

PERSONNEL COMMITTEE AGENDA

May 19, 2021, Following Finance
Virtual Meeting Held in Accordance with Public Act 254 of 2020
Zoom Virtual Meeting

Meeting ID: 399-700-0062 / Password: LCBOC

<https://zoom.us/j/3997000062?pwd=SUdLYVFFcmozWnFxbm0vcHRjWkVIZz09>

Due to limited seating and MDHHS social distancing requirements, public participation is encouraged via Zoom.

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PERSONNEL COMMITTEE

MEETING MINUTES

Livingston County

April 21, 2021, 8:00 am

Virtual Meeting Held in Accordance with Public Act 254 of 2020

Zoom Virtual Meeting

Meeting ID: 399-700-0062 / Password: LCBOC

<https://zoom.us/j/3997000062?pwd=SUdLYVFFcmozWnFxbm0vcHRjWkVIZz09>

Members Present

Douglas Helzerman, Carol S. Griffith, Mitchell Zajac

1. CALL MEETING TO ORDER

The meeting was called to order by Commissioner Helzerman at 8:46 am

2. ROLL CALL

Members present:

Commissioner Helzerman, Commissioner Griffith, Commissioner Zajac

3. APPROVAL OF AGENDA

Motion to approve the Agenda as presented.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

4. CALL TO THE PUBLIC

None

5. APPROVAL OF MINUTES

Minutes of Meeting Dated: March 17, 2021

Motion to approve the Minutes as presented.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

6. TABLED ITEMS FROM PREVIOUS MEETINGS

None

7. REPORTS

Commissioners Zajac & Helzerman thanked the Drain Department for their hard work.

Jennifer Palmbo announced the change in meeting date from June 9th, 2021 to June 16th, 2021.

8. RESOLUTIONS FOR CONSIDERATION

8.1 County Clerk

Resolution to Approve a Non-Precedent Setting, One Time Only Donation of Vacation Time by Any County Employee Wishing to Participate, to an Employee Within the Clerk's Office.

Motion to approve the above Resolution and move to Finance.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

8.2 Drain Commission

Resolution Authorizing the Reclassification of the Heavy Equipment Operator.

Motion to approve the above Resolution.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

8.3 LETS

Resolution Authorizing the Reclassification of the LETS Trainer / Dispatcher / Driver.

Motion to approve the above Resolution.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;
Absent (0): None

Motion Carried (3-0-0)

8.4 Sheriff

Resolution Authorizing the Classification Analysis of the Sheriff SWAP Deputy.

Motion to approve the above Resolution.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;
Absent (0): None

Motion Carried (3-0-0)

8.5 Sheriff

Resolution Authorizing the Classification Analysis of the Sheriff Inmate and Jail Medical Billing Specialist/Central Records Supervisor.

Motion to approve the above Resolution.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;
Absent (0): None

Motion Carried (3-0-0)

8.6 Sheriff

Resolution Authorizing the Reclassification of the Central Records and FOIA Specialist.

Motion to approve the above Resolution.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;
Absent (0): None

Motion Carried (3-0-0)

8.7 Sheriff

Resolution Authorizing the Purchase of MERS Service Credit by Deputy Kevin Crane.

Motion by M. Zajac to Table the Resolution to the next Meeting was not supported.

Motion to approve the above Resolution and move to Finance.

Moved By: Carol Griffith

Seconded By: Doug Helzerman

Roll Call Vote: YES (2): D. Helzerman, C. Griffith; **NO (1):** M. Zajac; **Absent (0):** None

Motion Carried (2-1-0)

8.8 County Administration

Resolution to Adopt a Telecommuting Arrangement Policy

Motion to approve the above Resolution and move to Finance with Amendment that County Administration will provide a 6 month review report at the November Personnel Committee meeting.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None;
Absent (0): None

Motion Carried (3-0-0)

8.9 Board of Commissioners

Resolution Approving Appointments to Livingston County Boards and Committees.

Motion to Approve the above Resolution.

Moved By: Carol Griffith

Seconded By: Doug Helzerman

Motion to Table the Resolution to the next Personnel Meeting.

Moved By: M. Zajac

Seconded By: C. Griffith

Roll Call Vote: YES (2): C. Griffith, M. Zajac; **NO (1):** D. Helzerman; **Absent (0):** None

Motion Carried (2-1-0)

9. ADJOURNMENT

Motion to Adjourn Meeting at 10:31am

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

Respectfully submitted by:

Pam Dinsmore

Recording Secretary

PERSONNEL COMMITTEE

MEETING MINUTES

Livingston County

April 26, 2021, 4:30 pm

Board of Commissioners Hybrid Meeting

Zoom Virtual Meeting ID: 399-700-0062 / Password: LCBOC

<https://zoom.us/j/3997000062?pwd=SUdLYVFFcmozWnFxbm0vcHRjWkVIZz09>

304 E. Grand River Ave., Board Chambers, Howell, Michigan

Members Present:

Douglas Helzerman, Carol S. Griffith, Mitchell Zajac

1. CALL MEETING TO ORDER

The meeting was called to order by Commissioner Helzerman at 4:40pm

2. ROLL CALL

Members Present:

Commission Helzerman, Commission Griffith, Commissioner Zajac

3. APPROVAL OF AGENDA

Motion to approve the Agenda as presented.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

4. CALL TO THE PUBLIC

None

5. TABLED ITEMS FROM PREVIOUS MEETINGS

5.1 Board of Commissioners

Resolution Approving Appointments to Livingston County Boards and Committees.

Motion to Move from Table

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

Motion to Separate Resolution into 3 parts.

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

1. Planning Commission

Motion to Approve the Appointment to Livingston County Boards & Committees and Move Forward to Board of Commissioners

Moved By: Mitchell Zajac

Seconded By: Carol Griffith

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

2. Solid Waste Committee

Motion to Approve the Appointment to Livingston County Boards & Committees and Move Forward to Board of Commissioners.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

3. Jury Board Committee

Motion to Separate each individual and vote.

Moved By: Mitchell Zajac

Seconded By: None

Motion to Approve the Appointment to Livingston County Boards & Committees and Move Forward to Board of Commissioners.

Moved By: Carol Griffith

Seconded By: Doug Helzerman

Roll Call Vote: YES (2): D. Helzerman, C. Griffith; **NO (1):** M. Zajac; **Absent (0):** None

Motion Carried (2-1-0)

6. ADJOURNMENT

Motion to Adjourn Meeting at 5:16pm.

Moved By: Carol Griffith

Seconded By: Mitchell Zajac

Roll Call Vote: YES (3): D. Helzerman, C. Griffith, M. Zajac; **NO (0):** None; **Absent (0):** None

Motion Carried (3-0-0)

Respectfully submitted by:

Pam Dinsmore

Recording Secretary

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

Resolution to Revise the Investment Policy Statement for the Livingston County 457(b) Deferred Compensation Plan – Fiscal Services

WHEREAS, it has been determined that the implementation of an Investment Policy Statement for the Livingston County 457(b) Deferred Compensation Plan will assist the Retirement Plan Advisory Committee in effectively selecting, supervising, and evaluating the investment options provided under the Plan; and

WHEREAS, this Policy has been revised by CAP Trust, Financial Advisors, and reviewed and approved by the Retirement Plan Advisory Committee; and

WHEREAS, this Resolution has been recommended for adoption by the Personnel Committee.

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby adopts the attached Investment Policy Statement for the Livingston County 457(b) Deferred Compensation Plan.

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MOVED:

SECONDED:

CARRIED:



3. Livingston County 457 IPS.docx

**Livingston County 457(b)
Deferred Compensation Plan**

May 2021



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-1- Statement of Purpose

The primary purpose of the Livingston County 457(b) Deferred Compensation Plan (the “Plan”) is to provide a retirement benefit for Plan participants and their beneficiaries by offering the opportunity for long-term capital accumulation.

The Plan is structured to offer participants and their beneficiaries a core set of reasonably priced investment options with different risk and return characteristics, which, when combined, will allow for the construction of a portfolio intended to match most participants’ unique retirement investment objectives.

Assets within the Plan may consist of contributions made by both participants and by Livingston County. All assets are subject to the investment direction of eligible participants or their beneficiaries.

-2- Policy Goals & Objectives

The IPS is designed to provide meaningful direction for the Investment Fiduciaries of Livingston County and the designated Investment Consultant in the management of Plan investment options. The policies within the IPS are not binding but serve as guidelines for the Investment Fiduciary in fulfilling their responsibility to exercise considered judgment in acting solely in the long-term interest of Plan participants and their beneficiaries. The IPS is designed to serve as a general guideline. There may be specific circumstances that the Investment Fiduciary determines warrant a departure from the guidelines contained herein. In general the IPS:

- Establishes the roles and responsibilities of the Plan’s Investment Fiduciary and the Investment Consultant hired to assist in the fulfillment of the Investment Fiduciary’s duties;
- Identifies appropriate investment asset classes for inclusion in the Plan’s menu of investment options;
- Establishes a prudent process for selecting appropriate investment options to be made available for participant direction;
- Designates an investment option to which all assets will be directed by the Plan Sponsor in the absence of a positive election by a participant or beneficiary, which will either serve as the Plan’s default or Qualified Default Investment Alternative;
- Establishes a prudent process by which selected investment options generally will be monitored for compliance with this IPS; and

- Develops methods for adding new investment options and for replacing existing investment options that do not comply with the terms of the IPS.

-3- Roles & Responsibilities

Livingston County or Plan Committee as Investment Fiduciary:

Although it is intended that participants will direct the investment of their accounts under the Plan, Livingston County, as Investment Fiduciary, will select the array of investment options to be made available for participant investment, and then provide on-going oversight of those investment options.

Livingston County has chosen to appoint a Plan Investment Committee (the “Committee”) to assist in the fulfillment of its fiduciary responsibilities. (In contemplation of the continued appointment of a Committee, the words “Committee” and “Investment Fiduciary” are used interchangeably in this IPS.) The Committee will be formed and governed either by a separate document, or according to Livingston County’s governance structure. If Livingston County disbands the Committee, Livingston County shall have the ability to exercise all authority granted to the Committee.

The Committee normally will review, at least on an annual basis, the acceptability of the universe of investment options made available within the Plan’s chosen administrative environment, e.g. the Plan’s record-keeper and trustee / custodian. The Committee will review the Plan’s investment options following the regimen outlined later in this IPS.

The Committee intends to discharge its fiduciary responsibilities with respect to the Plan with the assistance of an independent Investment Consultant.

Investment Consultant:

Responsibilities of the Investment Consultant include:

- Educating the Committee on issues concerning the selection of investment options for the Plan;
- Assisting in the analysis and initial selection of investment options to be made available for participant investment;
- Assisting the Committee with the on-going review of the investment universe made available within the Plan’s chosen administrative environment;

- Assisting the Committee with the review of the performance of the selected investment options, on at least an annual, but more often a quarterly basis, in comparison to their stated objectives and their relative performance and pricing as compared to their peers and designated benchmarks;
- Providing specific investment advice to the Committee with respect to the Plan on a regular basis, pursuant to a mutual understanding with the Committee that the advice will serve as a primary basis for the Committee's investment decisions, and that the advice will be individualized based on the needs of the Plan. Such advice may relate to the advisability of investing in, purchasing, holding, and selling securities or other property;
- Assisting the Committee in the selection of additional or replacement investment options to be made available for participant investment;
- Bringing information to the Committee, on an ad hoc basis as appropriate, that the Investment Consultant feels may alter the Committee's assessment of a given investment option, asset class or strategy.

-4- Plan Investment Asset Classes

The Plan's investment menu is structured in accordance with modern portfolio theory, which holds that the asset allocation decisions among a broad range of investment alternatives is the most critical determinant of a portfolio's long-term success or failure. The Committee's goal is to offer a core set of diversified investment options that represent a broad range of different asset classes with different risk and return characteristics.

The Plan's investment menu may include, but are not limited to, options from the following broad asset classes: Capital Preservation, Fixed Income, Asset Allocation, including Balanced, Target Risk, Life Cycle and/or Target Date, Domestic Equity, International Equity and Specialty. These asset classes are described in more detail in CAPTRUST's Investment Policy Monitoring Methodology document.

-5- Investment Selection

As mentioned, the Committee has structured the Plan to offer participants and their beneficiaries a core set of reasonably priced investment options with different risk and return characteristics. Selection of these investment options is done in the context of the Plan's administrative environment which may impact the number, type and cost of investment options available to the Plan. The Committee may also consider the method and payment of Plan expenses, which may be altered by investment-related decisions.

Once the Committee has selected the range of asset classes to be represented within the Plan, the following screening criteria will be among those applied to the available actively managed options:

Fees – All investment options must charge “reasonable” fees to investors. The expense ratio for a given investment should generally fall below the average expense ratio for the peer group. Exceptions may be made for investment options that the Committee feels may produce performance that would justify higher than average fees.

Style Consistency – Since each investment option is chosen to fulfill a specific part of the Plan’s overall investment menu, investment options should have demonstrated a consistency in investment style and performance. Some variation may be allowed when an investment option’s given style moves in and out of favor, or when an investment option’s successful investments outgrow their initial investment classification.

Volatility and Diversification – Unless chosen to deliver investment performance that is characteristic of a specific industry or sector of the investment spectrum, investment options generally will be broadly diversified portfolios and will avoid unreasonable overweighting in a given investment, industry or sector. Volatility, as measured by Standard Deviation of returns, should be within reasonable ranges for the given peer group. Other risk measures and ratios, including Sharpe ratio, information ratio and beta, may be used as well.

Performance – With few exceptions, all actively managed investment options should rank in the top 50% of their given peer group for the 3 or 5 year annualized period at the time of their selection. While past performance is not indicative of future returns, peer-relative performance offers the Committee perspective on how the investment option has performed over a reasonably demonstrative period of time relative to other choices. In addition to performance, the Committee should consider other variables including (but not limited to) fees, investment style purity, and risk management practices, in order to develop a holistic view about a strategy and its appropriateness within the Plan. Passively managed options do not need to meet the same ranking criteria; rather, measures such as tracking error to the stated benchmark are more important measures of performance for these options.

Management & Organization – Manager tenure and industry experience are values to be emphasized, as is the strength and expertise of an investment option’s sponsoring organization. Sponsoring organizations are generally expected to adhere to accepted standards of ethical practice and to comply with all appropriate securities regulations. When necessary, preference will be given to investment management organizations with a proven commitment to the interests of long-term investors.

Additional Factors – In addition to the above outlined factors, the Committee will also consider other factors, which may be less tangible, including fund specific situations and anomalies in the capital markets or in the Plan’s unique situation.

After inclusion in the Plan each investment option is expected to maintain a high level of acceptability as described in the Investment Evaluation section of this IPS.

-6- Investment Evaluation

With the assistance of the Investment Consultant, the Committee will monitor the investment options made available within the Plan to ensure they remain compliant with the criteria used to initially select them for inclusion in the Plan under this IPS or such other or additional criteria as appropriate. As part of that process, the Committee may consider the ranking of investment options relative to their peers using a comprehensive Scoring System proprietary to the Investment Consultant. (See CAPTRUST's Investment Policy Monitoring Methodology document.)

The following criteria provide an outline for the evaluation process:

- On a quarterly basis, the Plan's Investment Consultant will provide the Committee with a comprehensive report of each investment option's relevant performance and relative rankings against appropriate indexes, and within appropriate peer groups. The Investment Consultant will review the report with the Committee at least annually, or more often as necessary and appropriate.
- The Investment Consultant will also communicate with the Committee on an ad hoc basis, as appropriate, concerning any material changes affecting any of the selected investment options. Material changes may include management changes, changes to the investment option's pricing structure or significant changes in the investment option's fundamental policies and procedures that the Investment Consultant feels warrant Committee review.
- The Committee normally will meet with the Investment Consultant, at least annually, to evaluate each investment option as well as the overall status of the Plan's IPS, if necessary.
- If the Investment Consultant's proprietary Scoring System indicates that a given investment option may no longer meet the appropriate and reasonable standards required to remain included in the Plan's menu, the Committee will take appropriate steps.

-7- Replacement of Selected Investment Options

Since the intention of the Plan is to provide opportunities for long-term asset accumulation for participants and beneficiaries, it is not expected that either the investment asset classes or specific investment options will be changed or deleted frequently.

It is possible that changes may become desirable or necessary, however, based upon factors such as:

- The addition of a new asset class or investment alternative that was not a part of the Plan's initial menu. Such an addition will be subject to a similar selection regimen to that outlined earlier in the IPS;
- The elimination of a given asset class from the Plan's menu; and
- The desire to replace one of the Plan's investment options with another investment option that the Committee feels will more successfully deliver the desired asset class characteristics. Reasons may include, for example, the availability of options that were not initially open for Committee consideration, or a change in the performance or fee structure of a competing option. It may also be true that a given investment option is no longer available through the Plan's chosen administrative environment. Investment options can be removed or changed after a thorough comparative review using the regimen outlined earlier in the IPS; and
- The need to replace or eliminate one of the Plan's investment options after noncompliance with this IPS has been established, or appears likely.

-8- Conclusion

It is understood that the guidelines set forth in this statement are meant to serve as a general framework for prudent management of the assets of the Plan. Changing market conditions, economic trends or business needs may necessitate modification of this IPS. Until such modification, this document will provide the investment objectives and guidelines for the Plan's assets, subject to the caveats stated herein. This IPS may be modified by written approval of a majority of the Committee members or, if no such Committee exists, by the Plan Sponsor.

Approved by Livingston County, and adopted on this _____ day of _____, 2021.

Signature, Title

Witnessed by CAPTRUST Financial Advisors & adopted on this _____ day of _____, 2021.

Signature, Title

Qualified Default Investment Alternative Addendum

Qualified Default Investment Alternatives (QDIAs) are specific investment vehicles that are used when a plan participant or beneficiary fails to make affirmative investment elections. After reviewing the demographics of the Plan, the Committee has decided to use a target date fund suite to function as the Plan's QDIA.

DRAFT

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

RESOLUTION APPROVING THE FILLING OF THE CHIEF DEPUTY REGISTER OF DEEDS AT ABOVE HIRE RATE – REGISTER OF DEEDS

WHEREAS, the Chief Deputy Register of Deeds position will become vacant August 7, 2021; and

WHEREAS, this position is a statutory appointee of the Register of Deeds; and

WHEREAS, based on extensive experience and qualifications, the Register of Deeds is requesting to offer the position to the top candidate at a Grade 10, Step 4 (\$70,312 annually), contingent upon acceptable background checks; and

WHEREAS, funding for this position is approved and included in the 2021 operating budget.

THEREFORE BE IT RESOLVED that based upon the preceding considerations, the Livingston County Personnel Committee, pursuant to the Classification and Compensation Administrative Guidelines, authorizes and approves the hiring of the Chief Deputy Register of Deeds at Grade 10, Step 4.

(Note: This determination of starting rate of pay only needs Personnel Subcommittee Approval and does not need to move forward to any other committees).

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**MOVED:
SECONDED:
CARRIED:**



Memorandum

To: Livingston County Personnel Committee

From: Brandon Denby, Registrar

Date: 05.10.2021

RE: New Hire Chief Deputy

The Livingston County Register of Deeds office intends to hire a new Chief Deputy. The Current Chief Deputy Kathleen Gorecki has tendered her resignation after 25 years of service to our county. With the loss of such an asset forthcoming I have worked to find a suitable candidate that can bring a high level of knowledge and customer service experience in to fill the void.

I believe I have found a replacement that brings incredible knowledge from both Title Insurance as well as the Banking Industries. Both of these industries as well as our public are the top customers to the Register of Deeds office. I have attached a redacted copy of the candidates resume for reference.

This position is classified as a Grade 10. Due to the extensive experience and qualifications I am asking the board to offer this position to the top candidate at a Grade 10 Step 4. This would allow for the candidate to come in at a competitive level with their current salary and benefits.

Funding for this position is already included in the Register of Deeds 2021 budget.

Thank you for your consideration in this matter.

If you have any questions regarding this matter please contact Brandon Denby.

Respectfully submitted,

Brandon Denby

Livingston County, Registrar

[REDACTED]
[REDACTED] MI [REDACTED]
Attn: Brandon Denby, Livingston County Register of Deeds
Re: Chief Deputy Register of Deeds
Howell, Michigan

I was recently contacted regarding an opening with the Livingston County Register of Deeds. I am writing to express my interest in your position. I feel that my managerial experience combined with my strong record of achieving outstanding performance will allow me to make an immediate positive impact for the Register of Deeds office and Livingston County. I appreciate the opportunity to present my resume.

The majority of my career has been spent in management positions. Currently, I am the Branch Manager of the [REDACTED] Title Insurance Agency. After 4 years of success as the Manager of the Brighton office, I was promoted to the [REDACTED] office. This is the largest and oldest branch within [REDACTED] Title which also has the largest staff of 9 members. In the past year, I led the [REDACTED] branch to a profit margin of \$515,835, 18% above the projected goal for the year. This was a profit margin improvement from the prior year of approximately 30%. My team and I conducted 1,891 real estate closings, resulting in an estimated 1,800 to 2,000 recordable documents. Many of these documents were prepared, reviewed or executed by myself.

I successfully demonstrate knowledge of principles and processes for providing exceptional personalized customer service. **These criteria include customer needs assessment, reconciling and auditing accounts, exceeding quality standards for services, evaluation of customer satisfaction, successful oral and written communication and comprehension, team building and development.** I am not a stranger to being highly visible and knowing that my actions directly represent my position and company. Most recently, I accepted a Board Member position on the [REDACTED] Township Assessment Board of Review.

I am comfortable developing relationships and building rapport with a vast range of clients from varying backgrounds and knowledge base. My staff and clients have come to rely on my experience and resourcefulness for finding information and providing solutions. My ability to present and explain information in a concise, understandable format has become an invaluable tool for acquiring a larger market share with my clients and higher customer retention. I genuinely enjoy using my skills to coordinate resolutions and helping people meet their needs. I value my reputation as a leader and solution maker.

I respect the importance of time constraints, accuracy and the impact of my actions in relation to the company, my branch, my clients and my community. I understand the value and importance of developing staff members and recognize their growth and success contributes to the growth and success of the organization. In addition to my outstanding customer service and management strengths, I respect schedules, attendance and time frames. Leading by example and being present in the moment are incredibly important to me in all my task.

My resume will provide greater insight about my experience and successes. I welcome the opportunity to meet with you to discuss my qualifications and how I can apply them to your position. Thank you for your time and consideration. Please feel free to contact me with any questions. I look forward to hearing from you.

Sincerely,
[REDACTED]

Amiable, **Proactive Leader** with 17 years of **Managerial and Administrative** experience delivering exceptional customer service both in person and by phone. Awards and acknowledgements for exceeding goals, networking and building lasting relationships. Experienced trainer and motivator to gain optimal staff performance. Outstanding ability to resolve problems, retain clients and grow profitability. Experience developing community events focused on building client's awareness of company and creating community good-will. **Skills include:**

Management and Administrative Experience
Personnel and Human Resources
Personal Initiative

Economics and Accounting
Problem Solving
Active Listening

Customer Service Experience
Relationship Development
Judgment and Decision Making

Testimonials:

"I have found [REDACTED] to be a consummate professional in all our business interactions. He complements this competence with very effective interpersonal skills. [REDACTED] is an individual who has earned my trust and deep respect." Larry C. Ledebur, Editor, *Economic Development Quarterly*

"I would rank [REDACTED] as one of the best leaders I have ever worked with. He will be an asset to any employer." Christine Houk, Vice President Branch Manager

"[REDACTED] brings a level of detail, pride and integrity to his work that is rare to find. The personal pride he takes is evident in how he presents his employer to the community." Terry Wesner, CEO. Bernard J. Klein Publishing

"I have found [REDACTED] to be one of the most proficient and innovative business professionals in our area. He will not rest until all avenues for success have been analyzed and implemented for any task." Robert Pierce, Executive Director Chelsea Chamber of Commerce, Retired

Professional Experience:

[REDACTED] Title Insurance Agency, Ann Arbor, MI March 2015 – Present

Branch Manager:

- Build and maintain a collaborative work environment that fosters great rapport with the staff and customers to achieve a mutual goal of branch growth and profitability. 2020 exceeded branch projected profit goal by 18.2%, resulting in a profit margin of \$515,834.
- Supervise and mentor company employees. Pursue training for staff in an effort to establish depth in "Bench Strength". 2020, 100% employee retention.
- Routinely perform administrative and clerical procedures, managing files and records, frequent customer interactions, and other office procedures. Successful accomplishments include 1,891 closings resulting in approximately 1,800 to 2,300 recordable documents, many prepared by or reviewed by myself.
- Balancing a complex schedule to ensure proper staffing and coverage. Adjusting workloads to maximize production while evaluating employee fatigue.
- Knowledge of economic and accounting principles, financial markets, banking, the analysis and reporting of financial data. In depth knowledge of real estate market.
- Providing impeccable customer service in a variety of ways to include in person, by phone and email interactions. Service quality levels exceeding client expectations, leading to increased client retention and satisfaction.

The Home Depot, Howell, MI

March 2013- March 2015

Lumber and Building Materials Department Supervisor:

- Assist and guide customers to resolve issues related to their home improvement and building projects.
- Communicate with clients to understand and exceed their needs and expectation.
- Technical knowledge using power tools and appropriate safety measures. Design skills using software to provide job estimates and materials list.
- Supervisor over a number of departments which include, Hardware, Mill Works, Lumber and Building Materials. Promoted to Safety Team, performing department safety inspections.

[REDACTED] - Continued

Hanover Citizens Insurance, Howell, MI

May 2012 – March 2013

Licensed Insurance Service Professional:

- Knowledge of economic and accounting principles, financial markets, banking and the analysis and reporting of financial data.
- Performed administrative and clerical procedures, managing files and records, frequent customer interactions, and other office procedures.
- Providing impeccable customer service in a call center environment. Service quality levels exceeding 94% based on customer reviews and surveys, leading to increased client retention and satisfaction.
- Experienced in call center environment taking between 480 and 550 calls monthly based on seasonality.
- Property and Casualty license in Michigan, Ohio, Illinois, Indiana and Wisconsin.

Key Bank, Chelsea, MI

August 2007 – October 2011

Branch Manager:

- Provided leadership for \$28 million branch while mentoring, training and providing guidance to staff, peers and clients.
- Exceptional customer service through interactions and problem resolution. Top 5% in Michigan for client retention for 3 straight years.
- Executed branch business performance and management principles involved in strategic planning, resource allocation, human resources, leadership technique, production methods, and coordination of people and resources.
- Strong ability to multi-task while remaining organized and accomplishing goals.
- High degree of success developing relationships with clients, staff and business partners.
- Achieved awards and acknowledgements for success in production; areas included mortgages, referrals, investments, customer service, client retention and unit production.
- Developed and led *Fire House Friday* and *Home Town Heroes* with W4 Country.

Education

Bachelors of Arts and Letters, <i>Michigan State University</i> , East Lansing, MI	2003
Cadet, <i>United States Military Academy</i> , West Point, NY	1997

Certifications

Michigan Insurance Producer License	2015
Forklift, Reach Lift Operator and Training License	2014
Michigan Work Keys Gold performance	2013
Resident Producer Property and Casualty Licensing, Multiple States	2012

Affiliations

Board Member, [REDACTED] Township Assessment Board of Review
Notary Public
Youth Baseball Coach
Volunteer for Light of the World Academy

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

RESOLUTION APPROVING THE STEP PLACEMENT OF THE NEWLY RECLASSIFIED SWAP OFFICER – SHERIFF

WHEREAS, the Sheriff SWAP Officer position was recently reclassified at the April Personnel Committee meeting to Grade 4; and

WHEREAS, for reasons that are unknown, this position was not included in the 2014/2015 County non-union wage study, nor in the 2016 job study when previously omitted Sheriff positions were reclassified; and

WHEREAS, when County policy is applied, the incumbent is placed at Step 4 of the Grade 4 classification; and

WHEREAS, had the SWAP Officer position been included in the 2016 classification analysis with the Court Services Deputies, he would be at Step 6 where his peers are placed; and

WHEREAS, the Sheriff requests the Personnel Committee approve the incumbent SWAP officer be placed at Grade 4, step 6 effective on April 21, 2021, when the reclassification was approved by the Personnel Committee; and

WHEREAS, funding for this position is approved and included in the 2021 operating budget.

THEREFORE BE IT RESOLVED that based upon the preceding considerations, the Livingston County Personnel Committee, pursuant to the Classification and Compensation Administrative Guidelines, authorizes and approves the placement of the incumbent SWAP Officer at Grade 4, Step 6 effective April 21, 2021.

(Note: This determination of starting rate of pay only needs Personnel Subcommittee Approval and does not need to move forward to any other committees).

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**MOVED:
SECONDED:
CARRIED:**



Michael J. Murphy
Sheriff

Jeffrey A. Warder
Undersheriff

LIVINGSTON COUNTY

OFFICE OF THE SHERIFF

150 S. HIGHLANDER WAY • HOWELL, MICHIGAN 48843
TELEPHONE (517) 546-2440 • FAX (517) 552-2542

May 11, 2021

Personnel Committee

Re: Deputy Loar, Higher Step

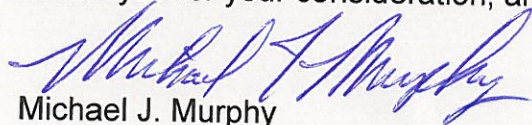
Please allow this correspondence to serve as a request for the Personnel Committee to exercise its discretion and allow my office to move Deputy Loar to Grade 4 step 6.

Background; Deputy Loar retired as a full time field services deputy in 2005. He was rehired in July of 2005 to serve in the capacity of a court services deputy. In 2010 Deputy Loar was moved to a new program called SWAP (Sentenced Workers Abatement Program). This is essentially a work program for inmates. Deputy Loar supervises them while they labor on non-profits and municipal projects. In exchange, the inmates get an extra day per week off their sentence.

Deputy Loar was inadvertently left off the wage study in 2014 and again in 2016. Had he been included in this study, he would have been placed at a Grade 4 step 3. Assuming this was done properly in 2014, or 2016 and there had not been the oversight on my end, as of July 5, 2020 Deputy Loar would be at Grade 4 step 6.

Human Resources does not have the authority to make this right; their authority, by policy, only allows them to move him to step 4. The Personnel Committee however, after reviewing all the facts does have the ability to move him to a step 6, that is why I am bringing forward the request.

Thank you for your consideration, and helping me make up for our oversight.


Michael J. Murphy

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

Resolution Authorizing the Board Chair to Sign a Letter of Understanding Regarding Detective Promotions, Increased Comp Bank, and Increased Hire Pay - Sheriff

WHEREAS, the Sheriff requests Livingston County enter into a Letter of Understanding with the Livingston County Deputy Sheriffs Association (“Union”) to allow more flexibility in how Detective promotions are awarded and removed. In exchange, the parties to the agreement wish to allow greater flexibility with initial step placement for new hires and larger caps on compensatory time banks; and

WHEREAS, the Union representing Deputies, Animal Control Officers, Detectives, and Correction Officers also concurs with these contractual modifications that, if approved by the Board of Commissioners, will remain in place until 11:59PM on December 31, 2028 or once Sheriff Michael Murphy is no longer Sheriff.

THEREFORE, BE IT RESOLVED the Livingston County Board of Commissioners authorizes the Chair to sign the attached Letter of Understanding between Livingston County, the Livingston County Sheriff, and the Livingston County Deputy Sheriffs Association regarding Detective promotions, starting wage for new hires, and increased caps on compensatory time banks, subject to review and approval by County Civil Counsel.

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MOVED:
SECONDED:
CARRIED:



Michael J. Murphy
Sheriff

Jeffrey A. Warder
Undersheriff

LIVINGSTON COUNTY

OFFICE OF THE SHERIFF

150 S. HIGHLANDER WAY • HOWELL, MICHIGAN 48843
TELEPHONE (517) 546-2440 • FAX (517) 552-2542

May 11, 2021

Personnel / Finance / Board

Re: Letter of Understanding

Please allow this correspondence to serve as a request to sign the attached Letter of Understanding ("LOU") with the Livingston County Deputy Sheriff's Union. As co-employers, we (Sheriff / Board Chair) must both sign the LOU in order for it to be binding.

Background; The position of Detective is a tested and promoted position at the Sheriff's Office. With this promotion comes a raise in pay and a few other perks. The Detectives are still represented by the Deputies Union upon being promoted. I wanted the flexibility to be able to move a detective back to field services if I felt it was best for the organization. Under the current structure that could not happen because of the collective bargaining agreement (CBA). There have been on again, off again talks about this for the past several years, and we finally have a resolution that will work for the office as well as the union.

This LOU will allow me to move a Detective back to Field Services without a grievance. It will also allow for a rotating Detective Position. This position will allow Field Services Deputies the opportunity to gain specific skills and knowledge they might not normally be exposed to. This will have no financial impact on the budget.

There are two other pieces of this LOU. One; is increasing the allowable comp time a Deputy is able to accumulate from 60 hours to 80 hours. This may have a negligible effect on the budget, as there may be an instance or two where this could create an overtime situation. However, this would be the exception rather than the rule, as we control scheduled time off.

The last item addressed in this LOU is the ability to bring in a new Deputy at a more competitive wage step based on previous work experience. I as well as the Deputies understand the importance of being able to attract good people, and this may give us the edge in some situations. This will have a minor effect on the budget, which we will stay within.

I wholeheartedly support this LOU as it will give me some much needed flexibility. My hope is that you see this LOU in the same light.

Thanks again for your continued support and consideration

A handwritten signature in blue ink, reading "Michael J. Murphy".

Michael J Murphy

**LETTER OF UNDERSTANDING
BETWEEN
THE COUNTY OF LIVINGSTON
AND
THE SHERIFF OF LIVINGSTON COUNTY
AND
THE LIVINGSTON COUNTY DEPUTY SHERIFF ASSOCIATION**

The Livingston County Sheriff and the Livingston County Board of Commissioners (the Employer”), and the Livingston County Deputy Sheriffs Association (the “Union”) hereby agree to the following:

1. From the date this Letter of Understanding (“LOU”) is executed until its expiration, all Deputies promoted to Detectives hereinafter shall serve in that capacity at the sole discretion of the Sheriff. This shall include the Sheriff’s power to demote Detectives back to field services Deputies, with the corresponding reduction in pay, without recourse from the grievance and arbitration procedure of Article VIII of the Collective Bargaining Agreement (“CBA”). The Union shall maintain the right to grieve in instances where other forms of discipline for Detectives are involved, which must be for just cause; however, the decision to demote and/or transfer a Detective back to field services, with or without cause, will rest solely with the Sheriff and shall not be subject to the grievance and arbitration procedure under the CBA. The Sheriff and the Union further agree that the promotional process outlined in the Article 13 of the CBA shall continue to be followed for a Deputy to promote to Detective, with the exception of the rotating Detective position per paragraph 2, below.
2. The Sheriff and the Union agree that not more than 1 Detective position shall be a rotating position that is assigned by the Sheriff for a duration not to exceed 3 years and this rotating position is not subject to Article 13 of the CBA. To be considered for assignment to this rotating Detective position, any applicant Deputies shall include a letter of interest to their Division Commander; the Deputy shall have successfully completed FTO and must no longer be a probationary employee. The rotating

Detective shall receive the same compensation and benefits as the promoted Detectives as outlined in the CBA.

3. The parties agree to suspend Article 57 of the CBA and allow the Sheriff to offer increased starting wages to new hires commensurate with the extent of their prior law enforcement experience up to the top step for Deputy/Corrections Deputy or Animal Control Officer pay. This only applies to pay and does not provide for additional seniority and/or benefits.

4. The parties agree to increase the comp bank limits in Article 29.2 of the CBA from a maximum of 60 hours to a maximum of 80 hours for all bargaining unit members.

5. This Letter of Understanding will expire either at **11:59 p.m. on December 31, 2028 or once Sheriff Michael Murphy is no longer the elected Sheriff** and will survive the expiration of any CBAs between the parties in the interim. Prior to its expiration, the parties will meet to review the status of this LOU and determine whether any changes will be made to its terms. It is expressly understood and agreed that any modifications to this LOU must be in writing and signed by the parties hereto.

6. The Employer and the Union, by their undersigned respective authorized representatives, agree that each has read this Letter and understands and agrees with the terms and conditions set forth. It is expressly understood and agreed that this LOU shall be without precedent or prejudice for any future circumstance.

For the Employer:

Livingston County Sheriff Michael J. Murphy

Dated:_____

Wes Nakagiri, Chairman
Livingston County Board of Commissioners

Dated:_____

For the Union:

Det. Matt Young, LCDSAMI President

Dated:_____

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

**RESOLUTION APPROVING A 24 MONTH PILOT PROGRAM AT THE SHERIFF'S OFFICE
ALLOWING DOUBLE FILLING CERTAIN POSITIONS FOR SIX MONTHS – SHERIFF**

WHEREAS, the 2021 County Operating Budget provides positions that will become vacant where the department head / elected deems it necessary to temporarily double fill for greater than 30 calendar days for either transition or succession planning purposes will need to bring the request to the Board for approval and authorization of funding; and

WHEREAS, the Sheriff's office expects to continue to experience higher than normal retirements in the next 48-month period and wishes to be prepared to fill these vacancies with trained officers which will require double filling of positions for longer than 30 days and up to six months to allow for adequate training; and

WHEREAS, the Sheriff requests the Board of Commissioners approve a 24-month pilot program that will allow double filling of Sheriff Deputy, Detective, Sergeant, and Lieutenant positions, if necessary, for up to a six-month period; and

WHEREAS, existing operating budget funds will be utilized to cover the costs of double-filled positions.

THEREFORE BE IT RESOLVED that the Board of Commissioners hereby approves a 24 month pilot program that will allow up to six month double filling of Sheriff Deputy, Detective, Sergeant, and Lieutenant positions, if necessary.

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**MOVED:
SECONDED:
CARRIED:**

Michael J. Murphy
Sheriff

Jeffrey A. Warder
Undersheriff

LIVINGSTON COUNTY

OFFICE OF THE SHERIFF

150 S. HIGHLANDER WAY • HOWELL, MICHIGAN 48843
TELEPHONE (517) 546-2440 • FAX (517) 552-2542



May 11, 2021

Personnel / Finance / Full Board

Re: Pilot program to double fill

Please allow this correspondence to serve as a request to "double fill" positions within my office for a period of not to exceed 6 months. I would like to experiment with this pilot program for a period of 24 months. This should allow sufficient time to evaluate the merits of the pilot.

Background; it is no secret that the job market is extremely tight and competitive currently. This is exacerbated in the public safety world, and this is not unique to the county, region or state, this is a national problem.

The Sheriff's Office hired a lot of deputies in the mid 1990's to fill positions in field services as well as corrections. As a result, there are a number of deputies and command staff who are currently and will be eligible to retire in the next 1-4 years.

In my world, the hiring / background done on the front end before a conditional offer is extended, is pretty labor intensive. Once someone is hired, they go through 3 months of training with a training officer. At that point, if everything goes well, they will be "on their own" but monitored closely. In corrections, they must also complete an additional state academy consisting of 80 hours within the first year of hire. So essentially for one year from the date of hire, we receive very little work product from the employee, at no fault of their own of course.

To make matters worse, when I have command staff retire, the training is essentially doubled. Through succession planning, we try and bring the replacement in and up to speed ahead of time. In doing that, it creates a void on the back end. Under normal circumstances, my office would struggle hard to keep up with the hiring. Given the amount of potential retirees, the current climate, and the availability of good solid candidates, and my limited number of trainers, we are facing the "perfect storm".

In an effort to minimize the pain, having the ability to "double fill" positions, working within our budget of course, would be a huge help. I am asking for the authorization to implement this pilot program to see if the benefits are what we expect.

Thank you in advance for your continued support.

A handwritten signature in blue ink, appearing to read "Michael J. Murphy".

Michael J. Murphy

RESOLUTION

NO: [Title]

LIVINGSTON COUNTY

DATE: Click or tap to enter a date.

Resolution Approving an Appointment to the Huron Clinton Metropolitan Authority Board - Board of Commissioners

WHEREAS, the term of a representative on the Huron Clinton Metropolitan Authority Board will expire on May 21, 2021; and

WHEREAS, the following appointment has been recommended:

Steve Williams.. Term expires 5.21.2025

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby approve the above referenced appointment and expiration date upon completion of the required application and background check.

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MOVED:
SECONDED:
CARRIED: