



COUNTY OF SAGINAW

OFFICE OF COUNTY CONTROLLER

111 SOUTH MICHIGAN AVENUE
SAGINAW, MICHIGAN 48602

ROBERT V. BELLEMAN
Controller/Chief Administrative Officer
rbelleman@saginawcounty.com

MEMORANDUM

April 20, 2023

TO: Board of Commissioners
FROM: Robert V. Belleman
Controller/CAO

RE: COUNTY OF SAGINAW CHALLENGES/OPPORTUNITIES

The County is facing several major challenges and/or opportunities. These challenges and/or opportunities are:

- 1) Inflation:** The FY 2023 budget reflects increase costs in gasoline, natural gas, and electricity. Gasoline is averaging \$4.613 in Michigan and around \$4.41 in Saginaw. Departments did their best in budgeting for future increases. Natural gas prices have doubled. The County had a four-year contract with Constellation NewEnergy. Our contract price was \$2.770 per MCF (1000 cubic feet). This contract expired in March 2022. Our April pricing was \$6.896 MCF. Constellation has provided the County with pricing projections of \$8.71-\$9.00 per MCF for June 2022 through December 2022. Kelly Suppes, Purchasing/Risk Manager and Anthony DePelsMaeker, Director of Maintenance, have secured a new four-year agreement with two years at 100 percent gas usage at \$5.96 per MCF and two years at a blended rate of 50 percent gas load at \$5.96 and 50 percent at market rate. Electrical rates are increasing too. Mr. DePelsMaeker estimates electrical costs increasing 40 percent. Utilities and other purchases are impacted by inflation and supply chain issues. The annual inflation rate for the United States in the twelve months ending April 2022 is 8.3%.
- 2) Employee Attraction & Retention:** The local labor market is under severe strain due to the demand for workers. Saginaw County continues to struggle with attracting and retaining employees for certain jobs. Jennifer Broadfoot states, "Depending on the position we continue to face some challenges. The labor market remains extremely competitive. Our temporary staffing agencies also continue to be challenged in filling vacancies for us and for other

employers. Barriers to re-entry into the workforce still exist for some employees, including issues with childcare and other family concerns.”

The Job Classification & Compensation Study has assisted, in part, by providing competitive wages. However, with a tight labor market we have seen unprecedented wages being offered. The County cannot compete with these wages. The County will need to develop professional marketing tools to attract quality candidates to fill vacant positions. These marketing materials will aid us in communicating the benefits of joining our team. We have great employees, who are dedicated to our mission and vision. We just need to ensure prospective applicants can identify with our mission and vision. The Health Department has received a grant to assist in attracting nurses. We are scheduled to meet with Chris Harrington to discuss new methods of advertising and attracting employees.

The County also continues to review its policies to ensure greater flexibility and empowerment of department heads to meet their workforce needs. This area of flexibility and empowerment is something we need to stay current on. The Personnel Department recently investigated using education to equate to experience requirements. We plan to share this new approach with department heads and the Labor Relations Committee for their consideration of formal adoption.

An excerpt I previously read from *The Ordinary Leader*, states “It is easy for an organization to blame bad hiring experiences on a shortage of talented people to draw from. In recent years, commentary has increased around the notion that talent is in short supply. I have always had a cynical view of this belief. I don’t think there is as much talent shortage as some would have us believe. I have come to understand that this issue is not so much a talent shortage as it is a shortage of great places to work. Talented employees have choices, and all things considered, they will choose an organization that is great to work for over a lot of other benefits, sometimes including higher pay. People want to work in organizations that are healthy, innovative, and inspiring. An employee who took part in our survey noted it this way: “with my qualifications and education, I could be making more money, but I stay here because I am valued, I enjoy the work, and I love the people I work with.” Talented individuals seek out great organizations – they won’t settle for less, and they don’t have to.”

The County Board of Commissioners created an Employee Wellness Committee to offer insight on how to improve our culture. I fully intent to re-engage this committee of county employees to build effective capacity in identifying ways of encouraging a healthy, innovative, and inspiring organization.

- 3) **Staffing Alignment:** I firmly believe the County is not only facing a challenge with sufficient staffing level, but a challenge in the proper alignment of staff. There are departments that may have more staff than may be necessary because of enhanced technology or process improvements. There are other departments that need more staffing because of the increase in workload demands. I believe the Board of Commissioners should encourage the undertaking of a staffing study to ensure the deployment of our most valued assets – employees are aligned with the public's demand for services.
- 4) **Michigan New Model for Jail Reform:** The Board of Commissioners should remain current on proposed Jail Reforms, and more importantly the impact these reforms may have on our local justice system. Some of the proposed reforms include (1) eliminate driver's license suspension as a penalty for offenses unrelated to dangerous driving; (2) decriminalize misdemeanors; (3) increase the use of arrest alternatives (i.e., use of summons, tickets); (4) create a presumption of non-jail sentencing for misdemeanors; and (5) improve probation.
- 5) **Raise the Age:** The Family Court & Juvenile Detention are in the initial phase of assessing what fiscal and programmatic challenges "Raise the Age" will have on its operations. The County received a \$600,000 grant to help offset some of the costs directly associated with housing 17-year-olds as juveniles. The Board of Commissioners approved, at its October 19, 2021 regular session, to hire four additional Youth Care Specialists in the Juvenile Detention. Originally, we believed the costs of these four additional staff would be covered by the \$600,000 grant; however, the state Department of Health & Human Services reimburses for actual time spent supervising 17-year-old juveniles. Therefore, the salary/wages and fringe benefits of the four (4) new Youth Care Specialists will be reimbursed on an actual time basis. The \$600,000 grant is to cover other costs associated with housing 17-year-olds.

MEMORANDUM

PERSONNEL DEPARTMENT



TO: Robert Belleman

FROM: April Key *ak*
Personnel Specialist

DATE: April 20, 2023

RE: Recruitment efforts

At the current time, we have 7 positions that we have had a hard time finding a successful candidate for.

- Finance: Assistant Finance Director, vacant for 264 days.
- Friend of the Court: Associate Friend of the Court, vacant for 44 days.
- Circuit Court: Law Clerk/Bailiff, vacant for 83 days.
- Commission on Aging: Driver II [Part-time and casual], vacant for 18 days.
- Commission on Aging: Kitchen Assistants [Part-time and Full-time], average vacancy for positions 140 days.
- Health Department: Public Health Nurse I, average vacancy for positions 241 days.
- District Court: Legal Clerk I, average vacancy for positions, 54 days.

Recruitment efforts for above positions:

- Working with departments to identify targeted sources where people would be looking for these types of roles.
 - MGFOA, MAC, Michigan Township Association, Michigan Municipal League, MI Supreme Court Job board, Michigan Association for Local Public Health, Michigan Academy of Nutrition and Dietetics.
- Direct mailing of Assistant Finance Director recruitment pamphlet to County Administrators/Clerks
- Direct mailing of Assistant Finance Director recruitment pamphlet to Michigan Government Finance Officers Association (MGFOA) who were identified through LinkedIn/company website as still being in roles that may be interested in promotional opportunities.
- The Health Department created a recruitment campaign with the assistance from a design and marketing company for Public Health Nurses, which is listed on their webpage.

Additional recruitment efforts:

- Added QR code to public job postings. Interested parties can scan the QR code with their smartphone camera and be taken directly to the Saginaw County Job Posting site. This is a convenient way to guide applicants directly to the job posting site without having to click multiple times from the County's home page to get to the site or type in the http site in their browser.
- Created a Glassdoor account. Glassdoor has multiple uses.
 - It offers candidates a chance to look for jobs and read authentic reviews from employees currently and formerly employed.

- Allows employees to provide ratings and feedback for career opportunities, compensation and benefits and company culture, which can help assist in looking for opportunities for improvement.
- Employer branding to improve recruitment activity by giving prospective candidates access to more information about the County of Saginaw.
- Gives an analytics overview on Company rating and employer profile views.
- Job Openings are linked with Indeed and posted to Glassdoor
- Established a LinkedIn Company page.



Launch a Career that Matters

Every day, Saginaw County government employees and volunteers improve the lives of thousands of their neighbors. The County has more than 500 employees, each with a skill set that enables them to build a fruitful career while simultaneously serving the greater good.

It is a dynamic and supportive work environment, where each person's contributions are valued, and the combined result of everyone's effort is a brighter future for all. It truly is people helping people.

Saginaw County provides competitive compensation and benefits to employees as part of its commitment to maintaining high levels of public service. Benefits include:

- 401(a) retirement savings plans
- Health, dental and vision insurance coverage
- Health care and dependent care flexible spending accounts
- AFLAC supplemental insurance
- Life insurance
- Michigan Education Savings Program
- Long-term disability insurance
- Up to 14 paid holidays
- Up to 27 paid time off days a year
- Employee Assistance Program (EAP)
- Employee Purchase program
- 457 Retirement Savings Plan
- Flexible work schedules
- Several 24/7 operations, including law enforcement, jail, and juvenile

For more information about joining the team at our Saginaw County government offices, or to view current job openings, go to www.saginawcounty.com/departments/controller-finance/personnel/

Our mission is to enhance the quality of life of our community in a respectful, efficient, and fiscally responsible way by providing the highest quality services, including economic development, technology, healthcare, natural resources, quality workforce, parks and recreation, safety, entertainment, and infrastructure.

It is fulfilling work. Come join us!



It's All Here

Diverse, engaged and talented people are the lifeblood of Saginaw County's commitment to fostering a vibrant future for one of America's most compelling communities.

Situated in the heart of Michigan, Saginaw County offers a range of lifestyles, from urban to small town to rural. Combining rich history, dynamic culture, world-class education, global commerce, cutting-edge health care, and abundant natural resources, Saginaw County is a perfect place to put down roots.

www.saginawcounty.com

THERE'S NO PLACE LIKE HOME. As one of America's most affordable housing markets, great options are available for everyone. The revival of riverfront Saginaw offers urban living amidst vibrant nightlife, culture, and shopping. Picturesque small towns such as Frankenmuth, Chesaning, and Birch Run resonate classic Americana, but with all the modern amenities. At the same time, agriculture still thrives across Saginaw County, providing plenty of open spaces for those who seek them.



CENTER OF LEARNING. Outstanding public and private elementary and secondary schools, ranging from large to small, not only provide robust educational opportunities, they foster creativity and serve as a nexus for diverse cultural activities. In addition, Saginaw County is home to Delta College, and Saginaw Valley State University, and CMU Health – an academic healthcare system of the Central Michigan University College of Medicine.



HARD AT WORK. Close to 192,000 Saginaw County and adjacent county residents power a dynamic local economy. Historic ties to the automobile industry have been maintained and expanded into high-tech fields such as semiconductors, robotics, and aerospace. Top-flight medical centers have developed into a regional healthcare hub. Meanwhile, tourism is a powerful draw for both residents and visitors alike. Saginaw County ranks No. 3 in tourism revenue in Michigan, with Frankenmuth consistently ranked as the state's favorite destination.



BE WELL. A major advantage of being a regional healthcare hub is the quality of medical treatment available to the people of Saginaw County. That includes major medical centers with a university teaching hospital, a Veterans Administration hospital, and a vibrant County Health Department. Naturally aligned with these facilities is an impressive roster of specialists who provide cutting-edge care for the full spectrum of health needs.



FOR MORE INFORMATION: www.saginawcounty.com



SO MUCH TO DO. There is seemingly no end to the activities available in Saginaw County. Here are just a few of the highlights:

- Biking & Hiking on the Rail Trail**
- Birch Run Premium Outlets**
- Boating on the Saginaw River**
- Bronner's Christmas Wonderland**
- Japanese Cultural Center**
- Marshall M. Fredericks Sculpture Museum**
- Michigan's Military & Space Heroes Museum**
- Pit & Balcony Community Theater**
- Roethke House**
- Saginaw Art Museum**
- Saginaw Bay Symphony Orchestra**
- Saginaw Children's Zoo**
- Saginaw Choral Society**
- Saginaw Spirit professional hockey**
- Saginaw Choral Society**
- Shiawassee National Wildlife Refuge**
- Temple Theatre**
- The Dow Event Center**
- Watersports on the Saginaw River**
- Zehnder's Snowfest**



THE POSITION

The County of Saginaw is seeking an innovative, proven government finance professional to serve as its new Assistant Finance Director. This position reports to the Director of Finance and is responsible for evaluating funds, reviewing and reconciling various accounts, performing journal entries, overseeing and maintaining County fixed assets, preparing depreciation schedules, and supervising the annual 1099 federal tax form preparation and filing. The Assistant Finance Director supervises and directs one (1) technical employee engaged in the accounts payable function.

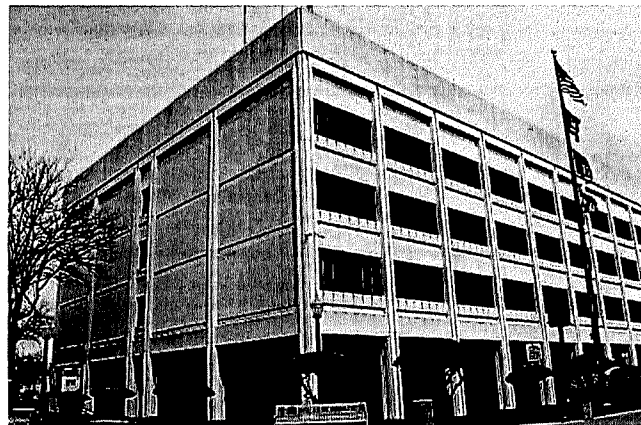
Key responsibilities of the Assistant Finance Director include:

- Review budget, recommends, and prepares budget adjustments.
- Oversee General Ledger activities to ensure General Ledger is reconciled, accurate and up-to-date.
- Prepare journal entries and/or review and approve entries prepared by others.
- Manages grant related accounting and reporting tasks for various departments, which may include understanding grant requirements, and communicating effectively with departments and federal, state, or local grant agencies.
- Processes accounts payable, lease billings and files, bank reconciliation, and maintains Federal Aviation grants for the Saginaw County Airport.
- Assists with the preparation of the County Audit; prepares general ledger account analyses, reconciliations, and statistical schedules at year end.
- Assists the Finance Director with recruitment and selection, employee relations, training and development for the finance department.

IDEAL CANDIDATE

In addition to being detail-oriented, having sharp analytical skills, and being a problem solver, the next Assistant Finance Director for the County of Saginaw must possess certain traits essential for success.

- Bachelor's Degree in accounting, finance, business, or related field.
- Considerable experience and knowledge of the principles, practices and methods of governmental accounting, auditing, and budgeting; including knowledge of how various documents and records are formatted for presentation.
- Ability to analyze and interpret fiscal records and to prepare accurate and complete reports.
- Ability to communicate effectively, both orally and in writing, in concepts and in factual and financial terms and numbers.
- Prior supervisory experience.
- Good planning and organizational skills to balance and prioritize work.



BENEFITS

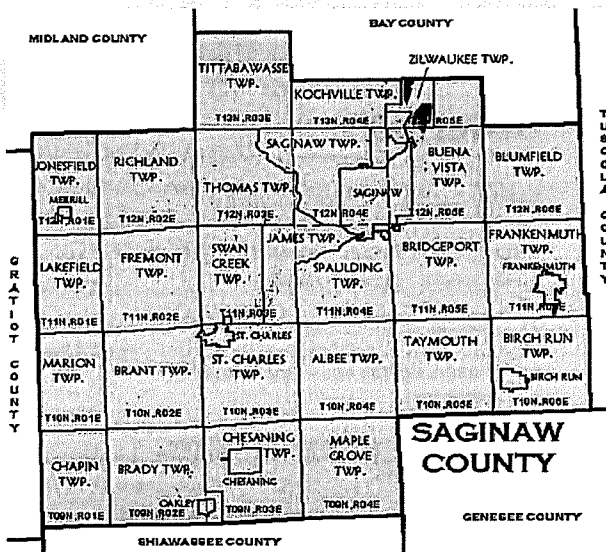
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- 401 (a) retirement savings plan
- Health, dental, and vision insurance coverage
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- AFLAC supplemental insurance
- County paid Life insurance
- County paid Short-Term disability insurance
- Up to 14 paid holidays
- Up to 27 paid time off days a year
- Employee Assistance Program (EAP)
- 457 and Roth IRA Retirement Savings Plans
- Health Care Savings Program (HCSP) with County contributions

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Center
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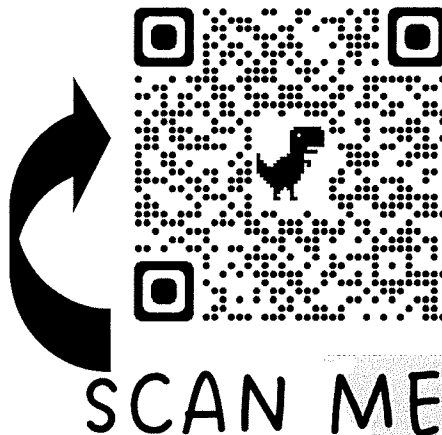
Every day, Saginaw County government employees and volunteers improve the lives of thousands of their neighbors. The County has more than 500 employees, each with a skill set that enables them to build a fruitful career while simultaneously serving the greater good.

COMPENSATION

This is a represented, exempt position with a starting salary of \$72,419, with step increases after six (6) months of employment and annually thereafter up to the 7th year of employment. Step increases are in addition to any Union negotiated annual contractual increases.

TO APPLY

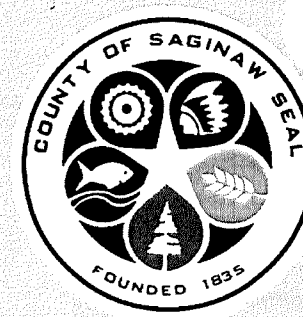
If interested in this challenging, but rewarding opportunity, please visit our website at www.saginawcounty.com or scan the QR code to go directly to the "apply online" location.



*It is fulfilling work.
Come join us!*

Launch a Career
That Matters

**Assistant
Finance
Director**



A dynamic and supportive work environment, where each person's contributions are valued, and the combined result of everyone's effort is a brighter future for all.

County of Saginaw, Michigan

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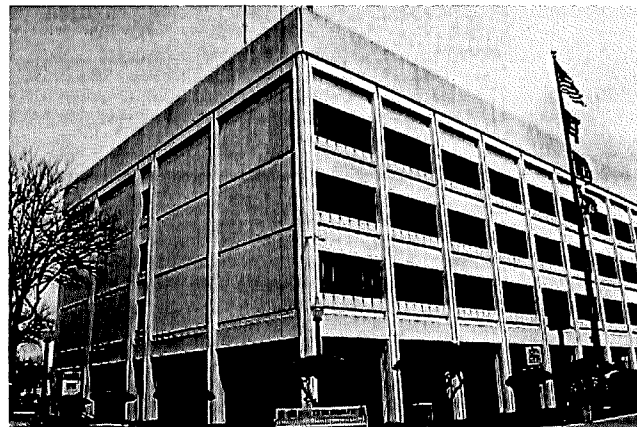
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SCHD Nursing Employment Opportunities

**WE'VE GOT
BIG PLANS**
We need more good nurses!



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[Click here to apply!](#)

If you're passionate about the teaching/education aspects of patient care and are

Health Department likely has an opportunity to you!

We're ramping up to deliver much-needed services to make our community stronger and more resilient! And we've got big plans. Now, we just need more good people – specifically registered nurses – to work with our team to help Saginaw “bwell.”

We encourage you to apply now to get “your pick” of positions that most fits your lifestyle and career goals. The health department offers part-time, full-time, employed, contracted, and project-based nursing positions. We are interested in nurses looking for extra hours, a change of pace from 12-hour shifts, remote work, and post-retirement work.

The benefits to you are:

- Flexibility
- Better work/life balance with no holidays, weekends, or evenings
- Diversity and interesting work challenges
 - Harm reduction
 - Immunization
 - Reproductive family planning
 - HIV counseling
 - Lead investigation
 - Home visiting
 - School-based

Minimum job requirements:

- Current Michigan license to practice as a registered professional nurse.
- Degree in nursing (Associate's or Bachelor's) from an accredited school of nursing.
- Lifelong learner motivated to teach and inform others
- Can-do attitude
- Team player

If you are interested in the exciting and rewarding field of public health nursing and meet the minimum job requirements, click [here](#) to apply.



Click here to apply!

**SAGINAW COUNTY IS AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER.
SAGINAW COUNTY DOES NOT DISCRIMINATE ON THE BASIS OF RACE, RELIGION,
COLOR, SEX, AGE, HEIGHT, WEIGHT, NATIONAL ORIGIN, OR DISABILITY.**
