

AGENDA 8a4  
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## ADMINISTRATIVE SERVICES DEPARTMENT



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Director of Administrative Services/  
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Fiscal Year 2016 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 Lynne Fuller, with support from Administrative Assistant Shelly Stibitz and Programs Assistant Taylor Hobby, is responsible for all elections, official records management, business registration, used car sales and liquor licensing, ordinance codification, purchasing, communication and support 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 four unions and administration of the respective collective bargaining agreements.

Hiring for FY 2016 was consistent with previous years. 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 and three Utility Workers in the Public Works Water and Sewer Division. The Police Department hired five seasonal cadets, and six seasonal employees worked for Parks & Recreation.

In addition to the hiring, there were two promotions in the Fire Department and one in the Water and Sewer Division. These included the Ordinance Enforcement Officer, one full-time Firefighter, and one Public Works employee being promoted to full-time.

The City experienced three retirements. These positions included a Police Officer, a Firefighter, and a Utility Worker II in the Water and Sewer Division. The three retirees accounted for a combined 78 years of experience with the City.

Overall, 207 applications were reviewed, 42 exams were given and 98 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 2016, 78 evaluations and 188 status change forms were reviewed and approved.

The Director of Administrative Services also manages the random drug and alcohol testing as required for employees with Commercial Driver's Licenses. 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 2016, 23 random tests for either drugs or alcohol were given.

There were three grievances filed in FY 2016 compared to none filed in FY 2015. One grievance was filed on behalf of the IAFF 2559 full-time firefighters and two were filed by the Teamsters union (DPW).

The Director of Administrative Services is the lead negotiator for the City on all labor agreements. In FY 2016, the Collective Bargaining Agreement with the full-time firefighters of the IAFF Local 2559 was set to expire. The negotiating team consisting of the Director of Administrative Services, Fire Chief, and Deputy Fire Chief were successful in renewing an agreement with the IAFF through collective bargaining.

The Part-time Firefighters Association agreement that expired on December 30, 2014 is still unsettled and has required the arbitration process. Negotiations began in September 2014 and after utilizing the mediation process the negotiations have ceased and are currently awaiting the ruling by the Arbitrator. The two Police unions and the Teamsters agreements are not set to expire until June 30, 2018.

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 handled by the City Clerk. 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 dependents becoming ineligible for coverage due to age, COBRA notices must be sent informing the ineligible dependent of their right to continue the current coverage at their own expense.

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 13 employees for their years of service to the City.

Administrative Services continues to manage the "casual Friday" program that allows employees to wear denim 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 at Christmas time. Most recently \$700 was donated to Every Woman's Place in December 2015.

During FY 2016 the City held a flu clinic for employees and their families. Ninety-five (95) employees and family members received the vaccination. The flu clinic was organized by Shelly Stibitz in the Administrator's Office.

### ELECTIONS

During FY 2016, over 3,000 new voters and those with address changes were processed, as well as more than 1,600 cancellations for deceased voters and those that moved out of the city. Programs Assistant Taylor Hobby is responsible for the day-to-day process of preparing and mailing identification cards to each of the new voters and to those who have changed their address but still reside in Norton Shores. Master cards are also prepared for each new voter and updated with current information kept on file in the City Clerk's office.

Election responsibilities include registering, changing or cancelling voter records, preparing and testing equipment, administering the 4-step absentee ballot procedure, precinct set up, assigning, training and distributing supplies to election inspectors, handling precinct and voter issues on Election Day, and distributing results to the County Clerk, Democratic and Republican Parties, candidates, and City officials. The Clerk's Office staff validates each signature on candidate petitions filed for office, prepares and tests equipment for the City's ten voting precincts and the absentee ballot counting board for each election.

Four elections were held in FY 2016; in August of 2015 there were two ballot questions – Central Dispatch 9-1-1 and Muskegon Public Schools millage proposal; Ward Council members and one At-Large Council members were elected in November 2015; March 2016 the Presidential Primary was held; and in May 2016 Muskegon and Grand Haven Public Schools asked voters to renew or increase their millage and the Muskegon Area District Library requested a millage increase. The City Clerk's Office continued distribution of absentee ballot applications to those residents on the permanent absentee voter list. A total of more than 6,100 absentee ballots were received and processed for the four elections.

In June of 2016, following the death of Council Member At Large Gary Ostrom, the City Clerk assisted Mayor Nelund in appointing his replacement. EDC/TIFA/Brownfield Authority member Roger Morgenstern was appointed to the position for the remainder of the term expiring in November of 2017.

### RECORDS AND INFORMATION

Preparation 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 City Clerk for review and submission to the City Administrator for further review and placement on the agenda. Administrative Assistant Shelly Stibitz is responsible for preparing and distributing agenda packets to City Council and staff.

During FY 2016, there were 24 City Council meetings, nine City Council work sessions, twelve Planning Commission meetings, six Zoning Board of Appeals meetings and two Brownfield

Authority meetings held, all of which the City Clerk or her support staff must attend. A total of 330 items were reviewed for placement on the various agendas.

Two applications for tax abatements were received by the City Clerk. In total, notices were drafted, mailed and published for 23 public hearings held this year, including tax abatements/exemptions, special use permits, zone changes, street vacations, variances and notices required with regard to the City's budget, bid process and CDBG Program.

#### PURCHASING

The City Clerk is also Purchasing Agent for the City. All projects requiring sealed bids are coordinated by the City Clerk's Office. Bid packages are coordinated with department heads and prepared for mailing to prospective bidders. In FY 2016 bids or quotes were processed for more than 20 City projects or purchases of equipment and various supplies, in accordance with the Purchasing Ordinance. Purchase of office equipment and subsequent training and maintenance of equipment such as telephones, copy and postage machines are handled by this office as well.

#### BUSINESS REGISTRATIONS AND VENDOR PERMITS

Registering businesses, issuing permits to door-to-door vendors, and coordinating used car dealer and liquor license renewals and transfers is also the responsibility of the City Clerk's Office. In FY 2016, 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 vendors or distribution of handbills. Difficulties with vendors not obtaining the required licenses were processed or enforced through the Police Department. For each license, applicant background checks must be completed by the Clerk's Office.

#### 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 Shelly Stibitz files both liability and workers compensation claims with the insurance company. There were ten liability or property claims in FY 2016 compared to nine claims in FY 2015. Ten reportable occupational injuries occurred in the last twelve months. Three of those injuries resulted in at least one day of lost work time.

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.

## 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 all residential properties in the City. The Summer 2016 newsletter was printed in June and the newsletter was posted on the City's website and hard copies were 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 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. Each year staff provides service to high school students who are required a job shadow assignment. Several hours are spent explaining City operations and demonstrating some of the functions of the various City Departments.

## 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.

In FY 2016, the City hired The Mercer Group to conduct a Classification and Compensation Study and the Director of Administrative Services was the point person for the project. The study was completed in June and resulted in an updated employee Pay Plan with new wage ranges and several new job titles.

As part of Administrative Services' general clerical support role for the City, staff submitted 47 special use permits, easements, deeds, street and alley vacations and notice and orders to the Muskegon County Register of Deeds for recording. There were also five CDBG liens released.

Excess office equipment, bicycles and seized police items were being sold at a local on-line auction house. It has been difficult to find time to take items there, especially larger items. The City is now using an on-line auction website called BidCorp which requires purchasers to pick up the items at the City.

## LEGISLATIVE COMMUNICATIONS

The Director of Administrative Services also serves as the Legislative Liaison. Legislative e-mail alerts from the Michigan Municipal League 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 by the City of Muskegon's 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.

In FY 2016, the City of Norton Shores was granted a total of \$105,589 to fund the programs and projects throughout the year. CDBG funds are used to support the Red Cross Senior Transportation program, and last year 42 residents were provided 1,313 rides to medical appointments. The other program funded by CDBG is Call 211. Over 1,500 calls from our residents were answered in the last fiscal year alone and the trend continues to depict an increase in demand for this service.

An updated Five-year Regional Consolidated Plan with the Cities of Muskegon and Muskegon Heights was required in FY 2016. The three entities worked together to complete process that included public hearings and additional opportunities to provide public comment.

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.

#### COMMUNITY SERVICE

The Director of Administrative Services manages the City's annual United Way campaign and currently is serving 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 2015, the City held another successful United Way campaign, however, the total amount of contributions decreased from previous years.

The Director of Administrative Services also assisted 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 meetings and seminars. Currently, the Director of Administrative Services serves as the Chairperson for the Muskegon Central Dispatch 911 Board of Directors and Co-Chair of the Muskegon Area First Board of Directors. He also is a member of the Sherman Boulevard Beautification Committee and a City representative on the Muskegon County Recreation Steering Committee. The City Clerk and Administrative Services Department staff attends monthly meetings and other events as warranted.