

# BOARD OF COMMISSIONERS

8/6/2012

304 E Grand River, Suite 201, Howell, Michigan 48843

7:30 PM

## AGENDA

1. **CALL MEETING TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **CORRESPONDENCE**
5. **CALL TO THE PUBLIC**
6. **APPROVAL OF MINUTES**
  - Meeting Minutes of: July 16, 2012
  - Meeting Minutes of: July 25, 2012
7. **TABLED ITEMS FROM PREVIOUS MEETINGS**
8. **APPROVAL OF AGENDA**
9. **REPORTS**
  - Simulcast System Progress Report
10. **APPROVAL OF CONSENT AGENDA ITEMS (Roll Call)**
  - A. Consent Agenda - Res. 2012-08-222 thru 2012-08-230
11. **RESOLUTIONS FOR CONSIDERATION:**
  - A. Regular Agenda - Res. 2012-08-231 thru 2012-08-237

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**2012-08-222**      **Board of Commissioners**  
RESOLUTION TO APPROVE APPOINTMENT TO THE COMMUNITY  
MENTAL HEALTH AUTHORITY BOARD - Board of Commissioners

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**2012-08-223**      **Building Services**  
RESOLUTION AUTHORIZING CAPITAL IMPROVEMENT EXPENDITURE  
FOR REPLACEMENT OF TWO COMPRESSORS AT EAST COMPLEX -  
Building Services / Finance Committee

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**2012-08-224**      **Circuit Court**  
RESOLUTION AUTHORIZING A CONTRACT WITH LACASA TO SPEND  
FUNDS FROM THE STATE COURT ADMINISTRATIVE OFFICE FAMILY  
TREATMENT COURT GRANT TOWARD OFFERING STRENGTHENING  
FAMILIES, AN EVIDENCE BASED PARENTING PROGRAM FOR  
FAMILIES WITH HISTORY OF SUBSTANCE ABUSE

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**2012-08-225**      **Administration**  
RESOLUTION TO APPROVE A TWO (2) YEAR AGREEMENT WITH ADP  
FOR PAYROLL PROCESSING

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- 2012-08-226**      **Central Dispatch**  
RESOLUTION AUTHORIZING LIVINGSTON COUNTY TO ENTER INTO A GROUND SPACE LEASE AGREEMENT WITH THOMAS AND PRISCILLA DELERUYELLE – PUBLIC SAFETY COMMITTEE, FINANCE COMMITTEE, BOARD OF COMMISSIONERS, 9-1-1 CENTRAL DISPATCH / EMERGENCY MANAGEMENT
- 
- 2012-08-227**      **Human Resources**  
RESOLUTION TO ENTER INTO AN ELECTRONIC DATA DISTRIBUTION INTERCHANGE (EDI) FILE TRANSFER AGREEMENT WITH BLUE CROSS/BLUE SHIELD OF MICHIGAN
- 
- 2012-08-228**      **Human Resources**  
RESOLUTION TO AUTHORIZE HEALTH DECISIONS, INC. TO CONDUCT A HEALTH CARE CLAIM AUDIT AND CLAIM RECOVERY FOR LIVINGSTON COUNTY FOR CLAIMS PAID FOR BY BLUE CROSS & BLUE SHIELD OF MICHIGAN ON BEHALF OF THE COUNTY
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- 2012-08-229**      **Human Resources**  
RESOLUTION TO AFFIRM AND CLARIFY CERTAIN SECTIONS OF THE PERSONNEL MANUAL FOR NON-UNION EMPLOYEES (Human Resources)
- 
- 2012-08-230**      **Human Resources**  
RESOLUTION TO CERTIFY OFFICER DELEGATE, ALTERNATE OFFICER DELEGATE AND EMPLOYEE DELEGATE TO THE 2012 MUNICIPAL EMPLOYEES RETIREMENT SYSTEM ANNUAL MEETING
- 
- 2012-08-231**      **Administration**  
RESOLUTION APPROVING LIVINGSTON COUNTY'S FINANCIAL PARTICIPATION IN THE CONSTRUCTION PHASE OF THE I-96 INTERCHANGE PROJECT AT LATSON AND NIXON ROADS / ADMINISTRATION / FINANCE-7-25-12 / FULL BOARD – 8-6-12
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- 2012-08-232**      **Animal Control**  
RESOLUTION AUTHORIZING FILLING A VACANT FULL-TIME ANIMAL CONTROL OFFICER POSITION AND A VACANT FULL-TIME ANIMAL CONTROL ASSISTANT POSITION - Finance/Board
- 
- 2012-08-233**      **Jail**  
INMATE WORK PROGRAM - HIRING OF PART-TIME DEPUTY - Public Safety/Finance/Board
- 
- 2012-08-234**      **District Court**  
RESOLUTION APPROVING THE FILLING OF A FULL TIME DEPUTY COURT CLERK POSITION IN THE 53RD DISTRICT COURT DEPARTMENT, AND THE SUBSEQUENT FILLING OF A PART-TIME DEPUTY COURT CLERK POSITION
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**2012-08-235**      **Central Dispatch**  
RESOLUTION AUTHORIZING THE RE-CREATION OF THE EXEMPT  
OPERATIONS MANAGER POSITION – 911 CENTRAL DISPATCH /  
EMERGENCY MANAGEMENT / PUBLIC SAFETY COMMITTEE /  
PERSONNEL COMMITTEE / FINANCE COMMITTEE / BOARD OF  
COMMISSIONERS

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**2012-08-236**      **Friend of the Court**  
RESOLUTION APPROVING THE FILLING OF A VACANT FULL TIME  
CASEWORKER POSITION AND SUBSEQUENT FILLING OF A FULL TIME  
CLERK POSITION IN THE FRIEND OF THE COURT OFFICE

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**2012-08-237**      **Friend of the Court**  
RESOLUTION APPROVING THE FILLING OF A VACANT FULL TIME  
CHIEF ACCOUNT CLERK POSITION IN THE FRIEND OF THE COURT  
OFFICE - Friend of the Court

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- 12.      CLOSED SESSION**  
            Review of Client/Privileged Communication
- 13.      ADJOURNMENT**

**NOTE:** The Call to the Public appears twice on the Agenda:  
once at the beginning and once at the end. Anyone wishing to address the Board may do so at these times.

LIVINGSTON COUNTY BOARD OF COMMISSIONERS  
REGULAR MEETING, July 25, 2012  
CONFERENCE ROOM 1, 304 E. Grand River, Howell, MI 48843

The meeting was called to order by the Chairperson, Maggie Jones, at 8:22 a.m.

All rose for the Pledge of Allegiance

Roll call by the Clerk indicated the presence of a quorum as follows:

Present: Maggie Jones (1), Jim Mantey (2), David Domas (3), Ronald VanHouten (5), Jay Drick (5), Steven Williams (6), Carol Griffith (7) Dennis Dolan (8), John E. LaBelle (9)

Absent: None

Also present: Melissa Scharrer (Friend of Court), Sally Reynolds (Register of Deeds), Jennifer Nash, Jamie Palmer (Treasurer), Ted Westmeier (Health), Don Arbic (911), Candy Atkins (IT), Jeff Boyd (Ambulance), Chris Folts (Building and Grounds), Cindy Catanach (Finance), Eric Sanborn (Sheriff), Jennifer Palmbo (Human Resources), Belinda Peters (Administration), Margaret M. Dunleavy (Clerk), Debbie Warden

Call To The Public. No response.

Agenda. It was moved by Commissioner LaBelle to accept the agenda, as printed. Seconded by Commissioner Griffith. MOTION CARRIED, 9-0-0.

Claims. It was moved by Commissioner LaBelle to accept the finance committees recommendation for approval of claims dated July 25, 2012. Seconded by Commissioner Mantey. MOTION CARRIED, 9-0-0.

Payables. It was moved by Commissioner William to accept the finance committees recommendation for approval of payables for July 13 though July 19, 2012. Seconded by Commissioner Griffith. MOTION CARRIED, 9-0-0.

Call To The Public. Commissioner Williams stated that today is kid's day at the Fowlerville Fair.

Adjournment. It was moved by Commissioner Williams that the meeting be adjourned. Seconded by Commissioner Mantey. MOTION CARRIED, 9-0-0.

The meeting was adjourned at 8:24 a.m.

Margaret M. Dunleavy  
Livingston County Clerk

LIVINGSTON COUNTY BOARD OF COMMISSIONERS  
REGULAR MEETING, July 16, 2012  
COMMISSIONERS' CHAMBERS, 304 E. Grand River, Howell, MI

The meeting was called to order by the Chairperson, Maggie Jones, at 7:30 p.m.

All rose for the Pledge of Allegiance.

Roll call by the deputy clerk indicated the presence of a quorum as follows:

Present: Maggie Jones (1), Jim Mantey (2), David Domas (3), Ronald VanHouten (4)  
Jay Drick (5), Steven Williams (6), Carol Griffith (7), Dennis Dolan (8),  
John LaBelle (9)

Absent: None

Also present: Peter Cohl (Counsel), Dianne McCormick (Health Dept), Diane Bockhausen  
(Community Corrections), John Evans (Circuit Court), Belinda Peters  
(Administration), Debbie Warden

Correspondence. It was moved by Commissioner Williams to accept and place on file the  
correspondence from Branch and Lake counties. Seconded by Commissioner Mantey.  
MOTION CARRIED, 9-0-0.

Call To The Public. Mark Swanson, Livingston County Consortium On Aging, informed the  
Board of the Silver Anniversary Senior Power Day Hoedown at Brighton High School on  
August 3<sup>rd</sup>. A flyer was given to all commissioners.

Minutes. It was moved by Commissioner Mantey to approve the minutes of the regularly  
scheduled meetings of July 2, closed session minutes of July 2 and minutes of July 11, 2012.  
Seconded by Commissioner Williams. MOTION CARRIED, 9-0-0.

Tabled Items. None.

Agenda. It was moved by Commissioner LaBelle to accept the agenda, as printed. Seconded  
by Commissioner Mantey. MOTION CARRIED, 9-0-0.

Reports. Commissioner Jones stated that Certificates of Recognition were to be handed out  
to Beverly Fretz, District Court Clerk for her 34 years of service and Sheila Willard, District  
Court Recorder, for her 20 years of service. Neither person was in attendance.

Consent Agenda. Commissioner Williams presented the Consent Agenda and adopted each  
as follows: Resolution No. 2012-07-213, Resolution Accepting The Area Agency On Aging  
1-B FY 2013 Annual Implementation Plan – Board of Commissioners; Resolution No. 2012-  
07-214, Resolution Authorizing A Contract For Service Between Green Oak Charter  
Township And Livingston County To Provide Drinking Water Sampling Services-Public  
Health; Resolution No. 2012-07-215, Resolution Authorizing The Purchase Of A One Year  
EMC (Storage Area Network) SANS Maintenance Agreement For Livingston County  
Information Technology's Data Replication Site Which Includes Software, Hardware And

Services With CDWG-Information Technology; Resolution No. 2012-07-216, Resolution Authorizing Issuance Of A Purchase Order To CDWG For Avamar Reduplication Backup Software And Storage System-Information Technology And Resolution No. 2012-07-217, Resolution Authorizing A Contract With Catholic Charities To Provide Community Based Outpatient Treatment For 2012-2013- Community Corrections. Seconded by Commissioner VanHouten. Roll call vote: Ayes; Williams, Griffith, Dolan, LaBelle, Jones, Mantey, Domas, VanHouten, Drick; Nays: None; Absent: None. MOTION CARRIED, 9-0-0.

Commissioner Dolan presented Resolution No. 2012-07-218, Resolution Approving The Modification Of The Workforce Investment Act Comprehensive 5-Year Local Plan For The Period July 1, 2011 Through December 31, 2012-Michigan Works, and moved its adoption. Seconded by Commissioner VanHouten. MOTION CARRIED, 8-1-0 (Nay:Drick)

Commissioner Dolan presented Resolution No. 2012-07-219, Resolution Authorizing The 44<sup>th</sup> Circuit Court To Establish A Multi-Systemic Therapy Program (MST) And To Establish An Agreement With Highfields, Inc. To Deliver The Service To Youth And Families Involved With The Juvenile Court-Juvenile Court, and moved its adoption. Seconded by Commissioner LaBelle. MOTION CARRIED, 9-0-0.

John Evans, Circuit Court Administrator, introduced his son, Scott Evans, to the Board. He is a student at Northern Michigan University and he was attending the Board meeting to get his citizenship credits.

Commissioner Domas presented Resolution No. 2012-07-220, Resolution Approving The Reassignment Of Duties Of A Current Juvenile Probation Officer To Create A Juvenile Intensive Probation Officer Position In The Family Division Of The Circuit Court- Circuit Court. Seconded by Commissioner LaBelle. MOTION CARRIED, 9-0-0.

Commissioner Dolan presented Resolution No. 2012-07-221, Resolution Amending Resolution 2012-05-164 Authorizing The Issuance Of \$8,500,000 2012 Capital Improvement Bonds (Limited Tax General Obligation)-Emergency Medical Services. Seconded by Commissioner Mantey. Paul Wyzgoski, Dickinson Wright Accountants, explained that only difference in this resolution from previous one is the year. Bond sale is scheduled for the 17<sup>th</sup> of July. Roll call vote: Ayes: Dolan, LaBelle, Jones, Mantey, VanHouten, Drick, Williams, Griffith; Nays: Domas; Absent: None. MOTION CARRIED, 8-1-0.

Call To The Public. No response.

Adjournment. It was moved by Commissioner Williams that the meeting be adjourned. Seconded by Commissioner Mantey. MOTION CARRIED, 9-0-0.

The meeting was adjourned at 7:48 p.m.

Debbie Warden  
Deputy County Clerk

RESOLUTION

NO: 2012-08-222

LIVINGSTON COUNTY

DATE: August 6, 2012

**RESOLUTION TO APPROVE APPOINTMENTS TO THE COMMUNITY MENTAL HEALTH AUTHORITY BOARD - Board of Commissioners**

WHEREAS, representatives' seats on the Community Mental Health Authority have expired and/or been vacated; and

WHEREAS, the following appointment has been recommended:

**COMMUNITY MENTAL HEALTH AUTHORITY BOARD**

Linda Carroll .....term expires 12/31/13

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby approves the appointment and expiration date referenced above.

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MOVED:  
SECONDED:  
CARRIED:

**RESOLUTION**

**NO:**

**2012-08-223**

**LIVINGSTON COUNTY**

**DATE:**

**August 6, 2012**

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**RESOLUTION AUTHORIZING CAPITAL IMPROVEMENT EXPENDITURE FOR  
REPLACEMENT OF TWO COMPRESSORS AT EAST COMPLEX - Building Services / Finance  
Committee**

**WHEREAS,** Livingston County had a need to replace two (2) air compressors at the East Complex;  
and

**WHEREAS,** per the purchasing policy, a formal quoting process was performed and the submitted  
quotes were reviewed which resulted in the approval of Resolution # 2011-03-059 which  
awarded emergency HVAC services and repairs to Mechanical Services of Fenton,  
Michigan; and

**WHEREAS,** in addition, the Livingston County Building Services Department is requesting a transfer  
in the amount of \$22,135 from the Capital Improvement Fund to the Building Services  
Fund to cover the cost of this project..

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby  
authorizes the payment to Mechanical Services of Fenton, Michigan for the emergency  
replacement of two (2) air compressors at the East Complex in the amount of \$22,135.

**BE IT FURTEHR RESOLVED** that the Livingston County Board of Commissioners authorizes the  
transfer of funds in the amount of \$22,135 from the Capital Improvement Fund to the  
Building Services Fund 631-269.

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MOVED:

SECONDED:

CARRIED:





**Livingston County  
Building Services**

420 South Highlander Way  
Howell, MI 48843  
(517) 546-6491

**MEMORANDUM**

To: Livingston County Board of Commissioners

From: Chris Folts, Building Services Director

Date: July 9, 2012

Subject: Resolution to Authorize the Replacement of Two (2) Air Compressors at East Complex and the Transfer of Funds from the Capital Replacement Fund

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Attached for your consideration and approval is a resolution for the emergency repair and transfer of funds from the Capital Replacement Fund to Building Services in the amount of \$22,135 to cover the cost of two (2) replacement air compressors at the East Complex that went down June 21, 2012.

In accordance with the purchasing policy, a formal quoting process was performed for maintenance and emergency services for HVAC systems and the submitted quotes were reviewed. As a result, the Board of Commissioners' approved Resolution # 2011-03-059 on March 7, 2011, awarding Mechanical Services of Fenton, Michigan, for said services for a two year period.

Therefore, we are requesting that the attached resolution be approved which authorizes payment to Mechanical Services for the replacement of these compressors in the amount of \$22,135 and a budget amendment to transfer the funds from the Capital Improvement Fund to cover this expenditure.

If you have any questions or concerns regarding this matter, please do not hesitate to contact me.

RESOLUTION

NO: 2012-08-224

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION AUTHORIZING A CONTRACT WITH LACASA TO SPEND FUNDS FROM THE STATE COURT ADMINISTRATIVE OFFICE FAMILY TREATMENT COURT GRANT TOWARD OFFERING STRENGTHENING FAMILIES, AN EVIDENCE BASED PARENTING PROGRAM FOR FAMILIES WITH HISTORY OF SUBSTANCE ABUSE - CIRCUIT COURT – FINANCE COMMITTEE**

**WHEREAS,** the 44<sup>th</sup> Circuit Court was awarded a \$60,900 grant for FY 2012 from the State Court Administrative Office to establish and operate a Family Treatment Court to be offered to parents in the Child Neglect and Abuse court system.

**WHEREAS,** the Court has successfully established this Family Treatment Court and it is supporting parents in achieving and sustaining recovery so as to successfully reunify with their children;

**WHEREAS,** the grant provides funding support for offering Strengthening Families, an evidence based parenting program designed for families with a history of substance abuse;

**WHEREAS,** although the amount of funding available through the grant, \$11,800 would normally require a competitive bidding process under the County’s purchasing policy, LACASA is the only provider in a unique position to offer the program as part of its array of parenting programs offered to the community, as part of its active participation in the Family Treatment Court program and resulting clear understanding of how the program fits with the overall goals and philosophies of the program, and its significant resources;

**WHEREAS,** the grant has been fully approved through Resolution 2011-10-266 and funds are available through Special Fund 239-171;

**WHEREAS,** the community will benefit from the availability of this program;

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby authorizes the expenditure of funds allocated in the Family Treatment Court grant and available through Special Fund 239-171 for the Strengthening Families program;

**BE IT FURTHER RESOLVED** that the Livingston County Board of Commissioners hereby approves entering into a contract with LACASA for offering Strengthening Families not to exceed the \$11,800 available in the grant budget;

**BE IT FURTHER RESOLVED** that the Chair of the Board of Commissioners be authorized to sign the above-referenced contract prepared by Civil Counsel.

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**MOVED:**

**SECONDED:**

**CARRIED:**

# ***Livingston County Circuit Court***

*Judicial Center*

*204 S. Highlander Way, Suite 5*

*Howell, MI 48843*

**David J. Reader**

Chief Judge

**Michael P. Hatty**

Circuit Court Judge

**Carol Hackett Garagiola**

Probate Court Judge

**John Evans**

Circuit Court Administrator

**Peggy Toms**

Administrative Coordinator

517/546/8079

517/546/0048 Fax

## **Memorandum**

To: Livingston County Board of Commissioners

From: Carole Church, Circuit Court Program Administrator

Date: July 19, 2012

Re: Application for Grant Funding for Continuation of the Safe Havens Program

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In 2011, the 44<sup>th</sup> Circuit Court was awarded a \$60,900, grant from the State Court Administrative Office to support implementation of the Family Treatment Court (FTC). The Livingston County Board of Commissioners approved acceptance of this grant in Resolution 2011-10-266 on October 3, 2011.

The FTC offers an alternative for families whose involvement in the Child Neglect and Abuse Court system is attributable to alcohol or substance abuse issues. The FTC involves a team approach to supporting parents in achieving and sustaining recovery, in developing and sustaining safe and positive parenting skills, and in achieving and sustaining stability in basic needs such as shelter, transportation, and income. Through this team approach, the Court works with Department of Human Services (DHS), Community Mental Health (CMH), substance abuse treatment providers, mental health providers, attorneys, and community organizations such as LACASA to plan what services are needed, and to support participation in and benefit from those services. The team provides ongoing support to parent participants and, through a strengths-based philosophy, celebrates their successes and works to address barriers that are identified. The Court hears FTC cases more frequently than other cases (weekly in the beginning, moving to bi-weekly and then monthly as opposed to every three months for regular cases) and is able to refine orders so that they best fit the needs and status of the family.

The FTC has been operating since April, 2012 and is currently serving 4 parents, with capacity to serve up to 15. Grant funding supports a Coordinator, as well as some incentives for parents and support for transportation for parent. Most services are paid for either through DHS or CMH as part of their normal case processing.

There is \$11,800 built into the FTC grant budget to support an evidence based parent and child education program that is focused specifically on how substance abuse issues affect families. This program, called Strengthening Families, is a 14 week manualized program with group leaders who follow a set formula that has been demonstrated to improve outcomes such as child performance in school.

LACASA, through its recent acquisition of Family Resource Center, is now offering an array of parenting programs to the community, and is also an active participant in FTC. LACASA is committed to offering Strengthening Families and is willing to dedicate resources it has available to it to support the program.

LACASA offers specialized services which can meet the needs of this program. We request that the Board of Commissioners authorize the signing of a contract with LACASA to allow expenditure of the allocated grant funds toward offering the program, which are available through Special Fund 239-171. If you have any questions, please contact me.

RESOLUTION

NO: 2012-08-225

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION TO APPROVE A TWO YEAR AGREEMENT WITH ADP FOR PAYROLL PROCESSING - HUMAN RESOURCES**

*Personnel Committee 7/18/12 – Finance – Full Board*

- WHEREAS,** Livingston County utilizes ADP for aspects of our payroll processing functions; and
- WHEREAS,** Livingston County is currently searching for an Enterprise Resource Process (ERP) that will likely replace ADP services; and
- WHEREAS,** Livingston County currently pays about \$50,000 per year to ADP for payroll and etime services; and
- WHEREAS,** ADP has indicated it will increase fees by 4% in July 2012; and
- WHEREAS,** ADP has offered a two (2) year price agreement that will limit our increase in fees to 2% in year one (1) and will increase by 0% in year two (2) of the agreement; and
- WHEREAS,** funding for same is available through the Human Resources budget; and
- WHEREAS,** this Resolution has been recommended for approval by the Personnel Committee.

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby authorizes entering into a Price Agreement with ADP, Inc. for payroll and etime processing that will limit the increase in fees to 2% in year one (1) and will increase 0% in year two (2) for the period of July 1, 2012 through July 1, 2014.

**BE IT FURTHER RESOLVED** that the Chair of the Board of Commissioners be authorized to sign the above-referenced contract upon approval as to form by Civil Counsel.

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MOVED:  
SECONDED:  
CARRIED:

RESOLUTION

NO: 2012-08-226

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION AUTHORIZING LIVINGSTON COUNTY TO ENTER INTO A GROUND SPACE LEASE AGREEMENT WITH THOMAS AND PRISCILLA DELERUYELLE – PUBLIC SAFETY COMMITTEE, FINANCE COMMITTEE, BOARD OF COMMISSIONERS, 9-1-1 CENTRAL DISPATCH / EMERGENCY MANAGEMENT**

**WHEREAS,** the Livingston County Board of Commissioners approved Resolution 2011-08-219 authorizing the conversion of the fire service paging system to an eight-site simulcast; and,

**WHEREAS,** the Livingston County Board of Commissioners approved Resolution 2012-06-171 authorizing a lease agreement with American Tower Corporation for tower space on its Putnam Township tower; and,

**WHEREAS,** the tower site is to be equipped with a propane fueled emergency generator; and,

**WHEREAS,** leasing ground space from the landowners for the propane tank is \$50.00 per month less expensive than leasing ground space from ATC; and

**WHEREAS,** a ground lease agreement has been drafted by civil counsel.

**THEREFORE, BE IT RESOLVED** the Livingston County Board of Commissioners authorizes the Chair to sign a ground space lease agreement with Thomas and Priscilla Deleruyelle of 3651 W. M-36, Pinckney, MI for \$150 per month, a 3% annual escalator, and other terms and conditions as stated within the lease agreement as reviewed, amended and approval by County Civil Counsel.

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MOVED:  
SECONDED:  
CARRIED:



**LIVINGSTON COUNTY, MICHIGAN**  
**911 CENTRAL DISPATCH/  
EMERGENCY MANAGEMENT DEPARTMENT**

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**300 S. Highlander Way, Howell, Michigan 48843**  
**Phone 517.546.4620 Fax 517.546.5008**  
**Web Site: [co.livingston.mi.us](http://co.livingston.mi.us)**

## Memorandum

**To:** Infrastructure & Development and Public Safety Committee  
Finance Committee  
Board of Commissioners

**From:** Donald T. Arbic, Director

**Date:** July 17, 2012

**Re:** Simulcast Project - Lease Space for Propane Tank

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August 1, 2011, the Board of Commissioners approved Resolution 2011-08-219 authorizing a contract with Motorola Solutions to convert the fire and EMS service paging infrastructure to a unified VHF simulcast system. System design called for a broadcast point in Putnam Township from a tower managed by American Tower Corporation (ATC) on behalf of AT&T. June 28, 2012, the Board of Commissioners approved Resolution 2012-06-171 authorizing a lease agreement with ATC for tower space.<sup>1</sup>

The site is to be equipped with a propane fueled emergency generator. It is less expensive to lease ground space for the propane tank from the landowner, Thomas and Priscilla Deleruyelle of 3651 W. M-36, Pinckney, MI, than ATC by \$50.00 per month. Civil counsel has prepared a draft lease agreement for terms of duration matching the tower lease.

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<sup>1</sup> Execution of the lease agreement is pending review by civil counsel at this writing.

RESOLUTION

NO: 2012-08-227

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION TO ENTER INTO AN ELECTRONIC DATA DISTRIBUTION INTERCHANGE (EDI) FILE TRANSFER AGREEMENT WITH BLUE CROSS/BLUE SHIELD OF MICHIGAN Human Resources (Personnel Subcommittee 07/18/12)**

**WHEREAS**, Blue Cross/Blue Shield of Michigan is changing enrollment technology and systems to its Michigan Operating System (MOS); and

**WHEREAS**, a separate resolution will be forthcoming related to the actual MOS conversion; and

**WHEREAS**, this Resolution is necessary in order to establish an electronic data distribution interchange (EDI), using the ANSI X12 834 file layout format, between Livingston County's BSwift benefits enrollment system and Blue Cross/Blue Shield of Michigan to allow direct, secure enrollment; and

**WHEREAS**, the current enrollment, disenrollment and enrollee changes process requires multiple entries of the same data; and

**WHEREAS**, the EDI data process will be easily converted to any Enterprise Resource Planning (ERP) system chosen by Livingston County; and

**WHEREAS**, an agreement between Livingston County and Blue Cross/ Blue Shield of Michigan is required;

**WHEREAS**, the Personnel Sub-Committee and Finance Committee has reviewed this resolution and recommends approval by the Board of Commissioners.

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby approves the agreement between Livingston County, through our online benefits enrollment system, BSwift, and Blue Cross/Blue Shield of Michigan to allow an electronic data distribution interchange (EDI), using the ANSI X12 834 file layout format, which will provide electronic enrollment in a HIPAA secure environment.

**THEREFORE BE IT FURTHER RESOLVED** that the Livingston County Board authorizes the Chairman of the Livingston County Board of Commissioners to sign any required documentation following review by civil counsel.

MOVED:  
SECONDED:  
CARRIED:

Robert J. Smith, SPHR  
Benefits Specialist  
304 East Grand River Suite 205  
Howell, MI 48843  
517-840-8793  
Bsmith@co.livingston.mi.us

Livingston County  
Human Resources

# Memo

To: Livingston County Board of Commissioners

From: Robert J. Smith, SPHR

Date: August 1, 2012

Re: RESOLUTION TO ENTER INTO AN ELECTRONIC DATA DISTRIBUTION  
INTERCHANGE (EDI) FILE TRANSFER AGREEMENT WITH BLUE  
CROSS/BLUE SHIELD OF MICHIGAN

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Blue Cross/Blue Shield of Michigan has been updating its technology and computer systems over the last several years.

The BSwift benefits system approved by the Livingston County Board of Commissioners in 2011 is compatible with the new technology allowing for real time and overnight batch processing of enrollments and changes.

Currently the information must be entered by hand at least three to four times for each enrollment. With each entry there is a chance for errors which can be frustrating to employees and their medical providers. With the new technology, the data and information will be able to be transferred automatically and without duplicate or triplicate entries.

Significant testing and cross testing will occur before live data is transmitted. The new technology uses ANSI X12 834 technology, which is a HIPAA approved transmission process used by insurance companies, medical providers, and large employers.



RESOLUTION

NO: 2012-08-228

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION TO AUTHORIZE HEALTH DECISIONS, INC. TO CONDUCT A HEALTH CARE CLAIM AUDIT AND CLAIM RECOVERY FOR LIVINGSTON COUNTY FOR CLAIMS PAID FOR BY BLUE CROSS & BLUE SHIELD OF MICHIGAN ON BEHALF OF THE COUNTY**

*Human Resources / Personnel Subcommittee (07/18/12) Finance / Full Board*

**WHEREAS,** a Health Care Claims Audit for Livingston County has not been conducted since 2007; and

**WHEREAS,** counsel strongly recommends a claims audit; and

**WHEREAS,** the results of a Claim and Recovery Audit could provide a significant cost savings to Livingston County and provide fiduciary due diligence; and

**WHEREAS,** the audit will encompass 100% of the claims over \$10 (not including prescriptions) for 15 months, eligibility records, coordination of benefits (COB), duplicates, other party liability other than COB, large claims, out-of-range incurred dates, mid-coding (or contradictory coding) and ineligible membership records will be scrutinized; and

**WHEREAS,** a Claim Audit is recommended by Brown and Brown of Michigan (d.b.a. as PEBS), the county's benefit consultant and PEBS on our behalf has obtained four (4) proposals; and

**WHEREAS,** the Personnel Sub-Committee and Finance Committee has reviewed this resolution and recommends approval by the Board of Commissioners.

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby approves Health Decisions, Inc. to conduct a Health Care Claim Audit for Livingston County for a cost not to exceed a total cost of \$18,500 and \$4.00 per focused enrollee survey; postage billed at cost and will be paid for out of the benefit fund. Health Decisions Inc. has committed to one third of its costs being "at risk" based on recovery value found.

**BE IT FURTHER RESOLVED** that the Chairman of the Board of Commissioners is authorized to sign the contract and any supporting documentation upon reparation of civil counsel.

# # #

MOVED:  
SECONDED:  
CARRIED:

Vendor	Headquarters Location	Year Est.	Previous Livingston Experience	Face to Face Meetings	Web/Phone Meetings	BCBS of Michigan Experience	Total Cost	Payment Schedule	ROI Estimate	Custom Analyses	Other Fees	On Site Auditor	Time Frame	Completeness of Response
Health Decisions Inc.	Plymouth, MI	1999	Blives Cross Medical Audit Livingston County Jail	Project Onset	Audit Findings	Yes	\$ 18,500.00	1/3 up front 1/3 upon audit 1/3 "at risk" based on recovery value	\$2.29 or more	One Included	Reasonable/C ustomary	\$1,000 per day	90 days	Very Good
BMI Audit Services	South Bend IN	1998	None	Audit Onset	Ongoing	Yes	\$ 19,800.00	40% upon agreement	None given	Reasonable/C ustomary	Reasonable/Custo mary		16 Weeks	Good
Vendor	Headquarters Location		Previous Livingston Experience	Face to Face Meetings	Web Meetings	BCBS of Michigan Experience	Total Cost	Payment Schedule	ROI Estimate	Custom Analyses	Other Fees	On Site Auditor	Time Frame	
Pro Claim Medical Recovery	Charlotte, NC	2005	None	None	As Needed	None Noted	50% of recovered costs	Not Provided	None Given	Reasonable/C ustomary	Reasonable/Custo mary		16 weeks	Poor
Vendor	Location		Livingston Experience	Meetings Data Findings	Web Meetings Data Findings	Experience	Total Cost	Schedule	Estimate	Analyses	Other Fees	On Site Auditor	Time Frame	
Technology	Des Moines, IA	1990	None	Data Findings via webcast	Data Findings	Yes	\$ 18,490.00	1/3 up front 1/3 after 30 days of findings	None Given	ustomary	ustomary	mary	weeks	Average

Robert J. Smith, SPHR  
Benefits Specialist  
304 East Grand River Suite 205  
Howell, MI 48843  
517-840-8793  
Bsmith@co.livingston.mi.us

Livingston County  
Human Resources

# Memo

To: Livingston County Board of Commissioners

From: Robert J. Smith, SPHR

Date: August 1, 2012

Re: **RESOLUTION TO AUTHORIZE HEALTH DECISIONS, INC. TO CONDUCT A HEALTH CARE CLAIM AUDIT AND CLAIM RECOVERY FOR LIVINGSTON COUNTY FOR CLAIMS PAID FOR BY BLUE CROSS & BLUE SHIELD OF MICHIGAN ON BEHALF OF THE COUNTY**

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A comprehensive medical claims audit of Livingston County's Health Plan administered by Blue Cross/Blue Shield of Michigan has not been completed since 2007.

Based on recommendations from attorneys and good fiduciary practices, a thorough audit should be conducted on a regular basis. In order to provide a HIPAA compliant process, a third party auditor is recommended.

Following a Request for Proposal process administered by our Benefits Consulting Firm, Brown and Brown of Michigan, Human Resources is recommending that the Livingston County Board of Commissioners approve a contract with Health Decisions, Inc. (HDI) to conduct the audit and make recommendations on collecting any erroneous payments.

HDI has done previous audits for Livingston County both for our health care plans and for the Jail Medical Accounts (also administered by Blue Cross/Blue Shield of Michigan).

RESOLUTION

NO: 2012-08-229

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION TO AFFIRM AND CLARIFY CERTAIN SECTIONS OF THE PERSONNEL MANUAL FOR NON-UNION EMPLOYEES (Human Resources)**

*Personnel Committee 7/18/12 – Finance – Full Board*

**WHEREAS,** the Livingston County Personnel Manual was updated in August, 2011 and further revisions were made in December, 2011; and

**WHEREAS,** during an audit the Human Resources Department identified payroll entries that are inconsistent with the newly revised overtime provisions of the Personnel Manual; and

**WHEREAS,** under law and consistent with the Personnel Manual, non-exempt employees are eligible for overtime pay only for time actually worked over forty (40) hours in any pay week; and

**WHEREAS,** however, in some cases, employees are called back to work after working a shift or on a holiday; and

**WHEREAS,** in order to correct any confusion, this resolution affirms that economic provisions of the Personnel Manual apply to employees of elected officials.

**THEREFORE BE IT RESOLVED** the Livingston County Board of Commissioners hereby affirms and clarifies that the Livingston County Personnel Manual overtime provisions, and all other economic provisions contained therein, shall apply to employees of elected officials.

**BE IT FURTHER RESOLVED** except as approved by this resolution, non-exempt employees are eligible for overtime pay only for time actually worked over forty (40) hours in any pay week.

**BE IT FURTHER RESOLVED** where an employee is called back to work after working a full shift or if on a holiday, said employee shall be paid at time and one half for approved hours.

**BE IT FURTHER RESOLVED** that current on call pay provisions and any compensation for being available for on call are under review but will remain in effect until amended by separate resolution. However, in instances where overtime, call back, or on call pay may apply, only one premium pay for those hours worked shall apply.

**BE IT FURTHER RESOLVED** that resolution shall take effect on the date of passage by the Board and there shall be no retroactive effect nor retroactive collections of overtime pay

paid prior to the passage of this resolution for payroll practices which may have violated the Personnel Manual.

**BE IT FINALLY RESOLVED** upon request, Human Resources will provide training to departments regarding payroll entries that are consistent with the Personnel Manual.

# # #

MOVED:

SECONDED:

CARRIED:



**LIVINGSTON COUNTY, MICHIGAN**  
**LIVINGSTON COUNTY ADMINISTRATION**  
304 E. Grand River Avenue - Suite 205  
Howell MI 48843

TEL: (517) 546-8790  
FAX: (517) 546-6657  
E-MAIL: [jpalmbos@co.livingston.mi.us](mailto:jpalmbos@co.livingston.mi.us)

JENNIFER J. PALMBOS  
HUMAN RESOURCES/LABOR RELATIONS DIRECTOR

## **MEMORANDUM**

**TO: BOARD OF COMMISSIONERS**

**FROM: JENNIFER PALMBOS – Human Resources/Labor Relations Director**

**RE: Payment of Overtime**

**DATE: JULY 18, 2012**

Human Resources was auditing the hours of an employee who has medical restrictions in order to monitor compliance with those restrictions. We noticed overtime that appeared to be improperly calculated. This prompted Human Resources and Payroll to audit how the County pays overtime. As this is a manual process, we pulled three (3) sample payrolls, Thanksgiving, 2011, Christmas, 2011, and Presidents Day, 2012. We found the following:

- Overtime that was paid but not authorized under current policy or agreement was \$1,200-\$2,500 depending on the pay period sampled.
- Overpayments occur in about six (6) departments consistently throughout the sample.
- Most of this overtime was due to necessary after hours emergency staffing call backs.

We then studied what might have led to the confusion over entering employee hours and overtime. We were surprised to find:

- 2002 Resolution #702-286 said we will pay overtime for hours compensated. That is to say that vacation, sick, holiday all count toward overtime calculation.
- 2008 Resolution #2008-09-269 related to vacation time said vacation time will not be considered as hours worked for overtime calculation.
- Prior Personnel Manual in effect from 2003 to 2011 said overtime would be paid “as required by law” which means for hours worked. Under law, vacation, sick, holiday pay *do not* count toward overtime calculation.
- In 2011, the Personnel Manual was approved with explicit language regarding overtime calculation being only for hours actually worked. Vacation, sick, holiday pay explicitly *do not* count toward overtime calculation.

Some departments have come forward making compelling arguments for continuing overtime payments. The attached resolution addresses the needs of those departments that due to the nature of their work, regularly require their employees to work outside of their regular work week. Employees called back to work after working a full shift or if on a holiday will receive time and a half for all hours. This keeps in place the on call pay provisions that have historically been handled by individual departments. Those are under review and the effected departments will be consulted and involved in that review and recommendation.

**RESOLUTION**

**NO: 2012-08-230**

**LIVINGSTON COUNTY**

**DATE: August 6, 2012**

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**RESOLUTION TO CERTIFY OFFICER DELEGATE, ALTERNATE OFFICER DELEGATE AND EMPLOYEE DELEGATE TO THE MUNICIPAL EMPLOYEES RETIREMENT SYSTEM ANNUAL MEETING – (Personnel – Finance – Full Board)**

**WHEREAS,** the 2012 MERS Annual Meeting will be held on October 3 through October 5, 2012 in Grand Rapids, Michigan; and

**WHEREAS,** in accordance with the provision of the Retirement Act, delegates for the MERS Annual Meeting may be appointed by official action of the Board of Commissioners; and

**WHEREAS,** Robert Smith, Benefits Specialist, has been recommended as Employer Delegate; and

**WHEREAS,** Laura Chafy-Rogers, Chief Deputy County Clerk—Circuit Court Division, has been recommended as an Employer Delegate; and

**WHEREAS,** MERS of Michigan requires an election of an employee delegate. Barbara Ritchie, Senior Payroll Clerk was selected by the employees.

**WHEREAS,** due to the changes in state legislation affecting retirement plans and pensions, it is extremely important that HR and Payroll keep updated and apprised; and

**WHEREAS,** the Human Resources Department has budgeted for employees attendance at the MERS annual meeting; and

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners appoints Robert Smith as Officer Delegate, Laura Chafy-Rogers as Alternate Officer Delegate and Barbara Ritchie as the Employee Delegate for the 2012 MERS Annual Meeting.

**BE IT FURTHER RESOLVED** that the Livingston County Board of Commissioners authorizes reasonable expenses in accordance with adopted Board policy.

# # #

**MOVED:  
SECONDED:  
CARRIED:**



**RESOLUTION**

**NO: 2012-08-231**

**LIVINGSTON COUNTY**

**DATE: August 6, 2012**

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**RESOLUTION APPROVING LIVINGSTON COUNTY'S FINANCIAL PARTICIPATION IN THE CONSTRUCTION PHASE OF THE I-96 INTERCHANGE PROJECT AT LATSON AND NIXON ROADS / ADMINISTRATION / FINANCE-7-25-12 / FULL BOARD – 8-6-12**

**WHEREAS,** there has been a collaborative/cooperative endeavor involving financial participation from Federal, State, and Local Governments, the Livingston County Road Commission and private investors for the construction of a new I-96 Interchange at Latson and Nixon Roads; and

**WHEREAS,** the projected cost of a new I-96 Interchange at Latson and Nixon Roads is \$32.0 million, and earmarked Federal funding can only be used for the Interchange project; and

**WHEREAS,** the Livingston County Road Commission has requested the financial participation of Livingston County in the construction phase of the project.

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners, in furtherance of resolution #2011-01-034, hereby approves financial participation in the construction phase of the I-96 Interchange project in an amount not to exceed \$1.5 million; and,

**BE IT FURTHER RESOLVED** that the Livingston County Board of Commissioners authorizes the Board Chair to sign all forms, assurances, contracts/agreements, and support documents with the Michigan Department of Transportation to provide \$1.5 million for construction funding of the I-96 Interchange project, upon review of legal counsel.

# # #

**MOVED:  
SECONDED:  
CARRIED:**

RESOLUTION

NO: 2012-08-232

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION AUTHORIZING FILLING A VACANT FULL-TIME ANIMAL CONTROL OFFICER POSITION AND A VACANT FULL-TIME ANIMAL CONTROL ASSISTANT POSITION – Finance/Board**

**WHEREAS,** due to a retirement, there is a vacant Full-time Animal Control Officer position in Animal Control, and

**WHEREAS,** due to a resignation there is a vacant Full-time Animal Control Assistant position in Animal Control, and

**WHEREAS,** the two positions are needed to maintain service delivery in Animal Control, and

**WHEREAS,** the two positions were listed as necessary under the recent reorganization of Animal Control authorized by Resolution 2012-04-132.

**THEREFORE BE IT RESOLVED** that the Board of Commissioners authorizes the filling of a vacant full-time Animal Control Officer and a vacant full-time Animal Control Assistant in Animal Control.

**BE IT FURTHER RESOLVED** that the Board of Commissioners authorizes the filling of any vacancies within Animal Control which might occur as a result of filling the above referenced vacancies.

# # #

MOVED:

SECONDED:

CARRIED:

# Livingston County Michigan Human Resources Policy Manual

<b>Section:</b> <b>Subject:</b>	<b>Vacancy Review</b>
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## A. POLICY

### 1. PURPOSE:

Livingston County instituted a number of cost reduction measures in light of the financial forecasts indicating the County would be unable to sustain current levels of services within available resources. One of those measures is a hiring freeze. The objective of the hiring freeze for general fund departments and departments that receive a subsidy from the general fund is to contribute to the reduction of the budget deficit and to begin to make long-term structural changes and improved efficiencies in Livingston County's work force.

### 2. POLICY STATEMENT:

The Board of Commissioners instituted a hiring freeze on July 7, 2008, which resolved:

- No position in a General Fund department which becomes vacant shall be replaced. In departments not funded by the General Fund, vacancies shall be posted internally with employees in General Fund departments given first consideration. The Board encourages the sharing of responsibilities within or between Departments. In addition supervisory positions may be filled internally as long as a vacancy ultimately falls off the payroll. The Board of Commissioners also endorses consolidation of County offices in order to reduce operating expenses.

In addition, on December 1, 2008 the Board reaffirmed their position on the hiring freeze by resolving:

- Any services funded by State/Federal grants which costs exceed grant funding and which services are not basic to the health, safety, and welfare of the residents of Livingston County and/or which are provided by others; shall be discontinued and the grant funding declined.
- The approved Authorization and Funded Employee List contained in the budget shall limit the number of employees who are authorized to be employed and no funds are appropriated for any position or employees not on the approved Authorization and Funded Employee List.
- All vacancies that occur during this hiring freeze are hereby declared to be a position reduction on the Authorized and Funded Employee List for each such vacated position and funding shall be removed from the Courts, Elected Officials and Department Head budgets. Said vacated position shall not be filled, except by specific Board authorization.
- If the Board of Commissioners authorizes a vacant position to be filled, then all Judges, County Elected Officials and County Department Heads will hold that position vacancy that occurs during the 2009 fiscal year for the appropriate duration of time to properly compensate for vacation and/or sick payoffs to insure personnel expenditures don't exceed the 2009 authorized budget provided that the judges and elected officials can still perform their mandated functions at a serviceable level.

However, there may be a few instances in which the best interests of Livingston County are served by allowing a hire to take place. The attached Vacancy Review Guidelines explain the objective, criteria and procedures for granting exceptions to the hiring freeze.

Vacancy requests will be approved only when it is clear to the Board of Commissioners that:

- The work is essential to Livingston County;
- The Elected Official/Department Head has examined current work and staffing to identify and then implement changes that improve service, reduce costs and reduce the number of staff required to get the department's work done;
- Alternatives to getting the work done have been seriously explored including redesigning work, reassigning current staff, using additional technology or rethinking how work is performed, streamlining and any other staff-suggested means;
- Lower priority work has been eliminated, deferred, or handled some other way. In other words, with approval, can some of the department's current duties be discontinued?;
- There is no reasonable alternative to hiring.

Where there is no reasonable alternative to hiring, it is expected that another position will be surrendered. Step placement at hiring should be scrutinized to minimize overall personnel costs. Avoid incurring any costs that are not necessary. All County expenditures – not just personnel costs need to be examined to reduce costs to the greatest extent possible.

3. APPLICABILITY:

All budgeted full-time, part-time and temporary positions that become vacant during the period of time that the hiring freeze is in effect. The hiring freeze applies to positions in a general fund department and to departments that receive a general fund subsidy. Every position will be reviewed on an individual basis.

Replacing an incumbent during a leave must follow the Vacancy Review Process. No approval is required to return the incumbent employee to the original position.

The hiring freeze will be in effect until further notice, and will not be lifted without an affirmative action taken by the Board of Commissioners.

4. DEFINITIONS:

5. REFERENCE AND LEGAL AUTHORITY:

Board Resolution 604-193	Resolution Establishing a Position Review Process to Justify the Current Need for Vacant Positions under the General Hiring Freeze
Board Resolution 2008-07-201	Resolution Authorizing Implementation of Adjustments to the 2008 Livingston County Budget
Board Resolution 2008-12-352	Resolution Adopting the 2009 Livingston County Budget
Board Resolution 2009-05-156	Resolution Authorizing Livingston County's Annual Budget Process and Calendar for 2010

6. SEE ALSO:

Personnel Policy regarding Workforce Reduction  
Form: Livingston County 2004 General Hiring Freeze, Request to Fill  
Form: Request for Exception to the Hiring Freeze

7. SUPERSEDES:

8. APPROVED BY:

Personnel Committee: June 3, 2009  
Finance Committee: June 10, 2009  
Board of Commissioners: July 6, 2009

9. RESOLUTION: No. 2009-07-217

10. REVIEW HISTORY:

B. PROCEDURE:

The requesting Elected Official/Department Head will complete the analysis required to Request an Exception to the Hiring Freeze. The appropriate Board Sub-Committee will review all requests for hiring within their jurisdiction. Only when the appropriate Board Sub-Committee is confident that the hire meets the criteria will the request receive further review from the Finance Committee and ultimate authorization will be provided by the Board of Commissioners prior to making a job offer.

The Board Sub-Committee may request clarification or additional information as deemed necessary.

Administration will adjust budgets to reflect the savings from vacant positions.

## REQUEST FOR EXCEPTION TO THE HIRING FREEZE

Request Submitted by: **Debbie Oberle**

Title of Position to be Filled: **Full time ACA rate)**

Salary: **\$27,757 (hire**

Annual Cost of Budgeted Position: **\$43,000**  
years: **\$ 215,000**

Projected Cost for the next five

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

If No: Name of Employee Last Occupying this Position—  
**Shelly Huyck—moving out of area, so must resign**

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? **Will become vacant July 27, 2012**

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? **There should be minimal overlap as she was just given the position in April of 2012.**

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.

**-There are two FT ACA. ACA's monitor all animal healthcare, for all animals in shelter. They also cover reception window, sell licenses, do euthanasia and decapitations. This would all fall on one FT and 2 PT ACAs. PT ACA's are still gaining experience.**

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.

**Resolution #: 2012-04-132 authorized a personnel reorganization in Animal Control**

3. Budgeted department head count for the past five years:  
**Jan., 2007: 7FT,1PT      Jan., 2008: 6FT, 3PT      Jan., 2009: 5FT, 5PT**  
**Jan., 2010: 5FT, 4PT      Jan., 2011: 4FT, 5PT**

Please explain changes: **There have been two separate reorganizations over the past two years plus significant budget reductions in the previous years.**

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.

***-ACA's have animal health evaluation experience and do all Euthanasia and other activities where Kennel staff are not trained. Only other FT ACA and one PT ACA have that experience. They also run the front reception window, answer phones, do adoptions, return to owners, license selling, animal intake...***

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?

***-With only one FT ACA left on staff, we would not have office help, one FT ACA would be handling animals majority of the time. Adoptions for 1<sup>st</sup> half of year have gone from 282 in 2011 to 475 for 2012. This requires more reception help.***

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

***-Use the ACO if available, but they are at a higher rate of pay***

***-Use Director if available, see above***

***-Pull a kennel worker, but they are not trained and it will affect cleaning of kennels, as kennels are supposed to be cleaned so we can open at 11AM.***

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

***-An available ACO or Director will have to take the front window and phones during the day.***

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

***- We have conducted two staffing evaluations over the past two years to determine minimal staffing levels to perform activities required by the Department. The last reorganization was approved under Resolution 2012-04-132.***

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

***Have no other options. Staffing levels have been evaluated to determine what is needed to provide necessary services.***

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.

## Proposed 2012

		DIR		
FT ACO (40)		FT ACA (40)		PT Vet (15)
FT ACO (40)		FT ACA (40)		
		PT ACA (20)	PT Vet Tech partially grant funded	
		PT ACA (20)		
		PT Kennel Assistant (19)		
		PT Kennel Assistant (19)		
		PT Kennel Assistant (19)		

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?

***-Dept needs a 40 hr employee, so it can't be shared. Person needs extensive animal experience.***

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

***-Need a 40 hr employee to work with public daily, so can't be shared.***

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?

***-Veterinary experience or Euthanasia Certification is needed. I'm unaware of others with that experience.***

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

***-We were just approved for this position due to the amount of animals handled; using a temp 40 hr would only provide temp relief.***

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 option was evaluated during the previous staffing evaluation. The best arrangement is two full time ACA's. LCAC is open 6 days per week, and two nights until 6pm. Less than 30 hrs, would place other ACA at overtime or PT ACA would be over PT hours.***

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)?

***-One FT ACA has worked Overtime in certain circumstances—animal seizure, severe animal illness. Averages about 1 hr per week.***

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

***-Special skills required. Kennel workers are fairly new and have not been cross-trained. They only work 19 hrs. per week, as that is what it takes to clean. To Cross-train would require them to go over 19 hrs.***

# Livingston County Michigan Human Resources Policy Manual

<b>Section:</b> <b>Subject:</b>	<b>Vacancy Review</b>
------------------------------------	-----------------------

## A. POLICY

### 1. PURPOSE:

Livingston County instituted a number of cost reduction measures in light of the financial forecasts indicating the County would be unable to sustain current levels of services within available resources. One of those measures is a hiring freeze. The objective of the hiring freeze for general fund departments and departments that receive a subsidy from the general fund is to contribute to the reduction of the budget deficit and to begin to make long-term structural changes and improved efficiencies in Livingston County's work force.

### 2. POLICY STATEMENT:

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In addition, on December 1, 2008 the Board reaffirmed their position on the hiring freeze by resolving:

- Any services funded by State/Federal grants which costs exceed grant funding and which services are not basic to the health, safety, and welfare of the residents of Livingston County and/or which are provided by others; shall be discontinued and the grant funding declined.
- The approved Authorization and Funded Employee List contained in the budget shall limit the number of employees who are authorized to be employed and no funds are appropriated for any position or employees not on the approved Authorization and Funded Employee List.
- All vacancies that occur during this hiring freeze are hereby declared to be a position reduction on the Authorized and Funded Employee List for each such vacated position and funding shall be removed from the Courts, Elected Officials and Department Head budgets. Said vacated position shall not be filled, except by specific Board authorization.
- If the Board of Commissioners authorizes a vacant position to be filled, then all Judges, County Elected Officials and County Department Heads will hold that position vacancy that occurs during the 2009 fiscal year for the appropriate duration of time to properly compensate for vacation and/or sick payoffs to insure personnel expenditures don't exceed the 2009 authorized budget provided that the judges and elected officials can still perform their mandated functions at a serviceable level.

However, there may be a few instances in which the best interests of Livingston County are served by allowing a hire to take place. The attached Vacancy Review Guidelines explain the objective, criteria and procedures for granting exceptions to the hiring freeze.

Vacancy requests will be approved only when it is clear to the Board of Commissioners that:

- The work is essential to Livingston County;
- The Elected Official/Department Head has examined current work and staffing to identify and then implement changes that improve service, reduce costs and reduce the number of staff required to get the department's work done;
- Alternatives to getting the work done have been seriously explored including redesigning work, reassigning current staff, using additional technology or rethinking how work is performed, streamlining and any other staff-suggested means;
- Lower priority work has been eliminated, deferred, or handled some other way. In other words, with approval, can some of the department's current duties be discontinued?;
- There is no reasonable alternative to hiring.

Where there is no reasonable alternative to hiring, it is expected that another position will be surrendered. Step placement at hiring should be scrutinized to minimize overall personnel costs. Avoid incurring any costs that are not necessary. All County expenditures – not just personnel costs need to be examined to reduce costs to the greatest extent possible.

3. APPLICABILITY:

All budgeted full-time, part-time and temporary positions that become vacant during the period of time that the hiring freeze is in effect. The hiring freeze applies to positions in a general fund department and to departments that receive a general fund subsidy. Every position will be reviewed on an individual basis.

Replacing an incumbent during a leave must follow the Vacancy Review Process. No approval is required to return the incumbent employee to the original position.

The hiring freeze will be in effect until further notice, and will not be lifted without an affirmative action taken by the Board of Commissioners.

4. DEFINITIONS:

5. REFERENCE AND LEGAL AUTHORITY:

Board Resolution 604-193	Resolution Establishing a Position Review Process to Justify the Current Need for Vacant Positions under the General Hiring Freeze
Board Resolution 2008-07-201	Resolution Authorizing Implementation of Adjustments to the 2008 Livingston County Budget
Board Resolution 2008-12-352	Resolution Adopting the 2009 Livingston County Budget
Board Resolution 2009-05-156	Resolution Authorizing Livingston County's Annual Budget Process and Calendar for 2010

6. SEE ALSO:

Personnel Policy regarding Workforce Reduction  
Form: Livingston County 2004 General Hiring Freeze, Request to Fill  
Form: Request for Exception to the Hiring Freeze

7. SUPERSEDES:

8. APPROVED BY:

Personnel Committee: June 3, 2009  
Finance Committee: June 10, 2009  
Board of Commissioners: July 6, 2009

9. RESOLUTION: No. 2009-07-217

10. REVIEW HISTORY:

B. PROCEDURE:

The requesting Elected Official/Department Head will complete the analysis required to Request an Exception to the Hiring Freeze. The appropriate Board Sub-Committee will review all requests for hiring within their jurisdiction. Only when the appropriate Board Sub-Committee is confident that the hire meets the criteria will the request receive further review from the Finance Committee and ultimate authorization will be provided by the Board of Commissioners prior to making a job offer.

The Board Sub-Committee may request clarification or additional information as deemed necessary.

Administration will adjust budgets to reflect the savings from vacant positions.

## REQUEST FOR EXCEPTION TO THE HIRING FREEZE

Request Submitted by: **Debbie Oberle**

Title of Position to be Filled: **Full time ACO rate)**

Salary: **\$35,947 (hire**

Annual Cost of Budgeted Position: **\$53,000**  
years: **\$ 275,000**

Projected Cost for the next five

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

If No: Name of Employee Last Occupying this Position—  
**Mike Lockwood, he is retiring.**

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? **Will become vacant July 20, 2012**

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? **There will be some overlap, however proper staffing must be maintained.**

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.

**-There are two ACO for the county, with one retiring, only one will be left to cover all the hours. LCAC currently has ACO coverage from 8am to 7pm six days per week—80 hours per week plus overtime for calls from 7pm to midnight. Two ACO's are needed.**

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.

**-Animal Control is mandated by state of MI. ACO's are needed to capture and restrain stray dogs and livestock.**

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

**Jan., 2007: 7FT, 1PT      Jan., 2008: 6FT, 3PT      Jan., 2009: 5FT, 5PT**  
**Jan., 2010: 5FT, 4PT      Jan., 2011: 4FT, 5PT**

Please explain changes: **There have been two separate reorganizations over the past two years plus significant budget reductions in the previous years. The last reorganization was approved by Resolution 2012-04-132.**

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.

**-Animal Control officer duties can't be done by other staff. The ACO must be deputized and have training in animal capture and MI Dog Laws.**

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?

**-With only one ACO left on staff, we would have to cut coverage from 80 hours down to 40 hours. And there would not be ACO coverage for vacation or illness.**

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

**-Give animal control duties to another department.  
-Cut hours of coverage and notify 911 that officers will not be available for assistance  
-No other options**

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

**-One officer will have to cover all 16 townships and assist 911 with police officer assistance calls. That option is not feasible. Would require payment of significant overtime.**

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

**-Retirement of existing officer should reduce expense for this position by close to \$10,000. Plus the department already did away with PT On-Call ACO's in March of 2012. We have conducted two staffing evaluations over the past two years to determine minimal staffing levels to perform activities required by the Department.**

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

**Have no other options. Staffing levels have been evaluated to determine what is needed to provide necessary services.**

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.

### Proposed 2012

		DIR		
FT ACO (40)		FT ACA (40)	PT Vet (15)	
FT ACO (40)		FT ACA (40)		
			PT Vet Tech partially grant funded	
		PT ACA (20)		
		PT ACA (20)		
		PT Kennel Assistant (19)		
		PT Kennel Assistant (19)		
		PT Kennel Assistant (19)		

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?

***-Due to road coverage needed for 16 townships, there is not a way to share unless it is a local police dept that has an officer that is deputized for animal control.***

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

***-none, must be deputized as an animal control officer, and no other animal organization in Livingston County has animal control officers.***

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?

***-Must be deputized as an ACO. There are no others available that I'm aware of.***

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

***-There is 80 hrs per week of coverage, with staggered hours from 8-7pm and on call until midnight. Use of temporary employees over the long term is not feasible.***

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 option was evaluated during the previous staffing evaluation. The best arrangement is two full time ACO's on two different schedules which provides regular coverage at least 6 days per week, with minimal overtime for late night and Sunday.***

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)?

***-with the latest staffing reorganization the two ACO's provide regular coverage for six days a week into the evenings. There is overtime for late night and Sundays. Previously there were two additional on call ACO's which were receiving a minimum of ten hours of pay per week, plus additional pay when time exceeded ten hours.***

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

***-special skills required, current shelter staff is not trained as animal control officers.***





# Memorandum

**To: Livingston County Board of Commissioners**  
**From: Ted Westmeier/Deborah Oberle**  
**Date: July 18, 2012**  
**Re: Resolution Authorizing the Filling of Vacant ACO and Vacant  
ACA positions**

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In April, 2012 the Board authorized the personnel reorganization in Animal Control under Resolution 2012-04-132. We have two vacant positions, one Full-time Animal Control Officer and one Full-time Animal Control Assistant. We are requesting authorization to fill these two positions and maintain the same personnel structure which was approved in April. We are also requesting that authorization be given to fill any new vacancies that might occur as a result of filling the two current vacant positions.

Should you have any additional questions do not hesitate to contact us.

RESOLUTION

NO: 2012-08-233

LIVINGSTON COUNTY

DATE: August 6, 2012

**RESOLUTION APPROVING THE CREATION OF A PART-TIME DEPUTY POSITION IN THE LIVINGSTON COUNTY JAIL**

**WHEREAS,** the Livingston County Sheriff- Jail has a need for a part-time deputy to expand the use of a current Inmate Work program; and

**WHEREAS,** the work program, hereafter referred to as SWAP, benefits the county by having services and manual labor performed by inmates sentenced in the county jail, thereby reducing some costs to the county for having the needed services performed; and additionally benefits the county by reducing the length of sentences for those inmates who participate in the program; and

**WHEREAS,** the Livingston County Sheriff- Jail requests the authorization to expand the program by adding a (20) hour, part-time female deputy to provide supervision to the female inmates who participate in the SWAP program,

**WHEREAS,** funding for same is available in the Livingston County Sheriff- Jail operating budget line item and will not exceed \$6000 from September 1<sup>st</sup>, 2012 until December 31<sup>st</sup>, 2012; funding will be moved from jail overtime to fund this part-time position,

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby establishes an additional part-time SWAP deputy in the Livingston County Sheriff-Jail Department.

# # #

MOVED:  
SECONDED:  
CARRIED:



**LIVINGSTON COUNTY, MICHIGAN**  
**DEPARTMENT OF LIVINGSTON COUNTY JAIL**

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**150 S. Highlander Way, Howell, MI 48843**  
**Phone 517-540-7946 Fax 517-545-9602**  
**Web Site: [co.livingston.mi.us](http://co.livingston.mi.us)**

## Memorandum

**To: Livingston County Board of Commissioners**  
**From: Lt. Tom Cremonte**  
**Date: 7/17/2012**  
**Re: Resolution to hire part-time SWAP deputy**

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The Livingston County Sheriff Department has had an inmate work program, which has been in operation since 2007. Initially the program had two 20 hours deputy that supervised both male and female inmates who participated in the program.

In 2009, one of the positions was vacated and never filled. Since that date, we have been unable to allow female inmates to participate in SWAP as we had no female supervision.

We are requesting a 20 hour part-time SWAP deputy position. Upon approval, this position will be filled with a female deputy to utilize female inmates in the work program.

If you have any questions regarding this matter please contact me.

RESOLUTION

NO: 2012-08-234

LIVINGSTON COUNTY

DATE: August 6, 2012

**RESOLUTION APPROVING THE FILLING OF A FULL TIME DEPUTY COURT CLERK POSITION IN THE 53<sup>RD</sup> DISTRICT COURT DEPARTMENT, AND THE SUBSEQUENT FILLING OF A PART-TIME DEPUTY COURT CLERK POSITION**

**WHEREAS,** the 53<sup>RD</sup> District Court has a need to replace a full-time deputy court clerk due to a vacancy; and

**WHEREAS,** for purposes of continuity, the 53<sup>rd</sup> District Court would continue to function efficiently if the filling of this position is granted; and

**WHEREAS,** if this position is granted, it would be filled by a now part-time deputy clerk; thus creating the need to fill a 20 hour per week deputy clerk position; and

**WHEREAS,** funding for same is available in the 53<sup>rd</sup> District Court Budget; and,

**WHEREAS,** this Resolution has been recommended for approval by the Finance Committee

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby approves the filling of a full-time deputy court clerk; and the subsequent filling of a part-time deputy court clerk in the 53<sup>rd</sup> District Court.

CURRENT POSITIONS		
POSITION TITLE	FULL -TIME #	PART -TIME #
Judges	3	
Court Administrator	1	
Magistrate	1	
Chief Deputy Clerk	1	
Chief Probation Officer	1	
Chief Account Clerk	1	
Account Clerk	1	
Law Clerk		2
Court Recorder/Jud Secry	3	
Division Leader - Clerical	3	
Probation Officers	4	
Deputy Clerks	11	4
<b>TOTALS:</b>	<b>30</b>	<b>6</b>

REQUESTED POSITIONS		
POSITION TITLE	FULL -TIME #	PART -TIME #
Judges	3	
Court Administrator	1	
Magistrate	1	
Chief Deputy Clerk	1	
Chief Probation Officer	1	
Chief Account Clerk	1	
Account Clerk	1	
Law Clerk		2
Court Recorder/Jud Secry	3	
Division Leader - Clerical	3	
Probation Officers	4	
Deputy Clerks	11	4
<b>TOTALS:</b>	<b>30</b>	<b>6</b>

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MOVED:

SECONDED:

CARRIED:

## REQUEST FOR EXCEPTION TO THE HIRING FREEZE

Request Submitted by: Mary Ellen Nygren

Title of Position to be Filled: Deputy court clerk

Salary: \$27,757

Annual Cost of Budgeted Position: \$43,631  
years: \$231,192

Projected Cost for the next five

New Position/Classification (Yes/No):

If No: Name of Employee Last Occupying this Position

*Rachael Morga*

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? *Will become vacant 07/30/212*

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?

*N/A*

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.

*This position provides primary support for the legal and program services of the Court, specifically supporting the activities of the judges, the magistrate and the court's probation staff. Duties include recording hearings, processing court filings, preparing dockets, data entry of information mandated by statute and court rule, and performing other court related duties. The position performs the same functions as other court support staff, with different emphasis at times.*

*It is essential that this position be filled for a number of reasons. First, delays in processing filings and scheduling hearings will likely occur if workloads must be shifted to the remaining support staff. If this occurs, the Court assumes substantial risk of being in violation of statute and court rule requirements for scheduling and processing cases within defined time frames. Second, the administrative support the position provides is critical to probation and financial services. The screening of defendants who are reporting in and processing of payments in a timely manner create a level of efficiency that is essential to the Court's services. Third, it is impossible to shift the position's workload to other support staff.*

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 not mandated. However, it supports the statutory and court rule mandated functions of the Court, primarily the required duties of the judges and magistrate. Without the support of this position, substantial additional burden would be placed on other staff to continue meeting statutory and court rule mandates.*

3. Budgeted department head count for the past five years:  
2007 : 36 full time; 2008: 35 full time, 2009: 35 full time, 2010: 31 full time; 6 part-time; 2011: 31 full time; 6 part-time.

Please explain changes:

*Due to budget cuts, the District Court did not fill a full time-law clerk in 2008. In subsequent years, when a full-time position became vacant, we filled it with two part-time people.*

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.

*This position requires specialized skills, in addition to general clerical and office support skills, which are not available through staff in other County positions. A knowledge of court processes, including an understanding of statutes and court rules that govern Court operations is necessary to be able to perform daily functions. The ability to assist customers with complex questions or who are upset about their situation is essential to the effectiveness of the person in this position.*

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?

*Staff has taken on additional duties to those defined in their job descriptions on request. These changes have occurred without seeking to amend job descriptions or seeking increases in staff pay. Additionally, workload analysis is conducted to ensure that there is an even distribution of work. Staff capacity, based on factors such as demonstrated ability to manage complex tasks, change in educational background, and other individualized factors, is evaluated to determine the most efficient ways of assigning work short of requesting hiring for new positions.*

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

1. *Distribute the work of the position among remaining staff and obtain a budget amendment to cover anticipated overtime and other costs. This option is unlikely to have a positive impact on court services and county fiscal issues. Service to court*

*customers will be negatively impacted as staff will not be able to cover public inquiries and processing of court files and proceedings. Costs will increase for overtime. In addition, positions will have to be re-evaluated for change in classification and/or pay to compensate for assumption of additional or new duties.*

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

*See above*

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

*The District Court has implemented many budget saving measures in the past; voluntarily retiring the position of a full-time law clerk, reducing full –time employees to part time, etc.*

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

*The District Court has already taken, and adjusted to, significant budget cuts, which have hindered its ability to effectively deliver services. The Court by nature is a reactive entity. It must use resources to meet demands of it's caseload. This Court has always been conservative in managing its budget in all areas.*

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.

*See attached organizational chart*

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 work performed by this position is assigned under the general supervision of the Chief Judge of Livingston County. The work supports the statutory and court rule required duties of the Court, which are required of all district courts throughout Michigan. The specialized nature of the work to the Court makes it impossible to share with other counties or local governmental units.*

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

*Not applicable for this position.*

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, it is not possible to use temporary employees to complete the work. The work is ongoing and is not of a temporary nature.*

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).

*The use of part-time employees is not possible for this position. The work requires continuity of workflow, and the ability to provide back-up to other support staff in a quick, seamless way. Setting primary duties aside or shifting between multiple part-time staff increases the risk of error and loss of continuity in dealing with attorneys, agencies and the public served by the Court.*

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)?

*Overtime is not currently a necessity. If the position is not re-filled, there will be extensive overtime required on the part of the other support staff to keep up with the demands of the court's workload.*

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

*Yes. Support staff have a number of duties that require them to cover for each other on a daily basis.*



RESOLUTION

NO: 2012-08-235

LIVINGSTON COUNTY

DATE: August 6, 2012

**RESOLUTION AUTHORIZING THE RE-CREATION OF THE EXEMPT OPERATIONS MANAGER POSITION – 911 CENTRAL DISPATCH / EMERGENCY MANAGEMENT / PUBLIC SAFETY COMMITTEE / PERSONNEL COMMITTEE / FINANCE COMMITTEE / BOARD OF COMMISSIONERS**

**WHEREAS,** August 24, 2009, the Livingston County Board of Commissioners approved Resolution 2009-08-257, eliminating, among other actions, the vacant exempt operations manager position at central dispatch and established a third exempt supervisor position; and,

**WHEREAS,** it is now evident the elimination of the exempt operations manager position also eliminated the single point of contact for information and services upon which the agencies served by central dispatch had come to rely; and,

**WHEREAS,** it is now also evident the most efficient and effective means to improve service to the public safety agencies and officers served by central dispatch is to convert the third exempt supervisor position back to an exempt operations manager position; and,

**WHEREAS,** the department’s 2012 budget contains sufficient resources to fund the position for the remainder of the year and subsequent year budgets may be adjusted accordingly; and,

**WHEREAS,** an operations manager position description has been prepared and submitted; and,

**WHEREAS,** improvement of service is urgently required, a qualified person shall be promoted or appointed to the aforementioned exempt operations manager position at Grade L, Step 6 pursuant to County policies.

**THEREFORE IT BE RESOLVED** that the Livingston County Board of Commissioners approve and authorize the Operations Manager Position at Grade L, Step 6.

CURRENT POSITIONS	
POSITION TITLE	FTEs
Director	1
Asst. Director	.75
Admin. Assistant	1
Supervisor	3
Shift Leader	4
Dispatcher I	12
Dispatcher II	9
<b>Totals:</b>	<b>30.75</b>

APPROVED POSITIONS	
POSITION TITLE	FTEs
Director	1
Asst. Director	.75
Operations Manager	1
Admin. Assistant	1
Supervisor	2
Shift Leader	4
Dispatcher I	12
Dispatcher II	9
<b>Totals:</b>	<b>30.75</b>

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MOVED:  
SECONDED:  
CARRIED:



**LIVINGSTON COUNTY, MICHIGAN**  
**911 CENTRAL DISPATCH/  
EMERGENCY MANAGEMENT DEPARTMENT**

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**300 S. Highlander Way, Howell, Michigan 48843**  
**Phone 517.546.4620 Fax 517.546.5008**  
**Web Site: [co.livingston.mi.us](http://co.livingston.mi.us)**

## Memorandum

**To:** Infrastructure & Development and Public Safety Committee  
Personnel Committee  
Finance Committee  
Board of Commissioners

**From:** Donald T. Arbic, Director

**Date:** July 20, 2012

**Re:** Re-creation of Central Dispatch Operations Mgr Position

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August 24, 2009, the Livingston County Board of Commissioners approved Resolution 2009-08-257, which, among other actions, eliminated the vacant exempt operations manager position and created a third exempt supervisor position within the 9-1-1 Central Dispatch/Emergency Management Department.

It is now evident the elimination of the operations manager position also eliminated the single point of contact for information and services upon which the agencies served by central dispatch had come to rely. Writer is convinced the most efficient and effective means to improve the service levels to the public safety agencies and officers served by central dispatch is to convert the third exempt supervisor position back to an operations manager position at the Step L, Step 6, re-adopt the central dispatch operations manager position description and appoint or promote a qualified person to fill the position.

There are sufficient funds in the department's 2012 budget for the position. The 2013 and beyond budgets will be drafted to fund the position.

EMPLOYEE NAME:

JOB TITLE: Operations Manager 9-1-1

POSITION ID#: 261.346-\*\*\*

EMPLOYEES SUPERVISED: Dispatch Supervisor(s)

IMMEDIATE SUPERVISOR: Donald Arbic

TITLE OF IMMEDIATE SUPERVISOR: 911 Central Dispatches / Emergency Management Director

FLSA STATUS: Exempt – Professional

DEPARTMENT: 911 Central Dispatch / Emergency Management

LOCATION: West Complex

EFFECTIVE:

GRADE: L

RANGE:

WORKERS COMP. CODE: 9410

**SUMMARY OF POSITION:**

As a member of the 911 Central Dispatch/Emergency Management leadership team, participates in strategic long range planning to develop department goals, management philosophy, policy development, resource utilization and oversight of the daily operations of the 9-1-1 center to provide effective 9-1-1 Central Dispatch/Emergency Management services to the community. In the absence of the Director and Assistant Director, is responsible for 9-1-1 Operations to ensure the operational goals of the department are met or exceeded, participating in day-to-day operations and supervising 9-1-1 Operations.

**ESSENTIAL FUNCTIONS:**

1. Shall be required to assume the Director's responsibilities in the absence of the Director and Assistant Director.
2. Supervises staff to include:
  - a. Prioritizing and assigning work
  - b. Conducting performance evaluations
  - c. Ensuring staff are trained
  - d. Ensuring employees follow policies and procedures
  - e. Maintaining a healthy and safe working environment

- f. Make hiring, and disciplinary recommendations
3. Develops, implements and administers operation policies and procedures, and monitors compliance.
4. Reviews and/or develops various reports regarding departmental operations, monitor compliance with applicable standards, and develops and/or approves appropriate training programs.
5. Serves as the department liaison regarding the planning and installation of emergency communications systems, their maintenance and administration.
6. Investigates sensitive or complex internal complaints against personnel.
7. Participates in community organizations to promote the department's image and programs.
8. Assists in developing emergency preparedness plans and related operations.
9. Performs other duties of a similar nature or level.

#### 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-service and supervisory sessions.
4. Will adjust work schedule, with supervisory approval, to meet County needs.
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.
7. Analyzes data, thinks strategically, uses sound judgement, and listens to others in making decisions.

#### SUPPLEMENTARY FUNCTIONS:

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

#### LICENSING or CERTIFICATIONS:

1. A valid Driver's License and a good driving record
2. LEIN Certification – State of Michigan
3. Emergency Medical Training

#### QUALIFICATIONS:

1. Bachelor's Degree in Criminal Justice, Business Administration, or a related field and
2. Three years of supervisory experience; or,
3. An equivalent 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;
- 911/central dispatch communications principles and practices;
- Applicable telecommunications systems;
- Trends in dispatch communications;
- Applicable local, state and federal laws, rules, and regulations;
- Research principles;

#### SKILL IN:

- Supervising and evaluating employees;
- Prioritizing and assigning work;
- Assisting in the direction and management of departmental operations;
- Preparing and interpreting reports;
- Developing and implementing policies and procedures;
- Operating a computer and applicable software;
- Applying local, state and federal laws, rules and regulations;
- Communication, interpersonal skills as applied to interaction with coworkers, supervisor, the general public, etc. sufficient to exchange or convey information and to receive work direction.
- 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 typically require; fingering, talking, hearing, seeing and repetitive motions.
- Indoor office and outside field work maybe be required. Incumbents may be subjected to fumes and chemicals. May respond to hazardous materials incidents or other incidents that require on-scene response and direction or supervision of mitigation activities.
- Must have physical ability to visit incident sites and operate equipment. Lifting of up to 50 pounds may be required occasionally.
- Must maintain a 24-hour/7 day-a-week/365 day on-call person for this department for operational readiness.
- 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.
- Assumes constructive leadership role with co-workers.
- Assists in providing training to other staff, shares skills with other staff.
- Functions willingly as a training consultant/resource to colleagues.
- Pursues appropriate certification/licensure.
- 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 indicated in 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

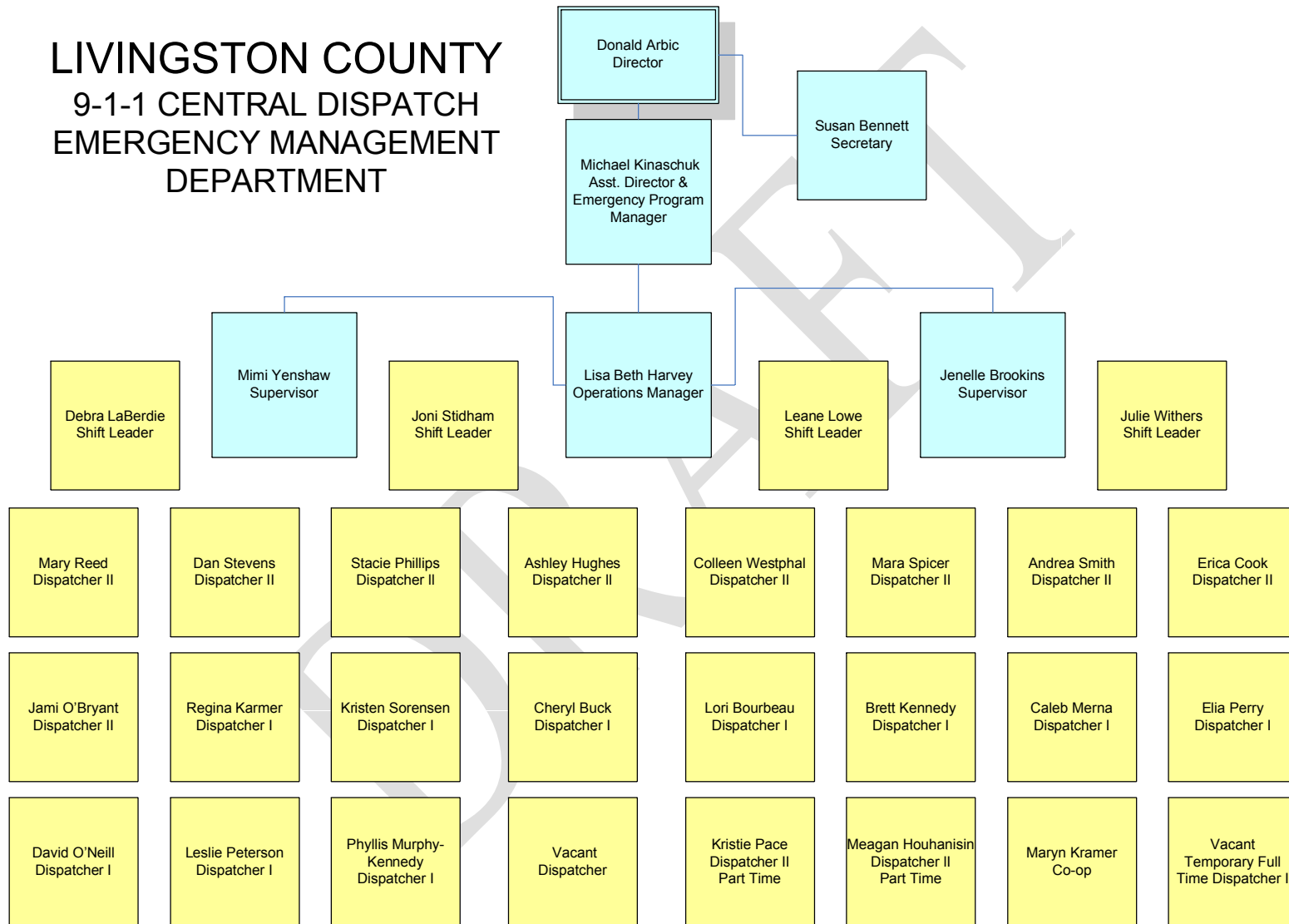
\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Position Description Established: 10/04  
Position Description Revised: 07/12

DRAFT

# LIVINGSTON COUNTY 9-1-1 CENTRAL DISPATCH EMERGENCY MANAGEMENT DEPARTMENT





RESOLUTION

NO: 2012-08-236

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION APPROVING THE FILLING OF A VACANT FULL TIME CASEWORKER POSITION AND SUBSEQUENT FILLING OF A FULL TIME CLERK POSITION IN THE FRIEND OF THE COURT OFFICE - Friend of the Court**

**WHEREAS,** the Friend of the Court Office has a need to fill a vacant Caseworker position; and

**WHEREAS,** under the collective bargaining agreement, the Caseworker position is historically filled with a Clerk who bids on the position and is qualified to do the job; and

**WHEREAS,** for purposes of continuity, the Friend of the Court Office would function more efficiently if the resolution to approve the filling of the vacant full time Caseworker position and subsequently fill a full time Clerk position were granted; and

**WHEREAS,** both positions are responsible for child support enforcement and 66% of the employee cost is reimbursed through the Cooperative Reimbursement Program; and

**WHEREAS,** funding for same is available in the 2012 Friend of the Court Budget; and

**WHEREAS,** this Resolution has been recommended for approval by the Finance Committee.

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby approves the filling of the vacant full time Caseworker position and subsequent filling of a full time Clerk position the Friend of the Court Office.

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MOVED:  
SECONDED:  
CARRIED:

## REQUEST FOR EXCEPTION TO THE HIRING FREEZE

Request Submitted by: **Melissa A. Scharrer, Friend of the Court**

Title of Position to be Filled: **Enforcement Caseworker**

Salary: **\$36,868 – \$44,032**

Annual Cost of Budgeted Position: \$53,919 - \$59,373. **However, as this position is funded through the Cooperative Reimbursement Program (CRP) with the Office of Child Support, the annual cost would be 34% of the above range or: \$18,332 - \$20,187.**

Projected Cost for the next five years: **Approximately, \$96,229 (34% of \$283,028)**

New Position/Classification (No)

If No: Name of Employee Last Occupying this Position: **Stacey Beck**

When did the position become vacant? **July 23, 2012**

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.**

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 position of Enforcement Caseworker enforces court orders in compliance with Michigan statutes, Michigan Court Rules, case law, and other requirements and directives from the Department of Human Services, Office of Child Support, and the State Court Administrative Office pertaining to child support, spousal support, medical support, and child care. This position is responsible for collecting financial and other information which is used to prepare reports with recommendations regarding child support and other matters; monitoring cases for compliance with court orders and following up with enforcement action, if necessary; responding to inquiries via telephone, fax, written correspondence, e-mail, and in person related to court orders, enforcement issues, complaints regarding parenting time, and other matters.**

**The work performed by the FOC Enforcement Caseworker is essential to the welfare of the children and families in Livingston County who have experienced separation and/or divorce. Especially with this depressed economy, issues of financial support for children take on paramount importance. The federally mandated child support system, and the rules and procedures associated with it, are often complex and difficult to understand. With an average caseload of over 1,250 cases, caseworkers not only must navigate these complexities but also seek to explain the processes to clients. Currently, many clients feel frustrated by the "system" and want their concerns timely addressed. To not fill this position would mean that the 1,250 cases would be divided between the remaining four Caseworkers, resulting in a**

**caseload of about 1,563 per person. I believe that our commitment to serving children and families would be severely jeopardized by such caseloads.**

1. 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.

**Mandated pursuant to Michigan Compiled Laws (MCL): 400.236- 240; The Family Support Act, MCL 552.451- 459; The Friend of the Court Act, MCL 552.501- 528; The Support and Parenting Time Enforcement Act, MCL 552.601- 683; The Uniform Interstate Family Support Act, MCL 552.1101- 1901; Child Custody Act, MCL 772.21 et seq.; The United States Code of Federal Regulations (CFR); Title IV-D of the Social Security Act of 1976; The Michigan Court Rules (MCR) subchapter 3.200 particularly MCR 3.208- 3.221; State Court Administrative Office Memorandum; Department of Human Services IV-D Memorandum; and all other duties assigned by the Chief Circuit Court Judge.**

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

Jan., 2007: **27** Jan., 2008: **25** Jan., 2009: **26** Jan., 2010: **26.5** Jan., 2011: **26.5**

Please explain changes:

**On October 1, 2007, when the State of Michigan eliminated funding for a Medical Clerk, the position was eliminated. In addition, we eliminated a File Clerk part-time position to save costs and restructured the duties among the FOC Clerks. In January 2009, in coordination with the Circuit Court Juvenile Division, we were granted funding for an additional Attorney Referee position. The following year, we were granted funding for a part-time Conciliator position.**

3. 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.

**Typically, a vacant Enforcement Caseworker position has been filled by a lower seniority employee at the FOC largely in part because of the critical necessity to understand the complexities of the Michigan Child Support Enforcement System (MiCSES), court rules and procedures, and the unique nature of working in emotional and stressful situations. Caseworkers oversee the entire FOC case file and are the points of contact for all inquiries. It is essential that a Caseworker have knowledge and understanding of MiCSES, child support procedures and statutes, legal knowledge, and IV-D rules and regulations. This scope of knowledge is only gained through actual FOC work.**

4. 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?

**As stated in question #4, due to the complexities of the position and specialized knowledge required, this position is best filled with a current FOC employee. This, then, begs the question of should authorization be granted to fill the Enforcement Caseworker position, and it is filled with an existing FOC employee, could the essential work of the FOC be done without hiring an additional person? At this point, I cannot answer that question because it is conditional upon who might apply for the Enforcement Caseworker position and what existing position would be vacated and the resulting impact on the operation of the office. While I am always seeking opportunities to make the FOC as effective and efficient as possible, I am reminded of the limitations imposed upon us by MiCSES in assigning roles and duties to particular positions for security purposes. For example, a front desk clerk who accepts a support payment is not allowed to have the authority to change an address in MiCSES. The regulations imposed by MiCSES limit the scope of cross training allowable.**

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

**In my opinion, I would not have any options that I could offer as “reasonable.” The caseloads of the remaining Enforcement Caseworkers would be increased while the mandated duties would remain. The reluctant “option” would be to reduce contact with clients and become more automated in responding to inquiries.**

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

**Reduced availability to clients will result in increased frustration level for parents. Increased caseloads will result in the potential for mandated services not being performed accurately and timely. Incentive revenue likely will decline as we are not able to manage our cases as proficiently as before. Incentive revenue is based upon how well we perform our support enforcement functions. Generally, we receive about \$230,000 annually in incentive monies. This amount would be compromised with the loss of personnel.**

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

**Since April 2007, we have operated without a part-time file clerk and re-distributed those duties. Since October 2007, we have operated without a 32 hour per week Medical Clerk and those duties, too, have been re-distributed. When the additional Attorney Referee was hired, no request was made for an additional Referee secretary due to budget realities. Currently, two secretaries serve four Attorney Referees and the Friend of the Court. These two secretaries serve are cross trained to operate the video equipment as well as scheduling and managing the FOC files**

for hearings. The Referees, Friend of the Court, as well as Custody Investigators all type their own work product.

In addition, the FOC is measured regarding their cost effectiveness. In other words, for every dollar spent, how much is collected in support. In Michigan, the average is for every dollar spent, \$5.98 is collected. For the Livingston County FOC, for every dollar spent, \$16.40 is collected, the highest in the State.

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

**At this point, I am unable to answer this question. Please refer to comments stated in #5.**

9. 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.

**See attached Organization Chart. Also, as stated earlier, limitations imposed by MiCSES, due to security safeguards, restrict workforce availability for performing mandated services.**

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

**Each County enters into a contract with the Michigan Department of Human Services to perform child support enforcement in accordance with State and Federal requirements. It is from this specific contract, that the 66% reimbursement to the County is realized.**

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

**Due to the requirements of the Cooperative Reimbursement contract, the answer is none. However, we have been able to supplement services, such as supervised parenting time, through a grant offered by the State Court Administrative Office and administered by Catholic Social Services. In addition, we provide a divorce education program called SMILE that is done through all volunteers.**

12. 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?

**Due to the complexities of the MiCSES system and the knowledge required for this position, I do not think it would be effectively feasible.**

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

**Yes. The nature of the position of Enforcement Caseworker is literally a person who works a case. This person is the point of contact for parents, guardians, attorneys, employers, DHS workers, etc. Unlike criminal and civil cases, domestic cases can remain open for many years. The court continues to have jurisdiction over children until they reach 18 years old or graduate from high school, up to age 19 ½. In addition, if there are support arrearages owing past this date, then the FOC has 10 additional years to enforce on the arrears. Enforcement Caseworkers must develop and maintain communication and continuity with families. It not only helps families, but it helps enforcement duties as well. The use of part-time personnel would not serve the public or our enforcement responsibilities well. In addition, as 66% of salary and benefits are reimbursed by the CRP contract, the savings received by hiring someone without benefits would be relatively small compared to the loss in continuity and work productivity.**

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).

**Yes, as stated above in #14, I do not believe it would be feasible due to the long term nature of the position with families, nor do I believe it would be cost effective.**

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, current staff works some overtime but, due to budgetary concerns, the majority of this time is in the form of compensatory time. However, the use of this process is a balancing act. The position of Enforcement Caseworker, as are most positions at the FOC, very stressful. When clients call or come to our lobby, it is because they have questions and are generally upset with something that has happened that they do not understand. Caseworkers deal with volatile emotions on a regular basis and, in order to be effective, Caseworkers need to have a balance. To work overtime or compensatory time, on a regular basis, would not serve the Caseworker, the clients, or our office well.**

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

**Subject to the limitations imposed by MiCSES because of security safeguards, all staff are cross trained to promote efficiency. For example, my Office Coordinator, Chief Support Specialist, and Chief Account Clerk are cross trained in each position's duties. This allows for continuity in operations when there are sick, vacation, or training days. Similarly, the FOC Clerks are cross trained to assist the Referee Secretaries. As much as possible, staff are cross trained to maximize efficiency.**



# Memorandum

**To: Livingston County Board of Commissioners**

**From Melissa A. Scharrer**

**Date: 7/11/12**

**Re: RESOLUTION APPROVING THE FILLING OF A VACANT FULL TIME CASEWORKER  
POSITION AND SUBSEQUENT FILLING OF A FULL TIME CLERK POSITION IN THE  
FRIEND OF THE COURT OFFICE**

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Friend of the Court Caseworker, Stacey Beck, is leaving the office for a position with the State Court Administrative Office effective 7/20/11. This will create a vacant Caseworker position. Earlier this year, Stacey Beck bid on and was promoted to the Caseworker position that was approved by the Board of Commissioners in Resolution 2012-03-097 to be filled. Stacey's promotion to Caseworker at the time, created a vacant Clerk position which was approved by the Board of Commissioners in Resolution 2012-05-144 to be filled.

The vacant Caseworker position is historically filled by a bidding Clerk under the collective bargaining agreement, who is qualified to perform the duties of Caseworker. This will leave a vacant Clerk position. The Friend of the Court is asking by way of this resolution that should a Clerk bid and be awarded the Caseworker position, we would then be authorized to hire a new Clerk.

The position of Caseworker and Clerk is responsible for child support enforcement and 66% of salary and benefits is reimbursed through the Cooperative Reimbursement Program through the Michigan Department of Human Services and the Federal Office of Child Support. As a Caseworker, this position is responsible for over 1,250 active case files at the Friend of the Court and performs duties that are mandated by statute, court rules, and federal regulations. It is critical to the effective operation of the Friend of the Court and their mandated duties, in addition to the responsibilities to the children and families we serve, that this vacancy be filled.

A Clerk is responsible for 2100 active cases and handles medical, healthcare and child care enforcement among many other duties that support the entire Friend of the Court caseload and

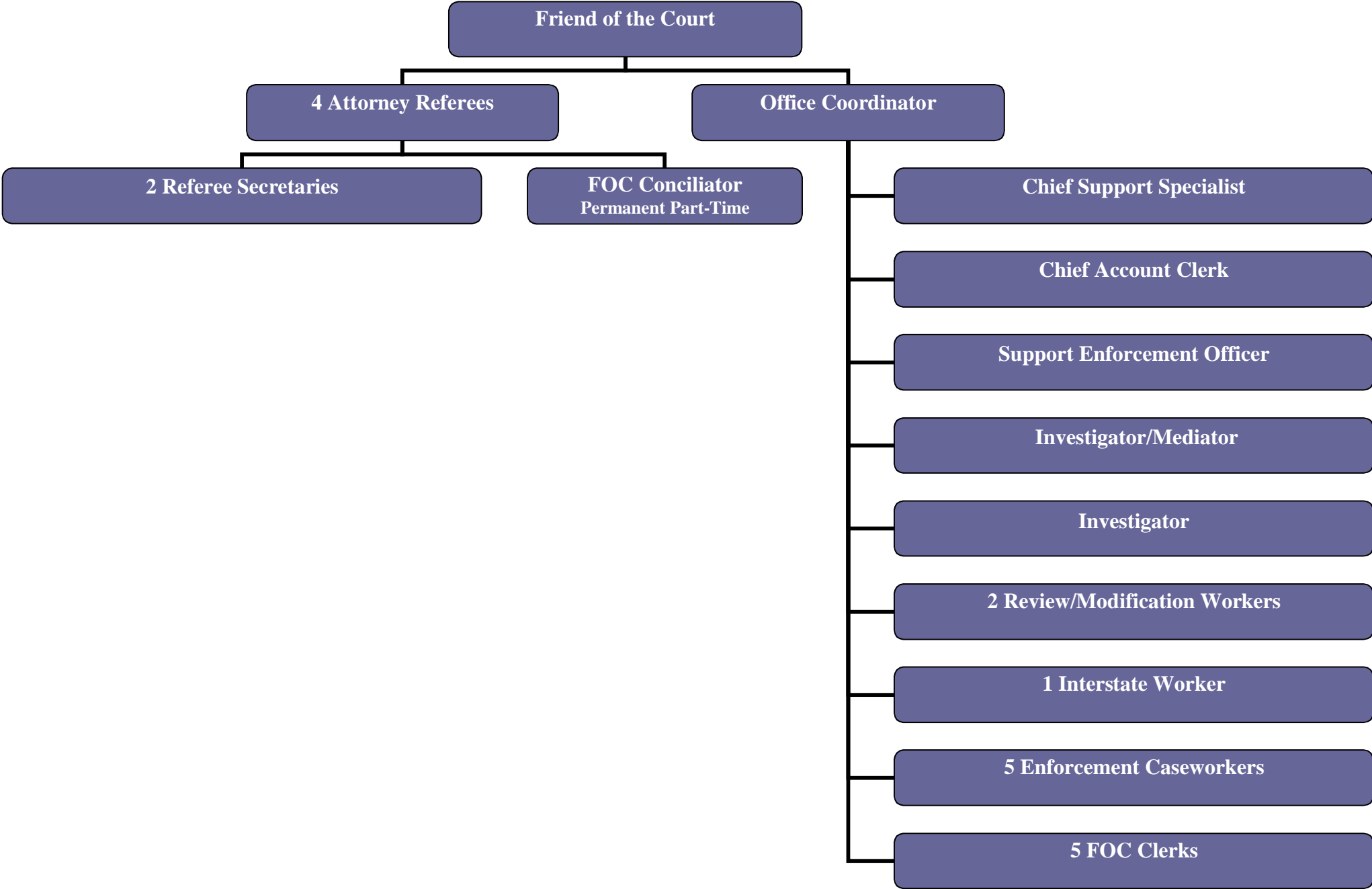


operations. It is critical to the effective operation of the Friend of the Court and their mandated duties, in addition to the responsibilities to the children and families we serve, that we ask for the subsequent Clerk vacancy to be filled.

An Exception to Hiring Freeze for both the Caseworker and Clerk positions accompanies this request. If you have any questions, please do not hesitate to contact me. Thank you.

# Friend of the Court Organization Chart

1-1-2011



## **REQUEST FOR EXCEPTION TO THE HIRING FREEZE**

**Request Submitted by:** Melissa A. Scharrer, Friend of the Court

**Title of Position to be Filled:** FOC Clerk

**Salary:** \$27,757 - \$33,151

**Annual Cost of Budgeted Position:** \$45,307 – \$50,701. However, as this position is funded through the Cooperative Reimbursement Program (CRP) with the Office of Child Support, the annual cost would be 34% of the above range or \$15,404 - \$17,238.

**Projected Cost for the next five years:** Approximately, \$82,000

**New Position/Classification (No)**

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

**When did the position become vacant?**

**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.

**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 position of FOC Clerk assists Caseworkers and FOC staff in enforcing court orders in compliance with Michigan statutes, Michigan Court Rules, case law, and other requirements and directives from the Department of Human Services, Office of Child Support, and the State Court Administrative Office pertaining to child support, spousal support, medical support, and child care. This position is responsible to assist staff in collecting financial and other information which is used to prepare reports with recommendations regarding child support and other matters; assisting staff in monitoring cases for compliance with court orders; responding to inquiries via telephone and in person related to FOC issues and concerns.

- 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.**

Mandated pursuant to Michigan Compiled Laws (MCL): 400.236- 240; The Family Support Act, MCL 552.451- 459; The Friend of the Court Act, MCL 552.501- 528; The Support and Parenting Time Enforcement Act, MCL 552.601- 683; The Uniform Interstate Family Support Act, MCL 552.1101- 1901; Child Custody Act, MCL 772.21 et seq.; The United States Code of Federal Regulations (CFR); Title IV-D of the Social Security Act of 1976; The Michigan Court Rules (MCR) subchapter 3.200 particularly MCR 3.208- 3.221; State Court Administrative Office Memorandum; Department of Human Services IV-D Memorandum; and all other duties assigned by the Chief Circuit Court Judge.

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

Jan., 2007: 27 Jan., 2008: 25 Jan., 2009: 26 Jan., 2010: 26.5 Jan., 2011: 26.5

**Please explain changes:**

On October 1, 2007, when the State of Michigan eliminated funding for a Medical Clerk, the position was eliminated. In addition, we eliminated a File Clerk part-time position to save costs and restructured the duties among the FOC Clerks. In January 2009, we were granted funding for an additional Attorney Referee position.

- 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, this position performs mandated duties as outlined in #2. Due to the security safeguards required by the Michigan Child Support Enforcement System (MiCSES), it would not be possible to assign other staff on a permanent basis to perform these essential functions.

**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?**

While I am always seeking opportunities to make the FOC as effective and efficient as possible, I am reminded of the limitations imposed upon us by MiCSES in assigning roles and duties to particular positions for security purposes. For example, a front desk clerk who accepts a support payment is not allowed to have the authority to change an address in MiCSES. The regulations imposed by MiCSES limit the scope of cross training allowable.

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

In my opinion, I would not have any options that I could offer as “reasonable.” The reluctant “option” would be to reduce contact with clients and become more automated in responding to inquiries.

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

Reduced availability to clients will result in increased frustration level for parents. Incentive revenue likely will decline as we are not able to manage our cases as proficiently as before. Incentive revenue is based upon how well we perform our support enforcement functions. Generally, we receive about \$230,000 annually in incentive monies. This amount would be compromised with the loss of personnel.

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

Since April 2007, we have operated without a part-time file clerk and re-distributed those duties. Since October 2007, we have operated without a 32 hour per week Medical Clerk and those duties, too, have been re-distributed. When the additional Attorney Referee was hired, no request was made for an additional Referee secretary due to budget realities. Currently, two secretaries serve four Attorney Referees and the Friend of the Court. These two secretaries serve are cross trained to operate the video equipment as well as scheduling and managing the FOC files for hearings. The Referees, Friend of the Court, as well as Custody Investigators all type their own work product.

In addition, the FOC is measured regarding their cost effectiveness. In other words, for every dollar spent, how much is collected in support. In Michigan, the average is for every dollar spent, \$5.98 is collected. For the Livingston County FOC, for every dollar spent, \$13.40 is collected.

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

The cost of this position is 34% of salary and benefits. We operate at a high cost effectiveness ratio and would not be able to perform at that level without adequate personnel.

**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.**

See attached Organization Chart. Also, as stated earlier, limitations imposed by MiCSES, due to security safeguards, restrict workforce availability for performing mandated 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?**

Each County enters into a contract with the Michigan Department of Human Services to perform child support enforcement in accordance with State and Federal requirements. It is from this specific contract, that the 66% reimbursement to the County is realized.

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

Due to the requirements of the Cooperative Reimbursement contract, the answer is none. However, we are looking forward to being able to supplement services, such as supervised parenting time, through the Safe Havens Grant. In addition, we provide a divorce education program called SMILE that is done through all volunteers.

**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?**

Yes, that may be possible.

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

It is not possible to use part-time personnel to complete the work. The use of part-time personnel would not serve the public or our enforcement responsibilities well. In addition, as 66% of salary and benefits are reimbursed by the CRP contract, the savings received by hiring someone without benefits would be relatively small compared to the loss in training, continuity, and work productivity.

**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).**

Yes, as stated above in #14, I do not believe it would be feasible due to the long term nature of the position with families, nor do I believe it would be cost effective.

**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, current staff works some overtime but, due to budgetary concerns, the majority of this time is in the form of compensatory time. However, the use of this process is a balancing act. As are most positions at the FOC, they are very stressful. When clients call or come to our lobby, it is because they have questions and are generally upset with something that has happened that they do not understand. FOC Clerks deal with volatile emotions on a regular basis and, in order to be effective, Clerks need to have a balance. To work overtime or compensatory time, on a regular basis, would not serve the Clerk, the clients, or our office well.

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

Subject to the limitations imposed by MiCSES because of security safeguards, all staff are cross trained to promote efficiency. For example, my Office Coordinator, Chief Support Specialist,

and Chief Account Clerk are cross trained in each position's duties. This allows for continuity in operations when there are sick, vacation, or training days. Similarly, the FOC Clerks are cross trained to assist the Referee secretaries. As much as possible, staff is cross trained to maximize efficiency.



RESOLUTION

NO: 2012-08-237

LIVINGSTON COUNTY

DATE: August 6, 2012

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**RESOLUTION APPROVING THE FILLING OF A VACANT FULL TIME CHIEF ACCOUNT CLERK POSITION IN THE FRIEND OF THE COURT OFFICE - Friend of the Court**

**WHEREAS,** the Friend of the Court Office has a need to fill a vacant Chief Account Clerk position; and

**WHEREAS,** for purposes of continuity, the Friend of the Court Office would function more efficiently if the resolution to approve the filling of the vacant Chief Account Clerk position were granted; and

**WHEREAS,** this position is responsible for the financial operations of the Friend of the Court and 66% of the employee cost is reimbursed through the Cooperative Reimbursement Program; and

**WHEREAS,** funding for same is available in the 2012 Friend of the Court Budget; and

**WHEREAS,** this Resolution has been recommended for approval by the Finance Committee.

**THEREFORE BE IT RESOLVED** that the Livingston County Board of Commissioners hereby approves the filling of the vacant full time Chief Account Clerk position in the Friend of the Court Office.

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MOVED:  
SECONDED:  
CARRIED:



**LIVINGSTON COUNTY, MICHIGAN**  
**FRIEND OF THE COURT**

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210 S. Highlander Way, Suite 3, Howell, MI 48843  
Phone (517)546-0230 Fax (517)552-2312

# Memorandum

**To: Livingston County Board of Commissioners**

**From: Melissa A. Scharrer**

**Date: 7/23/12**

**Re: RESOLUTION APPROVING THE FILLING OF A VACANT FULL TIME CHIEF  
ACCOUNT CLERK POSITION IN THE FRIEND OF THE COURT OFFICE**

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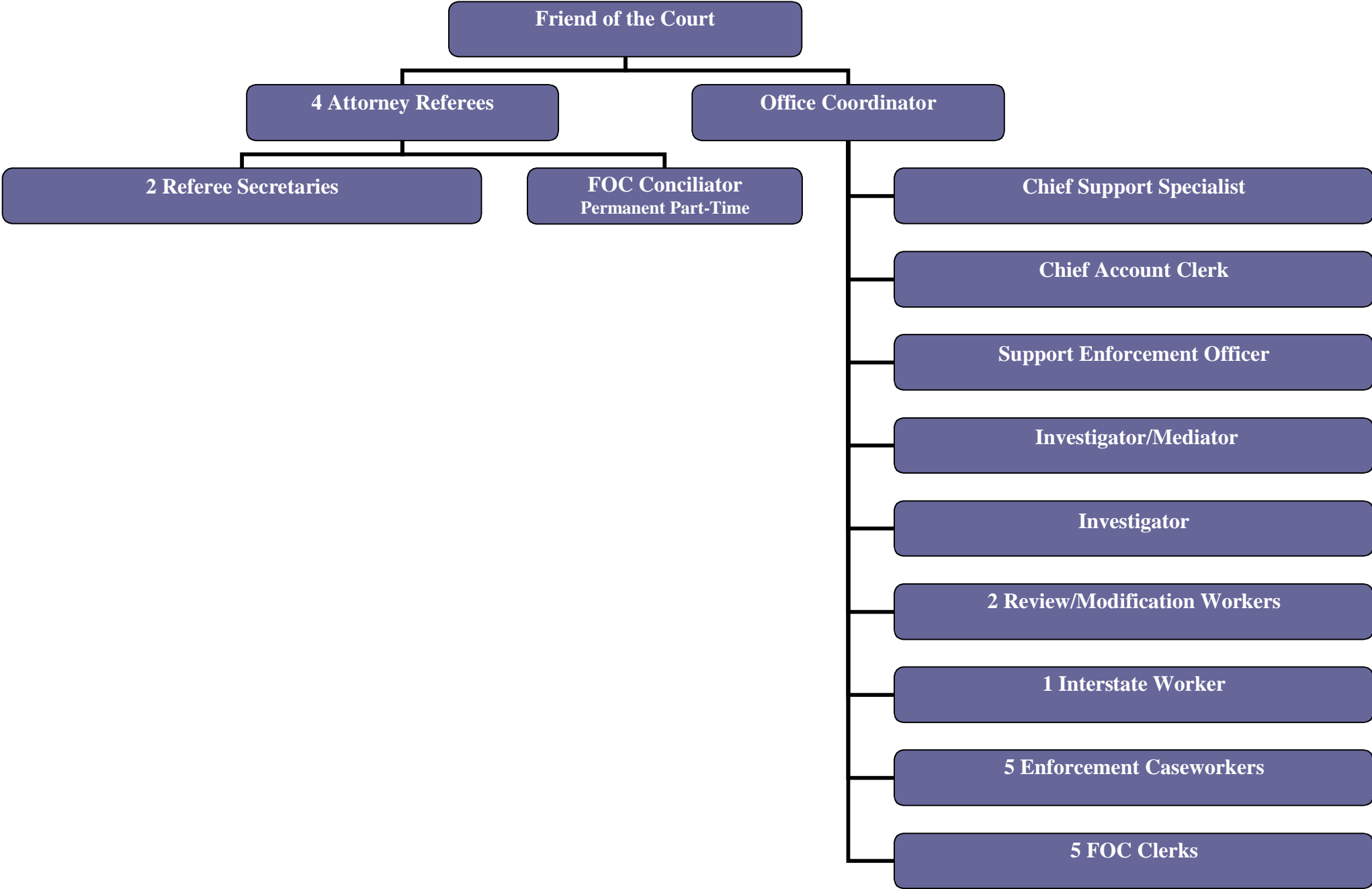
Friend of the Court Chief Account Clerk, Frances Kerr (aka Star Kerr), is leaving the Friend of the Court Office for a position with the Livingston County Administration Office effective 8/10/12. This will create a vacant Chief Account Clerk position in the Friend of the Court Office.

The Chief Account Clerk is an integral position in the Friend of the Court Office. This position is responsible for the financial records of the Friend of the Court Office and assists in the administration of the Cooperative Reimbursement Grant and annual budgets for the Friend of the Court Office. This position receives 66% reimbursement of salary and benefits through the Cooperative Reimbursement Program through the Michigan Department of Human Services and the Federal Office of Child Support. The Chief Account Clerk position is ingrained in the entire operation of the Friend of the Court as it relates to financial transactions such as purchasing, budget preparation, grant management, child support collections, performance factors, banking and audits. This position performs duties that are mandated by statute, court rules, and federal regulations. It is critical to the effective operation of the Friend of the Court and their mandated duties, in addition to the responsibilities to the children and families we serve, that this vacancy be filled.

An Exception to Hiring Freeze form accompanies this request. If you have any questions, please do not hesitate to contact me. Thank you.

# Friend of the Court Organization Chart

1-1-2011



## **REQUEST FOR EXCEPTION TO THE HIRING FREEZE**

**Request Submitted by:** Melissa A. Scharrer, Friend of the Court

**Title of Position to be Filled:** FOC Chief Account Clerk

**Salary:** \$36,868 - \$44,032

**Annual Cost of Budgeted Position:** \$53,919 - \$59,373. However, as this position is funded through the Cooperative Reimbursement Program (CRP) with the Office of Child Support, the annual cost would be 34% of the above range or \$18,332 - \$20,187.

**Projected Cost for the next five years:** Approximately, \$96,229 (34% of \$283,028)

**New Position/Classification (No)**

**If No: Name of Employee Last Occupying this Position:** Star Kerr

**When did the position become vacant?** August 13, 2012

**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.

**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 position of FOC Chief Account Clerk assists Caseworkers and FOC staff in enforcing court orders in compliance with Michigan statutes, Michigan Court Rules, case law, and other requirements and directives from the Department of Human Services, Office of Child Support, and the State Court Administrative Office pertaining to child support, spousal support, medical support, and child care. This position is responsible to assist staff in collecting financial and other information which is used to prepare reports with recommendations regarding child support and other matters; assisting staff in monitoring cases for compliance with court orders; responding to inquiries via telephone and in person related to FOC issues and concerns.

- 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.**

Mandated pursuant to Michigan Compiled Laws (MCL): 400.236- 240; The Family Support Act, MCL 552.451- 459; The Friend of the Court Act, MCL 552.501- 528; The Support and Parenting Time Enforcement Act, MCL 552.601- 683; The Uniform Interstate Family Support Act, MCL 552.1101- 1901; Child Custody Act, MCL 772.21 et seq.; The United States Code of Federal Regulations (CFR); Title IV-D of the Social Security Act of 1976; The Michigan Court Rules (MCR) subchapter 3.200 particularly MCR 3.208- 3.221; State Court Administrative Office Memorandum; Department of Human Services IV-D Memorandum; and all other duties assigned by the Chief Circuit Court Judge.

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

Jan., 2007: 27 Jan., 2008: 25 Jan., 2009: 26 Jan., 2010: 26.5 Jan., 2011: 26.5

**Please explain changes:**

On October 1, 2007, when the State of Michigan eliminated funding for a Medical Clerk, the position was eliminated. In addition, we eliminated a File Clerk part-time position to save costs and restructured the duties among the FOC Clerks. In January 2009, we were granted funding for an additional Attorney Referee position.

- 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, this position performs mandated duties as outlined in #2. Due to the security safeguards required by the Michigan Child Support Enforcement System (MiCSES), it would not be possible to assign other staff on a permanent basis to perform these essential functions.

**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?**

While I am always seeking opportunities to make the FOC as effective and efficient as possible, I am reminded of the limitations imposed upon us by MiCSES in assigning roles and duties to particular positions for security purposes. For example, a front desk clerk who accepts a support payment is not allowed to have the authority to change an address in MiCSES. The regulations imposed by MiCSES limit the scope of cross training allowable.

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

In my opinion, I would not have any options that I could offer as “reasonable.” The reluctant “option” would be to reduce contact with clients and become more automated in responding to inquiries.

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

Reduced availability to clients will result in increased frustration level for parents. Incentive revenue likely will decline as we are not able to manage our cases as proficiently as before. Incentive revenue is based upon how well we perform our support enforcement functions. Generally, we receive about \$230,000 annually in incentive monies. This amount would be compromised with the loss of personnel.

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

Since April 2007, we have operated without a part-time file clerk and re-distributed those duties. Since October 2007, we have operated without a 32 hour per week Medical Clerk and those duties, too, have been re-distributed. When the additional Attorney Referee was hired, no request was made for an additional Referee secretary due to budget realities. Currently, two secretaries serve four Attorney Referees and the Friend of the Court. These two secretaries serve are cross trained to operate the video equipment as well as scheduling and managing the FOC files for hearings. The Referees, Friend of the Court, as well as Custody Investigators all type their own work product.

In addition, the FOC is measured regarding their cost effectiveness. In other words, for every dollar spent, how much is collected in support. In Michigan, the average is for every dollar spent, \$5.98 is collected. For the Livingston County FOC, for every dollar spent, \$13.40 is collected.

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

The cost of this position is 34% of salary and benefits. We operate at a high cost effectiveness ratio and would not be able to perform at that level without adequate personnel.

**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.**

See attached Organization Chart. Also, as stated earlier, limitations imposed by MiCSES, due to security safeguards, restrict workforce availability for performing mandated 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?**

Each County enters into a contract with the Michigan Department of Human Services to perform child support enforcement in accordance with State and Federal requirements. It is from this specific contract, that the 66% reimbursement to the County is realized.

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

Due to the requirements of the Cooperative Reimbursement contract, the answer is none. However, we are looking forward to being able to supplement services, such as supervised parenting time, through the Safe Havens Grant. In addition, we provide a divorce education program called SMILE that is done through all volunteers.

**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?**

Yes, that may be possible.

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

It is not possible to use part-time personnel to complete the work. The use of part-time personnel would not serve the public or our enforcement responsibilities well. In addition, as 66% of salary and benefits are reimbursed by the CRP contract, the savings received by hiring someone without benefits would be relatively small compared to the loss in training, continuity, and work productivity.

**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).**

Yes, as stated above in #14, I do not believe it would be feasible due to the long term nature of the position with families, nor do I believe it would be cost effective.

**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, current staff works some overtime but, due to budgetary concerns, the majority of this time is in the form of compensatory time. However, the use of this process is a balancing act. As are most positions at the FOC, they are very stressful. When clients call or come to our lobby, it is because they have questions and are generally upset with something that has happened that they do not understand. FOC Clerks deal with volatile emotions on a regular basis and, in order to be effective, Clerks need to have a balance. To work overtime or compensatory time, on a regular basis, would not serve the Clerk, the clients, or our office well.

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

Subject to the limitations imposed by MiCSES because of security safeguards, all staff are cross trained to promote efficiency. For example, my Office Coordinator, Chief Support Specialist,



and Chief Account Clerk are cross trained in each position's duties. This allows for continuity in operations when there are sick, vacation, or training days. Similarly, the FOC Clerks are cross trained to assist the Referee secretaries. As much as possible, staff is cross trained to maximize efficiency.