

Table of Contents

Overview_050521 (3)	2
Res_to_Delegate_HR_Functions_050621 (4)	7
1 CERTIFICATE	11
Res_to_Mod_Auth_Positions_w_Deputy_Treas_Twp_Admin_050221_jaf (1)	13
1 CERTIFICATE	15
Supervisor_Job_Description_042521 (2)	16
Township_Administrator_Job_Description_042521 (1)	17
PROPOSED NEW HIRES 2021 as revised by SE after Committee meeting (1)	18
NEW_POSITIONS_COST (3)	20
1 Will	20
2 Jessica	22
3 COST SPREAD	24
4 JESS HR & ACCT	25
NEW_POSITIONS_COST	29
Resolution to Set Supervisor Salary 2021 05 06 Atty Reviewed (1)	30

Overview – Outstanding Needs

Scio Township has had a vacancy at the top of its administration for well over a year. The current Board of Trustees has been debating how best to fill that vacancy since we took office in November 2020 (see chronology below).

More time, more experience:

Some have argued that we need *more time* to thoroughly consider the question of the Township's administration. As the chronology shows, the Board of Trustees has considered this question for many months. We have held multiple public meetings on administrative structure. Officers have done research and shared memoranda and given presentations. We conducted a survey to gather input from Township employees and appointees.

The Township has been experiencing the absence of a Township Administrator for almost 20 months. Several of us newly elected to the BOT in 2020 have served in Scio Township government for years. We have been thinking deeply about this problem because we have experienced it directly.

During public comments at the 4/27 BOT meeting, it was stated that those of us advocating for a township administrator should listen to those with *more experience*. If that commenter had done any research, they would know that the number of years of experience in Scio Township government are decisively on the side of those advocating for a township administrator. Likewise, the greater number of years of public service are with those who advocate for a township administrator. To claim otherwise is to misrepresent reality and dismiss many decades of public service.

This debate is *not* about taking more time to reach some elusive, unanimous agreement, nor is it about who has more experience in public service. It is a straightforward choice between two approaches to administration. The irony is that the two options are very similar.

Similarities of the two models:

- **Human Resources:** A part-time HR position is in both models.
- **Sustainability Development:** There is a full-time position in both models.
- **Deputy Treasurer:** This is a statutory position, dictated by law.
- **Out-sourced Information Technology:** This new contract is in both models.
- **A full-time Supervisor:** Compensation to reflect this reality is in both models. The reality is that the position of supervisor is not part-time. The current supervisor is consistently working 60+ hours per week on Township business.

The job descriptions and other supporting materials for the three new positions can serve for either of the two models. There are minor differences in the funds from which the positions are funded. The resolution adjusting the compensation for the supervisor is the same regardless of the model because the supervisor will continue to work full-time regardless.

What are the significant differences?

- 1) **Township Administrator vs. Administrative Services Manager**
- 2) **Centralized professional operations vs. Decentralized operations under elected officers**

Personalization of a decision about administrative structure:

These are fairly mundane differences: one type of upper-level administrative position or another, one set of reporting relationships or another. *The complicating factor is that some people are dissatisfied with prior township managers.* These negative memories animate this debate about administrative structures. Negative memories persist. They are much more influential than positive memories. However, we all need to rise above those bad memories, to move away from the personalization. This is about the future, not the past.

Township Administrator – A Job Defined for Success

What if the perceived problems with past township managers could be addressed, in part, by revising job descriptions? Even the best person won't perform at their best if they are burdened with too many tasks. The township administrator model represents an effort to redistribute functions and responsibilities to respond to concerns about township managers who couldn't follow through on commitments. The job should be defined so that a human can do it.

The *township administrator* will be focused on *internal* operations of the Township. They will be responsible for the working relationships of the parts of Scio Township government, the implementation of organizational policies, including the new initiative to update human resource procedures. They will be the one who makes sure that everything works as it should.

The *supervisor* will serve as the primary *external* contact, receiving inquiries and requests from the public, overseeing communications, and representing the township in discussions with outside, partner organizations such as the Washtenaw County Road Commission. The supervisor will focus on growth-oriented projects such as pedestrian pathways, public access to parks and nature preserves, road improvements, sustainability, and other initiatives to respond to the growing needs of Scio Township.

Centralized, Professional Operations – Administration Designed for Success

The centralized oversight of operations allows for efficient coordination of organization-wide initiatives such as performance evaluation. The township administrator's singular focus on internal operations will provide greater attention to staff working relationships. The township administrator won't be distracted by other functions that officers must balance (e.g. the supervisor's responsibility to respond to external constituencies, or the clerk's need to attend to the myriad statutory functions of that office).

Checks and Balances

Some have raised concerns about the need for checks and balances in Township government. This is an important concern, but it should be understood that the *Township Administrator Model* is a better one for maintaining checks and balances. Here is why:

The vital checks and balances are *financial*. By statute, the financial responsibilities are divided between the three officers:

- The treasurer is responsible for **revenues**
- The clerk is responsible for **payables and keeping records**
- The supervisor is responsible for **the budget and reports**

In May 2019, when the clerk was hired to serve the remainder of Nancy Hedberg's term, she asked for \$20K salary increase and for sole line authority over the finance staff. The basis for the clerk's authority was her statutory responsibility for the payables and keeping the books.

However, placing the finance staff in a reporting relationship to the clerk alone created a problem with the checks and balances because it effectively meant that the supervisor relinquished his authority with regard to formulating the budget and reporting on it. The finance staff need to work for the supervisor as much as they need to work for the clerk.

Another problem with checks and balances was the reliance of the treasurer on other staff to provide her with support for her statutory responsibilities. With the pending turnover in the assessing department, this is no longer possible. The treasurer needs to have a deputy.

We are now in position to reestablish these important checks and balances by creating a deputy treasurer position reporting to the treasurer and finance staff reporting jointly to the clerk and supervisor.

Expanded Support for Public Safety

The clerk has expressed an interest in the public safety aspects of Township government. These functions reside in the Township's Fire Department and through the Township's contracted police services provided by the Washtenaw County Sheriff Department. While the clerk proposes to have line authority over these functions, that is only one way in which to influence those operations. This approach does not afford opportunity for others to be involved. Indeed, other trustees have expressed interest in this area of the Township's services. As a more inclusive alternative, the Township could form a public safety advisory board on which the clerk and other interested trustees might serve along with other members of the community. That advisory board would be charged to work in support of the fire department and "to collaborate with the Sheriff to implement reforms to prevent crime, improve safety, and improve relationships between law enforcement and communities within the Township."

Chronology of Key Events in Scio Township Administration 2019-2021

September 2019 Township Manager Bryce Kelley takes medical leave prior to planned retirement. The BOT hires consultant and conducts search for township manager. Search fails to result in hire. Position of township manager remains vacant at start of new year.

January 2020 The BOT approves salary increase for Supervisor Jack Knowles from \$36K to \$72K based on increased work load in absence of Township Manager. BOT temporarily assigns oversight of utilities to supervisor, and oversight of fire department to clerk.

March 2020 COVID pandemic results in stay-at-home order and shift to virtual meetings.

November 2020 Previous BOT votes to revert the supervisor's salary back to \$36K. The newly elected BOT takes office. Meets every week for six weeks in a row.

December 2020 Special working session 12/15 devoted to *administrative structure*. Further discussions during special meeting on 12/28. Consensus on timeline and general process including plan to interview staff regarding their views.

January 2020 At 1/6 management meeting staff oppose method for seeking employee input saying that many staff find it stressful to be interviewed by those who have authority over them. Decision is made to solicit staff input via a written, online survey. Survey is conducted and elicits a high response rate. Several key impressions from the questionnaire responses are 1) a generally positive sense of the Township's government as a workplace, 2) an acknowledgement that the nature and breadth of the work has changed as the Township has grown and 3) strong concerns about leadership within the administration in the absence of a township manager.

February 2020 Supervisor's letter to BOT proposes redefined position of *Township Administrator*. Special working session held on *administrative structure* 2/16, survey results are discussed, township administrator position is discussed. Clerk requests time to offer a presentation of an *alternative to township administrator* at subsequent BOT meeting. Clerk makes presentation at BOT 2/23.

March 2020 Supervisor places proposal to create township administrator position and conduct search for candidates on BOT agenda for 3/9. The BOT amends the motion to refer the question of the administration position along with other positions to a newly formed "administrative committee" with a 3/23 deadline for reporting back to the BOT. The committee fails to meet 3/23 BOT deadline. None of the positions are reflected in the 2021-22 budget.

April 2020 After multiple meetings, the "administrative committee" reports to BOT on 4/13 that it will present two alternative models for discussion at the BOT meeting on 4/27. Some members of the public expressed concern that they were not provided the materials related to the two administrative models prior to the meeting 4/27 meeting. The supervisor decided to remove the report and related discussion from the agenda. The clerk made a motion for a detailed timeline for a specified bundle of materials related to each of the models to be published by 5/7 and placed on the BOT agenda for 5/11/21.

May 2020 The Township begins its 20th month with a township manager vacancy.

Conclusion

Scio Township needs to fill the void in professional administrative leadership since the township manager position became vacant in September 2019. There are other staffing needs that must be addressed as well. There are problems with the checks and balances between the financial responsibilities assigned by statute to the treasurer, clerk and supervisor. The township administrator model offers solutions to all of these problems. The other model does not.

**SCIO TOWNSHIP
WASHTENAW COUNTY, MICHIGAN
RES #20-XX**

**RESOLUTION ASSIGNING CERTAIN SUPERVISORY AND HUMAN RESOURCES FUNCTIONS TO
THE SUPERVISOR, CLERK, AND TREASURER**

MONTH DAY, 2021

At a Regular Meeting of the Township Board of Scio Township, Washtenaw County, Michigan,
held via Zoom, on the **MONTH DAY 2021** at 7:00 p.m.

Members Present:

Members Absent:

The following preamble and resolution were offered by _____ and supported by
_____.

WHEREAS MCL 41.69 requires that the township clerk appoint a deputy clerk who shall serve at the pleasure of the Clerk; MCL 168.29 allows the township clerk to appoint a number of assistants as may be necessary to carry out the general provisions of the election law; MCL 41.77 requires that the township treasurer appoint a deputy treasurer who shall serve at the pleasure of the Treasurer; and MCL 41.61(2) allows the township supervisor to appoint a deputy supervisor who serves at the pleasure of the Supervisor; and

WHEREAS, other than the appointments noted directly above, MCL 41.75a prescribes that township employees shall serve at the pleasure of the township board and shall perform duties lawfully directed by the township board, except those duties that are delegated by law to another township official, unless consent has been granted; and

WHEREAS, the Scio Township Board of Trustees desires to retain responsibility for continuing and creating positions and authorizing appointments or continuation of appointments to positions and specifying and fixing the compensation for positions; and

WHEREAS, the Scio Township Board of Trustees desires to retain responsibility for the hiring and firing of township employees, upon the recommendation of and carried out by direct supervisor, and in accordance with all governing statutes, ordinances, administrative rules and collective bargaining agreements; and

WHEREAS, MCL 41.2(b) prescribes that a township board may make contracts necessary and convenient to exercising corporate powers, that the Scio Township Board of Trustees desires to

retain responsibility for approving all contracts for services, but desires to delegate the coordination and management of major contracts to the Supervisor or the Clerk; and

WHEREAS, MCL 141.424 requires the Supervisor to make an annual financial report of the Township and deliver it to the Treasurer of the State of Michigan in the form and pursuant to the schedule provided;

WHEREAS, the Scio Township Board of Trustees has established and maintains the positions of Finance Director and Finance Manager who jointly help to prepare the annual financial report provided for in MCL 141.424 and the Supervisor does not grant consent to the Township Board to direct those duties to be overseen by someone other than the Supervisor; and

WHEREAS, MCL 141.434 requires the Supervisor to have final responsibility for budget preparation, presentation of the budget to the Township Board of Trustees and all duties attendant to controlling expenditures of the funds of the Township and any proposed means of financing thereof;

WHEREAS, the Scio Township Board of Trustees has established and maintains the positions of Finance Director and Finance Manager who jointly carry out the duties outlined in MCL 141.434 and the Supervisor does not grant consent to the Township Board to direct those duties to be overseen by someone other than the Supervisor; and

WHEREAS MCL 41.65 requires that the Clerk prepare and maintain the journals and ledgers necessary to reflect the assets, liabilities, fund equities, revenues, and expenditures for each fund of the township; and

WHEREAS, the Scio Township Board of Trustees has established and maintains the positions of Finance Director and Finance Manager who jointly carry out the duties outlined in MCL 41.65, and the Clerk does not grant consent to the township board to direct those duties to be overseen by someone other than the Clerk; and

WHEREAS, MCL 41.78 requires the Treasurer keep an accurate account of the receipts and expenditures of township money in a book or by electronic means; and

WHEREAS, the Treasurer is engaged in a concerted effort to improve the efficiency of tax collection and billing functions for which she has statutory responsibility, and the Scio Township Board of Trustees desires to establish a full-time permanent position of Deputy Treasurer to implement these improvements; and

WHEREAS, the Supervisor, Clerk, Treasurer, and Budget and Finance Committee are engaged in concerted capacity building of the accounting and finance functions so that they can constitute a model internal service for the Township; and

WHEREAS, the Scio Township Board of Trustees does desire to delegate and assign certain administrative duties to represent and carry out employer management rights to the Supervisor, Clerk, Treasurer; and Township Administrator as detailed below; and

WHEREAS, the Scio Township Board of Trustees desires to improve the internal service of human resources for the Township by establishing a dedicated part time human resources professional to provide centralized support for the range of the Township's human resources functions; and

WHEREAS, MCL 41.61 designates the Supervisor as Chief Assessor, and as the current Supervisor is not a certified assessor, the township board provides for the appointment of properly certified assessors who shall be subordinate to the Supervisor; and

WHEREAS, the Scio Township Board of Trustees desires to delegate and assign certain duties to the Supervisor for the administration of planning and zoning activities, in coordination with the Planning Commission, Zoning Board of Appeals, Zoning Official, Code Enforcement Officer, and Township Administrator; and

WHEREAS, the Scio Township Board of Trustees desires to delegate and assign certain duties to the Supervisor and Township Administrator for the annual development and implementation of the Township *Capital Improvement Plan* as required by Scio Township Code 2-115, including the development and maintenance of township buildings, grounds, infrastructure, parks, roads, and pathways; and

WHEREAS, the Scio Township Board of Trustees desires to delegate and assign certain duties to the Township Administrator for the administration of the Township's water and waste water systems including consideration of the continuing risk posed by the 1,4-dioxane plume from Gelman Sciences and future negotiations of service agreements with the City of Ann Arbor; and

WHEREAS, pursuant to MCL 41.806 Scio Township maintains a fire department, employs a fire chief and other fire officers, and contracts with Washtenaw County Sheriff's Office for police protection, the Scio Township Board of Trustees desires to delegate and assign certain duties to the Township Administrator for the administration of Township fire services and Sheriff patrol services within the Township; and

WHEREAS, MCL 41.65 requires the Clerk to have custody of all the records, books, and papers of the Township, when no other provision for custody is made by law;

NOW, THEREFORE, BE IT RESOLVED THAT, the Scio Township Board of Trustees authorizes the Supervisor, Clerk, Treasurer, and Township Administrator to jointly represent employer management rights in collective bargaining agreements, employment contracts, and employee and retiree benefits agreements; and to serve as the Township Personnel Committee as outlined in *Scio Township Employee Handbook*; and

BE IT FURTHER RESOLVED THAT, the Scio Township Board of Trustees authorizes the Supervisor as Chief Assessor to supervise and discipline the Head Assessor; and authorizes the Supervisor to supervise, discipline, hire and fire all other assessors in accordance with all governing statutes, ordinances, administrative rules and collective bargaining agreements, and to further delegate this authority to the Assessor as appropriate; and

BE IT FURTHER RESOLVED THAT, the Scio Township Board of Trustees authorizes the Supervisor and Township Administrator to negotiate and manage contracts with the Township Planner, Township Engineer, Zoning Official, Code Enforcement Officer; and authorizes the Supervisor to work in coordination with the Planning Commission to represent the Township's interests in negotiations with private developers, the Washtenaw County Road Commission and other local and state government agencies in all development and planning activities; and acknowledges the Supervisor as ex-officio member of all Township committees in furtherance of these duties; and

BE IT FURTHER RESOLVED THAT the Scio Township Board of Trustees authorizes the Township Administrator to supervise and discipline the Utilities Director and authorizes the Utilities Director ~~Supervisor~~ to supervise, discipline, hire and fire all other water and waste water, and buildings and grounds employees, in accordance with all governing statutes, ordinances, administrative rules and collective bargaining agreements; and to further delegate that authority to the Utilities Director as appropriate; and

Commented [JAF1]: This might be awkward

BE IT FURTHER RESOLVED THAT, the Scio Township Board of Trustees authorizes the Supervisor and the Clerk to supervise and discipline the Finance Director; and authorizes the Supervisor and the Clerk to supervise, discipline, hire and fire Finance Manager and any other finance positions in accordance with all governing statutes, ordinances, administrative rules and collective bargaining agreements; and to further delegate that authority to Finance Director as appropriate, and authorizes the Treasurer to supervise, discipline, hire and fire the Deputy Treasurer in accordance with all governing statutes, ordinances, administrative rules and collective bargaining agreements; and

BE IT FURTHER RESOLVED THAT the Scio Township Board of Trustees authorizes the Township Administrator to supervise and discipline the Fire Chief; and authorizes the Fire Chief to supervise, discipline, hire and fire all other Fire Department employees in accordance with all governing statutes, ordinances, administrative rules and collective bargaining agreements.

BE IT FURTHER RESOLVED THAT the Scio Township Board of Trustees authorizes the Township Administrator to take the lead in negotiating and managing the contract with the Washtenaw County Sheriff's Office for patrol services and to work with the Board of Trustees on a collaborative effort with the Sheriff's Office to implement reforms to prevent crime, improve safety, and improve relationships between law enforcement and communities within the Township; and

BE IT FURTHER RESOLVED THAT the Scio Township Board of Trustees authorizes the Township Administrator to supervise, discipline, hire and fire all other administrative employees in accordance with all governing statutes, ordinances, administrative rules and collective bargaining agreements; and authorizes the Township Administrator to administer the information technology infrastructure and any contracts to support its design and maintenance; and to further delegate that authority as appropriate; and

BE IT FURTHER RESOLVED THAT this resolution shall be effective on the date of adoption; all provisions shall sunset at the conclusion of the first meeting following November 20, 2024; and its implementation shall be formally reviewed by the Board of Trustees at the First Regular Meeting in April of each year, at which time the Supervisor, Clerk, Treasurer, and Township Administrator shall present reports on this resolution's implementation, its benefits, and recommendations for any changes.

Commented [JAF2]: You might want to have this run until the conclusion of the first BOT meeting following November 20, 2024.

Commented [MOU3R2]:

ROLL CALL VOTE:

AYES:

NAYS:

ABSENT:

ABSTAIN:

RESOLUTION DECLARED ADOPTED.

Jessica Flintoft, Clerk
Scio Township

DATED:

CERTIFICATE

I, Jessica Flintoft, hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Township Board of Scio Township, County of Washtenaw, State of Michigan, at a Regular Meeting held on MONTH DAY, 2021 and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Jessica Flintoft, Clerk
Scio Township

DATED:

**SCIO TOWNSHIP
WASHTENAW COUNTY, MICHIGAN
RES #20-XX**

RESOLUTION AMENDING GENERAL APPROPRIATIONS ACT APPROVING FY21-22 BUDGET TO MODIFY AUTHORIZED POSITIONS IN THE FYE22 BUDGET

MONTH DAY, 2021

At a Regular Meeting of the Township Board of Scio Township, Washtenaw County, Michigan, held via Zoom, on the **MONTH DAY 2021** at 7:00 p.m.

Members Present:

Members Absent:

The following preamble and resolution were offered by _____ and supported by _____.

WHEREAS, the Board of Trustees has responsibility for continuing and creating positions and authorizing appointments or continuation of appointments to positions and specifying and fixing the compensation for positions; and

WHEREAS, Scio Township adopted the General Appropriations Act for FY21-22 Budget on March 23, 2021 via Resolution 2021-11; and,

WHEREAS, the number of authorized positions as presented in the budget document at the public hearing was adopted by reference and additional FTEs have required Board approval; and,

WHEREAS, the *Total Full-Time Equivalent (FTE) Employees approved as of April 27, 2021* are reflected in the attachment to this Resolution; and,

WHEREAS, the Board of Trustees desires to improve the management of human resources of the Township by establishing a permanent non-exempt part time human resources position to provide centralized support for a range of human resources administration; and,

WHEREAS, the Board of Trustees desires to enhance the support for the work of the Treasurer of the Township by establishing a permanent non-exempt full-time Deputy Treasurer position; and,

WHEREAS, the Board of Trustees desires to improve the efficiency of Township management of pathways, parks, roads, sidewalks and transportation alternatives projects by establishing a permanent exempt full-time Sustainable Development Project Manager position; and,

WHEREAS, the Board of Trustees desires to improve the administration operations and information across all areas of the Township by establishing a Township Administrator position;

THEREFORE BE IT RESOLVED THAT the proposed FYE22 budget be amended to increase the Total Full-Time Equivalents by 3.5 FTE positions consisting of 0.5 FTE Human Resources, 1.0 FTE Deputy Treasurer, 1.0 FTE Sustainable Development Project Manager, and 1.0 FTE Township Administrator are hereby created, and compensation is specified and fixed, as referenced in the second attachment *Proposed Modifications to Authorized Positions*; and,

THEREFORE BE IT RESOLVED, that the proposed FYE22 budget be amended to increase the General Fund General Government Activity (101-101), and General Fund Planning Activity (101-701), Fire Fund (206), Parks & Pathways Fund Parks Activity (208-751), Parks & Pathways Fund Pathways Activity (208-753), Bus Fund (230), Open Space Fund (242), Roads SAD Fund (400), Water Fund (590), Sewer Fund (591) by the amounts corresponding in the *Proposed Modifications to Authorized Positions*.

FINALLY, BE IT RESOLVED THAT this resolution shall be effective on the date of adoption.

ROLL CALL VOTE:

AYES:

NAYS:

ABSENT:

ABSTAIN:

RESOLUTION DECLARED ADOPTED.

Jessica M. Flintoft, Clerk
Scio Township

DATED:

CERTIFICATE

I, Jessica Flintoft, hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Township Board of Scio Township, County of Washtenaw, State of Michigan, at a Regular Meeting held on MONTH DAY, 2021 and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Jessica M. Flintoft, Clerk
Scio Township

DATED:

Supervisor Duties Based on Statutory Authority

Meetings: Serve as moderator of any township meeting, deciding questions of order, granting authority to persons to speak at the meeting and making conduct-based interventions. The supervisor should vote on all issues upon which a vote is required unless there is some proper legal reason, approved by the BOT, for abstaining. Set a date and time for special meetings

Appointments: Nominate individuals to serve on Township boards, commissions and committees and as representatives of the Township to outside boards/committees

Enforcement: Work with enforcement officer to enforce the township ordinances

Representation: ex officio member of all BOT advisory committees and represent the Township on various outside organizations. Serve on board of elections commission

Budget: Prepare the annual budget under policies formulated by the township board and state law and work with the clerk and others to keep the board fully advised at all times as to the financial conditions and needs of the township

Direct Reports: Supervise the *assessing function* including the determination of special assessments. Assessor reports to supervisor. Supervisor oversees hiring of assessor and recommends hire for BOT approval. With BOT approval, supervisor may oversee other staff.

Supervisor Duties Based on Authority From BOT/other

Administration: Chief Administrative Officer for Township participating in regular management meetings. Chief executive officer (CEO) and a voting member of the Downtown Development Authority (DDA) Board, serve on the board and operating committee of Loch Alpine Sanitary Authority (LASA), Township's budget and finance committee.... Participate in contract negotiation/oversight: GFL, Fire, A2 W/S, consultants....

Human Resources: Help guide hiring processes including recruiting, interviewing, and assessment of candidates for senior staff and other positions at the discretion of the supervisor. Help formulate policy for performance review and other human resource programs. Serve on HR committee if such committee exists

Township Growth: Supervise planning and development processes such as Land Use Master Plan, PUD negotiations, facilitate communications between various parties in development projects, supervise public improvements of the township, including capital improvements, Township-led SAD projects, sustainability initiatives, and collaboration with partner organizations

Legal: Serve as the Township's designated point of contact for transacting legal business, implement administrative actions such as land divisions, help represent BOT in the Gelman effort

Meeting Agenda: In collaboration with the clerk and others, create and distribute the board of trustees' agendas and meeting packets, supervisor has final approval

Legislation: Act as chief legislator, bringing recommendations for consideration by the board of trustees, seeking legislative actions by other bodies on behalf of the Township

Conflict Resolution: Receive and respond to complaints to the Township and/or requests for action by the Township. Mediate disagreement between interests

Communications: Serve as spokesperson for the Township, write communications on behalf of Township, review and approve for publication general communications, such as newsletter

Township Administrator

Meetings: Attend all meetings of the township board, with the right to take part in discussions, but without the right to vote, assist the supervisor in creation of BOT agenda and meeting packet, track implementation of BOT decisions

Budget: Assist in preparing and administering the annual budget under policies formulated by the township board and state law and work with the supervisor and clerk to keep the board fully advised at all times as to the Township's financial conditions

Administration: Be responsible to the township board for the efficient administration of all departments of the township, track implementation of BOT approved actions to implementation, organize and chair the biweekly management meetings

Human Resources: Assume all duties and responsibilities as personnel director of all township employees, including overseeing human resources functions such as hiring, training, performance review, etc.

Facility Management: Responsible for the preservation and maintenance of township property, tools and equipment

Contracts: Coordinate and administer township contract negotiations, applications to the township such as zoning applications, industrial facility tax, farmland agreements, and all others as may come to the township, see that all terms and conditions imposed in favor of the township or its inhabitants in any public utility franchise or in any contract are faithfully kept and performed, monitor relationships with outside consultants to ensure effective communication and to make wise use of Township resources

Business Transactions: Act as the purchasing agent for the township, work with others to guide compliance with bidding procedures, conduct all sales of personal property which the township board may authorize to be sold

Direct reports:

- Fire Chief (existing)
- Director of Utilities (existing)
- Human Resources Coordinator (new position)
- Office Coordinator (existing)
- Oversee contract with Washtenaw Sheriff (existing)
- Oversee contract with CWA Planning (existing)
- Oversee contract with OHM Engineering (existing)
- Oversee contract for IT (new)

MEMO

TO: SCIO TOWNSHIP ADMINISTRATIVE COMMITTEE
FROM: SANDY EGELER, CFO
RE: COST ANALYSIS OF PROPOSED NEW POSITIONS
DATE: MAY 5, 2021

I have been asked by the Supervisor and Clerk to run a financial analysis of the cost of their proposed new hires. Both are proposing hiring four new positions, three full time and one part time, permanent employees. Their proposals are significantly similar. Their proposed splits of how much each fund would contribute do have differences. Since both plans recommend the increase to full time by the Supervisor, I have shown those additional cost as a point of reference. These are the only proposed new wages that are included in the budget.

One of my concerns is charging a portion of expenses to two of our special revenue funds. The Township wide road SAD expires in FYE 2023 and the Bus millage expires in FYE 2025. I am unclear if the Board plans on renewing the road SAD and it is uncertain if the voters will approve a bus millage renewal. I feel there should be a contingency plan in case either are not renewed.

Another concern is the Parks and Pathways 15% cap on administrative cost. The P & P ordinance says administrative expenses are not to exceed 15% of estimated revenues. I calculated the 15% for this year to be as follows: Budgeted tax revenue \$851,760.00 x 15% = \$127,764. I will not express an opinion of what is intended to be classified as administrative, I just find it prudent to remind everyone of the limitation. I have not included grants in the calculation because I have no way of knowing if any will be obtained that allows funds to be spent on admin.

I am also very concerned about the Fire Departments budget being able to contribute to the funding of these positions. This year it is anticipated the Fire Department will use nearly \$160,000 of fund balance. Some of this is attributable to the renovations currently under way. As you know the General Fund loaned the Fire Department \$1,500,000 with a payback period of no more than twenty years. In speaking to the Fire Chief, he indicated that with the station still under construction he will not be able to fill the fourth evening position. He also had built into his budget around \$30,000 for a part time admin clerk, but he still believes this is a needed position. He believes there will be enough this year however, going forward it does not seem there will be sufficient funds. Both proposals include significant cost to the Fire Department, and I cannot see how they will be able to absorb the proposed new expenses. Another point to shed light on is the Fire Department is not in compliance with the new Fund Balance Policy. Even though this policy does not mandate a level it says it is desirable for the Fire Department to have nine months of expenses in Fund Balance. For fiscal year 2022 that equals \$1,500,000.00. The expected Fund Balance is \$985,267. Given the current and future cost I do not see any way for the Fire Department to operate at their current proposed structure, provide sustainable contribution for these new positions and be in compliance with the Fund Balance Policy.

Another relevant consideration is the cost to fill these positions. There is a significant difference if you simply advertise at a cost for a few hundred or if you hire a headhunter which could cost around \$20,000-\$25,000. Another cost that is in both plans is a temporary contract for HR services. I have not included that cost in my analysis.

From an accounting point of view we can spread the expenses for these new positions any way that the Board feels is appropriate. The total cost of the two plans is very similar and the reality is at this point we do not know what the bottom line cost will be. When calculating the cost of each person I looked at what we are currently paying and used the worst-case scenario. Most of the cost for our benefits are tied to age, wages and the number of family members being covered so it is impossible to say what the actual cost will be. The numbers I have used should be the most these four positions will cost.

Hiring four new permanent positions will cost the Township between \$400,000 and \$450,000 (not including the Supervisors increase) with the cost being shared by many funds. Care should be used when determining which funds will contribute how much to ensure the appropriate funds are contributing and the cost are sustainable each year.

SCIO TOWNSHIP
MANAGEMENT PROPOSAL
FROM SUPERVISOR HATHAWAY

FUND/ACTIVITY	101-191	MULTIPLE	101-253
	TOWNSHIP SUPERVISOR	TOWNSHIP ADMINISTRATOR	DEPUTY TREASURER
WAGES	36,000.00	104,000.00	57,700.00
FICA	2,754.00	7,956.00	4,414.05
HEALTH INSURANCE		27,000.00	27,000.00
SHORT TERM DISABILITY		410.40	410.40
LONG TERM DISABILITY		849.00	849.00
LIFE INSURANCE		480.00	480.00
EMPLOYEE REIMBURSED HEALTH		2,215.00	2,215.00
PENSION	2,880.00	8,320.00	4,616.00
OPEB		7,022.00	7,022.00
WORKERS COMP INSURANCE	355.68	1,027.80	60.12
TOTAL ADDITIONAL COST	41,989.68	159,280.20	104,766.57

101-101 GENERAL	25.00%	
101-171 PLANNING		
101-253 TREASURER		100.00%
206 FIRE	25.00%	
208 PARKS & PATHWAY	12.50%	
2330 BUS		
242 LPC	12.50%	
400 TWP ROAD SAD		
590 SEWER	12.50%	
591 WATER	12.50%	

MULTIPLE SUSTAINABLE PROJECT MANAGER	MULTIPLE PART TIME HUMAN RESOURCES	TOTAL
72,000.00	52,000.00	321,700.00
5,508.00	3,978.00	24,610.05
27,000.00		81,000.00
410.40		1,231.20
849.00		2,547.00
480.00		1,440.00
2,215.00		6,645.00
5,760.00		21,576.00
7,022.00		21,066.00
711.50	54.08	2,209.18
121,955.90	56,032.08	484,024.43

15.00%	50.00%
25.00%	
	20.00%
60.00%	
0.00%	
0.00%	
	15.00%
	15.00%

SCIO TOWNSHIP
MANAGEMENT PROPOSAL
FROM CLERK FLINTOFT

FUND/ACTIVITY	101-191	MULTIPLE	101-253
	TOWNSHIP SUPERVISOR	ADMINISTRATIVE SERVICES MANAGER	DEPUTY TREASURER
WAGES	36,000.00	84,000.00	50,000.00
FICA	2,754.00	6,426.00	3,825.00
HEALTH INSURANCE		27,000.00	27,000.00
SHORT TERM DISABILITY		410.40	410.40
LONG TERM DISABILITY		849.00	849.00
LIFE INSURANCE		480.00	480.00
EMPLOYEE REIMBURSED HEALTH		2,215.00	2,215.00
PENSION	2,880.00	6,720.00	4,000.00
OPEB		7,022.00	7,022.00
WORKERS COMP INSURANCE	355.68	829.92	52.00
TOTAL ADDITIONAL COST	41,989.68	135,952.32	95,853.40
101-101 GENERAL		25.00%	
101-171 PLANNING			
101-753 TREASURER			100.00%
206 FIRE		25.00%	
208 PARKS & PATHWAY		12.50%	
2330 BUS			
242 LPC		12.50%	
400 TWP ROAD SAD			
590 SEWER		12.50%	
591 WATER		12.50%	

MULTIPLE SUSTAINABLE DEVELOPMENT MANAGER	MULTIPLE PART TIME HUMAN RESOURCES	TOTAL
72,000.00	52,000.00	294,000.00
5,508.00	3,978.00	22,491.00
27,000.00		81,000.00
410.40		1,231.20
849.00		2,547.00
480.00		1,440.00
2,215.00		6,645.00
5,760.00		19,360.00
7,022.00		21,066.00
711.50	54.08	2,003.18
121,955.90	56,032.08	451,783.38

25.00%

60.00%

5.00%


10.00%

SCIO TOWNSHIP
SIDE BY SIDE COMPARRISION
NEW HIRE PLANS
MAY 2021

		SUPERVISOR	CLERK
GENERAL	101-101	86,129.48	33,988.08
SUPERVISOR	101-171	41,989.68	41,989.68
ACCOUNTING	101-191		15,883.28
PLANNING	101-701	30,488.98	30,488.98
TREASURER	101-253	104,766.57	95,853.40
FIRE	206	51,026.47	45,137.41
PARKS & PATHWAYS	208	93,083.57	92,800.70
BUS	230		7,371.27
LPC	242	19,910.03	18,371.22
PUBLIC IMPROVEMENT	245		197.38
TWP ROAD	400		12,510.83
SEWER	590	28,314.84	28,903.59
WATER	591	28,314.84	28,287.56
TOTAL		484,024.43	451,783.38


Allocated Department

General Government
Finance Director
Finance Director
Finance Manager
Finance Manager
Finance Manager
Finance Manager
Finance Manager-exclude-covered by tax admin fee
Audit
265-Building & Grounds
228-Technology



Method of Allocation

FY2020 Expenditures/FY2022 Budget for Parks & Pathways
Millage/Special Assessment-based funds for tax levy
of employees
Size of fund balance/working capital
of AP Checks
of cash receipts
of computers
% of Township Hall space



Method of Allocation	Level of Effort	Dollars to be Allocated	General Fund
\$ spent in 2020	100%	\$ -	\$ -
\$ spent in 2020	75%	\$ 56,032	\$ 10,280
# of employees	25%		\$ 5,603
# of AP Checks	20%		\$ -
# of employees	10%		\$ -
# of Cash Receipts	40%		\$ -
\$ spent in 2020	10%		\$ -
Millage/Special Assessment-based funds for tax levy	20%		\$ -
\$ spent in 2020	100%		\$ -
% of Township Hall space	100%		\$ -
# of computers	100%		\$ -
		\$ 56,032	\$ 15,883
DIFFERENCE		\$ (0)	

General Fund
\$ 3,325,395
Yes
16
\$ 8,810,222
1557
906
16
87%

Fire Fund	Parks & Pathways Fund	Bus Fund	Tree Mitigation Fund	Open Space Fund	Public Improvement Fund
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 4,846	\$ 2,633	\$ 1,273	\$ -	\$ 1,377	\$ 197
\$ 6,304	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 11,149	\$ 2,633	\$ 1,273	\$ -	\$ 1,377	\$ 197

Fire Fund	Parks & Pathways Fund	Bus Fund	Tree Mitigation Fund	Open Space Fund	Public Improvement Fund
\$ 1,567,494	\$ 851,760	\$ 411,943	\$ -	\$ 445,489	\$ 63,850
Yes	Yes	Yes	No	Yes	No
18	0	0	0	0	0
\$ 875,217	\$ -	\$ 397,261	\$ 220,204	\$ 2,639,915	\$ 523,321
553	0	17	0	58	8
63	0	31	0	42	9
6	0	0			
	0%	0%			

Special Assessments				
Funds		Sewer Fund	Water Fund	Total
\$ -		\$ -	\$ -	\$ -
\$ 315		\$ 10,859	\$ 10,243	\$ 42,024
\$ -		\$ 1,051	\$ 1,051	\$ 14,008
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ -		\$ -	\$ -	\$ -
\$ 315		\$ 11,910	\$ 11,294	\$ 56,032
\$ 29				

Special Assessments				
Funds		Sewer Fund	Water Fund	Total
\$ 101,974		\$ 3,512,651	\$ 3,313,377	\$ 13,593,933
Yes		No	No	
0		3	3	40
\$ 1,314,393		\$ 14,482,100	\$ 5,186,757	\$ 34,449,390
26		602	537	3358
344		7672	7839	16906
		3	3	28
		7%	7%	100%

SCIO TOWNSHIP
SIDE BY SIDE COMPARRISION
NEW HIRE PLANS
MAY 2021

		SUPERVISOR	CLERK
GENERAL	101-101	86,129.48	33,988.08
SUPERVISOR	101-171	41,989.68	41,989.68
ACCOUNTING	101-191		15,883.28
PLANNING	101-701	30,488.98	30,488.98
TREASURER	101-253	104,766.57	95,853.40
FIRE	206	51,026.47	45,137.41
PARKS & PATHWAYS	208	93,083.57	92,800.70
BUS	230		7,371.27
LPC	242	19,910.03	18,371.22
PUBLIC IMPROVEMENT	245		197.38
TWP ROAD	400		12,510.83
SEWER	590	28,314.84	28,903.59
WATER	591	28,314.84	28,287.56
TOTAL		484,024.43	451,783.38

TOWNSHIP OF SCIO
WASHTENAW COUNTY, MICHIGAN
RESOLUTION ESTABLISHING SALARY OF THE
SUPERVISOR

Resolution #21-XX

At a Meeting of the Scio Township Board of Trustees, Washtenaw County, Michigan, held via Zoom, on the ---th day of _____ 2021, at _____ a.m/p.m.

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS, MCL 41.95 provides that the salary for officers composing the township board shall be determined by the township board; and

WHEREAS, the Board previously established the Supervisor's salary to be _____ per year; and

WHEREAS, the current salary was set with the expectation that the office of Supervisor was a part-time job supported by full time staff, including a Township Manager; and

WHEREAS, the Board of Trustee recognizes that the duties of Supervisor require more than part-time attention; and

WHEREAS, the position of Township Manager is currently vacant, and

WHEREAS, the Board recognizes that the Supervisor (and all township officials and staff) should be fairly compensated for their work; and

WHEREAS, the Board is considering several organizational changes which may affect the amount of time required of the Supervisor; and

WHEREAS, the salary of an elected township official may not be decreased during the official's term of office;

NOW, THEREFORE, BE IT RESOLVED THAT, the Scio Township Board of Trustees establishes the salary of the Supervisor to be \$_____ per year, payable in accordance with the Township's current payroll practices, through the end of the current term of office , and

BE IT FURTHER RESOLVED THAT in the event the Supervisor is a certified assessor at the proper level and performs assessor duties, the Supervisor shall receive additional compensation (but not a salary) of _____, during such time as the Supervisor performs such duties; and

BE IT FURTHER RESOLVED THAT when the position of Township Manager (or an equivalent position as established by the Board of Trustees) is vacant, the Supervisor shall receive additional compensation (but not a salary) for performing duties generally assigned to and performed by the Township Manager as established by the Board of Trustees.

**TOWNSHIP OF SCIO,
WASHTENAW COUNTY, MICHIGAN**

Will Hathaway, Supervisor

Jessica Flintoft, Clerk

ROLL CALL VOTE:

AYES:

NAYS:

ABSENT:

ABSTAIN:

MOTION CARRIED/FAILED.

CERTIFICATION:

I, Jessica Flintoft, Clerk of the Township of Scio, County of Washtenaw, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution approved by the Board of Trustees on the ____ day of _____, 2021. The following members of the Scio Township Board of Trustees voted as follows in connection with this resolution.

AYES:

NAYS:

ABSENT:

In witness hereof, I have hereunto affixed my official seal this ____ day of _____, 2021.

Jessica Flintoft, Clerk,
Township of Scio