



# **NOTICE and AGENDA for**

## **Kalamazoo County Consolidated Dispatch Authority Personnel Committee February 16, 2024**

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**PLEASE TAKE NOTICE** that a Meeting of the Kalamazoo County Consolidated Dispatch Authority (KCCDA) Personnel Committee will be held on **Friday, February 16<sup>th</sup>** at 11:00 a.m. in the Administrative Conference Room at Kalamazoo County Consolidated Dispatch Authority, 7040 Stadium Drive, Kalamazoo Michigan for consideration of items, namely, on this Agenda.

### **ITEM 1 – CALL TO ORDER**

### **ITEM 2 – ROLL CALL**

Pat McGinnis, Chairperson		Rick Fuller	
Bryan Ergang		Jeff Chamberlain and Jim Ritsema (Alt)	
Scott Merlo		Don Martin	
Jeff Hepler or Dale Deleeuw (Alt)			

### **ITEM 3 – APPROVAL OF MEETING MINUTES**

- A. March 7, 2023 – Regular Meeting

### **ITEM 4 – CITIZENS’ TIME**

The Committee welcome members of the public to express their ideas or concerns about issues affecting Kalamazoo County Consolidated Dispatch Authority. Members of the public wishing to speak are requested to stand at the podium and state your full name and address for the record. Each member of the public is limited to four minutes or less.

### **ITEM 5 – FOR CONSIDERATION**

- A. Old Business
- B. New Business
  - 1. Hiring Process Assessment Tool
    - a. February 2023
    - b. July 2023
    - c. November 2023
  - 2. NEW Personnel Policy 3.18 – Dependent Care Assistance Program
  - 3. MI Tri-Share Memorandum of Understanding with Southwest Child Care Resources
  - 4. Dependent Care Assistance Program Administrative Guidelines
  - 5. Letter of Understanding with UAW – Dependent Care Assistance Program
  - 6. Executive Director 2023 Performance Appraisal
  - 7. 2024 Executive Director Performance Objectives

### **ITEM 6 – OTHER ITEMS**

- C. Announcements and Member Comments
- D. Next Meeting – TBD

### **ITEM 7 – ADJOURNMENT**

KCCDA meetings are open to all without regard to religion, race, color, national origin, sex, sexual orientation, gender identity or expression, height, weight, familial status, marital status, disability, or any other legally protected class. The KCCDA will provide special aid or assistance to attend a KCCDA meeting and will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting/hearing, to individuals with disabilities, upon four (4) business days’ notice to the KCCDA. Individuals with disabilities requiring auxiliary aids or services should contact KCCDA by emailing [admin@kccda911.org](mailto:admin@kccda911.org) or calling (269) 488-8911.



***Personnel Committee***

***March 7, 2023***

***8:00 a.m.***

ITEM 1 – CALL TO ORDER

The Personnel Committee Meeting was called to order at 8:00 a.m. by Personnel Committee Member Rick Fuller in the Administrative Conference Room, Kalamazoo County Consolidated Dispatch Authority, 7040 Stadium Drive, Kalamazoo, Michigan on Tuesday, March 7, 2023.

ITEM 2 – ROLL CALL

Members Present: Bryan Ergang, Chief, Kalamazoo Township; Scott Merlo, Chief, Western Michigan University; Jeff Heppler, Kalamazoo County Board of Commissioners; Dexter Mitchell, Township Manager, Kalamazoo Township; Rick Fuller, Sheriff, Kalamazoo County; Pat McGinnis, Portage City Manager (by phone)

Others Present: Dale Deleeuw, Kalamazoo County Board of Commissioners; Jeff Troyer, Executive Director; Torie Rose, Deputy Director; Chris McComb, Executive Administrative Assistant

ITEM 3 – APPROVAL OF MEETING MINUTES

A. November 14, 2022 – Regular Meeting

“Motion by Mr. Mitchell, second by Mr. Heppler to approve the November 14, 2022 Regular Meeting minutes as presented.”

On a voice vote, MOTION CARRIED.

ITEM 4 - CITIZENS' TIME

There was no citizen comment.

ITEM 5 – FOR CONSIDERATION

A. Old Business

There was none.

B. New Business

1. Hiring Process Assessment Tool

- a. May 2022
- b. December 2022

Mr. Troyer stated the assessment tool is part of the recruitment strategy. He stated we decided to eliminate the first-round interviews to shorten the process because it was long and we were losing applicants.

2. 2023 Executive Director Recommended Performance Objectives

Mr. Troyer presented his recommended three goals for 2023 that was previously agreed on.

“Motion by Mr. Mitchell, second by Mr. Heppler to approve and recommend Board approval for the 2023 Executive Director Performance Objectives as presented.”

On a voice vote, MOTION CARRIED.

3. Administrative Assistant Job Description

Mr. Troyer explained the Administrative Assistant is new position approved as part of the 2023 Budget Proposal. The job description is scaled down from the Executive Administrative Assistant job description.

“Motion by Mr. Heppler, second by Mr. Merlo to approve and recommend Board approval of the Administrative Assistant Job Description as presented.”

On a voice vote, MOTION CARRIED.

ITEM 6 – OTHER ITEMS

A. Announcements and Member Comments

There were none.

B. Next Meeting

The next meeting is to be determined.

ITEM 7 - ADJOURNMENT

The meeting was adjourned at 8:16 a.m.

# Hiring Process Assessment Tool

POSITION/JOB POSTED: ECO I/II

DATE POSTED: 11/6/2023

1st Rnd Interviewers: \_\_\_\_\_

DATE CLOSED: 8/18/2023

Oral Board Interviewers:

HIRING PROCESS STEP	DESCRIPTION	TOTAL	RACE		GENDER	
			White	Minority	Male	Female
<b>Job Posting</b>	All Applicants that applied	26	18	11	4	22
<b>Initial Applicant Screening</b>	Results of Initial Applicant Screening; moving to testing	16	11	5	3	13
<b>Applicant Testing</b>	75% or better test score; moving to first round interview	10	8	2	3	8
<b>1st Rnd Interview</b>	Applicants selected for initial Criminal History and Drivers License Check	N/A				
<b>Oral Board Interview</b>	Oral Board Interview results; candidates selected	8	6	2	3	5
<b>Background Investigation</b>	Candidates receiving a SATISFACTORY background investigation	6	5	1	3	3
<b>Pre-Employment Physical and Screening (FINAL STEP)</b>	Candidates that passed their physical and screening	5	4	1	2	3

Assessment Completed By: Chris McComb

Date: 2/12/2024

# Hiring Process Assessment Tool

POSITION/JOB POSTED: ECO I/II

DATE POSTED: 7/20/2023

1st Rnd Interviewers: \_\_\_\_\_

DATE CLOSED: 8/18/2023

Oral Board Interviewers:

HIRING PROCESS STEP	DESCRIPTION	TOTAL	RACE		GENDER	
			White	Minority	Male	Female
<b>Job Posting</b>	All Applicants that applied	15	12	4	3	11
<b>Initial Applicant Screening</b>	Results of Initial Applicant Screening; moving to testing	15	12	4	3	11
<b>Applicant Testing</b>	75% or better test score; moving to first round interview	10	7	3	2	6
<b>1st Rnd Interview</b>	Applicants selected for initial Criminal History and Drivers License Check	9	6	3	2	5
<b>Oral Board Interview</b>	Oral Board Interview results; candidates selected	5	3	2	1	4
<b>Background Investigation</b>	Candidates receiving a SATISFACTORY background investigation	2	1	1	1	1
<b>Pre-Employment Physical and Screening (FINAL STEP)</b>	Candidates that passed their physical and screening	2	1	1	1	1

Assessment Completed By: Chris McComb

Date: 2/12/2024

# Hiring Process Assessment Tool

POSITION/JOB POSTED: ECO I/II

DATE POSTED: 11/6/2023

1st Rnd Interviewers: \_\_\_\_\_

DATE CLOSED: 8/18/2023

Oral Board Interviewers: \_\_\_\_\_

HIRING PROCESS STEP	DESCRIPTION	TOTAL	RACE		GENDER	
			White	Minority	Male	Female
<b>Job Posting</b>	All Applicants that applied	26	18	11	4	22
<b>Initial Applicant Screening</b>	Results of Initial Applicant Screening; moving to testing	16	11	5	3	13
<b>Applicant Testing</b>	75% or better test score; moving to first round interview	10	8	2	3	8
<b>1st Rnd Interview</b>	Applicants selected for initial Criminal History and Drivers License Check	N/A				
<b>Oral Board Interview</b>	Oral Board Interview results; candidates selected	8	6	2	3	5
<b>Background Investigation</b>	Candidates receiving a SATISFACTORY background investigation	6	5	1	3	3
<b>Pre-Employment Physical and Screening (FINAL STEP)</b>	Candidates that passed their physical and screening	5	4	1	2	3

Assessment Completed By: Chris McComb

Date: 2/12/2024

**NEW**

**Section 3.18. Dependent Care Assistance Program**

The Authority currently sponsors a Dependent Care Assistance Program (DCAP) for eligible regular full-time employees. The DCAP is a voluntary benefit intended to assist eligible employees with the cost associated with licensed dependent care and aid in attractiveness and employee retention.

The program is described in detail in the administrative guidelines, which is available from the Executive Director's Office. The terms of the administrative guidelines control the benefits provided thereunder and the employee's eligibility for benefits. The Authority reserves and retains the unilateral right to amend or terminate this program. In the event of any conflict between this summary and the administrative guidelines, the administrative guidelines control.



## **Memorandum of Understanding**

This Memorandum of Understanding (“**MOU**”) sets forth the terms and understanding between Southwest Child Care Resources (**CCR**) and Kalamazoo County Consolidated Dispatch Authority (“**Employer**”) to participate in the funding for the Tri-Share childcare program offered by the State of Michigan through the Michigan Women’s Commission (“**Tri-Share Program**”).

### **Section 1. Background**

The overall purpose of the Tri-Share Program is to improve access to affordable quality childcare. This is done through implementing a model in which the state, the employer, and the employee can share equal responsibility for childcare by contributing one-third of the total cost to be paid to a licensed Child Care Operator. In Kalamazoo County, the program is being administered by Southwest Child Care Resources (CCR). The purpose of this MOU is to provide the terms of responsibility of the Employer and CCR in executing the Tri-Share Program in Kalamazoo County.

### **Section 2. Eligibility**

The Employer acknowledges and agrees to the following conditions required by the State of Michigan for Tri-Share Program eligibility:

- A. The Employer has offices in Kalamazoo County.
- B. The Employer potentially has one or more employees with household income between 200 and 325% of the Federal Poverty Level relative to the number of individuals in the household. Participating employees cannot be eligible for the Child Development and Care Program (commonly called the childcare subsidy). Participating employees must have one or more dependent children between 0 and 13 years old who require childcare.

### **Section 3. Responsibilities of Southwest Child Care Resources**

CCR acknowledges and agrees to the following responsibilities related to the Tri-Share Program:

- A. Serve as the “facilitator hub” for the Tri-Share Program.
- B. Maintain fiscal management.
- C. Collection of childcare payment
  - o State portion
  - o Employer portion
- D. Submit payment to the Child Care Provider.
- E. Provide families with necessary assistance finding childcare that meets their needs.





**Section 4: Responsibilities of the Employer**

The Employer acknowledges and agrees to the following responsibilities related to the Tri-Share Program:

- A. Allow employees to choose the licensed childcare provider that best meets their needs.
- B. Provide 1/3 of the childcare costs for the employee participating in the Tri-Share Program and transfer payment promptly in the manner requested by CCR.
- C. Report to CCR within 1 week when an employee is no longer using a childcare slot, due to ineligibility or other causes.

**Section 5: Other Terms.**

- A. **Duration.** This MOU is in effect beginning April 1, 2024
- B. **Termination.** Either party may terminate this MOU at any time, without penalty, with 60 days written notice to the other party; however, any outstanding obligations for payment that occur prior to the date of termination will survive termination.
- C. **Limited Southwest Child Care Resources Role.** Employer acknowledges that CCR is a fiduciary hub collecting funds from the State of Michigan and the Employer for transfer to the Child Care Provider and assumes only the obligations specifically described herein. CCR is not assuming responsibility for any expense, liability, claim, or risk, with regard to the Employer or its employees, the Child Care Provider, or any other parties outside of its limited fiduciary role. In the event the State of Michigan or the Employer fails to provide funding as required in this MOU, CCR is not obligated to pay the Child Care Provider to fill the gap in the cost of services. Employer remains fully responsible for all other expenses, and legal and other obligations with regard to its employees.
- D. **Binding Effect.** This Letter shall be deemed binding upon the parties and an intent to work together in good faith to further the goals of the Tri-Share Program.
- E. **Miscellaneous.** This MOU may be modified only by a written agreement signed by both parties. This Agreement will be governed by the laws of the State of Michigan, and the parties' consent to personal jurisdiction and venue in Kalamazoo County in connection with any action between the parties arising out of this MOU and the Tri-Share Program. All the provisions of this MOU shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, successors, and assigns, if any. The Effective Date of this agreement is the date that both parties sign this MOU. Each party is authorized to enter into this MOU on behalf of its organization.



We, the undersigned, agree to the provisions identified in this MOU and acknowledge that we are satisfied with the scope of the project as outlined.

**The Employer**

Employer's Designee: Jeffery Troyer, KCCDA Executive Director

Employer's Signature: \_\_\_\_\_ Date: March 14, 2024

**Southwest Child Care Resources**

Executive Director Name: \_\_\_\_\_

Executive Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_



# Kalamazoo County Consolidated Dispatch Authority



**DATE:** March 14, 2024

**FROM:** Jeff Troyer, Executive Director  
Executive Director

**SUBJECT:** ADMINISTRATIVE GUIDELINE  
Dependent Care Assistance Program

## PURPOSE

The purpose of this Administrative Guideline is to establish criteria and processes for administering a Dependent Care Assistance Program (DCAP) for eligible regular full-time employees. The DCAP is a voluntary benefit program intended to assist eligible employees with the rising costs associated with licensed dependent care and aid in position attractiveness and employee retention. The program is subject to annual budgetary funding by the KCCDA Board of Directors.

## GUIDELINE

The KCCDA DCAP is offered to the following regular full-time employees with respective dependents ages zero (0) through twelve (12) years old:

- Bargaining unit staff if a letter of understanding exists between the bargaining unit and KCCDA.
- Non-union staff

KCCDA's DCAP consists of two different levels of aid:

### Michigan Tri-Share Child Care Program

KCCDA is a participating employer in Michigan's Tri-Share Child Care Program ("Tri-Share"). Through Tri-Share, the cost of licensed dependent care is shared equally among the employer, employee, and the State of Michigan. The employee's household income must be between 200 and 325% of the Federal Poverty Level relative to the number of individuals in the household. All employees wanting to participate in the KCCDA's DCAP, are required to apply (first) to the Tri-Share Program online - <https://www.ccr4kids.org/trishare>. The employee must agree to allow Tri-Share to notify KCCDA of the application and share the results of the same.

### One-Third (1/3) Reimbursement

If the employee's application for Tri-Share assistance is denied/rejected solely based on the employee's household income (all other the employee conditions are met according to Tri-Share

– eligible dependent, qualifying licensed child care facility, etc.), the employee may still be eligible for the DCAP’s One-Third Reimbursement assistance. Through this level, KCCDA shall reimburse the employee for one-third (1/3) of the cost of licensed dependent care for eligible dependents.

### ***DCAP Qualifying Level of Aid***

Full-time eligible employees wanting to participate in the DCAP shall complete the following steps to determine the level of aid the employee qualifies for:

1. Employees must complete the online application for the Michigan Tri-Share Program. This can be found on the Tri-Share Program website or by selecting the following link - <https://www.ccr4kids.org/trishare>. Employees should expect to provide information pertaining to the following items:
  - a. Name and Contact Information
  - b. Employer
  - c. Household Income Information
  - d. Number of people in your household
  - e. Age of dependents attending licensed day care
  - f. Licensed Day Care Provider/Program Information
  - g. QUESTION – *If you do not qualify for Tri-Share due to income, is it okay to let your employer know? \*\*\*Reference Step #3 below\*\*\**
2. The Tri-Share Project Manager at Southwest Child Care Resources will review the employee application and approve or deny the application.
  - a. If APPROVED, the Tri-Share Project Manager will notify KCCDA of the approval and advise the employee the next steps to continue with the Tri-Share Program.
  - b. If DENIED, proceed to step 3.
3. If the employee does not qualify for Tri-Share aid due to household income and the employee allows Tri-Share to share the application details with KCCDA, KCCDA will further evaluate the information for One-Third Reimbursement aid. As with the Tri-Share application, this evaluation will include the employee providing proof of dependent(s), age criterion, and Licensed Day Care Provider/Program verification. Further, KCCDA may consider an otherwise ineligible employee’s tenure, attendance, and performance. KCCDA Administration shall notify the employee in writing of approval or denial for the One-Third Reimbursement aid.

### ***DCAP Cost Share Payments***

The DCAP cost share payments are processed differently depending on the level of aid the employee is approved for.

#### Michigan Tri-Share Child Care Program

The Tri-Share program has three (3) payers who are responsible for one-third (1/3) of the cost equally:

- Employee – the employee will pay the licensed day care provider/program directly for 1/3 of the cost. Employees participating in KCCDA Flex Spending Account for Dependent Care

may also use their pre-taxed dollars to pay their portion. Please reference your Plan documents for reimbursement procedure.

- Employer – the Tri-Share facilitator will invoice KCCDA the first week of each month for the previous month’s care for the approved participants’ 1/3 cost share. KCCDA will pay Tri-Share who acts as a pass-through for the individual licensed day care providers/programs.
- Tri-Share (State of Michigan) – the Tri-Share facilitator will coordinate payment for the licensed day care provider/program for the State of Michigan’s 1/3 cost share.

### One-Third (1/3) Reimbursement

The employee shall make full payment to the licensed day care provider/program and obtain a detailed invoice marked “paid”. KCCDA will reimburse the employee for one-third (1/3) of their licensed day care cost. The reimbursement process is as follows:

- Employees are responsible for submitting an Expense/Reimbursement Voucher.
- The Expense/Reimbursement Voucher must include supporting documentation consisting of detailed invoice(s) marked PAID from the licensed day care provider/program.
- Each invoice submitted shall be listed as a separate line-item on the Expense/Reimbursement Voucher including the following information:
  - DESCRIPTION – List “DCAP” and the dates the dependent care invoice was for. Example: DCAP 1/22/24 – 1/26/24.
  - OTHER – List the 1/3 amount of the invoice (the amount you are requesting be reimbursed)
- The deadline to submit Expense/Reimbursement Vouchers under this program shall be 3:00 p.m. on the second and fourth Monday of each month. Vouchers submitted before the deadline(s) shall be reimbursed through the payroll system on the first payroll check date following deadline.
- Licensed day care provider/program invoices are eligible for reimbursement from the date of invoice plus 90 days.

*SPECIAL NOTE: Employer payments and reimbursements as part of this DCAP, shall be tracked separately in KCCDA’s payroll system and must be reported as taxable income not subject to retirement benefits and matching percentiles.*

Employees are encouraged to consult with tax professionals regarding this program and additional requirements and options for filing annual tax returns. Employees may have the ability to exclude employer payments and reimbursements from federal income equal to the smallest of any of the following three income sources: (1) the employee’s earned income or the earned income of the lower-earning spouse if the employee is married, (2) dependent care benefits received, or (3) the statutory exclusion amount.

The Tri-Share State of Michigan assistance amount is likely taxable unearned income for federal tax purposes and included in adjusted gross income (AGI) for state income tax purposes.

**LETTER OF UNDERSTANDING**  
**DEPENDENT CARE ASSISTANCE PROGRAM**

This Letter of Understanding is between the KALAMAZOO COUNTY CONSOLIDATED DISPATCH AUTHORITY (hereafter the "Employer") and the UNITED AUTO WORKERS (hereinafter referred to as the "Union") Local 2290 unit 5. The Employer and Union desire to enter into an agreement for the benefit of the employee members.

WHEREAS, the Employer has allocated funding in its 2024 Budget to implement a Dependent Care Assistance Program (DCAP); and

WHEREAS, the DCAP is a voluntary benefit program intended to assist eligible regular full-time employees with the rising costs associated with licensed dependent care and aid in position attractiveness and employee retention; and

WHEREAS, the DCAP is subject to annual budgetary funding by the Employer; and

WHEREAS, the terms of the DCAP are detailed in the administrative guidelines and control the benefits provided thereunder and the employee's eligibility for benefits; and

WHEREAS, the Employer reserves and retains the unilateral right to amend or terminate this program at any time.

THEREFORE, the parties hereby agree the Employer may offer eligible unit employees, in accordance with the Employer's administrative guidelines, to participate in the DCAP.

THE PARTIES FURTHER AGREE that the Employer's administrative guidelines control the terms and benefits of the DCAP and the Employer reserves and retains the unilateral right to amend or terminate this program at any time.

THE PARTIES FURTHER AGREE that all matters related to this LOU or related to the eligibility, administration, or provision of DCAP benefits shall not be subject to the grievance or arbitration provisions of the collective bargaining agreement.

This Letter of Understanding shall be unique to this circumstance and will become effective on the date it is fully executed by the parties below. The parties do not waive any discretion nor rights they possess under the collective bargaining agreement. It is expressly understood that this agreement will be without precedent or prejudice for any future circumstance and shall not form a past practice.

UNITED AUTO WORKERS  
LOCAL 2290 UNIT 5

KALAMAZOO COUNTY  
CONSOLIDATED DISPATCH AUTHORITY

By: \_\_\_\_\_  
John Bastian, Unit Chair

By: \_\_\_\_\_  
Jeff Troyer, Executive Director

Date: \_\_\_\_\_

Date: \_\_\_\_\_

# Executive Director Performance Appraisal

EMPLOYEE NAME: Jeffery Troyer

POSITION TITLE: Executive Director

REVIEW PERIOD: February 2023 - January 2024

APPRAISAL DATE: \_\_\_\_\_



## INSTRUCTIONS:

The Executive Director shall provide to the Personnel Committee a summary of accomplishments, including the mutually agreed upon goals/performance objectives for the review period. In the form, you will be asked to rate the Executive Director's performance for a number of essential job functions.

The Committee will convene a regular meeting in late January or early February to discuss each category and come to a consensus on an agreeable score for each sub-categorical. The categorical score will be formulated by the average of the sub-categorical ratings or if no sub-categories exist (mutually agreed upon goals/performance objectives), the categorical score will be inserted by the Committee. Committee members should be prepared to offer supporting comments for any areas in which you feel the Executive Director either excelled or performed poorly.

Each item will be scored on a one (1) thru (5) scale, as follows:

- 5 -- Far Exceeds Normal Job Expectations**  
Performance always exceeds normal job requirements/expectations and shows exceptional commitment to the position and tasks involved. Displays significant work effort that far exceeds the normative responsibilities.
- 4 -- Exceeds Normal Job Expectations**  
Performance often exceeds normal job requirements/expectations.
- 3 -- Achieves Normal Job Expectations**  
Performance meets normal job requirements/expectations but does rarely exceeds them.
- 2 -- Below Normal Job Expectations**  
Performance is below normal job requirements/expectations in important areas and immediate improvement is required.
- 1 -- Far Below Normal Job Expectations**  
Performance is significantly below normal job requirements/expectations especially in essential areas. Reassignment or termination should be considered.

Following the evaluation session, the Committee and the Executive Director will work to develop goals/performance objectives for the next review period. The Committee shall take action to present the completed performance appraisal and the mutually agreed upon goals/performance objectives for the next review period to the Board of Directors at their next regular scheduled meeting for consideration.

The Board of Directors shall review, consider any changes/modifications and ultimately approve the performance appraisal at which time the Board Chair, Personnel Committee Chair and the Executive Director shall sign the form.

<b>CATEGORY 1: Operational Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: ####</b>
		<u>Sub-Category Rating</u>	
1a --	Knowledge of PSAP/ECC statutory requirements and best practices	_____	_____
	Seeks input from agencies and workgroups/committees on issues impacting the operation	_____	_____
1b --	and develops, recommends and implements countywide operational procedures accordingly	_____	_____
1c --	Analyze/Identify issues effecting the operation and develops strategies and plans for the future	_____	_____
1d --	Effectively manages time and competing priorities	_____	_____

<b>CATEGORY 2: Financial Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: ####</b>
		<u>Sub-Category Rating</u>	
2a --	Develops and adequately implements and manages the budget including plans for short and long-term capital improvement projects	_____	_____
	Knowledge of Generally Accepted Accounting Principles, the Uniform Budget and	_____	_____
2b --	Accounting Act and adequately balances KCCDA's general ledger against financial statements	_____	_____
2c --	Develops efficient and innovative strategies to minimize business costs	_____	_____
2d --	Develops and recommends fiscal policies with strong checks and balances	_____	_____

<b>CATEGORY 3: HR and Personnel Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: ####</b>
		<u>Sub-Category Rating</u>	
3a --	Adequately promotes and recruits quality personnel and ensures all required personnel meet the State 911 Committee's minimum training standards	_____	_____
3b --	Works well and maintains good interpersonal relations with various employee groups (union and non-union) and addresses employee needs while remaining fiscally responsible	_____	_____
3c --	Treats all employees equally and with respect; creates a healthy work environment	_____	_____

<b>CATEGORY 4: Project Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: ####</b>
		<u>Sub-Category Rating</u>	
4a --	Analyzes and determines appropriate measures, priorities, and coordinates measures to achieve project goals	_____	_____
4b --	Produces clear project status reports and communicates candidly and tactfully with groups, committees and the board of project status; including any challenges or obstacles	_____	_____
4c --	Analyzes, recommends and communicates project go-live plans that minimize service interruptions for residents and end-user agencies.	_____	_____



<b>CATEGORY 5: Leadership Skills</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>####</u></b>
		<u>Sub-Category Rating</u>	
5a --	Acts with integrity, treats others with respect and dignity, and promotes and encourages teamwork	_____	_____
5b --	Participates and collaborates with partner agencies/entities to resolve county-wide challenges/problems	_____	_____
5c --	Acknowledges the success of employees, recognizes their contributions and provides mentorship to others	_____	_____
5d --	Delegates key responsibilities to team members on a rational basis	_____	_____

<b>CATEGORY 6: Communication Skills</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>####</u></b>
		<u>Sub-Category Rating</u>	
6a --	Written and verbal communications with staff, end-user agencies/partners, Committees and the Board are candid and tactful	_____	_____
6b --	Provides timely and quality reports to end-user agencies/partners, Committees and the Board	_____	_____
6c --	A constructive communicator capable of discussing difficult issues effectively and to the point; handles confrontational communication with ease	_____	_____
6d --	Facilitator of difficult conversations among team members and/or other parties that result in new ideas and compromised solutions	_____	_____

<b>CATEGORY 7: Professionalism</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>####</u></b>
		<u>Sub-Category Rating</u>	
7a --	Acts ethically and honestly and represents KCCDA well in front of all audiences	_____	_____
7b --	Projects a professional image in dress and appearance	_____	_____
7c --	Acceptable to feedback and handles setbacks and failures constructively	_____	_____
7d --	Displays a passionate and positive attitude	_____	_____

<b>CATEGORY 8: Board Relations</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>####</u></b>
		<u>Sub-Category Rating</u>	
8a --	Provides timely communications to Board Members on important topics impacting the organization	_____	_____
8b --	Prepares, distributes and posts Committee and Board meeting materials in accordance with Michigan's Open Meetings Act	_____	_____
8c --	Responds to Committee and Board member questions and concerns in a timely manner	_____	_____

**GOAL/PERFORMANCE OBJECTIVE #1****22.50% of Score****Rating:** \_\_\_\_\_

Continue to strategically recruit quality staff members and remain consistent or increase the overall number of positions filled to meet organizational needs. This should include recommendations, if necessary, for recruitment and retention incentives.

**GOAL/PERFORMANCE OBJECTIVE #2****22.50% of Score****Rating:** \_\_\_\_\_

Successfully complete and close-out the multi-year Kalamazoo MPSCS Simulcast Subsystem expansion project.

**GOAL/PERFORMANCE OBJECTIVE #3****0% of Score****Rating:** \_\_\_\_\_
**PERFORMANCE APPRAISAL SUMMARY**

	<b><u>Overall</u></b>		<b><u>Wiegthed</u></b>
	<b><u>Rating</u></b>	<b><u>Weight</u></b>	<b><u>Score</u></b>
<b>CATEGORY 1: Operational Management</b>	#DIV/0!	6.875%	#DIV/0!
<b>CATEGORY 2: Financial Management</b>	#DIV/0!	6.875%	#DIV/0!
<b>CATEGORY 3: HR and Personnel Management</b>	#DIV/0!	6.875%	#DIV/0!
<b>CATEGORY 4: Project Management</b>	#DIV/0!	6.875%	#DIV/0!
<b>CATEGORY 5: Leadership Skills</b>	#DIV/0!	6.875%	#DIV/0!
<b>CATEGORY 6: Communication Skills</b>	#DIV/0!	6.875%	#DIV/0!
<b>CATEGORY 7: Professionalism</b>	#DIV/0!	6.875%	#DIV/0!
<b>CATEGORY 8: Board Relations</b>	#DIV/0!	6.875%	#DIV/0!
<b>GOAL/PERFORMANCE OBJECTIVE #1</b>	0.0000	22.50%	0.0000
<b>GOAL/PERFORMANCE OBJECTIVE #2</b>	0.0000	22.50%	0.0000
<b>GOAL/PERFORMANCE OBJECTIVE #3</b>	0.0000	0%	0.0000
			<b>#DIV/0!</b>

**SIGNATURES:***Personnel Committee Chairperson*

\_\_\_\_\_

Date: \_\_\_\_\_

*Board of Directors Chairperson*

\_\_\_\_\_

Date: \_\_\_\_\_

*Executive Director*

\_\_\_\_\_

Date: \_\_\_\_\_



# Kalamazoo County Consolidated Dispatch Authority



**TO: Personnel Committee Members**

**FROM: Jeff Troyer, Executive Director**

**DATE: February 12, 2024**

**SUBJECT: 2023 Executive Director Goals/Performance  
Objectives Update**

Please accept the following information as a self–assessment on the progress made toward the two (2) Executive Director goals/performance objectives established mutually for February 2023 through January 2024 (referred to as the “2023 Objectives”).

**GOAL/PERFORMANCE OBJECTIVE #1**

***Continue to strategically recruit quality staff members and remain consistent or increase the overall number of positions filled to meet organizational needs. This should include recommendations, if necessary, for recruitment and retention incentives.***

On February 10<sup>th</sup>, 2023, KCCDA’s dispatch center staffing levels were the following:

<b>POSITION/TITLE</b>	<b>POSITIONS Budgeted</b>	<b>POSITIONS Filled</b>	<b>NOTES</b>
ECO – I	12	9	
ECO – II	36	24	
PT ECO’s	4	8	2-PT Pool/Contract
Dispatch Supervisor	6	6	
<b>TOTAL:</b>	<b>58</b>	<b>47</b>	

Last year, we conducted three (3) Emergency Communications Officer hiring cycles (February, July, and November) resulting in twelve (12) new hires between February 2023 through January 2024. Three new hires did not make it through the training program, one resigned after six months, four are still in training, and the remainder are still with KCCDA. KCCDA also had six additional employees resign over the last twelve months and one employee retired. The following is a snapshot of current levels:

<b>POSITION/TITLE</b>	<b>POSITIONS Budgeted</b>	<b>POSITIONS Filled</b>	<b>NOTES</b>
ECO – I	12	9	
ECO – II	36	24	
PT ECO's	7	8	3-PT Pool/Contract
Dispatch Supervisor	6	6	
<b>TOTAL:</b>	<b>61</b>	<b>47</b>	

While we didn't see any overall growth in 2023, we also did not lose ground. We anticipate conducting three ECO hiring processes in 2024 and believe these two initiatives will strengthen our recruitment and retention:

- Dependent Care Assistance Program – As part of the 2024 budget proposal, I requested a \$75,000 allocation to implement a Dependent Care Assistance Program. The program consists of two different levels of aid to assist employees with licensed day care costs. All documentation (policy, guidelines, letters of understanding, etc) is expected to be considered by the Board of Directors at their March meeting.
- Recruitment Videos and Social Media Campaign – We contracted with Kzoom to create a recruitment video and a series of social media campaign videos to better advertise our Dispatch Center Staff positions. Everything should be complete before we open our February application period.

**GOAL/PERFORMANCE OBJECTIVE #2**

***Successfully complete and close-out the multi-year Kalamazoo MPSCS Simulcast Subsystem expansion project.***

The Kalamazoo MPSCS Simulcast Subsystem went live on February 7<sup>th</sup>, 2023 and Portage Public Safety's Police Division transitioned to the new system on February 13<sup>th</sup>. All law enforcement in Kalamazoo County is now on the same radio communications system.

After go-live, the final project tasks (coverage drive testing, decommissioning 5106, etc.) were completed and the final acceptance documents were executed in September.

If you have any questions about the information provided above, please feel free to contact me at 269-718-2195 or via email at [jtroyer@kccda911.org](mailto:jtroyer@kccda911.org).

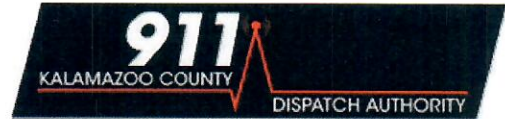
# Executive Director Performance Appraisal

EMPLOYEE NAME: JEFFERY TROYER

POSITION TITLE: EXECUTIVE DIRECTOR

REVIEW PERIOD: FEBRUARY 2022 - NOVEMBER 2022

APPRAISAL DATE: NOVEMBER 14, 2022



## **INSTRUCTIONS:**

The Executive Director shall provide to the Personnel Committee a summary of accomplishments, including the mutually agreed upon goals/performance objectives for the review period. In the form, you will be asked to rate the Executive Director's performance for a number of essential job functions.

The Committee will convene a regular meeting in late January or early February to discuss each category and come to a consensus on an agreeable score for each sub-categorical. The categorical score will be formulated by the average of the sub-categorical ratings or if no sub-categories exist (mutually agreed upon goals/performance objectives), the categorical score will be inserted by the Committee. Committee members should be prepared to offer supporting comments for any areas in which you feel the Executive Director either excelled or performed poorly.

Each item will be scored on a one (1) thru (5) scale, as follows:

- 5 -- **Far Exceeds Normal Job Expectations**  
Performance always exceeds normal job requirements/expectations and shows exceptional commitment to the position and tasks involved. Displays significant work effort that far exceeds the normative responsibilities.
- 4 -- **Exceeds Normal Job Expectations**  
Performance often exceeds normal job requirements/expectations.
- 3 -- **Achieves Normal Job Expectations**  
Performance meets normal job requirements/expectations but does rarely exceeds them.
- 2 -- **Below Normal Job Expectations**  
Performance is below normal job requirements/expectations in important areas and immediate improvement is required.
- 1 -- **Far Below Normal Job Expectations**  
Performance is significantly below normal job requirements/expectations especially in essential areas. Reassignment or termination should be considered.

Following the evaluation session, the Committee and the Executive Director will work to develop goals/performance objectives for the next review period. The Committee shall take action to present the completed performance appraisal and the mutually agreed upon goals/performance objectives for the next review period to the Board of Directors at their next regular scheduled meeting for consideration.

The Board of Directors shall review, consider any changes/modifications and ultimately approve the performance appraisal at which time the Board Chair, Personnel Committee Chair and the Executive Director shall sign the form.

<b>CATEGORY 1: Operational Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>4.50</u></b>
		<u>Sub-Category Rating</u>	
1a --	Knowledge of PSAP/ECC statutory requirements and best practices		<u>5</u>
	Seeks input from agencies and workgroups/committees on issues impacting the operation		
1b --	and develops, recommends and implements countywide operational procedures accordingly		<u>4</u>
1c --	Analyze/Identify issues effecting the operation and develops strategies and plans for the future		<u>4</u>
1d --	Effectively manages time and competing priorities		<u>5</u>

<b>CATEGORY 2: Financial Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>4.25</u></b>
		<u>Sub-Category Rating</u>	
2a --	Develops and adequately implements and manages the budget including plans for short and long-term capital improvement projects		<u>5</u>
	Knowledge of Generally Accepted Accounting Principles, the Uniform Budget and Accounting Act and adequately balances KCCDA's general ledger against financial statements		<u>4</u>
2c --	Develops efficient and innovative strategies to minimize business costs		<u>4</u>
2d --	Develops and recommends fiscal policies with strong checks and balances		<u>4</u>

<b>CATEGORY 3: HR and Personnel Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>4.17</u></b>
		<u>Sub-Category Rating</u>	
3a --	Adequately promotes and recruits quality personnel and ensures all required personnel meet the State 911 Committee's minimum training standards		<u>4</u>
	Works well and maintains good interpersonal relations with various employee groups		
3b --	(union and non-union) and addresses employee needs while remaining fiscally responsible		<u>5</u>
3c --	Treats all employees equally and with respect; creates a healthy work environment		<u>3.5</u>

<b>CATEGORY 4: Project Management</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>4.33</u></b>
		<u>Sub-Category Rating</u>	
4a --	Analyzes and determines appropriate measures, priorities, and coordinates measures to achieve project goals		<u>4</u>
4b --	Produces clear project status reports and communicates candidly and tactfully with groups, committees and the board of project status; including any challenges or obstacles		<u>5</u>
4d --	Analyzes, recommends and communicates project go-live plans that minimize service interruptions for residents and end-user agencies.		<u>4</u>

<b>CATEGORY 5: Leadership Skills</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>4.00</u></b>
		<u>Sub-Category Rating</u>	
5a --	Acts with integrity, treats others with respect and dignity, and promotes and encourages teamwork		<u>4</u>
5b --	Participates and collaborates with partner agencies/entities to resolve county-wide challenges/problems		<u>4</u>
5c --	Acknowledges the success of employees, recognizes their contributions and provides mentorship to others		<u>4</u>
5d --	Delegates key responsibilities to team members on a rational basis		<u>4</u>

<b>CATEGORY 6: Communication Skills</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>4.00</u></b>
		<u>Sub-Category Rating</u>	
6a --	Written and verbal communications with staff, end-user agencies/partners, Committees and the Board are candid and tactful		<u>4</u>
6b --	Provides timely and quality reports to end-user agencies/partners, Committees and the Board		<u>4</u>
6c --	A constructive communicator capable of discussing difficult issues effectively and to the point; handles confrontational communication with ease		<u>4</u>
6d --	Facilitator of difficult conversations among team members and/or other parties that result in new ideas and compromised solutions		<u>4</u>

<b>CATEGORY 7: Professionalism</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>4.88</u></b>
		<u>Sub-Category Rating</u>	
7a --	Acts ethically and honestly and represents KCCDA well in front of all audiences		<u>5</u>
7b --	Projects a professional image in dress and appearance		<u>5</u>
7c --	Acceptable to feedback and handles setbacks and failures constructively		<u>4.5</u>
7d --	Displays a passionate and positive attitude		<u>5</u>

<b>CATEGORY 8: Board Relations</b>		<b>6.875% of Score</b>	<b>Overall Rating: <u>5.00</u></b>
		<u>Sub-Category Rating</u>	
8a --	Provides timely communications to Board Members on important topics impacting the organization		<u>5</u>
8b --	Prepares, distributes and posts Committee and Board meeting materials in accordance with Michigan's Open Meetings Act		<u>5</u>
8c --	Responds to Committee and Board member questions and concerns in a timely manner		<u>5</u>

**GOAL/PERFORMANCE OBJECTIVE #1****22.50% of Score****Rating: 4**

Continue to increase staffing levels over the next year by at least five (5%) percent to meet organizational needs. This should include recommendations, if necessary, for recruitment and retention incentives.

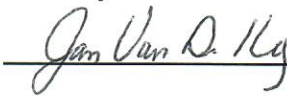
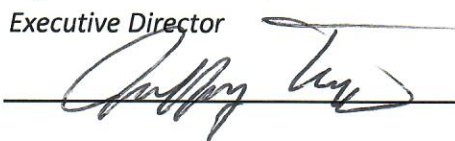
**GOAL/PERFORMANCE OBJECTIVE #2****22.50% of Score****Rating: 4**

Successfully manage the Motorola Radio Communications Expansion project and ensure tasks are completed on time.

**GOAL/PERFORMANCE OBJECTIVE #3****0% of Score****Rating:****PERFORMANCE APPRAISAL SUMMARY**

	<u>Overall Rating</u>	<u>Weight</u>	<u>Wiegthed Score</u>
<b>CATEGORY 1: Operational Management</b>	4.5000	6.875%	0.3094
<b>CATEGORY 2: Financial Management</b>	4.2500	6.875%	0.2922
<b>CATEGORY 3: HR and Personnel Management</b>	4.1667	6.875%	0.2865
<b>CATEGORY 4: Project Management</b>	4.3333	6.875%	0.2979
<b>CATEGORY 5: Leadership Skills</b>	4.0000	6.875%	0.2750
<b>CATEGORY 6: Communication Skills</b>	4.0000	6.875%	0.2750
<b>CATEGORY 7: Professionalism</b>	4.8750	6.875%	0.3352
<b>CATEGORY 8: Board Relations</b>	5.0000	6.875%	0.3438
<b>GOAL/PERFORMANCE OBJECTIVE #1</b>	4.0000	22.50%	0.9000
<b>GOAL/PERFORMANCE OBJECTIVE #2</b>	4.0000	22.50%	0.9000
<b>GOAL/PERFORMANCE OBJECTIVE #3</b>	0.0000	0%	0.0000
			<u>4.2148</u>

**SIGNATURES:***Personnel Committee Chairperson*

Date: 1/12/23*Board of Directors Chairperson*

Date: 1-12-2023*Executive Director*

Date: 1/12/23





# Kalamazoo County Consolidated Dispatch Authority



**TO: Personnel Committee Members**

**FROM: Jeff Troyer, Executive Director**

A handwritten signature in blue ink, appearing to be 'JT', written over the name 'Jeff Troyer'.

**DATE: February 12, 2024**

**SUBJECT: 2024 Executive Director Performance Goals/Objectives**

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Please accept the following as recommended goals/performance objectives for February 2024 through January 2025. These performance objectives, if approved, will correspond to the Executive Director's performance appraisal form that will be completed in February of 2025.

**GOAL/PERFORMANCE OBJECTIVE #1**

*Continue to strategically recruit quality staff members and remain consistent or increase the overall number of positions filled to meet organizational needs. This should include recommendations, if necessary, for recruitment and retention incentives.*

**GOAL/PERFORMANCE OBJECTIVE #2**

*Complete the proposal evaluation process and make recommendation(s) on KCCDA's Computer Aided Dispatch and Mobile Computing System. This should include a thorough vendor evaluation process with involvement from key stakeholders (dispatch staff, end-user agencies, Technical Advisory Committee, etc.).*

If you have any questions about the recommended goals above, please feel free to contact me at 269-718-2195 or via email at [jtroyer@kccda911.org](mailto:jtroyer@kccda911.org).