

*"Menominee – Where the best of Michigan Begins"*

## MENOMINEE COUNTY BOARD OF COMMISSIONERS

*Menominee County Courthouse  
839 10<sup>th</sup> Avenue  
Menominee, MI 49858  
www.menomineecounty.com*

*Sherry DuPont – Interim County Administrator  
– Administrative Assistant  
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### MENOMINEE COUNTY PERSONNEL COMMITTEE MEETING

**~A QUORUM OF THE BOARD MAY BE PRESENT~**

**DATE:** Wednesday ~ October 18, 2017  
**TIME:** 10:00 AM  
**PLACE:** Menominee County Courthouse ~ Law Library

**\*\*\*\*\*AGENDA\*\*\*\*\***

1. Call Meeting to Order
2. Pledge of Allegiance
3. Roll Call
4. Approval of Agenda
5. Approval of Previous Meeting Minutes  
June 15, 2017
6. Public Comment *(Statements, not debate; limited to 5 minutes per person on agenda items only)*
7. Business
  - a. Sharon Klumpp – Recruitment Brochure
8. Public Comment
9. Commissioner Comment *(limited to 5 minutes)*
10. Adjournment

*Steven Gromala*

*Charlie Meintz – Chairperson*

*William Cech – Vice Chairperson*

*Larry Phelps*

*John Nelson*

*Jan Hafeman*

*Gerald Piche*

*Bernie Lang*

*Larry Schei*

## MEMORANDUM

TO: Menominee County Personnel Committee

CC: Menominee Board of Commissioners  
Sherry Dupont, Interim County Administrator

FROM: Sharon Klumpp, Consultant

DATE: October 11, 2017

SUBJECT: Recruitment Brochure Transmittal

75915

The Personnel Committee is requested to review and provide feedback on the recruitment brochure at its Wednesday, October 18 meeting before these materials are presented to the full County Board for approval on October 24. This memo discussed the recruitment brochure, which accompanies the memo, as well as our research on County Administrator salaries and a timetable for the search. To expedite this review, we are providing this memo and the final draft of the recruitment brochure to all members of the County Board. Any Commissioner who has feedback on these materials is asked to contact me at [sklumpp@springsted.com](mailto:sklumpp@springsted.com) or by calling 651-223-3053 (office) or 651-270-6856 (mobile). I will note any feedback I receive and share that information with the Personnel Committee on October 18.

The brochure with any modifications requested by the Personnel Committee will be distributed to the full County Board in advance of the October 24 meeting.

**Recruitment Brochure.** The recruitment brochure reflects the input of all Commissioners. It also includes information and input received from group meetings held with elected officials and department heads during my visit in September as well as information obtained from relevant County documents.

The recruitment brochure is the cornerstone of the search process. It lays out the qualifications that will be used to market the position to prospective candidates and then to assess and evaluate applicant qualifications. For this reason, it is important that the brochure reflects a consensus of what the County Board is looking for in the next County Administrator.

The brochure includes the following information:

- **Community**—an overview of the County based upon research and discussions.

- **Organization**—a description of the County's structure, the role of the County Board and the size of its budget and workforce.
- **Position**—information from the job description; the listing of responsibilities is somewhat streamlined. For example, the last bullet notes the position is responsible for overseeing issues pertaining to County buildings and grounds; it does not assign actual buildings and grounds task to the County Administrator.
- **Desired capabilities**—the capabilities desired in the County Administrator, as collectively expressed by Commissioners.
- **Leadership Opportunities**—compilation of areas in which the new County Administrator can expect to be involved, based on conversations with the Commissioners.
- **Education and Experience**—requirements for the position per the job description; reference to specific skills and competencies are included based on conversations with the Commissioners.
- **Compensation and Benefits**—a recommended maximum salary appears in this section. More information on this recommendation is provided later in the memo.
- **Application and Selection Process**—information about the application and selection process.

**Salary Research.** In order to provide a recommended salary for this recruitment, we gathered salary data from those counties in the Upper Peninsula with county administrators as well as information on comparably sized Michigan counties that are recruiting for a county administrator. We also collected salary information for county administrators in northeastern Wisconsin. This information appears below:

Michigan	Population	2017 Salary
Dickinson	25,535	\$73,762
Marquette	66,435	\$102,000
Iron	11,195	\$78,400
Delta	36,202	\$82,625
Emmet (recruiting)	33,182	\$110,000
Manistee (recruiting)	24,373	\$70,000
Average actual salary		\$86,131
Ave. w/o Emmet and Marquette		<b>\$76,197</b>
2.5% increase for 2018		<b>\$78,102</b>
<b>Wisconsin</b>		
Marinette	40,491	\$115,000
Oconto	37,430	\$105,300
Shawano	41,062	\$87,000

We also obtained the pay schedule for the County Administrator position, which appears below.

Starting 2017	At Year 1 of service	At Year 2 of service	At Year 3 of service
\$73,762	\$76,792	\$79,822	\$82,852

Despite its proximity, we do not believe Wisconsin salaries should be taken into account in this recruitment. Although we report the salaries for administrators in Emmet and Marquette Counties, we see them as outliers and do not consider them in our analysis. We calculated a 2017 average annual county administrator salary of \$76,197. To arrive at a 2018 average salary, we applied 2.5 percent to the 2017 average and arrived at \$78,102 as an aged average for 2018.

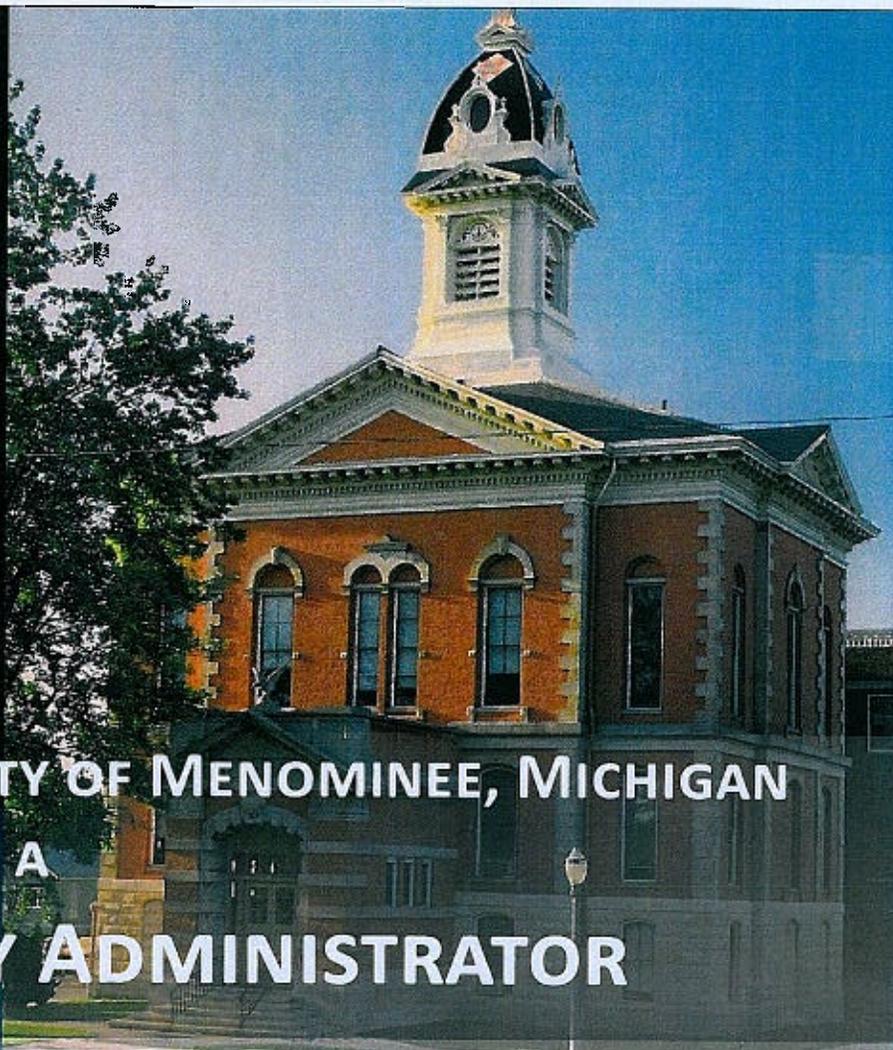
We also aged the Dickinson County salary range by 2.5 percent to see what its pay scale would be for 2018.

Starting 2018	At Year 1 of service	At Year 2 of service	At Year 3 of service
\$75,606	\$78,712	\$81,818	\$84,923

Our recommendation is to advertise the position with a salary of up to \$86,000 based on qualifications and experience. As national county administrator salaries go, this amount is relatively low. In fact, if there is interest from highly qualified candidates who are attracted to Menominee County as a great place to live, the County Board may want to consider going up to or even above this advertised rate to secure an experienced administrator. But that is a decision to be made much later in the process. Right now, we want to set a competitive salary that is somewhat aggressive but not wildly above market. This strategy should help us attract experienced applicants with the understanding that we will thoroughly assess candidate qualifications and experience and work with you determine a fair employment offer. Listing a salary of up to \$86,000 in no way obligates the County to pay that amount.

**Timeline.** A suggested timeline for the search appears below:

TASK	DATE
Personnel Committee reviews/modifies recruitment brochure	October 18
County Board approves brochure	October 24
Advertising and outreach	October 26 – November 28
Initial screening; request and review additional information from most promising applicants	November 29 – December 22
County Board reviews candidate materials and selects finalists (consultant on-site)	December 26 – January 9
Interviews (consultant on-site)	Week of January 22



# THE COUNTY OF MENOMINEE, MICHIGAN IS SEEKING A COUNTY ADMINISTRATOR

## THE COMMUNITY

Menominee County, Michigan (population 24,029) is located in Michigan's Upper Peninsula. Its county seat is the City of Menominee. Menominee County is large, with an area of 1,338 square miles. US 41 connects Menominee with Escanaba to the north, Iron Mountain to the west and Marinette and Green Bay, Wisconsin to the south. Passenger air service is available through Austin Straubel International Airport in Green Bay and Escanaba-Delta County Airport.

Menominee County is part of the Marinette, WI-MI Micropolitan Statistical Area, with a population of over 65,000. Menominee and Marinette are frequently referred to as the "twin cities." Other cities and villages in the County include Stephenson, Carney, Daggett and Powers. The County has 14 townships and is also home to the Hannahville Indian Community of the Potawatomi tribe.

Residents enthusiastically believe that Menominee County is "Where the Best of Michigan Begins." The Lake Michigan shoreline forms the eastern boundary of Menominee County with access to boating and fishing. Annually the Cabela Master Walleye Circuit tournament brings hundreds of fishermen and women to the area. Shakey Lakes Park, considered the crown jewel of the County park system, provides two boat launches, a swimming beach, camp sites and trails. Island Resort and Casino, operated by the Potawatomi tribe in Harris, Michigan, is a popular destination for shows, golf and gambling.

The greater Menominee area is home to a variety of industries, including shipbuilding, auto parts, chemicals, helicopter design and construction, airplane components, health care, and paper making. In the northern part of Menominee County, dairy farming and logging continue to be important economic activities.

Menominee County Intermediate School District provides support and services to four area school districts serving over 3,500 students in pre-school through 12<sup>th</sup> grade, including the Menominee Area Public Schools, Stephenson Area Public Schools, Carney-Nadeau Public School and North Central Area Schools.

## THE ORGANIZATION

Menominee County is governed by a nine-member Board of Commissioners. Each commissioner is elected on a partisan basis for terms of two years from single member districts. The Board elects from its ranks a chairperson and a vice chairperson by majority vote. Primary functions of the Board of Commissioners include policy-setting to determine the type and level of services provided, adoption of the County Budget, equalization of County property values, and legislative oversight. County business is reviewed by standing committees and then brought before the Board for consideration and action.

The Board of Commissioners appoints various boards and commissions, such as the Planning Commission, the Public Health Board of Delta and Menominee County, the Park and Recreation Committee, and the Fair Board to oversee specific services and advise the Board. The Board also appoints the County Administrator.

Menominee County's organizational structure includes constitutional functions administered by elected officials including the County Treasurer, County Clerk/ Register of Deeds, Prosecuting Attorney, and Sheriff, who are elected at-large for four-year terms.

The County has an annual general fund budget of \$8.8 million. The County has a workforce of 109 full-time employees, organized into 19 departments. 72 percent of employees are represented by one of six unions. Most employees are assigned to work sites in the city of Menominee or in Stephenson.

## THE POSITION

The County Administrator reports to and serves at the direction of the County Board. The position provides the County Board with research, analysis and recommendations to support Board policy-making. The County Administrator coordinates information directed to the County Board, including updates on policy **implantation**. The County Administrator oversees, either directly or through department supervisors, the staff of departments over which the County Board has jurisdiction.

Other responsibilities of the County Administrator include:

- plan, direct, and coordinate the preparation of agenda materials for the County Board and its committees.
- attend County Board and committee meetings in an advisory role.
- build relationships with city, township, tribal, county, state and federal officials and identify opportunities for partnerships.
- represent the County before many different audiences.
- serve as the County's chief fiscal officer; develop and administer annual and long-range operating and capital budgets.
- exercise fiduciary responsibility; prepare financial analyses and reports for the County Board.
- negotiate leases, contracts and agreements for goods and services.
- serve as human resources director and oversee hiring, promoting, job evaluations, discipline and terminations consistent with applicable local, state and federal laws and regulations.
- maintain and administer the County's personnel policies.
- oversee and assist the County Board in developing labor negotiating strategy, providing for collective bargaining and administering collective bargaining agreements.
- assist and present recommendations to the County Board regarding policies and guidelines for salary administration, including classifying, compensating and evaluating all positions.
- oversee issues pertaining to County buildings and grounds.



## DESIRED CAPABILITIES

- Proven leader who exercises initiative and engages the County Board
- Quick study who readily gains the trust and respect of the County Board and staff
- Provides information the Board needs to make informed decisions and presents well-researched professional recommendations
- Objective, fair and impartial in interactions with all Commissioners; helps the County Board reach a consensus
- Skilled communicator; presents complex information in a straightforward manner understandable by all
- Financially astute; balances short-term financial position with long-term financial health
- Consistently applies and upholds policies; recognizes that everyone will not agree with decisions
- Demonstrates a strong work ethic and makes sound decisions
- Keeps the County Board and staff focused on meeting defined goals and achieving results
- Oversees staff; clearly sets out expectations, delegates effectively to others and gives credit for their accomplishments
- Relates comfortably with others and respects other points of view; is visible throughout the community
- Self-assured and confidence, projects a positive attitude
- Calm and steady under pressure
- Brings new ideas and a fresh perspective; thinks outside of the box
- Resourceful problem solver; adept negotiator
- Introduces change and explains the reasons for it; does not create change for the sake of change

## LEADERSHIP OPPORTUNITIES

### Assess organizational operations

Get to know the County Commissioners, elected officials and department heads and become familiar with where operations are running smoothly and where challenges exist. Observe roles and relationships. Support County Board policy-making and ensure that County staff are accountable for implementing policy.

### Resource allocation

Evaluate the allocation of staff and other resources. Review workforce staffing and facility needs required to accomplish Board policies.

### Employee development

Promote opportunities for employees to learn new skills and prepare for future positions with increased responsibility. Develop and implement strategies for succession planning.

### Strengthen interdepartmental coordination

Institute organizational processes to increase interdepartmental coordination. Build a cohesive management team that consistently applies policies and shares information across County departments.

### Build relationships

Understand the dynamics of serving a large, diverse county that borders another state. Establish effective working relationships and promote partnerships that are in the best interest of the County and the region.

### Economic development

Promote opportunities for economic development and work in partnership with cities, townships and other agencies to attract new businesses and retain and expand existing businesses. Recognize the distinct economic development needs of the northern and southern parts of the County.

### Financial management

Establish processes to analyze and provide the County Board with the long-term impact of financial decisions. Provide the Board with quarterly financial reports and identify revenue and expenditures trends that could impact the County's year-end financial position.

### Grant management

Explore opportunities to obtain grants in collaboration with County staff and other organizations. Provide oversight to ensure compliance with grant requirements and to file financial reports in a timely manner.

### Labor relations

Develop a County-wide labor relations strategy across all bargaining units. Coordinate collective bargaining agreements and review how the role of chief negotiator for the County should be handled.



## COMPENSATION AND BENEFITS

Salary up to \$86,000, depending on qualifications and experience. Competitive benefits available.

## APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at <https://springsted-waters.recruitmenthome.com/>. This position is open until filled; however, first consideration will be given to resumes received by November 28, 2017.

Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews will be offered to those candidates named as finalists, with reference checks, background records checks, including credit history, and academic and employment verifications conducted after receiving candidates' consent. For more information, please contact Sharon Klumpp at [sklumpp@springsted.com](mailto:sklumpp@springsted.com) or by calling 651.223.3053 (office) or 651.270.6856 (mobile). Menominee County is an Equal Opportunity Employer

## EDUCATION AND EXPERIENCE

Position requires a Bachelor's Degree in public or business administration, finance or a related field with five years of progressively responsible administrative and supervisory experience, preferably in a governmental setting. Any combination of education and experience that provides equivalent knowledge, skills and abilities will be considered. Qualified candidates must have considerable experience interacting with governing boards and government officials and demonstrate a broad working knowledge of County operations, staffing patterns and program objectives; an understanding of public finance and budgeting; and experience working in a union environment. Position requires strong leadership, interpersonal and communications skills.



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& ORGANIZATIONS**

