

**CLEMANS, NELSON
AND ASSOCIATES, INC.**

**SERVICES FOR
PUBLIC SECTOR
EMPLOYERS**

CLEMANS, NELSON & ASSOCIATES, INC.

417 N. West Street

Lima, Ohio 45801

419-227-4945

www.clemansnelson.com

CLEMANS NELSON SERVICES PROFILE

Government as Business:

We believe government should be run as a service business, and that government can only deliver superior service through optimum management of all its resources, especially its human resources. Human resources are assets to be developed, enhanced, managed, and conserved — assets that directly affect both the employer's reputation and the bottom line.

We have proven repeatedly that public employers can manage their human resources effectively and efficiently within their financial means.

Corporate Services:

Clemans Nelson is a professional management consulting firm specializing in the following:

- **Operational and Organizational Analysis**
- **Personnel Systems Analysis**
- **Employee Relations Audits**
- **Labor Negotiations and Labor Arbitrations**
- **FLSA, EEOC, UC, COBRA, OSHA, FMLA, ADA, and other Employment-Related Civil Service Matters**
- **Policy Manuals, Handbooks, and Performance Evaluations**
- **Leadership and Supervisory Training**
- **Regulatory Compliance Training (e.g., Discriminatory Harassment, FLSA, FMLA, etc.)**

Employer Representation Only:

Clemans Nelson represents only employers.

Many firms occasionally take cases or assignments against employers on behalf of individuals or employee organizations. We do not subscribe to that practice. We serve both employer and employee interests by advocating professional management.

PERSONNEL

GENERAL

- Organizational & Operational Analysis
- Personnel System Analysis
- Personnel System Development
- Employee Relations Audits
- Hiring & Selection Analysis
- Management Development
- Supervisory Training
- General Research & Consultation

PERSONNEL SYSTEM DEVELOPMENT

- Hiring & Selection Procedures
- Affirmative Action Plans
- Personnel Records Management
- Employee Handbooks
- Classification Plans
- Job Descriptions
- Essential Function Identification
- Job Hazard Identification
- Policy Manuals
- Safety Manuals
- Wage & Benefits Surveys
- Compensation Plans
- Performance Evaluation Systems
- Civil Service Rules

REGULATORY COMPLIANCE AND REPRESENTATION

- Civil Service
- Equal Employment Opportunity
- Ohio & Federal Civil Rights
- Unemployment Compensation
- Fair Labor Standards (FLSA)
- COBRA
- Safety/OSHA
- Employee Discipline
- Americans With Disabilities Act
- Family & Medical Leave Act
- Drug Free Workplace
- Research & Consultation
- Commercial Driver's License Drug & Alcohol Testing

LABOR RELATIONS

SERB REPRESENTATION

- Union Representation Cases
- Bargaining Unit Clarifications
- Bargaining Unit Determinations
- Unfair Labor Practice Cases
- SERB Hearings
- SERB Investigations

CONTRACT NEGOTIATION

- Bargaining Table Representation
- Bargaining Team Support
- Proposal Drafting & Analysis
- Existing Contract Analysis
- Wage & Benefit Surveys
- Mediation & Interest Arbitration
- Alternative Dispute Resolution
- Strike Management
- Research & General Consultation

CONTRACT ADMINISTRATION

- Contract Implementation
- Supervisory Training
- Employee Discipline
- Grievance Handling
- Labor/Management Meetings
- Work Rule Changes
- Benefit Changes
- Research & General Consultation

ARBITRATION

- Arbitration Case Analysis
- Arbitration Strategy
- Arbitrator Selection
- Arbitration Case Preparation
- Arbitration Case Representation
- Arbitration Support
- Implementation & Appeals
- Research & General Consultation

UNION CAMPAIGN/ELECTION CONSULTATION

- Election Strategy
- Employee Relations Audits
- Employee Communications
- Election Day Representation
- Research & General Consultation
- Supervisor Training Regarding:
 - The Election Process
 - Unfair Labor Practices
 - Positive Management
 - Post-Election Processes

CLEMANS NELSON GEOGRAPHIC PROFILE

Regional Offices:

Clemans Nelson recognizes that each geographic area has customs and characteristics that differ from other areas. To better serve our clients, we maintain offices at the following locations:

N.W. Ohio/Northern Indiana

417 North West Street
Lima, Ohio 45801-4237
Phone: (419) 227-4945
Fax: (419) 229-8617

Central & Southeast Ohio

6500 Emerald Parkway, Suite 100
Dublin, Ohio 43016-6235
Phone: (614) 923-7700
Fax: (614) 923-7707

S.W. Ohio/Southern Indiana

420 West Loveland Avenue, Suite 101
Loveland, Ohio 45140-2322
Phone: (513) 583-9221
Fax: (513) 583-9827

Lorain/Elyria Area

674 Oberlin Road
Elyria, Ohio 44035
Phone: (440) 458-8523

Northeast Ohio

2351 South Arlington Road
Suite A
Akron, Ohio 44319-1907
Phone: (330) 785-7700
Fax: (330) 785-4949

Web Site Address: www.clemansnelson.com

Geographic Service Areas: National and international when necessary.

CLEMANS NELSON STAFF PROFILE

General Staff Characteristics:

Clemans Nelson was originally founded in 1976 and is 100% employee-owned. Consequently, every employee in the firm takes a strong interest in providing top quality client service.

Clemans Nelson employs 30-35 management consultants and support staff with complementary skills and backgrounds.

Among our consulting staff are former business and government executives, attorneys practicing as consultants, and other professionals with experience in education, labor relations, civil rights, unemployment compensation, tax, insurance, personnel, and other areas.

All Clemans Nelson consultants, managers, and principals, including the CEO, work regularly with clients on projects in order to stay current and ensure delivery of state-of-the-art consulting services.

REPRESENTATIVE CLEMANS NELSON CONSULTANTS

Mark J. Lucas, Esq. serves as Clemans Nelson's CEO. He has extensive experience in labor negotiation and arbitration, business management, organizational and operational analysis, strategic planning, employee relations, and state and local civil service compliance. He received his J.D. from The Ohio State University College of Law and majored in business and political science at Adrian College.

Pete B. Lowe III is a Vice President and the Chief Operating Officer for Clemans Nelson with over 40 years experience in public and private sector labor relations and human resource management. He has negotiated over 210 labor agreements and is skilled in mediation, fact-finding, and arbitration as well as organizational and personnel system analysis, employee relations assessments, and civil service compliance. Mr. Lowe has an associate degree from Northwestern College, a B.A. in Business Administration from Tiffin University, and has studied political science and collective bargaining at The Ohio State University.

Patrick A. Hire, a Regional Manager with Clemans Nelson, has over 16 years experience in personnel and labor relations issues in the public sector. Mr. Hire's experience includes labor relations, arbitrations, mediations, continuous improvement process, contract negotiations and contract interpretation. He is also experienced in agency/facility

organizational and operational analysis, civil service compliance, federal statute compliance, EEO complaints, State Employment Relations Board complaints and policy development. Mr. Hire received his B.A. in Comprehensive Social Studies from Bluffton College and received his Master of Business Administration with a specialization in Public Administration from the University of Findlay.

Fred J. Lord, an Account Manager with Clemans Nelson, assists clients in general management consulting services, labor relations, and regulatory compliance. He has over ten (10) years experience in public sector employment with five (5) years of experience in public sector management. Fred is experienced in organizational and operational analysis, civil service, regulatory compliance, disciplinary investigations, labor negotiations, OCRC matters, and policy development. Fred received his B.S. in Organizational Leadership from Wright State University, and received his Master of Business Administration with a concentration in Innovation and Change from Wright State University.

Catherine Kouns Born, a Senior Consultant with Clemans Nelson, assists clients in general management consulting services, labor relations and regulatory compliance. She has over 20 years communications and marketing consulting experience. Cat is also experienced in personnel management and training, risk management and policy development. Cat serves as a member of the Lima City Schools Board of Education and is a member of the Board of Directors for the Humane Society of Allen County. Ms. Kouns Born received her B.S. in Speech Communications and Theatre Arts from Eureka College, a M.S. in Communications from Illinois State University and her Master of Business Administration from Bluffton University.

Aaron K. Weare, Esq. advises and assists clients with issues in human resources management, civil service rules and compliance, labor relations and negotiations, discipline, and regulatory compliance. Aaron has prior experience with the Ohio Attorney General's Office Employment Section where he worked with discrimination issues and cases in front of the State Personnel Board of Review. Aaron received his J.D. from Ohio Northern University and his B.S. from Murray State University.

Matthew B. Baker, Esq. is the Manager of Administrative Practices with Clemans Nelson and Associates, Inc. He has extensive experience in public sector labor negotiations, contract administration, and grievance arbitration with a concentration in employee discipline. Mr. Baker was formerly an Associate with a large Ohio law firm where his practice concentration was in labor and employment law. He received his Bachelor of Arts Degree in Political Science, *summa cum laude* from Salisbury University, and his Juris Doctorate from The Ohio State University, Moritz College of Law.

E. Pete Nevada, Esq. is Clemans Nelson's Director of Research and Development with over 30 years experience in unemployment compensation, Equal Employment Opportunity compliance, Ohio Civil Rights compliance and representation, supervisory training, and policy development. He is also experienced in labor negotiation and arbitration as well as litigation consultation. Mr. Nevada is a graduate of The Ohio State University College of Law and received his undergraduate degree from Marietta College. He formerly served as Deputy Director of the Ohio Bureau of Employment Services and as an Assistant Attorney General.

Wendy M. Schimmoeller has been with Clemans Nelson for 13 years and is a Consultant working with clients on various employment and human resource management issues and developing personnel systems components. She has an Associate Degree from Rhodes State and is attending The Ohio State University majoring in Business Administration. Wendy is a member of the Lima Society for Human Resource Management (LSHRM), Golden Key International Honour Society, Alpha Beta Gamma, and Phi Theta Kappa Honor Society.

Other staff profiles are available on request.

CLEMANS NELSON REPRESENTATIVE PUBLIC SECTOR CLIENTS

Cities & Villages:

Within the last few years, over 200 Ohio municipalities retained Clemans, Nelson & Associates, Inc. to do project work or attended Clemans Nelson training sessions on civil service, labor relations, personnel management, regulatory compliance, etc. Some of our representative clients include:

Village of Ada, OH Jane Napier, Law Director	City of Galion, OH Gene Toy, City Manager
Bryan, OH Municipal Utilities Steve Casebere	City of Upper Sandusky, OH Mark Ellis, Law Director
City of Celina, OH Jeffrey Hazel, Mayor Thomas Hitchcock, Safety-Service Director	City of Lima, OH David J. Berger, Mayor Steve Cleaves, Finance Director
City of Clyde, OH Paul Fiser, City Manager	Village of North Baltimore, OH Michael Julien, Mayor Kathy Healy, Administrator
Village of Crestline, OH Marc Milliron, Village Administrator	City of Nappanee, IN Kim Ingle, Clerk-Treasurer
Village of Cridersville, OH Loralie Myers, Mayor	City of St. Marys, OH Susan Backs, Personnel Director
Village of Dupont, OH Robert L. Heidenescher, Mayor	City of Wapakoneta, OH William Rains, Safety-Service Director
City of Findlay Lydia Mihalik, Mayor	Village of Waterville, OH Dale Knepper, Finance Director
City of Fostoria, OH Eric Keckler, Mayor	Village of Stryker, OH Gary St. John, Administrator
City of Fremont, OH Marc Glotzbecker, Safety-Service Director	

Counties & Townships:

Clemans, Nelson & Associates, Inc. represents county employers in over 50 of Ohio's 88 counties, and has done programs and projects for countless townships (there are over 1400 in Ohio) regarding OSHA, ADA, FLSA, personnel management, labor relations, supervisory training, etc. Some of our representative clients include:

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| Allen Metropolitan Housing Authority
Anna Schnippel, Executive Director | Sandusky County Juvenile Detention Ctr.
Tim Grabenstetter, Director |
| Auglaize County, OH
Mike Hensley, County Administrator | Shelby County Sheriff
John R. Lenhart, Sheriff |
| Auglaize County Sheriff
Allen Solomon, Sheriff | Union Township (Miami County, OH)
Tony Hughes, Township Superintendent |
| Hancock County Engineer
Steve Wilson, P.E., P.S., Engineer | Williams County Commissioners
Anne M. Retcher, Clerk
Brian A. Davis, Commissioner |
| Hancock County Sheriff
Mike Heldman, Sheriff | Williams County DJFS
Pamela Johnson, Director |
| Hardin County Engineer
Michael Smith, Engineer | Williams County EMS
Jim Hicks, Director |
| Henry County Health District
Anne Goon, Health Commissioner | Williams County Hillside Country Living
Terry Schollmeier, Administrator |
| Logan County Health District
Lisa Downing, Administrator | Williams County Sheriff
Steve Towns, Sheriff |
| Miami County, OH Bd. of Commissioners
Jim O'Brien, Commissioner
Leigh Williams, Clerk | W.O.R.T.H. Center
Mark Fuerstenau, Director |
| Lucas Metropolitan Housing Authority
Linnie Willis, Executive Director
Pam Gilbert, Director of Human
Resources | Wyandot County Commissioners
Mike Wheeler, Commissioner
Joyce C. Morehart, Commissioner
Steven J. Seitz, Commissioner |
| Lucas County Engineer
Keith Earley, Engineer | Wyandot County Sheriff
Michael R. Hetzel, Sheriff |

FACTS FOR THE PROSPECTIVE RETAINER CLIENT

The vast majority of our clients engage us on a retainer basis. Under this arrangement, we provide a number of cost-saving benefits for a nominal fee of \$175 per month, including:

Immediate Substantial Additional Human Resource Expertise:

When you retain Clemans Nelson, you command the services of a diverse group of human resource professionals. You add that expertise instantly — drastically improving your ability to respond to problems that arise daily.

We are large enough to help you address the wide spectrum of ever-evolving employment regulations that govern your workplace. At the same time, we are flexible enough to adjust to your changing needs as a client and to offer you competitive rates in the bargain.

Account Manager to Maintain Clear Lines of Communication and Assure High Quality Service:

We assign each client an Account Manager. Your Account Manager is responsible for answering your questions, completing your work, arranging for other members of our firm to assist you when appropriate, and reviewing your bills for our services.

Your Account Manager also sees that you receive first-class work product and good advice. We enjoy a high rate of client retention and repeat business due to our commitment to this personal approach to service.

Priority Service on Short Notice:

We recognize that not all employee relations matters may be addressed properly during a normal business day. We will give you priority service as a retainer client and will provide you a consultant day or night. In fact, we can arrive on-site in less than four hours in most emergency situations.

Free Telephone Consultation on Routine Matters:

On a regular basis, you encounter questions that we could answer expeditiously—questions that are troubling to you, but routine for us. We want you to feel free to call us with those questions without worrying about running up a big bill or imposing on someone for free advice.

We provide telephone consultation to retainer clients on matters that do not require extensive research or follow-up as a no-additional-cost service. Project work and consulting work beyond the scope of the routine advice covered by the retainer is billed at an hourly rate in addition to the retainer fee.

Preferred Hourly Rates:

Retainer clients receive favorable hourly rates, typically \$15 per hour less than non-retainer clients. For example, the rate for a Senior Consultant would be \$125 per hour, rather than \$140.

We offer retainer clients favorable rates because the ongoing relationship allows us to work more efficiently, and usually ensures us that our clients will contact us when they are in need of the services we provide. Consequently, the financial arrangement makes sense for both parties.

Rates are Guaranteed for Retainer Term:

A retainer client is not affected by an increase in consulting fees occurring during the life of the agreement, except as stated in the agreement. Traditionally, those rates are set for at least one year at a time.

No Portal to Portal Charge:

We do not charge retainer clients for time in transit to your place of business. We do charge a minimum of four hours for each necessary on-site visit. In return, we are available for four hours of actual consulting time, regardless of travel. We encourage you to take advantage of the full four (4) hours.

Detailed Invoices:

We provide all our clients detailed invoices for hourly work and expenses. We do not simply bill "For Services Rendered" during a specified month.

File Maintained by Clemans Nelson:

We maintain files for each of our clients. The files enable us to respond to employee relations emergencies with minimum start-up costs.

CLEMANS NELSON RATES

Retainer Client Rates:

Clemans Nelson will provide services to public sector retainer clients at the following hourly rates:

Consultant	\$ 90.00
Senior Consultant	\$125.00
Manager	\$140.00
Director/Vice-President/President	\$150.00

Non-Retainer Client Rates:

Consultant	\$105.00
Senior Consultant	\$140.00
Manager	\$155.00
Director/Vice-President/President	\$165.00

Expenses:

Plus actual reasonable and necessary costs for expenses.

Most charges for copies, telephone bills, postage, etc., are not passed on to clients. Multiple copies of large documents may be charged at an agreed-upon rate.