

HUMAN SERVICES COMMITTEE
January 14, 2019
Draft Minutes

Members Present: Morgan, Naeyaert, Sebolt, Slaughter, Stivers (arrived at 6:31 p.m.), Tennis, and Trubac (arrived at 6:31 p.m.).

Members Absent: None.

Others Present: Commissioner Randy Maiville, Commissioner Bryan Crenshaw, Becky Bennett, Jared Cypher, Sue Graham, Liz Noel, Tyler A Smith, and others.

The meeting was called to order by Chairperson Tennis at 6:30 p.m. in Personnel Conference Room "D & E" of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan.

Approval of the December 3, 2018 Minutes

WITHOUT OBJECTION, CHAIRPERSON TENNIS RECOGNIZED THAT THE MINUTES OF THE DECEMBER 3, 2018 HUMAN SERVICES COMMITTEE MEETING WERE APPROVED AS PRESENTED. Absent: Commissioners Trubac and Stivers

Additions to the Agenda

None.

Limited Public Comment

None.

Commissioners Trubac and Stivers arrived at 6:31 p.m.

MOVED BY COMM. NAEYAERT, SUPPORTED BY COMM. SEBOLT, TO APPROVE A CONSENT AGENDA CONSISTING OF THE FOLLOWING ACTION ITEMS:

2. Parks Department
 - a. Resolution Honoring Jeff Gehl
 - b. Resolution Honoring Teri Banas

3. Health Department
 - a. Resolution to Extend Cooperative Operational Agreement with the Ingham Community Health Center Board of Directors
 - b. Resolution to Authorize the Acceptance of Complimentary Movie Theater Passes from NCM

- c. Resolution to Accept an Award through the National Maternal and Child Oral Health Resource Center at Georgetown University
- d. Resolution to Appoint Dr. David Scott Moons, M.D., Ph.D., as a Deputy Medical Examiner for Ingham County

THE MOTION CARRIED UNANIMOUSLY.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY.

- 1. Fair
 - a. Resolution to Authorize a Contract with Dietz Janitorial for as Needed Cleaning at the Ingham County Fairgrounds Community Hall

MOVED BY COMM. NAEYAERT, SUPPORTED BY COMM. SEBOLT, TO APPROVE THE RESOLUTION.

Commissioner Sebolt stated that it appeared that the County had requested bids for the contract, but that there was no information about any bids in the Committee materials.

Jared Cypher, Deputy Controller, stated that the Purchasing Department was involved in the bidding process, and that it seemed that the bids were not provided because the contract value was below the threshold at which that information was required.

Commissioner Sebolt asked whether Dietz Janitorial was being required to comply with the County's recently-amended equal employment opportunity rules.

Chairperson Tennis stated that all vendors are supposed to meet the County's requirements for a living wage, non-discrimination, and more.

Mr. Cypher stated that he believed the equal employment opportunity information was included in the contract as an addendum, but that he would make sure.

THE MOTION CARRIED UNANIMOUSLY.

- 1. Fair
 - b. Fair Manager Position (*Discussion*)

Chairperson Tennis stated that the County was currently looking for a new Fair Manager. He further stated that the position had seen a lot of turnover in the previous decades.

Mr. Cypher stated that there had been seven Fair Managers since 2005. He further stated that not all of them had been terminated, and that some had left in favor of other opportunities.

Mr. Cypher stated that something was creating turnover in the position, and that it would be better for the County if the next Fair Manager would last for a while. He further stated that the Fair Manager was appointed by the Board of Commissioners, and that Becky Bennett, Board of

Commissioners Office Director, and Sue Graham, Human Resources Director, were present to contribute.

Mr. Cypher stated something was not right with the hiring for the Fair Manager position, and that he wanted to ask the Committee what they wanted in a Fair Manager in order to fix the turnover problem. He further stated that something seemed to be missing.

Commissioner Morgan asked what the Fair Manager salary was.

Mr. Cypher stated that the Fair Manager was compensated at MCF 12, which ranged from \$72,161 to \$86,612 per year.

Commissioner Naeyaert stated that she would like the Fair Manager to be someone familiar with the Fair, but with greater expertise than a farmer or 4-H member. She further stated that the Fair Manager should have management experience, and that while a Bachelor's degree may not be necessary, it should be on the table as something to raise the bar.

Commissioner Naeyaert stated that the salary seemed very good for the position, and that there was no reason why the last two Fair Managers should have failed to complete projects, and that she was grateful Steve Taylor, Fair Foundation, was able to step in and assist. She further stated that the Fair Manager should be someone involved in Fairs and exhibitions, with business management experience.

Commissioner Naeyaert stated that the City of Mason was willing to coordinate with the Fair, and that there were a lot of things that could be achieved through cooperation. She further stated that the Fairgrounds was in use almost every weekend, and that customers at the Fair probably would not be opposed to paying an entrance fee to support the Fair.

Commissioner Naeyaert stated that it was possible that there were qualified people around the State looking for an opportunity like the Fair Manager job, and that the County was desirable to live in. She further stated that the Board of Commissioners should take control of the appointment process in a serious way.

Commissioner Naeyaert stated that during Fairs, there were a lot of people in the Mason area attending the Fair, but that for some reason the money was not being made. She further stated that it was difficult to see the point of putting the Fair on if it could not be self-sustaining.

Commissioner Morgan stated that "you get what you pay for," and that he would like to know whether the salary for the County Fair Manager was comparable to that paid by other counties. He further stated that raising the classification for the position might end the "revolving door" problem, and that it cost the County more to keep hiring new Fair Managers than it would to retain a qualified person at a higher rate of pay.

Commissioner Crenshaw asked whether there had been exit interviews conducted with departing Fair Managers in the past.

Mr. Cypher stated that he was not aware of any exit interviews, with the exception of the last two Fair Managers, and that their reasons for leaving were known.

Commissioner Morgan stated that he would like to see research on what people in comparable positions throughout the State were earning, and wanted to make the County competitive. He further stated that he would like the Fair Manager position to attract more applicants.

Commissioner Slaughter asked where the job vacancy was being posted.

Mr. Cypher stated that the position was not currently posted, because he wanted to wait until after the Committee meeting to post it. He further stated that the Fair Manager position would be posted at all usual County places, as well as job listings with the Michigan Association of Festivals and Events, and a national organization.

Commissioner Crenshaw asked how many applications were received the last time a Fair Manager had been hired.

Mr. Cypher stated that the number was somewhere in the teens.

Becky Bennett, Board of Commissioners Office Director, stated that she had not received the applications, and therefore could not estimate the total received.

Mr. Cypher stated that of all the applications, there were five qualified applicants, and that three had been interviewed.

Commissioner Crenshaw asked how many applications had been received during the hiring process for the Fair Manager the time before last.

Mr. Cypher stated that he could get information on the number of applications that had been received for the Fair Manager position during each hiring process before the most recent one.

Commissioner Sebolt stated that the job description should place the accounting and promotion requirements first, because those duties comprised a large proportion of the job. He further stated that keeping a budget, and doing sales and marketing made up much of the Fair Manager's work.

Mr. Cypher stated that as the day-to-day supervisor, he was disappointed at the deterioration of the Fair facilities. He further stated that the Board of Commissioners had taken money from the Capital Fund to make up the Fair's operating shortfalls, and that the Fair Manager would need to be a "jack of all trades."

Mr. Cypher stated that perhaps the Fair Manager job could be divided, with the maintenance, upkeep, and Capital Improvements Plan duties being reassigned to the Facilities Department. He further stated that doing so would narrow the job description to require mostly business expertise, while Facilities could do work that fell in their area of expertise.

Mr. Cypher stated that if the job description was altered to define the skill set needed for the job, a more well-rounded or more experienced candidate might be attracted.

Commissioner Naeyaert stated that the Fair Manager job could be split into one management position and one marketing position, and that she would like something to be happening at the Fairgrounds every weekend.

Mr. Cypher stated that there was something happening almost every weekend at the Fairgrounds as things stood. He further stated that the Fairgrounds was huge, and there was room to expand activities at the Fairgrounds because multiple events could be held at the same time there.

Commissioner Naeyaert stated that events booked at the Fairgrounds were not all Fair-related, and that camper shows, gun and knife shows, and vintage markets all took place there. She further stated that those events only used the main building, and that the banquet room and barns could be used.

Commissioner Naeyaert stated that the grandstand needed to be built, and that shows could not be held at the Fairgrounds until it was completed.

Discussion.

Commissioner Sebolt stated that Ms. Bennett should have sign-off authority on the hiring process for the Fair Manager position. He further stated that previous hiring processes had not been communicated as effectively as possible, and that Ms. Bennett should have final sign-off.

Mr. Cypher asked what the Committee wanted the hiring process to look like. He further stated that in previous processes, there had been a blended interview panel of Commissioners and Fair Board members, then the Fair Board voted on a candidate, and finally the Board of Commissioners voted on a candidate.

Mr. Cypher stated that in previous hiring processes, the Board of Commissioners had found itself voting on candidates without most Commissioners ever meeting them. He further stated that he wanted the Board of Commissioners to be comfortable with the person it was voting on, and that perhaps Ms. Bennett and Sue Graham, Human Resources Director, could help.

Chairperson Tennis stated that during a previous hiring process, an interview panel of Board of Commissioners volunteers had been created, and that not very many had volunteered. He further stated that this hiring process was strange, because it involved the Fair Board as well.

Commissioner Crenshaw asked whether the Board of Commissioners was required to include the Fair Board or not.

Mr. Cypher stated that the Fair Board was an advisory board, so he was fairly certain the Board of Commissioners was not required to include them in the process.

Ms. Bennett stated that the last two rounds of hiring positions appointed by the Board of Commissioners had been conducted using a committee of Commissioners, along with a few non-voting members who were familiar with the position and could weigh in. She further stated that the process had worked well that way.

Commissioner Naeyaert stated that she liked that process, and that it was very important to her to hear what people who would be working directly with the candidate thought. She further stated that people often were not hesitant to share their opinions, and that the Fair Board was likely to be more unified in its opinions of candidates, while the Board of Commissioners was more varied.

Commissioner Crenshaw stated that the hiring process for Animal Control Director and Chief Public Defender had been helpful, because all Commissioners had been present, along with the public. He further stated that all parties had felt included, and all were comfortable with the vote.

Commissioner Crenshaw stated that this type of model for the Fair Manager hiring process, and all future hiring processes would be helpful. He further stated that one interview for each candidate, and one vote worked better than a multi-step process.

Commissioner Sebolt stated that the model described by Commissioner Crenshaw would have resulted in Commissioner Sebolt making a hiring decision alone during the previous hiring of the Fair Manager.

Commissioner Maiville stated that the judges had been allowed to vote during the Chief Public Defender hiring process.

Commissioner Crenshaw stated that the judges had been allowed to vote during the process of comparing all candidates, but that the final vote was made only by Commissioners.

Chairperson Tennis asked whether it was the consensus of the Committee that instead of running the hiring process through a separate board, a handful of Fair Board members would be invited to weigh in during the interview process.

Commissioner Sebolt stated that during the previous Fair Manager hiring process, the hiring committee had been only himself and Fair Board members. He further stated that future hiring processes should include a mixture of diverse opinions, including members of both the Board of Commissioners and the Fair Board, from cities as well as out-county locations.

Commissioner Morgan asked what the process would be to amend the Fair Manager job description, and how long it would take to be completed.

Ms. Graham stated that as soon as she knew what the Board of Commissioners wanted, she would get the position classified and posted.

Commissioner Naeyaert stated that the interview panel should be Commissioners and interested parties, not just Fair Board members, and that Mr. Taylor would be a very good choice. **She**

further stated she wanted to know what the cost to the County would be if the Fair Manager position was split into one management job and one marketing job, and what the classification levels would be.

Commissioner Morgan stated that the Committee should try to find someone with administrative experience, and that perhaps a Bachelor's degree with five to seven years of management experience would be appropriate.

Ms. Graham stated that event management experience would be critical, because the Fair Manager job involved working with people as well as animals. She further stated that it was important that the person be able to handle multitasking when multiple events happened in quick succession.

Commissioner Maiville asked what the status of office support staff currently was at the Fair.

Mr. Cypher stated that the one support staff member in the office had left, and one person was starting January 28, 2019.

Chairperson Tennis asked what the current status of Fair employees and management was at that time.

Mr. Cypher stated that there was one lead maintenance worker, one general maintenance worker, one secretary who would start January 28, 2019, and interim Fair Manager Carol Carlson, who had filled that role twice before. He further stated that if the Fair Manager position was split into two, it would need to be coordinated with Human Resources and other offices.

Mr. Cypher stated that he would be comfortable going through that process now that a secretary and an interim Fair Manager were in place.

Ms. Graham stated the process of splitting and re-evaluating the position would take about six weeks to complete.

Commissioner Sebolt asked whether the maintenance positions would be absorbed into general County staff within the Facilities Department, or eliminated.

Mr. Cypher stated that he felt the maintenance staff would be needed at the Fairgrounds regardless of any other changes. He further stated that Brian Fisher, Facilities Manager, used to be the lead maintenance worker at the Fair and was well liked by those associated with Fair activities.

Mr. Cypher stated that Facilities personnel and Fair personnel might work well together. He further stated that he felt any reduction in staff assigned to maintenance or facilities work at the Fair would be a mistake.

Commissioner Maiville stated that Steve Taylor had tremendous insight into the Fair, and had a vision of what it could be. He further stated that Mr. Taylor did not want to be the Fair Manager, but that it would be nice to leverage him in some way.

Commissioner Maiville stated that in the recent past there had been some confusion and lack of vision with regard to Fair projects, and that someone with a good vision should be found. He further stated that there were potentially four venues at the Fairgrounds, and that someone with vision who could follow through needed to be found to avoid a black mark on the County's reputation.

Commissioner Naeyaert stated that she was worried about the timeline. She further stated that six weeks to re-draft the positions before posting worked out to less than three months for a newly-hired Fair Manager to prepare for the Fair.

Commissioner Naeyaert asked whether the current interim Fair Manager could put together a Fair in that amount of time.

Mr. Cypher stated that it could not be done on twenty-five hours a week, and that a resolution would be needed to authorize the interim Fair Manager to work more hours per week.

Commissioner Naeyaert stated that perhaps a contract employee could do it instead.

Commissioner Crenshaw stated that in the past, there had been cost overruns, and that the Board of Commissioners had discussed finding a vision for the Fair. He further asked whether that had been done.

Mr. Cypher stated that some strategic planning meetings had been held, but that the Master Plan for the Fair was about seven or eight years old, and needed to be updated.

Commissioner Crenshaw asked whether the Fair Manager managed the Fair Board.

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Mr. Cypher stated that the Board of Commissioners had delegated authority to the Fair Board to book events and make contracts with vendors. He further stated that the Fair Board voted on policy and direction, and that the Fair Manager implemented the Fair Board's decisions, not vice versa.

Mr. Cypher stated that in practice, if the Fair Manager disagreed with the Fair Board's decisions, he could refuse, and work with the Board of Commissioners representative on the Fair Board.

Chairperson Tennis asked whether there were any other boards that worked this way. He further stated that it seemed challenging for the Fair Manager to serve two boards.

Mr. Cypher stated that the Fair Board may be the second most powerful board, after the Board of Health, which worked similarly due to federal rules.

Ms. Bennett stated that the Parks Board was similar, in that it had a lot of power, and could approve contracts without the Board of Commissioners.

Chairperson Tennis stated that it seemed the Committee would like to make changes to the Fair Manager job description, move some duties to Facilities, and try to find a new Fair Manager who would focus more on event management, exhibition, and promotion than daily operations.

Commissioner Morgan agreed, and stated that he wanted to look into increasing the qualifications and salary for the position.

Commissioner Stivers stated that she would like to see data on how the Fair Manager position's qualifications and salary compared to that of other similar positions in other counties.

Commissioner Crenshaw asked why salary would be increased if job duties were being decreased.

Commissioner Morgan stated that more compensation would be required to attract someone with "rockstar" marketing skills, and that the forces of supply and demand required that.

Commissioner Stivers stated that looking at the job descriptions and responsibilities of Fair Managers in other counties could give some insight into these issues.

Commissioner Morgan stated that in doing so, it would be important to find out how long the Fair Manager had remained in the position when weighing salary information. He further stated that if there were no comparable positions, the County could blaze a new trail.

Commissioner Naeyaert stated that the way the Board of Commissioners worked with the Fair Board, and the balance of authority between the Fair Board and the Fair Manager were creating problems. She further stated that these parameters should be looked into at a future meeting.

Chairperson Tennis stated that the Committee should have some new information to look at regarding the Fair Manager position by the end of February.

Commissioner Slaughter asked whether there was anyone who could look into Commissioner Naeyaert's concerns about the Fair Board.

Mr. Cypher stated that the Board of Commissioners appointed people to the Fair Board. He further stated that it might be helpful to schedule the Fair Board to come in so the Human Services Committee could convey its expectations to them.

Chairperson Tennis stated that he was not sure that would work well. He further stated that some Fair Board members were longtime veterans, and that some had been awarded contracts with the Fair in the past, which could be problematic.

Chairperson Tennis stated that as a new Fair Manager was being hired, it might be a good time to adjust some assumptions the Fair Board may have with regard to their role.

Mr. Cypher stated that the Fair had a kind of cultural resistance to County policy, and that frequent reminders about compliance with County policy were continually needed. He further stated that there were problems with the Fair Board abiding by proper purchasing, contracting and bidding procedures, and that as the current day-to-day supervisor, he had had to talk about it repeatedly.

Commissioner Slaughter stated that this was even more reason to re-examine the Fair Board.

Ms. Bennett stated that a Fair Board meeting had been canceled earlier the day of the meeting due to improper public notice of the meeting.

Chairperson Tennis stated that it seemed the Committee was agreed to look into a new job description for the Fair Manager, to rely on interim staff during the transition, to put together an interview committee, and to bring in interested parties and members of the public to weigh in.

Announcements

Commissioner Naeyaert stated that former Commissioners Anthony and Hope had been doing very well in the State Legislature, and had introduced several bills.

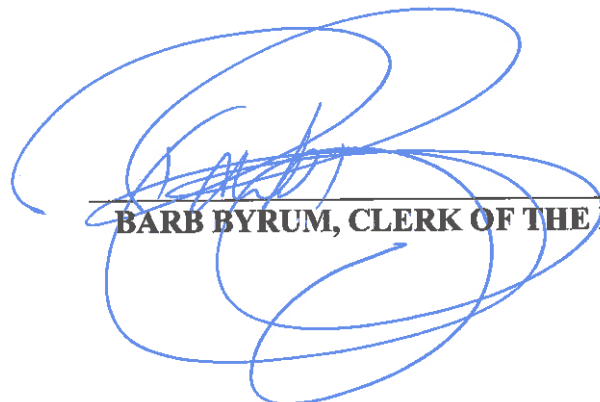
Commissioner Morgan stated that Commissioner Anthony had been elected the Democratic Caucus Chair.

Public Comment

None.

Adjournment

The meeting was adjourned at 7:15 p.m.



BARB BYRUM, CLERK OF THE BOARD