

AGENDA 8a-4
DATE 10-3-2017

ADMINISTRATIVE SERVICES DEPARTMENT



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Director of Administrative Services/
Assistant to the City Administrator
Fiscal Year 2017 Annual Report - Administrative Services Department

INTRODUCTION

The Director of Administrative Services/Assistant to the City Administrator is the Department Head for the Administrative Services Department. This position is responsible for a variety of functions including human resources management, labor contract negotiation, risk management, legislative liaison, Community Development Block Grant (CDBG) administrator, library liaison, and general administrative support.

This position not only serves as a Department Head but also as the Assistant to the City Administrator, acting in a high-level support role by assisting with budget preparation, developing City policies and ordinances, evaluating program effectiveness and efficiency, and acting as City Administrator in his absence.

In addition, the Director of Administrative Services/Assistant to the City Administrator is responsible for supervising the duties of the City Clerk as prescribed by the City Charter. City Clerk Shelly Stibitz, with support from Administrative Assistant Taylor Hobby and Programs Assistant Cheryl Ortquist, is responsible for all elections, official records management, business registration, used car sales and liquor licensing, ordinance codification, coordinating employee benefits and general communication for all City Boards and Commissions.

PERSONNEL AND LABOR RELATIONS

The personnel and labor relations program provides for the management of human resources including labor negotiations with the City's five unions and administration of the respective collective bargaining agreements.

Hiring for FY 2017 was more active than in the previous year. Two part-time clerical hires were made in the Public Works and Building Division and three part-time firefighters were hired in the Fire Department. Full-time hires consisted of one Police Officer and one Firefighter, along with one Programs Assistant in the Administrative Services Department, one Administrative Assistant and three Utility Workers in the Public Works Water and Sewer Division. The Police Department hired six seasonal cadets and six seasonal employees worked for Parks & Recreation.

In addition to the hiring, there were several promotions of internal candidates that included: the City Clerk, Streets and Drainage Supervisor, Water and Sewer Superintendent, Equipment Operator II, Facilities Supervisor, Utility Worker II, full-time Firefighter, Administrative Assistant, and a clerical employee promoted to a full-time position.

The City experienced six retirements during FY 2017. These positions included the City Clerk, a Firefighter, both the Supervisor and Superintendent in the Streets and Drainage Division, an Equipment Operator II, and the Administrative Assistant in the Fire Department. The six retirees accounted for a combined 119 years of work experience with the City.

Overall, 349 applications were reviewed compared to 207 the previous year. A total of 57 written exams were conducted and 101 interviews were held. Upon selection of final candidates, criminal background checks and driving records were reviewed. After the background records were checked, pre-employment physicals were scheduled through Mercy Workplace Health, the City's occupational physicians, and results reviewed. New hires or

management promotions in the Police and Fire Departments also require a psychological examination.

In addition to orchestrating the hiring of city staff, the Director of Administrative Services reviews and authorizes all employee evaluations and status change forms. During FY 2017, 84 evaluations and 193 status change forms were reviewed and approved.

Each year, the Director of Administrative Services assumes a lead role in the development and implementation of the Management, Professional, Technical, and Clerical (MPTC) Pay Plan.

The Director of Administrative Services also manages the random drug and alcohol testing as required for employees with Commercial Driver's Licenses (CDL). This includes all part-time and full-time employees of the Public Works Department that are required to hold and maintain a CDL Class A license as a condition of employment. This program is administered by a third party who randomly selects names on a quarterly basis and sends the names to Administrative Services staff. Reports are reviewed, and if necessary, contact is made with the testing vendor to clarify or correct information. During FY 2017, 26 random tests for either drugs or alcohol were conducted.

The Director of Administrative Services is the lead negotiator for the City on all labor agreements. FY 2017 was a busy and productive year with regards to labor negotiations. The Collective Bargaining Agreements with the Teamsters Local 214 (DPW), the IAFF 2559 professional firefighters, and the Police Officers Labor Council (POLC) Supervisory and Patrol were all re-opened and amended. The negotiating team, consisting of the Director of Administrative Services, Fire Chief, Deputy Fire Chief, Police Chief, and the Public Works Director, was successful in renewing the respective agreements through collective bargaining. Moreover, the understanding and cooperation received from the labor groups was monumental in accomplishing this achievement.

The Norton Shores Firefighters Association (part-time) agreement that expired on December 30, 2014 was eventually settled through the arbitration process in October 2016. The ruling was effective retroactive to January 1, 2015.

There were six grievances filed in FY 2017 compared to three filed in FY 2016. Two grievances were filed on behalf of the IAFF 2559 professional firefighters, two grievances were filed by the Norton Shores Firefighters Association (part-time), and two were filed by the Teamsters (DPW) union.

The Administrative Services Department was active in dealing with the City's unfunded accrued liabilities in both the MERS pension program and the OPEB account. Throughout FY 2017, staff planned and organized several meetings with City employees and retirees to present the issue and provide information on proposed changes to pension and retiree health benefits. The meetings were well attended and the process required extensive research and analysis on measures to improve the City's past and present financial obligations.

The City Clerk's Office is responsible for overseeing all employee benefits including health and life insurance. All changes in coverage such as births, marriages, divorces, and retirements are reported to the City Clerk for corrective action. The City Clerk also facilitates communication with the City's providers in the event of any claim issues involving liability, worker's

compensation, and health coverage. In the case of divorce or age restrictions, COBRA notices must be sent informing the ineligible dependent of their right to continue the current coverage at their own expense. The City Clerk worked diligently on updating the employee/retiree census to more accurately reflect the City's current and future liability in providing health insurance benefits. Staff is confident these particular corrections will result in a much lower unfunded accrued liability in the City's OPEB account.

At least twice during the year, consultation meetings are held with our health insurance providers. The purpose of these meetings is to review status reports and identify any trends in use of health care and prescriptions with any possible changes for savings.

Administration once again sponsored an employee service awards luncheon to recognize the years of service bestowed to the City. This year the luncheon was held in January and honored 23 employees for their years of service to the City.

Administrative Services continues to manage the "casual Friday" program that allows employees to wear jeans at a cost of \$1.00 for every Friday they participate. The funds collected are distributed to various community service organizations. Currently there is approximately \$325 in this fund. A committee of employees from various departments will meet to distribute the money to a selected cause, usually around Christmas time.

During FY 2017 the City held a flu clinic for employees and their families. Sixty-two (62) employees and family members received the vaccination. The flu clinic was organized by the Administrative Assistant in the department.

ELECTIONS

At the end of FY 2017, there were 18,944 voters registered in Norton Shores, an increase of 14% from last fiscal year. Of those registered, 3,512 were on the permanent absent voter list. Election responsibilities include registering, updating, cancelling and maintaining voter records; preparing test charts and ballots for use in preliminary and public testing of the equipment; polling location logistics and communication with staff at ten precincts and one absentee counting board; hiring and training as well as scheduling and supervision of 80 election workers; troubleshooting precinct and voter concerns; providing political party representatives and candidates with appropriate paperwork and information, including monitoring deadlines, preparing notices, updates and certifying election results for citizens and City officials.

Three elections were held in FY 2017 beginning with the August 2, 2016 State Primary that resulted in a 26.91% voter turnout. On November 8, 2016 the Presidential Election was held with all new staff in the Clerk's office and, although turnout was extremely high at 68.77%, there were no issues during the course of the day and results were reported earlier than usual. On May 2, 2017, an election was held in two of our polling locations that cross school lines where 4.59% of Muskegon School District and 10.36% of Grand Haven School District voters exercised their voting privileges with regard to millage renewals.

During this fiscal year, the City Clerk arranged demonstrations for all local municipal clerks of the three voting systems approved by the State of Michigan following their Request for

Proposals. Verity election equipment was ultimately selected by the County Clerk and purchased with State along with Help America Vote grant funds. The equipment creates a digital picture of the ballot when scanned and, therefore, tabulates much slower than the previous equipment which will be most noticeable with absentee voter (AV) ballots. Norton Shores history of processing the highest number of AV ballots in the county required that two additional machines be purchased at a cost of \$9,000. Although timeliness in reporting results is important, Norton Shores is second in total registered voters and, consistently, the highest in voter turnout which has a direct correlation to the time our results can be accurately reported.

RECORDS AND INFORMATION

The City Clerk assisted Mayor Nelund in FY 2017 with his selections and (re)appointments to various City Boards and Commissions including the appointment of Scott Willeke and Peter Brown to the EDC/TIFA/Brownfield Board, appointment of Robert W. (Sandy) Phillips to the Zoning Board of Appeals, appointment of Russ Schuitema to the Board of Review, re-appointment of Rex Vanderlinde and Rob Johnson to the Fire Code Board of Appeals, and the re-appointment of J.J. Westgate and Steve Bolhuis along with the new appointment of Nicolas Morano to the Planning Commission.

Final approval of all City Council, Planning Commission, and Zoning Board of Appeals meeting agenda packets is another function of the Administrative Services Department. Agenda items are submitted by Department Heads to the Administrative Services Director for review and submission to the City Administrator for approval and then placed on the agenda by the City Clerk. Agenda items are then assembled by the Programs Assistant Cheryl Ortquist and the City Clerk distributes the final packet to Boards and Commissions, City staff, and the media.

During FY 2017, there were thirty-six total City Council meetings and work sessions, ten Planning Commission meetings, four Zoning Board of Appeals meetings and one Brownfield Authority meeting held, all of which the City Clerk or her support staff must attend. A total of three hundred thirty-five (335) items were reviewed for placement on the various agendas.

Four new applications for tax abatement, along with two amendments and two transfers of existing exemptions, were received and processed by the City Clerk. In total, notices were drafted, mailed and published for 29 public hearings held this year, including tax abatements/exemptions, special use permits, zone changes, street vacations, variances and notices required with regard to Board of Review, the City's budget and the CDBG program.

PURCHASING

Bid packages are prepared within the various departments and notification sent to the City Clerk for publication. Public bid openings are coordinated with Administrative Services staff. In FY 2017, the City processed bids or quotes for more than 25 City projects or purchases of equipment and various supplies, all in accordance with the Purchasing Ordinance.

BUSINESS REGISTRATIONS AND VENDOR PERMITS

Registering businesses, issuing permits to door-to-door solicitors, and coordinating used car dealer and liquor license renewals and transfers is also the responsibility of the City Clerk's Office. In FY 2017, 721 business registrations, 12 used auto dealer licenses and 10 liquor license renewals were processed. In addition, 34 licenses were issued for door-to-door solicitors or distribution of handbills. Difficulties with vendors not obtaining the required licenses are processed or enforced through the Police Department.

RISK MANAGEMENT

The Risk Management function involves administering property, liability and workers compensation claims and employment of measures to limit exposure and loss. Insurance is obtained through the MML Property and Liability Pool and the MML Workers Compensation Fund. The City Clerk is tasked with communicating between claimants and the MML to provide research and information to resolve claims. On a day-to-day basis, Administrative Assistant Taylor Hobby files both liability and workers compensation claims with the insurance company. There were twenty-four liability or property claims in FY 2017 and nineteen reportable occupational injuries.

On an annual basis the Risk Management Consultant will visit the City and tour specific departments. The Director of Administrative Services is the liaison between the Consultant and Department Heads in organizing the site visit and touring the sites with the consultant and Department Heads. The Director of Administrative Services is responsible for all correspondence with the Consultant and providing information to City Departments with any possible issues which could cause a violation.

In an effort to reduce work-place risk, a Safety Committee consisting of the Director of Administrative Services and employees from all departments meet on occasion throughout the year to review and evaluate the accidents and injuries involving City employees and equipment.

PUBLIC RELATIONS

The Administrative Services Department serves as the front line for communication with City residents and visitors to City Hall. The Director of Administrative Services is responsible for the Community Newsletter sent to property owners in the City. The Summer 2017 newsletter was printed in July and the newsletter was posted on the City's website and hard copies are available in City Hall. The City Clerk's Office continues to update and add new information to the City's official web site and respond to inquiries submitted by e-mail through the site. Once received, the message is forwarded to the appropriate department for response. The City Clerk maintains a Facebook page for the City posting Nixle updates, photos of current projects and directing people to the website for job postings and other newsworthy items pertaining to the City.

The Mayor will periodically provide public outreach and education by coordinating and conducting tours of City operations for elementary school students, teachers and parents from Mona Shores Public Schools.

GENERAL SUPPORT

Another function of the Administrative Services Department is general administrative support to other City Departments and the City Administrator through in-depth research and analysis, with reports provided on matters of management and administrative decisions. The Director of Administrative Services is the designated Personnel Officer of the City, and with these duties the position works with staff on various personnel related issues as they arise.

As part of Administrative Services' general clerical support role for the City, staff submitted 45 special use permits, easements, deeds, street and alley vacations and notice and orders to the Muskegon County Register of Deeds for recording.

LEGISLATIVE COMMUNICATIONS

The Director of Administrative Services also serves as the Legislative Liaison. Legislative e-mail alerts from the Michigan Municipal League (MML) are responded to through letters, e-mails and telephone calls to the legislators.

COMMUNITY DEVELOPMENT BLOCK GRANT

The Director of Administrative Services coordinates the City's Community Development Block Grant program (CDBG) which is administered through a collaborative agreement with the City of Muskegon Community and Neighborhood Services Department. Although client paperwork and reporting is performed by this entity, there is still a great deal of interaction with City of Norton Shores staff and residents regarding the CDBG program. A majority of the decisions remain the responsibility of the City of Norton Shores, including authorization of housing rehabilitation grants in addition to reviewing and authorization of reports and other required documentation submitted to the Department of Housing and Urban Development (HUD).

In FY 2017, the City of Norton Shores was granted a total of \$114,423 to fund the programs and projects throughout the year. CDBG funds are used to support the Red Cross Senior Transportation program and last year 37 residents were provided 1,597 rides to medical appointments. The other program funded by CDBG is *Call 211* which receives over 1,500 calls annually from city residents. The trend continues to depict an increase in demand for this particular service.

In conjunction with the Community Development Block Grant (CDBG) program, an Analysis of Impediments (AI) to fair housing choices must be conducted every five years. The study was conducted as a joint project with the Cities of Muskegon, Muskegon Heights, Norton Shores and Muskegon County. In FY 2017, the City of Norton Shores, Muskegon and Muskegon Heights collectively renewed the agreement with the Fair Housing Center of West Michigan to provide these services to our community.

COMMUNITY SERVICE

The Director of Administrative Services manages the City's annual United Way campaign and also served the last two years as the Chair of the Government Division for the United Way of the Lakeshore Muskegon County. In this position he is responsible for enlisting the support of twenty six (26) governmental entities on their annual fundraising campaign for the United Way.

In the fall of 2016, the City held another successful United Way campaign pledging almost \$6,500 and experienced an increase of 13 employees participating compared to the year prior.

The Director of Administrative Services continues to assist the Police Department with their Hunter Safety Education program as an Instructor.

MEETINGS

Throughout the year, staff members in the Administrative Services Department attended a number of work-related meetings and seminars. Currently, the Director of Administrative Services serves as the Chairperson for the Muskegon Central Dispatch 911 Board of Directors and is a member of the Coordinating Committee as well. The Director of Administrative Services is also the Chairperson of the Board of Directors for Muskegon Area First. He is also a member of the Call 211 Operations Board and a member of the Muskegon County International Airport Advisory Committee and a City representative on the Muskegon County Recreation Steering Committee. The City Clerk serves as the Education Chair for the Muskegon County Clerk's Association and attends their monthly meeting. The City Clerk, Administrative Assistant and Programs Assistant attend other meetings, training, and events as warranted.