THE COUNTY SERVICES COMMITTEE WILL MEET ON TUESDAY, OCTOBER 18, 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 4, 2016 Minutes
Additions to the Agenda
Limited Public Comment

1. Interviews
   a. Equal Opportunity Committee Interviews
   b. Historical Commission Interviews

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
   a. Resolution to Approve the Contract for Courview Server Upgrade
   b. Resolution to Approve Renewal of Juror System Support
   c. Resolution to Approve Renewal of PACC/PAAM Licensing and Support

3. 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
   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

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

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

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

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

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

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 04, 2016  
Draft Minutes

Members Present: Nolan, Bahar-Cook, Celentino, Hope, and Koenig (arrived 6:06 p.m.)

Members Absent: Maiville and Tsernoglou

Others Present: Rick Terrill, Becky Bennett, Sally Auer, Jill Rhode, Tim Dolehanty, Travis Parsons, Loria Sabin, and others.

The meeting was called to order by Chairperson Nolan at 6:02 p.m. in Personnel Conference Room “D & E” of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan.

Approval of the September 20, 2016 Minutes

MOVED BY COMM. CELENTINO SUPPORTED BY COMM. BAHAR-COOK TO APPROVE THE OPEN AND CLOSED SESSION MINUTES OF THE SEPTEMBER 20, 2016 COUNTY SERVICES COMMITTEE MEETING.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Koenig, Maiville, and Tsernoglou.

Additions to the Agenda

5. Human Resources
   a. Resolution to Adopt a Policy on Employee Purchase of a Released Deferred Obligation
   b. Resolution Approving Purchase of a Released Deferred Obligation for County Employee: Jill Rhode

Removed from Agenda:

1. 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

5. Controller
   a. Purchasing Policy (Discussion)

Limited Public Comment

Sally Auer, UAW Chairperson, addressed the Committee regarding medical assistants and the Michigan Nurses Association.
MOVED BY COMM. CELENTINO SUPPORTED BY COMM. HOPE TO APPROVE A
CONSENT AGENDA CONSISTING OF THE FOLLOWING ACTION ITEMS:

2. Facilities Department
   a. Emergency PO to ICOMM to Replace the Two Reader Boards at the Sheriff’s Office
   b. Amending Resolution #16-324 Authorizing a Contract with Myers Plumbing & Heating, Inc. to Replace the Two Youth Center Boilers

3. Health Department
   a. Resolution to Increase Immunization Nurse Position #601089 to 1 FTE Using .5 FTE from Vacant Immunization Nurse Position #601086
   b. Resolution to Authorize Agreements with Mid-State Health Network and Michigan Department of Health & Human Services, Increase Tobacco Reduction Specialist Position #601030 to 1.0 FTE, and Establish a .5 FTE Community Health Worker Position

4. Road Department – Resolution to Approve the Special and Routine Permits for the Ingham County Road Department

5. Human Resources
   a. Resolution to Adopt a Policy on Employee Purchase of a Released Deferred Obligation
   b. Resolution Approving Purchase of a Released Deferred Obligation for County Employee: Jill Rhode

7. Board of Commissioners – Resolution Recognizing October as Michigan College Month in Ingham County

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Maiville and Tsernoglou.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY. Absent: Commissioners Maiville and Tsernoglou.

6. Controller
   b. Performance Review (Discussion)

Travis Parson, Human Resources Director, reviewed the provided document titled Assess Pros and Cons of 360-Degree Performance Appraisal.

Commissioner Koenig stated that the Commissioners do not currently oversee directors in a way that could be helpful to them.

Mr. Parsons continued to review the material. He further stated that no program is perfect.

Commissioner Bahar-Cook stated that she worried that it would be too easy to give the highest rating rather than giving lower scores and explaining areas of needed improvement.
Chairperson Nolan stated that the request was not for this particular program, but for a variety of options to choose from.

Commissioner Celentino stated that he noticed more negatives than positives in the assessment.

Discussion.

Commissioner Hope stated that the discussion was still worthwhile.

Chairperson Nolan asked for clarification whether or not Commissioner Hope wanted to review employees.

Commissioner Hope stated that she would like more information before she made a statement.

Commissioner Celentino asked if there were any models that would fit a governing board.

Tim Dolehanty, Controller/Administrator, stated that this model would allow all Commissioners to have an opportunity to provide input, as well as, other department directors. He further stated that the International City/County Management Association included several Core Competencies they wanted their managers to have in their performance evaluations.

Discussion.

Commissioner Bahar-Cook asked for clarification regarding legal ramifications if this type of policy was created with direct hires.

Mr. Parsons stated that the idea behind at-will employment was that the employee could be fired for any reason as long as it was not an illegal reason. He further stated that even though the employee could have flawless reviews, they could speculate an unreflected reason for their firing.

Discussion.

Chairperson Nolan stated that she would appreciate hearing from the Michigan Association of Commissioners (MAC) regarding the matter.

Mr. Parsons stated that Kalamazoo and Macomb counties were also looking into the same issue.

Commissioner Hope stated that she agreed with the suggestion of looking at MAC and added that looking into school board associations would possibly add to comparable models.

Commissioner Celentino stated that, as part-time legislators, they would know the job itself, but would not know the details of the position.
Commissioner Bahar-Cook stated that there have been actual cases where employees had not been performing accurately and the Commissioners were not able to be made aware.

Commissioner Hope stated that a possible practical consideration would be to adopt a model that would be done at least once every two years.

Commissioner Koenig agreed with Commissioner Hope and further stated that the review should be often enough to be helpful, but not so often that top scores are given just for ease.

Commissioner Bahar-Cook asked about the reviews done in the Tri-County Office of Aging and pointed out that while the number ratings were not helpful the comments listed in the reviews were.

Discussion.

Chairperson Nolan stated that without a review you would not get a narrative.

Commissioner Bahar-Cook asked what happened to the narratives after they were created.

Mr. Parsons stated that other cities did not keep the narrative language in their personal records.

Chairperson Nolan asked for a few descriptions and examples of types of narratives.

Discussion.

Commissioner Hope asked if there was a weighting system for the reviews based on who gave what comments.

Mr. Parsons stated no.

Commissioner Hope asked for Mr. Parsons’ opinion regarding how valuable the system seemed to those being reviewed.

Mr. Parsons responded that it depended on the person being reviewed.

Discussion.

Chairperson Nolan asked Mr. Parsons to provide examples of positive and negative narratives.

Announcements

None.

Public Comment

Ms. Auer addressed the committee regarding performance reviews occurring for all employees.
Adjournment

The meeting was adjourned at 7:00 p.m.
AGENDA ITEMS:
The Controller/Administrator recommends approval of the following resolutions:

1a. **Equal Opportunity Committee Interviews**

Candidates interested in serving on the Equal Opportunity Committee will be present to discuss their interest in appointment.

1b. **Historical Commission Interviews**

Candidates interested in serving on the Historical Commission will be present to discuss their interest in appointment.

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

In August 2013 the County was awarded a Community Development Block Grant (CDBG) on behalf of Jackson National Life Insurance Company (JNL) for the expansion of infrastructure at its facility. JNL was required per the terms of the grant to create at least 278 additional permanent full time jobs at a minimum hourly rate of $12.00 per hour. At least 51% of those created jobs were required to be made available to or held by low and moderate income persons, but JNL was not able to meet this requirement. The State of Michigan has chosen to terminate the CDBG grant, and the County will be required to reimburse $989,505.13 to the State. JNL will in turn compensate the County for the reimbursement. The Economic Development Director recommends approval of a resolution to enter into a reimbursement agreement with JNL, as drafted by the County Attorney.

3a. **Innovation and Technology Department** - Resolution to Approve the Contract for Courtview Server Upgrade

CourtView software is utilized in various criminal justice areas including Courts and the Prosecuting Attorney’s office. Soon the vendor will no longer support operation of CourtView software on the Windows Server 2003 operating system. In order to ensure minimal downtime or other issues, Innovation and Technology Department recommends approval of a contract with CourtView Justice Solutions to assist with the move and upgrade of the CourtView software server in an amount not to exceed $13,209.

3b. **Innovation and Technology Department** - Resolution to Approve Renewal of Juror System Support

Xerox provides the support for the Jury software used by the courts to manage juror selection and history. Each year the Innovation and Technology (IT) Department pays for the support portion of the invoice to ensure that the system stays operational and any issues can be fixed quickly. The IT Department recommends approval of a resolution to continue this past practice at a cost not to exceed $12,915.10.
3c. **Innovation and Technology Department** - *Resolution to Approve Renewal of PACC/PAAM Licensing and Support*

The County Prosecutor’s Office relies on software created for the Prosecuting Attorneys Coordinating Council and Prosecuting Attorneys Association of Michigan (PACC/PAAM) for case tracking, victims’ rights notifications and warrant charging guidance information. It is a creation of PAAM and is used by many Michigan counties. It serves as a hub for the creation of a statewide network between prosecuting attorneys and state agencies, such as the Michigan State Police, Department of Human Services, and the Department of Corrections.

At their 2016 Mid-Winter Conference for the association, PAAM membership voted to exceed the standard inflationary price increase to allow a larger support fee in order to cover costs associated with building a new cloud-based system. The IT Department recommends approval a resolution for licensing and support renewal at a cost not to exceed $22,174.

4a. **Road Department** – *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 Road Locations to be Determined for the Ingham County Road Department*

Michigan State University (MSU) entered into an agreement with MDEQ to research and develop the de-vulcanized rubber modified chip-sealing mixture and to be the prime recipient of the MDEQ grant funds. In turn, MSU wishes to subcontract with Ingham County to implement field trial of the chip-sealing mixture. Road Department officials understand that the chip-sealing mixture is expected to provide enhanced performance and longevity to the chip-sealing material. For these reasons, the Road Department recommends entering into a revised subcontract with Michigan State University. MDEQ grant funds available for this purpose total $300,000.

4b. **Road Department** - *Resolution to Approve the Special and Routine Permits for the Ingham County Road Department*

The Board of Commissioners periodically approves special and routine permits submitted by the Road Department as necessary. The current list of permits includes 20 projects (see attachment).

4c. **Road Department** - *Proposal Summary and Memo for Eastern Garage Overhead Door Repair*

Emergency purchase orders totaling $10,360 were issued to Davenport Masonry for Door Casing and Steel I beam replacement and repair as well as Overhead Door of Lansing for replacement and repair of the overhead door and operator system at the Road Department Eastern Garage. These purchase orders were necessary to repair damage caused by a road department truck moving through the doorway with the dump box erroneously raised. Notwithstanding the provisions of the Purchasing Procedures Policy, emergency purchase of goods, works and/or services may be made by the Purchasing Director, under the direction and authorization of the Controller, when an immediate purchase is essential to prevent detrimental delays in the work of any department or which might involve danger to life and/or damage to County property. Section 412.J requires the Purchasing Director and responsible department head to file a report with the County Services Committee setting out the nature of the emergency and the necessity of the action taken pursuant to Policy.
5. **Animal Control** – *Proposal to Reorganize and Expand Ingham County Animal Control Staff* (Discussion)

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, the Animal Control Director will be present to discuss this proposal.

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*

The Potter Park Zoo Docent Association recently voted to donate $3,800 to Potter Park Zoo for the purpose of building a new Barred Owl enclosure. If accepted, a new enclosure will be built in the North American section of the Zoo aligning with the current Zoo Master Plan. The Facilities Department provided a cost estimate for the project and would construct the new enclosure utilizing in-house labor. The Interim Potter Park Zoo Director recommends approval of this resolution.

7. **Purchasing Department** – *Resolution to Approve the Disposal of County-owned Surplus Property*

The Purchasing Department has determined that the County has a number of surplus items that have exceeded their useful life and/or are no longer useful for County operations. County policy requires the Purchasing Director to create a list of surplus items for presentation to the Controller and County Services Committee for their respective approvals. The Purchasing Director recommends approval of the proposed resolution. (Please note that, per County policy, County Commissioners are prohibited from purchasing any surplus County-owned personal property.)

8a. **Financial Services Department** – *Resolution to Waive the Public Act 152 Health Care Requirements for 2017*

Section 8 of the Publicly Funded Health Insurance Contribution Act (MCL 15.568) permits a local unit of government to exempt itself from employer contribution limitations of the Act for the next succeeding year by a 2/3 vote of a governing body. The County began a partially self-insured health insurance program in 2015 that resulted in substantial savings. Uncertainty associated with the savings amount in the coming fiscal year makes it very difficult to determine if the County will be in compliance with the 80% maximum funding requirement. Therefore, the County administration recommends that this requirement of Public Act 152 be waived for 2017 as permitted by statute.
8b. **Financial Services Department - Resolution to Transfer Additional Funding to the Municipal Employees Retirement System (MERS) for the Judge and Library Divisions**

Pension contributions for 2018 include a material increase over the 2017 expense. The Financial Service Department reviewed the MERS valuation report to develop options that would reduce costs. It was determined that contributions for two divisions were almost exclusively tied to unfunded accrued liabilities (retirees) rather than for the cost of current employees. The cost for these two divisions increases at a substantially faster rate than other County divisions. If these two divisions were fully funded, the contribution of $1,850,000 would decrease General Fund pension costs by $405,000 resulting in a return on investment in just 4.5 years. The Financial Services Department recommends approval of a resolution to authorize transfer of the additional funds to MERS and to amend the 2016 General Fund budget to reflect an additional use of fund balance in the amount of $1,850,000.

9. **Human Resources - Managerial and Confidential Employee Personnel Manual, Section K. Severance Pay, Subsections 3a and 3b**

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.

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

A Major recently discharged from employment with the Sheriff’s Office offered to resign, in lieu of discharge, if a severance package is approved. In exchange, the Major will execute a resignation agreement that includes a release and waiver of any claims against the County and the Sheriff.

11. **Controller – ICEA Park Rangers Settlement Resolution (Closed Session)**

Attorney Mattis Njordford will be present to consult with Commissioners regarding settlement strategy in connection with the matter of ICEA Park Rangers vs. Ingham County. This discussion will be held in closed session as allowed under the Open Meetings Act (MCL 15.268(e)).
TO:   Board of Commissioners County Services Committee
FROM: Sandra Gower, Economic Development Coordinator
DATE: September 20, 2016
SUBJECT: Jackson National Life Insurance Company CDBG Reimbursement Agreement
For the meeting agenda of October 4, 2016

BACKGROUND

In August 2013 the County was awarded a Community Development Block Grant (CDBG) on behalf of Jackson National Life Insurance Company (JNLIC) for the expansion of infrastructure at its facility at 1 Corporate Way, Lansing Michigan. On August 22, 2013 Ingham County and Jackson National Life Insurance Company signed a CDBG Agreement. JNLIC was required per the terms of the grant to create at least 278 additional permanent full time jobs at a minimum hourly rate of $12.00 per hour. At least 51% of those created jobs were required to be made available to or held by low and moderate income persons. The grant award was for $3,000,000. The County has paid $989,505.13 on behalf of JNLIC and has been reimbursed by the State of Michigan for the same amount.

JNLIC has created the 278 jobs and the average pay is above the $12.00 per hour requirement. However, JNLIC was not able to meet the 51% low and moderate income requirement. Because of that, the State of Michigan is terminating the CDBG grant. The County will be required to reimburse the State the $989,505.13 we have received. Per the CDBG Agreement JNLIC is required to reimburse the County should the grant be terminated due to their not meeting their hiring obligations under the grant.

FINANCIAL IMPACT

There is no net financial impact on the County.

OTHER CONSIDERATIONS

In order to execute the terms of the CDBG Agreement it is necessary for the County and JNLIC to enter into a reimbursement agreement. The agreement, as drafted by the County Attorney, is attached.

RECOMMENDATION

I recommend that the County Board authorize the Board Chair to sign the Reimbursement Agreement.
REIMBURSEMENT AGREEMENT

THIS AGREEMENT, made and entered into this ___ day of ________________, 2016, by and between the COUNTY OF INGHAM, a municipal corporation and political subdivision of the State of Michigan (hereinafter referred to as the “County”) and JACKSON NATIONAL LIFE INSURANCE COMPANY (hereinafter referred to as the “JNLIC”).

RECITALS:

WHEREAS, the County on behalf of JNLIC has received a Community Development Block Grant (hereinafter referred to as the “CDBG”) from the Michigan Strategic Fund (hereinafter referred to as the “MSF”) to extend and improve public utilities, specifically a 15kV electrical line, water lines, and sanitary sewer lines, to the area that includes JNLIC facilities at 1 Corporate Way, Lansing, Michigan (hereinafter referred to as “JNLIC’s Facilities”), which when completed will enable JNLIC to increase the number of people it employs at JNLIC’s Facilities; and

WHEREAS, the terms and conditions of the CDBG funding were embodied in the CDBG Agreement entered into by and between the parties on August 22, 2013; and

WHEREAS, on page 11 of the CDBG Agreement, signed by JNLIC on August 9, 2013, JNLIC acknowledged and certified that the CDBG funds provided to the County under the CDBG Grant Agreement will directly benefit JNLIC by providing funding for electrical, water, and sewer improvements to JNLIC’s Facilities and that upon completion of the project (at the time of project closeout) the JNLIC shall have created at least two hundred seventy-eight (278) additional permanent full time jobs at a minimum hourly rate of $12.00 and that at least fifty-one percent (51%) of the created jobs shall be made available to or held by low and moderate income people; and

WHEREAS, JNLIC fully acknowledged to the MSF that should the job creation goals for the project not be met, MSF may require repayment of the CDBG funds up to the full grant amount; and

WHEREAS, in that the CDBG Agreement is directly with the County the MSF may require the County to repay the CDBG funds it received from the MSF for the improvements project benefitting the JNLIC; and

WHEREAS, pursuant to the CDBG Agreement, the County has paid JNLIC the total sum of $989,505.13 in reimbursements of project costs, and has received $989,505.13 in CDBG funds from MEDC; and

WHEREAS, MEDC is terminating the CDBG Agreement due to JNLIC’s failure to hire low/moderate income applicants as required; and

WHEREAS, the County is required to reimburse the State of Michigan the $989,505.13 of CDBG funds it has received; and
WHEREAS, under the terms of the CDBG Agreement, JNLIC must reimburse the County $989,505.13 it has received from the County; and

WHEREAS, the County and JNLIC desire to set forth the terms and conditions under which JNLIC shall pay to the County such sum as the County is required to pay MSF due to JNLIC’s failure to meet the job creation goals.

NOW, THEREFORE, for and in consideration for the mutual covenant hereinafter contained, IT IS HEREBY AGREED, as follows:

1. **JNLIC’s Repayment of CDBG Funds.** On or before October 31, 2016, JNLIC shall pay the County the full amount of CDBG funds which the County is required to pay to the State of Michigan, in the total amount of Nine Hundred Eighty-Nine Thousand Five Hundred Five and 13/100 Dollars ($989,505.13).

2. **Certification of Authority to Sign Agreement.** The people signing on behalf of the parties to this Agreement certify by their signatures that they are duly authorized to sign this Agreement on behalf of the parties and that this Agreement has been authorized by the parties.

**INGHAM COUNTY**

_________________________________  ____________
Kara Hope, Chairperson  Date
County Board of Commissioners

**JACKSON NATIONAL LIFE INSURANCE COMPANY**

By: _______________________________  ____________
(Signature)  Date
Name: _______________________________
(Type or Print)
Title: _______________________________
(Type or Print)

APPROVED AS TO FORM
FOR THE COUNTY OF INGHAM
COHL, STOKER & TOSKEY, P. C.

By: _______________________________
Timothy M. Perrone

n:\client\ingham\edc\agreements\reimbursement agr w jnl.doc
ING/EDC #13-002
Agenda Item 2

Introduced by the County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

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

WHEREAS, the County of Ingham was awarded a Community Development Block Grant (CDBG) on behalf of Jackson National Life Insurance Company (JNLIC) to extend and improve public utilities at its facilities at 1 Corporate Way, Lansing, Michigan; and

WHEREAS, the terms and conditions of the CDBG funding were embodied in the CDBG Agreement entered into by and between the parties on August 22, 2103; and

WHEREAS, the CDBG funding was awarded with the requirement that JNLIC would create at least two hundred seventy-eight (278) additional full-time permanent jobs at a minimum hourly rate of $12.00 per hour and that at least fifty-one percent (51%) of the created jobs shall be made available to or held by low and moderate income people; and

WHEREAS, the County of Ingham has paid Nine Hundred Eighty-Nine Thousand Five Hundred Five and 13/100 Dollars ($989,505.13) towards the project and been reimbursed by the State of Michigan for those expenditures; and

WHEREAS, JNLIC created the jobs but did not meet the 51% made available to or held by low and moderate income people; and

WHEREAS, per the terms of the CDBG Agreement, signed by JNLIC on August 9, 2013, JNLIC must reimburse the County of Ingham if the CDBG Agreement is terminated by the Michigan Economic Development Corporation due to JNLIC not fulfilling its obligations under the agreement; and

WHEREAS, the Michigan Economic Development Corporation has determined that JNLIC has not met the terms of the CDBG Agreement and will require the County of Ingham to repay the funding received on behalf of JNLIC.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners, per the terms of the CDBG Agreement signed by JNLIC on August 22, 2013, is invoking the repayment provision in the CDBG Agreement.

BE IT FURTHER RESOLVED that the Ingham County Board of Commissioners authorizes the Board Chairperson to sign a Reimbursement Agreement between the County and JNLIC to execute the terms of the CDBG Agreement.
TO: Board of Commissioners, County Services, & Finance Committees
FROM: Deb Fett, CIO
DATE: 9/30/2016
SUBJECT: Upgrade CourtView Server

BACKGROUND
Ingham County currently uses CourtView software in our various criminal justice areas including our Courts and Prosecuting Attorneys’ office. This software runs off servers in our datacenter that are currently on Windows Server 2003 operating system. Windows Server 2003 has reached end of life with Microsoft and is no longer supported. Soon the vendor will no longer support the software on said operating system. In order to ensure the system has no downtime or other issues which would hinder our criminal justice users, IT has asked the vendor to assist in the move of the various components of CourtView to the servers with the new operating system.

ALTERNATIVES
There is no reasonable alternative.

FINANCIAL IMPACT
The funding for the $13,209.00 total will come from the County’s Innovation and Technology Department’s LOFT Fund #636-25820-932050.

OTHER CONSIDERATIONS
None.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the contract for CourtView Justice Solutions to assist with the move and upgrade of the CourtView software server the amount of $13,209.00.
Quote

To: Randy Neff  
Ingham County Courts  
PO Box 319  
Mason, MI 48854  
517.676.7885  
rneff@ingham.org

Quote: INGH/AMM/20160928  
Date: September 28, 2016  
Valid through: November 27, 2016

Project: CourtView IJS Broker MIJDW Interface and RAMServer CHR Interface Rehost

<table>
<thead>
<tr>
<th>Item</th>
<th>Units</th>
<th>Fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Project Management</td>
<td>1</td>
<td>$1,480</td>
<td>$1,480</td>
</tr>
<tr>
<td>1.2 Technical Services</td>
<td>1</td>
<td>$11,100</td>
<td>$11,100</td>
</tr>
<tr>
<td>1.3 UAT Assistance</td>
<td>1</td>
<td>$2,560</td>
<td>$2,560</td>
</tr>
<tr>
<td>1.4 Professional Services Discount</td>
<td>1</td>
<td>15%</td>
<td>$(2,331)</td>
</tr>
</tbody>
</table>

Subtotal, Professional Services $13,200

Project Total, excluding applicable taxes $13,200

Scope of Work
- CJS will provide project management services to schedule and coordinate the work to be performed by CJS.
- CJS will review the Customer's host environments (up to three production and three test environments) to ensure they meet CJS provided specifications - up to eight hours effort.
- CJS will modify, install and configure the RAMServer core application and the CHR Interface into one non production and one production environment.
- CJS will modify, install and configure the NCIC Dispatcher and LEDrone applications used by the CHR Interface into one non production and one production environment.
- CJS will install and configure the IJS Broker core application and the MIJDW interface into one non production and one production environment.
- CJS will migrate the RAMServer database (SQLServer 2000) and IJS Broker database (SQLServer 2005) into a SQLServer 2012 R2 database.
- CJS will provide user acceptance testing support - up to sixteen hours effort.

Notes
1. Quotation must be signed and returned with a purchase order for scheduling of the project work.
2. Delivery will be scheduled for the first available date at which CJS and Customer resources are jointly available. Should rescheduling be necessitated for any reason, the next available date at which CJS and Customer resources are both available will be scheduled.
3. Professional Services are quoted at a firm fixed price, but the level of effort is limited to the hours indicated in the "Statement of Work" section. For those items for which the level of effort is limited, actual effort, costs and expenses may be less than or greater than those quoted. Customer shall have no obligation to pay CJS more than the quoted firm fixed price. CJS shall have no obligation to provide labor or incur costs or expenses having a combined value more than the quoted firm fixed price, even if the services for which the level of effort is limited have not been completed or delivered/delivered, or the results expected by the Customer have not been achieved. The parties may by mutual, written agreement, increase the level of effort and quoted price. Changes in scope will require a change order to increase the firm fixed price based upon the additional level of effort required.
4. If project is cancelled prior to completion, all effort and travel-related costs expended through the date of cancellation will be due and payable.
5. Payment term is net 30 days from invoice date.
6. CJS will invoice for the Professional Services fees as follows:
   - CJS will invoice for Project Management services at the end of the first month in which project management services are provided.
   - CJS will invoice for Technical Services at 75% of the end of the month in which the Software is deployed to the Customer's non production environment and 25% at the end of the month in which the Software is deployed to the Customer's production environment.
7. Customer is responsible for the host environment including all required licenses, hardware, network, SSL certificates and third party software components and configuration.
8. Customer is responsible for providing appropriate Microsoft SQL Database licenses. Customer will provide the Microsoft SQL Database license key(s) to CJS prior to the start of the Technical Services work.
9. Customer will ensure that the host environments, including but not limited to operating system and database software is prepared for database and application migration prior to CJS starting work.
10. CourtView software will be installed on Customer provided equipment in the Customer's host environment per the provided "IJS Broker Hosting Requirements" and "RAMServer Hosting Requirements" documents.
11. Delays caused by Customer site or configuration issues may require rescheduling and/or Change Order for additional services and related travel costs.
The Customer will provide dedicated hosting environments as follows:
- UIS Broker Non Production
- UIS Broker Production
- RAMServer Non Production
- RAMServer Production
- Database Non Production and Production (Customer may opt to utilize separate non production and production environments)

Customer will make available all resources requested by CJS for assistance and approval.

All services are to be provided remotely. Should travel be requested or deemed to be required, a separate Change Order for estimated travel costs and travel time will be provided.

CJS assumes that the interface and application functionality will not be modified or enhanced.

CJS assumes that the new host environments will utilize the Microsoft Windows Server 2012R2 operating system.

CJS assumes that the RAMServer core application will utilize the Microsoft .NET 4.5 framework.

CJS assumes that the database will utilize Microsoft SQL Server 2012.

CJS assumes that the NCIC Dispatcher and LEDOne will utilize Uniface 9.

CJS will provide CJS remote access and administrative rights to perform the work.

The scope of work does not include any work related to the establishment, migration or maintenance of any replicated database.

The Customer will develop a user acceptance test plan that will delineate the use cases to be used, the data to be used, the expected outcome of each test and the pass/fail criterion for each test.

The Customer will be responsible for managing and conducting the User Acceptance Test.

Once Customer has completed the User Acceptance Testing the Customer will notify CJS that their testing is completed, that they have validated proper operation of the Software and that they are authorizing CJS to install the Software into the production system.

The scope of work does not include any data conversion.

Recommended Host Environments. CJS will validate the host environment requirements during the Host Environment Validation tasks. CJS current recommendations are:
- UIS Broker and RAMServer Application Server:
  2 x Multi Core CPUs (64-bit)
  8 GB RAM
  50-100GB Available Storage (RAID 1 or 5 recommended)
  A dedicated application server is highly recommended.

- Database Server:
  2 x Multi Core CPUs (64-bit)
  8 GB RAM
  50-100GB Available Storage (RAID 0 or 1+0 recommended)

The database host system can be shared; the UIS Broker database schema can be co-hosted with other database schemas. This assumes resource utilization is not "high" (averaging above 50% - 70%). Hardware requirements may increase based on processing requirements. These recommended hardware requirements may increase based on processing requirements.

<table>
<thead>
<tr>
<th>Accepted:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print Name / Signature</td>
<td></td>
</tr>
</tbody>
</table>
INTRODUCED BY THE COUNTY SERVICES AND FINANCE COMMITTEES OF THE:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO APPROVE THE CONTRACT FOR COURTVIEW SERVER UPGRADE

WHEREAS, Ingham County currently utilizes CourtView Software as our criminal justice application; and

WHEREAS, the current server operating system is beyond end-of-life and support will soon end on this version; and

WHEREAS, IT requests assistance from CourtView to ensure proper operation of the critical software during and after the upgrade; and

WHEREAS, the contract amount proposed by CourtView is $13,209.00; and

THEREFORE BE IT RESOLVED, that the Board of Commissioners do hereby authorize the contract for support from CourtView in the amount not to exceed $13,209.00.

BE IT FURTHER RESOLVED, the total cost will be paid from the Innovation and Technology’s LOFT Fund (636-25820-932050); and

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: 9/30/2016
SUBJECT: Jury System Support Renewal

BACKGROUND
Xerox provides the support for the Jury software that our Ingham County courts currently use for managing juror selection and history. Each year ITD pays only the support portion on the invoice to ensure that the system stays operational and any issues can be fixed quickly. Our last support charged was $12,413.60. This invoice has an increase of 1%.

ALTERNATIVES
None.

FINANCIAL IMPACT
The funding for the $12,915.10 total will come from the County’s LOFT Fund 636-25820-932050.

OTHER CONSIDERATIONS
The juror system is to be replaced by a new system next year. This support will give us access to any expertise we need to move the data as well as help keep us operational while that change is made.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the attached resolution for Jury System Support renewal in the amount of $12,915.10.
<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>DESCRIPTION</th>
<th>UM</th>
<th>QUANTITY</th>
<th>UNIT PRICE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>38535702</td>
<td>Juror Management System</td>
<td>EA</td>
<td>1</td>
<td>12,915.100000</td>
<td>12,915.10</td>
</tr>
<tr>
<td>38535702</td>
<td>eJuror</td>
<td>EA</td>
<td>1</td>
<td>5,212.370000</td>
<td>5,212.37</td>
</tr>
</tbody>
</table>

Term:
September 1, 2016 – August 31, 2017

Subtotal: $18,127.47
Tax: 
Total: $18,127.47
RESOLUTION TO APPROVE RENEWAL OF JUROR SYSTEM SUPPORT

WHEREAS, Ingham County Prosecutor’s Office relies on our juror management system; and

WHEREAS, the software has been in use for many years; and

WHEREAS, the renewal for licensing and support will be $12,915.10;

THEREFORE BE IT RESOLVED, that the Board of Commissioners do hereby authorize the renewal of licensing and support from Xerox in an amount not to exceed $12,915.10.

BE IT FURTHER RESOLVED, that the total cost will be paid out of the Innovation and Technology’s LOFT Fund #63625820-932050.

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: 9/30/2016
SUBJECT: PACC/PAAM Licensing and Support Renewal

BACKGROUND
PACC/PAAM is the software that our Ingham County Prosecutor’s Office relies on for case tracking, victims’ rights notifications and warrant charging guidance information. It is a creation of the Prosecuting Attorneys Association of Michigan.

Last year’s costs were $17,662.00. At the 2016 Mid-Winter Conference for the association, the membership voted to exceed the standard COLA increase that was the previous standard and allow a larger support fee to be charged in order to cover the costs associated with building a new cloud based system. (See attached letter.) This increased this year’s cost by 25.5% which we are unable to change.

ALTERNATIVES
None.

FINANCIAL IMPACT
The funding for the $22,174.00 total will come from the County’s LOFT Fund 636-25820-932050.

OTHER CONSIDERATIONS
The PACC/PAAM system has been used by our Prosecutor’s Office for many years and is used by many of the counties in Michigan. It serves as a hub for the creation of a statewide network between prosecuting attorneys and state agencies, such as the Michigan State Police, Department of Human Services, and the Department of Corrections.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the attached resolution for PACC/PAAM Licensing and Support renewal in the amount of $22,174.00.
June 3, 2016

TO: Prosecuting Attorneys

FROM: Larry J. Burdick

RE: 2017 MEMBERSHIP DUES and TECHNICAL SERVICES LICENSING AND SUPPORT FEES

Enclosed is an invoice for your 2017 dues relating to your professional duties as a prosecuting attorney. Included in the bill is the licensing fee for your use of the PACC/PAAM case tracking systems and warrant generation process. Please remit one check to the Prosecuting Attorneys Association of Michigan for the total amount. This billing is being sent now so that you may choose to pay from your 2016 or 2017 budgeted funds.

**PAAM Dues.** Your Association voted in February 2008 to change how PAAM’s dues and fees are calculated, and to adopt a 5% COLA provision to allow the dues and fees to keep pace with inflation. Upon payment, your attorneys become associate members of PAAM, and all of your employees are eligible to attend meetings and participate in Association activities and services.

**NDAA Dues.** The NDAA dues are based on county population, and pays for the elected prosecuting attorney to be a member of NDAA. Assistant Prosecuting Attorneys may be NDAA associate members for $75 each. NDAA members will receive their own subscriptions to The Prosecutor magazine. Please include with your payment an additional $75 for each APA who wishes to join or continue NDAA membership, and provide us with his/her name.

**PACC/PAAM Technical Services Licensing and Support Fee.** This fee is to cover licensing and distribution of applications and eManuals developed by PACC/PAAM, as well as 24/7 computer support for users of the criminal and juvenile case tracking systems. The fee entitles the county to assistance in the development, operation, and maintenance of the system. See the attached list for your reference. In addition to the annual COLA fee mentioned above, at the 2016 Mid-Winter Conference, membership approved an additional fee increase to cover the infrastructure cost associated with storing and receiving data over the internet (cloud-based) for the NextGen case/content management system currently being built.

Thank you for your prompt attention to this billing. If you have questions, contact Marcia Beatty at (517) 334-6060 ext. 803.

Enclosures
PACC/PAAM TECHNICAL SERVICES LICENSING & SUPPORT FEE

Services Provided

Adult Case Tracking System. Prepares charges, victim notices, subpoenas, pleadings, court schedules, and provides management reports for felony and misdemeanor cases.

Juvenile Case Tracking System. Prepares petitions for delinquency and abuse and neglect cases, victim notices, subpoenas, pleadings, and provides management reports.


Charging Language for Warrants. Develop the charge and sentencing and prompts for variable information in a Dynamic Load Link (DLL) file that is used for warrant generation.

Training and Support. Provides in-office and remote location training on all PACC/PAAM computer applications. Provides on-line help desk support and assistance.

Office Design and Procedures. Provides on-site assistance on efficient office design and procedures for processing cases.

Liaison with Local IT Department. Serves as a liaison between your office and the local IT department to insure that PACC/PAAM applications run efficiently on the local network.

Statewide network. Serves as the hub for the creation of a statewide network between prosecuting attorneys and state agencies, such as the Michigan State Police, Department of Human Services, and the Department of Corrections.

Police-Prosecutor-Court Communications. Developing applications and procedures to allow for the electronic communication of case information between prosecutors and police agencies and the courts.

Victim Rights. Design victim rights letters and the processing procedures that meet the requirements of legislation. Provide the interface, procedures with the state’s victim notification system (MCVNN). Help develop the notification scripts and test.

Infrastructure (Cloud). Allows internet-based storage and retrieval of data for NextGen case management system currently being built.

Committee Representation. Serve on statewide and national committees representing Michigan prosecutors.
# Invoice

**Invoice Number:** DUES 0603 - 102  
**PAAM Federal I.D. Number:** 38 1915 327  
**Date:** June 3, 2015

**To:**  
Office of the Prosecuting Attorney  
303 W. Kalamazoo  
Lansing, MI 48933

**Ship to (if different address):**

<table>
<thead>
<tr>
<th>CONTACT PERSON</th>
<th>PO#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marcia Beatty</td>
<td></td>
</tr>
</tbody>
</table>

**Make checks payable to:”PAAM“**  
**Mail to:** 116 W. Ottawa St., Ste. 200, Lansing, MI 48913

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 MEMBERSHIP DUES</td>
<td></td>
</tr>
<tr>
<td>Prosecuting Attorneys Association of Michigan</td>
<td>1,888</td>
</tr>
<tr>
<td>National District Attorneys Association</td>
<td>752</td>
</tr>
<tr>
<td>PACC/PAAM LICENSING AND SUPPORT FEE</td>
<td>22,174</td>
</tr>
</tbody>
</table>

**TOTAL DUE**  
$24,814
PACC/PAAM TECHNICAL SERVICES LICENSING & SUPPORT FEE

Services Provided

Adult Case Tracking System. Prepares charges, victim notices, subpoenas, pleadings, court schedules, and provides management reports for felony and misdemeanor cases.

Juvenile Case Tracking System. Prepares petitions for delinquency and abuse and neglect cases, victim notices, subpoenas, pleadings, and provides management reports.


Charging Language for Warrants. Develop the charge and sentencing and prompts for variable information in a Dynamic Load Link (DLL) file that is used for warrant generation.

Training and Support. Provides in-office and remote location training on all PACC/PAAM computer applications. Provides on-line help desk support and assistance.

Office Design and Procedures. Provides on-site assistance on efficient office design and procedures for processing cases.

Liaison with Local IT Department. Serves as a liaison between your office and the local IT department to insure that PACC/PAAM applications run efficiently on the local network.

Statewide network. Serves as the hub for the creation of a statewide network between prosecuting attorneys and state agencies, such as the Michigan State Police, Department of Human Services, and the Department of Corrections.

Police-Prosecutor-Court Communications. Developing applications and procedures to allow for the electronic communication of case information between prosecutors and police agencies and the courts.

Victim Rights. Design victim rights letters and the processing procedures that meet the requirements of legislation. Provide the interface, procedures with the state's victim notification system (MCVNN). Help develop the notification scripts and test.

Infrastructure (Cloud). Allows internet-based storage and retrieval of data for NextGen case management system currently being built.

Committee Representation. Serve on statewide and national committees representing Michigan prosecutors.
INTRODUCED BY COUNTY SERVICES AND FINANCE COMMITTEES OF THE:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO APPROVE RENEWAL OF PACC/PAAM LICENSING AND SUPPORT

WHEREAS, Ingham County Prosecutor’s Office relies on our PAAC/PAMM system; and

WHEREAS, the software has been in use for many years; and

WHEREAS, the renewal for licensing and support will be $22,174.00.

THEREFORE BE IT RESOLVED, that the Board of Commissioners do hereby authorize the renewal of licensing and support from PACC/PAAM in an amount not to exceed $22,174.00.

BE IT FURTHER RESOLVED, that the total cost will be paid out of the Innovation and Technology’s LOFT Fund #63625820-932050.

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.
MEMORANDUM

To: County Services & Finance Committees

From: William Conklin, Managing Director
Road Department

Date: September 27, 2016

RE: PROPOSED 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.

The Michigan Department of Environmental Quality (MDEQ) has made available grant funding in the amount of $300,000 in state Fiscal Year 2016-17 for implementation and use of de-vulcanized rubber (DVR) modified chip-sealing material, which incorporates ground, de-vulcanized, post-market vehicle tire rubber into the chip-seal emulsion (oil) in order to improve the chip-seal’s performance and longevity, and to help foster a market for used vehicle tires, which have been a solid waste disposal problem. De-vulcanizing involves chemically and/or thermally un-hardening or liquefying the rubber, which was vulcanized or hardened to make tires, in order for it to better mix or emulsify with the asphalt oil used in chip-sealing.

In the recent past, the Road Department has accepted this funding and has placed crumb-rubber modified asphalt (CRMA) on several county road projects including Lake Lansing Road, Saginaw Highway to Marsh Road; Cornell Road north of M-43; Waverly Road, Miller to Jolly Roads; Haslett Road, Park Lake to Marsh Roads; and Bennett/Kinawa Roads, Hagadorn to Dobie Roads.

So far CMRA is performing as expected and is ultimately expected to outlast conventional asphalt. However, since CRMA and DVR are new to the market place, additional cost is involved for contractors to obtain the necessary equipment and materials to produce these products. Thus MDEQ offers the subject grant program to help foster this market.

The current opportunity is to test using DVR modified chip-seal emulsion to determine whether this product enhances chip-seal preservation of rural roads.

The road department’s normal chip-seal budget will constitute the required local match for the MDEQ DVR grant, and no other unplanned costs are to be incurred for using the DVR chip-sealer.
Michigan State University (MSU) has entered into an agreement with MDEQ to research and develop the DVR modified chip-sealing material and to be the prime recipient of the MDEQ grant funds, and in turn MSU wishes to subcontract with the County on behalf of the Road Department to implement field trial of the DVR modified chip-sealing material and to pass through the related MDEQ grant funding intended for this purpose in the amount of up to $300,000, dependent on final quantity placed.

Road Department staff has worked with MSU research staff and has reviewed and understands MSU’s research findings that the DVR modified chip-sealing material is expected to provide enhanced performance and longevity to the chip-sealing material, and therefore recommends approval of the attached resolution to allow entering into the subcontract with MSU as described above.
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

WHEREAS, the Michigan Department of Environmental Quality (MDEQ) has made available grant funding in the amount of $300,000 in state Fiscal Year 2016-17 for implementation and use of de-vulcanized rubber (DVR) modified chip-sealing material, which incorporates ground, de-vulcanized, post-market vehicle tire rubber into the chip-seal emulsion (oil) in order to improve the chip-seal’s performance and longevity, and to help foster a market for used vehicle tires, which have been a solid waste disposal problem; and

WHEREAS, the road department’s normal 2017 chip-seal budget will constitute the required local match for the MDEQ DVR grant, and no other unplanned costs are to be incurred for using the DVR chip-sealer; and

WHEREAS, Michigan State University (MSU) has entered into an agreement with MDEQ to research and develop the DVR modified chip-sealing material and to be the prime recipient of the MDEQ grant funds, and in turn MSU wishes to subcontract with the County on behalf of the Road Department to implement field trial of the DVR modified chip-sealing material and to pass through the related MDEQ grant funding intended for this purpose in the amount of up to $300,000, dependent on final quantity placed; and

WHEREAS, Road Department staff has worked with MSU research staff and has reviewed and understands MSU’s research findings that the DVR modified chip-sealing material is expected to provide enhanced performance and longevity to the chip-sealing material, and recommends therefore that the County enter into the requested subcontract with MSU to allow the placement of the DVR modified chip-sealing research test strips on various county Ingham County primary roads to be determined as part of the normal 2017 chip-sealing maintenance program and to receive the MDEQ grant funds intended for this purpose.

THEREFORE BE IT RESOLVED, the Ingham County Board of Commissioners authorizes entering into a subcontract with Michigan State University for the placement of the DVR modified chip-sealing research test strips on various county Ingham County primary roads to be determined as part of the normal 2017 chip-sealing maintenance program and to receive the MDEQ grant funds intended for this purpose in the amount of up to $300,000, dependent on final DVR modified chip-seal quantity placed.

BE IT FURTHER RESOLVED, that the Board of Commissioners authorizes the Board Chairperson to sign any necessary Agreements that are consistent with this resolution and approved as to form by the County Attorney.
WHEREAS, as of July 23, 2013, the Ingham County Department of Transportation and Roads became the Ingham County Road Department per Resolution #13-289; and

WHEREAS, the Ingham County Road Commission periodically approved Special and Routine permits as part of their roles and responsibilities; and

WHEREAS, this is now the responsibility of the Board of Commissioners to approve these permits as necessary.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners approves the attached list of Special and Routine Permits dated October 4, 2016 as submitted.
<table>
<thead>
<tr>
<th>R/W PERMIT#</th>
<th>R/W APPLICANT /CONTRACTOR</th>
<th>R/W WORK</th>
<th>R/W LOCATION</th>
<th>R/W CITY/TWP.</th>
<th>R/W SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-608</td>
<td>MR. ROOTER PLUMBING</td>
<td>STORM</td>
<td>BRECKINRIDGE DR &amp; HEMMINGWAY</td>
<td>MERIDIAN</td>
<td>33</td>
</tr>
<tr>
<td>2016-609</td>
<td>COMCAST</td>
<td>CABLE / UG</td>
<td>HOLLOWAY DR &amp; HOLT RD</td>
<td>DELHI</td>
<td>24</td>
</tr>
<tr>
<td>2016-610</td>
<td>ZAYO GROUP</td>
<td>CABLE / UG</td>
<td>CHESTER RD &amp; GRAND RIVER</td>
<td>LANSING</td>
<td>11</td>
</tr>
<tr>
<td>2016-611</td>
<td>DELHI TOWNSHIP</td>
<td>MISCELLANEOUS</td>
<td>AURELIUS RD &amp; NORTH ST</td>
<td>DELHI</td>
<td>14</td>
</tr>
<tr>
<td>2016-612</td>
<td>INGHAM CO DRAIN COMM</td>
<td>STORM</td>
<td>NEWTON RD &amp; FRESNO LN</td>
<td>MERIDIAN</td>
<td>4</td>
</tr>
<tr>
<td>2016-613</td>
<td>CONSUMERS ENERGY</td>
<td>ELECTRIC</td>
<td>HULETT RD &amp; JOLLY RD</td>
<td>MERIDIAN</td>
<td>5</td>
</tr>
<tr>
<td>2016-614</td>
<td>COMCAST</td>
<td>CABLE / OH</td>
<td>HOLT RD &amp; WASHINGTON AVE</td>
<td>DELHI</td>
<td>20</td>
</tr>
<tr>
<td>2016-615</td>
<td>COMCAST</td>
<td>CABLE / UG</td>
<td>SHOALS DR &amp; STARBOARD DR</td>
<td>MERIDIAN</td>
<td>26</td>
</tr>
<tr>
<td>2016-616</td>
<td>COMCAST</td>
<td>CABLE / UH</td>
<td>UNIVERSITY PARK DR</td>
<td>ALAIEDON</td>
<td>4</td>
</tr>
<tr>
<td>2016-620</td>
<td>COMCAST</td>
<td>CABLE / UG</td>
<td>WAVERLY RD &amp; ALAMO DR</td>
<td>DELHI</td>
<td>7</td>
</tr>
<tr>
<td>2016-621</td>
<td>COMCAST</td>
<td>CABLE / UG</td>
<td>BISHOP RD &amp; M-99</td>
<td>DELHI</td>
<td>7</td>
</tr>
<tr>
<td>2016-622</td>
<td>CONSUMERS ENERGY</td>
<td>GAS</td>
<td>MARSH RD &amp; FRANKLIN ST</td>
<td>MERIDIAN</td>
<td>22</td>
</tr>
<tr>
<td>2016-625</td>
<td>AT &amp; T</td>
<td>CABLE / UG</td>
<td>WOODLAKE DR &amp; JOLLY RD</td>
<td>ALAIEDON</td>
<td>4</td>
</tr>
<tr>
<td>2016-626</td>
<td>COMCAST</td>
<td>CABLE / UG</td>
<td>HULETT RD &amp; OKMOES RD</td>
<td>MERIDIAN</td>
<td>20</td>
</tr>
<tr>
<td>2016-627</td>
<td>MERIDIAN TOWNSHIP</td>
<td>WATERMAIN</td>
<td>SUMMERGATE LN &amp; JOLLY RD</td>
<td>MERIDIAN</td>
<td>34</td>
</tr>
<tr>
<td>2016-628</td>
<td>MERIDIAN TOWNSHIP</td>
<td>WATERMAIN</td>
<td>HASLETT RD &amp; GREEN RD</td>
<td>MERIDIAN</td>
<td>12</td>
</tr>
<tr>
<td>2016-629</td>
<td>AT &amp; T</td>
<td>CABLE / UG</td>
<td>OKEMOS RD &amp; HASLETT RD</td>
<td>MERIDIAN</td>
<td>9, 10</td>
</tr>
<tr>
<td>2016-634</td>
<td>ACD.NET</td>
<td>CABLE / UG</td>
<td>HAMILTON RD &amp; DOBIE RD</td>
<td>MERIDIAN</td>
<td>22</td>
</tr>
<tr>
<td>2016-635</td>
<td>MASON PUBLIC SCHOOLS</td>
<td>CABLE / UG</td>
<td>COLUMBIA RD &amp; COLLEGE RD</td>
<td>VEVAY</td>
<td>6</td>
</tr>
<tr>
<td>2016-645</td>
<td>GOETRAN CONSULTANTS</td>
<td>BORE</td>
<td>COLUMBIA RD &amp; WAVERLY RD</td>
<td>AURELIUS</td>
<td>7</td>
</tr>
</tbody>
</table>

MANAGING DIRECTOR: ______________________________
MEMORANDUM

TO: County Services and Finance Committees
FROM: Jim Hudgins, Director of Purchasing
DATE: September 22, 2016
SUBJECT: Proposal Summary for Eastern Garage Overhead Door Repair

Project Description:
Proposals were sought from qualified and experienced companies for the purpose of furnishing, installing and repairing the Overhead Door and Door Casing at the Eastern District Garage for the Ingham County Road Department.

Proposal Summary:
Vendors contacted: 6  Local: 6
Vendors responding: 4  Local: 4

<table>
<thead>
<tr>
<th>Vendor Name</th>
<th>Local</th>
<th>Overhead Cost</th>
<th>Door Cost</th>
<th>Door Casing and Steel I Beam Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Davenport Masonry</td>
<td>Yes, Lansing</td>
<td>No Bid</td>
<td>No Bid</td>
<td>$6200.00</td>
</tr>
<tr>
<td>Nielson Commercial Construction</td>
<td>Yes, Holt</td>
<td>No Bid</td>
<td>No Bid</td>
<td>$8680.00</td>
</tr>
<tr>
<td>Overhead Door Co.</td>
<td>Yes, Lansing</td>
<td>$4160.00</td>
<td>No Bid</td>
<td></td>
</tr>
<tr>
<td>Crawford Door Co.</td>
<td>Yes, Lansing</td>
<td>$4549.00</td>
<td>No Bid</td>
<td></td>
</tr>
</tbody>
</table>

Action Taken:
Due to the safety concerns, emergency purchase orders were issued to Davenport Masonry for the Door Casing and Steel I beam replacement and repair as well as Overhead Door of Lansing for the replacement and repair of the overhead door and operator system per Ingham County Purchasing Policy.

Section 10 of the Ingham County Purchasing Manual states:

“Notwithstanding the provisions of this manual, emergency purchase of goods, works and/or services may be made by the Purchasing Director, under the direction and authorization of the Controller, wherein the immediate purchase is essential to prevent detrimental delays in the work of an Department or which might involve danger to life and/or damage to property. In all such
cases a report shall be filed jointly by the Purchasing Director and respective Department Head to the next meeting of the Physical Resources [County Services and Finance] committee setting out the nature of emergency of the action taken pursuant to this clause, should the amount of the purchase exceed that provided for in Clause 6, Paragraphs .04 and .05 [the purchase of services > $5,000 and goods > $25,000 require Board of Commissioners approval per Resolutions #02-178 and #09-095] of this resolution. All such emergency purchases shall be covered by a subsequent purchase order.”

Both vendors were local and low bid for these emergency repairs needed for the overhead garage door.
MEMORANDUM

To: County Services & Finance Committees

From: William Conklin, Managing Director
        Ingham County Road Department

Date: September 26, 2016

RE: Emergency Purchase of Overhead Garage Door Repairs for Road Department Eastern District Garage

An overhead garage door and related lintel and masonry at the Road Department’s Eastern District Garage was damaged by a road department truck moving through the doorway with the truck’s dump box erroneously still raised sufficiently to strike and damage the doorway.

As this left a gap in the masonry above the door open to the elements, and with a resulting concern with loose pieces falling from the damaged masonry area, the emergency purchasing procedure was followed to obtain quotes and issue purchase orders for immediate repair and replacement of the door per the attached memo from the Purchasing Department. This memo and the attached Purchasing Department Proposal Summary constitute the required report to the County Services & Finance Committees regarding this emergency purchase, which would otherwise require prior Board of Commissioners approval.

As the attached Proposal Summary indicates, the total repair cost will be $10,360 for replacing the door and repairing the lintel beam and masonry. This cost will be covered by the County’s self-insurance fund as it does not arise to the level necessary for coverage by the MMRMA fund.

The road department also plans to replace the related garage door opener device on the subject door, which although not damaged, needs to be updated, at an additional cost of $1275.

All road department truck drivers have been reminded to avoid overhead obstacles while their dump box is anywhere but fully down.
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 has funding for new positions beginning in 2017 as a result of the passage of the Animal Control millage. The department wishes to implement a department reorganization to create these positions and modernize the office staff by adding a new MCF position and updating job titles. The proposed reorganization will consist of:
- 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.
- Change ½ time clerk/dispatcher to full time (with new Customer Service Specialist title)
- Add 2 full time UAW clerk/dispatchers (with new Customer Service Specialist title)
- Add an MCF position - “Customer Service and Community Outreach Manager”
- Change ½ Animal Care Specialist to full time
- Add one full time Animal Care Specialist
- Fund Volunteer Assistant position with millage funds (was previously paid for by Animal Shelter Fund)

ALTERNATIVES
Since funding for new positions was approved by Ingham County voters, not expanding staff is not a viable alternative. 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).
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.
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.

In Solidarity

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

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 Shaffier’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 ¼ 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
Director, Ingham County Animal Control
600 Curtis Street
Mason, MI 48854
(517) 676-8362
jdinon@ingham.org
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)
**Proposed ICAC Reorg - September 2016**

**Financial Analysis**

<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>
</tr>
<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>difference</td>
<td>342,500</td>
<td>342,500</td>
<td>342,500</td>
</tr>
<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>
</tr>
<tr>
<td>2 clerk dispatchers</td>
<td>81,772</td>
<td>109,138</td>
<td>122,924</td>
</tr>
<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>
</tr>
<tr>
<td>total</td>
<td>341,924</td>
<td>377,785</td>
<td>436,029</td>
</tr>
<tr>
<td>staff costs</td>
<td>341,924</td>
<td>377,785</td>
<td>436,029</td>
</tr>
<tr>
<td>available millage funding</td>
<td>342,500</td>
<td>342,500</td>
<td>342,500</td>
</tr>
<tr>
<td>difference</td>
<td>(576)</td>
<td>35,285</td>
<td>93,529</td>
</tr>
</tbody>
</table>

* accounts for positions being filled at various times during 2017

** based on current and starting step levels of current/new employees
Agenda Item 5

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, change the job title “Office Coordinator” to “Customer Service Lead,” change the job title “Redemption Clerk/Dispatcher” to “Customer Service Specialist,” add 2.5 Customer Service Specialists and add 1.5 Animal Care Specialists.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Controller/Administrator to make the necessary budget adjustments to the Ingham County Animal Control 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: Board of Commissioners County Services Committee  
FROM: Cynthia Wagner  
DATE: 10-4-16  
SUBJECT: Donation Acceptance  
For the meeting agenda of 10-18-16

BACKGROUND
The Potter Park Zoo Docent/Volunteer Association is a support organization consisting of active docents and volunteers at Potter Park Zoo. Docents and volunteers donate their time and resources to support educational programming and outreach, special events and the animal care department through enrichment donations/implementation and animal observations. Members pay dues annually to the association and also raise funds through the selling of crafts and other fundraising activities. As funds are raised, the association votes on organizations and conservation projects they would like to support financially. In spring of 2016, the members voted to support the zoo by providing funding for an improved Barred Owl enclosure in the North American area of the zoo near the otter and wolf exhibits. With the changes that occurred in the director position at Potter Park Zoo in early spring, this project was put on hold and we feel we are now able to move forward.

ALTERNATIVES
The Barred Owl is currently housed in a metal corn crib type enclosure near the bird and reptile building. This species could stay in this location and enclosure instead of moving to the proposed new location in the North American area of the zoo.

FINANCIAL IMPACT
The $3,800.00 donation will cover all materials for the project. The labor will be provided by the Ingham County Facilities carpenter and the Potter Park Zoo maintenance team.

OTHER CONSIDERATIONS
Association of Zoos and Aquariums (AZA) inspectors sited several exhibits during the 2012 inspection as not in keeping with modern zoological practices. The current Barred Owl enclosure consists of a metal corn crib and is not a modern zoological enclosure. It is the last corn crib being utilized at the zoo to exhibit an animal and needs to be phased out as an exhibit enclosure. These types of enclosures are very difficult to see the animal in and do not exhibit the animal in a way that visitors want to observe them. These corn cribs are still utilized to house education animals off exhibit and this corn crib could be moved for the same purpose.

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the attached resolution to accept the $3,800.00 donation from the Potter Park Zoo Docent/Volunteer Association for the purpose of building an improved Barred Owl enclosure.
Agenda Item 6

Introduced by the County Services and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION RECOMMENDING ACCEPTANCE OF A $3,800 MONETARY GIFT FROM THE POTTER PARK ZOO DOCENT ASSOCIATION FOR A NEW BARRED OWL ENCLOSURE

WHEREAS, the Potter Park Zoo Docent Association collects member dues annually and sells crafts to raise funds; and

WHEREAS, the Potter Park Zoo Docent Association votes at monthly meetings on the organization(s) they would like to donate a portion of those funds to; and

WHEREAS, the Potter Park Zoo Docent Association voted to donate $3,800 of these funds to the Potter Park Zoo for the specific purpose of building a new Barred Owl enclosure; and

WHEREAS, a new Barred Owl enclosure is needed to improve the housing of the current Barred Owl; and

WHEREAS, the Barred Owl enclosure will be built in the North American section of the Zoo aligning with the current Zoo Master Plan; and

WHEREAS, $3800 will cover the cost of the exhibit in its entirety based on a quote from the Ingham County Facilities Department; and

WHEREAS, the exhibit will be constructed by the Facilities Department utilizing in-house labor.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners accepts the donation of $3,800 from the Potter Park Zoo Docent Association to be used for building a new Barred Owl enclosure at Potter Park Zoo.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary budget adjustments consistent with this resolution.

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners would like to thank the Potter Park Zoo Docent Association for this generous gift.
MEMORANDUM

TO: County Services and Finance Committees

FROM: Jim Hudgins, Director of Purchasing

DATE: October 4, 2016

SUBJECT: Disposal of Surplus Vehicles and Equipment

This is a resolution authorizing a publically advertised auction conducted by the Purchasing Department for the disposal of certain personal property, equipment, vehicles and other miscellaneous items that are inoperable, obsolete, or outdated, or which have been replaced or have exceeded the item’s useful life, and therefore no longer serves the County’s needs. County Department Heads are given the opportunity to obtain the items for departmental use prior to the public auction.

Sealed bids will be solicited for the surplus items and the award will be made to the highest responsive bidder. If a bidder does not claim the item(s) awarded, the item will be awarded to the next highest responsive bidder. Monies received will be deposited in the General Fund or appropriate account.

As of October 4, 2016, items to be auctioned are identified in Attachment “A”. This list may be updated as Department Heads have been given the opportunity to add items until October 17, 2016.

I respectfully request approval of the resolution.
RESOLUTION TO APPROVE THE DISPOSAL OF COUNTY-OWNED SURPLUS PROPERTY

WHEREAS, the Purchasing Department has determined that the County has a number of surplus items that have exceeded their useful life and/or are no longer useful for County operations; and

WHEREAS, the surplus items will be auctioned off through a sealed competitive, publically advertised bidding process whereby awards will be made to the highest responsive bidder; and

WHEREAS, the Director of Purchasing has reviewed the surplus items before placement on the surplus property list, and County departments will be allowed to view surplus items for usefulness before the public auction.

THEREFORE BE IT RESOLVED, that the Ingham County Purchasing Department is authorized to place in an auction those surplus items in the attached listing which have no further use or value to the County of Ingham.

BE IT FURTHER RESOLVED, that any items not sold at the auction may be disposed of by the Purchasing Director in the manner deemed to be in the County's best interest.

BE IT FURTHER RESOLVED, that proceeds from the sale of surplus items will be deposited in the General Fund 10130101 673000 or appropriate account.
2016 SURPLUS LISTING
Attachment “A”
<table>
<thead>
<tr>
<th>Year</th>
<th>Make</th>
<th>Model</th>
<th>Department</th>
<th>Color</th>
<th>VIN Number</th>
<th>Mileage</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Chevrolet</td>
<td>Tahoe</td>
<td>SO</td>
<td>White</td>
<td>1GNEC13Z02J323112</td>
<td>130,606±</td>
<td>Driver’s floor rotted out</td>
</tr>
<tr>
<td>2008</td>
<td>Chevy</td>
<td>Impala</td>
<td>SO</td>
<td>White</td>
<td>2G1WS583589256130</td>
<td>131,673±</td>
<td>None</td>
</tr>
<tr>
<td>2011</td>
<td>Chevy</td>
<td>Express</td>
<td>SO</td>
<td>White</td>
<td>1GAZGZFG2B1175190</td>
<td>176,350±</td>
<td>None</td>
</tr>
<tr>
<td>2009</td>
<td>Chevrolet</td>
<td>Impala</td>
<td>SO</td>
<td>White</td>
<td>2G1WS57M891314645</td>
<td>120,048±</td>
<td>None</td>
</tr>
<tr>
<td>2007</td>
<td>Pontiac</td>
<td>Grand Prix</td>
<td>SO</td>
<td>Black</td>
<td>2G2WP552871131287</td>
<td>120,439±</td>
<td>None</td>
</tr>
<tr>
<td>2006</td>
<td>Chevrolet</td>
<td>Tahoe</td>
<td>PPZ</td>
<td>White</td>
<td>1GNEC13Z96R147717</td>
<td>147,883±</td>
<td>None</td>
</tr>
<tr>
<td>1996</td>
<td>Ford</td>
<td>F-350</td>
<td>Road</td>
<td>Orange</td>
<td>1FDJF37HXTEB57022</td>
<td>195,000±</td>
<td>Omaha Dump Box, runs rough, exhaust leak, drives ok, dump box works</td>
</tr>
<tr>
<td>2005</td>
<td>Ford</td>
<td>Taurus</td>
<td>SO</td>
<td>Silver</td>
<td>1FAFP53U65A163079</td>
<td>95,928±</td>
<td>Cracked wind shield, dings small dents no known mechanical issues.</td>
</tr>
<tr>
<td>2008</td>
<td>Chevy</td>
<td>Impala</td>
<td>SO</td>
<td>White</td>
<td>2G1WS583781273185</td>
<td>99,283±</td>
<td>Door dings, loud exhaust</td>
</tr>
<tr>
<td>2005</td>
<td>Chevy</td>
<td>Tahoe</td>
<td>Facilities</td>
<td>White</td>
<td>1GNEC13235R182820</td>
<td>Unknown</td>
<td>Engine Light On/Rear Door And Hatch Need Attention</td>
</tr>
<tr>
<td>2009</td>
<td>Chevy Van</td>
<td>Van</td>
<td>Fair</td>
<td>White</td>
<td>1GAHG39K591181827</td>
<td>Unknown</td>
<td>Bad Battery, 1 side door in-operable, cracked windshield</td>
</tr>
<tr>
<td>Year</td>
<td>Make</td>
<td>Model</td>
<td>Department</td>
<td>Color</td>
<td>VIN Number</td>
<td>Mileage</td>
<td>Additional Info</td>
</tr>
<tr>
<td>------------</td>
<td>--------------</td>
<td>-------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----------------------------------</td>
<td>------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1998</td>
<td>Chevy</td>
<td>½ Ton Pick-up</td>
<td>Road</td>
<td>Orange</td>
<td>1GCEC14WOWZ241840</td>
<td>Unknown</td>
<td>Right side upper control arm mount is broken, fuel leak near fuel tank (broken fuel line), Road pulled the fuel pump relay, does not run.</td>
</tr>
<tr>
<td>2004</td>
<td>Ford</td>
<td>F250</td>
<td>Parks</td>
<td>Blue</td>
<td>1FTNF20L14ED65323</td>
<td>Unknown</td>
<td>No emblem, tail light rusty runs - drivable no seat belts</td>
</tr>
<tr>
<td>2011</td>
<td>Chevy</td>
<td>Impala</td>
<td>SO</td>
<td>White</td>
<td>2G1WD5EMOB1283278</td>
<td>Unknown</td>
<td>Totaled, Roll over crash – parts only</td>
</tr>
<tr>
<td>2005</td>
<td>Pontiac</td>
<td>Grand Prix</td>
<td>SO</td>
<td>Silver</td>
<td>2G2WP542151320961</td>
<td>Unknown</td>
<td>Right front smashed, Good Engine &amp; Transmission, New Exhaust, New Brakes</td>
</tr>
<tr>
<td>2014</td>
<td>Chevy</td>
<td>Tahoe</td>
<td>SO</td>
<td>White</td>
<td>1GNLC2E02ER139131</td>
<td>Unknown</td>
<td>None</td>
</tr>
<tr>
<td>2014</td>
<td>Chevy</td>
<td>Express Van</td>
<td>SO</td>
<td>White</td>
<td>1GAZGZFGX31116716</td>
<td>53,000±</td>
<td>Totaled – Parts only</td>
</tr>
<tr>
<td>2008</td>
<td>Chevy</td>
<td>Impala</td>
<td>PPZ</td>
<td>White/White</td>
<td>2G1WS830892577475</td>
<td>Unknown</td>
<td>Mileage cannot be seen as car will not start. Nevertheless, it is over 100k</td>
</tr>
<tr>
<td>2002±</td>
<td>Chevy</td>
<td>Van 3500</td>
<td>Parks</td>
<td>Blue</td>
<td>1GAHGH39R121344781</td>
<td>Unknown</td>
<td>None</td>
</tr>
<tr>
<td>2002</td>
<td>Chevrolet</td>
<td>Tahoe</td>
<td>SO</td>
<td>White</td>
<td>1GNEC1Z02J323112</td>
<td>130,606±</td>
<td>Driver’s floor rotted out</td>
</tr>
</tbody>
</table>
Road:  
Warning Light Equipment, Three (3) Stihl Chainsaws And Misc Parts, Heavy Duty Rubber Hose, Fire Hose And Misc Fittings, Tractor Side Covers, Steps And Misc., Cat Grader Teeth And John Deere Scarfire Teeth, Three (3) Stihl Power Pruners, One (1) Complete Stihl Power Pruner And Misc. Parts  

Parks:  
2- Paddle Boats

Sheriff’s Office:  
Ink cartridges and drum kits: 2- IVR 83098 (HP LASERJET 4/4M/4+/4M+/5/5M/5N/5Se), 1- C3903A:CPT (HP LASERJET 5P/5MP/6P/6MP), 7- BROTHER TN350 (DCP 720; FAX 2820/2920/2910; HL 2040/2070N; MFC 7220/7225N/7420/7820N), 2- BROTHER DR350 (DRUM KIT FOR ABOVE TN350),1- BROTHER DR360 (HL 2140/2170W/2150W; MFC 7440N/7840W), 1- BROTHER TN110BK (HL 4040CN/4040CDN/4050CDN/4070CDW; DCP 9040CN/9042CDN/9045CDN; MFC 9440CN/9450CDN/9840CDW).

Miscellaneous office furniture: 4 file cabinets, wood desk and side piece, 5 bulletin boards, vhs holder, 3 section metal shelf, 9 metal shelves, 5 student desks and 6 metal shelves.
Agenda Item 8a

TO: Board of Commissioners County Service and Finance Committee

FROM: Jill Rhode, Director of Financial Services

DATE: September 29, 2016

SUBJECT: 2017 Health Insurance

BACKGROUND
We have finalized the agreements with the employee groups concerning the health insurance benefits to be offered in 2017. This includes an estimate of cost sharing and a determination of how the savings will be shared with employees. Since the dollar amount for the actual cost savings will be an estimate, it is very difficult to determine with 100% certainty whether the County will be in compliance with both the hard cap or 80/20% premium share requirements of Public Act 152.

While we will make every effort to comply with the law, we believe it is in the County’s best interest to waive all requirements of Public Act 152. This can be accomplished with a 2/3rds approval of the Board. The attached resolution will authorize this waiver. We have approved a similar resolution for the past few years.

In addition, the Health Care Coalition has agreed that no changes will be made to the County’s health insurance benefits in 2017.

ALTERNATIVES
Any option other than approval of this resolution will delay the County’s open enrollment process and make it difficult to have everything in effect by January 1st.

FINANCIAL IMPACT
If the waiver was not approved and the County did not meet the hard caps or 80% test, this would have a substantial impact on the County’s annual revenue sharing payment.

RECOMMENDATION
In accordance with past practice, the County administration recommends approval of the resolution waiving the requirement of Public Act 152 for 2017.
Introduced by the County Service and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO WAIVE THE PUBLIC ACT 152 HEALTH CARE REQUIREMENTS FOR 2017

WHEREAS, Public Act 152 of 2011 places limits on public employer’s contributions toward their employee’s health benefits and requires that the employer cost be no more than 80% of the cost or no more than a certain dollar amount detailed in the law (hard caps); and

WHEREAS, all requirements of the act can be waived with a 2/3 vote of the governing body; and

WHEREAS, in 2017, the County will be continue with the current plan for self-insuring a portion of the health insurance cost; and

WHEREAS, the uncertainty associated with the savings from this change makes it very difficult to determine if the County will be in compliance with the hard caps or the 80% requirements and therefore the County administration is recommending that this requirement of Public Act 152 be waived for 2017.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby elects to waive all requirements of Public Act 152 of 2011 for 2017 yet attempt to meet all of the requirements of the act.
TO: Board of Commissioners County Service and Finance Committee
FROM: Jill Rhode, Director of Financial Services
DATE: September 15, 2016
SUBJECT: Resolution to Transfer Additional Funding to the Municipal Employees Retirement System (MERS) for the Judge and Library Divisions

BACKGROUND
Each year, the actuaries at MERS prepare an annual valuation of the County’s pension plan. This valuation includes the annual contribution for the upcoming year and unfunded liability by division. As you are aware, the pension contribution for 2018 has a material increase over the 2017 expense. The Financial Service Department reviewed the valuation report to find if there were any options we could take to reduce the cost. It was noted that for the Judges and the Library (for service while this was still part of the County) divisions the contribution was almost exclusively due to unfunded accrued liabilities rather than for the cost of current employees. This results in the cost for these two divisions increasing substantially faster than the other County divisions. A calculation was completed on how the contribution would change if these two divisions were fully funded. The math shows that a contribution of $1,850,000 would decrease the General Fund’s pension cost by $405,000 which is a return on investment of only 4.5 years. This is a very short payback and we are recommending this additional amount is transferred to MERS by December 31, 2016.

The attached resolution authorizes the transfer of the additional fund to MERS and amends the 2016 General Fund budget to reflect an additional use of fund balance in the amount of $1,850,000.

ALTERNATIVES
This recommendation is being made exclusively to reduce future pension contributions so the alternative would be to continue paying the liability on an annual basis which in the long term will result in an overall increased cost.

FINANCIAL IMPACT
This one time investment of $1,850,000 should save about $405,000 per year which is a payoff of 4.5 years.

RECOMMENDATION
The County administration recommends approval of this resolution to fully fund the Judge and Library divisions at a cost of $1,850,000 and that the funding be provided from the General Fund Balance. For the cost reduction to begin in 2018, this transfer must be made by December 31, 2016.
RESOLUTION TO TRANSFER ADDITIONAL FUNDING TO THE MUNICIPAL EMPLOYEES RETIREMENT SYSTEM (MERS) FOR THE JUDGE AND LIBRARY DIVISIONS

WHEREAS, an annual valuation of the County’s pension contribution and unfunded liability is calculated each year by the MERS’s actuaries; and

WHEREAS, the vast majority of the costs for the division for the former employees of the Library and the division for the Judges are due to unfunded accrued liabilities rather than the cost of current employees; and

WHEREAS, this requires a large annual contribution for these divisions which is increasing at a much faster rate than the other County divisions; and

WHEREAS, the Financial Service Department has prepared a calculation regarding the return on investment of contributing the total liability for these divisions; and

WHEREAS, an additional contribution to fully fund these two divisions of $1,850,000 would save the General Fund $405,000 annually which is a return on investment of 4.5 years.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorizes the transfer from the General Fund of an additional $1,850,000 to the Municipal Employee Retirement System to fully fund the Library and Judges divisions and that this transfer will be made by December 31, 2016.

BE IT FURTHER RESOLVED, that the 2016 General Fund budget is amended to use an additional $1,850,000 of fund balance and to increase pension costs by $1,850,000.
TO: County Services Committee
FROM: Travis Parsons, Human Resources Director
DATE: October 5, 2016
SUBJECT: Discussion Regarding Modification and Clarification of the Managerial and Confidential Employee Personnel Manual

BACKGROUND
Recently questions have come up regarding the use and approval of salary and fringe benefit continuation under the Managerial and Confidential Employee Personnel Manual. In accordance with the manual, Ingham County has the availability of utilizing 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.

The current language for initial action of up to six (6) months of salary and fringe benefit continuation does clearly define the role the County Services Committee – that being there is none. Under section 3a, the six (6) month continuation is automatic for employees laid off because of position elimination and “may” be provided to employees for the reasons listed in 3b. However, under all circumstances, the extensions of up to an additional six (6) months do require the approval of County Services.

Below, for review and discussion, is the current manual language.

3. **Severance Pay.**
   a. Subject to the provisions stated herein, if a manager or confidential employee is laid off due to elimination of his/her position, the Employer will continue that person's salary, health insurance, life insurance and dental insurance coverage for one (1) month for each 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. 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 years. The above payments will be subject to normal tax withholdings.

   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 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. 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. 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 years. The decision to grant or deny an extension of benefits is within the sole discretion of the County Services Committee.
CONSIDERATIONS
The County Services Committee may be desirous of modifying/clarifying the aforementioned sections of the manual. At the Committees direction, a resolution will be put forward to amend and clarify the current sections.
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
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

Remember: Learning is a Lifelong Process
## 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>
• 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.
• 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.
Goal Setting/Setting 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.
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 ________________

__________________________
Governor 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

__________________________
Governor Body Member’s Signature

Date Submitted

Page 1 of 7
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

   Page 2 of 7   Initials _____
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
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 _____ + 5 = ____ 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 _____ + 5 = ____ 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?
**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 reestablish 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

<table>
<thead>
<tr>
<th>Organizational Management</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provides that the organization does not violate agreement</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>or appropriate established board procedures.</td>
<td></td>
</tr>
<tr>
<td>2. Plans and organizes ongoing programs and services to the</td>
<td></td>
</tr>
<tr>
<td>City Council.</td>
<td></td>
</tr>
<tr>
<td>3. Plans and organizes areas of concern brought to the</td>
<td></td>
</tr>
<tr>
<td>attention of the City Manager by the City Council or</td>
<td></td>
</tr>
<tr>
<td>responses to public requests.</td>
<td></td>
</tr>
<tr>
<td>4. Evaluates new and innovative technology as it may relate</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>the annual budget.</td>
<td></td>
</tr>
<tr>
<td>2. Plans and prepares the annual budget with the input of</td>
<td></td>
</tr>
<tr>
<td>the Mayor and the City Council with documentation and full</td>
<td></td>
</tr>
<tr>
<td>explanation of the annual budget.</td>
<td></td>
</tr>
<tr>
<td>3. Administers the adopted budget within the framework of</td>
<td></td>
</tr>
<tr>
<td>the approved revenues and expenditures.</td>
<td></td>
</tr>
<tr>
<td>4. Plans and provides for a system of reports, as requested,</td>
<td></td>
</tr>
<tr>
<td>for the City Council to evaluate expenses and revenues.</td>
<td></td>
</tr>
<tr>
<td>5. Prepares and presents to the City Council appropriate</td>
<td></td>
</tr>
<tr>
<td>budgetary transfers, as necessary.</td>
<td></td>
</tr>
<tr>
<td>6. Plans and provides for necessary information for the City</td>
<td></td>
</tr>
<tr>
<td>Council which requires bonding or borrowing of funds for</td>
<td></td>
</tr>
<tr>
<td>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>1. Plans and organizes a process of program planning in anticipating the future of the City.</td>
<td></td>
</tr>
<tr>
<td>2. Plans and organizes maximum utilization and maintenance of City owned equipment</td>
<td></td>
</tr>
<tr>
<td>3. 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>4. 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>5. 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>6. Maintains knowledge of new technologies, systems and methods that may enhance the City’s economics.</td>
<td></td>
</tr>
<tr>
<td>7. 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>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maintains awareness of developments and plans in other jurisdictions, which may impact the City.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Maintains communication with governmental jurisdictions in area of service that improves or enhances City programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Initiates communication with other governmental entities or outside parties, which the City may be involved with or become involved.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Attends and relays appropriate information from current intergovernmental agreement meetings to the City Council.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Willingness to participate with other governmental entities in sharing resources or equipment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**COMMENTS/SUGGESTIONS:**

### Relationship with the Public

<table>
<thead>
<tr>
<th></th>
<th>RATING</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to perception exist in employees coming in contact with the public.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Establishes and maintains an image of the City of Durand to the community that represents service, enthusiasm and professionalism.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Promote and provide information to public inquiries regarding activities, services or potential employment development with the City.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

**COMMENTS/SUGGESTIONS:**

### Relationship with City Council

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

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

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

**COMMENTS/SUGGESTIONS:**

### Personal Characteristics

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

Scoring
MASB recommends scoring on the rubric be limited to whole numbers (i.e., 2, 3, etc.); ratings of half numbers may be used if absolutely necessary (i.e., 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.mabs.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>
Table of Contents

A. Governance & Board Relations .......................................................................................................................... 4
B. Community Relations .......................................................................................................................................... 6
C. Staff Relations ..................................................................................................................................................... 8
D. Business & Finance ............................................................................................................................................ 10
E. Instructional Leadership ....................................................................................................................................... 12
F. Determining the Professional Practice Rating ................................................................................................. 14
G. Other Required Components of Evaluation ....................................................................................................... 15
   Student Growth ................................................................................................................................................... 15
   Progress Toward District-Wide Goals .................................................................................................................... 15
H. Compiling the Summative Evaluation Score ....................................................................................................... 16
   Appendix A – Research Base ................................................................................................................................ 17
   Appendix B – Process for Completing Year-End Evaluation for Superintendent ...................................................... 18
   Appendix C – Conducting the Formal Evaluation and Conference ......................................................................... 19
   Appendix D – Considerations Related to the Closed Meeting Exception .................................................................. 20
   Appendix E – Possible Timelines for Evaluation of the Superintendent ................................................................. 21
   Appendix F – Establishing Performance Goals for the Superintendent ....................................................................... 22
   Appendix G – Evidence ......................................................................................................................................... 23
   Appendix H – Possible Evidence of Performance .................................................................................................. 24
   Appendix I – Contingencies .................................................................................................................................... 26
   Appendix J – Student Growth .................................................................................................................................... 27
   Appendix K – Developing an Individual Development Plan for the Superintendent ..................................................... 28
   Appendix L – Training ............................................................................................................................................. 29
Authors ........................................................................................................................................................................ 30
<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>A1</td>
<td>Policy involvement&lt;br&gt;Professional Standards for&lt;br&gt;Educational Leaders: 2, 9</td>
<td>Makes decisions without regard to adopted policy. Provides correspondence from policy&lt;br&gt;provider with recommendation(s) for adoption. Follows as written.</td>
<td>Is actively involved in the development, recommendation and administration of district policies.</td>
<td>Is proactive in the determination of district needs and policy priorities.</td>
<td></td>
</tr>
<tr>
<td>A2</td>
<td>Goal development&lt;br&gt;Professional Standards for&lt;br&gt;Educational Leaders: 1, 9, 10</td>
<td>Goals are not developed. Goals are defined by implementing state curriculum and seeking to&lt;br&gt;maximize student scores.</td>
<td>Facilitates the development of short-term goals for the district. Provides&lt;br&gt;the necessary financial strategies to meet those goals.</td>
<td>Believes in and facilitates the development of short-/long-term goals for the district. Aligns the available resources within the budget to accomplish these goals.</td>
<td></td>
</tr>
<tr>
<td>A3</td>
<td>Information&lt;br&gt;Professional Standards for&lt;br&gt;Educational Leaders: 2, 7, 9</td>
<td>Does not provide the information the board needs to perform its responsibilities.</td>
<td>Keeps only some members informed, making it difficult for the board to perform its responsibilities.</td>
<td>Keeps the board informed with appropriate information as needed so it may perform its responsibilities.</td>
<td></td>
</tr>
<tr>
<td>A4</td>
<td>Materials and&lt;br&gt;background&lt;br&gt;Professional Standards for&lt;br&gt;Educational Leaders: 7, 9</td>
<td>Meeting materials aren't readily available. Members arrive at meetings without enough prior&lt;br&gt;information regarding agenda or background information.</td>
<td>Meeting materials are incomplete and don't include adequate background information or historical perspective.</td>
<td>Materials are provided. Background and historical perspective are included. Recommendations are included.</td>
<td></td>
</tr>
<tr>
<td>A5</td>
<td>Board questions&lt;br&gt;Professional Standards for&lt;br&gt;Educational Leaders: 2, 7, 9</td>
<td>Board questions aren't fully answered and some information may be incorrect. Some questions may be avoided.</td>
<td>Most board questions are answered. All members aren't apprised of all relevant questions/answers.</td>
<td>Board questions are addressed with follow-up to members. Board questions are answered thoroughly with communication to all members to ensure understanding.</td>
<td></td>
</tr>
<tr>
<td>A6</td>
<td>Board development&lt;br&gt;Professional Standards for&lt;br&gt;Educational Leaders: 6</td>
<td>Doesn't promote and does not budget for board development. When prompted, provides members&lt;br&gt;with information about board development. Provides members with information regarding board development opportunities when they arise and budget for board development.</td>
<td>Actively encourages board development by seeking and communicating opportunities. Ensures funding is aligned to board development plan.</td>
<td></td>
<td></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>
### B. Community Relations

**Weight: 15%**

<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>B1</td>
<td>Parent feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</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>Readily accepts parent input and engages parents in district-wide goal setting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2</td>
<td>Communication with community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</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></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3</td>
<td>Community feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</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>Readily accepts community input and engages community in district-wide goal setting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B4</td>
<td>Media relations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</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></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B5</td>
<td>District image</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</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></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B6</td>
<td>Approachability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Standards for Educational Leaders: 1, 8</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></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Category rating:**

- Artifacts that may serve as evidence of performance in this domain:
  - Strategic planning agenda(s)
  - Communications
  - Service club membership(s)
  - Community meeting attendance
  - News clips/interviews
  - Community engagement calendar
  - Meeting invitations, agendas
  - Press releases
  - Community meeting agendas

---

6 Michigan Association of School Boards | 517.327.5900
2016 Superintendent Evaluation
B. Community 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>
### 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  
(Feedback 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: ""
C. Staff Relations - continued

<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 agenda/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>
<th>Goal:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidence:</td>
<td></td>
</tr>
</tbody>
</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>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ineffective (1 pt)</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>D1 Budget development and management</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.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>D2 Budget reports</td>
<td>Doesn't report financial information to the board except with the annual audit.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>D3 Financial controls</td>
<td>Annual audit has revealed areas that are in need of improvement. Financial accounts aren't in order.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>D4 Facility management</td>
<td>A facilities management plan is not created. Maintenance is only performed when absolutely needed.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>D5 Resource allocation</td>
<td>Resources are allocated without consideration of district needs.</td>
</tr>
</tbody>
</table>

Category rating:
- 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
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>
</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>

---
## E. Instructional Leadership

**Weight: 30%**

<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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E1</strong></td>
<td>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 inconsistent with state law.</td>
<td>Evaluations are completed in a timely manner. Some less than &quot;effective&quot; staff lack individualized development plans.</td>
</tr>
<tr>
<td><strong>E2</strong></td>
<td>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>
</tr>
<tr>
<td><strong>E3</strong></td>
<td>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>
</tr>
<tr>
<td><strong>E4</strong></td>
<td>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.</td>
<td>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>
</tr>
<tr>
<td><strong>E5</strong></td>
<td>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.</td>
<td>Teachers are encouraged to enhance their instructional skills and embrace technology, but no comprehensive program 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>
</tr>
<tr>
<td><strong>E6</strong></td>
<td>Student feedback Professional Standards for Educational Leaders: 3, 5</td>
<td>Doesn’t accept input or seek student feedback.</td>
<td>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>
</tr>
<tr>
<td><strong>E7</strong></td>
<td>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>
</tr>
</tbody>
</table>
### E. Instructional Leadership - continued

<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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E8</strong></td>
<td>Support for students for Educational Standards: 3, 5</td>
<td>Academic supports are in place, but are inconsistent.</td>
<td>Academic supports are in place but social supports to meet the needs of students are lacking.</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>
</tr>
<tr>
<td><strong>E9</strong></td>
<td>Professional knowledge for Educational Leaders: 2, 4, 6</td>
<td>Is uninvolved in current instructional programs.</td>
<td>Is somewhat knowledgeable of current instructional programs. Rely 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. 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
- Staff development plan
- Professional development calendar
- Instructional model(s)
- Coaching documentation
- Observational data from staff
- Documentation of 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>
</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>
</table>

---

13 Michigan Association of School Boards | 517.327.5900

2016 Superintendent Evaluation
### F. Determining the Professional Practice Rating

<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

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.\(^1\)

<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

Component score:

\(^1\) 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.

Progress Toward District-Wide Goals

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 80% 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

Component score:
### 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% (.65)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Student Growth (Component score, p. 15)</td>
<td>25% (.25)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Progress Toward District-Wide Goals (Component score, p. 15)</td>
<td>10% (.1)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Total Possible</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Score: [ ]**

**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: ____________________________

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

**Advantage:** Aligns with the school year. It is compatible with natural flow of the school year as well as hiring cycle for most superintendents.

**Advantage:** Aligns with contract renewal cycle in many cases. Boards of Education must provide superintendents 90 days’ notice in the event of nonrenewal of contract.

---

**Beginning of cycle:**
Board of Education and superintendent mutually agree upon:
- System (instrument) to be used
- Timeline and key dates
- Goals, benchmarks and evidence
- How evaluation will be compiled, i.e., consensus or average
- How evaluation will be shared with superintendent
- How evaluation will be shared with the community

**Informal update:**
- Board president shares any specific questions/concerns from board members
- Superintendent provides a written update to the board on goals, expectations and indicators of success
- Board offers input on status/progress to-date

**Mid-cycle formal update:**
- Board president provides questions from the board prior to meeting
- Superintendent provides update on progress with available evidence
- Board seeks clarification if needed
- Discussion on progress and goals
- Adjustments to course or goals are discussed

**Annual evaluation:**
- Superintendent performs self-evaluation; presents portfolio with evidence to Board of Education
- Board members review portfolio prior to evaluation, seek clarification as needed
- Board president or consultant facilitate evaluation
- Formal evaluation is presented to and adopted by Board of Education
- Board president and superintendent coordinate public statement regarding superintendent performance
Appendix F – Establishing Performance Goals for the Superintendent

The MASA 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 appendixes 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.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administrative &quot;calendar&quot;—critical dates calendar (IE due dates, etc.) and board presentation cycle/annual reports</td>
</tr>
<tr>
<td>2</td>
<td>Administrative team book study (agenda and minutes)</td>
</tr>
<tr>
<td>3</td>
<td>Administrative team meeting agendas</td>
</tr>
<tr>
<td>4</td>
<td>Affirmative action plan</td>
</tr>
<tr>
<td>5</td>
<td>Agendas and/or minutes from community planning meetings, including key communicators meetings</td>
</tr>
<tr>
<td>6</td>
<td>Auditor's report</td>
</tr>
<tr>
<td>7</td>
<td>Background checks verification</td>
</tr>
<tr>
<td>8</td>
<td>Board and administrative goals</td>
</tr>
<tr>
<td>9</td>
<td>Board meeting agendas</td>
</tr>
<tr>
<td>10</td>
<td>Board policy and administrative policy enforcement that's reflective of a &quot;new&quot; vision with supporting materials</td>
</tr>
<tr>
<td>11</td>
<td>Bullying/harassment programs</td>
</tr>
<tr>
<td>12</td>
<td>Character education program data</td>
</tr>
<tr>
<td>13</td>
<td>Civic group presentations</td>
</tr>
<tr>
<td>14</td>
<td>Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)</td>
</tr>
<tr>
<td>15</td>
<td>Collaborative partners (documentation)</td>
</tr>
<tr>
<td>16</td>
<td>Collaborative sharing of programs, etc. (agenda and minutes)</td>
</tr>
<tr>
<td>17</td>
<td>Common teacher instructional planning time</td>
</tr>
<tr>
<td>18</td>
<td>Communication &quot;vehicles&quot; that make the school vision visible to stakeholders including using technology</td>
</tr>
<tr>
<td>19</td>
<td>Communications with parents</td>
</tr>
<tr>
<td>20</td>
<td>Community survey</td>
</tr>
<tr>
<td>21</td>
<td>Comprehensive School Improvement Plan</td>
</tr>
<tr>
<td>22</td>
<td>Customer satisfaction indices</td>
</tr>
<tr>
<td>23</td>
<td>Curriculum team meeting agendas</td>
</tr>
<tr>
<td>24</td>
<td>Curriculum and instructional audit</td>
</tr>
<tr>
<td>25</td>
<td>Data on outreach programs</td>
</tr>
<tr>
<td>26</td>
<td>Department of Education site visit summative report</td>
</tr>
<tr>
<td>27</td>
<td>Dynamic Indicators of Basic Early Literacy Skills Data</td>
</tr>
<tr>
<td>28</td>
<td>Development of wiki, blogs, etc. to collect feedback on specific issues in the district</td>
</tr>
<tr>
<td>29</td>
<td>District Budget</td>
</tr>
<tr>
<td>30</td>
<td>District-wide School Improvement Plan</td>
</tr>
<tr>
<td>31</td>
<td>Distribution of research to administrative team and teachers</td>
</tr>
<tr>
<td>32</td>
<td>Diversity training/awareness plan</td>
</tr>
<tr>
<td>33</td>
<td>Documentation of coaching for instruction, curriculum or assessment</td>
</tr>
<tr>
<td>34</td>
<td>Documentation of coaching and evaluation of principals</td>
</tr>
<tr>
<td>35</td>
<td>Economic vision (participation with community development groups)</td>
</tr>
<tr>
<td>36</td>
<td>Election results that impact tax levies</td>
</tr>
<tr>
<td>37</td>
<td>Emergency/Crisis Plans</td>
</tr>
<tr>
<td>38</td>
<td>Employee handbooks</td>
</tr>
<tr>
<td>39</td>
<td>Enrollment plans</td>
</tr>
<tr>
<td>40</td>
<td>Equity district-wide program results</td>
</tr>
<tr>
<td>41</td>
<td>Evidence of annual review of district's mission statement and alignment to practice</td>
</tr>
<tr>
<td>42</td>
<td>Evidence of implementation of formal project management techniques</td>
</tr>
<tr>
<td>43</td>
<td>Evidence of relationship building (notes, cards, emails, etc.)</td>
</tr>
<tr>
<td>44</td>
<td>Evidence of teachers examining student achievement data</td>
</tr>
<tr>
<td>45</td>
<td>Feedback from a wide variety of stakeholders about performance as the superintendent</td>
</tr>
<tr>
<td>46</td>
<td>Formal and informal community partnership agreements and plans</td>
</tr>
<tr>
<td>47</td>
<td>Formative assessments to inform instruction</td>
</tr>
<tr>
<td>48</td>
<td>Grants secured/applied for—alignment to goals of the district sustainability</td>
</tr>
<tr>
<td>49</td>
<td>Growth goals for administrators</td>
</tr>
<tr>
<td>50</td>
<td>Hiring process (guidelines, procedures, schedules)</td>
</tr>
<tr>
<td>51</td>
<td>House calls—contact with parents and partners (documentation)</td>
</tr>
<tr>
<td>52</td>
<td>Induction plan for board members for understanding of school finance (confidence of board members' understanding)</td>
</tr>
<tr>
<td>53</td>
<td>Involvement with &quot;school safety&quot; organizations (documentation)</td>
</tr>
<tr>
<td>54</td>
<td>Instructional model</td>
</tr>
<tr>
<td>55</td>
<td>Instruction-related professional development/growth plans</td>
</tr>
<tr>
<td>56</td>
<td>iPad audible book study</td>
</tr>
<tr>
<td>57</td>
<td>Job-embedded PD on instruction</td>
</tr>
<tr>
<td>Number</td>
<td>Description</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
</tr>
<tr>
<td>58</td>
<td>Leadership library (documentation)</td>
</tr>
<tr>
<td>59</td>
<td>Level of volunteerism (documentation)</td>
</tr>
<tr>
<td>60</td>
<td>Linkage of Professional Development Model to student achievement goals (documentation)</td>
</tr>
<tr>
<td>61</td>
<td>Log of school visits and conversations with staff (includes emails)</td>
</tr>
<tr>
<td>62</td>
<td>Log of school visits and presentations</td>
</tr>
<tr>
<td>63</td>
<td>Meaningful interpretive reports of student achievement data delivered in lay language</td>
</tr>
<tr>
<td>64</td>
<td>Media—Newsletter/paper articles/website</td>
</tr>
<tr>
<td>65</td>
<td>Meeting logs of times with administrative staff/support staff</td>
</tr>
<tr>
<td>66</td>
<td>Membership and service to service clubs (documentation)</td>
</tr>
<tr>
<td>67</td>
<td>Michigan Student Test of Educational Progress Data</td>
</tr>
<tr>
<td>68</td>
<td>Michigan Top-to-Bottom School Rankings</td>
</tr>
<tr>
<td>69</td>
<td>Minutes of the School Improvement Advisory Committee meetings</td>
</tr>
<tr>
<td>70</td>
<td>Monthly calendars</td>
</tr>
<tr>
<td>71</td>
<td>National Assessment of Educational Progress Data</td>
</tr>
<tr>
<td>72</td>
<td>Needs assessments/satisfaction surveys/focus groups</td>
</tr>
<tr>
<td>73</td>
<td>Notes from data officials</td>
</tr>
<tr>
<td>74</td>
<td>Number of visits to website</td>
</tr>
<tr>
<td>75</td>
<td>Observational data from board, staff, etc.</td>
</tr>
<tr>
<td>76</td>
<td>Open houses (documentation)</td>
</tr>
<tr>
<td>77</td>
<td>Opening day PowerPoint-type presentation</td>
</tr>
<tr>
<td>78</td>
<td>Parenting classes—numbers</td>
</tr>
<tr>
<td>79</td>
<td>Parent-teacher conference numbers</td>
</tr>
<tr>
<td>80</td>
<td>Participation in social/fraternal organizations (documentation)</td>
</tr>
<tr>
<td>81</td>
<td>Participation in youth-oriented organizations (documentation)</td>
</tr>
<tr>
<td>82</td>
<td>Participation on state, regional, national initiatives (documentation)</td>
</tr>
<tr>
<td>83</td>
<td>PBS—Positive Behavior Supports—control/theory/SAFE/00/64/79/CHAMPS implementation plans</td>
</tr>
<tr>
<td>84</td>
<td>Podcasts/video communicating district vision and accomplishments</td>
</tr>
<tr>
<td>85</td>
<td>Policies/procedures for management of funds</td>
</tr>
<tr>
<td>86</td>
<td>Preschool—community partnership plans</td>
</tr>
<tr>
<td>87</td>
<td>Presentations to groups, including teachers (shareholders/stakeholders)</td>
</tr>
<tr>
<td>88</td>
<td>Professional Development Plan</td>
</tr>
<tr>
<td>89</td>
<td>Program evaluation and process result</td>
</tr>
<tr>
<td>90</td>
<td>Reflective journals</td>
</tr>
<tr>
<td>91</td>
<td>Record of solicitation of feedback</td>
</tr>
<tr>
<td>92</td>
<td>Reports and celebrations of student achievement to board and other audiences</td>
</tr>
<tr>
<td>93</td>
<td>School comparisons charts from CEP</td>
</tr>
<tr>
<td>94</td>
<td>Special Education delivery plan</td>
</tr>
<tr>
<td>95</td>
<td>Staff handbook</td>
</tr>
<tr>
<td>96</td>
<td>School Improvement Plans</td>
</tr>
<tr>
<td>97</td>
<td>Staff recruitment plan</td>
</tr>
<tr>
<td>98</td>
<td>Student achievement data</td>
</tr>
<tr>
<td>99</td>
<td>Surveys of staff/community</td>
</tr>
<tr>
<td>100</td>
<td>Symbolic “pins,” other symbols—celebrations, etc.</td>
</tr>
<tr>
<td>101</td>
<td>Teacher mentor program</td>
</tr>
<tr>
<td>102</td>
<td>Trends in Career Development Plan—goals</td>
</tr>
<tr>
<td>103</td>
<td>Work with city council on city/school initiatives (documentation)</td>
</tr>
<tr>
<td>104</td>
<td>Work with School Improvement Advisory Committee (documentation)</td>
</tr>
<tr>
<td>105</td>
<td>Written communications</td>
</tr>
<tr>
<td>106</td>
<td>Written proposals for innovative practices</td>
</tr>
<tr>
<td>107</td>
<td>Written recommendations on difficult issues</td>
</tr>
</tbody>
</table>
Appendix I - 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 regard 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 (CBA’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-Marinillo, Ed.D., Superintendent of Schools, Victor CSD
- Randall W. Squier, CAS, Superintendent of Schools, Coxsackie-Athens CSD
- Kathryn Wegman, Superintendent of Schools (retired), Marlon CSD
Executive Director Evaluation

October 1, 2015-September 30, 2016

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). 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.

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

Comments/Goals for Planning and Strategy:
### Program Management

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

**Comments/Goals for Program Management:**
### Financial Management

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strong Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Executive Director develops and maintains financial procedures that are in compliance with federal, state and local regulations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director works within the framework of an approved annual budget.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director develops fundraising strategies that maintain or increase monies available to the Agency.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director develops realistic and creative fundraising plans that increase Agency revenues.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director monitors Agency costs and assures adequate controls over Agency funds.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Comments/Goals for Financial Management:**

### Human Resources & Leadership Management

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strong Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Executive Director ensures compliance with personnel policies as well as state and federal regulation on employment issues.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director establishes and makes use of an effective management team.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director builds and maintains a high level of morale among staff.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director models effective behaviors and skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Comments/Goals for Human Resources & Leadership Management:**
<table>
<thead>
<tr>
<th>Community Relations</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Executive Director serves as an effective spokesperson for the Agency.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director establishes sound relationship with community groups and organizations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<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>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments/Goals for Community Relations

<table>
<thead>
<tr>
<th>Board Relations</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Executive Director provides support to Board Committees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director informs the Board properly on the condition of the Agency and all important factors influencing it.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Executive Director provides proper follow up as requested by Board members.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>N/A</th>
<th><strong>Essential Job Duties</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>M</td>
<td>N</td>
<td>N/A</td>
<td>1. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>2. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>3. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>4. 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 budge process methods. Appropriate and timely information to the board regarding budget concerns and issues.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>5. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>6. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>7. 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>
</tr>
<tr>
<td>E</td>
<td>M</td>
<td>N</td>
<td>N/A</td>
<td>Essential Job Duties (continued)</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>-----</td>
<td>----------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8. Ensures that operational direction and supervision is adequately supervised and provides direction to managerial, professional and support staff, delegating as necessary.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10. Maintains a strong working knowledge of current trends in health care specifically with regard to mental health, substance abuse, and developmental disabilities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>13. Maintains productivity standards relative to the requirements of the position.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14. 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15. Responsible for knowledge about consumer recipient rights and procedures governing them, including the results from recipient rights issues.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16. Responsible for the knowledge, and adherence to, all CMHA-CEI policies, procedures and the Michigan Mental Health Code.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>17. 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>
</tr>
<tr>
<td>Administrative Skills:</td>
<td>Able to structure activities and coordinate the use of resources in a way that maximizes productivity and efficiency, while maintaining high ethical standards.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Skills:</td>
<td>Takes charge and initiates action, directs and motivates the activities of others toward the accomplishment of meaningful goals.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpersonal Skills:</td>
<td>Interacts with others in ways that enhance understanding and respect, develops smooth working relationships, and deals effectively and productively with conflict.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication Skills:</td>
<td>Sends and receives information clearly, accurately and effectively, both verbally and in writing.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Adaptability:</td>
<td>Responds appropriately and confidently to the demands of work challenges when confronted with change, ambiguity, adversity or other pressures.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Motivation:</td>
<td>Establishes high performance standards and works hard to attain those standards. Takes initiative, and demonstrates commitment to ongoing professional growth.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cognitive Skills:</td>
<td>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>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</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 of 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.
October 6, 2016

Commissioner Deb Nolan
Ingham County Services Committee
P.O. Box 319
Mason, Michigan 48854

Re: Major Joel Maatman

Dear Commissioner Nolan:

As you may already know, I decided to discharge Major Joel Maatman from his employment with the Ingham County Sheriff’s Office. Major Maatman offered to resign, in lieu of discharge, if the following condition is met:

1. He has requested to be paid six (6) months’ salary following his resignation of employment. The Managerial Plan provides up to six (6) months’ salary (with County Services Committee’s approval), which is allowed as he is a 9 ½ year employee.

In exchange for the above, Major Maatman will sign a resignation agreement, including a release and waiver of any claims against the County and the Sheriff.

I would be pleased to discuss this request with you at your convenience.

Sincerely,

Gene L. Wriggelsworth
Ingham County Sheriff

GLW/lan
Cc: Carol Koenig, Vice-Chairperson, County Services Committee
    Victor Celentino, Commission, County Services Committee
    Rebecca Bahar-Cook, Commission, County Services Committee
    Penelope Tsermoglou, Commission, County Services Committee
    Kara Hope, Commission, County Services Committee
    Randy Maiville, Commission, County Services Committee