

Traverse City Downtown Development Authority Governance Committee

Monday, July 7, 2025

4:00 PM

Committee Room, Governmental Center
400 Boardman Avenue
Traverse City, Michigan 49684



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If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

The City of Traverse City and Downtown Development Authority are committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with board members honor these values.

Downtown Development Authority:
c/o Harry Burkholder, Executive Director
(231) 922-2050
Web: www.downtowntc.com
303 East State Street, Suite C
Traverse City, MI 49684

Welcome to the Traverse City Downtown Development Authority meeting!

Agenda

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1. CALL TO ORDER	
2. ROLL CALL	
3. APPROVAL OF MINUTES	
A. Consideration of approving the December 9, 2024 DDA Governance Committee Meeting Minutes (approval recommended) December 9, 2024 Governance Committee Meeting Minutes - PDF	3 - 4
4. NEW BUSINESS	
A. Governance Committee Items Executive Director Memo (Burkholder) - PDF Draft DDA Employee Handbook - PDF DDA 2025 Executive Performance Evaluation Proposal - PDF 2023 CEO Performance Criteria - PDF	5 - 37
5. PUBLIC COMMENT	
6. ADJOURNMENT	



**Minutes of the
Downtown Development Authority for the City of Traverse City
Governance Committee
Monday, December 9, 2024**

A regular meeting of the Downtown Development Authority of the City of Traverse City was called to order at the Committee Room, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 9 a.m.

The following Board Members were in attendance: Board Vice Chair Scott Hardy and Board Member Steve Nance

The following Board Members were absent: None

Chairperson ? presided at the meeting.

(a) **CALL TO ORDER**

Meeting called to order by Chair McMillen at 12:05

(b) **ROLL CALL**

(c) **APPROVAL OF MINUTES**

- (1) Consideration of Approving the September 30, 2024 DDA Governance Committee Meeting Minutes (approval recommended)

Motion to approve the September 30, 2025 DDA Governance Committee meeting minutes.

Motion made by Shamroe, seconded by Kirkwood

Yes: Shamroe, Ascroft, McMillen and Kirkwood

Carried on a 4 - 0 - 0 on a recorded vote

(d) **OLD BUSINESS**

- (1) Governance Committee Items

Motion to approve and send to the entire DDA Board for consideration the Governance Committee Roles and Responsibilities Summary (with discussed revisions) and the DDA Board Roles and Responsibilities Summary (with discussed revisions).

Moved by McMillen, Seconded by Ascroft

Yes: Shamroe, Kirkwood, Ascroft and McMillen
Carried. 4 - 0 - 0 on a recorded vote

(e) **PUBLIC COMMENT**

(f) **ADJOURNMENT**

Meeting adjourned at 1:58 PM

Jean Derenzy, Traverse City DDA
CEO

Draft



Downtown Development Authority
303 E. State Street
Traverse City, MI 49684
harry@downtowntc.com
231-922-2050

Memorandum

To: Governance Committee

From: Harry Burkholder, DDA Executive Director

Date: July 2, 2025

Subject: Governance Committee Items

Employee Handbook

With Parking Services transition to the City, and the DDA's "treasury and HR services" shifting to the City on July 1st, I have been working to revise the DDA Employee Handbook (and its associated policies) to reflect a smaller scope of policies and address policies that reflect a post-pandemic office environment and new employment benefit requirements. To that end, I have included a revised Handbook for your review and discussion. Kristine Bosely, the HR Director with the City (and her staff) has reviewed and endorsed the revised Handbook. Upon your recommendation, the Handbook would be presented for consideration and approval by the full DDA Board at our July 18th meeting.

Executive Director Review and Evaluation

I have attached a proposal (with some previous materials) from Kate Green to facilitate a performance evaluation (with the DDA Board) of the DDA's Executive Director. Upon your recommendation, the evaluation proposal would be presented for consideration and approval by the full DDA Board at our July 18th meeting.



Downtown Development Authority
Employment Handbook

Welcome

Welcome to the Traverse City Downtown Development Authority (DDA). We are excited to have you join our team! The work of the DDA has a great impact on the culture of our community through the work that we do by maintaining and building essential public infrastructure, facilitating essential public services, building transformative place-based public infrastructure, hosting community events, growing businesses and supporting our merchants through our work with the Downtown Traverse City Association (DTCA).

This Employee Handbook is provided as a guide and is not to be considered a contract. The Handbook will help you understand what you can expect from the DDA and what we expect from you.

The DDA reserves the right to make changes to the policies, procedures, and other statements made in this Employee Handbook. Business conditions, federal and state laws, and DDA needs change and may require that portions of the handbook be amended as necessary to successfully provide the appropriate employment relationship and to obtain the goals of the DDA.

I. Employment Policies

At-Will Employment

The DDA is an “at-will” employer and operates under the provision that employees have the right to resign their position with or without notice and with or without cause at any time. The DDA has similar rights to terminate the employment relationship with or without notice and with or without cause at any time.

Equal Employment Opportunity

Our policy is to select, place, train and promote the best-qualified individuals based upon relevant factors such as work quality, attitude and experience, so as to provide equal employment opportunity for all our employees. This will be in compliance with applicable local, state and federal laws. This will be done without regard to non-work-related factors such as to race, color, religion, sex, national origin, age, disability, genetic information, marital status, height, weight, familial status, sexual orientation, status as a covered veteran, or any other status protected by applicable law. This equal opportunity policy applies to all terms and conditions of employment, including, but not limited to recruiting, hiring, training, transfers, compensation, leave of absence, promotions and benefits.

Disability Accommodation

The DDA is committed to complying fully with all applicable provisions of the Americans with Disabilities Act (ADA) and related state law. Those laws prohibit discrimination against a qualified

employee or applicant with a disability who can perform the essential functions of his or her job, with or without a reasonable accommodation.

An employee requiring an accommodation must notify the DDA as soon as the need for accommodation becomes known. The DDA shall engage in the interactive process with the employee in good faith in order to determine what, if any, reasonable accommodation would allow the employee to perform the essential functions of the job. Documentation from a medical provider may be necessary to verify the presence of a disability or to assist in developing a reasonable accommodation. The DDA will accommodate the disabilities of qualified employees and applicants who are able to perform the essential functions of their position with or without a reasonable accommodation unless undue hardship or a direct threat to safety of the employee, co-workers, or others would result.

Under state law, an employee must notify the employer in writing of the need for an accommodation within 182 days of when the employee knew or reasonably should have known that an accommodation was needed.

Anti-Harassment Policy

The DDA is committed to a work environment in which all individuals, including employees, vendors, consultants, clients and the general public in our work areas are treated with respect and dignity. The DDA expects that all relationships among individuals in the workplace will be professional and free of bias, prejudice and harassment. Each employee has the right to work in an environment free from harassment and discrimination. Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting including events outside the workplace, such as during business trips, business meetings and business-related social events.

Conduct or communications based on an individual's race, color, religion, sex, national origin, age, disability, genetic information, marital status, height, weight, familial status, sexual orientation, status as a covered veteran, or any other status protected by applicable law will not be tolerated.

Harassment is any unwelcome or unsolicited verbal, non-verbal, physical or sexual conduct that has the purpose or effect of unreasonably interfering with an employee's job performance or creating an intimidating, hostile or offensive work environment. Discriminating or harassing conduct is not allowed in the workplace, on organization time, and using organization equipment like phones, computers, via e-mail, text and voice messages, tweets, blogs, social networking sites or other means. Examples of harassing conduct include but are not limited to:

- Negative stereotyping;
- Threatening, intimidating or hostile acts;
- Denigrating jokes, disparaging remarks, and the use of degrading nicknames and slurs;
- Unwelcome or unsolicited touches or threats of physical harm;
- Written or graphic material that denigrates or shows hostility or aversion toward an individual or group

Sexual harassment is defined as unwanted verbal or non-verbal sexual conduct or communications that are intended to or do in fact substantially interfere with an employee's employment or create an intimidating, hostile, or offensive work environment. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. Examples of conduct or communications that constitute sexual harassment include but are not limited to:

- unwanted sexual advances;
- offering employment benefits in exchange for sexual favors;
- threatening reprisals after a negative response to sexual advances;
- leering or making sexual gestures;
- displaying sexually suggestive objects, pictures, or cartoons;
- derogatory comments or jokes;
- use of sexually degrading words to describe an individual;
- suggestive or obscene letters, notes, or invitations;
- sexual touching or assaults, and the impeding or blocking of movements.

Unwelcome sexual conduct or communications constitute sexual harassment when:

- submission to the conduct is made either implicitly or explicitly a condition of an individual's employment;
- submission to or rejection of the conduct is used as the basis for an employment decision affecting the employee; or
- the harassment has the purpose or effect of substantially interfering with the employee's work performance or creating an environment that is intimidating, hostile, or offensive to the employee.

Discrimination and Harassment Complaint Procedure

Any employee who experiences or witnesses conduct that may constitute unlawful discrimination or harassment is strongly encouraged to report the matter immediately.

Reports may be made to any of the following:

- The employee's supervisor
- The Executive Director of the DDA
- The City of Traverse City Human Resource Office

All complaints will be taken seriously. The DDA will promptly and thoroughly investigate any report of discrimination or harassment. Appropriate corrective or disciplinary action will be taken as warranted by the findings, up to and including termination of employment.

Every effort will be made to maintain confidentiality; however, absolute confidentiality cannot be guaranteed, as some disclosure may be necessary to conduct a fair and thorough investigation.

Upon conclusion of the investigation, the individual who filed the complaint will be informed that the investigation has been completed and, where appropriate, advised of the outcome.

Management Responsibility:

All supervisors and members of management are responsible for enforcing this policy. Any supervisor or manager who becomes aware of potential discrimination or harassment must report it immediately so it can be properly investigated and addressed.

Executive Director of the DDA is located at 303 E State St, Traverse City, MI 49684

City of Traverse City Human Resource Office is on the 2nd floor of the Governmental Center located at 400 Boardman Ave, Traverse City, MI 49684

Retaliation

The DDA strictly prohibits any form of retaliation against an employee who, in good faith, reports discrimination or harassment, files a complaint, or participates in an investigation related to such matters. Retaliation is a serious violation of this policy, and any employee found, after a thorough investigation, to have engaged in retaliatory behavior shall be subject to disciplinary action, up to and including termination of employment.

Employees who believe they have been subjected to retaliation are encouraged to report their concerns immediately to their supervisor, the DDA Executive Director, or the City of Traverse City Human Resources Director.

Please note that employees who knowingly make false or malicious complaints of harassment, discrimination, or retaliation that are not made in good faith may also be subject to disciplinary action, up to and including termination of employment.

Workplace Violence/Bullying

It is expected that all employees will always be treated with respect and courtesy. Behavior that is dangerous, intimidating or offensive to others is not allowed.

In addition, weapons, firearms, explosives or other hazardous substances or devices are not allowed on organization property including the parking lot.

Conduct that may reasonably be perceived as threatening, intimidating, and bullying or which coerces another employee, a customer, or any person, including during work and/or non-work time, will not be tolerated and will be subject to a Performance Improvement up to and including termination of employment.

Health Information Privacy (HIPAA) Compliance

It is our intent to protect the privacy of your health information. Although the organization's access to your health information is limited, we remain committed to safeguarding any such information in accordance with the Health Insurance Portability and Accountability Act (HIPAA).

- The organization will not release Protected Health Information (PHI) without your authorization.
- Employees should respect the privacy of others and refrain from discussing or asking other employees about their health (don't ask/don't tell).
- Employees who choose to share their health information should do it on a need-to-know basis (for example, letting a supervisor know why you are absent).

If you have any questions or feel your privacy has been compromised, please contact the DDA Executive Director.

Tobacco and Vape-free Workplace

The use of tobacco products and vaping is strictly prohibited on all organization premises and in organization-owned vehicles. Employees may use these products only during unpaid breaks, such as lunch, and only while off organization property and outside of organization vehicles.

Attendance and Punctuality Policy

Regular attendance and punctuality are essential to the smooth operation of our organization and the delivery of quality service. We understand that employees may occasionally need to miss work due to illness, injury, or emergency. In such cases, employees are expected to notify their supervisor or manager as soon as possible.

Full-time employees who are absent are required to use available Paid Time Off (PTO) during their absence, in accordance with the PTO Policy. If an absence lasts more than three (3) consecutive days, or if the illness or injury is deemed serious, the employee may be required to provide a written statement from their healthcare provider and/or undergo an evaluation by a designated organizational physician before returning to work.

Employees are expected to be at their workstations and ready to begin work promptly at the start of their scheduled shift. Frequent tardiness or excessive unscheduled absences can disrupt operations and negatively impact team productivity.

Excessive absenteeism is defined as more than three (3) unscheduled absences within a 12-month period and shall be subject to disciplinary action, up to and including termination of employment. Unscheduled absences are those for which less than 24 hours' notice is provided. Consecutive days of absence for the same reason are counted as a single occurrence. Approved absences such as military leave or other qualifying protected leaves are excluded.

Please note: Other forms of absenteeism or repeated tardiness may also result in disciplinary action, up to and including termination of employment. These guidelines are intended to provide general expectations and do not alter the at-will nature of employment.

Dress Code

While there is no formal dress code, employees are expected to wear clothing that is appropriate for the nature of their work and the environment in which they perform their duties. Attire should be neat, clean, in good condition, and suitable for a professional setting. Clothing that presents a safety hazard or is considered inappropriate or distracting is not permitted.

The DDA Executive Director reserves the right to determine the appropriateness of attire and may provide guidance or request changes if necessary.

Gifts

Employees and administrators are prohibited from accepting gifts of a value in excess of \$25, or gratuities from individuals and firms with which the employer does business. We believe that acceptance of such gifts is unprofessional, unbusinesslike, and places administrators and employees in compromising positions which are not in the best interests of the employer, its employees, or the citizens. It is also against the policy to give gifts to those with whom the employer does business.

Drug-Free Workplace Policy

We recognize alcohol and drug abuse as potential health, safety and security problems. It is expected that all employees will assist in maintaining a work environment free from the effects of alcohol, drugs or other intoxicating substances. Compliance with this Drug-Free Workplace Policy is made a condition of employment.

Employees are prohibited from the following when reporting for work, while on the job, on Organization or customer premises or surrounding areas including the parking lot, or in any vehicle used for DDA business:

- The unlawful use, possession, transportation, manufacture, sale, dispensation or other distribution of an illegal or controlled substance or drug paraphernalia. "Illegal drug" includes a drug not legally obtained and a drug not being used for its intended purpose or in its prescribed quantity.
- The unauthorized use, possession, transportation, manufacture, sale, dispensation or other distribution of alcohol or marijuana.
- Being under the influence of alcohol having a detectable amount of an illegal or controlled substance in the blood or urine without a valid medical explanation ("controlled substance" means a drug or other substance as defined in applicable federal laws on drug abuse prevention).
- Possession or use of marijuana during work hours is not permitted.

The DDA reserves the right to require any employee to immediately submit to a drug and/or alcohol screen upon reasonable suspicion that the employee is under the influence or has otherwise violated this policy. Employees involved in a work-related injury or accident, or safety violation may be required to submit to a drug and/or alcohol test provided there is a reasonable possibility that drug or alcohol use by the employee could have been a contributing factor to the injury, accident, or violation. Employees who test positive for drugs shall be offered the opportunity to take a second confirmatory test.

Employees who refuse to comply with the DDA's drug testing requirements, tamper with a test sample, or otherwise violate this policy will be subject to disciplinary action, up to and including termination of employment. All drug and alcohol testing will be conducted in accordance with applicable state and federal laws.

Any employee who is convicted under a criminal drug statute for a violation that occurs while on duty, on organization or customer premises, in an organization vehicle, or in any vehicle used for organization business must notify the DDA within five calendar days of the conviction. A conviction includes any finding of guilt, plea of no contest, or imposition of a fine, jail sentence, or other penalty. Employees with such convictions may be subject to a Performance Improvement Plan or disciplinary action, up to and including termination, regardless of whether the offense occurred during working hours or on the employee's personal time.

Personal and Company Property

Your personal property is your responsibility. Because many people enter, and leave work areas daily, do not leave valuables where they could be easily picked up. The DDA assumes no responsibility/liability for your personal belongings. The DDA reserves its right of access to organization property, equipment, facilities (including desks) and Organization vehicles at all times. Any search of Organization facilities or vehicles does not have to be based on reasonable suspicion.

Social Security Privacy

It is the policy of the DDA to protect the confidentiality of social security numbers obtained in the ordinary course of business from employees, clients, vendors, contractors, or others. No employee shall knowingly obtain, store, transfer, use, disclose, or dispose of a social security number that the DDA obtains or possesses except in accordance with the Social Security Number Privacy Act and this policy.

Social security numbers obtained in the ordinary course of business must be held confidential to the extent practical and will be maintained in a secure location. Access to social security numbers will be limited to those with a legitimate business "need to know." Any employee accessing the social security number of another individual without the express authorization of the DDA Executive Director will be subject to discipline and could be subject to criminal prosecution.

Social Media

For the purposes of this policy, social media includes blogs, podcasts, social networks (like Facebook and Instagram), feeds, discussions and chat rooms and any other form of online activity which displays text and images. This policy applies to the use of social media while at work and when not at work.

Rude or unprofessional behavior toward a customer or anyone in contact with the DDA is not allowed. Employees must be courteous and respectful to customers and any member of the public while in the course and scope of the DDA's business.

Employees may not disclose any confidential information related to DDA or its vendors, customers or business partners. Employees are expected to work in a professional manner with management,

customers, and vendors. This includes abiding by our policies that prohibit harassment and discrimination both at work and away from work.

Employees are required to use good judgment when posting on-line and be mindful that on-line activity leaves a digital “footprint” which can be retrieved, even if it is deleted later. Social media can only be used if it is part of your duties while at work or the employee is on lunch or break. Improper use of social media according to this policy may result in disciplinary action up to and including termination.

Performance Evaluation/Goal Setting

All DDA personnel will be appraised periodically, no less than annually, at the anniversary date of hire on their job performance. This evaluation is deemed necessary for goal setting purposes and all evaluations are confidential and performed for information and goal-setting purposes between supervisors and employee. The appraisals may be utilized when determining job performance or assessing personnel problems.

Any recommended rate changes shall be brought to the City Commission for inclusion to the budget. Annual rate changes are not guaranteed and final budget approval is required by City Commission.

Separation of Employment

If you decide to resign your position, the DDA requests you provide a minimum of two weeks’ notice in writing. This helps with scheduling and enables the employee to be eligible for rehire. Employees are required to return all keys, proximity cards, uniforms (other than those items purchased under the uniform allowance policy), and parking permits to the DDA Executive Director.

II. Wage and Salary Policies

Anniversary Date

Your anniversary date is the first day of your employment with the organization. For purposes of full-time benefits eligibility, the date you begin full-time employment will be considered your full-time start date.

Employment Classifications

All employees are classified as full-time, part-time or temporary. Unless otherwise specified, the employee benefits described in this manual only apply to full time employees. All other policies apply to all employees. Also, all employees are classified as either non-exempt or exempt.

Full-time Employee. Any employee who is regularly scheduled to work at least 38 hours per week is considered a full-time employee.

Part-time Employee. An employee who is normally scheduled to work less than 29 hours per week on a continuing basis is considered a part-time employee. Part-time employees are not eligible for the benefits provided in this manual, unless indicated or except as granted on occasion or to the extent required by state or federal law.

Temporary Employee. The Organization may hire short-term employees for specific tasks or for summer employment. Temporary employees are not eligible for the benefits provided in this manual, except as granted on occasion or to the extent required by state or federal law.

Non-exempt or Exempt Employees. By law, employees in certain types of jobs are entitled to overtime pay for hours worked in excess of certain limits. These employees are referred to as “non-exempt”. This means they are not exempt from the overtime pay law. See Overtime Policies for a full explanation of overtime payment policies. If your position meets the rules for “Exempt status, your position is not subject to the overtime provisions of the Fair Labor Standards Act (FLSA).

Pay Period

The normal pay period begins at 12:00 a.m. on Sunday and ends at 11:59 p.m. on Saturday.

Payday and Paychecks

Employees are responsible for recording their time worked and will be trained how to record time worked by their supervisor. If an employee makes an error in recording time, they need to alert their supervisor immediately so the error can be corrected.

Time sheets must be submitted every other Monday and payday is every other Friday.

Any deductions to your pay, including required taxes will be itemized on your paystub. Employees should review this information carefully each payday. If at any time you have questions about the amount or calculations, or notice a potential error, please contact the DDA Executive Director immediately.

Direct Deposit

Full time and part-time regular employees are required to have their pay deposited directly into their account at a participating financial institution. Direct deposit should be established within 10 days of their start date.

Travel Time

Travel time is considered work time when the following conditions are met:

- When an employee who normally works at one location is sent out of town on a single-day trip, time which is spent traveling is work time;
- An employee who travels away from home overnight is not working when they are a passenger on an airplane, train, boat, bus or automobile outside of the employee's regular work hours, however any time which the employee spends traveling as a passenger on a weekend will be counted as work time if the travel cuts across the hours which the employee would normally work during the week.

Work Schedule

The DDA's regular office hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. However, due to the nature of our operations, employees may occasionally be required to work outside of normal business hours, including evenings and weekends, particularly in support of special events.

If you are unable to report to work at your scheduled time, you must notify your supervisor as soon as possible. If you are unable to reach them directly, please leave a detailed voicemail or message indicating the reason for your absence and your expected return time.

Overtime Policy

The DDA is committed to fair and consistent compensation practices, including appropriate pay for authorized overtime work.

Eligibility: Non-exempt employees, as defined by the Fair Labor Standards Act (FLSA), are eligible for overtime pay. Exempt employees are not eligible for overtime compensation.

Overtime Rate: Eligible employees will be compensated at one and one-half times (1.5x) their regular rate of pay for all hours worked over 40 hours in a single workweek. Paid leave (e.g., PTO, holidays) does not count as hours worked when calculating overtime eligibility.

Approval and Authorization: All overtime must be pre-approved by a supervisor or the Executive Director. Working unauthorized overtime may result in disciplinary action, even though the hours must still be compensated in accordance with applicable laws.

Special Events and After-Hours Work: Employees may be required to work beyond regular business hours for special events or other operational needs. Supervisors will provide advance notice when possible, and any overtime incurred will be compensated in accordance with this policy.

Recordkeeping: Employees must accurately record all hours worked, including overtime, using the organization's designated timekeeping system. Falsification of time records is strictly prohibited and may result in disciplinary action, up to and including termination.

DDA Employee Event Support & Compensatory Time Policy

The DDA, often in partnership with the (DTCA), funds and facilitates a variety of public events throughout the year within the downtown district. These events are vital to fostering community identity, increasing foot traffic, supporting local businesses, and enhancing the overall vibrancy of downtown Traverse City.

The Director of Events is responsible for the day-of facilitation of all DTCA-sponsored events. However, all other DDA employees are expected to contribute to the successful execution of events by providing support as needed. This may include tasks related to larger events such as art fairs, parades, or other high-attendance activities.

If an employee provides event-related support outside of their normal work schedule, they are eligible to take equivalent compensatory (comp) time off. The following rules apply:

- Comp time must be taken within two weeks of the event.
- If not used within this time frame, the comp time is forfeited.
- Employees may not "bank" comp time in advance of an event.
- Use of comp time is optional and at the discretion of the employee.

The DDA understands that some employees may be unable to assist with event duties outside of regular business hours due to personal or professional obligations. In such cases, employees are expected to proactively coordinate with fellow staff to ensure appropriate event coverage.

This policy applies specifically to DTCA-sponsored public events and the associated scheduling and staffing expectations. It does not apply to other duties or responsibilities performed outside of regular hours that fall within the general scope of the employee's job description.

III. Benefits

Insurance

The DDA offers a benefit package for full-time employees, which are outlined below.

Medical Insurance

Eligibility: Full time employees, first of the month after date of hire

Every benefits-eligible employee is encouraged to have medical insurance coverage either by participating in the DDA's plan or having coverage under another plan. The DDA offers medical insurance plans, which may change from time to time. Employees must pay part of the monthly premium, which is determined each year. These plans are described in their respective Summary Plan Descriptions.

Once an employee has elected coverage or opted out of coverage, changes will not be able to be made until the next open enrollment period unless there is a qualified change in status. Qualified change in status includes; marriage, divorce, legal separation, birth or adoption of a child, and change in a child's dependent status. For an extensive list please contact the City HR Department. Employees are required to contact the City HR Department within 20 days of a status change during the plan year.

The employee contribution is made by payroll deduction through a Section 125 Cafeteria Plan. This plan deducts the contribution from taxable income, thereby saving taxes and reducing your net cost of coverage.

Health Savings Account

The DDA will deposit on a pro-rated quarterly basis the cost of the plan's deductible amount paid into the individual employee's health savings accounts. Employees shall reimburse the Employer the employee cost share through payroll deduction of the deposited amount.

New hires and/or employees who increase coverage level from single to double/family after July 1 shall receive a pro-rata payment into their health savings account beginning with the first full month of insurance eligibility or coverage change through the end of the plan year. Employee shall be responsible for the remainder of the deductible. For employees separating from employment within the plan year shall receive a pro-rated payment into their health savings account for those months enrolled in the plan as an active employee.

Opt-Out Compensation

The DDA offers an annual opt-out incentive of three thousand six hundred dollars (\$3,600.00) to benefits-eligible employees who decline coverage under the DDA's health insurance plan due to enrollment in other qualifying health insurance coverage.

This opt-out compensation will be paid in monthly installments through payroll and is subject to normal payroll taxes and deductions.

To be eligible, employees must provide proof of other qualifying coverage and complete the required opt-out documentation through the City of Traverse City Human Resources Department. Employees must re-certify eligibility during each annual open enrollment period or if their alternative coverage changes.

Dental Insurance

Eligibility: Full time employees, first of the month after date of hire

The DDA provides dental insurance to the employee, spouse and dependents (up to age 26), at no cost to the employee.

Vision Insurance

Eligibility: Full time employees, first of the month after date of hire

Employees have the option to purchase Vision Insurance through the group vision plan. This plan includes co-pays for eye exams and materials. Employees are responsible for 100% of the insurance premium.

Short-term Disability Insurance (STD)

Eligibility: Full time employees, two months following the date of hire

STD insurance provides for partial wage continuation for periods which eligible employees are unable to work in the event of a non-duty related disability. The DDA provides this coverage to employees at no cost to the employee.

Key benefits include:

- Up to 26 weeks of coverage
- Effective on the first day of an accident and the eighth day of illness
- A weekly benefit of up to 66 2/3% of the employee's wage.

Long Term Disability Insurance (LTD)

Eligibility: Full time employees, two months following the date of hire

This benefit begins after the 180-day waiting period, and pays 60% of the first \$6,667 of monthly pre-disability earnings, reduced by deductible income, with a maximum of \$4,000 before reduction by deductible income. The DDA provides this coverage to employees at no cost to the employee.

Life Insurance

Eligibility: Full time employees, two months following the date of hire

The benefit is two (2) times annual earnings, rounded to the next higher multiple of \$500, if not already a multiple of \$500. The maximum benefit amount is \$100,000. The DDA provides this coverage to employees at no cost to the employee.

Life insurance amounts in excess of \$50,000 are subject to Federal tax. Tax deductions for life insurance are taken on the final paycheck at the end of the calendar year.

Retirement Benefits

Eligibility: Full time employees, two months following the date of hire

The DDA will assist employees in saving for retirement and offers a 457 Deferred Compensation plan. The DDA automatically contributes 4% of the employee's gross wages each pay period. The 457 Plan allows employees to make their own contributions pre or post-tax (Roth). If employees choose to participate via payroll deduction, the DDA will match the employee's deferral up to an additional 6%. Employees can individually choose investment options offered through this program or select a target date managed fund.

Paid Time Off (PTO)

Paid Time Off (PTO) is eligible for regular full-time employees to use for vacation and personal business. Employees are accountable and responsible for managing their own PTO hours to allow for adequate reserves to cover vacation, appointments, emergencies or other personal business according to their own personal and family needs. PTO is used to receive pay for absences that are either "scheduled" or "unscheduled." Please see the Attendance Policy for more information.

An employee is eligible to earn PTO as described in this policy if they are a regular full-time or part-time employee.

The chart below illustrates the rates at which PTO is accrued based on the years of service. Employees can begin to use PTO after they have completed thirty (30) days of employment.

<u>Years of Service</u>	<u>Accrual Rate (Hrs/Pay Period)</u>	<u>Annual Accrual (Days/Weeks)</u>
Zero to Four Years	4.62	15 days/3 weeks
Five to Fourteen Years	6.15	20 days/4 weeks
Fifteen Years	7.69	25 days/5 weeks

Employees will be required to use available PTO in conjunction with "Unscheduled" absences and/or an FMLA and/or Leave of Absence. The Attendance Policy standards of "scheduled" and "unscheduled" absences apply to the use of PTO.

PTO can be used in minimum increments of one (1) hour. If an employee has an unexpected need to be absent from work, they should notify their supervisor before the scheduled start of the workday. The supervisor must also be contacted on each additional day of unscheduled absence.

To schedule planned PTO, please use the online request system for advance approval from your

supervisor. Scheduled PTO must be requested at least 24 hours in advance. Requests will be reviewed based on several factors, including organizational needs and staffing requirements and approval of time off is at the discretion of the supervisor.

The organization believes that using PTO is important to the health of the employee and the organization. It's important that employees take occasional breaks from work for recreation and rest. DDA encourages employees to use their PTO by the end of their anniversary date.

If not used in the year of your anniversary date, it is forfeited and cannot roll into the following year.

Earned Sick Time Act

In accordance with the Michigan Earned Sick Time Act 338 of 2018, the DDA provides eligible employees with paid and unpaid sick leave each calendar year to support employee health and ensure compliance with applicable law.

Each calendar year, the DDA grants forty (40) hours of paid medical leave and thirty-two (32) hours of unpaid medical leave. These hours are front-loaded annually on January 1. For employees hired after January 1, the leave will be prorated based on their date of hire.

Medical leave under this policy may be used for qualifying reasons, including the employee's own physical or mental illness, injury, or health condition; medical diagnosis, care, or treatment; preventative medical care; care for a family member with a qualifying health condition; absences related to domestic violence or sexual assault; or for reasons related to a public health emergency as defined by law. Leave may be used in hourly increments unless otherwise restricted due to operational needs.

Unused paid or unpaid medical leave will not carry over into the following calendar year and will not be paid out upon separation from employment.

Employees should notify their supervisor as soon as reasonably possible when using medical leave. For absences lasting three or more consecutive workdays, appropriate documentation may be required to verify the need for leave.

Remote Work Policy

The DDA recognizes that, under certain circumstances, remote work may support productivity, flexibility, and health considerations. This policy applies to eligible employees who request to work from a location other than the DDA office. It is important to note that not all positions are suitable for remote work, and eligibility will be determined based on job responsibilities and organizational needs.

All remote work requests must receive prior approval from the Executive Director. Remote work is considered a privilege, not an entitlement, and is not intended to serve as a permanent work arrangement.

Employees approved for remote work are generally expected to work on-site a minimum of four (4) days per week, unless otherwise directed by the Executive Director. Required in-office days will be determined at the Executive Director's discretion and must be consistently followed for continued eligibility to participate in remote work. Employees approved for remote work are expected to maintain productivity, availability, and communication consistent with their on-site responsibilities.

There may be occasional circumstances, such as when an employee feels well enough to work but wishes to avoid exposing others to a potential illness, where temporary remote work may be appropriate. These requests will also be evaluated and approved on a case-by-case basis by the Executive Director.

Leave of Absence

All regular full-time team members employed for a minimum of ninety (90) days are eligible to apply for an unpaid Leave of Absence (LOA).

A Leave of Absence can be used to request an extended period away from work, usually for reasons such as the employee's own medical condition, to care for a dependent, or following the birth, adoption or placement of an employee's child.

A leave of absence (LOA) will be approved on a case-by-case basis taking the needs to the business into consideration. The DDA will not approve a leave for personal reasons such as travel. The employee must request the LOA in writing and submit it to their direct supervisor or the Executive Director. When foreseeable, employees should submit their request at least thirty (30) days in advance of the need for the leave.

A leave of absence may be approved in increments of up to thirty (30) days and the employee will be asked to provide documentation that verifies their need to be off work. Job performance, absenteeism and departmental requirements will all be taken into consideration before a request is approved. Leaves may be extended or renewed with certification from a qualified health professional and at the discretion of the Executive Director.

Employees must use any available/accumulated PTO (or unused sick time if applicable) while on an LOA. The employee is responsible for their portion of the benefits while out on leave and time off work will not count towards benefit accruals and seniority. The DDA will make every attempt to hold the employee's job but cannot guarantee that the employee will be restored to their original position under this policy, unless otherwise required by law.

Employees will be asked to provide a Fitness for Duty from your health care provider before returning to work if the leave is for the employee's own serious medical condition. The employee must return to work on the scheduled return date or the DDA will consider the employee to have voluntarily resigned from employment. Extensions of leave will only be considered on a case-by-case basis. Please contact the Executive Director for more information on request procedures.

Employees who need leave as a reasonable accommodation for a disability that is longer than the 30 days of Leave under this policy will have their request addressed under the Disability Accommodation policy.

Jury Duty

When an employee is absent from work because of being summoned, and/or serves on a jury, or because of being subpoenaed as a witness at court, the employee shall be paid the difference between his/her regular salary and the fees received as a juror or as a witness for time lost from the employee's regular scheduled workdays.

Bereavement Leave

Bereavement leave shall be granted in case of the death of any relative living within the household of the employee, or for the death of a spouse, child, father, mother, sister, brother, father-in-law, mother-in-law, sister-in-law, brother-in-law, daughter-in-law, grandparents, or grandchildren. Leave will be granted from the date of death to the date of the funeral not-to-exceed three (3) working days.

Employees may use PTO or request a leave of absence if additional time away is needed.

Holidays

The DDA observes the following Holidays:

- New Year's Eve
- New Year's Day
- President's Day
- Good Friday
- Memorial Day
- 4th of July
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving Day
- Christmas Eve Day
- Christmas Day
- Floating Personal Holiday (8hr day)

Parking Benefit

Employees of the DDA have the option of receiving a parking permit at no cost. Employees should park at the Old Town Deck or Hardy Deck.

Cell Phone Reimbursement

Depending on the needs requirements of the job, employees may be eligible for cell phone reimbursement. The Employee's Supervisor and the Executive Director will make that determination.

IV. Information Security

General

Employees and contractors/agents of the DDA can access customers' personal information only while conducting business for the DDA. Any employee or contractor/agent found in violation of this policy is subject to disciplinary action up to and including termination and legal action.

Credit Card Data Handling

Only employees and contractors/agents of the DDA are explicitly authorized are permitted to process credit and debit cards provided it is done in compliance with this policy. Card numbers, security codes and other related data may be used only to run charges requested by the cardholder. Once the charge has been processed, all account numbers and security codes must be destroyed immediately or must be fully blacked out on both sides of the page on retained forms. No credit card data are allowed to be transmitted via end-user messaging technologies. Employees and contractors/agents of the DDA may not use this data for any other purpose.

V. Equipment, Accidents, Injury and Reports

Department Vehicles

All Traverse City DDA motorized vehicles (maintenance equipment, enforcement vehicles, golf cart, etc.) require the employee to maintain a valid state issued driver's license. The employee shall notify the employer if their driver's license validity has lapsed or been suspended. Motorized vehicles may be assigned to any employee as needed to complete job tasks and may not be operated by non-employees.

Accident Reports

Any employee involved in an accident shall report the accident, and the damage to their supervisor. The supervisor may assess the accident and request the employee to contact the Traverse City Police Department. When required by the Employer, the employee shall complete an accident report in writing to include available names and addresses of witnesses, and description of the accident and supporting details. The written report shall be submitted to the employer prior to the beginning of the employees' next shift following the accident.

Injury Reports

Any employee involved in an injury shall report the injury to their supervisor. The supervisor may assess the severity of the injury and request the employee seek medical attention. If medical care is refused by employee, a form of refusal must be submitted and filed. For non-threatening injuries, the employee shall make the employer aware of their intent to seek medical attention. Employees are required to complete specific injury forms and seek medical attention at Munson Community Health Center at 550 Munson Avenue. For accidents that occur after regular business hours, employees should report to the Munson Emergency room. For all injuries, the Employer requires the employee complete an accident report in writing to include available names and addresses of witnesses, and description of the accident and supporting details. The written report shall be submitted to the employer prior to seeking medical treatment and no later than the beginning of the employee's next shift following the injury.

DDA Employee Handbook Acknowledgment Form

I, _____, acknowledge that I have received the Traverse City Downtown Development Authority (DDA) Employment Handbook. I also understand it is my responsibility to read and understand the policies as outlined in the Employment Handbook.

I agree to conform to the rules and regulations of the DDA as described in the handbook which is intended as a guide to human resource policies and procedures. I understand that the DDA has the right to change the handbook without notice. It is understood that future changes in policies and procedures will supersede or eliminate those found in this book and that employees will be notified of such changes through normal communication channels.

I also understand and agree that the information contained in these materials does not constitute an employment contract between the DDA and me, and either I or the DDA may terminate our employment relationship at any time, with or without cause. I understand that no supervisor or representative of the DDA, other than the Executive Director of the DDA, has any authority to enter into any agreement for employment for any specified period, or to make any agreement contrary to the foregoing.

I shall return this acknowledgment form within five (5) working days.

Employee's Signature

Employee's Name (please print)

Date

Witness

Upon return of this acknowledgment form to your supervisor.



333 Sixth Street
Traverse City
Michigan 49684

Phone: 231.409.9175

Proposal for Services - Traverse City Downtown Development Authority

Objective

Facilitate the Board of Director's 2025 performance evaluation for the Chief Executive Officer (CEO) of the Traverse City Downtown Development Authority.

Scope and Approach

HRP will work with the Governance Committee of the board (or other members) and CEO to review past processes and update for the current review cycle. HRP last facilitated the CEO review in 2023.

Key facilitator responsibilities of the process include:

1. Meeting with representatives of the TCDDA Board and CEO to review and finalize the criteria and process.
2. Create information for board packet with instructions and background.
3. Conduct survey (either live/over the phone or facilitate electronic survey), up to 10 respondents.
4. Summarize information, identify themes, create summary report.
5. Present and discuss initial findings with the Governance Committee and CEO.
6. Present findings to the full Board (in closed session if requested).

In the past the board was interviewed either over the phone or virtually. The summary will identify themes rather than individual comments or perceptions. For the purposes of this project, themes will be similar comments made by two or more respondents.

During the planning meeting, if there are substantive changes to the process, HRP can revise this proposal if needed.

Timeline

HRP can begin this process within two weeks of receiving approval of the contract.

Experience and Qualifications

Founded in 2000, Human Resource Partners focuses on providing professional Human Resources counsel and services primarily in Northern Michigan. The partners of the firm are Kate Greene, Michelle Baldwin and Jennifer Ewing. For this project, Kate Greene would be the primary manager.



Kate Greene, SHRM-SCP, GPHR, SPHR

Kate Greene is the co-founder and President of Human Resource Partners. Having worked with clients across a range of organizations, Kate is an HR Generalist with a strategic mindset. Her deep knowledge of HR practices and organizational health and behavior provides a valuable perspective for clients who wish to drive a positive culture. Kate specializes in working with Boards of Directors and their Executive on issues like Performance Evaluation, Succession Planning and Compensation.

Kate earned her bachelor's degree in Human Resources from Michigan State University and attained the highest professional certification in the field of Human Resources as a Senior Human Resources Professional (SPHR, 2002), Global Professional in Human Resources (GPHR, 2006) and Society for Human Resource Management Senior Certified Professional (SHRM-SCP, 2015).

Since returning to her hometown of Traverse City, Kate has been an active leader in the community serving on numerous boards including the Traverse Area Human Resources Association and the Traverse City Area Chamber of Commerce. Currently she serves on the Board of Generations Ahead (a teen parent program), and on the HR Committee for TART Trails.

Kate lives in Traverse City with her husband, Matthew Schmidt, daughter, and twin sons.

Confidentiality and Copyright

All information received from the Traverse City Downtown Development Authority, the Client, will be treated as confidential except information, which was or becomes generally available to the public other than as a result of a disclosure by the Client; was or becomes available to HRP from a source other than the Client or its agents; or was known to HRP prior to the disclosure by the Client.

HRP is the owner of, including copyright, of all processes, materials and training programs developed for, and provided to, the Client. The Client may not provide or resell the HRP processes or training programs to other parties without HRP written authorization.

HRP materials and advice are intended to enhance HR practices and processes and are not legal advice. HRP encourages its clients to seek legal advice if questions exist about employment practices and procedures.

The Client will indemnify and hold HRP harmless against all losses, damages, costs, and expenses including reasonable attorney fees, resulting from any breach of any warranty, representation or covenant contained in this agreement.

This agreement shall be governed and construed in accordance with the laws of the State of Michigan and shall benefit and be binding upon the parties and their respective successors and assignees. This section shall survive the termination of this agreement.

Investment

Planning and facilitation of Annual Executive Evaluation

- *Planning meeting*
- *Update materials, create packet*
- *Schedule and conduct interviews*
- *Analyze and create report, present report at board/committee meeting*

Total \$ 4,000

For consulting outside the scope of this project or if attendance is required at additional meetings the client will be billed at \$200/hour.

Terms: 50% billed upon commencement of the project and remainder upon completion of project. This quote is valid for 30 days.

Acknowledged and Accepted by:



Traverse City Downtown Development Authority Representative

Kate Greene, Human Resource Partners

Date: _____

Date: May 27, 2025

Performance Criteria

Chief Executive Officer, Traverse City Downtown Development Authority

(Updated June 16, 2023)

Overall:

1. On a scale of 1 to 7, overall how satisfied are you with the CEO's job performance?
(1= Highly Dissatisfied, 4= Neutral, 7= Highly Satisfied)

Competencies & Goals (Scale : 1= Disagree Strongly, 2= Disagree, 3= Neutral, 4= Agree, 5= Agree Strongly)

2. Leadership – The CEO demonstrates good leadership in the community and with staff and has been a champion, **advocate**, and visionary for Traverse City's downtown.
3. Knowledge of Industry –The CEO stays up to date on local and current developments and trends in the field.
4. Engagement with community partners- The CEO has built and sustained relationships and provided services and programs that are valued by businesses and other organizations, including but not limited to partnerships with other organizations to achieve annual goals and priorities.
5. Communication – The CEO is effective at written and spoken communication and represents the organization well.
6. Board Governance/**Engagement** – The CEO keeps the board informed, is accessible and responsive.
7. Administration and Finance– The CEO manages consistent administrative processes and maintains sound financial practices.
8. Vision - The CEO has laid out a clear path of how to move forward to achieve the priorities of the strategic plan and has made appropriate progress towards the annual goals and priorities of the DDA.
9. Clarity - The CEO provides a clear and cohesive message to key partnerships and community members about the strategic plan, annual priorities, and goals.
10. Execution - The CEO harnesses correct resources, plans well, and achieves results in accordance with the strategic plan and future vision for Traverse City's downtown.
11. Goal #1: The CEO has developed a DDA dashboard with specific metrics that are tracked and compared to budget and data from prior year.
12. Goal #2: The CEO has reviewed and updated the staffing plan, which includes an organizational chart, job descriptions, compensation ranges, and goals for future organizational structure (3-year time frame).
13. Goal #3: The CEO has developed a plan for implementing the Moving Downtown Forward study that lays out a roadmap of specific timelines, goals, and benchmarks for beginning concept implementation.

Open-ended questions:

14. How would you describe the CEO's strengths?
15. What areas (large or small) could the CEO focus on to become more effective in her role as CEO?
 - a. How would you know she was more effective?
16. What tools or support do you feel the CEO could use to accomplish the goals and priorities of the DDA?
17. Is there anything you would like to comment on regarding the CEO's performance?