



21 South Elm Street • Zeeland, Michigan 49464 • (616) 772-6400 • FAX (616) 772-5352

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**TO:** PERSONNEL COMMITTEE:

- Mayor Klynstra
- Mayor Pro Tem Gruppen
- Councilman VanDorp
- BPW Commissioner Chairperson Boerman
- BPW Commissioner Vice-Chair Cooney
- BPW General Manager Boatright
- Timothy R. Klunder, City Manager
- Kevin Plockmeyer, Finance Dir./Assistant City Manager

**FROM:** Pam Holmes, City Clerk

**DATE:** May 14, 2021

**RE:** Personnel Committee Agenda

Monday, May 17, 2021  
4:30 p.m.  
Zeeland City Hall – 2<sup>nd</sup> Floor

### AGENDA

The agenda for the meeting is:

1. Employee comments
2. Salary Grade Adjustment for IT Director
3. Support for Non-Binding Memorandum of Understanding with Ottawa County DEI
4. Other



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PERSONNEL COMMITTEE MEMORANDUM

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TO: Mayor Klynstra and Personnel Committee Members

FROM: Tim Klunder, City Manager

SUBJECT: IT Director Salary Grade Adjustment

DATE: May 14, 2021

CC: May 17<sup>th</sup> Personnel Committee Agenda

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**BACKGROUND:** In January of this year City Council and the Board of Public Works approved establishing an Information Technology Department with the City of Zeeland. A part of that recommendation was the establishment of an IT Director position with a salary grade of 10 (FY 21/22 range of \$82,861 - \$107,485). For your information, I have attached the full-time salary grade scale for FY 21/22. As we started to receive applications for the IT Director position this spring, we started to have concerns that grade 10 for the position might not be correct based on what our applicants listed as their current rate of pay and/or their desired rate of pay for our position. This further played out with several of our potential interviewees dropping from consideration when we further discussed the expected rate of pay for the position. Nevertheless, some of our selected candidates were willing to further discuss the position with us in spite of the salary range.

We are hopefully nearing the end of our hiring process as we have identified our desired candidate for the position. We feel they would be an extremely good organization fit, have the talent we desire, and we believe they will lead our information technology services in the direction we want to go at the Board of Public Works and city. However, salary does remain a hurdle in the final decision process. All other job/fringe benefit desires fit within our hiring parameters.

Staff recommends that we adjust the salary grade for the IT Director position to grade 11. For Fiscal Year 21/22 this grade has a salary range of \$90,948 - \$118,234. We feel this is the appropriate range for the position based on the additional information we have gathered through the hiring process for this new position. We are confident that this range will enable us to secure our preferred candidate for the position. Our intent is that the candidate would start in this range immediately upon hire even if their start date proceeds the start of FY 22 on July 1, 2021.

FEEL THE ZEEL



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To keep this process moving along, I would note that we have placed this item on City Council's May 17<sup>th</sup> meeting agenda and the Board of Public Works' May 18<sup>th</sup> meeting agenda. While this timing is a bit compressed, we do not feel we have the luxury of waiting until our June meetings to move this along.

RECOMMENDATION: Staff recommends that the Personnel Committee approves moving the IT Director salary grade from a grade 10 to a grade 11 within the City's Grade Structure and Salary Ranges and authorizes the implementation of the FY 22 range for the position immediately upon hire.

A handwritten signature in black ink, appearing to read 'Timothy R. Klunder', is written over a horizontal line.

Timothy R. Klunder, City Manager

**CITY OF ZEELAND  
CLASSIFICATION & COMPENSATION  
GRADE STRUCTURE & SALARY RANGES  
Fiscal Year 2022**

Grade	Position	Salary Ranges		
		Minimum	Midpoint	Maximum
1	Custodian (0)	35,064	40,325	45,583
2	Custodian/Maintenance (1)	38,571	44,358	50,142
3	Administrative Assistant (4) Head Custodian (1) Utility Billing Clerk-BPW (2) Library Programming Specialist (1) Library Technology and Business Office Lead (1) Parks/Cemetery Maintenance Worker (0)	42,429	48,792	55,155
4	Clean Water Operator (2) Equipment Operator - Street/Parks/Cemetery Department (6) Library Technical Services & User Experience Manager (1) Deputy Clerk (0) Deputy Treasurer/Accountant (1)	46,670	53,672	60,673
5	Administrative Services Supervisor BPW (1) Mechanic (1) Deputy Assesor (1) GIS Technician (1)	51,338	59,040	66,740
6	Asst. Supervisor Streets/Parks/Cemetery/Motor Pool (1) Senior Operator/Laboratory Tech (1) Clean Water Electrical/Utility Specialist (1) Parks/Cemetery Supervisor (1) Marketing Director (0)	56,472	64,943	73,045
7	City Clerk/Personnel Assistant (1) Lead Accountant (1) Library/Community Center Director (1) Police Lieutenant (1) Streets/Motor Pool Supervisor (1) Facilities Maintenance Supervisor (1)	62,120	71,438	80,756
8	Vacant	68,332	78,582	88,832
9	Fire Chief (1) Senior Inofrmation Technology Manager (1) Community Development Director/Assessor (1)	75,165	86,440	97,713
10	Water Utility Operations Manager (1) Chief of Police (1) Clean Water Plant Superitendent (1) Information Technology Director (1) Utility Accounting and Finance Manager (1) Electric Transmission & Distribution Engineer (1)	82,681	95,084	107,485
11	Electric Transmission & Distribution Manager (1) Electric Power Supply & Market Operations Manager (1)	90,948	104,591	118,234
12	Assistant City Manager of Finance and Infrastructure (1)	100,045	115,051	130,057
13	Vacant	110,048	126,554	143,061
14	Vacant	121,054	139,211	157,368
15	City Manager/Superintendent (1)	133,158	153,132	173,106
16	BPW General Manager (1)	146,474	168,444	190,417



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PERSONNEL COMMITTEE MEMORANDUM

TO: Mayor Klynstra and Personnel Committee Members

FROM: Tim Klunder, City Manager

SUBJECT: Non-binding Memorandum of Understanding with Ottawa County DEI Office

DATE: May 14, 2021

CC: May 17<sup>th</sup> Personnel Committee Agenda

As part of the City’s 2021 Strategic Action Plan, we added Organizational Culture as one of our commitments to spread Zeel. A part of that commitment (see below) states that the city will provide *“an organizational culture that is equitable and inclusive.”*

**Organizational Culture**

To fulfill the commitments to spread Zeel, support an organizational structure that consistently holds to the City’s core values, seeks to build leaders, and celebrates our historic attributes, while also providing an organizational culture that is equitable and inclusive.

To help us work toward that part of our commitment, one of the specific action steps we listed for 2021 is participation in the Ottawa County Diversity, Equity and Inclusion Office’s Learning Communities of Practice initiative.

<p>2. Government Alliance for Race and Equity</p>	<p>During 2021, participate with other Ottawa County Municipalities in “communities of learning” around the GARE concepts to determine where the city is with its practices on race and equity to better determine the next steps in the process.</p>	<p>Assessing the city’s current policies and programs to determine proactive steps moving forward will help the city become a more equitable and inclusive organization.</p>	<p>City Manager and BPW General Mgr.</p>
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An overview of this initiative is further described in the attached memorandum of understanding proposed between Ottawa County and the municipalities that plan to participate in this initiative. As you will see in the memorandum of understanding, it is non-binding, meaning the city or Ottawa County can separate from this understanding at any time. However, we feel this is a good agreement to establish mutual expectations of the program. At the conclusion of this six-months of pre-work, should a municipality desire to continue forward, a binding memorandum of understanding will be considered as there will be cost associated with moving forward with the program.

At the current time, Andy Boatright (BPW) and myself are the city representatives to the program. Our plan is to share what we learn with our respective management teams. Should Andy and I continue as the representatives into the second phase of the program, it is estimated that our respective costs would be around \$2,000. Municipalities that are currently involved with this initial pre-work are Holland City, Holland Board of Public Works, Spring Lake Township, Spring Lake Village, Grand Haven City, Ferrysburg City, Muskegon City, Coopersville and Ottawa County.

As I have previously shared, this is certainly a matter that is out of the realm of my expertise and I believe this program would assist us in learning where we are as an organization around the subjects of race and equity in our effort to become an even better organization. While this is a non-binding memorandum of understanding and our participation was identified as an action step in our strategic action plan, I believe it is good to keep City Council/BPW Board informed of this initiative from the standpoint of us being intentional with our efforts and from an accountability standpoint. Thus, I am requesting Personnel Committee support of the attached memorandum of understanding.

A handwritten signature in black ink, appearing to read 'Timothy R. Klunder', is written over a horizontal line.

Timothy R. Klunder, City Manager



## Memorandum of Understanding

Between

Ottawa County

And

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(Organization Name)

### PURPOSE

This Memorandum of Understanding is a non-binding agreement between the organizations listed above with the intent to clarify the relationship and state commitment. Ottawa County Department of Diversity, Equity and Inclusion is leading a Learning Communities of Practice for municipalities to remove implicit bias from their policies and programs, and operationalize a racial equity plan.

### METHOD

Ottawa County is leading the efforts in building Learning Communities of Practice with local municipalities utilizing the Government Alliance on Race and Equity (GARE) framework. The Learning Communities of Practice (LCoP) is different than a work team. These groups are brought together by a common interest and a shared commitment to learning. This group is defined by obtaining knowledge and guidance, rather than by task, and exists because inclusion in this group brings value to each participating municipality. A third-party consultant will lead the LCoP once the pre-work is completed.

### GARE

The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are marking a commitment to achieving racial equity, focusing on the power and influence of their own institutions; and working in partnership with others. The LCoP will be utilizing framework from GARE. Participating municipalities are encouraged to be members of GARE, but it is not a requirement.

### SCOPE OF WORK

Ottawa County has formed a "GARE Steering Committee" comprised of leaders from a few of the participating municipalities. The Steering Committee's objective is to guide and facilitate LCoP pre-work, provide a governance structure, and facilitate monthly meetings. Municipalities will be separated into two different groups, due to the number of participants and funding sources, to form LCoPs. Ottawa County, with input from the Steering Committee, is selecting a third-party consultant to lead this work utilizing the GARE framework.

The first six months, starting May 2021, is preparation and training to equip municipalities with the knowledge to assess their organization's current state and set them up for long-term success. After the six-month readiness timeline, the consultant will lead the LCoPs.

#### PARTICIPATING MUNICIPALITY BENEFITS

- Strengthen commitment to achieving racial equity and removing implicit bias
- Assess and understand your organization and community in relation to equity
- Learn about the GARE framework and receive guidance and resources
- Share and learn with other municipalities progress on this work
- Tools and resources to operationalize a racial equity plan

#### EXPECTATIONS FROM PARTICIPATING MUNICIPALITIES

- Commitment to the pre-work and LCoP from senior leadership at participating municipalities
- Identify members from the participating municipality to be participants of the LCoP
- Share and learn with their LCoP in a positive manner
- Understand there is six-months of pre-work, which takes strong commitment, prior to utilizing the GARE framework and consultant
- Reach out for assistance from the LCoP, Steering Committee, or Ottawa County when reaching a road block
- Understand that there is cost associated with participating past the six-month pre-work segment. Municipalities participating in the pre-work should plan for and expect costs per participant going forward. Costs are estimated to be \$2,000 per participant (not per municipality), but the final costs and structure will be provided upon selection of a consultant. This agreement is non-binding, is not agreement to the fees and costs associated with participating, and may be cancelled at any time without penalty or recourse. A second memorandum of understanding will be issued regarding the costs.

#### EXPECTATIONS OF OTTAWA COUNTY

- Lead the overall effort, including the steering committee, pre-work, and LCoPs
- Select and retain a third-party consultant
- Determine funding sources and cost models and invoice upon agreement from the municipality
- Serve as a resource and guide in the overall process

This Memorandum of Understanding will take effect from the date of signing and will remain in effect unless terminated by one or both parties.

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Signature and print name

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Signature and print name (not required)

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Robyn Afrik  
Director of Diversity, Equity & Inclusion  
Ottawa County