

LEELANAU COUNTY, MI



PROPOSAL TO CONDUCT A CLASSIFICATION AND
COMPENSATION STUDY

MUNICIPAL CONSULTING SERVICES LLC

MUNICIPAL CONSULTING SERVICES LLC

July 12, 2022

Ms. Darcy Weaver
Human Resources Director
Leelanau County
8527 E. Government Center Dr.
Suttons Bay MI 49682

Dear Ms. Weaver:

We are pleased to submit this proposal to perform a classification and compensation study for Leelanau County. We have performed numerous studies of this type for Michigan's cities, townships and counties, and we look forward to working with Leelanau County to develop a pay system that is both internally equitable and externally competitive.

Our proposal, contained in the following pages, is organized as follows:

- Project objectives
- Our approach and work plan
- Our organization and project team
- Our qualifications for conducting the study
- Project timing and fees.

We appreciate the opportunity to be of assistance to you. Should you have questions or desire additional information, please do not hesitate to contact me at 734.904.4632.

Very truly yours,



Mark W. Nottley, Principal
Municipal Consulting Services LLC

LEELANAU COUNTY
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SECTION I
PROJECT OBJECTIVES

SECTION I

PROJECT OBJECTIVES

Leelanau County has expressed an interest in utilizing an experienced compensation consultant in conducting a classification and compensation study encompassing approximately 35 job titles. We are pleased to respond to this opportunity to assist.

In regard to project objectives, it will be our intent to develop a compensation system that will enhance the County's ability to recruit, retain and motivate quality employees. To accomplish this, we will:

- Develop a solid understanding of the specific duties and responsibilities of each position included in the study.
- Establish a competitive labor market and conduct a market survey of wages.
- Develop a comprehensive pay system based on job evaluation and a thorough evaluation of the established labor market.
- Develop and include methodologies for evaluating current pay status and the impact of modifying current pay levels and moving employees through the pay ranges over time.
- Recommend procedures for ongoing system maintenance including pay system administration and compensation system upkeep.
- Provide the tools necessary for ongoing position reclassification processes and other pay system procedures.

In summary, it will be our intention to develop a comprehensive classification and compensation system for Leelanau County that can serve as a foundation to rationalize pay decisions for both policymakers and administrative personnel.

* * * * *

In the following section, we present our approach to conducting the study.

SECTION II

OUR APPROACH AND WORK PLAN

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OUR APPROACH AND WORK PLAN

Our Approach

Our approach for achieving your objectives will incorporate several important overall rationales. Specifically:

- *Client-consultant communications will be a paramount consideration.* We will work closely with you to assure concurrence on the conduct, and progress of the engagement, as it relates to thoroughness, scope and applicability.
- *Participation will be emphasized,* thus assuring that positional duties are clearly understood and opportunity for input is provided. To accomplish this, we will interview all department heads as well as any other classifications that require particular attention.
- *The labor market survey will be customized,* with minimal, or no, reliance on “canned” data.
Related:

- We will develop a custom survey instrument that clearly specifies the duties of each of the County’s job classifications.
- We will define the most appropriate labor market.
- We will include all of the studied positions in a market survey that can later be used in the development of pay ranges for County positions.
- We will survey range maximums to provide an accurate appraisal of compensation.

Project Work Plan

In developing the classification and compensation system we will structure the project into the following specific tasks:

Task 1: Meet and Refine Work Plan

It will be our intention to work closely with the County to develop the classification and compensation system. Related, as a first step in the study process, we will meet with your selected representative(s) by Zoom to:

- Further define, and logistically plan, our approach and work schedule
- Determine an approach for ongoing feedback.

Task 2: Collect and Review Compensation-Related Documentation

Additionally, at this time we will also collect and review relevant compensation information, including existing job descriptions, benefits data, compensation-related personnel policies, the existing pay grade structure and all other information that will provide us with an understanding of classification and compensation issues.

Task 3: Provide Employee Orientation and Elicit Employee Input

At this time, we will also schedule a group meeting with the employees included in the study. The purpose of this meeting (held virtually) will be threefold, including:

- Orienting employees to the project work plan and objectives.
- Explaining the importance of their input in working with our project consultant.
- Eliciting their assistance in the study process – more specifically, to complete a job analysis questionnaire document regarding their specific job duties, reporting relationships and other aspects of their job pertaining to compensation.

Task 4: Conduct Supervisory Interviews

The completed job questionnaires, in conjunction with your existing job descriptions, will provide our consultant with a good overview of job duties and reporting relationships. However, we do not feel that the questionnaire is sufficient for fully understanding the function of each position within the larger organization. Consequently, we consider it important that additional information be gathered through subsequent on-site interviews of supervisory personnel. The interviews will focus on:

- Obtaining a broader definition of duties and responsibilities for purposes of point factoring and determining relative grade positioning.
- Clearly defining key duties to be used to compare the position to the labor market.

Task 5: Develop List of Market Comparables in Consultation with the County

To establish compensation parameters for the County’s labor force, we must first define the labor market. Ideally, the defined market will be comprised of a mix of counties and other public sector entities that have similar organizational structures and/or positions with similar duties as well as previously-prepared survey data for the broader labor market if desired.

In Task 6, we will work with you to define a representative labor market. To accomplish this, we will:

- Present the County with a listing of potential comparable public sector employers. We will develop and present profile data on each entity to support this process – comprised of a mix of financial and demographic data.
- If desired, we will also utilize previously-prepared wage data that is market-competitive for certain positions. Not all positions will have legitimate comparables in the regional private sector market – we will identify those positions that do.

Task 6: Develop Survey Instrument

Having completed Task 5, we will develop a survey instrument to elicit feedback regarding a minimum of at least 75% of the positions included in the study. This will be a “custom survey” that briefly describes each position. In addition to salary, we will survey other relevant compensation data, such as:

- Key duties that differ from the County’s positional duties
- Wage components not reflected in base wage.

Task 7: Conduct Survey Process and Finalize Results

Having developed the survey instrument, we will mail the survey, and tabulate the incoming results. Follow-up calls will be made to clarify particular points, and supplementary surveys will be developed for any positions that are not adequately represented in our survey results.

Task 8: Conduct Job/Point-Factor Evaluation and Develop Pay Grades

Point-factoring is a process in which each position is point-ranked relative to all other positions in the organization or group. Ideally, point-factoring is considered as a means of establishing internal equity, and in turn, pay grade placement.

In Task 8, we will perform a point-factor analysis encompassing all positions included in the study. In this process, each position will be ranked in relation to ten factors. The results will be used to develop a grade structure, and establish grade placement for each individual position.

Task 9: Apply Survey Results and Develop Pay Ranges for Each Pay Grade

In Task 9, we will use the results of the survey process to develop a pay range for each applicable pay grade. The result will be a comprehensive pay grade structure that includes all of the studied positions.

Task 10: Analyze Each Position within the Confines of the New Pay Grade Structure

We will then proceed to evaluate the wage levels of each position relative to the newly established pay ranges. We will first determine any “red circled” positions that are paid at a level higher than the recommended range maximum and any “green circled” positions that are below the range minimum. All positions will be evaluated using a compa-ratio analysis to illustrate their specific positions within the suggested pay ranges.

Task 11: Develop Pay Progression Options and Analysis of Results

There are various methods for implementing a pay system. Many clients prefer a multi-year methodology for advancing employees through the pay range. This may depend on performance evaluation results or be more structured (such as a step system with progressive pay increases). Related to this, we will also:

- Revisit and discuss the County’s current compensation adjustment process with representatives of the County.
- Introduce several examples of pay progression systems that are currently used in the public sector.
- Provide cost data to illustrate the impact of different approaches – and adjustments based on the study results.

Task 12: Develop Final Report Document

At the conclusion of Task 11 we will develop a comprehensive final report document. This will include:

- Written summation of all project methodologies.
- All schedules and summary results developed in Tasks 1-11.
- The recommended pay grade structure including all job classifications.
- Identification of any positions that fall below or above the range parameters specified for their respective classifications.
- Pay progression options and analysis intended to facilitate future pay decisions and implementation of the study’s results.

- Specification of annual procedures required to update the system for ongoing use.

Task 13: Present Final Report to the Board

At the conclusion of Task 13 we will schedule and provide a final report presentation to the County's Board of Commissioners via Zoom.

* * * * *

In the following section, we discuss our organization and project team.

SECTION III

OUR ORGANIZATION AND PROJECT CONSULTANT

SECTION III

OUR ORGANIZATION AND PROJECT CONSULTANT

Municipal Consulting Services LLC is a management consulting firm incorporated in and licensed by the State of Michigan. The firm was established to provide human resources and operational-based consulting to public sector clients, including cities, counties, school districts, institutions of higher education and other not-for-profit organizations. With more than 50 years of combined experience with Michigan's public sector and the completion of hundreds of management studies, we are able to provide our clients with a vast array of products, covering a broad spectrum of organizational and human resources consulting services.

This project, for Leelanau County, will be performed by Mark Nottley, Principal for Municipal Consulting Services LLC. Mr. Nottley has performed over 200 compensation and human resource-related projects for public sector clients. Clients have included cities, townships, public utilities, not-for-profits, school districts, county governments and other public sector entities.

Mr. Nottley is certified as a Senior Professional in Human Resources by the Society for Human Resources Management (SHRM) and holds a Master degree in Public Administration from Wayne State University. His biography is included in Appendix A and a listing of client entities is included in the following section.

* * * * *

A résumé for our proposed project consultant is included in Appendix A. In the following section we discuss specific experience.

SECTION IV

OUR QUALIFICATIONS FOR CONDUCTING THE STUDY

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OUR QUALIFICATIONS FOR CONDUCTING THE STUDY

As noted, our proposed project consultant has conducted numerous classification and compensation studies of public entities. We have listed below a number of recent project references, followed by a more complete listing of experience. We will be pleased to provide client references for any of these engagements upon request.

RECENT PROJECTS COMPLETED BY OUR PROPOSED PROJECT CONSULTANT

Client: Montmorency County (2022)

Project: Classification and Compensation System – all departments
Contact: Ms. Marcie VerBeek, Director of Human Resources
Phone: 616.738.4879

Client: Ottawa County (2021)

Project: Classification and Compensation System – all departments
Contact: Ms. Marcie VerBeek, Director of Human Resources
Phone: 616.738.4879

Client: Manistee County (2022)

Project: Classification and Compensation System – all departments
Contact: Ms. Lisa Sagala, County Administrator
Phone: 231.398.3500

Client: Ottawa County (2020)

Project: Bi-annual Elected Officials Survey (every two years)
Contact: Mr. John Shay, Deputy County Administrator
Phone: 616.738.4879

738.4642

Client: Livingston County (2015 and ongoing) and Livingston Courts (2017)

Project: Classification and Compensation System – all departments
Contact: Ms. Jennifer Palmbo, Director of Human Resources and Labor Relations
Phone: 517.540.8790

Client: Jackson County (2016)

Project: Classification and Compensation System – all departments and all elected
Contact: Mr. Richard, Martonchik, Director of Human Resources
Phone: 517.499.5019

Client: Berrien County (2020)

Project: Classification and Compensation System – all departments
Contact: Ms. Shelley Jarvis, Director of Human Resources
Phone: 269.982.8616

Client: Midland County (2016 and ongoing)

Project: Classification and Compensation System – all departments
Contact: Ms. Suzanne Ault, Director of Human Resources
Phone: 989.832.6752

Client: Wayne County Airport Authority - Detroit Metro Airport (2022)

Project: Evaluation of select unit total compensation
Contact: Lynda Racey, Human Resources Director
Phone: 734.942.3550

Client: State of Michigan (2018)

Project: 2018 State-wide Survey of Wages and Benefits of 150 of the Largest State-wide Employers and Resultant Wage and Benefits Report
Contact: Ms. Cheryl Schmittiel, Past Director, Office of the State Employer
Phone: 517.335.2579

Client: Kent County Road Commission (2019)

Project: Classification and Compensation Study
Contact: Mr. Michael Dennis, Human Resources Director
Phone: 616.242.6937

Client: Roscommon County (2019)

Project: Classification and Compensation Study
Contact: Ms. Jodi Valentino, County Administrator
Phone: 989.275.8021

Client: Branch-Hillsdale-St. Joseph Health Department (2019)

Project: Classification and Compensation Study
Contact: Ms. Theresa Fisher, Administrative Services Director
Phone: 989.275.8021

Client: Marquette County (2017)

Project: Classification and Compensation System – all departments and all elected
Contact: Mr. James Kent, Director of Human Resources
Phone: 906.225.8165

Client: Shiawassee County (2017)

Project: Classification and Compensation System – all departments and all elected
Contact: Mr. Jeremy Root, Board Chairperson
Phone: 989.743.2233

Client: *Clinton County (2017)*
Project: Classification and Compensation System – all departments
Contact: Ms. Deb Hebler, Manager of Human Resources
Phone: 989.224.5121

Client: *Otsego County (2017)*
Project: Classification and Compensation System – most departments, courts were studied in 2018
Contact: Ms. Trisha Adam, Assistant County Administrator
Phone: 989.731.7522

Client: *Monroe County Community Mental Health (2016)*
Project: Classification and Compensation System – organization-wide
Contact: Mr. Jim Brown, Director of Human Resources
Phone: 734.384.0283

Client: *Livingston County Community Mental Health (2017)*
Project: Classification and Compensation System– organization-wide
Contact: Ms. Connie Conklin, Executive Director
Phone: 517.548.0081

Client: *Eaton County (2014 and updates)*
Project: Classification and Compensation System and Updates – all departments
Contact: Ms. Connie Sobie, Deputy County Administrator
Phone: 517.543.3331

Client: *St. Joseph County (2013and updates – COA: 2022)* – all departments
Project: Classification and Compensation System
Contact: Ms. Teresa Doehring, Director of Human Resources
Phone: 269.467.5675

Client: *Client: Osceola County (2015)* – all departments
Project: Classification and Compensation System
Contact: Ms. Sue Vander Pol, County Coordinator
Phone: 231.832.6196

Client: *Monroe County (2021)*
Project: Classification and Compensation Study
Contact: Ms. Aundrea Armstrong, Human Resources Director
Phone: 734.240.7298

Client: *City of Ann Arbor (2018)*
Project: Classification and Compensation System
Contact: Ms. Ashley Walicki, Human Resources Supervisor
Phone: 734.994.5961

Client: ***Otsego County Courts (2018)***
Project: Classification and Compensation System
Contact: Victoria Courterier, Court Administrator
Phone: 989.731-0228

Client: ***Gratiot County (2019)***
Project: Classification and Compensation – select positions
Contact: Ms. Terri R. Ball, Treasurer
Phone: 989.875.5215

On the following pages we provide a more complete listing of prior experience. We will be pleased to provide additional references at your request.

PAST EXPERIENCE IN CONDUCTING CLASSIFICATION AND COMPENSATION STUDIES (NOTTLEY & RYE)

Alger-Marquette Community Action Board
Alpena Community College
Antrim County
Barry County
Barry County Road Commission
Bay County
Bay County Water & Sewer
Bloomfield Charter Township
Branch County
Calhoun County
Capital Area Negotiators Association
 [36 school districts]
Cass County
City of Albion
City of Allen Park
City of Alpena
City of Bad Axe
City of Berkley
City of Birmingham
City of Charlotte
City of Clio
City of Crystal Falls
City of Durand
City of East Lansing
City of Ecorse
City of Fenton
City of Flint
City of Fremont
City of Gaylord
City of Grand Haven
City of Grandville
City of Harrison
City of Hazel Park Library
City of Huntington Woods
City of Jackson
City of Kentwood
City of Lapeer

Eaton County
Alpena County
Arenac County
Barry County Commission on Aging
Barry-Eaton Health Department
Bay County Road Commission
Benzie County
Bloomfield Hills Schools
Brighton District Library
Calhoun County Probate Court
Capital Region Airport Authority
Chippewa County
City of Eaton
City of Alma
City of Auburn Hills
City of Benton Harbor
City of Big Rapids
City of Brighton
City of Cheboygan
City of Corunna
City of Dowagiac
City of East Jordan
City of Eastpointe
City of Fennville
City of Ferndale
City of Frankenmuth
City of Galesburg
City of Grand Blanc
City of Grand Ledge
City of Harper Woods
City of Hazel Park
City of Hudsonville
City of Ironwood
City of Keego Harbor
City of Lansing
City of Lathrup Village

City of Lincoln Park
City of Madison Heights
City of Marlette
City of Menominee
City of Milan
City of Montague
City of Muskegon
City of Niles
City of Norton Shores
City of Owosso
City of Plainwell
City of Potterville
City of Riverview
City of Rogers City
City of Roseville
City of Saline
City of Springfield
City of St. Joseph
City of Sturgis
City of Taylor
City of Three Rivers
City of Warren
City of West Branch
City of Wyoming
City of Zeeland

Clinton County

Community Action Agency of Jackson
Copper Country Mental Health Services
Delta Township
DeWitt Public Schools
Eaton County
Emmett Charter Township
Grand Rapids Community College
Grand Valley Metro Council
Gratiot County Community Mental Health
Ingham County
Ingham County Road Commission
Ionia County Road Commission
Jackson County

City of Lowell
City of Leelanau
City of Mason
City of Midland
City of Monroe
City of Mt. Morris
City of New Haven
City of North Muskegon
City of Oak Park
City of Perry
City of Portland
City of River Rouge
City of Rochester Hills
City of Romulus
City of Royal Oak
City of Southgate
City of St. Clair Shores
City of St. Louis
City of Swartz Creek
City of Tecumseh
City of Traverse City
City of Wayland
City of Woodhaven
City of Ypsilanti
Clare-Gladwin Probate Court
Clinton-Eaton-Ingham Community Mental Health
Community Action Agency of South Central MI
Delhi Township
Detroit Public Schools
District Health Department No. 2
Eighth District Court
Grand Haven Charter Township
Grand Traverse County
Gratiot County
Holt Public Schools
Ingham County Medical Care Facility
Ionia County Community Mental Health
Isabella County
Kalamazoo County Road Commission

Kent County
Lake County
Lansing Board of Water & Light
Lansing Township
Leelanau County
Mackinac County
Montmorency County
Marquette County
Mecosta County

Michigan Catastrophic Claims Association

Michigan Sheriffs Association
Midland County Central Dispatch Authority
Monroe County
Monroe County Community Mental Health
Montcalm County
Municipal Employers' Retirement System
North Central Community Mental Health
Oakland County
Osceola County
Otsego County

Oxford Charter Township

Pittsfield Charter Township

Region VII Area Agency on Aging
Saginaw County

Shiawassee County

Southeastern Berrien County Landfill
Authority
Southfield Township
St. Joseph County

State of Michigan-Department of State Police

State of Michigan-Legislative Council
State of Michigan-Senate Fiscal Agency
State of Michigan-Supreme Court
Union Township
Village of Almont

Kent County Road Commission
Lake Township
Lansing Housing Commission
Lapeer County
Livingston County
Macomb County
Manistee County Library
Marquette County Health Department
Meridian Charter Township
Michigan Municipal Risk Management
Association
Midland County
Mid-South Substance Abuse Commission
Monroe County Community College
Monroe County Opportunity Program
Berrien County
Newaygo County
Oakland Community College
Orion Charter Township
Oscoda Charter Township
Ottawa County
Pathways
 [formerly Alger-Marquette CMH]

Redford Township

Saginaw Charter Township
Shelby Charter Township
Shiawassee County Community Mental
Health
Southeastern Oakland County Water
Authority
St. Joseph Commission on Aging
State of Michigan-Department of Civil
Service
State of Michigan-Department of
Transportation
State of Michigan-Office of the State
Employer
State of Michigan-State Senate
Tuscola County
Van Buren County
Village of Beverly Hills

Village of Bingham Farms
Village of Dexter
Village of Franklin
Village of Milford
Washtenaw County
Waterford Charter Township

Village of Chelsea
Village of Fowlerville
Village of Grosse Pointe Shores
Village of Vicksburg
Washtenaw County Road Commission
West Bloomfield Charter Township

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Additional references will be provided on request. In the next section we discuss project timing and fees.

SECTION V

PROJECT TIMING AND FEES

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PROJECT TIMING AND FEES

Project Timing:

We are now reserving new project start dates for early 2023. Related to this, we will be pleased to commence the study on a date of mutual concurrence. The typical timeline for a study of this scope is generally 120 days.

Professional Fees

Professional fees to complete the project will be \$22,750. This not-to-exceed fee estimate based on 35 or less classifications/job titles included in the study. If the number of classifications exceeds 35, either at project inception or completion, Leelanau County would be charged an additional \$650 for any such job classifications.

Project Expenses:

Project expenses will be limited to \$1,800 for travel-related costs (airfare, auto or mileage, hotel and meals). This expense budget envisions one trip to the County for project-related activities (i.e. department head and management interviews). If costs are less for travel, the County would only be charged the actual expense. We attempt to share costs between clients, lowering the proportional cost for each.

Other Conditions:

This proposal will remain effective for 120 days from the date of submittal.

Leelanau County will be billed on a calendar monthly basis for work completed in the previous period. All invoices will be due within thirty days of submittal.

Project Deliverables:

Leelanau County will receive four bound copies of the final report document and an electronic file of the final report from which additional copies can be printed or source data can be extracted for future use. The County will also receive all other electronic files.

APPENDIX A

PROJECT CONSULTANT RÉSUMÉ

RÉSUMÉ OF MARK W. NOTTLEY, SPHR

PRESENT POSITION:

Principal, Municipal Consulting Services LLC

AREAS OF CONSULTING EXPERTISE:

Personnel Issues, Compensation and Employee Benefits Evaluation - Conducted classification and compensation studies and employee benefit analyses for municipalities to determine appropriate salary, retirement and benefit levels. Developed personnel policies, manuals and performance evaluation systems as components of comprehensive personnel systems.

Executive Search Services – Conducted or oversaw the conduct of more than 100 executive searches focusing on City and Village Managers, Department Heads and various other municipal professional classifications.

Organizational and Operational Analysis - Conducted operations analyses for most areas of government service provision including police and fire services, vehicle and building maintenance, community development, public works, recreation, transportation and health and human services. In this capacity, identified specific opportunities for improved performance and increased operational cost-effectiveness.

Financial Models - Prepared comprehensive spreadsheet-based financial models for a number of municipalities, estimating future years' conditions for each of the various revenue and expenditure sources and categories. Following development of the models, frequently worked with the particular municipality in defining long-range fiscal strategies.

Tax Policies - Reviewed tax policies for a number of local governments, ranging from the analyses of specific millages and service charges to comprehensive city-wide evaluations of user fees. Recommendations resulting from these reviews have resulted in more equitable tax assignment and increased revenue generation through more competitive fee structuring.

Privatization - Assessed privatization options for a number of local governments including the potential cost-saving and/or service improvement associated with sole source and competitive private contracting and combination public/private service provision. Areas of review have included golf course operation, turf mowing, forestry services, landfill operation, vehicle maintenance, emergency medical services, transportation, sanitation, water and wastewater operations, and the use of auxiliary paid-on-call firefighters.

Productivity Improvement - Performed ongoing research related to operational performance and productivity improvement. Conducted several major productivity studies including an eight-city comparative analysis of police and fire services effectiveness in the Detroit Metropolitan Area.

Municipal Improvement and Growth Strategies - Assisted numerous municipal clients in defining strategies for urban development and infrastructure upgrade as well as strategies for maintaining existing municipal and community assets.

Market Analysis - Prepared and assisted in the preparation of market analyses/feasibility studies designed to facilitate future planning and development, including downtown office/commercial development, reuse of historic structures, housing development, and the construction of a major marina/hotel complex.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Rehmann Robson, Public Accountants and Management Consultants.

Principal in charge of Government Consulting Services Division with responsibility for managing or conducting consulting projects focusing on financial analysis, operational performance, future planning, human resource issues and other areas of relevance to municipal management.

Michigan Municipal League

Founder and Director of the League's Municipal Consulting Services Division with responsibility for managing and performing management consulting projects, focusing on municipal operations and finance, and human resources management.

Plante & Moran, Public Accountants and Management Consultants.

Manager in local government consulting practice with responsibility for managing or conducting consulting projects focusing on financial analysis, operational performance, future planning, human resource issues and other areas of relevance to municipal management.

Coopers & Lybrand, Public Accountants and Management Consultants (now PricewaterhouseCoopers)

Senior consultant in the firm's national practice for local government consulting specializing in financial and operational consulting and municipal productivity assessment and improvement.

EDUCATION:

Wayne State University - Master of Public Administration (Summa cum Laude)

Wayne State University - Bachelor of Arts (with distinction)

Certification as a Senior Professional in Human Resources

PROFESSIONAL AFFILIATIONS:

International Personnel Management Association

Society for Human Resources Management

Pi Alpha Alpha, National Honor Society for Public Administration

