next period.
• Lay out plan for performance discussions – collect and review notes, statistics, citations and performance based examples.
• Schedule sufficient time to focus on the review.
Planning the Review & the Environment

- Prepare to discuss the full range of issues which may arise in the performance management discussion.
- Don’t exhibit defensiveness – if employee criticism is justified due to management failure or lack of resources, accept, and move on to next area of review.
- Respect confidentiality of the review discussion when possible. If unlimited confidentiality cannot be promised, advise employee accordingly.
- No cell phones, no emails, no text messaging, no electronic devices, no interruptions.
• Job description/addendums should tie together with performance management.

• Handle dissent professionally – disagreements should be noted as a matter of record.
Difficult Evaluations

- Describe unsatisfactory performance/behavior
- Cite specific observed examples – past incidents or lack of meeting goals and impact on employee, team, customer, department, et al.
- Solicit constructive employee action plan to resolve or ameliorate the performance failures or behavioral issue.
- Review action plan and establish milestone date(s) to review progress.
Developing “Ongoing”
Performance Communications

• Recognize performance management is a continuing process to assist everyone in enhancing performance and development.

• Establish milestone dates for periodic monitoring of performance objectives and progress reports in objective terms.

• Be aware of the potential and, when necessary, take corrective action, if goals/objectives need to be changed or re-targeted during the review period.
Developing “Ongoing” Performance Communications

• Maintain open communication channels to ensure that issues are elevated quickly and resolved expeditiously.

• Coach, assist, and/or re-direct employees who request assistance and those who are failing to meet standards.
• Define and establish specific goals/objectives for the review period.

• Create mutually agreed time lines of break out data for progress reports on goals and objectives.

• Communicate changes or redirection of goals and objectives in a timely manner.
Use SMART goal criteria

✓ S pecific
✓ M easurable
✓ A chievable
✓ R elevant
✓ T ime-bound
• Align goals with the organization’s business plan.

• Establish mutually agreed to goals which add value.

• Recommend and recognize behaviors that are aligned with organizational business plans.

• Establish milestone review dates.
• Excellent

• Good

• Acceptable

• Unsatisfactory
Excellent

- Consistently exceeds performance standards.
- Continuously contributes to the organization’s success by adding significant value.
- Demonstrates a comprehensive understanding of work; takes action to identify needs and solve problems.
Good

- Meets performance standards.
- Competently performs all aspects of job functions and meets goals.
- Capably adjusts to changing workplace needs and work requirements.
Acceptable

• Generally meets expectations of the position.
• Competently performs aspects of the job function or goal.
• May require Performance Improvement Plan to concentrate on areas of weakness.
• May require additional resources or training to move above rating.
Unsatisfactory

- Fails to perform most aspects of the position.
- Performance levels are below expectations.
- Requires close guidance in performing routine job duties.
- Requires Performance Improvement Plan to address areas of weakness with progress review dates.
Rating Perils

- Halo/Horn Effect – rate employees the same on every trait due to one trait.
- Central Tendency – lack of rating differentiation between employees.
- Leniency/Strictness – avoids honest ratings to avoid conflict.
- Primacy/Recency – narrow focus on beginning of period or recent events.
- Similarity/Like me – favorable rating to employees who have similar values or interests to the rater.
- Contrast – rate employees against each other vs. the job description.
Avoiding Other Rating Perils

- Make objective statements
- Consider the totality of the employees performance
- Avoid inadequate record keeping – lack of specific examples
- Establish milestones for progress reviews
- Discuss specific performance issues and behaviors objectively
- Consider legal impact of inflated performance ratings
- Maintain clear and open communication channels
- Specific comments should avoid any connotations which are connected to: age, race, sex, religion, national origin, veteran, or a specific disability
Why Performance Reviews are Crucial

- Effective feedback is necessary for employees to grow.
- Giving good performance reviews is the key to retaining the best employees.
- When an employee is not evaluated, the message he or she gets is that they are unimportant to the company.
Traits of Successful Reviews

- Successful reviews involve leaders who:
  - Understand the value of listening to others.
  - Make sure obligations are kept.
  - Set concise, quantifiable objectives.
  - Publicly acknowledge good performance and confidentially remedy poor performance.
  - Are willing to set reciprocal goals.
Traits of Unsuccessful Reviews

- Unsuccessful reviews involve leaders who:
  - Don’t follow through on obligations
  - Don’t value others’ opinions, comments, and questions
  - Focus too much on the negative
  - Set subjective or illogical objectives that are difficult to measure
  - Produce an intimidating work environment
Why Reviews Should Be Well Thought-out

- Helpful awareness of work accomplished.
- Important experience for career growth.
- Less stress for employees.
- Reinforcement of good work practices.
- Clearer objectives due to good communication.
- More efficient productivity due to punctual feedback.
- Chance to try new or better initiatives.
When to Evaluate Performance

- Formal performance appraisals should take place on a recurring basis.
- Casual dialogues should take place whenever a project or situation justifies them.
- Supervisors should recognize good performance and point out performance problems.
- Post-review conversations allow for extensive review.
Performance Management: Best Practice

Best Practice

- Managers can use skills captured during process to help staff projects.
- Employees:
- Strategically Aligned Organization
- HR team can look at skill strengths and gaps; and use this information to plan workforce training and recruiting.
- Manager:
- Employee goals are linked to manager goals and corporate goals.
- HR:
- Executives get timely feedback from HR on alignment of workforce with corporate priorities.

Remember with GAPP: Learning is a Lifelong Process
In Summary...

- Involve the employee in the conversation
- Address both effective and poor job performance
- Encourage continual improvement
- Set goals and follow up on progress
- Have the employee evaluate the supervisor too
- Know what type of leader conducts successful reviews
- Evaluate performance continually, not just with formal appraisals
- Set the right example as a leader
- Adopt a healthy attitude toward reviews
- Prepare for the review thoroughly
- Have the employee prepare for the review beforehand
Questions?

704-341-4340
paula@kandpconsult.com
www.kandpconsult.com
City Manager Performance Evaluation

City of __________________

Evaluation period: ________________ to ________________

__________________________________
Governing Body Member’s Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to _________________________________. The deadline for submitting this performance evaluation is _________________. Evaluations will be summarized and included on the agenda for discussion at the work session on ____________________________.

__________________________________
Mayor’s Signature

__________________________________
Date

__________________________________
Governing Body Member’s Signature

__________________________________
Date Submitted
INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager’s performance.

5 = Excellent (almost always exceeds the performance standard)
4 = Above average (generally exceeds the performance standard)
3 = Average (generally meets the performance standard)
2 = Below average (usually does not meet the performance standard)
1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of “3 = Average”

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

_____ Diligent and thorough in the discharge of duties, “self-starter”
_____ Exercises good judgment
_____ Displays enthusiasm, cooperation, and will to adapt
_____ Mental and physical stamina appropriate for the position
_____ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ + 5 = _____ score for this category
2. **PROFESSIONAL SKILLS AND STATUS**

_____ Maintains knowledge of current developments affecting the practice of local government management

_____ Demonstrates a capacity for innovation and creativity

_____ Anticipates and analyzes problems to develop effective approaches for solving them

_____ Willing to try new ideas proposed by governing body members and/or staff

_____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

3. **RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

_____ Carries out directives of the body as a whole as opposed to those of any one member or minority group

_____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions

_____ Disseminates complete and accurate information equally to all members in a timely manner

_____ Assists by facilitating decision making without usurping authority

_____ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

4. **POLICY EXECUTION**

_____ Implements governing body actions in accordance with the intent of council

_____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization

_____ Understands, supports, and enforces local government's laws, policies, and ordinances

_____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness

_____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

Page 3 of 7   **Initials _____**
5. **REPORTING**

- Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- Responds in a timely manner to requests from the governing body for special reports
- Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

6. **CITIZEN RELATIONS**

- Responsive to requests from citizens
- Demonstrates a dedication to service to the community and its citizens
- Maintains a nonpartisan approach in dealing with the news media
- Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

7. **STAFFING**

- Recruits and retains competent personnel for staff positions
- Applies an appropriate level of supervision to improve any areas of substandard performance
- Stays accurately informed and appropriately concerned about employee relations
- Professionally manages the compensation and benefits plan
- Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

Page 4 of 7  Initials _____
8. **SUPERVISION**

- Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff.
- Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level.
- Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager’s office.
- Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback.
- Encourages teamwork, innovation, and effective problem-solving among the staff members.

Add the values from above and enter the subtotal \( \text{_____} \times 5 = \text{_____} \) score for this category.

9. **FISCAL MANAGEMENT**

- Prepares a balanced budget to provide services at a level directed by council.
- Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.
- Prepares a budget and budgetary recommendations in an intelligent and accessible format.
- Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Appropriately monitors and manages fiscal activities of the organization.

Add the values from above and enter the subtotal \( \text{_____} \times 5 = \text{_____} \) score for this category.
10. COMMUNITY

_____ Shares responsibility for addressing the difficult issues facing the city
_____ Avoids unnecessary controversy
_____ Cooperates with neighboring communities and the county
_____ Helps the council address future needs and develop adequate plans to address long term trends
_____ Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal _____ + 5 = _____ score for this category

NARRATIVE EVALUATION

What would you identify as the manager’s strength(s), expressed in terms of the principle results achieved during the rating period?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What performance area(s) would you identify as most critical for improvement?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
What constructive suggestions or assistance can you offer the manager to enhance performance? 

What other comments do you have for the manager, e.g., priorities, expectations, goals or objectives for the new rating period?
ANNUAL
CITY MANAGER
PERFORMANCE
EVALUATION
2015
Evaluation Instructions
This evaluation is an annual critical look at the performance of the City Manager. This is also an introspective look at the relationship between the City Council and the City Manager; a communication and an opportunity on the part of the City Council to align expectations. It is an opportunity to re-establish the goals and objectives for the City of Durand. It should be a positive exchange and learning process for both parties.

Responsibilities
To provide an accurate evaluation, all City Council members should keep personal notations on a minimum of a monthly basis so as to be able to refresh individual memories at the time the annual evaluation process begins. These personal notations should not be shared with other members of the City Council. In order to meet the objectives of a fair and unbiased evaluation it is important to have evaluations from all members.

Forms and Process
The following evaluation will consist of several categories for which the City Manager is responsible or has regular involvement. A ten-point assessment scale is provided in order to provide a numerical value to each question and/or category. A score of 1 would be unsatisfactory while a score of 5 would be exceptional.

Evaluations will be signed and should be completed independently. Comments in the comment area should be used to support numerical point assessments. All evaluations will be submitted to the Mayor for tabulation. After tabulation, a meeting will be set for an oral evaluation based on written evaluations. This meeting will be closed session at the request of the City Manager. It is hoped that a positive free flowing oral discussion will provide the City Manager with the direction of the City Council for the future.

To aid in the discussion of the evaluation, the City Manager will use the same form for a self-evaluation. The City Manager’s self-evaluation will be completed and given to the Mayor prior to the evaluation forms being sent to the City Council. Each member of the City Council will receive the City Manager’s self-evaluation and Job Description, along with a blank evaluation form to be completed and returned to the Mayor for tabulation. The City Manager’s self-evaluation will be returned at the time of the evaluation meeting.

The Mayor will provide a Tabulation Summary Page to the City Manager and each member of the City Council. This page will include individual council members (but not identified by name) scoring, as well as a combined score of the board. Also on this page will be the City Manager’s self-evaluation score. Additionally, there will be a summary of notations, listed by question categories, or City Council comments. After the oral evaluation, the Tabulation Summary, subject to changes by the Council at the evaluation, will be kept as a permanent record. The evaluations themselves will be destroyed.

There are no perfect evaluations but this should be a thoughtful, sensitive, positive and effective attempt to move forward the needs of the City of Durand.
CITY OF DURAND
CITY MANAGER EVALUATION

RATING:
1. Unsatisfactory
2. Needs strengthening
3. Satisfactory Performance
4. Good Performance
5. Outstanding Performance

COMPILED RATE:
MANAGER SELF RATE:

<table>
<thead>
<tr>
<th>Organizational Management</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provides that the organization does not violate agreement or appropriate established board procedures.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Plans and organizes ongoing programs and services to the City Council.</td>
<td></td>
</tr>
<tr>
<td>3. Plans and organizes areas of concern brought to the attention of the City Manager by the City Council or responses to public requests.</td>
<td></td>
</tr>
<tr>
<td>4. Evaluates new and innovative technology as it may relate to areas of concern in the improvement of the City.</td>
<td></td>
</tr>
</tbody>
</table>

COMMENTS/SUGGESTIONS:

<table>
<thead>
<tr>
<th>Fiscal Management</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Includes the Mayor and City Council in preparations of the annual budget.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Plans and prepares the annual budget with the input of the Mayor and the City Council with documentation and full explanation of the annual budget.</td>
<td></td>
</tr>
<tr>
<td>3. Administers the adopted budget within the framework of the approved revenues and expenditures.</td>
<td></td>
</tr>
<tr>
<td>4. Plans and provides for a system of reports, as requested, for the City Council to evaluate expenses and revenues.</td>
<td></td>
</tr>
<tr>
<td>5. Prepares and presents to the City Council appropriate budgetary transfers, as necessary.</td>
<td></td>
</tr>
<tr>
<td>6. Plans and provides for necessary information for the City Council which requires bonding or borrowing of funds for long term projects.</td>
<td></td>
</tr>
</tbody>
</table>
7. Plans for, organizes and supervises the most economical utilizations of manpower, materials and equipment for City services.


**COMMENTS/SUGGESTIONS:**

<table>
<thead>
<tr>
<th>Intermediate and Long Range Planning</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Plans and organizes a process of program planning in anticipating the future of the City.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td><strong>2.</strong> Plans and organizes maximum utilization and maintenance of City owned equipment</td>
<td></td>
</tr>
<tr>
<td><strong>3.</strong> Plans and organizes a program of addressing the current needs and requirements of infrastructure and infrastructure needs of the future.</td>
<td></td>
</tr>
<tr>
<td><strong>4.</strong> Has a vision of the future for the City of Durand and shares that vision with the City Council and the public.</td>
<td></td>
</tr>
<tr>
<td><strong>5.</strong> Keeps the Mayor and City Council aware of new or impending legislation, potential grants and developments in the public policy, which may have an impact on the city.</td>
<td></td>
</tr>
<tr>
<td><strong>6.</strong> Maintains knowledge of new technologies, systems and methods that may enhance the City’s economics.</td>
<td></td>
</tr>
<tr>
<td><strong>7.</strong> Carries out intermediate and long range planning concerns approved by the City Council.</td>
<td></td>
</tr>
</tbody>
</table>

**COMMENTS/SUGGESTIONS:**
### Intergovernmental Relationships

<table>
<thead>
<tr>
<th></th>
<th>Rating</th>
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<tbody>
<tr>
<td>1</td>
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<td>2</td>
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<tr>
<td>3</td>
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<tr>
<td>4</td>
<td></td>
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<tr>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

1. Maintains awareness of developments and plans in other jurisdictions, which may impact the City.

2. Maintains communication with governmental jurisdictions in areas of service that improve or enhance City programs.

3. Initiates communication with other governmental entities or outside parties, which the City may be involved with or become involved.

4. Attends and relays appropriate information from current intergovernmental agreement meetings to the City Council.

5. Willingness to participate with other governmental entities in sharing resources or equipment.

**COMMENTS/SUGGESTIONS:**

### Relationship with the Public

<table>
<thead>
<tr>
<th></th>
<th>Rating</th>
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<tbody>
<tr>
<td>1</td>
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<td>2</td>
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<td>3</td>
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<tr>
<td>4</td>
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<tr>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

1. Ensures that an attitude and feeling of helpfulness, courtesy, and sensitivity to perception exist in employees coming in contact with the public.

2. Establishes and maintains an image of the City of Durand to the community that represents service, enthusiasm, and professionalism.

3. Establishes and maintains a liaison with private organizations, service groups, or individuals involved in areas of concern that relate to the service or activities of the City.

4. Promote and provide information to public inquiries regarding activities, services, or potential employment development with the City.

**COMMENTS/SUGGESTIONS:**
### Management of Employees and Relationship

| 1. Plans, organizes and maintains training of employees through in-house training or outside training. |
| 2. Maintains regular staff meetings. |
| 3. Maintains contact and professional interaction with subordinates at all levels of the organization. |
| 4. Ability to appropriately motivate and discipline employees for peak performance. |
| 5. Equitably handles problem of grievances among subordinate employees. |
| 6. Maintains an organization that is efficient, helpful and courteous to the public and to the employees. |
| 7. Provides for annual evaluation of all employees. |

**COMMENTS/SUGGESTIONS:**

### Relationship with City Council

| 1. Maintains effective communication, both verbal and written with the City Council. |
| 2. Maintains availability to the City Council. |
| 3. Provides information needed for City Council action in a timely manner. |
| 4. Establishes a system of reporting to the City Council the current plans and activities of the City. |
| 5. Provides for clear presentations to the City Council in the most concise, clear and comprehensive manner possible. |
| 6. Provides the City Council with all perspectives of an issue and provides a recommendation and reason to support that recommendation. |
| 7. Always prepared to answer questions of the City Council. |

**COMMENTS/SUGGESTIONS:**
### Professional Development

<table>
<thead>
<tr>
<th></th>
<th>RATING</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Is the City Manager viewed with respect as compared to others in Public Administration?</td>
<td></td>
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<tr>
<td>2.</td>
<td>Does the City Manager enthusiastically seek and support professional improvement through pertinent seminars and conferences?</td>
<td></td>
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</tr>
<tr>
<td>3.</td>
<td>Does the City Manager deal effectively with other governmental managers?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4.</td>
<td>Is the City Manager always interested in learning new techniques or envisioning new ways to conduct business?</td>
<td></td>
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</tbody>
</table>

**COMMENTS/SUGGESTIONS:**

### Personal Characteristics

<table>
<thead>
<tr>
<th></th>
<th>RATING</th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Imagination: Does the City Manager show originality in approaching problems? Is she able to visualize the implications of various approaches?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Objectivity: Is the City Manager unemotional and unbiased? Does she take a rational viewpoint based on facts and qualified opinions?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Drive: Is the City Manager energetic, willing to spend whatever time is necessary to do a good job?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Decisiveness: Is the City Manager able to reach timely decisions and initiate action?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Attitude: Is the City Manager enthusiastic, cooperative and willing to adapt?</td>
<td></td>
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</tr>
</tbody>
</table>

**COMMENTS/SUGGESTIONS:**
OTHER COMMENTS THAT MAY BE RELEVANT TO THIS EVALUATION:

Signature

Date
Superintendent Evaluation
Introduction
The Revised School Code requires school boards to evaluate their superintendent's job performance annually as part of a comprehensive performance evaluation system that takes into account student growth data and requires certain additional factors. MASB is pleased to provide this superintendent evaluation instrument based on the requirements of the Revised School Code. The instrument provides school districts a straightforward option for superintendent evaluation. It may be used alone or in conjunction with a facilitated evaluation.

Professional Standards for Educational Leaders
This evaluation instrument is based in part on two bodies of research: The Professional Standards for Educational Leaders, which were reviewed and published by the National Policy Board for Educational Administration in 2015 and School District Leadership that Works: The Effect of Superintendency Leadership on Student Achievement which was conducted by Mid-continent Research for Education and Learning (McREL) in 2006. For detailed information on the research base, please consult the appendices of this document.

Requirements, Process, Timeline and Resources
Elements that are required in the Revised School Code appear in red in the evaluation instrument. Please consult the appendices of this document for considerable supplementary information and guidance on superintendent evaluation.

Scoring
MASB recommends scoring on the rubric be limited to whole numbers (e.g., 2, 3, etc.); ratings of half numbers may be used if absolutely necessary (e.g., 2.5, 3.5, etc.). Scoring in lesser increments undermine the reliability of the evaluation instrument.

Training
The Revised School Code requires Board of Education members to receive training on the evaluation instrument to be used for the superintendent beginning in 2016-2017. Training must also be provided to the superintendent regarding the measures used in the evaluation system and how each measure will be used.

Posting Requirements
Beginning with the 2016-2017 school year, districts must post comprehensive information on their websites in regards to the evaluation instrument being used. For details in regards to the MASB 2016 Superintendent Evaluation instrument’s posting requirements, please visit www.masb.org/postingrequirements.

Who to Contact

<table>
<thead>
<tr>
<th>Topic</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendent Evaluation</td>
<td>Donna Oser, <a href="mailto:doser@masb.org">doser@masb.org</a> or 517.327.5923</td>
</tr>
<tr>
<td>Training on Superintendent Evaluation</td>
<td>Debbie Stair, <a href="mailto:dstair@masb.org">dstair@masb.org</a> or 517.327.5904</td>
</tr>
<tr>
<td>Legal Questions</td>
<td>Joel Gerring, <a href="mailto:jgerring@masb.org">jgerring@masb.org</a> or 517.327.5922</td>
</tr>
<tr>
<td>Facilitated Evaluation</td>
<td>Donna Oser, <a href="mailto:doser@masb.org">doser@masb.org</a> or 517.327.5923</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>A. Governance &amp; Board Relations</th>
<th>Weight: 20%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ineffective (1 pt)</td>
</tr>
<tr>
<td>A1 Policy involvement</td>
<td>Makes decisions without regard to adopted policy.</td>
</tr>
<tr>
<td>A2 Goal development</td>
<td>Goals are not developed.</td>
</tr>
<tr>
<td>A3 Information</td>
<td>Professional Standards for Educational Leaders: 1, 9, 10</td>
</tr>
<tr>
<td>A4 Materials and background</td>
<td>Meeting materials aren’t readily available. Members arrive at meetings without enough prior information regarding agenda or background information.</td>
</tr>
<tr>
<td>A5 Board questions</td>
<td>Professional Standards for Educational Leaders: 2, 7, 9</td>
</tr>
<tr>
<td>A6 Board development</td>
<td>Professional Standards for Educational Leaders: 6</td>
</tr>
</tbody>
</table>

Category rating:
- Meeting agendas/minutes
- Board packets
- Board development materials
- Memos/communications
- Board policies/policy book
- Retreat agendas/minutes
- Board development plan
- Communication protocols
- Policy review calendar

---

Michigan Association of School Boards | 517.327.5900

2016 Superintendent Evaluation
## A. Governance & Board Relations – continued

If a performance goal has been established related to one of the performance indicators above, write it below:

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Goal:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Evidence:

Category rating should be reflected within the performance indicator.

<table>
<thead>
<tr>
<th>Comments by Board of Education:</th>
<th>Comments by the Superintendent:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Weight: 20%
## B. Community Relations

**Weight: 15%**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Ineffective (1 pt)</th>
<th>Minimally Effective (2 pt)</th>
<th>Effective (3 pt)</th>
<th>Highly Effective (4 pt)</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1</td>
<td>Parent feedback</td>
<td>Doesn't accept input or engage parents in goal setting.</td>
<td>Accepts suggestions and input from parents but fails to seek it. Does not engage parents in district-wide goal setting.</td>
<td>Actively seeks parent input, creates methods for parents to be actively involved in setting and supporting district-wide goals.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2</td>
<td>Communication with community</td>
<td>Isn't readily available for parents, businesses, governmental and civic groups. Avoids direct communication unless absolutely necessary.</td>
<td>Is available for parents, businesses, governmental and civic groups, providing them with information, but doesn't seek their input. Is not proactive.</td>
<td>Actively seeks two-way communication with the community as appropriate.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3</td>
<td>Community feedback</td>
<td>Doesn't accept input or engage community in goal setting.</td>
<td>Accepts suggestions and input but does not seek it. Does not engage community in district-wide goal setting.</td>
<td>Actively accepts community input and engages community in district-wide goal setting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B4</td>
<td>Media relations</td>
<td>Communicates with the media only when requested.</td>
<td>Isn’t proactive, but is cooperative with the media when contacted.</td>
<td>Promotes positive relations and provides the media with district event information.</td>
<td>Initiates and actively engages the media.</td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B5</td>
<td>District image</td>
<td>Is indifferent or negative about the district. Does not speak well or represent the district well in front of groups.</td>
<td>Doesn’t actively promote the district. Speaks adequately in public.</td>
<td>Projects a positive image of the district as expected. Well spoken.</td>
<td>Projects a positive image at all times; is a champion for the district. Articulate, knowledgeable and well-spoken.</td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B6</td>
<td>Approachability</td>
<td>Is neither visible nor approachable by members of the community.</td>
<td>Is visible but not necessarily approachable by members of the community.</td>
<td>Is visible and approachable by members of the community.</td>
<td>Is visible and approachable by members of the community. Attends a variety of events.</td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Artifacts that may serve as evidence of performance in this domain:**
- Thematic analysis
- Action plan
- Strategic planning agenda(s)
- Communications
- Community engagement calendar
- Community meeting agenda(s)
- District newsletter
- Press releases
- Community engagement calendar
- Strategic planning agenda(s)
- Communications
- Service club membership(s)
B. Community Relations - continued  
Weight: 15%

If a performance goal has been established related to one of the performance indicators above, write it below:

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Goal</th>
<th>Evidence</th>
</tr>
</thead>
</table>

Category rating should be reflected within the performance indicator.

<table>
<thead>
<tr>
<th>Comments by Board of Education:</th>
<th>Comments by the Superintendent:</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Michigan Association of School Boards | 517.327.5900 | 2016 Superintendent Evaluation
## C. Staff Relations

<table>
<thead>
<tr>
<th></th>
<th>Ineffective (1 pt)</th>
<th>Minimally Effective (2 pt)</th>
<th>Effective (3 pt)</th>
<th>Highly Effective (4 pt)</th>
<th>Rating</th>
</tr>
</thead>
</table>
| C1 | Staff feedback  
(Teacher feedback is a required component.)  
Professional Standards for Educational Leaders: 6, 7 | Doesn’t accept input or engage teachers and staff in decision-making or goal setting. | Accepts suggestions and input from staff but does not seek it. Does not engage staff in district-wide goal setting or decision-making. | Readily accepts staff input and engages staff in district-wide goal setting and/or decision-making. | Actively seeks staff input in decisions, creates methods for staff to be actively involved in setting and supporting district-wide goals. |
| C2 | Staff communications  
Professional Standards for Educational Leaders: 2, 7, 9 | Doesn’t inform staff of matters that may be of concern. | Is inconsistent in keeping staff informed of important matters. | Keeps staff informed of important matters. | Establishes a system of keeping staff continually informed of important matters. |
| C3 | Personal matters  
Professional Standards for Educational Leaders: 9 | There is no system to handle personnel matters in a consistent manner. Some situations may be handled with bias. | A system has been established, but it is not applied consistently. | A system is used to address personnel matters with consistency, fairness, discretion and impartiality. | Establishes a system that is proactive with personnel matters. Personnel policies are routinely discussed and promoted. |
| C4 | Delegation of duties  
Professional Standards for Educational Leaders: 9, 10 | Doesn’t delegate duties. Maintains personal control over all district operations. | Delegates duties as staff members request additional responsibilities. | Delegates responsibility to staff within their abilities and then provides support to ensure their success. | Delegates responsibility to staff that will foster professional growth, leadership and decision-making skills. |
| C5 | Recruitment  
Professional Standards for Educational Leaders: 6 | There is no formal recruitment process and/or hiring is considered in an arbitrary manner. | A formal recruitment process is in place, but is not used consistently. | Follows a formal recruitment process for each hiring opportunity. | Follows a formal recruitment process for each hiring opportunity. Actively recruits the best staff available and encourages their application to the district. |
| C6 | Labor relations  
(Bargaining)  
Professional Standards for Educational Leaders: 9 | Is unable to work with union leadership, doesn’t work to improve relations. | Accepts that collective bargaining is a necessary and difficult process. Works to make the best of it. | Is proactive in sharing appropriate information and manages dynamics of the relationship. | Actively seeks to improve the bargaining experience through relationship-building, trust and sharing of information. |
| C7 | Visibility in district  
Professional Standards for Educational Leaders: 3, 4, 5, 6 | Seldom visits buildings. | Is present at building programs and special activities. | Visits buildings/classrooms occasionally. | Regular, purposeful visits to buildings and classrooms are a priority. |

**Category rating:**

---

**Michigan Association of School Boards | 517.327.5900**

2016 Superintendent Evaluation
C. Staff Relations - continued

Weight: 15%

<table>
<thead>
<tr>
<th>Artifacts that may serve as evidence of performance in this domain</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Third-party survey data</td>
</tr>
<tr>
<td>☐ School accreditation survey data</td>
</tr>
<tr>
<td>☐ Hiring process documentation</td>
</tr>
<tr>
<td>☐ Personnel policies and procedures</td>
</tr>
<tr>
<td>☐ Recruitment calendar</td>
</tr>
<tr>
<td>☐ Staff leadership development plan</td>
</tr>
<tr>
<td>☐ Negotiations documentation</td>
</tr>
<tr>
<td>☐ School visit calendar</td>
</tr>
<tr>
<td>☐ Communications</td>
</tr>
<tr>
<td>☐ Staff meeting agendas/minutes</td>
</tr>
</tbody>
</table>

If a performance goal has been established related to one of the performance indicators above, write it below:

<table>
<thead>
<tr>
<th>Performance Indicator</th>
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</thead>
<tbody>
<tr>
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</table>

Evidence:

<table>
<thead>
<tr>
<th>Comments by Board of Education</th>
<th>Comments by the Superintendent</th>
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<tbody>
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</table>
## D. Business & Finance

### Rating:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ineffective (1 pt)</td>
<td>Budget knowledge is limited. The budget is developed and managed without taking into consideration current needs of the district. Works to develop and manage the budget to meet the immediate fiscal issues. Decisions are primarily reactive to current needs of the district. Budget actions are proactive and consider the most current information and data. A balance is sought to meet the needs of students and remain fiscally responsible to the community. Budget actions are proactive and consider both current and long-range information and data. A balance is sought to meet the current and future needs of students and remain fiscally responsible to the community.</td>
</tr>
<tr>
<td>Minimally Effective (2 pt)</td>
<td>Budget actions are proactive and consider the most current information and data. A balance is sought to meet the needs of students and remain fiscally responsible to the community.</td>
</tr>
<tr>
<td>Effective (3 pt)</td>
<td>Budget actions are proactive and consider both current and long-range information and data. A balance is sought to meet the current and future needs of students and remain fiscally responsible to the community.</td>
</tr>
<tr>
<td>Highly Effective (4 pt)</td>
<td>Budget actions are proactive and consider both current and long-range information and data. A balance is sought to meet the current and future needs of students and remain fiscally responsible to the community.</td>
</tr>
</tbody>
</table>

### Artifacts that may serve as evidence of performance in this domain:

- Strategic plan
- Auditor's report
- District budget
- Budget-related communications
- Election results that impact funding or facilities
- Evidence of budgetary alignment to district-wide goals
- Grants received/applied for
- Policies/procedures related to fund management
- Long-term financial forecast data
- Facilities maintenance plan
- Facilities management plan

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10 Michigan Association of School Boards | 517.327.5900 2016 Superintendent Evaluation
D. Business & Finance - continued

If a performance goal has been established related to one of the performance indicators above, write it below:

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Goal</th>
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<tbody>
<tr>
<td></td>
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</table>

Evidence:

Category rating should be reflected within the performance indicator.

<table>
<thead>
<tr>
<th>Comments by Board of Education:</th>
<th>Comments by the Superintendent:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Weight: 20%
## E. Instructional Leadership

<table>
<thead>
<tr>
<th></th>
<th>Ineffective (1 pt)</th>
<th>Minimally Effective (2 pt)</th>
<th>Effective (3 pt)</th>
<th>Highly Effective (4 pt)</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E1</strong> Performance evaluation system Professional Standards for Educational Leaders: 6, 8, 10</td>
<td>No performance evaluation system is in place and/or not all evaluations have been completed as required.</td>
<td>Evaluations are completed but not entirely in compliance or are inconsistent with state law.</td>
<td>Evaluations are completed in a timely manner. Some less than “effective” staff lack individualized development plans.</td>
<td>Performance evaluation system in place that is in compliance with state law. Required evaluations completed. Necessary development plans in place. Evaluations are consistent across district.</td>
<td></td>
</tr>
<tr>
<td><strong>E2</strong> Staff development Professional Standards for Educational Leaders: 6, 10</td>
<td>Staff development isn’t consistently provided. Staff members are responsible for their own improvement.</td>
<td>Staff development programs are offered based upon available opportunities.</td>
<td>Staff development programs are offered based upon available opportunities that are targeted toward staff growth and increasing student achievement.</td>
<td>Staff development programs are individualized, targeted toward district-specific goals and are sustained to increase student achievement.</td>
<td></td>
</tr>
<tr>
<td><strong>E3</strong> School improvement Professional Standards for Educational Leaders: 6, 9, 10</td>
<td>School improvement efforts are limited. There is no comprehensive plan in place.</td>
<td>School improvement plans are in place at the building level but lack district-wide coordination.</td>
<td>School improvement plans are in place at all buildings and align to the district-wide goals.</td>
<td>School improvement plans are in place at all buildings and align to the district-wide goals. Systems are in place for implementation of improvement efforts and monitoring of progress.</td>
<td></td>
</tr>
<tr>
<td><strong>E4</strong> Curriculum Professional Standards for Educational Leaders: 4, 7</td>
<td>Curriculum isn’t a priority in the district and/or is inconsistent across grade levels. Teachers are allowed to define their own curriculum. There is little coordination.</td>
<td>A curriculum is in place that seeks to meet the state standards.</td>
<td>Instructional practices in place that are differentiated and personalized to student needs. Technology is used to enhance teaching and learning.</td>
<td>Curriculum is in place, aligned across grade levels and in compliance with state standards.</td>
<td></td>
</tr>
<tr>
<td><strong>E5</strong> Instruction Professional Standards for Educational Leaders: 4, 6, 7</td>
<td>There is little to no focus on instruction. Technology is not utilized in classroom instruction. Teachers are encouraged to enhance their instructional skills and embrace technology, but no comprehensive program(s) is in place.</td>
<td>Effort is made to accommodate diverse learning styles, needs and levels of readiness. Some effort is made to incorporate technology into learning.</td>
<td>Instructional practices in place that are differentiated and personalized to student needs. Technology is used to enhance teaching and learning.</td>
<td>Instructional practices in place that are differentiated and personalized to student needs. Technology is used to enhance teaching and learning.</td>
<td></td>
</tr>
<tr>
<td><strong>E6</strong> Student feedback Professional Standards for Educational Leaders: 3, 5</td>
<td>Doesn’t accept input or seek student feedback. Accepts suggestions and input from students but does not seek it.</td>
<td>Readily accepts student input and engages students in district-wide goal setting.</td>
<td>Actively seeks student input, creates methods for students to be actively involved in setting district-wide goals.</td>
<td>Actively seeks student input, creates methods for students to be actively involved in setting district-wide goals.</td>
<td></td>
</tr>
<tr>
<td><strong>E7</strong> Student attendance Professional Standards for Educational Leaders: 5</td>
<td>Attendance isn’t addressed as a policy issue. Attendance rates are decreasing.</td>
<td>Attendance isn’t an area of focus and therefore, student attendance is a matter left to itself. Attendance rates fluctuate at will.</td>
<td>Attendance is an area of focus. There are plans and interventions in place to address chronic attendance problems. Attendance rates are improving.</td>
<td>Attendance is an area of focus. Individual student attendance problems are addressed early and supports are put into place. Attendance rates are being maintained at a high level.</td>
<td></td>
</tr>
</tbody>
</table>
### E. Instructional Leadership – continued

<table>
<thead>
<tr>
<th>Element</th>
<th>Ineffective (1 pt)</th>
<th>Minimally Effective (2 pt)</th>
<th>Effective (3 pt)</th>
<th>Highly Effective (4 pt)</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>E8</td>
<td>Support for students Professional Standards for Educational Leaders: 3, 5</td>
<td>Academic supports are in place, but are inconsistent. Academic supports are in place but social supports to meet the needs of students are lacking.</td>
<td>Programs and activities are available for students. Coordination and alignment can be improved.</td>
<td>Coherent systems of academic and social supports are in place to meet the needs of all students. Maintains a safe, caring and healthy learning environment.</td>
<td></td>
</tr>
<tr>
<td>E9</td>
<td>Professional knowledge Professional Standards for Educational Leaders: 2, 4, 6</td>
<td>Is uninvolved in current instructional programs. Is unaware of current instructional issues.</td>
<td>Is somewhat knowledgeable of current instructional programs. Relies on others for information/data.</td>
<td>Demonstrates knowledge of current instructional programs, and is able to discuss them. Seeks to learn and improve upon personal and professional abilities.</td>
<td>Demonstrates knowledge and comfort with current instructional programs. Seeks to communicate with others how the district is implementing best practices. Participates actively in professional groups and organizations for the benefit of the district.</td>
</tr>
</tbody>
</table>

#### Artifacts that may serve as evidence of performance in this domain:
- Staff evaluation calendar
- District performance evaluation system
- Superintendent professional growth plan
- Superintendent professional development
- Teacher analysis of student achievement data
- Instructional model(s)
- Instructional Rounds
- Positive behavior supports/character programs

If a performance goal has been established related to one of the performance indicators above, write it below:

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Evidence:  

Category rating should be reflected within the performance indicator.

<table>
<thead>
<tr>
<th>Comments by Board of Education:</th>
<th>Comments by the Superintendent:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

13 Michigan Association of School Boards | 517.327.5900  
2016 Superintendent Evaluation
## F. Determining the Professional Practice Rating

**Superintendent name:**

**School year:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight of Category</th>
<th>Category Score (%)</th>
<th>Category Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Governance &amp; Board Relations</td>
<td>20% (.2)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>B. Community Relations</td>
<td>15% (.15)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>C. Staff Relations</td>
<td>15% (.15)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>D. Business &amp; Finance</td>
<td>20% (.2)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>E. Instructional Leadership</td>
<td>30% (.3)</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>

**Total Possible:** 100%

**Score:**

Adjusted (Score / 4) =
### G. Other Required Components of Evaluation

#### Superintendent name: ___________________________  School year: ___________________________

---

**Student Growth**  
**Weight:** 25%

Student growth and assessment data used for superintendent evaluation must be the combined student growth and assessment data used in annual evaluation for the entire district. Districts should establish a student growth model to be used for teacher and administrator evaluations. NOTE: Student growth and student achievement are not the same. Student achievement is a single measure of student performance while student growth measures the amount of students’ academic progress between two points in time.

<table>
<thead>
<tr>
<th>ineffective (1 pt)</th>
<th>minimally effective (2 pt)</th>
<th>effective (3 pt)</th>
<th>highly effective (4 pt)</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer than 80% of students met growth targets</td>
<td>60-74% of students met growth targets</td>
<td>75-89% of students met growth targets</td>
<td>90% or more students met growth targets</td>
<td></td>
</tr>
</tbody>
</table>

**Growth:**

**Evidence:** District Growth Model

---

**Progress Toward District-Wide Goals**  
**Weight:** 10%

Progress made by the school district in meeting the goals set forth in the school district's school improvement plans is a required component for superintendent evaluation.

<table>
<thead>
<tr>
<th>ineffective (1 pt)</th>
<th>minimally effective (2 pt)</th>
<th>effective (3 pt)</th>
<th>highly effective (4 pt)</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress was made on fewer than 60% of goals</td>
<td>Progress was made on 60-74% of goals</td>
<td>Progress was made on 75-89% of goals</td>
<td>Progress was made on 90% or more of goals</td>
<td></td>
</tr>
</tbody>
</table>

**Progress:**

**Evidence:** As indicated in District-Wide Improvement Plan

---

* For superintendents who are regularly involved in instruction, 25% of the annual evaluation must be based on student growth and assessment data for years 2015-2016, 2016-2017 and 2017-2018; 40% of the annual evaluation must be based on student growth and assessment data beginning in 2018-2019.

* Measuring student growth: A guide to informed decision making. Center for Public Education.
H. Compiling the Summative Evaluation Score

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight of Component</th>
<th>Component Score (%)</th>
<th>Component Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Practice (Adjusted score, p. 14)</td>
<td>65% (0.65)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Student Growth (Component score, p. 15)</td>
<td>25% (0.25)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Progress Toward District-Wide Goals (Component score, p. 15)</td>
<td>10% (0.1)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Total Possible</td>
<td>100%</td>
<td>Total Score:</td>
<td></td>
</tr>
</tbody>
</table>

Total Score / 4 =

Evaluation rating as follows: 90-100% = Highly Effective; 75-89% = Effective; 60-74% = Minimally Effective; Less than 60% = Ineffective

Comments by Board of Education: ________________________________  Comments by the Superintendent: ________________________________

__________________________  ____________________________
Board President's Signature:         Date:  Superintendent's Signature:          Date:

(Superintendent’s signature indicates that he or she has seen and discussed the evaluation; it does not necessarily denote agreement with the evaluation.)
Appendix A – Research Base


The 2015 Standards are the result of an extensive process that took an in-depth look at the new education leadership landscape. It involved a thorough review of empirical research (see the Bibliography for a selection of supporting sources) and sought the input of researchers and more than 1,000 school and district leaders through surveys and focus groups to identify gaps among the 2008 Standards, the day-to-day work of education leaders and leadership demands of the future. The National Association of Elementary School Principals, National Association of Secondary School Principals and American Association of School Administrators were instrumental to this work. The public was also invited to comment on two drafts of the Standards, which contributed to the final product. The National Policy Board for Education Administration, a consortium of professional organizations committed to advancing school leadership (including those named above), has assumed leadership of the 2015 Standards in recognition of their significance to the profession and will be their steward going forward.


To determine the influence of district superintendents on student achievement and the characteristics of effective superintendents, McREL, a Denver-based education research organization, conducted a meta-analysis of research—a sophisticated research technique that combines data from separate studies into a single sample of research—on the influence of school district leaders on student performance. This study is the latest in a series of meta-analyses that McREL has conducted over the past several years to determine the characteristics of effective schools, leaders and teachers. This most recent meta-analysis examines findings from 27 studies conducted since 1970 that used rigorous, quantitative methods to study the influence of school district leaders on student achievement. Altogether, these studies involved 2,817 districts and the achievement scores of 3.4 million students, resulting in what McREL researchers believe to be the largest-ever quantitative examination of research on superintendents.
Appendix B – Process for Completing Year-End Evaluation for Superintendent

Planning: At the beginning of the year in which the evaluation is to occur, the Board of Education and superintendent convene a meeting in public and agree upon the following items:

- Evaluation instrument
- Evaluation timeline and key dates
- Performance goals (if necessary beyond performance indicators outlined in rubric, district-wide improvement goals and student growth model)
- Appropriate benchmarks and checkpoints (formal and informal) throughout year
- Artifacts to be used to evidence superintendent performance
- Process for compiling the year-end evaluation
- Process and individual(s) responsible for conducting the evaluation conference with the superintendent
- Process and individual(s) responsible for establishing a performance improvement plan for the superintendent, if needed
- Process and individual(s) responsible for sharing the evaluation results with the community

Checkpoints: The Board of Education and superintendent meet at key points in the evaluation year as follows:

- **Three months in – Informal update** – Superintendent provides written update to the board. Board president shares with the superintendent any specific concerns/questions from the board.
- **Six months in – Formal update** – Superintendent provides update on progress along with available evidence prior to convening a meeting in public. Board president collects questions from the board and provides to superintendent prior to meeting. Board and superintendent discuss progress and make adjustments to course or goals, if needed.
- **Nine months in – Formal update** – Superintendent provides written update to the board. Board president shares with the superintendent any specific concerns/questions from the board.
- **11-12 months in – Formal evaluation** – Superintendent conducts self-evaluation; presents portfolio with evidence to Board of Education (made available prior to meeting). Board members review portfolio prior to evaluation meeting; seek clarification as needed. Board president (or consultant) facilitates evaluation. Formal evaluation is adopted by Board of Education.
Appendix C – Conducting the Formal Evaluation and Conference

Prior to meeting:
1) Superintendent prepares self-evaluation, compiles evidence and provides to Board of Education.
2) Board members seek clarity as needed regarding self-evaluation or evidence provided.
3) Board of Education members receive blank evaluation Instrument and make individual notes about their observations.

During meeting:
4) Superintendent presents self-evaluation and evidence. Superintendent remains present throughout the meeting.
5) Board president reviews with Board of Education superintendent’s self-evaluation and evidence provided for each domain and facilitates conversation about performance.
6) Score is assigned for each performance indicator via consensus of the Board of Education.
7) Upon completion of all performance indicators within all domains, board president calculates overall professional practice score and identifies the correlating rating.
8) Board president reviews with Board of Education evidence provided related to progress toward district-wide goals.
9) Score is assigned for progress toward district-wide goals via consensus of Board of Education.
10) Board president reviews with Board of Education evidence provided related to district’s student growth model.
11) Score is assigned for student growth via consensus of Board of Education.
12) Board president calculates overall evaluation score based on professional practice, progress toward district-wide improvement goals and student growth ratings.
13) Board president makes note of themes/trends identified by the Board of Education during the evaluation.
14) Board president calls for vote to adopt completed year-end evaluation for superintendent.
15) Superintendent notes his/her comments on evaluation.
16) Board president and superintendent sign completed evaluation form.
Appendix D – Considerations Related to the Closed Meeting Exception

Boards of Education may go into closed session for certain aspects of the superintendent’s evaluation but ONLY at the request of the superintendent. A superintendent who has requested a closed session may rescind the request at any time. The following table identifies which aspects of the process need to be in open and closed session:

<table>
<thead>
<tr>
<th>OPEN PHASE</th>
<th>CLOSED PHASE <em><strong>only if requested by employee</strong></em></th>
<th>OPEN PHASE</th>
<th>CLOSED PHASE <em><strong>only if requested by employee</strong></em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduling the evaluation</td>
<td>Discuss &amp; deliberate about the evaluation</td>
<td>Establishing performance goals or expectations</td>
<td>Related board actions and discussions</td>
</tr>
<tr>
<td>Choosing and modifying the evaluation instrument</td>
<td></td>
<td>Determining process for the evaluation</td>
<td></td>
</tr>
<tr>
<td>Voting to go into closed session</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Consensus That Involves a Closed Session

1. Superintendent requests a Closed Session for the purpose of his/her evaluation.
2. Board of Education votes to go into closed session.
3. Board of Education moves into closed session: the superintendent remains present throughout the session unless he/she chooses to excuse him/herself.
4. Board president reviews with the Board of Education the superintendent’s self-evaluation and evidence provided for each domain and facilitates a conversation about performance. A consensus of the Board of Education is identified for each domain score.
5. Board president reviews with Board of Education evidence provided related to progress towards district-wide goals. A consensus of the Board of Education is identified for progress towards district-wide goals via consensus of Board of Education.
6. Board president reviews with Board of Education evidence provided related to district’s student growth model. A consensus of the Board of Education is identified for student growth.
7. Upon completion of all areas, the board president calculates the overall score and identifies the correlating rating.
8. Board president makes a note of themes that were identified by the Board of Education during the evaluation.
9. Board of Education comes out of Closed Session and returns to an Open Meeting.
10. Board president reads aloud:
    - The consensus score/rating identified for each performance indicator and the calculated domain scores
    - The score/rating for progress towards district-wide goals
    - The score/rating for student growth
    - And then the overall rating earned by the superintendent. (This may occur at a subsequent meeting.)
11. Board president calls for a vote to adopt the completed year-end evaluation for the superintendent.
12. Superintendent signs his/her comments on the evaluation.
13. Board president and superintendent sign the completed evaluation form.
14. Board president works with the superintendent to coordinate public statement about the superintendent’s performance.

The completed evaluation form reflects the Board of Education’s assessment of the superintendent’s performance and is subject to FOIA. The forms used by individual board members for notes are not subject to FOIA providing they are not calculated into an average score.
### Appendix E - Possible Timelines for Evaluation of the Superintendent

Key dates and deliverables for superintendent evaluation should be mutually agreed upon by the Board of Education and the superintendent at the beginning of the evaluation cycle. Timeline scenarios and key benchmark descriptions are provided below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrument, process, timeline and goals mutually established</td>
<td>January</td>
<td>July</td>
<td>May</td>
</tr>
<tr>
<td>Informal update</td>
<td>April</td>
<td>October</td>
<td>August</td>
</tr>
<tr>
<td>Formal discussion and check-in on progress towards goals</td>
<td>June</td>
<td>December</td>
<td>October</td>
</tr>
<tr>
<td>Informal update</td>
<td>August</td>
<td>February</td>
<td>December</td>
</tr>
<tr>
<td>Annual evaluation</td>
<td>November</td>
<td>May</td>
<td>March</td>
</tr>
</tbody>
</table>

**Advantage:** Aligns with election cycle. Board members who establish goals are likely the same board members evaluating performance.

<table>
<thead>
<tr>
<th>Informal update:</th>
<th>Mid-cycle formal update:</th>
<th>Annual evaluation:</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Board president shares any specific questions/concerns from board members</em></td>
<td><em>Board president provides questions from the board prior to meeting</em></td>
<td><em>Superintendent performs self-evaluation: presents portfolio with evidence to Board of Education</em></td>
</tr>
<tr>
<td><em>Superintendent provides a written update to the board on goals, expectations and indicators of success</em></td>
<td><em>Superintendent provides update on progress with available evidence</em></td>
<td><em>Board members review portfolio prior to evaluation, seek clarification as needed</em></td>
</tr>
<tr>
<td><em>Board offers input on status/progress to date</em></td>
<td><em>Board seeks clarification if needed</em></td>
<td><em>Board president or consultant facilitate evaluation</em></td>
</tr>
<tr>
<td><em>Discussion on progress and goals</em></td>
<td><em>Adjustments to course or goals are discussed</em></td>
<td><em>Formal evaluation is presented to and adopted by Board of Education</em></td>
</tr>
<tr>
<td><em>Board president and superintendent coordinate public statement regarding superintendent performance</em></td>
<td></td>
<td><em>Board president and superintendent coordinate public statement regarding superintendent performance</em></td>
</tr>
</tbody>
</table>
Appendix F – Establishing Performance Goals for the Superintendent

The NASB 2016 Superintendent Evaluation instrument provides a framework for evaluating the superintendent in critical areas of professional practice as well as the state-required components of student growth and progress towards district-wide goals. Additional performance goals should be established in exceptional circumstances to clarify the board’s expectations and give priority to the work being done. For this reason, performance goals should be limited in number, aligned to district goals and assist in clarifying accountability.

Superintendent performance goals may be developed from:
- A specific district goal
- A job performance indicator within an evaluation instrument
- Student performance data

When establishing performance goals, the following guidelines should be considered:
- Involve all board members and superintendent
- Decide on desired results
- Develop performance indicators
- Identify supporting documentation (evidence)
- Review and approve final performance goals, indicators and evidence
- Monitor progress at scheduled checkpoints

Performance Goal Fundamentals

Performance goals should be S-M-A-R-T:

Specific—Goals should be specifically written and clearly define what is expected.

Measurable—Goals should be measurable and their attainment evidenced in some tangible way.

Achievable—Goals should be achievable given the circumstances and resources at hand.

Results-focused—Goals should measure outcomes not activities.

Time-related—Goals should be linked to a specific timeframe.

Process for Goal Development

1. Identify the district goal/priority/indicator/student performance data the superintendent’s goal is intended to support
2. Ask the superintendent:
   a. What will we see next year toward the accomplishment of this that we don’t see now?
   b. What measure will we use to know that the difference represents meaningful progress?
3. Allow superintendent time to craft a response
4. Once agreed upon, board and superintendent develop SMART goal statements
Appendix G - Evidence

Validity, reliability and efficacy of the MASB 2016 Superintendent Evaluation instrument relies upon board members using evidence to score superintendent performance.

- Artifacts to serve as evidence of superintendent performance should be identified at the beginning of the evaluation cycle and mutually agreed upon by the Board of Education and the superintendent.
- Artifacts should be limited to only what is needed to inform scoring superintendent performance. Excessive artifacts cloud the evaluation process and waste precious time and resources.
- Boards of Education and superintendents should establish when artifacts are to be provided, i.e., as they originate, at designated checkpoints, during self-evaluation, etc.

A list of possible artifacts that may be used as evidence is provided at the end of each professional practice domain rubric. See the appendices of this document for additional artifacts that may serve as evidence of performance.
Appendix H – Possible Evidence of Performance

Evidence helps to demonstrate performance of the superintendent and remove guess work and subjectivity from evaluation. The following artifacts may be used as evidence of performance. The list is not comprehensive.

1. Administrative “calendar”—critical dates calendar (IE due dates, etc.) and board presentation cycle/annual reports
2. Administrative team book study (agendas and minutes)
3. Administrative team meeting agendas
4. Affirmative action plan
5. Agendas and/or minutes from community planning meetings, including key communicator meetings
6. Auditor’s report
7. Background check verification
8. Board and administrative goals
9. Board meeting agendas
10. Board policy and administrative policy enforcement that’s reflective of a “new” vision with supporting materials
11. Bullying/harassment programs
12. Character education program data
13. Civic group presentations
14. Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)
15. Collaborative partners (documentation)
16. Collaborative sharing of programs, etc. (agenda and minutes)
17. Common teacher instructional planning time
18. Communication “vehicles” that make the school vision visible to stakeholders including using technology
19. Communications with parents
20. Community survey
21. Comprehensive School Improvement Plan
22. Customer satisfaction indices
23. Curriculum team meeting agendas
24. Curriculum and instructional audit
25. Data on outreach programs
26. Department of Education site visit summative report
27. Dynamic Indicators of Basic Early Literacy Skills Data
28. Development of wiki, blogs, etc., to collect feedback on specific issues in the district
29. District Budget
30. District-wide School Improvement Plan
31. Distribution of research to administrative team and teachers
32. Diversity training/awareness plan
33. Documentation of coaching for instruction, curriculum or assessment
34. Documentation of coaching and evaluation of principals
35. Economic vision (participation with community development groups)
36. Election results that impact tax levies
37. Emergency/Crisis Plans
38. Employee handbooks
39. Enrollment plans
40. Equity district-wide program results
41. Evidence of annual review of district’s mission statement and alignment to practice
42. Evidence of implementation of formal project management techniques
43. Evidence of relationship building (notes, cards, emails, etc.)
44. Evidence of teachers examining student achievement data
45. Feedback from a wide variety of stakeholders about performance as the superintendent
46. Formal and informal community partnership agreements and plans
47. Formative assessments to inform instruction
48. Grants received/applied for—alignment to goals of the district, sustainability
49. Growth goals for administrators
50. Hiring process (guidelines, procedures, schedules)
51. House calls—contact with parents and partners (documentation)
52. Induction plan for board members for understanding of school finance (confidence of board members’ understanding)
53. Involvement with “school safety” organizations (documentation)
54. Instructional model
55. Instruction-related professional development/growth plans
56. IPEX auditable book study
57. Job-embedded PD on instruction
58 Leadership library (documentation)
59 Level of volunteerism (documentation)
60 Linkage of Professional Development Model to student achievement goals (documentation)
61 Log of school visits and conversations with staff (includes emails)
62 Log of school visits and presentations
63 Meaningful interpretive reports of student achievement data delivered in lay language
64 Media—Newsletter/paper articles/website
65 Meeting logs of times with administrative staff/support staff
66 Membership and service to service club (documentation)
67 Michigan Student Test of Educational Progress Data
68 Michigan Top-to-Bottom School Rankings
69 Minutes of the School Improvement Advisory Committee meetings
70 Monthly calendars
71 National Assessment of Educational Progress Data
72 Needs assessments/satisfaction surveys/focus groups
73 Notes from state officials
74 Number of visits to website
75 Observational data from board, staff, etc.
76 Open houses (documentation)
77 Opening day PowerPoint-type presentation
78 Parenting classes—numbers
79 Parent-teacher conference numbers
80 Participation in social/fraternal organizations (documentation)
81 Participation in youth-oriented organizations (documentation)
82 Participation on state, regional, national initiatives (documentation)
83 PBS—Positive Behavior Supports—control/behavior/SAFE/DIevey/CHAMPS implementation plans
84 Podcasts/video communicating district vision and accomplishments
85 Policies/procedures for management of funds
86 Preschool—community partnership plans
87 Presentations to groups, including teachers (shareholders/stakeholders)
88 Professional Development Plan
89 Program evaluation and process result
90 Reflective journals
91 Record of solicitation of feedback
92 Reports and celebrations of student achievement to board and other audiences
93 School comparisons charts from CEP
94 Special Education delivery plan
95 Staff handbook
96 School Improvement Plans
97 Staff recruitment plan
98 Student achievement data
99 Surveys of staff/community
100 Symbolic “pins,” other symbols—celebrations, etc.
101 Teacher mentor program
102 Trends in Career Development Plan growth goals for teachers
103 Work with city council on city/school initiatives (documentation)
104 Work with School Improvement Advisory Committee (documentation)
105 Written communications
106 Written proposals for innovative practices
107 Written recommendations on difficult issues
Appendix 1 - Contingencies

If a superintendent receives a rating of minimally effective or ineffective, the Board of Education must develop and require the superintendent to implement an improvement plan to correct the deficiencies. The improvement plan must recommend professional development opportunities and other actions designed to improve the rating of the superintendent on his/her next annual evaluation. See the appendices of this document for more information on developing an Individual Development Plan for the superintendent.

If a superintendent receives a rating of highly effective on three consecutive annual evaluations, the Board of Education may choose to conduct an evaluation biennially instead of annually. However, if a superintendent is not rated as highly effective on one of these biennial evaluations, the superintendent must again be evaluated annually.
Appendix J – Student Growth

For all superintendents, the evaluation system has to take into account multiple measures of student growth and assessment data. For superintendents who are regularly involved in instructional matters—and this includes all but the most exceptional situations—the following specific expectations must be met with regards to student growth:

- 25% of the annual evaluation shall be based on student growth and assessment data for years 2015-2016, 2016-2017 and 2017-2018
- 40% of the annual evaluation shall be based on student growth and assessment data beginning in 2018-2019

Student growth and assessment data used for superintendent evaluation must be the combined student growth and assessment data used in teacher annual year-end evaluations for the entire district.

Student Growth Versus Student Achievement

Student growth and student achievement are not the same measurement. Student achievement is a single measurement of student performance while student growth measures the amount of students’ academic progress between two points in time.1

Student Achievement Example: A student could score 350 on a math assessment.

Student Growth Example: A student could show a 50-point growth by improving his/her math score from 300 last year in the fourth grade to 350 on this year’s fifth grade exam.

It’s important to note that, in order to measure student growth, the data considered must be from a single group of students, i.e., this year’s fourth graders and next year’s fifth graders.

What is a Student Growth Model?

School districts should establish a student growth model to be used in educator and administrator evaluations. A growth model is a collection of definitions, calculations or rules that summarizes student performance over two or more time points and supports interpretations about students, their classrooms, their educators or their schools.2

Michigan law requires that multiple research-based growth measures be used in student growth models that are used for evaluation purposes. This may include state assessments, alternative assessments, student learning objectives, nationally normed or locally adopted assessments that are aligned to state standards or based on individualized program goals. (Note: Beginning in 2018-2019, in grades and subjects in which state assessments are administered, 50% of student growth in core areas must be based on state assessments.)

Michigan law also requires that the most recent three consecutive years of student growth data be used for evaluation. If three years of data are not available, available data should be used.

---

1 Measuring student growth: A guide to informed decision making, Center for Public Education.
Appendix K – Developing an Individual Development Plan for the Superintendent

Individual Development Plans are an excellent way of helping employees develop their skills. Boards of education should encourage superintendents to develop an IDP in order to foster professional development.

In the event that a superintendent receives a rating that is less than effective, the law requires the creation of an IDP. The following process is a framework for creating and implementing an IDP for the superintendent:

- During the evaluation conference, the Board of Education provides clear feedback to the superintendent in the domain(s) in which he/she received a less than effective rating.
- A committee of the board of education is established to support and monitor the superintendent’s development.
- The superintendent drafts an IDP and presents it to the committee for feedback and approval. The IDP outlines clear growth objectives, as well as the training and development activities in which the superintendent will engage to accomplish objectives. The committee reviews, provides feedback and approves the IDP.
- The committee meets quarterly with the superintendent to monitor and discuss progress.
- The superintendent reports progress on his/her IDP with his/her self-evaluation prior to the formal annual evaluation.
Appendix L - Training

MASB provides training on its 2016 Superintendent Evaluation Instrument to board members and superintendents via a cadre of certified trainers. Training is as follows:

**Fundamentals of Evaluation:** This training covers the fundamentals of evaluation including legal requirements, essential elements of a performance evaluation system and processes for establishing superintendent performance goals and expectations. This session may not be necessary for participants who have attended Board Member Certification Courses (BMC's) 300 and 301, or who have documented participation in in-district workshops focused on superintendent evaluation conducted by MASB trainers. It is offered at various locations on an individual registration basis or as requested in cooperation with intermediate school districts.

**Instrument-Specific Training:** This training covers the use of the MASB 2016 Superintendent Evaluation Instrument including the cycle and processes of evaluation, rating superintendent performance on the rubric, as well as the use of evidence to evaluate superintendent performance. This training fulfills the requirement of evaluator training for board members as well as evaluatee training for superintendents whose districts are evaluating their superintendent with the MASB 2016 Superintendent Evaluation Instrument. It is conducted on-location in districts with board members and superintendent present.
Authors

The Michigan Association of School Boards has served boards of education since its inception in 1949. In the decades since, MASB has worked hands-on with tens of thousands of school board members and superintendents throughout the state. Evaluation of the superintendent has been a key aspect of that work – MASB developed superintendent evaluation instruments and trained board members in their use nearly half a century before the requirements.

MASB staff and faculty involved in creating the MASB 2016 Superintendent Evaluation Instrument Include:

- Rodney Green, Ph.D., Superintendent of Schools (retired), East China School District
- Olga Holden, Ph.D., Director of Leadership Services (retired), MASB
- Donna Oser, CAE, Director of Executive Search and Leadership Development, MASB
- Debbie Stair, MNML, former school board member, Board Development Manager, MASB

New York Council of School Superintendents staff and leadership involved in creating the Council’s Superintendent Model Evaluation (which significantly influenced MASB’s instrument):

- Jacinda H. Conboy, Esq., New York State Council of School Superintendents
- Sharon L. Contreras, Ph.D., Superintendent of Schools, Syracuse City SD
- Chad C. Groff, Superintendent of Schools
- Robert J. Reidy, Executive Director, New York State Council of School Superintendents
- Maria C. Rice, Superintendent of Schools, New Paltz CSD
- Dawn A. Santiago-Marullo, Ed.D., Superintendent of Schools, Victor CSD
- Randall W. Squier, CAS, Superintendent of Schools, Coozakie-Athens CSD
- Kathryn Wegman, Superintendent of Schools (retired), Marlen CSD
Check the box that most closely expresses your evaluation of the Executive Director. You may use the ‘Comments/Goals’ section for any additional information you would like to share.

Please return the completed evaluation by **Friday, September 23, 2016** via postal service or email ([RadelA@tcoa.org](mailto:RadelA@tcoa.org)). Results will be tallied and shared with all Board members. The Personnel Committee will give the evaluation to the Executive Director in a closed session before the Board meeting in October.

If you have any questions, please call Andrea Radel, Human Resources Manager at (517)-887-1388.

### Planning and Strategy

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td>The Executive Director ensures that the Agency has a long-range strategy to achieve its mission.</td>
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<td>The Executive Director makes consistent and timely progress on Strategic Plan objectives.</td>
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<td>The Executive Director sets and evaluates goals for staff that support the Strategic Plan and mission.</td>
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<td>The Executive Director maintains a working knowledge of trends that may affect the Agency’s mission.</td>
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**Comments/Goals for Planning and Strategy:**
### Program Management

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<th><strong>Strongly Agree</strong></th>
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<th><strong>Not Sure</strong></th>
<th><strong>Disagree</strong></th>
<th><strong>Strongly Disagree</strong></th>
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<tbody>
<tr>
<td>The Executive Director demonstrates a substantive knowledge regarding all of the Agency’s programs and services.</td>
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<td>The Executive Director operates programs in accordance with their prospective plans and within budgetary limits.</td>
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<td>The Executive Director provides clear analysis on the planning, implementation and evaluation of programs.</td>
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**Comments/Goals for Program Management:**


### Financial Management

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<tr>
<th><strong>Strongly Agree</strong></th>
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<th><strong>Not Sure</strong></th>
<th><strong>Disagree</strong></th>
<th><strong>Strongly Disagree</strong></th>
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<tbody>
<tr>
<td>The Executive Director develops and maintains financial procedures that are in compliance with federal, state and local regulations.</td>
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<td>The Executive Director works within the framework of an approved annual budget.</td>
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<td>The Executive Director develops fundraising strategies that maintain or increase monies available to the Agency.</td>
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<td>The Executive Director develops realistic and creative fundraising plans that increase Agency revenues.</td>
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<td>The Executive Director monitors Agency costs and assures adequate controls over Agency funds.</td>
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**Comments/Goals for Financial Management:**
### Human Resources & Leadership Management

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<tr>
<th>Statement</th>
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<th>Agree</th>
<th>Not Sure</th>
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<th>Strong Disagree</th>
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<tr>
<td>The Executive Director ensures compliance with personnel policies as well as state and federal regulation on employment issues.</td>
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<td>The Executive Director establishes and makes use of an effective management team.</td>
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<td>The Executive Director builds and maintains a high level of morale among staff.</td>
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<td>The Executive Director models effective behaviors and skills.</td>
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**Comments/Goals for Human Resources & Leadership Management:**

### Community Relations

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<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strong Disagree</th>
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<tr>
<td>The Executive Director serves as an effective spokesperson for the Agency.</td>
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<td>The Executive Director establishes sound relationship with community groups and organizations.</td>
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<td>The Executive Director represents the Agency in a professional manner and is viewed as a respected expert by volunteers, donors, vendors, legislatures and clients.</td>
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**Comments/Goals for Community Relations**
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<tr>
<th><strong>Board Relations</strong></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strong Disagree</th>
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<tr>
<td>The Executive Director provides support to Board Committees.</td>
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<td>The Executive Director informs the Board properly on the condition of the Agency and all important factors influencing it.</td>
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<td>The Executive Director provides proper follow up as requested by Board members.</td>
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</table>

**Comments/Goals for Board Relations:**

**Additional Comments:**
The Chief Executive Officer is an “at will” employee who serves at the direction of the Board of Directors. Responsibilities Include:

- Directing Senior Leadership staff as well as services provided.
- Overseeing contractual agreements with other organizations engaged in providing a wide range of mental health services to residents of Clinton, Eaton and Ingham Counties in accordance with the approved plan and budget, the general policies established by the CMHA-CEI and the provisions of Chapter 2 and other appropriate sections of the Michigan Mental Health Code.
- Ensuring the application of sound financial, human resources, information, and program management practices.
- Making recommendations concerning policy, assists in development and implementation of procedures for all programs and departments.
- Providing general leadership and recommendations to the Board of Directors and Senior Leadership in the development of long/short range strategies and direction and comprehensive planning.
- Seeking new funding sources and coordinating the agency funds and development activities.
- Serving as spokesperson for CMHA-CEI on matters of established policy or preliminary program development, and serves as liaison with local, state and federal agencies.

Responsible for carrying out all activities of the office in a manner that fulfills CMHA-CEI’s mission, policies and procedures. The listed functions may not be inclusive of the total scope of the job functions to be performed. Duties and responsibilities may be added, deleted, or modified at any time.
Performance is rated based on one or more of the following measurements: Clinical Records Review, Observation, Individual supervision, Video/Audio Tape Review, Joint case consultation, or Consumer/Family feedback

Performance ratings:  E=Exceeds Expectations    M=Meets Expectations    N=Needs Improvement    N/A=Not applicable for this staff member

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<tr>
<th></th>
<th>M</th>
<th>N</th>
<th>N/A</th>
<th>Essential Job Duties</th>
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<tbody>
<tr>
<td>1.</td>
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<td>Plans, organizes, directs, and controls the activities of CMHA-CEI operations through the application of a range of management and leadership skills in accordance with the agency’s Strategic Plan. Ensures agencies missions and goals are achieved.</td>
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<td>2.</td>
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<td>Leads the development of staff recommendations to the Board on new programs or major policy changes/revisions, and assures the effective implementation of these programs or changes, and effectively delegates responsibilities.</td>
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<td>3.</td>
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<td>Analyzes program performance and community needs. Continuously monitors program and department performance, evaluating requests for changes to improve service from staff and consumers, coordinates unit cooperation to eliminate duplication and adjusts practices to established policy as necessary.</td>
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<td>4.</td>
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<td>Directs preparation and approval of Department of Community Health Annual Plan and CMHA-CEI Strategic Plan, annual budget and support materials for Board examination. Presents staff recommendations and has final staff responsibility for budget control throughout the fiscal year. Assures proper expenditure, revenue controls, and effective budget process methods. Appropriate and timely information to the board regarding budget concerns and issues.</td>
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<td>5.</td>
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<td>Responsible for hiring, evaluating and terminating clinical and senior management and support staff who report directly to the Executive Director. Has final staff responsibility for personnel practices, staffing, employee performance and delegate’s personnel activities in accordance with CMHA guidelines. Ensures hiring competencies and qualified staffing.</td>
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<td>6.</td>
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<td>Coordinates relationships with community organization and groups, current and potential funding services, local, state and federal organizations in governmental units, and elected officials to promote efficient and effective Community Mental Health Authority services. Facilitates with government representation in the Clinton, Eaton, and Ingham area.</td>
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<td>7.</td>
<td>Represents CMHA-CEI as a delegate to the Association of Community Mental Health Boards and other local, statewide and national bodies and as a member on committees of these groups to promote the interests of CMHA-CEI, its consumers and staff.</td>
<td><strong>Essential Job Duties (continued)</strong></td>
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<td>8.</td>
<td>Ensures that operational direction and supervision is adequately supervised and provides direction to managerial, professional and support staff, delegating as necessary.</td>
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<td>9.</td>
<td>Maintains liaison relationship with federal, state and local mental health officials in effort to define procedures, statutory requirements and funding. Coordinates the organization’s media and public relations activities, including: speaking to community groups, maintaining relations with media representatives and writing and speaking on a variety of subjects relating to mental health.</td>
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<td>10.</td>
<td>Maintains a strong working knowledge of current trends in health care specifically with regard to mental health, substance abuse, and developmental disabilities.</td>
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<td>11.</td>
<td>Serves as the chief liaison to the Board of Directors, serving to support Board decision-making. Consults with the board regarding any new policy issues and concerns on continuous basis. Reports to board that are concise relative, and informative.</td>
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<td>12.</td>
<td>Builds consensus among parties with differing viewpoints to obtain a working agreement. Assumes other duties and responsibilities as assigned by the CMHA-CEI Board of Directors.</td>
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<td>13.</td>
<td>Maintains productivity standards relative to the requirements of the position.</td>
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<td>14.</td>
<td>Establishes and maintains effective community relations including but not limited to consumers, staff, Board of Directors, outside agencies, service providers, vendors, accrediting bodies, and any other entities involved with the Board.</td>
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<td>15.</td>
<td>Responsible for knowledge about consumer recipient rights and procedures governing them, including the results from recipient rights issues.</td>
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<td>16.</td>
<td>Responsible for the knowledge, and adherence to, all CMHA-CEI policies, procedures and the Michigan Mental Health Code.</td>
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<td>17.</td>
<td>Observes all rules of confidentiality as it relates to consumer information, both internally and in dealing with outside individuals and/or agencies and all the state agencies, regulatory or professional guidelines and practices.</td>
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<td>N/A</td>
<td>Performance Requirements</td>
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<td><strong>Administrative Skills:</strong> Able to structure activities and coordinate the use of resources in a way that maximizes productivity and efficiency, while maintaining high ethical standards.</td>
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<td><strong>Leadership Skills:</strong> Takes charge and initiates action, directs and motivates the activities of others toward the accomplishment of meaningful goals.</td>
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<td><strong>Interpersonal Skills:</strong> Interacts with others in ways that enhance understanding and respect, develops smooth working relationships, and deals effectively and productively with conflict.</td>
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<td><strong>Communication Skills:</strong> Sends and receives information clearly, accurately and effectively, both verbally and in writing.</td>
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<td><strong>Personal Adaptability:</strong> Responds appropriately and confidently to the demands of work challenges when confronted with change, ambiguity, adversity or other pressures.</td>
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<td><strong>Personal Motivation:</strong> Establishes high performance standards and works hard to attain those standards. Takes initiative, and demonstrates commitment to ongoing professional growth.</td>
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<td><strong>Cognitive Skills:</strong> Able to process information to: recognize problems and solutions, make timely and sound decisions, draw accurate conclusions from financial and numerical material, develop original and successful approaches, and efficiently process detailed information.</td>
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</table>
The job description is not intended as a complete list of specific duties and responsibilities. Nor is it intended to limit or modify the right of the Board of Directors to assign and direct the work of this position. The use of a particular expression or illustration describing duties shall not be held to exclude other duties not mentioned that are of a similar kind or level of difficulty. As applicable to the work performed, will be knowledgeable about and actively support culturally competent recovery based practices, person centered planning as a shared decision making process with the individual, who defines his/her life goals and is assisted in developing a unique path toward those goals, and a trauma informed culture of safety to aid consumers in the recovery process.

**Employment Requirements:**

**Education:**

Must be (per Michigan Department of Community Health, Mental Health and Substance Abuse Services Administrative Rules R330.2081):  

a. Possession of a Master’s Degree in Social Work, Psychology, Public Health, Business Administration, Management, or other similar field related to mental health public administration required.

**Experience:**

Five years of professional administrative experience in management required. The areas of community mental health administration, hospital administration, public administration, institution management, business administration, or public health are deemed to be relevant fields of management.

Four years experience in a mental health, human services, or health care setting. Knowledge of mental health or human services principles and administrative practices is essential.

A minimum of three years at a senior administrative level required.

**Additional Requirements:**

Licensure compliant with educational degree.

Ability to write reports, clinical and administrative correspondence, and procedure manuals.

Effectively communicates in oral and written form including public speaking and information presentations to questions from groups of Board members, managers, employees, persons served and the general public.

Computer skills are necessary.

Must be able to calculate figures and amounts pertaining to budgetary functions for monitoring.

Performs a variety of projects at one time and be accountable for continued progress. Meets rigid deadlines and performs quality work in an efficient manner.
Must be able to attend and participate in evening and possible weekend meetings.

Must possess strong and positive leadership skills.

Access to reliable means of transportation for job related use required.

Must pass a State of Michigan police clearance check, sex offender check; including fingerprinting.

Must pass a pre-employment drug screen.

**Physical Requirements:**

Ability to physically access agency and community facilities.

Ability to sit for extended periods of time.

**Environmental Factors:**

Office environment.

Normal levels of sound and artificial lighting in the work place.

**Office Equipment:**

Regular use of the telephone, computer, calculator and copy machine.
TO: Board of Commissioners Finance and Liaison Committees
FROM: Teri Morton, Budget Director
DATE: October 18, 2016
SUBJECT: Third Quarter 2016 Budget Adjustments and Contingency Fund Update
For the meeting agendas of 10/27/16 Law and Courts, 11/01/16 County Services
11/2/16 Finance, and 11/7/16 Human Services

BACKGROUND
The quarterly budget amendment process as authorized by the Board of Commissioners is necessary to make adjustments to the adopted budget. Usually, adjustments are made as a result of updated revenue and expenditure projections, grant revenues, reappropriations, accounting and contractual changes, and general housekeeping issues.

FINANCIAL IMPACT
Detail of the recommended adjustments to the Ingham County budget for the third quarter of fiscal year 2016 are attached. The total increase to the General Fund is $181,127.

The largest adjustments in the general fund are recognizing reimbursements from Mason Public Schools, Lansing Public Schools and the State of Michigan for elections expenses. Both revenues and expenses in the Elections budget will be increased by $181,127. There are also two transfers in the general fund to cover the cost of temporary employees, one within Veterans Affairs and one between the Controller’s Office and Financial Services. Transfers related to personnel costs require Board approval.

The Road Department fund is increased by $3.1 million. $1.5 million is an increased use of unrestricted fund balance. This adjustment is done annually after the prior year’s final fund balance has been analyzed. An additional $1.6 million is from the Enbridge settlement funds. Various expenses will be adjusted using this available funding, the largest being $2.05 million for contractual services – primary roads/non-federal aid.

There are also a few adjustments in the Machinery and Equipment Revolving Fund for replacement computer equipment and a copier. Funds are available for these purchases through accumulated chargebacks to departments. There is also an adjustment in the Public Improvements fund to cover the cost of an emergency replacement of the card access system at the Sheriff’s Office.

OTHER CONSIDERATIONS
Also included is an update of contingency fund spending so far this year. The current contingency amount is $245,450. The attached document details how the Board has allocated the contingency funds throughout the year, beginning with a balance of $350,000.

RECOMMENDATION
It is recommended that the Board adopt the adjustments to the Ingham County budget for the third quarter of fiscal year 2016 as presented in the attached resolution and schedule.
## 2016 CONTINGENCY

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Adopted Contingency Amount</td>
<td>$350,000</td>
</tr>
<tr>
<td>R16-165: BOC Temporary Employee for FOIA</td>
<td>(4,550)</td>
</tr>
<tr>
<td>R16-269: VOA New Hope Day Shelter</td>
<td>(30,000)</td>
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<tr>
<td>R16-362: DHHS Additional Appropriation</td>
<td>(50,000)</td>
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<tr>
<td>R16-421: Temporary Assistant Prosecutor</td>
<td>(20,000)</td>
</tr>
<tr>
<td><strong>Current Contingency Amount</strong></td>
<td><strong>$245,450</strong></td>
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</table>
WHEREAS, the Board of Commissioners adopted the 2016 Budget on October 27, 2015 and has authorized certain amendments since that time, and it is now necessary to make some adjustments as a result of updated revenue and expenditure projections, fund transfers, reappropriations, accounting and contractual changes, errors and omissions, and additional appropriation needs; and

WHEREAS, the Liaison Committees and the Finance Committee have reviewed the proposed budget adjustments prepared by the Controller’s staff and have made adjustments where necessary; and

WHEREAS, Public Act 621 of 1978 requires that local units of government maintain a balanced budget and periodically adjust the budget to reflect revised revenue and expenditure levels.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby directs the Controller to make the necessary transfers to adjust revenues and expenditures in the following funds, according to the attached schedules:

<table>
<thead>
<tr>
<th>FUND</th>
<th>DESCRIPTION</th>
<th>2016 BUDGET 10/15/16</th>
<th>PROPOSED CHANGES</th>
<th>PROPOSED BUDGET</th>
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<tbody>
<tr>
<td>101</td>
<td>General Fund</td>
<td>$80,977,181</td>
<td>$181,127</td>
<td>$81,158,308</td>
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<tr>
<td>201</td>
<td>Road</td>
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<td>29,545,881</td>
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<td>Public Improvements</td>
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<td>664</td>
<td>Mach. &amp; Equip. Revolving</td>
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<td>13,924</td>
<td>1,404,141</td>
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</table>
### GENERAL FUND REVENUES

<table>
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<tr>
<th></th>
<th>2016 Budget – 10/15/16</th>
<th>Proposed Changes</th>
<th>2016 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tax Revenues</strong></td>
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</tr>
<tr>
<td>County Property Tax</td>
<td>44,782,645</td>
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<td>44,782,645</td>
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<tr>
<td>Property Tax Adjustments</td>
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<td>(150,000)</td>
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<tr>
<td>Delinquent Real Property Tax</td>
<td>15,000</td>
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<tr>
<td>Unpaid Personal Property Tax</td>
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<td>Industrial Facility Tax</td>
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<tr>
<td>Trailer Fee Tax</td>
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<td><strong>Intergovernmental Transfers</strong></td>
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<td>State Revenue Sharing</td>
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<td>Circuit Court - Friend of the Court</td>
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<td>Circuit Crt - General Trial</td>
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<td>Department</td>
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<td>Proposed Changes</td>
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<td>Veteran Affairs</td>
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<td><strong>Total General Fund Revenues</strong></td>
<td><strong>80,977,181</strong></td>
<td>181,127</td>
<td><strong>81,158,308</strong></td>
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**GENERAL FUND EXPENDITURES**

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<th>Proposed Changes</th>
<th>2016 Proposed Budget</th>
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<td>Treasurer</td>
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<tr>
<td>Drain Commissioner</td>
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<tr>
<td>Equal Opportunity Committee</td>
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<td>Women’s Commission</td>
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<tr>
<td>Historical Commission</td>
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<tr>
<td>Tri-County Regional Planning</td>
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<tr>
<td>Jail Maintenance</td>
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<tr>
<td>Community Corrections</td>
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<td>Animal Control</td>
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<tr>
<td>Board of Public Works</td>
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</tr>
<tr>
<td>Drain Tax at Large</td>
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<tr>
<td>Health Department</td>
<td>5,302,865</td>
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Community Health Centers 2,892,486 2,892,486
Jail Medical 1,921,190 1,921,190
Medical Examiner 359,075 359,075
Substance Abuse 701,927 701,927
Community Mental Health 1,897,161 1,897,161
Department of Human Services 1,974,769 1,974,769
Tri-County Aging 78,512 78,512
Veterans Affairs 551,795 551,795
Cooperative Extension 444,081 444,081
Library Legacy Costs 133,236 133,236
Parks and Recreation 1,566,141 1,566,141
Contingency Reserves 245,450 245,450
Legal Aid 20,000 20,000
2-1-1 Project 45,750 45,750
Community Coalition for Youth 27,000 27,000
Capital Improvements 2,154,999 2,154,999

Total General Fund Expenditures 80,977,181 181,127 81,158,308

General Fund Revenues

Elections Increase elections reimbursement revenue from local school districts $38,655 and State of Michigan $142,472. Elections expenses are increased by the same amount.

General Fund Expenditures

Elections Increase elections expenses $181,127. Elections reimbursement revenue is increased by the same amount.

Financial Services Transfer $2,500 from Controller Temporary Salaries to Financial Services Temporary Salaries to pay for temporary employee working on financial software issues.

Controller Transfer $2,500 from Controller Temporary Salaries to Financial Services Temporary Salaries to pay for temporary employee working on financial software issues.

Veterans Affairs Transfer $949 from supplies to temporary salaries to pay for extra coverage provided by replacement transportation officer.
Non-General Fund Adjustments

Road Department (F201) Recognize $1.6 million Enbridge settlement funds. Increase use of previous year’s fund balance $1.5 million. Adjust expenses as follows: increase temporary salaries - $85,000, increase overtime - $250,000, decrease diesel fuel - $200,000, decrease unleaded fuel - $40,000, increase salt - $150,000, increase contract services/primary, non-federal aid - $2.05 million, increase asphalt and tack $415,000, increase culverts - $75,000, increase State contract services - $315,000. (Net increase to fund - $3.1 million)

Public Improvements (F245) Increase use of Public Improvements fund balance for emergency replacement of Sheriff’s Office card access system ($8,517).

Mach./Equip. Revolving (F664) Increase CIP upgrade funds for replacement PC ($839) and laptop in Clerk’s Office ($1,484), copier for Road Department ($3,914), PC in Controller’s Office ($908), 6 PCS for Sheriff’s Office ($5,449), and laptop for Parks ($1,330).
Agenda Item 9a

Introduced by the County Services Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION HONORING NEIL WEST FOR HIS YEARS OF SERVICE AS SUPERVISOR OF LEROY TOWNSHIP

WHEREAS, Neil R. West served as the Supervisor of Leroy Township from 1966 through 2016; and

WHEREAS, from 1963 through 1966, Neil served as Treasurer of Leroy Township; and

WHEREAS, in addition to working for the Township, he was actively involved with the Michigan Townships Association for decades, serving as Chairperson for the Ingham County Chapter of the Michigan Townships Association before he was first elected to the Board of Directors in 1983; and

WHEREAS, Neil rose through Michigan Township Association’s leadership positions of Secretary, Treasurer, Second and First Vice Presidents before becoming President in 1998, something he knew was a once-in-a-lifetime experience that not many people experience; and

WHEREAS, he also served as Chairperson of the Ingham County Assessor’s Organization, as well as a member of the Boundary Commission and the Building Committee for the Leroy Township Library; and

WHEREAS, under Neil’s leadership, Leroy Township built two Township Offices, one of which included the Fire Hall; and

WHEREAS, Neil served on the N.I.E.S.A. Board and is currently serving on the Township Park Committee; and

WHEREAS, after serving 50 years as Supervisor of Leroy Township, Neil West is retiring from his position.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby honors Neil R. West for his lifelong dedication to serving the residents of Ingham County as Township Supervisor, particularly those in Leroy Township.

BE IT FURTHER RESOLVED, that the Board extends its sincere appreciation and best wishes to Neil West.
Introduced by the County Services Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION HONORING GERALD E. ALCHIN FOR HIS YEARS OF SERVICE AS LEROY TOWNSHIP TRUSTEE

WHEREAS, Gerald E. Alchin served as a Trustee for Leroy Township from 1988-2016; and

WHEREAS, as a Trustee, Gerald served on the Township Planning Commission, the Board of Appeals and the Leroy Township Library Building Committee; and

WHEREAS, Gerald also represented the Township as a member of the Michigan Townships Association; and

WHEREAS, prior to being elected to serve the residents as a Leroy Township Trustee, Gerald served as a member of the Webberville School Board for many years; and

WHEREAS, after 28 years of dedicated service, Gerald is retiring from his position as Trustee for Leroy Township.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby honors Gerald E. Alchin for his many years of service to the residents of Ingham County as a Township Trustee, particularly those in Leroy Township.

BE IT FURTHER RESOLVED, that the Board extends its sincere appreciation and best wishes to Gerald.