

AMENDED AGENDA

LABOR RELATIONS COMMITTEE

111 S. Michigan Ave., Rm. 200, Saginaw, MI 48602

Monday, April 8, 2024 at 4:00 p.m.

Members: Michael Webster - Chair, Sheldon Matthews - Vice-Chair, Denny Harris, Gerald Little, Christopher Boyd

Others: Administrator, Personnel Director, Finance Director, Civil/Labor Counsel, Board Staff, *Media*

- I. Call to Order
- II. Welcome – Roll Call
- III. Correction/Approval of Minutes (***March 11, 2024 Minutes - Attached***)
- IV. Public Comment
 - *Speakers limited to 3 minutes*
- V. Agenda
 1. **Jennifer Broadfoot, Personnel Director, re:**
 - **4-16-11** Employment Status Report, Exit Interviews, Employee Groups, and Retiree Employment Contracts covering the month of March 2024 (*Receive & File*)
 - **4-16-15** Requesting consideration of a proposed Request for Proposal (RFP) regarding a Job Classification and Total Compensation Study for Saginaw County
 2. **Sheriff Federspiel, Undersheriff Gomez, Sheriff's Office, re:**
 - **4-16-12** Requesting approval to convert a vacant deputy PCN to a new sergeant PCN, which position would supervise the day-to-day operations of the deputies working in the courthouse; further, to use \$16,700 from fund balance to cover the difference in wages and benefits (*Forwarded from Courts & Public Safety Committee*)
 3. **Dave Gilbert, Civil/Labor Counsel, re:**
 - **4-16-14** Requesting consideration and approval of a Memorandum of Understanding between Saginaw County and POAM regarding rate of pay increases for APA I, APA II, and APA III in the Saginaw County Prosecutor's Office
- VI. Miscellaneous
- VII. Adjournment

MINUTES

DRAFT

LABOR RELATIONS COMMITTEE

111 S. Michigan Ave., Rm. 200, Saginaw, MI 48602

Monday, March 11, 2024 at 4:00 p.m.

Present: Michael Webster - Chair, Sheldon Matthews - Vice-Chair, Denny Harris, Gerald Little, Christopher Boyd

Others: Jennifer Broadfoot, Koren Thurston, Dave Gilbert, Darcie Totten, Christina Harrington, Susan Caister, Suzy Koeplinger, Marissa Sawdon and Catherine Hicks

- I. Call to Order ---**Webster at 4:02 p.m.**
- II. Welcome – Roll Call
- III. Correction/Approval of Minutes (**February 12, 2024 Minutes**)
---**Moved by Boyd, seconded by Little, to approve. Motion carried.**
- IV. Public Comment ---**None**
- V. Agenda

1. **Jennifer Broadfoot, Personnel Director, re:**

- **3-19-16** Employment Status Report, Exit Interviews, Employee Groups, and Retiree Employment Contracts covering the month of February 2024
---**Moved by Boyd, seconded by Harris, to receive and file. Motion carried.**
(Receive & File)

2. **Susan Caister, Commission of Aging, re:**

- **3-19-17** Requesting approval to delete the Care Management Program part-time Registered Nurse and add a part-time Program Assistant, reducing the wage expenditure by approximately \$25,212
---**Moved by Boyd, seconded by Little, to approve. Motion carried.**
(Board Report)

3. **Christina Harrington, Health Department Director, re:**

- **3-19-18** Requesting approval to add a PCN for a full-time Environmental Health Specialist I/II position
---**Moved by Boyd, seconded by Harris, to approve. Motion carried.**
(Board Report)

4. **Suzy Koeplinger, Board Coordinator, re:**

- **3-19-19** Requesting approval to enter into a Professional Services Agreement Marissa Sawdon, Assistant Board Coordinator, for 90 days to maintain continuity in work productivity and provide training
---**Moved by Matthews, seconded by Harris, to approve. Motion carried.**
(Board Report)

VI. Miscellaneous

- **Chairman Boyd reminded attendees to change their clocks to reflect daylight savings time**

VII. Adjournment ---**Moved by Little, seconded by Harris, to adjourn. Motion carried; time being 4:26 p.m.**

Respectfully Submitted,

Michael Webster, Committee Chair

Suzy Koeplinger, Committee Clerk



County of Saginaw

LABOR RELATIONS

111 South Michigan Avenue
Saginaw, MI 48602

Mary Catherine Hannah
County Administrator

4-16-11

April 1, 2024

Commissioner Christopher Boyd, Chairman
Saginaw County Board of Commissioners
111 South Michigan Ave.
Saginaw, MI 48602

Re: Labor Relations Committee Employment Status Report

Dear Chairman Boyd:

Pursuant to a request from the Labor Relations Committee, the Personnel Department is herein submitting the Employment Status Report for April, 2024. As you are aware, the Personnel Department has been conducting exit interviews when possible (i.e., dependent upon cooperation of the former employee), as employees conclude their employment or transfer to another Department. Statistics for March, 2024 have been compiled, summarized and are enclosed for review. Retirements are reported for the first of the month following an employee's retirement date. Retirees with current contracts to provide services are also listed.

I hope the enclosed report provides the Labor Committee with the information required. I will be available at the April, 2024 meeting to answer any questions regarding this report. Meanwhile, if you or any Commissioner has questions, please do not hesitate to contact me. Thank you.

Sincerely,

Jennifer Broadfoot

Jennifer Broadfoot
Personnel Director

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2024 APR -1 A 9:48
JRH



(989) 790-5210



administratorsoffice@saginawcounty.com

Employment Status Report –April, 2024

Name	Dept.	DOH	DOT	Title	Transfer Date	Dept.	Class From	Class To	Exit Int.	Reason
Kinde, P.	Mosquito	12/11/00	2/28/24	Chief Mechanic	N/A	N/A	N/A	N/A	No	Retirement
Smith, H.	Health	10/3/22	3/1/24	Nurse	N/A	N/A	N/A	N/A	Yes	Family issues
Steele-Phillips, S.	Health	3/16/15	3/8/24	Nurse	N/A	N/A	N/A	N/A	No	New job
Eudis, S.	Animal Care	8/20/23	3/12/24	Kennel Manager	N/A	N/A	N/A	N/A	No	Resigned
Ladrig, M.	Health	2/4/23	3/15/24	Health Specialist	N/A	N/A	N/A	N/A	No	Termination
Hall, T.	Sheriff	1/4/17	3/29/24	Detective	N/A	N/A	N/A	N/A	Yes	New job
Sawdon, M.	BOC	4/25/22	3/22/24	Asst. Board Coordinator	N/A	N/A	N/A	N/A	Yes	Relocating
Honeman, M.	Med. Ex.	1/12/22	N/A	Office Assistant II	3/17/24	Dist. Ct.	T07	T12	Yes	Promotion

Summary of Exit Interviews – March, 2024

Mo./Yr.	Dept.	Why Leaving?	Are you satisfied with:		Chance for Advancement?	Yrs. Service
			Pay?	Benefits?		
3/24	Health	Needed more flexibility in scheduling due to family. Requested part-time but position was still not available.	No	Yes	Poor	1 yr. 5 mo.
3/24	BOC	Husband’s career is taking us too far for me to commute.	Yes	Yes	Excellent	1 yr. 11 mo.
3/24	Med. Ex.	Had hoped to go out in field and did not happen; have worked in District Court in past & the job paid more than current position.	No	Yes	Poor	2 yr. 2 mo.
3/24	Sheriff	Pay increase, DB retirement, better administration/union representation/school district & closer to family.	Yes	Somewhat	Good	7 yr. 3 mo.

Retirees with Current Contract (April 1, 2024)

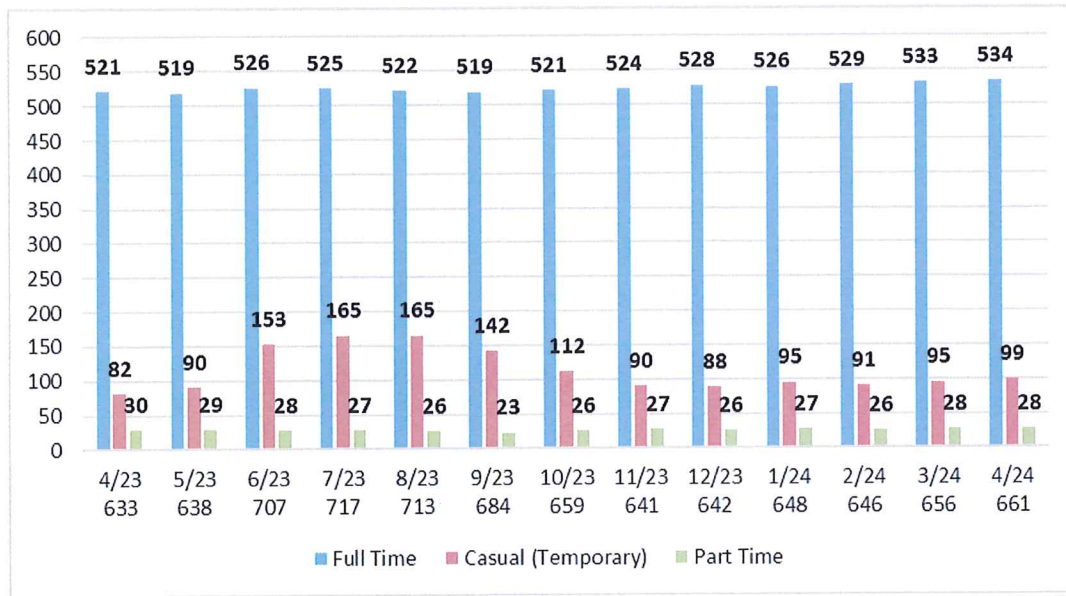
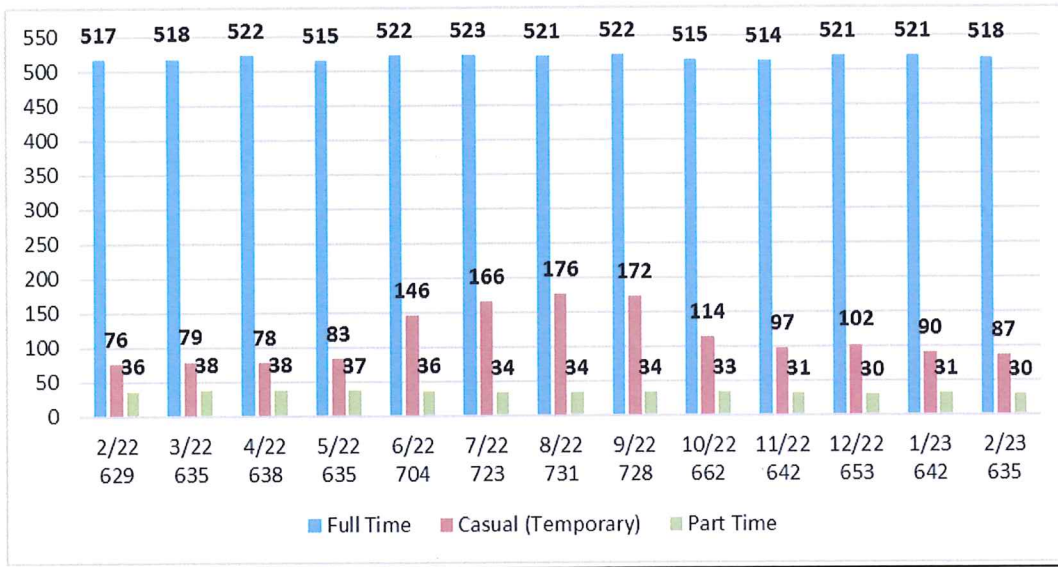
Name	Department	Retirement Date	Contract Expiration	Pay
Alan Kaufman (Kaufman Aviation)	H.W. Browne Airport	01/01/02	09/30/26	\$82,497 annually in 2024

Retirees Working as Needed (April 1, 2024) *

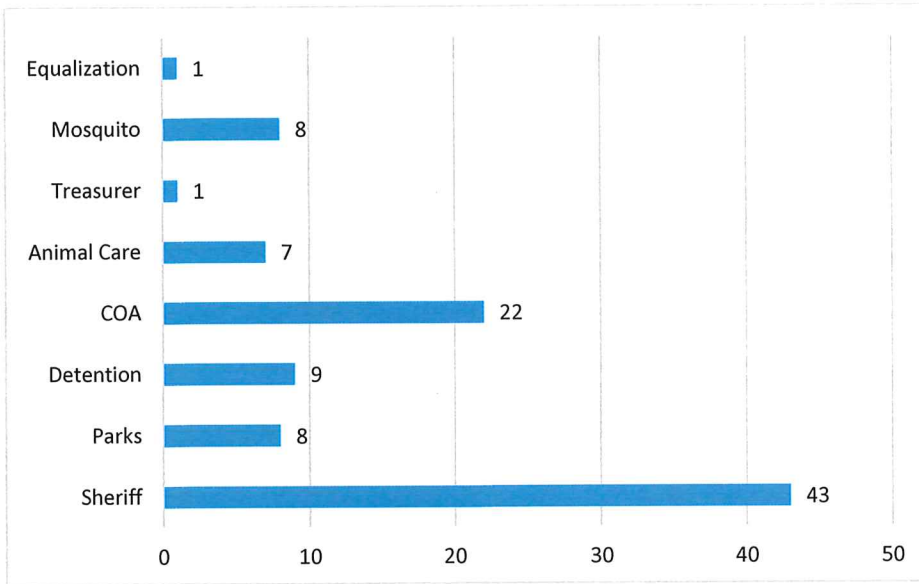
Name	Department	Retirement Date	Contract Expiration	Hourly Pay	Hours worked in March
Bethany Jacques	Health	7/1/19	September 30, 2024	\$50.00	50.5
Mary Patnode	Health	9/30/18	September 30, 2024	\$45.00	120

*This report does not include retired Court employees with a current contract.

Number of Employees (Reported for First of Month)



Number of Temporary Employees by Department (April 1, 2024)



**Status Report
Saginaw County Employee Groups**

April 1, 2024

Employee Group	Employees	Expiration of Contract	Status
Commissioners	11	December 31, 2024	Set
Elected Officials	6	December 31, 2024	Set
Judges	12	State of Michigan Commission	Set
Non-Union	11	September 30, 2024 Annual via Budget	Set
UAW – Managers	59	9/30/2024	Set
UAW – Professionals	58	9/30/2024	Set
UAW – Clerical, Technical, & Paraprofessionals	21	9/30/2024	Set
COAM – Sheriff Unit II-Sergeants	14	9/30/2025	Set
POAM – Detention Youth Care Specialists	18	9/30/2024	Set
POAM – Prosecutors	19	9/30/2024	Set
POAM – Detention Center Supervisors	4	9/30/2024	Set
Teamsters – Health Dept./COA Employees	79	9/30/2024	Set
COAM – Sheriff Unit III- Captain/Lieutenants	5	9/30/2024	Set
POAM – Animal Shelter Employees	8	9/30/2024	Set
POAM – Probation Officers, Family Division	7	9/30/2024	Set
TPOAM – Courthouse Employees	140	9/30/2024	Set
Teamsters – Public Health Nurses	10	9/30/2024	Set
POAM – Sheriff Unit 1 (312 Eligible)	39	9/30/2025	Set
GELC – Probation Officers, District Court	5	9/30/2024	Set
POAM – Sheriff Unit 1 (Non-312 Eligible)	36	9/30/2024	Set
Total	562		



County of Saginaw

**LABOR
RELATIONS**

111 South Michigan Avenue
Saginaw, MI 48602

Mary Catherine Hannah
County Administrator

4-16-15

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2024 APR - 14 P 2:00

March 6, 2024

Commissioner Christopher Boyd, Chairman
Saginaw County Board of Commissioners
111 South Michigan Ave.
Saginaw, MI 48602

Re: Draft Request for Proposals – Job Classification and Total Compensation Study

Dear Chairman Boyd:

At the February 12, 2024, Labor Relations Committee meeting, the Personnel Department was asked to prepare a draft Request for Proposals (RFP) for a Job Classification and Total Compensation Study to be discussed at the March Committee meeting. That draft RFP is attached. It was prepared in accordance with the format for RFPs utilized by the Purchasing/Risk Manager, Kelly Suppes, for all County RFPs. Ms. Suppes has had an opportunity to review the draft RFP and indicated her support of it. The RFP includes two options for which interested consultants may submit proposals. They are:

- A comprehensive job classification and total compensation study. This would include an evaluation of all county positions utilizing job analysis questionnaires, the completion of a benchmark salary survey, development of a new classification system and assignment of all positions to the appropriate grade within it, and development of a comprehensive process and evaluation tool to govern future request for classification changes.
- An update to the existing compensation plan using current market salary data and trends. This would include a comprehensive market analysis of current employee compensation and recommendations for changes to the overall existing salary structure/schedules. It would not consider placement of positions within the classification system and would require the continued use of the current system for that process.



(989) 790-5210



administratorsoffice@saginawcounty.com

Two options were offered to allow for consideration of different approaches at varying costs to examine the County's competitiveness with comparable counties and the regional labor market to ensure employees are appropriately compensated. The RFP itself begins with a General Information section that presents a brief history of previous job classifications and compensation studies and employment level/benefit trends. It then notes some of the factors leading to the need for the project. It also details the Scope of Work to be performed by the consultant and the Project Deliverables for which they are responsible. The Proposal Instructions are detailed along with the general terms and conditions of the contract award, estimated timeline for the RFP process and other related matters. The Proposals' Required Contents are detailed along with information regarding the Consultant's proposed fee structure. The RFP concludes with details on the Proposal Evaluation process, including the criteria to be used for evaluation and how the RFP will be reviewed.

We will be available at the March Labor Committee meeting and look forward to discussing the draft RFP with you.

Sincerely,

Jennifer Broadfoot

Jennifer Broadfoot
Personnel Director

cc: Mary Catherine Hannah, County Administrator

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COUNTY OF SAGINAW

REQUEST FOR PROPOSAL

**JOB CLASSIFICATION AND
TOTAL COMPENSATION STUDY**

Release Date:

RESPONSE DUE:

Saginaw County
111 S. Michigan Ave.
Saginaw, MI 48602

Kelly M. Suppes, Purchasing/Risk Manager
Phone: (989) 790-5505
E-mail: ksuppes@saginawcounty.com

SECTION I – GENERAL INFORMATION

The County of Saginaw (“County”) is requesting proposals from experienced, licensed and qualified Consultants (“Consultant”) to perform a job classification and total compensation study utilizing a benchmark market analysis approach. The County is also, as an alternative, requesting proposals for consultants to complete a compensation study to update its existing pay program using current market data and trends to maintain the County’s competitiveness with the local and regional labor markets. The Consultant must possess expertise in public sector job classification and compensation for hourly and salaried employees. Experience in public sector salary programs within a unionized environment is highly desired.

The County of Saginaw is located in the east central section of Michigan’s Lower Peninsula and is the 11th largest County of the 83 counties located in the State of Michigan with a population of approximately 190,000 residents.

The County government’s structure consists of an elected 11-member Board of Commissioners and an appointed County Administrator. In addition, it includes 6 elected department heads and a court system with 12 judges. The County’s approximately 775 employees are distributed amongst 16 union groups and a non-union group consisting of approximately 10 full-time employees and a number of on-call/temporary positions.

Job Classification and Compensation Study History

A job classification and total compensation study was last completed by Springsted/Baker Tilly in three phases. The first phase, focusing on clerical, technical, paraprofessional and public health nurse classifications began in June, 2017. It was completed by Springsted, with the final report approved by the County Board of Commissioners in December, 2018. Phase II of the study included all professional level classifications and Phase III, all management level classifications. These phases began separately in Spring, 2019 and were merged after initial data collection was completed. The combined final report for Phases II and III was approved by the Board of Commissioners in October, 2020. Phases II and III were completed by Baker Tilly after they joined with Springsted in January, 2019. The three phases encompassed all county full-time and regular part-time positions with the exception of several Sheriff’s Department classifications (Lieutenant, Sergeant, Deputy and Jail Security Officer) and Elected Officials. Classification and compensation levels were addressed through separate processes for these positions.

Following the Study’s completion, County Administrator’s Office staff have evaluated individual positions when needed as new position have been established or changes made to existing positions’ job duties, utilizing Baker Tilly’s Systematic Analysis and Factor Evaluation (SAFE) system, their proprietary point factor job classification system.

Prior to the Springsted/Baker Tilly study, the last large-scale classification and compensation study was completed in 2000 by Hay Management. It encompassed all non-union positions at that time and included approximately 200 employees. Smaller wage studies have also been conducted in-house or by consultants as a part of contract negotiations for various union groups and

appropriate wage adjustments have been made.

Employment Level/Benefit Trends

During the course of the last 20 years, the County has experienced a significant decline in the number of overall positions. In 1997, the County had 778.05 full-time equivalent (FTE) positions (full-time and regular part-time.) However, beginning in 2002 the County began to experience a structural budget deficit resulting in the elimination of positions, most notably in 2003 and 2009 when 29.10 FTE and 28 FTE positions were eliminated. The County currently operates with approximately 570 full time employees, 37 regular part time employees (593.82 FTE) and 175 on-call, temporary and seasonal employees, whose numbers are not reflected in the FTE count.

As a result of this structural deficit and other fiscal challenges, changes to the County's benefit structure were made. These changes in the benefit structure have resulted in the County having numerous tiers of benefits provided to employees based primarily on their date of hire. Such changes were generally made over a period of several years and were phased in amongst the various union groups as contracts expired and were re-negotiated.

The County currently has employees who participate in three separate retirement programs:

- A Defined Benefit (DB) plan with varying benefit levels that began to be phased out in 1994 and is no longer available for new hires. Only a handful of employees remain in the DB plan.
- A Defined Contribution (DC) plan with employer/employee contribution rates of 9%/3% that immediately followed the elimination of the DB plan and which is now closed to new hires. Approximately 128 employees are covered under this plan.
- A DC plan with employer/employee contribution rates of 6%/6% that began to be phased in during 2004 for new hires. It remains the open plan for new hires. Approximately 399 employees are now covered under this plan.

Multiple tiers also are present for retiree health insurance. Generally, employees hired prior to 2004 have some form of traditional retiree health insurance coverage for their family, themselves and their spouse, or just themselves. Beginning in 2004, traditional retiree health insurance was eliminated for new hires and a Health Care Savings Plan (HCSP) introduced. The HCSP has a 1% employer contribution and varying employee contribution rates by union group. Longevity payments are also tiered, with employees hired prior to 2004 still receiving a benefit (\$70 per year of service after 5 years), and those hired after 2004 generally not.

The County offers health, dental, vision and life insurance to all full-time employees. It also offers a long-term disability insurance plan to those employees in the DC program.

While some operational changes occurred as a result of staffing decreases, in many cases duties were spread to remaining employees. While the Springsted/Baker Tilly study recognized some of

these changes through employee prepared Position Analysis Questionnaires (PAQ) and structured Supervisory Reviews of those PAQs completed by Department Heads, not all changes may have been captured during this process.

Many county positions have also undergone significant changes since the completion of the Springsted/Baker Tilly classification and compensation study. These changes are related to continued realignment of job duties related to the movement off a traditional mainframe system to new data management programs and changes in program structures that have come about since the COVID-19 pandemic. Some positions are also less competitive due to changes in the labor market that have developed during and since the pandemic. Concerns also remain regarding the impact the current benefit program has on employee retention and recruitment, and the impact the multiple tiers have on internal equity and employee morale.

It is for these reasons the County is seeking an expert to analyze the current structure and make recommendations regarding updated job classifications and compensation levels that are competitive within comparable counties and the Great Lakes Bay Region labor market and reflective of the scope of work being performed in positions to ensure employees are fairly compensated (Option A.)

In addition, it is also for these reasons, the County is also alternatively seeking an expert to update the County's existing compensation plan using current market salary data and trends to increase the County's competitiveness within the regional labor market and amongst its comparable counties and ensure its employees are fairly compensated. (Option B.)

SECTION 2 – SCOPE OF WORK

Option A

The successful Consultant shall be required to provide all labor, materials, expertise, etc. to conduct a comprehensive review of the County's current job classification and compensation system to ensure it is internally equitable, externally competitive, and legally defensible.

The primary goals for the job classification and total compensation study are:

1. Review the existing job classification structure with recommendations for appropriate modifications to better meet the County of Saginaw's current and future work environment;
2. Provide for a comprehensive evaluation of each position both in terms of job responsibilities and normal workload through the development and use of a Job Analysis Questionnaire, to determine internal equity;
3. Successfully orient all employees as to how to complete Job Analysis Questionnaires;
4. Clearly communicate to all managers/department heads their role in the process of reviewing Job Analysis Questionnaires and the study as a whole;
5. Develop a new job description for each position using a standard format which can be applied going forward for new job descriptions;

6. Examine positions to determine when combining or consolidating similar positions into a single job description, is appropriate to reduce the overall number of classifications;
7. Evaluate positions previously combined into a single job description to ensure such combinations remain appropriate;
8. Conduct a competitive benchmark market analysis of current employee compensation (pay and benefit levels) with similar public sector institutions (preferably Counties) and the local labor market and provide recommendations for salary range and individual position compensation adjustments as necessary in order to aid the County of Saginaw in the retention of current and recruitment of new talent;
9. Recommend assignment of all positions to the appropriate grades in the revised classification system with proper FLSA-exempt and non-exempt designation;
10. Prepare and present projections of the financial impact of their recommendations on the County's budget;
11. Prepare guidelines and procedures for implementing and administering the recommended classification and pay system;
12. Develop a comprehensive process to govern future requests for classification changes;
13. Provide any and all necessary training for the proper implementation and ongoing management of the recommended system; and
14. Assist in effectively communicating the study recommendations including meetings with Department Heads, Elected Officials, Judges and Union representatives.

Option B

If a Consultant is able to update the County's existing compensation plan using current market salary data and trends, the Consultant shall be required to provide all labor, materials, expertise, etc. to conduct the update. The primary goals of the update would include:

1. Orient all employees as to the process being used to complete the update;
2. Clearly communicate to all managers/department heads their role in the update process;
3. Conduct a competitive market analysis of current employee compensation (pay and benefit levels) with similar public sector institutions (preferably Counties) and the local labor market and provide recommendations for salary range adjustments as necessary in order to aid the County of Saginaw in the retention of current and recruitment of new talent;
4. Prepare and present projections of the financial impact of the recommendations on the County's budget;
5. Prepare guidelines and procedures for implementing and administering the recommended salary range adjustments;
6. Provide any and all necessary training for the proper implementation and ongoing management of the recommended adjustments; and
7. Assist in effectively communicating the recommendations including meetings with Department Heads, Elected Officials, Judges and Union representatives.

SECTION 3 – PROJECT DELIVERABLES

Option A

The Consultant will be responsible for providing the following for the job classification and total compensation study:

1. Orientation of all employees to the process being used to complete the classification and total compensation study;
2. The development of a Job Analysis Questionnaire to review, analyze and evaluate current positions and prepare future job descriptions; and the development of a job evaluation system that responds to ongoing requests for position changes. This system should consist of all the necessary tools to make appropriate classification changes in the future including assessment instruments, scoring tables, evaluation forms, etc.;
3. Education for all employees as to how to complete Job Analysis Questionnaires to include in person meetings, development of Frequently Asked Questions and other documents and availability to answer questions in support of the process;
4. Clear communication to all managers/department heads regarding their role in the process of reviewing Job Analysis Questionnaires for completeness and accuracy and in the study as a whole;
5. A comprehensive analysis/evaluation of each job both in terms of responsibilities and normal workload, to determine internal equity;
6. Development of new job descriptions for each position and possible consolidated positions;
7. A competitive benchmark market analysis of current employee compensation (pay and benefit levels) with similar public sector institutions (preferably Counties) and the local labor market;
8. A detailed final report that includes an overview of the methodology used; comprehensive comparable data related to job requirements, workload and employee wages and benefits; an analysis of the current salary and benefit structure and programs; and related findings and recommendations. Consultant will be responsible for producing and printing any required reports and such reports will be provided in hard copy and electronic format as determined by County;
9. Presentation of findings to Administration and assistance in communicating the recommendations to the Board of Commissioners, Department Heads, Elected Officials, Judges, Unions and employees.
10. Assisting the County as needed, as well as providing guidance, on necessary revisions to policies and collective bargaining agreements.
11. Training for relevant County personnel in the use, maintenance and administration of the new classification and salary system, so as to ensure that the skills, knowledge and methodology used in this evaluation are transferred and maintained in the final plan;
12. Support during the implementation phase, as necessary; and
13. An updated classification/compensation and position evaluation system that adheres to

the following basic elements and characteristics:

- Must meet all legal requirements, be nondiscriminatory, and provide for compliance with all pertinent federal, state and local requirements.
- The system must be easy for management to administer, maintain, and defend.
- The system must easily accommodate organization change.
- The system must address pay compression.
- The system should be based upon sound compensation principles in which both internal and external equity are considered within the pay structure as well as the concepts of equal pay for equal, similar and comparable work.
- The system should provide for new positions to be incorporated into the compensation plan as well as appropriate adjustments to maintain the pay plan's competitiveness.

Option B

The Consultant will be responsible for providing the following for the update of the existing compensation plan using current market salary data and trends:

1. Orient all employees as to the process and any role they will play within it.
2. An updated salary structure for the County;
3. A competitive market analysis of current employee compensation (pay and benefit levels) with similar public sector institutions (preferably Counties) and the local labor market;
4. A detailed final report that includes an overview of the methodology used; an analysis of the current salary and benefit structure and programs; and related findings and recommendations for updating the existing County salary structure. Consultant will be responsible for producing and printing any required reports and such reports will be provided in hard copy and electronic format as determined by County;
5. Assisting the County as needed, as well as providing guidance, on necessary revisions to policies and collective bargaining agreements.
6. Presentation of findings to Administration and assistance in communicating the changes to the Board of Commissioners, Department Heads, Elected Officials, Judges, Unions and employees.
7. Support during the implementation phase, as necessary.

SECTION 4 – PROPOSAL INSTRUCTIONS

Proposals for Option A (and Option B if a service Consultant is able to provide and seeks to bid on) shall be sealed and clearly identified as the Job Classification and Compensation Study Proposal for Saginaw County. Proposals shall be submitted on 8.5x11 inch paper and signed by an authorized representative of the Agency. Four (4) copies (one original and three copies) of your proposal should be forwarded to the County by Tuesday, _____, at 11:00 am, at the following address:

County of Saginaw
Attn: Kelly M. Suppes,
Purchasing/Risk Manager
111 S. Michigan Ave.
Saginaw, MI 48602
Telephone: (989) 790-5505
E-mail: ksuppes@saginawcounty.com

Proposals may be mailed or delivered to the Project Representative identified above. No faxed proposals will be accepted. Any proposal received after the required date and time specified above shall be considered late. All late proposals (in whole or in part) will not be accepted and will be automatically disqualified from further consideration.

Cost of preparing the proposals, presentations or any other information regarding responding to this RFP shall be the responsibility of the Agent submitting the proposal.

Proposals must provide 120 days for acceptance by County from the due date for receipt of proposals.

The Project Representative is the sole point of contact for this RFP. All requests for information or interpretation of the intent of this RFP between prospective bidders and the County shall be with the Project Representative, as detailed above. All questions and/or correspondence must be in writing and submitted via email.

All prospective bidders are to rely only upon written statements issued by the Project Representative. Any other communication will be considered unofficial and non-binding on the County. Communication directed to parties other than the Project Representative may result in the disqualification of the prospective bidder. If it becomes necessary to revise any part of this RFP, addenda will be reduced to writing and submitted to all prospective bidders. The County reserves the right to cancel or to reissue the RFP, in whole or in part, prior to execution of a contract.

SECTION 5 – TERMS AND CONDITIONS

Contract Award

Contract negotiations will be undertaken with the Consultant whose proposal, as to cost and other factors, show them to be experienced, qualified and capable of performing the work.

Consultants should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate portions or the entire proposal submitted. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to the County.

Award of the contract resulting from this RFP will be based upon the most qualified Consultant whose proposal is the most advantageous to the County of Saginaw in terms of cost, customer service, quality of services offered and other factors as specified elsewhere in this RFP.

Saginaw County reserves the right to:

- Reject any and all proposals received without penalty and to not issue a contract as a result of this RFP if it deems advisable or appropriate.
- Reject any proposal that fails to comply with any part of the RFP.
- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential Consultant.
- Accept other than the lowest-priced offer.
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers.
- Contact any Consultant for clarification of its proposal.

Estimated Timeline

Issuance of RFP	
Proposal due date	
Evaluation of Proposals by Committee	
Interview/Presentations to Committee (if necessary)	
Deadline for Recommendation to Board of Commissioners (Contract Approval)	
Anticipated date for when work is to begin	

Interview/Presentation

The County, at its discretion, may request an interview and/or oral presentation of any Consultant(s) who submit a proposal. These meetings would provide an opportunity for the County to ask questions and for the Consultant to clarify the proposal. If interviews/presentations are necessary, the Project Representative will contact the Consultant(s) to set up a time for the interview/presentation (if deemed necessary) by _____ with the interviews/presentations to take place during the period of _____, if needed.

Proprietary Information and Public Disclosure

All proposals, materials and any accompanying documentation submitted become the property of Saginaw County and will not be returned. All proposals received shall remain confidential until the deadline for submission of bids or proposals has expired, as defined by Michigan statute (MCL 15.243(i), the Freedom of Information Act).

News Releases

News releases pertaining to this RFP or the service, study, or project to which it relates will not be made without prior County approval, and then only in coordination with the Project Representative.

Commitment of Funds

The Saginaw County Board of Commissioners is the only body who may legally commit the County to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract. Any contract awarded as a result of this procurement is contingent upon the availability of funding, as determined by the Board of Commissioners.

SECTION 6 – REQUIRED CONTENTS OF PROPOSAL**Option A - Experience and Qualifications**

The purpose of the proposal is to demonstrate the qualifications, service level, and cost for services, competence and capacity of Consultants for the purposes of conducting a Public Sector job classification and total compensation study utilizing a benchmark market analysis approach for hourly and salaried employees. The proposal must provide a written response to each of the following:

1. Please provide a brief history of your agency including number of current employees, when your organization was established, where it is currently headquartered and how long you have provided Job Classification and Total Compensation Study services.
2. Please provide an introduction of your project team. Include names, specific roles and responsibilities as well as their qualifications, consulting experience and length of service with company. Please also include any characteristics of your project team that distinguishes it from others. Additionally, please indicate the primary point of contact

from your Agency that will be assigned to the County's account, and the location and geographic proximity of that individual and the Consultant's other representatives to Saginaw County.

3. Please identify your expectations of the County including but not limited to what role the County will play, what information you will want the County to provide, etc. Please also identify how these expectations will be set and communicated to those participating in the study.
4. Provide a complete description of your proposed approach and methodology for the project, including details on development of a job analysis questionnaire, creation of new job descriptions, the development of a job evaluation/classification system that will be used to complete this project and for ongoing position changes and the performance of a benchmark market analysis. Please also detail whether or not any information or materials used in the process are proprietary and how release of said items would be restricted.
5. Describe your experience in consolidating job classifications within and across departments.
6. Discuss your firm's proposed methodology (such as slotting, factoring, etc.) for assigning positions to wage ranges and classifications based on the response in the job analysis questionnaires. Explain your approach in evaluating Job Analysis Questionnaires for accuracy and steps taken to minimize both over and under assessments of positions by employees and Department Heads.
7. Explain how you would approach the benchmark survey including how you would recommend selecting other public sector employers to include in the survey and state the number of positions that your firm feels would need to be evaluated as part of the benchmark set.
8. Submit a detailed work plan, including a proposed schedule for each phase of the project, and also the overall proposed length of the project, which discusses how you plan to accomplish the Scope of Work. This section should contain sufficient detail to convey to members of the evaluation team the Consultant's knowledge of the subjects and skills necessary to successfully complete the project.
9. Describe the delivery of this project including how this project will be monitored, measured and reported to the County and how the County will be kept apprised of its status.
10. Identify any potential risks that are considered significant to the success of the project. Include how the Consultant would propose to effectively monitor and manage these risks and how these risks would be reported to the County.

11. Please detail your firm's experience in working with governmental organizations and your understanding of their organizational structure particularly at the County level.
12. Please describe your agency's credentials including experience with designing and/or implementing job evaluation/classification plans and performing benchmark studies.
13. Detail how would you collect data regarding the wages in the local and regional labor market including the private sector for use in the benchmarking process. Please also detail where you would be obtaining the data for the benchmark study, ie. from the other employer's HR departments, from data sets etc. and the approach taken to ensure any data provided is accurate. List possible survey sources you have access to and/or would recommend for comparison.
14. Please provide a list of public sector accounts, including a contact name(s), telephone number(s), and the compensation project(s) you completed for the entity. Please include entities for which you have designed job analysis questionnaires, performed benchmark studies, and/or developed a job evaluation/classification system.
15. Please detail your firm's experience performing compensation studies within a union work environment.
16. Please detail your experience/knowledge of health care benefits, current legislation impacting Federal and State Health Care, and its impact on "total compensation."
17. Please indicate the form and level of professional liability or errors and omissions insurance carried by your company and the amount of coverage.
18. Provide examples or samples of reports that may apply as deliverables to the County.
19. Describe your experience in preparing documentation on the budgetary impact of the changes in classification levels and wage schedules recommended by the project.
20. Please detail your experience in presenting compensation study results to a diverse group of project stakeholders including Board of Commissioners, Department Heads, Elected Officials, Judges, Unions, employees and the public.
21. Please detail the assistance or support that is provided in implementing the study after it is completed and adding new classifications at a later date.

Proposed Fee for Services

Provide a pricing methodology with attention to detail and understandability that includes a properly designed and all-inclusive response. The County desires complete transparency concerning costs and fees proposed. This cost should include attendance at Board meetings, meeting with employees or union representatives, evaluation of all job

classifications conducting the benchmark survey, creation of all reports and the time necessary to complete the project as outlined.

All services described in this RFP will be considered a part of your service contract so it is important to indicate clearly any specific services contained herein that would not be covered by your fee submitted with this proposal.

Option B - Experience and Qualification

The purpose of the proposal is to demonstrate the qualifications, service level, and cost for services, competence and capacity of Consultant for the purposes of conducting an update of the existing compensation plan using current market salary data and trends. The proposal must provide a written response to each of the following (If responses are consistent with those for Option A, they may be referenced in response to Option B):

1. Please provide a brief history of your agency including number of current employees when your organization was established, where it is currently headquartered and how long you have provided compensation study services.
2. Please provide an introduction of your project team. Include names, specific roles and responsibilities as well as their qualifications, consulting experience and length of service with company. Please also include any characteristics of your project team that distinguishes it from others. Additionally, please indicate the primary point of contact from your Agency that will be assigned to the County's account and the location and geographic proximity of that individual and the Consultant's other representatives to Saginaw County.
3. Please identify your expectations of the County including but not limited to what role the County will play, what information you will want the County to provide, etc. Please also identify how these expectations will be set and communicated to those participating in the study.
4. Provide a complete description of your proposed approach and methodology for the market analysis, including what public sector employers you would consider including in the project and how you will gather relevant salary and benefit information from comparable counties and the regional labor market. Please also detail whether or not any information or materials used are proprietary and how release of said items would be restricted.
5. Submit a detailed work plan, including a proposed schedule for each phase of the project and the overall proposed length of the project, which discusses how you plan to accomplish the Scope of Work. This section should contain sufficient detail to convey to members of the evaluation team the Consultant's knowledge of the subjects and skills necessary to successfully complete the project.
6. Describe the delivery of this project including how this project will be monitored,

measured and reported to the County.

7. Identify any potential risks that are considered significant to the success of the project. Include how the Consultant would propose to effectively monitor and manage these risks and how these risks would be reported to the County.
8. Please detail your firm's experience in working with governmental organizations and your understanding of their organizational structure particularly at the County level.
9. Please describe your agency's credentials including experience with updating an existing salary plan.
10. Please provide a list of public sector accounts, including a contact name(s), telephone number(s), and the compensation project(s) you completed for the entity. Please include entities for which you have updated an existing compensation plan.
11. Please detail your firm's experience performing studies within a union work environment.
12. Please detail your experience/knowledge of health care benefits, current legislation impacting Federal and State Health Care, and its impact on "total compensation."
13. Detail how would you collect data regarding the wages and benefits in the local and regional labor market including the private sector and comparable counties and the approach taken to ensure any data provided is accurate. List possible survey sources you have access to and/or would recommend for comparison.
14. Please indicate the form and level of professional liability or errors and omissions insurance carried by your company and the amount of coverage.
15. Provide examples or samples of reports that may apply as deliverables to the County.
16. Describe your experience in preparing documentation on the budgetary impact of the changes in wage schedules recommended by the project.
17. Please detail your experience in presenting wage study results to a diverse group of project stakeholders including Board of Commissioners, Department Heads, Elected Officials, Judges, Unions, and employees and the public.
18. Please detail the assistance or support that is provided in implementing the study after it is completed.

Proposed Fee for Services

Provide a pricing methodology with attention to detail and understandability that includes a properly designed and all-inclusive response. The County desires complete transparency concerning costs and fees proposed. This cost should include attendance at Board

meetings, meeting with employees or union representatives, completion of the wage study, creation of all reports and the time necessary to complete the project as outlined.

All services described in this RFP will be considered a part of your service contract so it is important to indicate clearly any specific services contained herein that would not be covered by your fee submitted with this proposal.

SECTION 7 – PROPOSAL EVALUATION

Criteria

The County will evaluate proposals based upon the needs of the County and its employees.

The following criteria will be used in evaluating the responses:

- Completeness of submitted proposal
- Executive summary of firm and geographic proximity to Saginaw County
- Public sector experience and credentials as a compensation expert
- Resumes and experience of staff and their geographic proximity to the County
- Proven experience with designing and implementing job classification studies/systems or updates of existing pay structures
- Proven experience in conducting total compensation surveys utilizing a benchmark market analysis approach (drawing on comparables from the private and public sectors) or updates to existing pay structures through market studies
- Project approach and methodology
- Demonstrated project management experience including references of similar organizations
- Sample reports and deliverables
- Proposed fee for services

Review of Proposals

A selection committee of County employees will evaluate the proposals based upon the factors listed above and finalize a contract approval process before_____.

The successful candidate will be required to enter into a written agreement with the County that will include service agreements and compensation.

The County reserves the right to retain all proposals submitted and use any idea in a proposal regardless of whether that proposal is selected.

Award of the contract resulting from this RFP will be based upon the most qualified Consultant whose offer will be the most advantageous to Saginaw County in terms of cost, customer service, quality of services offered, and other factors as specified elsewhere in this RFP.



SAGINAW COUNTY SHERIFF'S OFFICE

311 S. Harrison Street • Saginaw, MI 48602

PH: 989.790.5400 FAX: 989.790.5429

LABOR RELATIONS
WILLIAM L. FEDERSPIEL
Sheriff
MIGUEL GOMEZ
Undersheriff

4-16-12

March 22, 2024

Dear Chair Webster,

I request to be placed on the agenda for the April Labor committee. I would like to discuss converting a vacant deputy PCN to a new sergeant PCN. This sergeant would be supervising the day-to-day operations of the deputies working in the courthouse. To accomplish this, I request \$16,700 from fund balance to cover the difference in wages in benefits between a sergeant and a deputy.

Sheriff William L. Federspiel

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2024 MAR 28 A 11:00
[Signature]

GILBERT & SMITH, P.C.
ATTORNEYS AT LAW

721 SOUTH MICHIGAN AVENUE
SAGINAW, MICHIGAN 48602-1529

www.gsb-law.com

**LABOR
RELATIONS**

DAVID M. GILBERT
LAWRENCE WM. SMITH
AMY L. LUSK

SAGINAW (989) 790-2500
FAX (989) 790-2889

April 8, 2024

4-16-14

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2024 APR - 8 PM 2:58

Chairman Michael A. Webster
Saginaw County Board of Commissioners
111 S. Michigan Avenue
Saginaw, Michigan 48602

Re: MOU for Consideration by the Labor Relations Committee

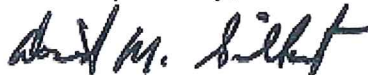
Dear Chairman Webster:

I am submitting for consideration by the Labor Relations Committee on April 8, 2024, the following MOU:

- MOU with POAM regarding rate of pay increase for APA I, APA II, and APA III in the Saginaw County Prosecutor's Office.

I will be in attendance at the April 8th Labor Relations Committee meeting to answer any questions.

Respectfully,



David M. Gilbert
Civil/Labor Counsel

DMG/dms
Enclosures

MEMORANDUM OF UNDERSTANDING
AND AGREEMENT

This MEMORANDUM OF UNDERSTANDING AND AGREEMENT made and entered into this ____ day of _____, 2024 by and between the COUNTY OF SAGINAW and the SAGINAW COUNTY PROSECUTING ATTORNEY ("EMPLOYER") and the POLICE OFFICERS ASSOCIATION OF MICHIGAN ("Union").

WHEREAS, the EMPLOYER and the UNION are parties to a Collective Bargaining Agreement ("CBA") which covers the time period January 18, 2022 through September 30, 2024;

WHEREAS, EMPLOYER desires to increase the rate of pay by adopting a new salary schedule for APA I, APA II, and APA III to reflect an individual classification market value adjustment and not an across-the-board wage increase;

WHEREAS, UNION also desires to increase the rate of pay by adopting a new salary schedule for APA I, APA II, and APA III to reflect an individual classification market value adjustment and not an across-the-board wage increase;

WHEREAS, EMPLOYER desires to amend the last paragraph of Article IX, Section 9.2 of the CBA to reference APA I, APA II, and APA III;

WHEREAS, UNION also desires to amend the last paragraph of Article IX, Section 9.2 of the CBA to reference APA I, APA II, and APA III;

THEREFORE, it is agreed as follows:

1. The Schedule of Salary Progression attached to the CBA for the positions of APA I, APA II, and APA III only, shall be amended to reflect what is attached hereto as Exhibit A and retroactive to March 1, 2024.

2. The last paragraph of Article IX, Section 9.2 of the CBA shall be amended to read as follows: "The Prosecuting Attorney reserves the right to, at any time, reassign the classification or step level of any employee, including the APA I, APA II, and APA III, within the limitations specified in this Article. However, no employees' compensation level shall be reduced during the term of this Agreement."

3. This MOU shall be binding upon the EMPLOYER and UNION; shall not be considered precedent setting; and shall not affect the CBA in any other manner than that which is specifically set forth herein.

FOR THE EMPLOYER:

Christopher S. Boyd, Chairman

Mary Catherine Hannah
County Administrator

John A. McColgan, Jr. – Prosecutor

David M. Gilbert – Labor Specialist

FOR THE UNION:

Jim Cross – Business Agent

Damian Fisher – Steward

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
APA I	\$ 80,683.00	\$ 83,103.49	\$ 85,596.59	\$ 89,876.42	\$ 94,370.25	\$ 99,088.76			
APA II	\$ 95,295.44	\$ 98,154.30	\$ 101,098.93	\$ 106,153.88	\$ 111,461.57	\$ 117,034.65			
APA III	\$ 98,988.89	\$ 101,958.56	\$ 105,017.31	\$ 108,167.83	\$ 113,576.22	\$ 119,255.04	\$ 122,832.69	\$ 126,517.67	\$ 129,048.02

FINAL 4/8/23
1:04 PM

Exhibit A