

General Government Committee

11/30/2010

304 E. Grand River Ave., Howell, MI - BOARD Chambers

3:00 PM

AGENDA

- 1. CALL MEETING TO ORDER**
 - 2. APPROVAL OF AGENDA**
 - 3. REPORTS**
 - 4. CALL TO THE PUBLIC**
 - 5. RESOLUTIONS FOR CONSIDERATION**
-
- 6. Animal Control**
RESOLUTION TO AMEND THE ANIMAL CONTROL/ANIMAL SHELTER FEE SCHEDULE
-
- 7. Administration**
RESOLUTION APPOINTING THE LIVINGSTON COUNTY ANIMAL CONTROL DIRECTOR - County Administration
-
- 8. Administration**
RESOLUTION APPROVING THE HIRING/CONTRACTING OF A TEMPORARY, PART-TIME, CERTIFIED LEVEL IV ASSESSOR IN THE EQUALIZATION DEPARTMENT - Equalization
-
- 9. ADJOURNMENT**

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

**RESOLUTION TO AMEND THE ANIMAL CONTROL/ANIMAL SHELTER FEE
SCHEDULE – ANIMAL CONTROL/General Government/Finance/Board**

WHEREAS, at various times throughout the year the cat population at the shelter is exceeded,
and

WHEREAS, a positive method used by numerous county animal shelters throughout the state
to encourage the adoption of cats is to offer the adoption of a second cat for an
additional one dollar when a cat is adopted at the regular fee, and

WHEREAS, this approach is in keeping with the county philosophy of encouraging animal
adoptions whenever feasible.

THEREFORE BE IT RESOLVED that the Board of Commissioners authorize the adoption of
a second cat for one dollar when a cat is adopted at the regular fee, and

BE IT FURTHER RESOLVED that all other fees at Animal Control/Animal Shelter remain in
effect as authorized.

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MOVED:

SECONDED:

CARRIED:



LIVINGSTON COUNTY, MICHIGAN
DEPARTMENT OF ANIMAL CONTROL

Phone 546-2154 **Fax** 546-0232
Web Site: co.livingston.mi.us

Memorandum

To: Livingston County Board of Commissioners
From: Ted Westmeier/Deborah Oberle
Date: November 22, 2010
Re: Resolution to Amend the Animal Control Fee Schedule

The attached resolution is requesting the Board of Commissioners to authorize an amendment to the fee schedule which will permit the adoption of a second cat for one dollar when a single cat is adopted at the regular fee. This is a method used by many county animal control operations to encourage the adoption of cats. At times the cat population at the shelter is at or exceeding capacity. This is a positive approach to assist in adopting stray or unwanted cats.

Should you have any questions or concerns do not hesitate to contact us. Thank you.

RESOLUTION

NO: 2010-12-

LIVINGSTON COUNTY

DATE: December 20, 2010

RESOLUTION APPOINTING THE LIVINGSTON COUNTY ANIMAL CONTROL DIRECTOR - GENERAL GOVERNMENT: 11.30.10 / FINANCE: 12.8.10 / FULL BOARD-12.20.10

WHEREAS, Livingston County has a need to fill the vacant Animal Control Director position; and

WHEREAS, this position is vital to Livingston County operations;

WHEREAS, the Animal Control Department is a small department consisting of Five (5) full-time & Four (4) part-time employees and it is recommended that the Animal Control Department be made a division of the Health Department to provide support and mentoring; and

THEREFORE BE IT RESOLVED that Livingston County Board of Commissioners hereby accepts the recommendation of the County Administrator to appoint **DEBBIE OBERLE** as the Livingston County **ANIMAL CONTROL DIRECTOR** at Grade M, Step 1: \$52,274.95, effective November 16, 2010; and

BE IT FURTHER RESOLVED that Livingston County Board of Commissioners moves the department of Animal Control to a Division of the Health Department.

CURRENT POSITIONS		
POSITION TITLE	FULL -TIME #	PART -TIME #
Director	1	
Animal Control Officer	2	2
Shelter Assistant	1	2
Veterinarian		1
TOTALS:	4	5

REQUESTED POSITIONS		
POSITION TITLE	FULL -TIME #	PART -TIME #
Director	1	
Animal Control Officer	2	2
Shelter Assistant	1	2
Veterinarian		1
TOTALS:	4	5

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MOVED:

SECONDED:

CARRIED:

HEALTH

DEPARTMENT



HEALTH OFFICER
TED WESTMEIER



BUSINESS
MANAGER II
**CONTRACT
EMPLOYEE**



ENVIRONMENTAL
DIRECTOR



EMERGENCY
PREPAREDNESS
COORDINATOR



ANIMAL CONTROL
DIRECTOR



PERSONAL PREVENTIVE
DIRECTOR



MEDICAL DIRECTOR



ADMINISTRATIVE
AID

50-50 with
Jackson Co.
Health Dept.

FTEs = 37.6



HEALTH EDUCATOR
SUPERVISOR



2 - PUBLIC HEALTH
SUPERVISORS



OFFICE
SPECIALIST



4 - PUBLIC
HEALTH
NURSE II's



2 - PART-TIME
PUBLIC HEALTH
NURSE II



PROGRAM
CLERKS
3 = FULL-TIME
1 = PART-TIME



COMMUNICABLE
DISEASE CLERK



HEARING /
VISION
COORDINATOR



4 - PART-TIME
HEARING / VISION
TECHNICIANS



NUTRITIONIST



FOOD SERVICE
SUPERVISOR



SENIOR ENV.
CLERK



SANITARIAN II's
6



GROUNDWATER
SPECIALIST

Health: 60%
Drain: 40%



2 FULL-TIME
CONTROL
OFFICERS



1 FULL-TIME
SHELTER
ASSISTANT



2 PART-TIME
CONTROL
OFFICERS
[20 HOURS @]



2 PART-TIME
SHELTER
ASSISTANT
[20 HOURS @]



PART-TIME
VETERINARIAN

**LIVINGSTON COUNTY
REQUEST FOR EXCEPTION TO THE HIRING FREEZE**

Request Submitted by: **BELINDA M. PETERS - COUNTY ADMINISTRATOR**

Title of Position to be Filled: **ANIMAL CONTROL DIRECTOR** Salary: **\$52,274.95**

Annual Cost of Budgeted Position: **\$ 72,635** Projected Cost for the next 5 years: **\$ 385,625**

New Position/Classification (Yes/No): **No**

If No: Name of Employee Last Occupying this Position: **ANNE BURNS**

To Temporarily Replace an Employee who is on approved leave of absence:

Name of Employee on Leave:

Date of Expected Return:

When did the position become vacant? **NOVEMBER 15, 2010**

Has sufficient time been given to properly compensate for vacation and/or sick pay-offs to insure personnel expenses do not exceed the authorized budget?

Yes.

- Briefly describe this position and why you believe that it is essential enough to warrant an exception to the overall Livingston County hiring freeze. Provide a copy of the job description.

This position is responsible for directing the activities of the County's Animal Control Services and Animal Shelter. Please see Job Description attached.

- Indicate if this is a mandated program/service by citing the act, rule, resolution, order, etc. that has necessitated this work. Also, if mandated, explain what effect this program/service has on current operations. If not mandated, outline the reason(s) for the department providing this task/work.

This position, in and of itself, is not mandated. However, if the Board of Commissioners elects to have an Animal Control Department, then the Dog Law of 1919, Act 339 of 1919, mandates the need for at least One (1) Animal Control Officer (1919 PA 339, MCL 287.261 to 287.290)

FUNCTIONS	MANDATED	RESOLUTION
Administer dog damage reimbursement program	MCLA 287.283	X
Sell dog licenses	MCLA 287.267	X
Provide Animal Control services	MCLA 287.289a	#487-085

FUNCTIONS	MANDATED	RESOLUTION
Provide shelter, board and care to animals	MCLA 287.289	#487-085
Provide animal adoption services	X	#487-085
Pick up stray animals	X	#487-085
Inspect dog kennels	X	#487-085
Spay & neuter adoptees	MCLA 287.338a	X

3. Budgeted department head count for the past five years:

JANUARY 2006		JANUARY 2007		JANUARY 2008		JANUARY 2009		JANUARY 2010	
FULL	PART	FULL	PART	FULL	PART	FULL	PART	FULL	PART
7	1	7	1	7	1	5	5	5	4

Please explain changes: Initially, the regular full-time Animal Control Officer's (ACO's) were on-call after hours, weekends and holidays for emergencies and paid overtime and benefits. In order to cut down on the payment of overtime, temporary part-time "on-call" employees were hired to eliminate the cost of benefits. Also, pursuant to the County's policy, any full-time positions that were vacated were replaced with part-time personnel, when possible.

4. Does the vacant position for which an exemption is being requested perform essential function(s) that cannot be performed with the existing staff resources within Livingston County? Identify all special skills, education and/or licensing requirements for the position.

Yes. The position of Animal Control Director is an essential and extremely public position. Please see the attached Job Description for Licensing, Certification, Qualification, Knowledge / Skill Requirements.

5. Recognizing that all Elected Officials/Department Heads are expected to provide quality supervision and be creative problem solvers, how could the department reassign work and/or personnel to get all essential work of the department done without additional hiring?

Due to the Board of Commissioners' election to have an Animal Control Department, we are mandated to have at least One (1) Animal Control Director. The reassignment of work and/or personnel would not fulfill State requirements, nor provide the County with the essential and quality supervision that is needed.

6. Specifically list three reasonable options if your request to replace a position is denied.

- ① Partner with a Humane Society, non-profit agency or another County.
- ② Hire a part-time Director; however, this department has already reduced headcount.
- ③

7. What are the consequences of deferring the vacant position over the next several months and beyond?

Due to the Board of Commissioners' election to have an Animal Control Department, we are mandated to have at least One (1) Animal Control Director.

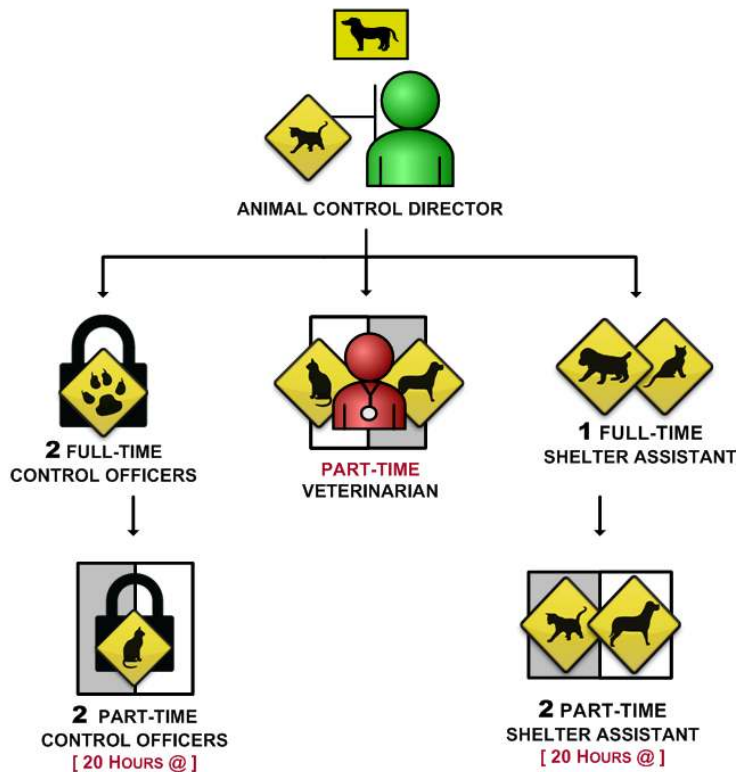
8. What budget saving measures has this department implemented? Have additional measures been identified?

Initially, the regular full-time ACO's were on-call after hours, weekends and holidays for emergencies and paid overtime and benefits. In order to cut down on the payment of overtime, temporary part-time "on-call" employees were hired to eliminate the cost of benefits. Also, pursuant to the County's policy, any full-time positions that were vacated were replaced with part-time personnel, when possible.

9. What position or other costs would you be willing to drop to enable hiring – if that becomes necessary to obtain approval for hire?

Eliminate the sheltering of cats and just perform our mandated function of animal control.

10. Please provide additional information regarding the staff of this department (i.e. organizational charts, workflow chart, staff on leaves from work/job restrictions, employee training downtime, etc.) to determine the workforce available for accomplishing the necessary tasks/services.



11. Is the work required by statute to be performed at the County level or can it be shared with other Counties? With local governments?

The local units within the county do not have animal control departments. They rely on the County for that service.

12. Explain what services can be provided by others, private sector or non-profit?

Humane Society or rescue groups also shelter animals. During the peak seasons they are all at maximum capacity. Volunteers can assist with specific sheltering duties.

13. Are there other County employees with the skills and knowledge that can be transferred from another department thereby shifting the vacancy to another department where the position will not be filled?

No.

14. Has the use of temporary employees been evaluated to handle the work? Please provide explanation(s).

No.

15. Has the use of part-time (less than 30 hours) employees been evaluated for feasibility and cost-effectiveness to accomplish the work? Please provide explanation(s).

This position and its requirements / responsibilities cannot be filled with part-time personnel.

16. Has current staff been working overtime and, if so, how much is currently being worked or how much is planned to be worked per week (on the average)?

No.

17. Has cross-trained staff been fully utilized to maximize the output of existing staff? Please provide explanation(s).

Yes, some of the ACO's started as Shelter Assistance; therefore, they can perform shelter work.

EMPLOYEE NAME:

JOB TITLE: ANIMAL CONTROL DIRECTOR

POSITION ID#: 101.430-001

EMPLOYEES SUPERVISED:
2 Animal Control Officers
1 Animal Shelter Assistants
2 PT Animal Control Officers
2 PT Animal Shelter Assistants
1 PT Veterinarian

IMMEDIATE SUPERVISOR: Belinda M. Peters

TITLE OF IMMEDIATE SUPERVISOR: County Administrator

FLSA STATUS: Exempt-Professional

DEPARTMENT: Animal Control LOCATION: West Complex

EFFECTIVE: 01/01/10 GRADE M RANGE: \$50,742-\$64,278

WORKERS COMP. CODE: 8831

SUMMARY OF POSITION:

This class is responsible for directing the activities of the County's animal control services and animal shelter.

ESSENTIAL FUNCTIONS:

1. Oversees the administration and operation of the animal shelter, which includes the adoption of animals, the sanitation and cleanliness of facilities, and the safety of staff and customers.
2. Supervises staff to include: prioritizing and assigning work; conducting performance evaluations; ensuring staff are trained; ensuring that employees follow policies and procedures, and maintains a healthy and safe working environment; and, making hiring, termination, and disciplinary recommendations.
3. Oversees the development and implementation of programs, policies and procedures for the department, or as directed by the County Administrator or Board.
4. Oversees the investigation, follow-up, and resolution of citizen complaints, reviews previous daily logs and reports, and responds to complex or sensitive situations; performs duties as an Animal Control Officer as needed.
5. Determines if animals should be euthanized based on department policies and guidelines.
6. Administers and monitors the departmental budget including allocating resources and approving expenditures and coordinating activities with vendors.
7. Ensures compliance with applicable laws, rules, and regulations.
8. Participates in community organizations to promote the department's image and programs and performs related public relations.

GENERAL DUTIES:

1. Will behave and communicate in a manner that promotes a positive work atmosphere.
2. Will maintain an awareness to provide a safe and healthy environment and will report all hazards and/or concerns.
3. Will participate in approved staff development activities, in-services and supervisory sessions.
4. Will adjust work schedule, with supervisory approval, to meet County needs.

JOB DESCRIPTION:
ANIMAL CONTROL OFFICER



5. Will accept other responsibilities and duties required by the supervisor consistent with the objectives and essential functions of this position. Such responsibilities shall be incorporated into the position description if they involve a lengthy commitment of time or are on going.
6. Will advise supervisor if actual practice (activity) begins to deviate significantly from specified essential functions.

SUPPLEMENTARY FUNCTIONS:

1. May represent Livingston County on internal/external committees or work groups to enhance service delivery or service planning.
2. May participate in community education activities.
3. May be required to participate in the periodic evaluation of services and service planning.
4. May receive and assist in resolving complaints or inquiries related to services provided by Livingston County.
5. Will participate in approved emergency activities and/or preparedness drills in the case of a county declared disaster or emergency.

LICENSING or CERTIFICATIONS:

- Deputized by the Livingston County Sheriff Department;
- Certification as an Animal Control Officer (ACO) from the Department of Agriculture.
- Valid MI Driver's License and a good driving record.

QUALIFICATIONS:

1. Bachelor's Degree in Business Administration and
2. Three years of experience related to animal control; or, a combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

Knowledge of:

- Managerial principles;
- Business administration principles;
- Animal behavior principles;
- Communication and public relations principles;
- Applicable local, state and federal laws, rules, and regulations.

Skill in:

- Supervising and evaluating employees;
- Prioritizing and assigning work;
- Implementing programs;
- Maintaining good public relations;
- Observing and assessing animal behavior;
- Developing and implementing policies and procedures;
- Must be able to maintain cooperative working relationships and possess good interpersonal skills and be able to work within a team structure.
- Ability to maintain records, prepare and interpret reports and answer questions.
- Ability to maintain effective working relationships and productively serve as a member of a team with employees and the public plus have the ability to deal with problems courteously and tactfully.
- Must have ability to develop computer skills to manage implemented County documentation systems.

STAFF DEVELOPMENT/TRAINING:

- Prevention of Harassment in the Workplace
- Michigan Right to Know

WORKING CONDITIONS:

Physical Requirements:

- Positions in this class typically require: climbing, balancing, stooping, kneeling, crouching, crawling, reaching, standing, walking, pushing, pulling, lifting, fingering, grasping, feeling, talking, hearing, and seeing.
- Medium Work: Exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
- Incumbents may be subjected to fumes, odors, gases, poor ventilation, chemicals, and potentially lethal diseases and animals.
- May be exposed to hazardous materials found in a home or general office environment.
- Use of household cleaning products and disinfectants may be required.

CRITERIA FOR MERIT INCREASES:

- Has developed specific efficiencies in performance of duties.
- Exceeds performance objectives for the position.
- Demonstrates on-going skill development through readings, journals, etc.
- Initiates constructive ideas with supervisor for unit/position performance.
- Administers and monitors departmental budget within specifications outlined by the Board of Commissioners, where total expenditures not exceed authorized budgetary amounts.
- Coordinates the activities of the department and its members forming a cohesive and effective team that can focus on accomplishing the organization mission and purpose in an exemplary manner.
- Provides outstanding direction to the organization by setting an example of the conduct and work ethic expected of all employees.

I understand that failure to comply with all areas of this Position Description could result in disciplinary action. By signing below, I am indicating that I have read and understand all job requirements, agree to abide by them as written, and have received a copy of this document.

Signature of Employee

Signature of Supervisor

Date

Date

POSITION DESCRIPTION ESTABLISHED: 10/04

POSITION DESCRIPTION REVIEWED: 02/08

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

RESOLUTION APPROVING THE HIRING/CONTRACTING OF A TEMPORARY, PART-TIME, CERTIFIED LEVEL IV ASSESSOR IN THE EQUALIZATION DEPARTMENT - Equalization

WHEREAS, the Equalization department is required by the state of Michigan to have a Certified Level IV assessor sign the annual assessment roll, and;

WHEREAS, the interim director is in the process of obtaining the level IV certification and is required to attend a 12 month class that begins in May, 2011, and;

WHEREAS, the exception to hiring freeze questionnaire is attached to this resolution, and;

WHEREAS, the cost of the position will be between \$39,000 and \$49,000 per year for the next two years, and;

WHEREAS, the position referenced in this resolution will be a contract or part-time employee estimated at 15-20 hours per week for the next 2 years.

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby approve the hiring or contracting of the state mandated Certified Level IV assessor at a rate not to exceed \$49,000 per year for the duration of two years while the interim director obtains the proper certification.

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MOVED:
SECONDED:
CARRIED:

LIVINGSTON COUNTY
REQUEST FOR EXCEPTION TO THE HIRING FREEZE

Request Submitted by: **BELINDA M. PETERS - COUNTY ADMINISTRATOR**

Title of Position to be Filled: **PART-TIME EQUALIZATION DIRECTOR** Salary: **\$39,036-49,500**

Annual Cost of Budgeted Position: **\$ 47,000** Projected Cost for the next 2 year request: **\$ 94,000**

New Position/Classification (Yes/No): **NO**

If No: Name of Employee Last Occupying this Position: **KATHY TOWNE (SUE BOSTWICK - INTERIM)**

To Temporarily Replace an Employee who is on approved leave of absence:

Name of Employee on Leave:

Date of Expected Return:

When did the position become vacant? **January 29, 2009. Sue Bostwick has been the Interim Equalization Director.**

Has sufficient time been given to properly compensate for vacation and/or sick pay-offs to insure personnel expenses do not exceed the authorized budget? **NOT APPLICABLE**

1. Briefly describe this position and why you believe that it is essential enough to warrant an exception to the overall Livingston County hiring freeze. Provide a copy of the job description.

The County is mandated by the General Property Tax Act to have a certified Level IV – Michigan Assessment Evaluator. This specific position is responsible for developing the County's equalization programs and overseeing department services and operations. Please see Job Description attached.

2. Indicate if this is a mandated program/service by citing the act, rule, resolution, order, etc. that has necessitated this work. Also, if mandated, explain what effect this program/service has on current operations. If not mandated, outline the reason(s) for the department providing this task/work.

This position is mandated by The General Property Tax Act, Act 206 of 1893, MCL 211.34.

FUNCTIONS	MANDATED
<u>Administration</u> : Assessments are audited through the process of sales and appraisal studies in order to prepare reports required by the Board of Commissioners and the State Tax Commission. The administration of processing the assessment rolls, which consists of the assessed and equalized values and the taxable value both homestead and non-homestead, provides the information necessary to calculate the Millage Reduction Fraction.	MCL 211.34
<u>Mapping</u> : Section 211.34(2) states in part...The county Board of Commissioners shall also make alterations in the description of any land on the rolls as is necessary to render the descriptions conformable to the requirements of this act. Sect 211.34(3) states in part...The county Board of Commissioners, through the department, may furnish assistance....including the development and maintenance of accurate property descriptions.	MCL 211.34
States in part ... The director of the tax or equalization department in each county in this state, as soon as possible after the equalization of the Board of Commissioners of the County of the assessment rolls of the municipalities in that county, and not later than December 1 each year, shall make a report, duly certified, to the state board of assessors, on a form to be provided by the state board of assessors, of the amount of ad valorem taxes to be raised in the municipalities in that county for state, county, municipal, township, school and other purposes, including a statement of the aggregate valuation of the property in each of the municipalities in that county, as taken from the assessment rolls of the municipalities for the year in which the equalization is made ... This is the apportionment report that prior to 2001 was a function of the County Clerk's Office.	Act No. 35 Public Acts of 2001 Effective June 29, 2001
The Director of the Equalization Department to represent the County at preliminary and final State Equalization.	Board Resolution
County Services encompasses the process of assessment notices and assessment rolls and the tax bills and tax rolls. This includes maintaining a current assessment roll. The DS4410A report to the State of Michigan, Department of Education providing the taxable values by school district by unit falls under this program. This is the first in a serious of DS4410 reports to the Department of Education. Equalization creates the original and the County Treasurer's Office completes amended forms up until tax sale.	Necessary
Public Services is the process of providing the general public, other county departments, Realtors, Financial Institutions, etc. with any information available in the Equalization Department.	Necessary

3. Budgeted department head count for the past five years:

JANUARY 2006		JANUARY 2007		JANUARY 2008		JANUARY 2009		JANUARY 2010	
FULL	PART	FULL	PART	FULL	PART	FULL	PART	FULL	PART
9	0	6	0	6	0	5.6	0	4.2	0

Please explain changes: Since 2006, the Equalization Department has lost a Data Coordinator, 1.8 ^(FTEs) Senior Appraiser, an Administrative Aide and its Director,

4. Does the vacant position for which an exemption is being requested perform essential function(s) that cannot be performed with the existing staff resources within Livingston County? Identify all special skills, education and/or licensing requirements for the position.

Yes. Please see the attached Job Description for Licensing / Certifications, Qualifications and Knowledge / Skill Requirements.

5. Recognizing that all Elected Officials/Department Heads are expected to provide quality supervision and be creative problem solvers, how could the department reassign work and/or personnel to get all essential work of the department done without additional hiring?

The position requested is part-time 20 hours per week for approximately 2 years while the Deputy Director obtains her level IV certification.

6. Specifically list three reasonable options if your request to replace a position is denied.

The County is mandated by the General Property Tax Act to have a Certified Level IV – Michigan Assessment Evaluator; therefore, it is not an option to leave this position vacant.

7. What are the consequences of deferring the vacant position over the next several months and beyond?

Non-compliance with state mandates.

8. What budget saving measures has this department implemented? Have additional measures been identified?

Since 2006, the Equalization Department has lost a Data Coordinator, 1.8 ^(FTEs) Senior Appraiser, an Administrative Aide and its Director; equivalent to 4.8 FTE's.

9. What position or other costs would you be willing to drop to enable hiring – if that becomes necessary to obtain approval for hire?

Not Applicable

10. Please provide additional information regarding the staff of this department (i.e. organizational charts, workflow chart, staff on leaves from work/job restrictions, employee training downtime, etc.) to determine the workforce available for accomplishing the necessary tasks/services.

Please see Org Chart Below.

11. Is the work required by statute to be performed at the County level or can it be shared with other Counties? With local governments?

Sharing personnel with the proper Level IV certification is an option that is also being considered and reviewed concurrent with this request.

12. Explain what services can be provided by others, private sector or non-profit?

Not Applicable.

13. Are there other County employees with the skills and knowledge that can be transferred from another department thereby shifting the vacancy to another department where the position will not be filled?

No current employee maintains the Certified Level IV – Michigan Assessment Evaluator credentials.

14. Has the use of temporary employees been evaluated to handle the work? Please provide explanation(s).

The current request is for a part-time 20 hour per week position versus full-time 40 hours per week position.

15. Has the use of part-time (less than 30 hours) employees been evaluated for feasibility and cost-effectiveness to accomplish the work? Please provide explanation(s).

This position is part-time.

16. Has current staff been working overtime and, if so, how much is currently being worked or how much is planned to be worked per week (on the average)?

Yes; however, it is the Certified Level IV – Michigan Assessment Evaluator that is mandated.

17. Has cross-trained staff been fully utilized to maximize the output of existing staff? Please provide explanation(s).

Yes, the Interim Director is currently pursuing her certification.

