

Agenda
Finance and Administration Committee
West Olive Administration Building – Board Room
12220 Fillmore, West Olive, MI 49460
Tuesday, July 27, 2021
11:00 AM

Public Comment:

Consent Items:

1. Approval of the Agenda
2. Approval of Minutes from the [July 20, 2021](#) Finance and Administration Committee Meeting.

Action Items:

1. [Ottawa County Classification & Compensation Study](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the results of the Classification and Compensation Study to be inclusive of the Unclassified Group, Court Unclassified Group, Mental Health Unclassified Group, Group T, Mental Health Group T, Group N, Juvenile Court Employees Association, District Court Employees Associations, Friend of the Court Employee Association, and POAM Non-312 to be effective January 1, 2022. (Not including Elected Officials) The General Funds costs are budgeted in the 2022 budgets. The total cost of the Classification and Compensation Study is \$853,021.

2. [Family Justice Center Budget](#)

Suggested Motion:

To approve and forward to the Board of Commissioners a budget of \$30 million to cover all costs associated with the Family Justice Center project.

Discussion Items: None

Adjournment

Comments on the day's business are to be limited to three (3) minutes.

FINANCE AND ADMINISTRATION COMMITTEE

Proposed Minutes

DATE: July 20, 2021

TIME: 10:00 a.m.

PLACE: Fillmore Street Complex

PRESENT: Philip Kuyers, Matthew Fenske, Douglas Zylstra, Gregory DeJong, Joseph Baumann

STAFF & GUESTS: Alan Vanderberg, Administrator; John Shay, Deputy County Administrator; Karen Karasinski, Fiscal Services Director; Amanda Price, Treasurer; Curtis TerHaar, Parks & Recreation; Robert Hamilton, Public Defender; Sherri Sayles, Chief Deputy Clerk

SUBJECT: CONSENT ITEMS

FC 21-061 Motion: To approve the agenda of today as presented and to approve the minutes from the June 15, 2021 Finance and Administration Committee meeting as presented.
Moved by: Matthew Fenske UNANIMOUS

SUBJECT: 2021 BUDGET ADJUSTMENTS

FC 21-062 Motion: To approve and forward to the Board of Commissioners the 2021 budget adjustments per the attached schedule.
Moved by: Matthew Fenske UNANIMOUS

SUBJECT: STATEMENT OF REVIEW

FC 21-063 Motion: To approve the Statement of Review for the month of June 2021.
Moved by: Matthew Fenske UNANIMOUS

SUBJECT: AGREEMENT FOR ECONOMIC DEVELOPMENT SERVICES

FC 21-064 Motion: To approve and forward to the Board of Commissioners a three-year agreement for Economic Development Services with Lakeshore Advantage Corporation at a cost of \$130,000.00 per year for a total cost of \$390,000.00.
Moved by: Matthew Fenske UNANIMOUS

SUBJECT: PARKS AND RECREATION DEPARTMENT PERSONNEL REQUEST

FC 21-065 Motion: To approve and forward to the Board of Commissioners the request from the Parks and Recreation Department to increase the FTE of the part-time, benefited

Secretary position (Group T, Paygrade T-7) from .625 FTE to a full-time benefited 1.0 FTE position at an increased cost of \$23,960.00.

Moved by: Douglas Zylstra

UNANIMOUS

SUBJECT: OFFICE OF THE PUBLIC DEFENDER PERSONNEL REQUEST

FC 21-066

Motion: To approve and forward to the Board of Commissioners the request from the Office of the Public Defender to add one, full-time benefited Legal Clerk (Group T, Paygrade T-6) at a 1.0 FTE at a cost of \$63,995.00.

Moved by: Philip Kuyers

UNANIMOUS

SUBJECT: DISCUSSION ITEMS

1. Treasurer's Financial Month End Update – Amanda Price, Treasurer, presented the Treasurer's Financial Month End update.
2. There will be a Special Finance and Administration Committee Meeting next Tuesday, July 27th, at 11:00 a.m. to approve and forward to the Board the Wage Study and Juvenile Justice Center.

SUBJECT: ADJOURNMENT

FC 21-067

Motion: To adjourn at 10:31 a.m.

Moved by: Philip Kuyers

UNANIMOUS

Action Request



Committee:	Finance and Administration Committee	<input type="text"/>
Meeting Date:	07/27/2021	<input type="text"/>
Requesting Department:	Human Resources	<input type="text"/>
Submitted By:	Marcie Ver Beek	<input type="text"/>
Agenda Item:	Ottawa County Classification & Compensation Study	<input type="text"/>

Suggested Motion:

To approve and forward to the Board of Commissioners the results of the Classification and Compensation Study to be inclusive of the Unclassified Group, Court Unclassified Group, Mental Health Unclassified Group, Group T, Mental Health Group T, Group N, Juvenile Court Employees Association, District Court Employees Associations, Friend of the Court Employee Association, and POAM Non-312 to be effective January 1, 2022. (Not including Elected Officials) The General Funds costs are budgeted in the 2022 budgets. The total cost of the Classification and Compensation Study is \$853,021.

Summary of Request:

In 2020, the Human Resources department contracted with Municipal Consulting Services, to perform a Classification and Compensation Study for Ottawa County. This study involved the development of comparable employers; employee participation by job questionnaires of employees and interviews with department heads; development of a market survey and analysis of positions to determine internal pay equity as well as external pay parity. From this information the consultant developed a comprehensive grade structure for the positions and labor groups that were included in the study. The pay ranges provided a basis for evaluating and modifying the current pay levels of employees included in the study. The study also included a comparative summary analysis of employee benefits. Included is the final report from Municipal Consulting Services that can be used for ongoing pay system administration.

The total cost reported in the Study is \$853,021.00. The total cost of annual salary with benefits is \$1,182,707.72. The cost to the 2022 budget with benefits included is \$900,000, as it is for 9 months due to a start date of January 1, 2022. All groups covered under bargaining agreements would require letters of understanding for approval of new wage scales.

Financial Information:

Total Cost: \$853,021.00	General Fund Cost:	Included in Budget:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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If not included in budget, recommended funding source:

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 4: To Continually Improve the County's Organization and Services.

Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective: Goal 4, Objective 3: Maintain and expand investments in the human resources and talent of the organization.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Alan G. Vandenberg

Committee/Governing/Advisory Board Approval Date:

OTTAWA COUNTY, MI



CLASSIFICATION AND COMPENSATION STUDY

FINAL REPORT

MUNICIPAL CONSULTING SERVICES LLC

MUNICIPAL CONSULTING SERVICES LLC

May 24, 2021

Mr. Alan G. Vanderberg
County Administrator
Ottawa County
12220 Fillmore Street
West Olive, MI 49460

Dear Mr. Vanderberg,

We have completed the classification and compensation study for employees of Ottawa County. This final report presents the results of the study as well as the documentation required to implement and maintain the classification and compensation system on an ongoing basis.

The report is organized in a series of sections and appendices as follows:

- Section I: Overview of the classification and compensation study;
- Section II: Results of the study and suggestions for implementation;
- Section III: Classification and compensation system maintenance;
- Section IV: Employee benefits comparison;
- Section V: Pay data for job classifications not included in the pay grade structure;
- Appendix A: Example employee job questionnaire;
- Appendix B: Job evaluation plan and rankings;
- Appendix C: Market survey results;
- Appendix D: Suggested grade structure with additional columns and information;
- Appendix E: Matrix of employee benefits comparison.
- Appendix F: Results of costing analysis for implementation.

In summary, the study has resulted in a comprehensive pay system for Ottawa County's employees based on fundamental principles of wage and salary administration. Major tasks in the study process have included:

- Meetings and ongoing discussions with Human Resources Department administration to plan and coordinate the project work plan;
- Development of a list of comparable employers with the County's consensus;
- Employee participation via a job questionnaire and later interviews with department heads and others included in the study;
- Development of a market survey and analysis of both new, and prior collected survey data;
- Analysis of positions to determine internal pay equity as well as external pay parity.

Primary components of the completed report include:

- The development of a comprehensive grade structure for the positions and labor groups that were included in the study – based on an evaluation of internal position requirements;
- Pay ranges that provide a basis for evaluating and possibly modifying the current pay levels of employees included in the pay grade structure;
- A separate wage analysis for positions not included in the above noted grade structure;
- Example progression schedules for slotting and moving employees through pay ranges – and related cost estimates.
- Comparative summary analysis of employee benefits;
- The data and information necessary for informed decision-making regarding pay and benefit levels for affected employees;
- A final report developed as a system that can be used for ongoing pay system administration.

We have appreciated the opportunity to assist Ottawa County in this important study. Should you have any questions related to this report please contact me at 734.904.4632.

Very truly yours,

A handwritten signature in black ink, appearing to read "Mark Nottley". The signature is fluid and cursive, with the first name "Mark" and last name "Nottley" clearly distinguishable.

Mark W. Nottley, Principal
Municipal Consulting Services LLC

SECTION I

OVERVIEW OF THE CLASSIFICATION AND COMPENSATION STUDY

SECTION I

OVERVIEW OF THE CLASSIFICATION AND COMPENSATION STUDY

The classification and compensation analysis contained in this report has been designed specifically for employees of Ottawa County. It encompasses fundamental principles related to wage and salary administration and the proper evaluation of internal and external pay factors.

In the following subsections we provide information concerning the project approach, the results of the study and the components of the classification and compensation system that we are suggesting for Ottawa County's employees.

JOB ANALYSIS: THE FIRST MAJOR TASK

To accurately evaluate compensation, it is necessary to gain a strong working knowledge of each affected position. To accomplish this, we performed the following tasks:

- An assortment of data was requested and reviewed including job descriptions, current pay schedules, labor contracts and other information related to compensation.
- Many employees completed a job analysis questionnaire designed to elicit additional information and a fuller understanding of each position included in the study.
- Following review of the above information, department heads and others were interviewed regarding the job duties of their positions as well as those of employees under their direction. Updated job descriptions were received from some department heads as well as requests for title changes, job consolidations and other modifications to the initial employee list. Each request was reviewed with Human Resources and those deemed beneficial to the organization were recommended and incorporated into the study.

JOB EVALUATION: ESTABLISHING INTERNAL RANKING

Following the job analysis process, we proceeded to determine the relative internal value of the studied positions. This process involved:

- Development and weighting of a job evaluation plan (see Appendix B).
- The evaluation of each position as measured against specific job evaluation factors including:
 - Education and relevant experience
 - Judgment and independence of action
 - Internal and external relations
 - Supervisory or managerial responsibility
 - Job complexity

- Responsibility for the rights of others
 - Technology use
 - Impact on programs, services and operations
 - Document concentration
 - Work environment.
- The ranking of each position based on the resulting point totals (the ranking results are also included in Appendix B).

MARKET SURVEY: DETERMINING PAY COMPARABILITY

As a next step in the process, we proceeded to design and conduct a salary and employee benefits survey. This included the following tasks:

- A list of primary comparable employers was developed based on discussion with Ottawa County as well as our knowledge of county governments in Michigan. The final list of market comparables contains counties that are of relatively similar population and taxable valuation (on average) and/or share organizational attributes held by Ottawa County. (The list of market comparables is presented in Appendix C with supporting demographic data.)
- A survey instrument was then developed which provided a description of studied positions and elicited information concerning wage levels and employee benefits. This process involved the modification of a survey document that was also used for a 2020 Berrien County project. The survey document was expanded to better represent Ottawa County’s labor market ensuring that the full range of market comparables were adequately represented. (Note: Conducting the survey using both updated 2020 data and newly collected 2021 data resulted in significant cost savings for Ottawa County).
- A survey response was received from the following eleven county governments:
 - Allegan County
 - Berrien County
 - Ingham County
 - Jackson County
 - Kalamazoo County
 - Kent County
 - Livingston County
 - Muskegon County
 - Saginaw County
 - St. Clair County
 - Washtenaw County.

Both wages (i.e. pay range maximums) and a full assortment of employee benefits were surveyed, received, tabulated and summarized for this report from each of listed counties.

Additionally, a separate market survey was conducted for Ottawa County's Community Mental Health Department (CMH). The survey focused on organizations that are full-service and can generally (in total, on average) be compared to Ottawa County's CMH in regard to organizational complexity for most positions. The market comparables that were used for this supplemental survey included:

- Bay-Arenac Behavioral Health
- Clinton-Eaton-Ingham CMH
- Ionia County CMH, The Right Door
- Integrated Services of Kalamazoo
- HealthWest
- LifeWays
- Livingston County CMH Authority
- Pathways
- St. Clair County Mental Health Authority
- Washtenaw County CMH.

Since these organizations are independent from their respective county governments, there is a greater level of independence for some positions in contrast to Ottawa County's CMH. Most notably, some central services (e.g. finance, human resources) are autonomous as opposed to the dependence on central services present in Ottawa County. This has been taken into account in evaluating each position for wage comparability. The results are included in Appendix C-3.

Lastly, pay data was collected for the local labor market for those positions that are readily amenable to comparison. The local market survey focused on those entities with sufficient organizational complexity to compare to some operations in Ottawa County. Surveyed entities included:

- City of Grand Rapids
- City of Holland
- City of Kentwood
- City of Wyoming.

The market data for local area surveyed positions was carefully scrutinized to ensure comparability before being included. The results are included in Appendix C-4 and are 'linked' to the larger market survey included in Appendix C-2 for the purpose of computing an overall market average.

Market data has been collected for 173 positions out of 294 total jobs at project completion which represents roughly 59% of total. Moreover, some data can be applied to multiple positions (e.g. such as secretarial and clerical) which further increases the applicability of the collected information.

Jobs that have not been market surveyed or have insufficient market feedback are slotted into the pay grade structure based on the point factor evaluation and their relationship (and relative job

worth) to other positions in the organization. This is a common approach to classification and compensation analysis that is used in virtually all studies of this size and scope.

It should also be mentioned that each organization surveyed in this study is unique in its own regard, with different organizational structures and alternative allocations of duties among employees. Further, not every employer delivers precisely the same mix of services found in Ottawa County. Consequently, we have carefully scrutinized the assembled data and used only the information that we have determined is applicable to the County's positional pool.

Essentially, the focus of our market analysis has been to determine a comparable job market for the County's positions and identify a large number of benchmark positions with similar responsibilities, requiring similar knowledge, skill and expertise. Coupled with a thorough point-factor analysis, this process has assured that all relevant positions are appropriately graded; with market competitive pay ranges then developed.

PAY STRUCTURE: DEVELOPING PAY GRADES AND SALARY RANGES

The job evaluation results (contained in Appendix B) and the market survey data (contained in Appendix C) provided the basis for developing a suggested grade structure and corresponding pay ranges (contained in Exhibit 1 and/or Appendix D and discussed in Section II). Related to this:

- The grade structure organizes all classifications (regardless of bargaining unit) into 19 grades based on the job evaluation rating results. (The job evaluation point range parameters (i.e. 149) established for each pay grade should remain constant for ongoing program integrity.)
- Range maximums were then developed based on an analysis of the market data. Each consecutive grade has range maximum that is 7% higher than the previous. This is true for grades 1-16. Grades 17-19 have a differential of 8% between grades.

The above process is illustrated and discussed in the following section of the report. All jobs in the pay grade structure have been evaluated collectively before any breakouts. This assures that all jobs are considered and evaluated from one overall organizational perspective.

Separate pay ranges are then developed for some employee groups although it is suggested that the majority of jobs adopt a new, uniform pay range width and number of steps. This is further discussed in Section II of the report.

Actual implementation of the study's results will differ for bargaining groups and non-union employees. Specifically:

- For non-union employees, the County can implement the pay plan as developed at its discretion. This implementation would be facilitated by the information and cost analysis presented in Section II of the report.

- For employees in the various bargaining units, negotiated settlements will be required. Related to this:
 - Both management and bargaining unit representatives will benefit from the data presented. Rather than negotiating in a vacuum, both parties will have access to solid data and analytic results.
 - We have found that outcomes vary between clients in negotiation. For some studies, the negotiation results in acceptance of the study's results including grade levels and pay ranges. Or, the final report may serve as a starting point to a negotiated settlement that is different than what is presented.

POSITIONS NOT INCLUDED IN THE PAY GRADE STRUCTURE

There are a number of positions that are not included in the general pay grade structure due to contractual status and/or logical exemption. These jobs include the following:

- County Administrator
- Community Mental Health Director
- Medical Director
- Staff Psychiatrist
- Corporation Counsel
- Mental Health Prescriber.

Additionally, in the case of 312 bargaining units, we have used different market comparables than what has historically been agreed-upon. Consequently, the wage information that has been collected is for informational purposes only, as opposed to a desire by the County to modify the agreed-upon market comparables. The 312 positions not included in the grade structure are as follows:

- Road Patrol Deputy
- Detective
- Sergeant - Road Patrol/Traffic Services.

With the exception of the Detective classification, all of these positions have been included in the market survey and this information is presented and discussed in Section V of the report.

OVERVIEW OF THE FOLLOWING SECTIONS OF THE REPORT

As noted, the suggested pay grades and ranges are discussed in greater detail in the following Section II of the report along with analysis of the cost impact of implementation.

Section III of the report focuses on techniques for maintaining the pay system consistent with the labor market through annual adjustment to the pay ranges.

Section IV provides discussion regarding the comparison of employee benefits. The County may find this information to be useful in evaluating the impact of employee benefits on total compensation or in comparing particular benefit levels. All employee benefit survey results are summarized in a matrix in Appendix E of the report.

Section V of the report includes market data and discussion concerning positions that are not included in the pay grade structure.

A series of appendices (A-F) then follow which contain data and information that support the study's findings and can be referenced for additional detail.

SECTION II

RESULTS OF THE STUDY AND SUGGESTIONS FOR IMPLEMENTATION

SECTION II

RESULTS OF THE STUDY AND SUGGESTIONS FOR IMPLEMENTATION

In regard to implementing the compensation study results, it is our policy to provide suggestions and supporting data for consideration, but not attempt to establish compensation policies for our clients. Adoption of the study's findings is a policy matter to be decided by the Board of Commissioners who must consider financial and other policy constraints. Within this context we offer the following.

SUGGESTED PAY GRADES AND RANGE MAXIMUMS FOR ALL APPLICABLE EMPLOYEES

As discussed in Section I of the report, job evaluation (point factoring) was used to develop the suggested pay grades contained in Exhibit 1 below. The point plan that was used to create the grade structure and the results of the point factor process are included in Appendix B.

Point factoring all positions within a common grade structure provides an organization-wide assessment that compares and values all jobs in relation to all others. In this sense, all jobs, despite being in different bargaining units, are ranked and graded according to common criteria. For Ottawa County, there are 19 separate grades in the new pay structure.

Pay range maximums for each grade are also presented in Exhibit 1. Market data has been collected for 173 positions. The breadth of this data assures that all pay grades have been developed from representative market data. For those jobs that do not have market data, pay data collected for other jobs in a particular grade can be extrapolated to apply to all jobs in that particular grade. This is a common practice in developing pay ranges for a new pay grade structure.

Summarily, Exhibit 1 serves as the centerpiece of the study, providing the suggested grade levels and pay range maximums for the vast majority of positions and employees included in the study.

***Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums***

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions
1	Custodian	\$18.50
1	Resource Recovery Site Attendant	
1	Facilities Clerk	

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions
2	Peer Specialist	\$19.80
2	Bailiff	
2	Mental Health Clerk	
2	Nature Education Center Secretary	
2	Quality Improvement Clerk	
2	Mental Health Aide	
2	Recovery Coach	
2	Access Center Clerk	
2	Community Navigator Aide	
2	Clerk (Treasurer)	
2	Hearing and Vision Clerk	
2	Clinic Support	
2	Records Processing Clerk II	
2	Clerk Typist II/Matron	
2	Environmental Health Clerk	
2	MIHP Clerk II - Public Health	
2	Probate Clerk	\$21.19
3	Senior Site Attendant	
3	Clerk/Register Technician	
3	Case Records Technician	
3	Community Health Clerk	
3	Community Health Worker (Pathways to Better Health Program)	
3	Secretary	
3	District Court Clerk I	
3	Friend of the Court Clerk I	
3	Clerk (Autism Services)	
3	Probation and Community Corrections Secretary	
3	Abstracting/Indexing Clerk	
3	Clerk Typist III/Matron	
3	Water Resources Clerk	
3	Warranty Deed Clerk	
4	Hearing and Vision Technician	\$22.67
4	Children's Special Health Services Representative	
4	Legal Assistant I	
4	Victim Advocate Assistant	

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions
4	District Court Officer	\$22.67
4	Project Support Specialist	
4	Administrative Aide (JDC)	
4	Circuit Court Clerk	
4	Data Processing Specialist	
4	Deputy Probate Register	
4	Environmental Health Technical Support Clerk	
4	Friend of the Court Clerk II	
4	Health Promotion Clerk	
4	Juvenile Clerk II	
4	Reimbursement Specialist	
4	Public Service Center Clerk	
4	Assignment Clerk	
4	Health Technician	
4	District Court Clerk II	
4	Senior Secretary	\$24.26
5	Hazardous Waste Maintenance Worker	
5	Parks Maintenance Worker	
5	Custodial Supervisor	
5	Maintenance Worker	
5	Case Records Technician II	
5	Health Administration Specialist	
5	Legal Assistant II	
5	Medical Assistant	
5	Environmental Health Technician (Field Services)	
5	Account Specialist	
5	Administrative Assistant - Friend of the Court	
5	Account Clerk	
5	Senior Extension Clerk	
5	Clerk/Register Specialist	
5	Assessment and Eligibility Specialist	
5	Senior Abstracting/Indexing Clerk/Clerk's Office	
5	Senior Abstracting/Indexing Clerk/Equalization	
5	Buyer	

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions	
6	Soil Erosion Control Inspector	\$25.96	
6	Animal Control Officer		
6	Senior Victim Advocate		
6	Local Emergency Planning Coordinator		
6	Contractual Services and Housing Program Assistant		
6	Youth Specialist		
6	Compliance Assistant		
6	Victim Advocate		
6	Probation Specialist		
6	Felony Collections Clerk		
6	Revenue Accounting Specialist		
6	Legal Assistant III		
7	Drain Inspector	\$27.78	
7	Violence Intervention Officer		
7	Park Equipment Specialist		
7	Weatherization Inspector		
7	Maintenance Technician		
7	Court Recorder/Judicial Secretary		
7	Court Services Officer (JAWS)		
7	Appraiser I		
7	Senior Reach Care Manager		
7	Support Coordinator Aide		
7	Delinquent Property Tax Specialist		
7	Administrative Assistant II		
7	Senior Case Records Technician		
7	Court Recorder/Technology Specialist		
7	Property Description and Mapping Technician		
7	UM/Elec. Data Interchange Technician		
8	Corrections Deputy		\$29.72
8	Court Services Officer		
8	Dental Assistant/Clinic Manager		
8	Soil Erosion Agent		
8	Parks Naturalist		
8	Accountant I		
8	Administrative Support (Corporate Counsel)		

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions
8	Human Resources Specialist	\$29.72
8	Environmental Health Specialist (Onsite)	
8	GIS Technician	
8	Stormwater Technician	
8	QI Data Technician	
8	Mental Health Trainer	
8	Prevention Specialist	
8	Chief Deputy Probate Register	
8	Group Leader (Detention/Treatment Unit)	
8	Mental Health Specialist (MI-MDT)	
8	Chief Circuit Court Clerk	
8	Executive Assistant	
9	Health Promotion Educator	
9	Appraiser II	
9	Recovery Court Case Manager	
9	Nutritionist	
9	Parks Planner	
9	Elections Coordinator	
9	Communications Specialist	
9	Farm Preservation Analyst	
9	Land Use Planning Specialist	
9	Program Evaluator	
9	Payroll Coordinator	
9	Stewardship Work Crew Supervisor	
9	Public Health Social Worker	
9	Clerk/Register/Supervisor	
9	Senior Reach Behavioral Health Provider	
9	PC Technician	
9	Parks Supervisor	
9	Crime Data Analyst	
9	Accounts Payable Supervisor	
10	Occupational Therapist	\$34.09
10	Grant Writer/Manager	
10	Community Health Nurse (Clinical)	
10	Senior Environmental Health Specialist (Onsite)	

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions	
10	Mental Health Nurse (MI Services)	\$34.09	
10	Homeland Security Regional Planner		
10	Appraiser III		
10	Contract Manager		
10	Legal Investigator		
10	Care Coordinator		
10	Juvenile Court Officer		
10	Probation Officer/Substance Abuse Assessor		
10	FOC Investigator		
10	Assistant Assessing Division Manager		
10	Accountant II		
10	Weatherization Program Coordinator		
10	Treatment Specialist		
10	Trial Court Specialist		
10	Research Attorney		
10	Technical Support Specialist		
10	Substance Use Disorder Clinician		
10	Assessment and Level-of-Care Specialist		
10	Adult Drug Court Coordinator		
10	Assistant Juvenile Register		
10	Human Resources Employment Analyst		
10	GIS Programmer/Technician		
10	Mental Health Clinician (Crisis Services)		
10	Shift Supervisor - Juvenile Detention		
10	Human Resources Benefits Analyst		
10	Chief Clerk of the Court		
10	Deputy Treasurer		
10	Office Supervisor		
11	Dental Hygienist/Practice Manager		\$36.48
11	Director of Recipient Rights		
11	Evidence Technician		
11	Communication Specialist		
11	Maintenance Supervisor/Project Manager		
11	Research and Data Analyst		
11	Sergeant Jail		

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions	
11	Financial Specialist - Sheriff	\$36.48	
11	Senior Juvenile Court Officer		
11	Custody Investigator		
11	Coordinator of Interpretive Services		
11	Budget/Audit Analyst		
11	Court Records Supervisor		
11	Office Manager		
11	Assessing Division Manager		
11	Treatment Program Supervisor		
12	Agriculture and Economic Resources Coordinator	\$39.03	
12	Emergency Preparedness Manager		
12	Team Supervisor (Clinic)		
12	Development Project Coordinator		
12	Communications Manager		
12	Innovation/Improvement Specialist		
12	Oral Health Team Supervisor		
12	Health Promotion Team Supervisor		
12	Office Coordinator		
12	Purchasing Manager		
12	Environmental Health Team Supervisor		
12	Application Specialist II- On-Base or ERP		
12	Applications Specialist II		
12	Natural Resources Manager Supervisor		
12	Deputy Director of Probation and Community Corrections		
12	Park Operations Manager		
12	GIS System Analyst		
12	CMH Team Supervisor		
12	Nurse Supervisor - Pathways to Better Health Program		
12	CMH Business Analyst		
12	Performance Improvement Division Coordinator		
12	Compliance Manager		
12	Senior Research Attorney		
13	Project Management Coordinator		\$41.76
13	Epidemiologist		
13	Program Community Development Coordinator		

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions
13	Program Coordinator	\$41.76
13	Probate Register	
13	Legal Self-Help Center Director	
13	Chief Deputy Register of Deeds	
13	In-Home Care Manager - Community Programming	
13	In-Home Care Manager - Community Probation	
13	Payroll and Compliance Supervisor	
13	In-Home Care Manager Program Analyst	
14	Assistant Prosecuting Attorney I	\$44.68
14	Assistant Public Defender I	
14	Trial Division Director	
14	Coordinator of Park Maintenance and Operations	
14	Coordinator of Parks Planning and Development	
14	Chief Deputy Clerk	
14	Deputy Equalization Director	
14	Public Health Financial Manager	
14	Assistant Superintendent of Juvenile Detention	
14	Chief Deputy Treasurer	
14	Chief Deputy Water Resources Commissioner	
15	Assistant Public Defender II	\$47.81
15	Lieutenant	
15	Telecommunications Administrator	
15	Director of Emergency Management	
15	Senior Epidemiologist	
15	Assistant Juvenile Services Director	
15	Director of Records Management and Technology Services	
15	Magistrate	
15	Probation and Community Corrections Director	
15	Program Director - CAA	
15	Mental Health Program Supervisor	
15	GIS Supervisor	
15	Health Planning and Promotion Manager	
15	Community Health Manager	
15	Clinical Health Services Manager	
15	Network Administrator	

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions	
15	Environmental Health Manager	\$47.81	
15	Accounting Manager		
15	Mental Health Financial Manager		
15	Human Resources Manager (Training & Payroll)		
15	Assistant Friend of the Court (Field Services)		
15	Assistant Friend of the Court (Operations)		
16	Captain	\$51.16	
16	Nurse Practitioner		
16	Assistant Prosecuting Attorney II		
16	Assistant Public Defender III		
16	Attorney/Referee		
16	Local Unit Financial Liaison		
16	Superintendent of Detention		
16	Assistant Fiscal Services Director		
16	Manager of Applied Technology		
16	Manager of Technical Infrastructure		
17	Diversity, Equity and Inclusion Director		\$55.25
17	Nurse Practitioner Supervisor		
17	CMH Deputy Director		
17	Parks and Recreation Director		
17	Deputy Health Officer		
17	Chief Deputy - Sheriff		
17	Facilities Director		
17	Equalization Director		
17	Senior Attorney/Division Chief		
17	Planning and Performance Improvement Director		
17	First Assistant Public Defender		
18	Undersheriff	\$59.67	
18	District Court Administrator		
18	Juvenile Court Director		
18	Human Resources Director		
18	Friend of the Court		
18	Innovation and Technology Director		

Exhibit 1
Ottawa County
Classification and Compensation Study
Suggested Grades and Pay Range Maximums (cont'd)

Suggested Grade	Position Title	Suggested Range Maximum for all Groups and Positions
19	Deputy County Administrator	\$64.44
19	Health Officer	
19	Fiscal Services Director	
19	Public Defender	
19	Chief Assistant Prosecuting Attorney	
19	Trial Court Administrator	

PAY RANGES FOR THE EMPLOYEE GROUPS

Ottawa County has nine distinct employee groups, not counting four police bargaining units. These groups include the following:

- Group N
- Group T
- Group T CMH
- Unclassified
- Unclassified CMH
- Unclassified Court
- Friend of the Court Employees Association
- 58th District Court Employees Association
- Family Court – Juvenile Services Employees.

Exhibit 2 lists these nine employee groups accompanied by some information concerning the width of current pay ranges as well as the number of pay steps utilized for pay system increases and administration.

Exhibit 2
Ottawa County
Summary of Employee Groups Current Pay Range Widths and Steps

Groups Included in Pay Grade Structure	Current Steps	Range Width
Group N	8	21.6%-29.4%
Group T	7	26.7%
Group T CMH	7	26.7%
Unclassified	6	29.4%
Unclassified CMH	6	29.4%
Unclassified County	7	21.9%-35.0%
Friend of the Court Employees Association	7	22%-30%
58th District Court Employees Association	7	22%-30%
Family Court - Juvenile Services Employees	7	22%-30%

As seen in Exhibit 2, the various employee groups have different numbers of steps and differences in pay range width. Also, particularly for court-oriented employee groups, pay range widths differ for different grades within a group. The result is a mix of different pay systems that are difficult to administer and provide limited uniformity for employees.

In developing pay ranges, we have surveyed the labor market for range maximums. As a result, all pay range maximums developed and presented in Exhibit 1 represent the top of the pay scales for employees. Consequently, there is no advantage to the employees in having differing pay range widths. Actually, in some cases, as with court employees, having a wider range is actually a disadvantage as starting pay is lower and it then takes longer to reach range maximum.

Having discussed the issue with County Administration/Human Resources, we have recommended that the County adopt a single pay range width and uniform number of steps for all groups and employees with the exception of the police unions – which we consider unique in regard to industry practices for advancement as well as unionized status.

In regard to specifics, our recommendation for a uniform pay range width and pay steps is as follows:

- Uniform pay range width of 30% would be consistent with many other public employers as well as most of Ottawa County’s current employee groups.
- Standard step count of seven would also be consistent with most of Ottawa County’s current employee groups. Seven steps would provide a uniform salary increase of 5% per annum (not counting any COLA increase) during the first six years of employment.

These parameters would apply to all groups included in the suggested pay grade structure with the exception of the police unions that have been included in Exhibit 1 but will retain their

contractually-specified pay ranges. (i.e. Police Officers Association of Michigan – Non-312 Eligible and Police Officers Labor Council – Jail Sergeant). For these police unions we have replicated what is contained in the current bargaining agreements.

Exhibit 3 illustrates the pay grade structure (30% wide) that we suggest for all of the nine non-police employee groups. (Note: Should the County decide to change any grade widths, the range maximum should remain constant).

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range
1	Custodian	\$14.23	\$16.37	\$18.50
1	Resource Recovery Site Attendant			
1	Facilities Clerk			
2	Peer Specialist	\$15.23	\$17.52	\$19.80
2	Bailiff			
2	Mental Health Clerk			
2	Nature Education Center Secretary			
2	Quality Improvement Clerk			
2	Mental Health Aide			
2	Recovery Coach			
2	Access Center Clerk			
2	Community Navigator Aide			
2	Clerk (Treasurer)			
2	Hearing and Vision Clerk			
2	Clinic Support			
2	Records Processing Clerk II			
2	Environmental Health Clerk			
2	MIHP Clerk II - Public Health			
2	Probate Clerk			
3	Senior Site Attendant	\$16.30	\$18.75	\$21.19
3	Clerk/Register Technician			
3	Case Records Technician			
3	Community Health Clerk			
3	Community Health Worker (Pathways to Better Health Program)			
3	Secretary			
3	District Court Clerk I			
3	Friend of the Court Clerk I			
3	Clerk (Autism Services)			

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees (cont'd)

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range
3	Probation and Community Corrections Secretary	\$16.30	\$18.75	\$21.19
3	Abstracting/Indexing Clerk			
3	Water Resources Clerk			
3	Warranty Deed Clerk			
4	Hearing and Vision Technician	\$17.44	\$20.06	\$22.67
4	Children's Special Health Services Representative			
4	Legal Assistant I			
4	Victim Advocate Assistant			
4	District Court Officer			
4	Project Support Specialist			
4	Administrative Aide (JDC)			
4	Circuit Court Clerk			
4	Data Processing Specialist			
4	Deputy Probate Register			
4	Environmental Health Technical Support Clerk			
4	Friend of the Court Clerk II			
4	Health Promotion Clerk			
4	Juvenile Clerk II			
4	Reimbursement Specialist			
4	Public Service Center Clerk			
4	Assignment Clerk			
4	Health Technician			
4	District Court Clerk II			
4	Senior Secretary			
5	Hazardous Waste Maintenance Worker	\$18.66	\$21.46	\$24.26
5	Parks Maintenance Worker			
5	Custodial Supervisor			
5	Maintenance Worker			
5	Case Records Technician II			
5	Health Administration Specialist			
5	Legal Assistant II			
5	Medical Assistant			
5	Environmental Health Technician (Field Services)			
5	Account Specialist			
5	Administrative Assistant - Friend of the Court			
5	Account Clerk			
5	Senior Extension Clerk			

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees (cont'd)

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range			
5	Clerk/Register Specialist	\$18.66	\$21.46	\$24.26			
5	Assessment and Eligibility Specialist						
5	Senior Abstracting/Indexing Clerk/Clerk's Office						
5	Senior Abstracting/Indexing Clerk/Equalization						
5	Buyer						
6	Soil Erosion Control Inspector	\$19.97	\$22.97	\$25.96			
6	Senior Victim Advocate						
6	Local Emergency Planning Coordinator						
6	Contractual Services and Housing Program Assistant						
6	Youth Specialist						
6	Compliance Assistant						
6	Victim Advocate						
6	Probation Specialist						
6	Felony Collections Clerk						
6	Revenue Accounting Specialist						
6	Legal Assistant III						
7	Drain Inspector				\$21.37	\$24.58	\$27.78
7	Violence Intervention Officer						
7	Park Equipment Specialist						
7	Weatherization Inspector						
7	Maintenance Technician						
7	Court Recorder/Judicial Secretary						
7	Court Services Officer (JAWS)						
7	Appraiser I						
7	Senior Reach Care Manager						
7	Support Coordinator Aide						
7	Delinquent Property Tax Specialist						
7	Administrative Assistant II						
7	Senior Case Records Technician						
7	Court Recorder/Technology Specialist						
7	Property Description and Mapping Technician						
7	UM/Elec. Data Interchange Technician						
8	Dental Assistant/Clinic Manager	\$22.86	\$26.29	\$29.72			
8	Soil Erosion Agent						
8	Parks Naturalist						
8	Accountant I						

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees (cont'd)

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range			
8	Administrative Support (Corporate Counsel)	\$22.86	\$26.29	\$29.72			
8	Human Resources Specialist						
8	Environmental Health Specialist (Onsite)						
8	GIS Technician						
8	Stormwater Technician						
8	QI Data Technician						
8	Mental Health Trainer						
8	Prevention Specialist						
8	Chief Deputy Probate Register						
8	Group Leader (Detention/Treatment Unit)						
8	Mental Health Specialist (MI-MDT)						
8	Chief Circuit Court Clerk						
8	Executive Assistant						
9	Health Promotion Educator				\$24.51	\$28.19	\$31.86
9	Appraiser II						
9	Recovery Court Case Manager						
9	Nutritionist						
9	Parks Planner						
9	Elections Coordinator						
9	Communications Specialist						
9	Farm Preservation Analyst						
9	Land Use Planning Specialist						
9	Program Evaluator						
9	Payroll Coordinator						
9	Stewardship Work Crew Supervisor						
9	Public Health Social Worker						
9	Clerk/Register/Supervisor						
9	Senior Reach Behavioral Health Provider						
9	PC Technician						
9	Parks Supervisor						
9	Crime Data Analyst						
9	Accounts Payable Supervisor						
10	Occupational Therapist	\$26.22	\$30.16	\$34.09			
10	Grant Writer/Manager						
10	Community Health Nurse (Clinical)						
10	Senior Environmental Health Specialist (Onsite)						

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees (cont'd)

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range
10	Mental Health Nurse (MI Services)	\$26.22	\$30.16	\$34.09
10	Homeland Security Regional Planner			
10	Appraiser III			
10	Contract Manager			
10	Legal Investigator			
10	Care Coordinator			
10	Juvenile Court Officer			
10	Probation Officer/Substance Abuse Assessor			
10	FOC Investigator			
10	Assistant Assessing Division Manager			
10	Accountant II			
10	Weatherization Program Coordinator			
10	Treatment Specialist			
10	Trial Court Specialist			
10	Research Attorney			
10	Technical Support Specialist			
10	Substance Use Disorder Clinician			
10	Assessment and Level-of-Care Specialist			
10	Adult Drug Court Coordinator			
10	Assistant Juvenile Register			
10	Human Resources Employment Analyst			
10	GIS Programmer/Technician			
10	Mental Health Clinician (Crisis Services)			
10	Shift Supervisor - Juvenile Detention			
10	Human Resources Benefits Analyst			
10	Chief Clerk of the Court			
10	Deputy Treasurer			
10	Office Supervisor			
11	Dental Hygienist/Practice Manager	\$28.06	\$32.27	\$36.48
11	Director of Recipient Rights			
11	Evidence Technician			
11	Communication Specialist			
11	Maintenance Supervisor/Project Manager			
11	Research and Data Analyst			
11	Financial Specialist - Sheriff			
11	Senior Juvenile Court Officer			

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees (cont'd)

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range
11	Custody Investigator	\$28.06	\$32.27	\$36.48
11	Coordinator of Interpretive Services			
11	Budget/Audit Analyst			
11	Court Records Supervisor			
11	Office Manager			
11	Assessing Division Manager			
11	Treatment Program Supervisor			
12	Agriculture and Economic Resources Coordinator	\$30.02	\$34.53	\$39.03
12	Emergency Preparedness Manager			
12	Team Supervisor (Clinic)			
12	Development Project Coordinator			
12	Communications Manager			
12	Innovation/Improvement Specialist			
12	Oral Health Team Supervisor			
12	Health Promotion Team Supervisor			
12	Office Coordinator			
12	Purchasing Manager			
12	Environmental Health Team Supervisor			
12	Application Specialist II- On-Base or ERP			
12	Applications Specialist II			
12	Natural Resources Manager Supervisor			
12	Deputy Director of Probation and Community Corrections			
12	Park Operations Manager			
12	GIS System Analyst			
12	CMH Team Supervisor			
12	Nurse Supervisor - Pathways to Better Health Program			
12	CMH Business Analyst			
12	Performance Improvement Division Coordinator			
12	Compliance Manager			
12	Senior Research Attorney			
13	Project Management Coordinator	\$32.12	\$36.94	\$41.76
13	Epidemiologist			
13	Program Community Development Coordinator			
13	Program Coordinator			
13	Probate Register			
13	Legal Self-Help Center Director			

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees (cont'd)

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range			
13	Chief Deputy Register of Deeds	\$32.12	\$36.94	\$41.76			
13	In-Home Care Manager - Community Programming						
13	In-Home Care Manager - Community Probation						
13	Payroll and Compliance Supervisor						
13	In-Home Care Manager Program Analyst						
14	Assistant Prosecuting Attorney I	\$34.37	\$39.53	\$44.68			
14	Assistant Public Defender I						
14	Trial Division Director						
14	Coordinator of Park Maintenance and Operations						
14	Coordinator of Parks Planning and Development						
14	Chief Deputy Clerk						
14	Deputy Equalization Director						
14	Public Health Financial Manager						
14	Assistant Superintendent of Juvenile Detention						
14	Chief Deputy Treasurer						
14	Chief Deputy Water Resources Commissioner						
15	Assistant Public Defender II				\$36.78	\$42.30	\$47.81
15	Lieutenant						
15	Telecommunications Administrator						
15	Director of Emergency Management						
15	Senior Epidemiologist						
15	Assistant Juvenile Services Director						
15	Director of Records Management and Technology Services						
15	Magistrate						
15	Probation and Community Corrections Director						
15	Program Director - CAA						
15	Mental Health Program Supervisor						
15	GIS Supervisor						
15	Health Planning and Promotion Manager						
15	Community Health Manager						
15	Clinical Health Services Manager						
15	Network Administrator						
15	Environmental Health Manager						
15	Accounting Manager						
15	Mental Health Financial Manager						
15	Human Resources Manager (Training & Payroll)						

Exhibit 3
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees (cont'd)

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range			
15	Assistant Friend of the Court (Field Services)	\$36.78	\$42.30	\$47.81			
15	Assistant Friend of the Court (Operations)						
16	Captain	\$39.35	\$45.26	\$51.16			
16	Nurse Practitioner						
16	Assistant Prosecuting Attorney II						
16	Assistant Public Defender III						
16	Attorney/Referee						
16	Local Unit Financial Liaison						
16	Superintendent of Detention						
16	Assistant Fiscal Services Director						
16	Manager of Applied Technology						
16	Manager of Technical Infrastructure						
17	Diversity, Equity and Inclusion Director				\$42.50	\$48.88	\$55.25
17	Nurse Practitioner Supervisor						
17	CMH Deputy Director						
17	Parks and Recreation Director						
17	Deputy Health Officer						
17	Chief Deputy - Sheriff						
17	Facilities Director						
17	Equalization Director						
17	Senior Attorney/Division Chief						
17	Planning and Performance Improvement Director						
17	First Assistant Public Defender						
18	Undersheriff	\$45.90	\$52.79	\$59.67			
18	District Court Administrator						
18	Juvenile Court Director						
18	Human Resources Director						
18	Friend of the Court						
18	Innovation and Technology Director						
19	Deputy County Administrator				\$49.57	\$57.01	\$64.44
19	Health Officer						
19	Fiscal Services Director						
19	Public Defender						
19	Chief Assistant Prosecuting Attorney						
19	Trial Court Administrator						

Exhibits 4 and 5 contain the suggested pay ranges for the two groups represented by the Police Officers Association of Michigan and Police Officers Labor Council. Range widths differ between positions and these are presented consistent with the current contracts. There are no recommended changes to the current range widths.

Exhibit 4
Ottawa County
Classification and Compensation Study
Pay Ranges for Police Officers Association of Michigan
As Specified in Contract

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range
2	Clerk Typist II/Matron	\$16.59	\$18.18	\$19.77
3	Clerk Typist III/Matron	\$17.69	\$19.28	\$20.87
6	Animal Control Officer	\$18.71	\$21.45	\$24.19
8	Corrections Deputy	\$21.48	\$25.02	\$28.55
8	Court Services Officer	\$22.95	\$26.24	\$29.52

Exhibit 5
Ottawa County
Classification and Compensation Study
Pay Ranges for Police Officers Labor Council – Jail Sergeant
As Specified in Contract

Suggested Grade	Position Title	Minimum of Range	Midpoint of Range	Maximum of Range
11	Sergeant Jail	\$34.17	\$34.82	\$35.47

In regard to Exhibits 3-5, incumbent employees have salaries that are above, below or within the suggested salary ranges. These situations are discussed separately below.

Employees with current wage exceeding the range maximum

Employees who are above the maximum of the suggested ranges are considered “red circles”. There are 20 employees that fall into 13 classifications that are in this category, including employees with the titles of:

- Recovery Coach
- Circuit Court Clerk
- Custodial Supervisor
- Violence Intervention Officer
- Administrative Assistant II

- Coordinator of Interpretive Services
- Court Records Supervisor
- Performance Improvement Division Coordinator
- Project Management Coordinator
- Assistant Prosecuting Attorney II
- Assistant Public Defender III
- Senior Attorney/Division Chief
- Public Defender.

One approach to red-circled positions is to simply deny any further pay increases until the employee’s wage falls within the adjusted range. Some public employers temper the denial of further pay increases by continuing to allow some type of annual increase. Options might include:

- Continuing to allow annual across-the-board inflationary increases but no further range increases.
- Providing an annual bonus payment, which would not increase base wage, until such time that the wage level conforms to the pay range.

In summary, the red-circled positions represent an issue area for which a policy should be developed prior to implementation of the classification and compensation system.

Employees with current wage level below the range minimum

An employee with a current wage level below the minimum of the suggested range is referred to as a “green circle.” in human resources’ terminology. There are 38 green-circled positions with 55 employees affected. The following Exhibit 6 specifies employees with current wage levels below the minimum of the suggested ranges as well as the hourly cost impact required to move each employee to the range minimum.

***Exhibit 6
Ottawa County
Classification and Compensation Study
Cost to Move Green-Circled Positions to Range Minimum***

Group	Grade	Position	Current Salary	Range Minimum	Cost to Achieve Range Minimum	# of Hours	Cost to Achieve Range Minimum Annualized
Group T CMH	2	Mental Health Clerk (JC)	\$14.63	\$15.23	\$0.60	1,040	\$624.00
Group T	3	Case Records Technician (ME)	\$16.13	\$16.30	\$0.17	2,080	\$353.60
Group T	3	Case Records Technician (SP)	\$16.13	\$16.30	\$0.17	2,080	\$353.60
Group T	3	Case Records Technician (SS)	\$16.13	\$16.30	\$0.17	2,080	\$353.60

Exhibit 6
Ottawa County
Classification and Compensation Study
Cost to Move Green-Circled Positions to Range Minimum (cont'd)

Group	Grade	Position	Current Salary	Range Minimum	Cost to Achieve Range Minimum	# of Hours	Cost to Achieve Range Minimum Annualized
Group T	4	Victim Advocate Assistant	\$17.10	\$17.44	\$0.34	2,080	\$707.20
Group T	4	Project Support Specialist	\$17.10	\$17.44	\$0.34	1,664	\$565.76
Group T	5	Legal Assistant II (AF)	\$17.82	\$18.66	\$0.84	2,080	\$1,747.20
Group T	5	Legal Assistant II (EH)	\$17.82	\$18.66	\$0.84	2,080	\$1,747.20
Group T	5	Account Clerk (DJ)	\$18.65	\$18.66	\$0.01	2,080	\$20.80
Group T	5	Account Clerk (TB)	\$17.84	\$18.66	\$0.82	2,080	\$1,705.60
Group T	5	Account Clerk (LW)	\$17.84	\$18.66	\$0.82	2,080	\$1,705.60
Group T	5	Account Clerk (NS)	\$17.46	\$18.66	\$1.20	2,080	\$2,496.00
Group T	6	Soil Erosion Control Inspector	\$19.55	\$19.97	\$0.42	2,080	\$873.60
Family Court – Juvenile Services Employees	6	Youth Specialist (OA)	\$19.88	\$19.97	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	6	Youth Specialist (RE)	\$19.38	\$19.97	\$0.59	2,080	\$1,227.20
Family Court – Juvenile Services Employees	6	Youth Specialist (JT)	\$19.88	\$19.97	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	6	Youth Specialist (NS)	\$18.89	\$19.97	\$1.08	2,080	\$2,246.40
58th District Court Employees Association	6	Probation Specialist (DH)	\$19.55	\$19.97	\$0.42	1,664	\$698.88
Group T	6	Revenue Accounting Specialist (AR)	\$18.65	\$19.97	\$1.32	2,080	\$2,745.60
Group T	7	Appraiser I (CH)	\$20.50	\$21.37	\$0.87	2,080	\$1,809.60
Group T	7	Property Description and Mapping Technician (IH)	\$20.88	\$21.37	\$0.49	2,080	\$1,019.20
Unclassified CMH	7	UM/Elec. Data Interchange Technician	\$20.84	\$21.37	\$0.53	2,080	\$1,102.40
Unclassified	8	Human Resources Specialist (MM)	\$21.93	\$22.86	\$0.93	2,080	\$1,934.40
Family Court – Juvenile Services Employees	8	Group Leader (Detention/Treatment Unit) (MH)	\$21.30	\$22.86	\$1.56	2,080	\$3,244.80
Group T	9	Health Promotion Educator (PP)	\$23.62	\$24.51	\$0.89	2,080	\$1,851.20

Exhibit 6
Ottawa County
Classification and Compensation Study
Cost to Move Green-Circled Positions to Range Minimum (cont'd)

Group	Grade	Position	Current Salary	Range Minimum	Cost to Achieve Range Minimum	# of Hours	Cost to Achieve Range Minimum Annualized
Unclassified	9	PC Technician (KM)	\$24.32	\$24.51	\$0.19	2,080	\$395.20
Unclassified	9	Parks Supervisor (KA)	\$23.77	\$24.51	\$0.74	2,080	\$1,539.20
Unclassified	9	Accounts Payable Supervisor	\$23.77	\$24.51	\$0.74	2,080	\$1,539.20
Group T	10	Legal Investigator (JM)	\$25.12	\$26.22	\$1.10	2,080	\$2,288.00
Group T	10	Legal Investigator (JJ)	\$25.12	\$26.22	\$1.10	2,080	\$2,288.00
Family Court – Juvenile Services Employees	10	Juvenile Court Officer (TM)	\$26.13	\$26.22	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	10	Juvenile Court Officer (EV)	\$26.13	\$26.22	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	10	Juvenile Court Officer (CT)	\$26.13	\$26.22	\$0.09	2,080	\$187.20
58th District Court Employees Association	10	Probation Officer/Substance Abuse Assessor (CR)	\$25.62	\$26.22	\$0.60	2,080	\$1,248.00
58th District Court Employees Association	10	Probation Officer/Substance Abuse Assessor (RL)	\$25.62	\$26.22	\$0.60	2,080	\$1,248.00
Friend of the Court Employees Association	10	FOC Investigator (BD)	\$25.38	\$26.22	\$0.84	2,080	\$1,747.20
Friend of the Court Employees Association	10	FOC Investigator (MS)	\$26.11	\$26.22	\$0.11	2,080	\$228.80
Group T	10	Assistant Assessing Division Manager	\$24.65	\$26.22	\$1.57	2,080	\$3,265.60
Family Court – Juvenile Services Employees	10	Treatment Specialist (AK)	\$25.46	\$26.22	\$0.76	2,080	\$1,580.80
Group T CMH	10	Mental Health Clinician (Crisis Services) (SR)	\$25.71	\$26.22	\$0.51	1,664	\$848.64
Group T CMH	10	Mental Health Clinician (Crisis Services) (ES)	\$25.71	\$26.22	\$0.51	2,080	\$1,060.80
Group T CMH	10	Mental Health Clinician (Crisis Services) (AH)	\$25.71	\$26.22	\$0.51	2,080	\$1,060.80
Unclassified	10	Office Supervisor	\$25.03	\$26.22	\$1.19	2,080	\$2,475.20

Exhibit 6
Ottawa County
Classification and Compensation Study
Cost to Move Green-Circled Positions to Range Minimum (cont'd)

Group	Grade	Position	Current Salary	Range Minimum	Cost to Achieve Range Minimum	# of Hours	Cost to Achieve Range Minimum Annualized
Group T	11	Research and Data Analyst	\$27.91	\$28.06	\$0.15	2,080	\$312.00
Unclassified	11	Budget/Audit Analyst (JC)	\$27.44	\$28.06	\$0.62	2,080	\$1,289.60
Unclassified	13	Epidemiologist (TS)	\$31.32	\$32.12	\$0.80	2,080	\$1,664.00
Unclassified CMH	13	Program Coordinator (CE)	\$31.70	\$32.12	\$0.42	2,080	\$873.60
Unclassified Court	13	Probate Register	\$31.04	\$32.12	\$1.08	2,080	\$2,246.40
Unclassified	13	Payroll and Compliance Supervisor	\$31.67	\$32.12	\$0.45	2,080	\$936.00
Unclassified	14	Assistant Public Defender I (ED)	\$32.98	\$34.37	\$1.39	2,080	\$2,891.20
Unclassified	14	Assistant Public Defender I (AH)	\$31.32	\$34.37	\$3.05	2,080	\$6,344.00
Unclassified	14	Public Health Financial Manager	\$31.32	\$34.37	\$3.05	2,080	\$6,344.00
Unclassified	15	Program Director - CAA	\$34.33	\$36.78	\$2.45	2,080	\$5,096.00
Group N	16	Nurse Practitioner (RC)	\$38.64	\$39.35	\$0.71	1,040	\$738.40
Unclassified	17	Nurse Practitioner Supervisor	\$42.48	\$42.50	\$0.02	2,080	\$41.60
TOTAL COST TO ACHIEVE					\$41.13		\$83,659.68

It is suggested that the green-circled positions be moved to the minimum of the range, thereby assuring consistent application of the developed pay system. This could be a one-time adjustment or realized over a period of time. Summarily, the timing of these pay adjustments (if at all) will be a Board decision considered within the context of the Board's compensation philosophy and the County's ability-to-pay.

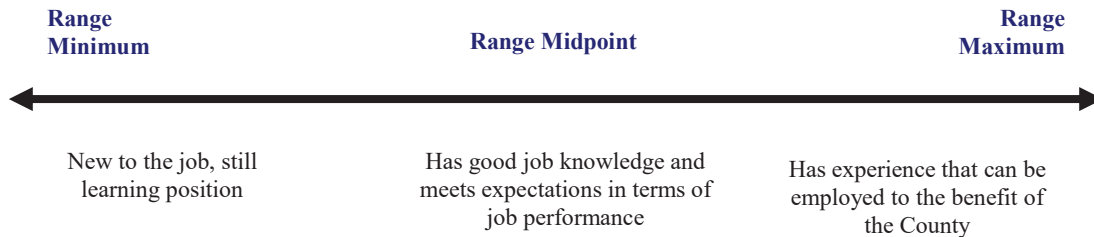
Employees with salaries falling within the ranges

The salaries of the other employees fall within the recommended salary ranges. Whether the wages of these employees should, or should not be adjusted, is an issue that the Board of Commissioners must consider within the larger context of compensation philosophy and, for some classifications, contract negotiations. In our experience, organizations have widely differing philosophies concerning pay levels. As examples:

- Some organizations choose to maintain employee wages low in relation to the market; this approach typically encourages turnover.
- Other organizations seek to maintain the midpoint level of the market, thus providing compensation at an average level.
- Some organizations prefer to move employees through an established pay range over the course of employment as a means of rewarding longer-term job commitment and job knowledge. This is the current practice for Ottawa County’s employees.

In regard to the current practice, the continuum provided in Chart 1 illustrates how compensation levels within the recommended range may be considered with regard to job knowledge and expertise and how this is philosophically linked to the salary range.

Chart 1: Continuum of Job Competency



As seen in Chart 1, newer employees who are not functioning on a completely independent level or employees who are not sufficiently experienced may be appropriately placed at or near the range minimum.

Over time, training and experience on the job will typically lead to increased competency for most individuals. Employees will progressively move to the middle of the range, near the midpoint as job experience is acquired. As employees continue to acquire increased competency and value with passing years, they are rewarded with a salary toward the top of the range, possibly to the recommended maximum. The issue of range placement is further discussed below.

MOVING EMPLOYEES THROUGH THE RANGES OVER TIME

As previously discussed, with market competitive pay ranges in place, the County will need to implement a plan for moving employees through the pay ranges over time. As mentioned, we have suggested a uniform number of steps for all non-police employee groups. The following Exhibit 7 illustrates the seven step system that we are suggesting. It is followed by Exhibits 8 and 9 which illustrate the suggested step systems for the POAM unions.

Exhibit 7
Ottawa County
Classification and Compensation Study
Suggested Pay Range for All Non-Police Employee Groups and Employees
7 Step Replication

Grade	Minimum			Midpoint			Maximum
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
1	\$14.23	\$14.94	\$15.65	\$16.37	\$17.08	\$17.79	\$18.50
2	\$15.23	\$15.99	\$16.75	\$17.52	\$18.28	\$19.04	\$19.80
3	\$16.30	\$17.12	\$17.94	\$18.75	\$19.57	\$20.39	\$21.19
4	\$17.44	\$18.31	\$19.18	\$20.06	\$20.93	\$21.80	\$22.67
5	\$18.66	\$19.59	\$20.52	\$21.46	\$22.39	\$23.32	\$24.26
6	\$19.97	\$20.97	\$21.97	\$22.97	\$23.97	\$24.97	\$25.96
7	\$21.37	\$22.44	\$23.51	\$24.58	\$25.65	\$26.72	\$27.78
8	\$22.86	\$24.00	\$25.14	\$26.29	\$27.43	\$28.57	\$29.72
9	\$24.51	\$25.74	\$26.97	\$28.19	\$29.42	\$30.65	\$31.86
10	\$26.22	\$27.53	\$28.84	\$30.16	\$31.47	\$32.78	\$34.09
11	\$28.06	\$29.46	\$30.86	\$32.27	\$33.67	\$35.07	\$36.48
12	\$30.02	\$31.52	\$33.02	\$34.53	\$36.03	\$37.53	\$39.03
13	\$32.12	\$33.73	\$35.34	\$36.94	\$38.55	\$40.16	\$41.76
14	\$34.37	\$36.09	\$37.81	\$39.53	\$41.25	\$42.97	\$44.68
15	\$36.78	\$38.62	\$40.46	\$42.30	\$44.14	\$45.98	\$47.81
16	\$39.35	\$41.32	\$43.29	\$45.26	\$47.23	\$49.20	\$51.16
17	\$42.50	\$44.63	\$46.76	\$48.88	\$51.01	\$53.14	\$55.25
18	\$45.90	\$48.20	\$50.50	\$52.79	\$55.09	\$57.39	\$59.67
19	\$49.57	\$52.05	\$54.53	\$57.01	\$59.49	\$61.97	\$64.44

Exhibit 8
Ottawa County
Classification and Compensation Study
Pay Ranges for Police Officers Association of Michigan
As Specified in Contract

Position	Grade	Minimum		Midpoint		Maximum	
		Step 1	Step 2	Step 3	Step 4	Step 5	
Clerk Typist II/Matron	2	\$16.59	\$17.39	\$18.18	\$18.98	\$19.77	
Clerk Typist III/Matron	3	\$17.69	\$18.49	\$19.28	\$20.08	\$20.87	
Animal Control Officer	6	\$18.71	\$20.08	\$21.45	\$22.82	\$24.19	
Corrections Deputy	8	\$21.48	\$23.25	\$25.02	\$26.79	\$28.55	
Court Services Officer	8	\$22.95	\$24.59	\$26.24	\$27.88	\$29.52	

*Exhibit 9
Ottawa County
Classification and Compensation Study
Pay Ranges for Police Officers Labor Council – Jail Sergeant
As Specified in Contract*

Position	Grade	Minimum	Midpoint	Maximum
		Step 1	Step 2	Step 3
Sergeant Jail	11	\$34.17	\$34.82	\$35.47

PLACEMENT OF EXISTING EMPLOYEES WITHIN THE NEW PAY GRADE STRUCTURE

A noted earlier, implementation of the pay grade structure will be subject to Board acceptance for non-bargaining unit positions and successful negotiation for bargaining unit positions. When these actions are completed, it will be necessary to place employees on a step within the new pay structure. By way of explanation, employees are now positioned on steps within the old/current systems. Whether the County adopts our recommended ranges and steps or some other variation, the step values will not be the same. For the overwhelming majority of employees, some salary adjustment will need to be done to align them on a step within the new system.

One common method would be to move employees to the next highest step in their respective salary ranges. This will result in an initial pay increase that will vary from employee to employee depending on their current distance from the next highest step. However, the primary purpose of this approach is to establish the pay system and the relative positioning of each employee within a suggested step level within the new pay ranges.

While recognizing that conditions will change before actual implementation, it is our intention to provide some preliminary cost estimate for the above adjustment. Later update will be needed; our objective is to provide only a starting point.

Related to this, Appendix F contains employee-by-employee cost estimation for system implementation consistent with the Exhibits 7-9 step systems illustrated above. Key features include the following:

- All green-circled employees have been moved to the minimum of the assigned pay range.
- All other employees are moved to the next highest step above current wage.

As seen in Appendix F, the total cost to move all employees to the next highest step is estimated at \$853,021. This would be done as a means of correlating the wages of employees to the steps included in the new step systems. This is only an example. Should the County decide upon a

different pay range width or number of steps, the calculation will need to be redone to those particular conditions. Similarly any changes in wages or employees will require recalculation.

For the example above, the cost breakdown per bargaining unit is included in Exhibit 10 as follows:

Exhibit 10
Ottawa County
Classification and Compensation Study
Cost to Move to Next Step Calculated by Bargaining Unit

Bargaining Group	Cost to Move to Next Step Annualized
Group N	\$32,015.36
Group T	\$201,766.76
Group T CMH	\$90,870.00
Unclassified	\$237,843.84
Unclassified CMH	\$55,868.80
Unclassified Court	\$73,361.60
Friend of the Court Employees Association	\$46,259.20
58th District Court Employees Association	\$51,054.64
Family Court – Juvenile Services Employees	\$40,664.00
POAM - NON 312	\$18,304.00
POLC - NON 312	\$0.00
Total	\$848,008.20

In regard to step placement, the implementation for non-bargaining unit employees could be done at the County’s discretion. Bargaining unit implementation would be a negotiated item and as such, is provided only for illustrative purposes.

PLACING NEW EMPLOYEES IN THE PAY SYSTEM

For new positions, original appointment to any position will ideally be made at the minimum rate of the suggested pay range. Advancement can then proceed through successive increases. However, each new hire will inevitably be unique, and may in fact represent a situation in which greater experience and expertise are objectives in recruitment. Moreover, a shortage may exist in the labor pool for some positions, thus dictating the need to offer a higher salary. Therefore, each new hire should be assessed individually and placed at a range level consistent with the County’s needs and market demands. In light of the competitive environment for some professional positions, we would suggest that the County retain a high level of latitude in assessing individual situations and new hires.

SECTION III

CLASSIFICATION AND COMPENSATION SYSTEM MAINTENANCE

SECTION III

CLASSIFICATION AND COMPENSATION SYSTEM MAINTENANCE

A classification and compensation system, once designed and implemented, is not self-sustaining. It needs proper maintenance to continue to serve its purpose. Maintaining the system requires reviewing, adjusting and controlling salary structures so they continue to be effective. Key points are discussed below.

MAINTAINING THE PAY GRADE STRUCTURE

As a result of reorganization, new programs or changes in management procedures, new jobs may be established and the complexity of existing jobs may change.

For new positions, the County should define the particular duties of the position and create an accurate job description. For altered positions, differences like increased requirements for education and/or experience, an increase in the technical nature of the job, new requirements for a specialized skill, additional supervisory responsibilities or other significant changes could warrant a reevaluation of the grade assignment. The job evaluation questionnaire contained in Appendix A has been modified to provide a form that the County can use in the future to evaluate both new and altered positions for proper classification.

UPDATING THE COMPENSATION PLAN

Economic conditions, the availability of people, and the prevailing labor market rates will all impact salary structures. To accurately reflect the labor market, the compensation plan would ideally be reviewed and adjusted annually.

In this sense, pay adjustments will be a two-step process:

1. A general “across the board” adjustment to each pay range should be made to reflect inflationary or cost of living increases;
2. Individual-level adjustments based on steps should then be considered.

To adjust the pay plan, the County could consider utilizing the Consumer Price Index (CPI). Related, there are a number of CPI indices that are reported. If this approach is taken, the County should consider the CPI-U for the Midwest Region for the annual update. However, for 2021 all CPI indices have been unusually high with the most recent reading measuring over 4% year-over-year. Government economists consider this spike to be Covid-related and hopefully unsustainable. In the meantime, CPI figures are less reliable and probably not the best option for the first update of the pay ranges.

As a second option for the first range adjustment, the County could survey the eleven primary market comparable organizations listed in Appendix C-1 and query each on the increase in pay ranges effective for the new calendar or fiscal year. The resulting average increase would then be used to adjust the ranges upward.

Whichever approach is used, the first adjustment to the salary ranges should be made at the beginning of the 2022 fiscal year (i.e. January 1, 2022). It should be noted that range increases do not necessarily equate to pay increases; this latter point is a matter to be decided by the County.

As the system ages and operations and duties continue to evolve, the pay system will eventually need major update and revision. When this becomes apparent, a full study should be conducted to check the adequacy of pay rates and the appropriateness of job descriptions. The typical life cycle of a pay plan is generally ten years if properly maintained.

SECTION IV

EMPLOYEE BENEFITS COMPARISON

SECTION IV

NARRATIVE EMPLOYEE BENEFITS COMPARISON

In addition to pay data, employee benefit information was also solicited from the eleven counties included in our primary survey grouping. The collected information (summarized in Appendix E) has not been utilized in developing the pay structure. Essentially, it is provided as supplementary information which may assist Ottawa County in determining relative comparability. Benefits can generally be viewed as a compliment to the base salary. If benefit levels are generous, an organization may choose to maintain employees at a lower level of the pay range. In contrast, lower benefit levels may be offset by higher salaries.

For the benefits comparison, we have requested the surveyed counties' non-union offerings. In reviewing the benefits data (contained in Appendix E), we have noted the following:

PAID TIME OFF

"Paid time off" typically includes holidays, vacation leave, personal days and sick time. Findings include the following:

- A five-year employee at Ottawa County receives 29 combined (potential) off-days per annum while the average five-year employee in the other counties receives approximately 37 days. In this area, Ottawa County is well below the average of the other surveyed counties – essentially providing 8 fewer potential off-days per year.
- In regard to sick time payouts, Ottawa County does not have an annual buyback option or a buyback option at retirement. The counties used as market comparables are much more generous with this benefit with ten of the eleven providing one or both options for sick or personal time off (PTO). Related to this:
 - Other than Ottawa County, only Washtenaw County has no buyback provisions.
 - Five of the remaining ten counties allow an annual buyback, ranging from 50% to 100% of value.
 - Ten counties have a buyback option at retirement for sick time or PTO. The amount of allowed time varies but three of the ten provide buyback at 100% of value. Other percentages are lower but still significant. In considering both the amount of allowed time and percentage of value; these ten counties provide a significant benefit that is not provided to employees in either Ottawa or Washtenaw Counties.

One trend that can be seen in the survey results is the growth of PTO as a preferred option to sick-time and vacation off-time. Four of the eleven counties have gone to this option as a means

of simplifying off-time accounting though none of the four have eliminated the practice of accrued time and related retirement payouts. The result for any of the counties with these banks is a growing liability as growing accruals and ongoing increases in pay create a perpetual cost center. By eliminating sick-time payouts, Ottawa and Washtenaw Counties have ended this financial burden.

INSURANCE BENEFITS

Health, life and disability insurance offerings are addressed below. The specifics of health care coverage differ widely among employers making comparison of health plans a difficult task. Consequently, our survey focuses only on the macro issues of cost and general coverage. Other information summarized in Appendix E can provide direction for further targeted research should the County so desire. Key findings are summarized below.

- In the past, governments commonly provided full-family health coverage to employees at little or nominal cost. Rising costs have since made health care cost containment a priority. With the passage of PA 152, governments that have not opted out are now required to share costs either through an 80/20 cost split or the institution of premium caps. Ottawa County adopted PA 152 as did seven of the eleven surveyed counties.
- In regard to the total cost for single/family coverage for the most prevalent core plan, the eleven surveyed counties reported average single coverage cost averaging \$563, and family coverage cost averaging \$1,650. By contrast, Ottawa County is at \$496 for single coverage or 12% lower than the average. For family coverage, Ottawa County is at \$1,388 or 16% lower.
- Ottawa County's employees are not required to contribute to the above health care premiums. Among the eleven surveyed counties, nine do require premium cost sharing with employees. Six require percentage contributions of 20% while others are at varying amounts and/or dependent on the PA 152 cap for establishing the employee rate.
- We have also developed a net cost (after employee premium cost sharing) for each county for a family plan. The resultant number does not consider any HSA contributions or other reimbursements or conditions that would impact the net number. In that sense, it is only a rough estimate. Using this approximation, Ottawa County is at a monthly net cost (to the County) of \$1,388 for a family health care plan. The average of the eleven surveyed counties is \$1,432 – or 3% higher than Ottawa County.
- In considering comparative costs for health insurance, the quality of the respective plans is another important variable. Each plan is unique and may include different co-pays, benefit coverages, HSA or HRA contributions or other factors that influence cost and quality. Consequently, we would suggest that the comparative data be interpreted with care.

- All but one of the eleven counties, like Ottawa County, provides employer-paid dental plan insurance. While Ottawa County pays 90% of the cost, other counties range from 100% to 50%. Berrien County is unique in providing a set dollar amount for dental and optical reimbursement as one option or a dental/vision plan depending on the employee's preference. This provides the employee with some flexibility in determining particular needs and cost benefit.
- Eight of the eleven surveyed counties provide some level of optical coverage paid by the employer. Ottawa County also provides this coverage at 90% of cost.
- Ottawa County provides a payment-in-lieu of health insurance for employees opting out of the County's coverage. Nine of the eleven surveyed counties also provide this benefit option at levels lower than the typical premium cost. In this situation, the payment in lieu of provision can potentially provide a cost advantage to these counties in an area of rising costs – should some employees be eligible for, and select this option.
- Ottawa County provides both employer-paid short-term disability insurance (STD) and employer-paid long-term disability coverage (LTD). Among the surveyed counties, ten of the eleven provide STD, and eight provide LTD. In some public institutions, STD is used progressively as an option to sick-time accruals and banks. This would involve conversion to a system of (all purpose) personal time off and the elimination of sick-time and related banks. The disability coverage would then serve as the compensatory method for extended sick-time occurrence. This is an option utilized by Kent County and possibly some of the other counties included in this survey that have converted to PTO.
- In regard to life insurance, public sector employers often cover employees at dollar amounts lower than their private sector counterparts. This is not readily explainable since term life insurance is a relatively modest cost portion of any benefit package. Ottawa County provides term life insurance at either salary level or one and one half salary level. At this level, Ottawa County is higher than most of the surveyed counties assuming a salary of more than \$50,000.
- Ottawa County offers a Section 125 Flex Benefit Plan – as do all of the surveyed counties. It is an innovative device for securing an employee benefit at minimal (i.e. administrative) cost to the employer. Benefits include pre-tax treatment for dependent care and medical expenses within specified limitations.

RETIREMENT BENEFITS

Retirement plans are typically classified as either defined contribution (investment-based, variable) or defined benefit (traditional pension, fixed). Additionally, a number of governments have adopted hybrid plans that combine the features of both. Key findings pertaining to retirement benefits include the following:

- Ottawa County's traditional defined benefit (DB) plans are now closed to new employees. For newer employees, the county offers a defined contribution (DC) plan with a maximum 6% employer contribution. The trend toward DC plans is apparent in the county sample that we have used. Six of the eleven counties also provide a DC plan for new hires with an average maximum employer contribution of 6.1% - very close to Ottawa County's level.

Two other counties have migrated to hybrid retirement plans. The hybrid plan combines the features of both a DB plan (albeit with a lower multiplier) and a DC plan (employer contribution to a pre-tax retirement plan).

- In addition to the DC contribution noted above, Ottawa County also provides an additional employer contribution of 20% or 25% of wage, up to \$1,000 annually, depending on the bargaining group. This is a significant, optional addition to the retirement benefit.
- Summarily, the trend in municipal government continues toward alternatives to the traditional defined benefit plan. Among our sample, Berrien, Kalamazoo and Kent Counties still offer the DB option, but for many governments concerns regarding pre-funding and unknown liabilities have prompted a shift toward a more fiscally transparent method of providing a retirement benefit.
- Retiree health care coverage is a significant benefit offering due to the uncertainty surrounding future health care costs. With these costs increasing each year, many communities have eliminated this benefit for new hires. Ottawa County does provide this benefit for some groups with the monetary amount up to \$250 per month. Of the eleven surveyed counties, only three still provide retiree health care coverage to new hires. The other eight have either eliminated or otherwise provide no benefit.
- An emerging trend is the replacement of retiree health care coverage with a Retiree Health Savings Plan for newer hires. With these plans the employer typically contributes a percentage or dollar amount annually to the employee's pre-tax account. Five of the eleven surveyed counties have opened Retiree Health Savings Plans, with annual employer contributions of either a modest salary percentage or a fixed dollar amount.

LONGEVITY AND OTHER BENEFIT ISSUES

Longevity payments are found primarily in the public, as opposed to the private sector. The rationale for this compensation component is simply that tenure in the job increases job knowledge and capability and should be compensated. In this sense, longevity is closely linked to organized labor's philosophical position that pay should be based on seniority as opposed to the more discretionary notion of merit.

Ottawa County provides this benefit, but it has been eliminated for new hires. Four of the eleven surveyed counties also provide longevity pay; but all but one (Muskegon County) have also eliminated the benefit for more recent hires.

Appendix E also provides a comparison of benefits offered to part-time employees. This information can be compared county-to-county in viewing the appendix.

AREAS OF PARTICULAR NOTE

Though generally comparable from an overall perspective, there are benefit categories where Ottawa County is higher or lower than the majority of the surveyed counties. More specifically, the following comparative results can be seen:

- Ottawa County has a lesser level of off-time with roughly 8 fewer days of potential/possible off-time per annum for a 5 year employee.
- Ottawa County has a very limited sick-time accrual and no payouts either annually or at retirement. The presence of this benefit in ten of the surveyed counties yields a compensable perquisite not provided in Ottawa County.
- Health care costs are lower in Ottawa County. Related to this, the County should be commended for maintaining health care costs at a comparatively reasonable level.
- In regard to health care, employees do not share in the premium cost. This is becoming less frequent in the public sector and both the private and public sectors more broadly. For Ottawa County's employees it provides a definite financial advantage.
- Ottawa County provides both short- and long-term disability coverage as well as a comparatively generous life insurance policy. In this sense, secondary benefit coverages exceed what is, on average, provided in the surveyed counties.
- Retiree health care, an expensive benefit, at up to \$250 per month is still provided in Ottawa County for some groups. The trend is toward elimination of this benefit among the surveyed counties and other public sector entities.
- Ottawa County's retirement program generally follows the trend that is evident in the public sector with DC plans replacing defined benefit offerings. The 6% maximum employer contribution is in line with the benefit offered by other counties. However, the presence of an additional defined contribution option with a value of up to \$1,000 for some employees provides an additional perquisite and impact on compensation.

POSSIBLE AREAS FOR CONSIDERATION OF BENEFIT MODIFICATION

The following involves some discussion of where Ottawa County could potentially benefit from changes to the employee benefit package in the future. More specifically:

- Employee health care premium cost sharing could be a future consideration depending on the financial needs of Ottawa County. In our opinion it would not be an unreasonable position.
- A Retirement Health Savings Plan (RHSP) could provide employees with retirement assets to be used for health insurance and other retirement-based, health-related needs. This benefit would cover those employees not receiving traditional retiree health insurance – or all employees if this benefit was eliminated. An RHSP with an employer percentage-based contribution of 1% or 2% possibly paired with an employee match would provide some level of security not currently present for some employees. With this option, a health care-related benefit enhancement would be created – possibly as a tradeoff for benefit reduction in other areas.

CLOSING

There are certainly other individual differences that may be of interest to Ottawa County and these can be reviewed in Appendix E. As noted, benefits can generally be viewed as a compliment to the base salary. If benefit levels are generous, an organization may choose to maintain employees at a lower level of the pay range. In contrast, lower benefit levels may be offset by higher salaries.

For Ottawa County, there are areas where the County has effectively reduced benefit costs and liabilities. This trend can be seen in the benefit information. This is indicative of prudent financial oversight at the Board and administrative levels.

SECTION V

**PAY DATA FOR JOB CLASSIFICATIONS NOT INCLUDED IN
THE PAY GRADE STRUCTURE**

SECTION V

PAY DATA FOR JOB CLASSIFICATIONS NOT INCLUDED IN THE PAY GRADE STRUCTURE

In addition to the job classifications included in the Exhibit 1 pay grade structure, we have also collected pay data for nine positions that are being evaluated separately. These include positions that work under contractual agreements with the County, positions that are considered “exceptions” for purposes of the grade structure as well as 312-eligible positions represented by the Police Officers Labor Council (POLC). This includes the following job classifications:

- County Administrator
- Corporation Counsel
- Community Mental Health Director
- Staff Psychiatrist
- Medical Director
- Mental Health Prescriber
- Road Patrol Deputy
- Detective
- Sergeant – Road Patrol/Traffic Services.

The two distinctive groups (i.e. police and non-police) are discussed separately below.

PROFESSIONAL POSITIONS WITH CONTRACTUAL STATUS

There are three positions that work under contractual agreements with the County and do not advance in pay via a step system. These positions have not traditionally been included in the County’s pay grade structure. Two others (i.e. Staff Psychiatrist and Medical Director) have current pay levels that are paid above the market data that we have received. Consequently, sample pay ranges for these positions would not have an illustrative purpose.

Exhibit 11 below lists current wage levels for the five positions as well as market averages derived from the wage comparisons contained in Appendix C. A third column calculates the percentage that the Ottawa County position is above or below the market average.

Exhibit 11
Ottawa County
Classification and Compensation Study
Professional Positions Not Included in the Pay Grade Structure

Position	FY 2021 Wage*	Market Average	Ottawa County as a Percentage of the Market Average
County Administrator	83.74	79.48	105%
Corporation Counsel	62.97	73.75	85%
CMH Director	70.41	76.22	92%
Staff Psychiatrist	147.12	123.59	119%
Medical Director	84.52	80.29	105%
Mental Health Prescriber*	61.67	61.93	100%

* Listed wage for Mental Health Prescriber is range maximum. Actual wage is \$47.65.
Note: See Appendices C-2 and C-3 for labor market details.
Source: Wage survey of entities listed in Appendices C-2 and C-3.

In regard to the wage comparisons we have concluded the following:

- **Interpretation of the Wage Data:** For these five positions we have mostly received actual salary data as opposed to pay range maximums. This is important in the sense that the listed salary levels represent something closer to midpoint than the top of the salary scale. Related to this, if a salary range was developed for any of the five positions, the comparative wage data would most accurately be used to establish a midpoint of the salary range as opposed to the top of the range as has been the case for other positions included in the pay grade structure illustrated in Exhibit 1 (Section II of the report). The County should consider this distinction in evaluating and comparing the wage levels of these five Ottawa County positions.
- **County Administrator:** All eleven of the surveyed counties reported a County Administrator and/or Controller. No distinction has been made between these titles although duties may differ somewhat, particularly as applied to financial-related duties. For our purposes, all twelve positions (Ottawa County included) are considered to be a lateral labor market. As seen in Exhibit 11, Ottawa County’s incumbent has a current base wage that is approximately 5% above the market average.
- **Corporation Counsel:** Ottawa County’s Corporation Counsel is currently vacant. Only four of the eleven surveyed counties have an in-house Corporation Counsel. Among these is Washtenaw County, a larger entity with a salary level that is significantly higher than the others. If Washtenaw County is removed from the survey group, Ottawa County’s Corporation Counsel is 5% below the average.
- **CMH Director:** As noted above, we have conducted a secondary wage survey comprised of ten CMH agencies to gather wage data for CMH positions. This has included the position of CMH Director. One distinction that must be mentioned in comparing the other

entities to Ottawa County focuses on the issue of operating autonomy. While Ottawa County CMH functions as a department of county government, the CMH authorities included in our survey are independent of county government with the CMH Director reporting exclusively to a board. Having noted this distinction, it can be seen that Ottawa County's CMH is paid approximately 8% below the market average.

- **Medical Director**: Counties are often challenged to fill this position, consequently “unique” arrangements related to employee benefits, working hours and off-time are frequently seen. Six of the eleven surveyed counties report an in-house Medical Director that is provided both wage and employee benefits. Though some variances in contractual conditions are likely, the six jobs, as well as Ottawa County, likely represent a lateral labor market. In regard to wage level, Ottawa County is approximately 5% above the market average.
- **Staff Psychiatrist**: This can be extremely difficult position to fill as a result of the financial limitations to which public agencies are subjected. Similar to the situation for Medical Directors, counties and community mental health authorities are often challenged to fill this position, consequently “unique” arrangements related to employee benefits, working hours and off-time are frequently seen. To gather wage data for this and other CMH positions we have conducted a secondary wage survey comprised of ten CMH agencies. Nine of the ten report an in-house psychiatrist on a full-time basis. Though some variances in contractual conditions are likely, the nine jobs, as well as Ottawa County, likely represent a lateral labor market. In regard to wage level, Ottawa County is approximately 19% above the market average of \$123.59.

PROFESSIONAL POSITIONS PAID IN CONJUNCTION WITH A STEP SYSTEM

For one other position included in Exhibit 12, the Mental Health Prescriber, Ottawa County utilizes a step system. Similar to the Staff Psychiatrist, the Mental Health Prescriber can be a difficult position to fill as a result of market competition. As noted above, to gather wage data for this and other CMH positions we have conducted a secondary wage survey comprised of ten CMH agencies. Seven of the ten report a Mental Health Prescriber on a full-time basis. Though some variances in contractual conditions are likely, the seven jobs, as well as Ottawa County, likely represent a lateral labor market.

For the Mental Health Prescriber, we have developed an illustrative pay range that utilizes the market average as the maximum. Similar to other County positions (non-police) the pay range is 30% wide with seven steps. As noted earlier in the study, the County could use any number of steps and/or any width of pay range. The position incumbent is currently paid at an hourly rate of \$47.65 with a range maximum of \$61.67. The market average is almost identical at \$61.93. A seven step pay range for the position is presented below in Exhibit 12. Considering the nearness of the current salary to the recommended step 1 amount, no adjustment is recommended for step placement.

Exhibit 12
Ottawa County
Classification and Compensation Study
Suggested Pay Range for the Mental Health Prescriber

Minimum		Midpoint			Maximum	
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
\$47.64	\$50.02	\$52.40	\$54.79	\$57.17	\$59.55	\$61.93

POLICE OFFICERS LABOR COUNCIL (POLC) POSITIONS

Ottawa County’s POLC local represents three 312-eligible classifications. The union and County have agreed on designated market comparables for comparative purposes. Consequently, our review of market wages, using the eleven county governments included in our wage survey group is intended to be informational only. The results of the wage comparison should not be construed as an attempt to modify the designated market comparables. It is a separate wage survey, conducted as part of a larger study for Ottawa County.

Two of the three POLC positions have been included in the market survey. These are listed in the following Exhibit 13 with market averages derived from the wage comparisons contained in Appendix C. A third column calculates the percentage that the Ottawa County position is above or below the market average.

Exhibit 13
Ottawa County
Classification and Compensation Study
312 Eligible Police Officers Labor Council Positions

Position	FY 2021 Range Maximum	Market Average	Ottawa County as a Percentage of the Market Average
Road Patrol Deputy	33.81	32.03	106%
Detective	35.84	-	-
Sergeant - Road Patrol/Traffic Services	38.20	36.69	104%

Note: See Appendix C-2 for labor market details.
Source: Wage survey of entities listed in Appendix C-2.

In regard to the wage comparisons we have concluded the following:

- **Interpretation of the Wage Data:** For comparable wages we have requested range maximums as opposed to actual salaries. This is consistent with the methodology used for all positions included in the pay grade structure presented in Exhibit 1 (Section II of the

report). It is the most accurate comparison to capture a uniform wage level that can be readily compared.

- **Road Patrol Deputy**: All eleven counties included in the wage survey reported the position of Road Patrol Deputy. The average salary range maximum for the position is 6% lower than Ottawa County's current range maximum.
- **Detective**: The classification of Detective was not included in the wage survey. In our experience, comparative wage data for this position can be misleading. By way of explanation, some police agencies classify detectives as sergeants, others as deputies. In the case of Ottawa County, Detectives are classified in the middle and paid at a rate that is 5% higher than Road Patrol Deputies. Using Ottawa County's current compensation system as a guide, it can be concluded that Detectives are also 6% higher than the eleven-county labor market that was used.
- **Sergeant – Road Patrol/Traffic Services**: Ten of the eleven counties included in the wage survey reported the position of Sergeant. The average salary range maximum for the position is 4% lower than Ottawa County's current range maximum.

APPENDIX A

JOB EVALUATION PLAN

APPENDIX A

OTTAWA COUNTY

JOB ANALYSIS QUESTIONNAIRE FOR CLASSIFICATION ANALYSIS

The purpose of this questionnaire is to obtain accurate information concerning the duties and responsibilities associated with your job. The information will be used to assist us in understanding your position for purposes of compensation analysis.

HELPFUL TIPS ON COMPUTER COMPLETION:

1. This program will allow you to type in the gray fields only when they are selected or chosen. (When a field is chosen, it will turn dark darker.)
2. The {Tab} key allows you to move from one gray field to the next. Pressing {Shift} and {Tab} together will take you to the previous field. You may also select a field by clicking on it with your mouse.
3. If you are asked to comment on a particular topic, the gray field provided for your response will allow unlimited comment. When you reach the end of a line, text will automatically wrap onto the next line. If you wish to make a paragraph break within these comment fields, simply press {Return} or {Enter} as you normally would. {Backspace}, {Delete} and other commands also work in the gray fields the same as they would in any other situation.
4. To place an X in one of the check boxes, simply click on the appropriate box with your mouse or press the space bar while the box is selected. To remove an X, click on the marked box, or press the space bar while a marked box is selected.

Let's start with who you are.

Name: _____ Date: _____
Job Title: _____ Department: _____
Supervisor's Name/Title: _____
With This Employer: _____ In This Job: _____

INSTRUCTIONS:

This questionnaire covers various aspects of your job. Each of the following sections contains instructions specific to the questions being asked in that section. Some questions require a written response; others can just be ignored if not applicable. Do not duplicate what is on your job description. Include only information concerning how you job has changed since it was last classified. Your responses are important in helping us to better understand your position. Please answer all questions to the best of your ability. Thank you!

Section 1: Position Summary

Briefly describe the major purpose and primary function of your position in one or several sentences.

Section 2: Position Duties and Responsibilities

List the essential duties and responsibilities of your job in the spaces provided. **PLEASE LIST ONLY THOSE THAT ARE NEW AND NOT INCLUDED ON YOUR JOB DESCRIPTION.** An essential duty or responsibility is fundamental to the job.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Section 3: Knowledge and Education

Consider the extent to which your job requires knowledge normally gained through formal education. In the box below, choose the minimum education level required for your job. **Once the field is selected, an arrow will appear at the right of the box.** Clicking on this arrow will allow you to view a list of options. Simply click on the appropriate choice.

- Select from List -

*Provide the curriculum or program of study (e.g., accounting, construction management, law, business education, communications, etc.).

Section 4: Work Experience

Consider the extent to which your job requires related experience and training in addition to any formal education that might be required for the job. In the box below, choose the minimum experience required for your position.

- Select from List -

Is previous supervisory or management experience required of this position? Yes No

If yes, please describe:

Describe the nature and specific type of work experience required for your job. (e.g. law, accounting, general labor, secretarial, etc.)

Section 5: Special Employment Requirements

Please list any licensure or certifications that are required before you can be employed in this position? (i.e. state certifications or licenses required by either the governing agency or your employer.)

Section 6: Supervisory or Management Responsibility

List below the titles and number of positions you manage, supervise, or serve as a working supervisor for. Please indicate if you supervise these individuals directly or indirectly through subordinate supervisors. Specify how many positions are full-time and how many are part-time.

<u>Position Title</u>	<u>Number Supervised</u>		<u>Number in position who are:</u>	
	<u>Directly</u>	<u>Indirectly</u>	<u>Full-Time</u>	<u>Part-Time</u>

Section 7: Equipment Use and Knowledge (For employees that are not I.T. Professionals)

Please indicate which of the following types of automated equipment you are required to use in performing the essential functions of your job:

- Basic office equipment such as telephones, calculators, photocopiers, fax and similar equipment
- Computer programs:
 - word processing
 - spreadsheet
 - database (basic data entry and report generation)
 - database (data manipulation, research, report creation)
 - financial applications (general data entry at department level)
 - financial applications (sophisticated usage as in accounting)
 - computer aided design
 - GIS/mapping
 - audio/visual/technical equipment (advanced)
 - other specialized computer programs or specialized electronics

If the last box is checked, please specify the type of program or specialized equipment.

Does your position involve training others on a regular basis in the use of any of the above software?

Does your job require troubleshooting particular software applications or computer hardware beyond the level expected of an average user? If yes, please explain.

Section 8: Additional Employee Comments

Please provide any additional comments you feel would be useful in helping us better understand your job. Feel free to expand on any of the areas covered in the preceding sections.

IF APPLICABLE, PRINT AND FORWARD THE REQUEST FOR RECLASSIFICATION ANALYSIS TO YOUR DEPARTMENT HEAD FOR REVIEW PRIOR TO SUBMITTAL.

Section 9: Department Head Comments

Please read the employee’s responses to this reclassification request before completing this section. Do not alter the employee’s comments or answers. Use this section for making additional comments. Please forward the document to Human Resources following your review.

Are there any responses that you consider inaccurate? If so, please discuss them below.

List any job duties/responsibilities required of this position which were omitted by the employee.

Additional comments: _____

Name of person completing this form: _____

Date completed: _____

APPENDIX B

JOB EVALUATION PLAN

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan

FACTOR 1: EDUCATION AND RELEVANT EXPERIENCE

In using this factor, two separate yet related judgments must be made. First, identify the minimum level of education required to be adequately prepared for the duties and responsibilities of the position. Second, determine the minimum years of relevant experience necessary to adequately perform the job. (Typically found on the position's job description.) **NOTE:** Rate the MINIMUM requirements of the *position*, not the attainment of the position incumbent; these may differ.

	MINIMUM RELATED WORK EXPERIENCE REQUIRED					
	Less than one year	1 year or more	2 to 3 years	4 to 6 years	7 to 9 years	10 or more years
	1	2	3	4	5	6
MINIMUM EDUCATION REQUIRED						
A. High school diploma or equivalent.	149	173	197	220	243	267
B. Vocational or trade school, or some college, business school or other specialized training less than an Associate's Degree.	197	220	243	267	295	313
C. Associate's degree or equivalent.	243	267	295	313	337	360
D. Bachelor's degree or equivalent.	295	313	337	360	383	404
E. Master's degree	337	360	383	404	435	453
F. PhD or Juris Doctorate	383	404	435	453	477	500

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)

<u>FACTOR 2: JUDGMENT AND INDEPENDENCE OF ACTION</u>		
	DEGREE	POINT VALUE
LEVEL OF JUDGMENT AND INDEPENDENCE REQUIRED		
<p>This factor describes the level of judgment and independence of action exercised in determining proper courses of action. In evaluating a position against this factor, think about the extent to which policies, procedures and rules and so forth either guide or restrict judgment and independence of the position. Consider also whether peers and/or supervisors are available for collaboration in decision making, and the degree to which the employee is empowered to use discretion.</p>		
<p>A. Duties and responsibilities of the position are carried out according to straightforward and standardized policies, procedures, rules, etc. There is a need for the employee to exercise judgment, but others are available to assist and discretion is thereby somewhat limited. Work is closely monitored and regularly reviewed, often as part of a hierarchical process.</p>	<p>Somewhat less than = Almost exactly like = Somewhat more than =</p>	<p>100 130 160</p>
<p>B. Duties and responsibilities of the position require the employee to exercise greater discretion in performing position-related tasks and determining appropriate courses of action. However, the position does not require formal technical or professional training to effectively interpret standards and guidelines. Basic decisions are made independently while more complex or unique issues are solved by supervisory personnel. Discretion has limitations, with work monitored on a "spot check" basis.</p>	<p>Somewhat less than = Almost exactly like = Somewhat more than =</p>	<p>190 220 250</p>
<p>C. Duties and responsibilities of the position require the employee to exercise a higher level of independent judgment in completing assigned work and determining appropriate courses of action. The position requires some technical or professional training to effectively interpret standards and guidelines. Discretionary decisions are made in the course of assigned duties though more complex and unique issues are discussed and addressed cooperatively with higher level personnel or other authorities. This position must work with some independence within the framework of mid-level professional and administrative guidelines.</p>	<p>Somewhat less than = Almost exactly like = Somewhat more than =</p>	<p>280 310 340</p>
<p>D. Duties and responsibilities of the position require the employee to interpret a wider assortment of policies, procedures and rules to determine appropriate courses of action. Clearly established technical or professional training is required to effectively interpret standards and guidelines. Basic operating decisions are made independently while more complex or unique issues are solved collaboratively with supervisory personnel. Discretion is higher and work is monitored as one important step of a larger procedural and operating system.</p>	<p>Somewhat less than = Almost exactly like = Somewhat more than =</p>	<p>370 400 430</p>
<p>E. Duties and responsibilities of the position require that the employee regularly interpret policies, procedures and rules to determine appropriate courses of action. The employee has information available to guide him/her in effective interpretation of standards and guidelines, but significant discretion is exercised. Most decisions are made independently, and technical or professional training is required. Higher level managers are available to assist with especially unique situations but independent judgment is expected in routine matters. Work is monitored on a longer-term, periodic basis with the expectation that closer scrutiny is not required.</p>	<p>Somewhat less than = Almost exactly like = Somewhat more than =</p>	<p>460 490 520</p>
<p>F. Duties and responsibilities of the position are governed by broad and complex technical, administrative, or professional standards and guidelines. The employee must regularly exercise independent judgment in decision-making, and exercise considerable discretion. The employee performs with a high degree of latitude, and work is monitored only on a periodic or exception basis. The employee regularly participates in the development of professional standards and guidelines.</p>	<p>Somewhat less than = Almost exactly like = Somewhat more than =</p>	<p>550 580 610</p>
<p>G. Duties and responsibilities of the position are not only governed by broad and complex technical, administrative, or professional standards and guidelines, but the employee regularly directs the development of such standards. The employee performs with a high degree of independence and regularly exercises considerable discretion. Work is monitored through formal review by top organizational leaders or policy-making bodies.</p>	<p>Somewhat less than = Almost exactly like = Somewhat more than =</p>	<p>640 670 700</p>

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)

FACTOR 3: INTERNAL AND EXTERNAL RELATIONS

This factor examines the types and frequency of internal and external contacts a position encounters, and the communication skills needed to successfully handle these contacts.

First, examine the hierarchy of communication skills listed and select the category which reflects the *highest requirement* of the position. Although a job may entail a variety of levels of contacts, use the highest requirement to determine the point award.

Second, after selecting the highest requirement, determine the frequency with which that activity occurs.

	FREQUENCY		
	1. Normal Frequency	2. High Intensity	3. Maximum Intensity
COMMUNICATION SKILLS REQUIRED			
A. Internal or external contacts are experienced in the position. Skill in exchanging meaningful service or statistical information through prescribed procedural systems is required.	100	120	140
B. Greater levels of internal and external contacts are experienced in the position. Skill in responding to more varied and substantive questions, providing explanations of more substantive procedures, and engaging in more complex information exchange is required.	160	180	200
C. Increasingly more complex internal and external contacts are experienced in the position. Skill in interpreting and translating facts and information, defining situations and issues, advising others of more complex alternatives and options, and interviewing and developing information from others is required. Unusual or difficult situations are addressed to the extent possible.	220	240	260
D. Substantial interaction with internal and external contacts is experienced in the position. Skill in conciliation, giving instructions, resolving disagreements, and/or leading meetings and consultations is required. This position is responsible for the resolution of unusual or difficult situations with a relatively high level of discretion.	280	300	320
E. Very complex internal and external contacts are experienced in this position. Skill in leading and persuading others, negotiating agreements and mediating and resolving disputes is required at a high level in the organization.	340	360	380
F. Internal and external contacts are at an upper management level and span internal and external sources and decision makers. Contacts, discussions and decisions often focus on matter of policy evaluation, outcomes and organizational best practices. Internal and external relations and related interactions frequently impact the organization as a whole.	400	420	440
G. Internal and external contacts and interactions are at the highest management/professional level and involve the latitude to make significant management distinctions and decisions as well unilaterally formulate alternative approaches to policies and procedures pertaining to both internal and external interactions.	460	480	500

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)

FACTOR 4: SUPERVISORY OR MANAGERIAL RESPONSIBILITY

This factor reflects the supervision exercised and management or leadership role assigned to a position. Select first the level of authority exercised, then the span of control as determined by the size of the supervisor's staff.

Special Circumstances:

- Count part-time, permanent, year-round staff proportionally.
- Assure that supervision involves more than informal leadership.

	STAFF SIZE (Both direct and indirect reporting relationships)				
	1. 1-5	2. 6-15	3. 16-35	4. 36-50	5. Over 50
LEVEL OF LEADERSHIP, SUPERVISORY AND MANAGEMENT AUTHORITY EXERCISED (ONE FTE MINIMUM)					
A. <u>Defined Leader or Coordinator:</u> Formally recognized as a leader or coordinator. By virtue of the organizational structure, functions as a higher level employee that gives work direction to other employees – though focusing more on oversight and work coordination. Points may also be awarded at this level for higher level professional positions that utilize the output of lower level employees but have limited supervisory responsibility due to the technical or professional nature of their jobs. NOTE: Minimum of one full-time worker or part-time workers adding up to one FTE to qualify.	30	35	40	45	50
B. <u>Line Supervisor or Office Manager:</u> Formally recognized on the job description as a line supervisor or office supervisor in performing tasks of a more complex nature while directing the workload of others to achieve the desired outcome. Though not an FLSA supervisory position does have responsibility for planning and coordinating work assignments, recommending discipline and overseeing the work of others.	55	60	65	70	75
C. <u>Division Supervisor:</u> An FLSA Exempt position that is regularly involved in planning workload, determining staffing levels and overseeing the work of others. May or may not have full authority for discretionary actions such as hire, fire, discipline - but at minimum has a significant role in these personnel practices as well as performance evaluation, recruitment and hire and formal oversight and full budgetary responsibility for the work unit.	80	85	90	95	100
D. <u>Manager of Significant Operational Area:</u> Directs the operations of a large area of responsibility under a director with multiple managers. Has the authority to make or effectively recommend important personnel decisions such as hiring, disciplining, terminating and promoting subordinates.	105	110	115	120	125
E. <u>Manager of Major Operational Area:</u> Responsible for planning, directing, staffing and controlling employees of a major department or service area in a large department with numerous managers, supervisors and coordinators. Small department heads also score at this level.	130	135	140	145	150
F. <u>Department Head:</u> Department director level position. Note: Some small departments with limited employees or program scope may not qualify at this level. Positions such as Undersheriff or Chief Assistant Prosecuting Attorney also qualify for this level by virtue of the scope of authority and/or additional operational status resulting from the presence of an elected official.	155	160	165	170	175
G. <u>Administrator:</u> Department director level, similar to F, but with a greater depth of responsibility due to the use of multiple subordinate 1 st Level Managers and/or departments and a larger, more complex operation.	180	185	190	195	200

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)

FACTOR 5: JOB COMPLEXITY

This factor measures the degree of complexity which is characteristic of a position's duties and responsibilities. Complexity is defined as the level of "thinking process" or analytic ability required of a position. In determining the appropriate point assignment, consider *overall* complexity, not unique projects or activities which are occasional and impermanent to the position.

LEVEL OF COMPLEXITY ENCOUNTERED	DEGREE	POINT VALUE
A. Position primarily involves the use of factual information and data that does not present significant variables or ambiguities. Redundant steps, methods and processes are typically well defined, choices involve a manageable set of options and information is readily available to ascertain correct approach. Some situations can arise that require more complex thinking processes but these are limited by the scope of responsibilities.	Somewhat less than = Almost exactly like = Somewhat more than =	100 130 160
B. Position uses factual information and steps, methods and processes that are typically well defined. However, the position encounters more variables and ambiguities in the course of the job function. Situations arise that require more complex thinking processes and the ability to assess and select from a variety of options. The job, by its nature is not routine in nature, and often requires the selection of a preferred course of action from a prescribed set of options.	Somewhat less than = Almost exactly like = Somewhat more than =	190 220 250
C. Position involves the use of factual information and data, but also encounters a higher level of variables or ambiguities which require analytic and problem solving ability to select correct actions from a set of options. Redundant steps, methods and processes are typically well defined, but the employee must frequently modify or adapt them to address a situation.	Somewhat less than = Almost exactly like = Somewhat more than =	280 310 340
D. Position involves both the use of factual information and data, and the modification and continuous improvement of processes. At this level, the position regularly addresses variables or ambiguities and requires analytic and problem solving ability to select correct actions from a more expansive set of options. Steps, methods and processes are a mix of redundant and original tasks, and processes must be occasionally reassessed, modified or adapted to address unique situations.	Somewhat less than = Almost exactly like = Somewhat more than =	370 400 430
E. Position involves the extensive use of analytic and problem solving ability to select correct actions from a wide range of options. Steps, methods and processes are sometimes original and must be continuously reassessed, modified or adapted to address unique situations or realize improvements in process. Among others, this level is appropriate for multi-faceted positions with program or service planning responsibilities.	Somewhat less than = Almost exactly like = Somewhat more than =	460 490 520
F. Position is focused on projects involving the dedication of substantial time and effort to researching, organizing and assessing information which contains substantial variables and ambiguities. As a result, steps, methods and processes are often original, and the incumbent may be required to develop new and original procedures and processes. An advanced analytic and problem solving ability is required for the position.	Somewhat less than = Almost exactly like = Somewhat more than =	550 580 610
G. Position is focused on organization-wide analysis and problem solving that requires the evaluation of multiple factors with profound implications for programs, budgetary processes, service offerings and organizational planning. Steps, methods and processes are constantly changing and evolving and appropriate response is critical to the organization. Both originality and pre-emptive problem solving is required of the position.	Somewhat less than = Almost exactly like = Somewhat more than =	640 670 700

**Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)**

FACTOR 6: RESPONSIBILITY FOR THE RIGHTS OF OTHERS

This factor is concerned with the impact the position's duties have on the rights of others. In considering the potential impact of a position, consider probable and typical errors which may occur in the regular course of performing a job, not the most extreme consequences.

Second, after selecting the highest, but still probable consequences, determine the frequency with which opportunity for error presents itself.

	FREQUENCY		
	1. Accurate As Stated	2. Higher Impact	3. Significantly Higher than Stated
PROBABLE CONSEQUENCES OF ERRORS			
A. Errors in the position are easily corrected in preceding steps of the work process or have a very limited impact on the rights of others.	0	10	20
B. Errors in the position could cause manageable inconvenience but would not directly correlate to significantly infringing on rights. Effect of errors would impact a single or limited set of individuals or customers.	30	40	50
C. Errors in the position could cause inconveniences or legalities that are more difficult to resolve, but would be further reviewed at higher levels to mitigate the possibility of a long-term impact on rights. As a result, effect of errors would impact a limited set of individuals or customers.	60	70	80
D. Errors in the position in performing duties present the potential for legal or service issues that could be difficult to resolve and/or have financial or welfare impacts. Effect of errors would be more widespread across multiple individuals or customers.	90	100	110
E. Errors in the position are further up the chain of command or decision-making chain and by definition would impact multiple work processes, customer areas or legal or service issues. Resolution would require input from superiors or legal sources at a more complex and sustained level in resolving legal and/or financial impacts.	120	130	140
F. Errors in the position could cause significant inconvenience or legal issues that are extremely difficult to resolve, or may temporarily pose a significant problem for the general public.	150	160	170
G. Errors in the position could cause a major, long-term inconvenience to the public that would have the realistic potential to cause long-term service issues or impacts on the rights of the public.	180	190	200

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)

FACTOR 7: TECHNOLOGY USE

This factor measures the level of knowledge and expertise required in a position with respect to utilizing, developing and implementing various technologies. Determine first the level of knowledge and skill required of the position (not the level of the position incumbent) and then determine the degree most appropriate for the position.

LEVEL OF TECHNOLOGICAL KNOWLEDGE AND SKILL REQUIRED	DEGREE	POINT VALUE
A. Job requires computer and technology use of one or more programs of Microsoft Suite and/or department and external data base programs for data access and reporting. Duties require the use of technology-based office equipment, e-mail and web queries, ongoing data entry, and/or use of field equipment requiring some technology-based training. This level is a general technology user.	Somewhat less than = Almost exactly like = Somewhat more than =	40 50 60
B. Job duties require a higher high knowledge of and ability to use Microsoft Suite applications including word processing, more complex spreadsheet development, or databases, as well as department-specific and third-party software or financial applications requiring higher level instruction and training.	Somewhat less than = Almost exactly like = Somewhat more than =	70 80 90
C. Job duties require utilization of, and a greater knowledge of specialized software such as more complex use of financial applications, CAD, GIS, database manipulation such as report creation and other complex and specialized programs and uses. The higher levels are also appropriate for the individual that regularly provides computer assistance or training for a particular unit or office setting on a wide assortment of applications.	Somewhat less than = Almost exactly like = Somewhat more than =	100 110 120
D. Job duties require more advanced use of computer software, including specialized applications, which constitute the primary portion of the job (such as advanced GIS or IT support). Employees at this level may also serve as information technology and network specialists with responsibility for computer system installation, maintenance, troubleshooting, security and software application support. Extremely high financial/MIS software users may also qualify at this level.	Somewhat less than = Almost exactly like = Somewhat more than =	130 140 150
E. Job duties require advanced maintenance of network, security and/or telecommunications systems and platforms, the development, programming, and upgrade of computer systems and/or selection and oversight of contracted services for computer systems, databases, networks, telecommunications, security or other complex systems. Job duties may include project management from initial planning and selection through implementation and/or supervising a cadre of IT or GIS professionals.	Somewhat less than = Almost exactly like = Somewhat more than =	160 170 180
F. Duties are both technical and administrative and involve the management of other information technology professionals. Technical ability is at a high level and the position is responsible for departmental administration, capital planning and/or project management. The position typically functions as CIO or director of information technology.	Somewhat less than = Almost exactly like = Somewhat more than =	190 200 210

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)

FACTOR 8: IMPACT ON PROGRAMS, SERVICES AND OPERATIONS

This factor measures direct or indirect impact on the programs, services or operations carried out or provided by units of the organization. The nature of such impact is defined as the extent to which effective or ineffective performance of a classification's duties or responsibilities contribute to assure, interfere with, or prevent the achievement of goals, objectives, plans, or other established performance criteria. Rate the classification in terms of its probable consequences, as opposed to potential consequences which rarely, if ever, occur.

NATURE OF IMPACT	DEGREE	POINT VALUE
A. The work product, though important to the organization, is directly tied to other work processes. Errors are detected or apparent in succeeding steps and thus can be detected and corrected at an early stage.	Somewhat less than = Almost exactly like = Somewhat more than =	100 125 150
B. The work products and purpose of the job are linked to other work processes. Completed work has a greater level of linkage to other jobs within the chain and in turn, a greater impact on work processes. Errors are generally detected in succeeding operations, though some require time and effort to detect. Consequences affect the work of others or cause inconvenience to the public. There also may be monetary consequences related to the handling of financial transactions, equipment, supplies or other materials.	Somewhat less than = Almost exactly like = Somewhat more than =	175 200 225
C. The work products and purpose of the job directly affect the accuracy, reliability, or acceptability of other work processes. Completed work has a direct relationship to other important activities or related work within one or more organization units. Errors are normally detected in succeeding operations but involve expenditure of time to trace and correct. Consequences affect the work of others or cause higher levels of inconvenience to the public. Monetary consequences, service issues or other more profound negative outcomes may result.	Somewhat less than = Almost exactly like = Somewhat more than =	250 275 300
D. The work products and purpose of the job contribute to the attainment of both immediate and on-going goals and objectives. The job may materially influence or impact long-range direction, planning or control. The job affects the design or operation of systems, programs or equipment. Errors are difficult to detect and would result in inaccurate reports, incomplete or misleading information, invalid test results, unsound recommendations, or incorrect decisions that would only become apparent through review channels, typically after negative impacts have occurred.	Somewhat less than = Almost exactly like = Somewhat more than =	325 350 375
E. The work products and purpose of the job have a significant impact on major aspects of programs, services and operations. Responsibilities may be shared among individuals or may be a direct responsibility. Influence extends to both short- and long-term matters affecting an organizational component. Errors would not be detected through normal means, but would become apparent later through subsequent activities or events.	Somewhat less than = Almost exactly like = Somewhat more than =	400 425 450
F. The work products and purpose of the job have a major impact on all aspects and phases of program, service or operations management. Decisions and overall influence contribute directly to the image of success and future of programs, services or operations and have a major long-term impact.	Somewhat less than = Almost exactly like = Somewhat more than =	475 500 525
G. The purpose of the job is focused on the coordination on all of the programs, services and operations and the establishment and ongoing review and modification of organizational goals, objectives and action plans. The level of organizational impact exhibited is of a direct controlling nature as is usually associated with the highest levels of management.	Somewhat less than = Almost exactly like = Somewhat more than =	550 575 600

**Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)**

FACTOR 9: DOCUMENT CONCENTRATION

This factor measures the extent to which the position requires mental concentration and focus on the job of the type that is frequently associated with ongoing work involving numbers, figures and automated document review and development. Determine the frequency that this occurs, while excluding time devoted to customer service, meetings, management reporting and strategic planning and other duties. Department heads, including finance and information technology, are rarely rated at the highest level due to the need to engage in the above activities and perform other management duties. It is assumed that even technologically-oriented department heads must utilize 20% of their time for responsibilities only loosely related to document concentration.

FREQUENCY

APPLICABLE FACTORS	1. Normal (Up to 60%)	2. Higher Portion of Job (61%-80%)	3. Primary Job Function (Over 80%)
<u>Mental Concentration:</u> The task detail regularly required of the position (i.e. working with figures, paperwork, fine motor skills)	20	40	60

Appendix B-1
Ottawa County
Classification And Compensation Study
Point Factor Plan (cont'd)

FACTOR 10: WORK ENVIRONMENT

This factor measures the degree to which a position is subjected to unpleasant or adverse working conditions as a function of the job. Office “climate control” issues are not considered an unpleasant or adverse condition.

Determine first the highest condition or demand encountered *as a function of the position* (A, B, C or D) then the approximate frequency with which that condition is experienced.

	FREQUENCY		
	1. Occasionally (25%-50%)	2. Periodically (51%-75%)	3. Frequently (Over 75%)
WORKING CONDITIONS			
A. Work is carried on in a normal office setting or with limited exposure to disagreeable working conditions. Some less than ideal situations might exist, including rude or disagreeable customers but the work environment is not unhealthy by generally accepted health standards. Any health-related or disagreeable conditions are minor and manageable and can be tolerated without special accommodation. Points may be awarded based on a higher frequency of disagreeable factors in the work and the service environment more generally.	0	5	10
B. Work requires office and field work which may expose the employee to seasonal temperatures, loud noise, dust and dirt, unsanitary or unhealthy conditions and other conditions present in the work environment. This level is appropriate for the employee with frequent field work requiring nominal levels of physical exertion (without accommodation) such as inspectors, nurses, probation officers, social workers and youth home workers. Others exposed to unhealthy home or environmental conditions would also be rated in this category as would some animal control personnel or others facing potential danger. Higher than normal weight requirements such as those required of IT personnel would also be rated at this level.	20	30	40
C. Work environment is disagreeable due to discomfort from heavy manual activities (repeated lifting, pushing, digging, etc.) extreme weather conditions, situations that require high levels of caution and safety awareness, regulated exposure to hazardous materials or other factors which require adjusting to or procedurally accommodating these uncomfortable situations as a primary condition of the job. Jobs rated at this level are typically those focused on heavy manual labor.	50	60	70
D. Work environment is very disagreeable due to extreme manual labor and adverse environmental conditions, with exposure to safety situations, hazardous materials or dangerous chemicals, confined or precarious work sites and other conditions which require the use of special safety equipment and substantial physical or mental accommodation to perform the job. This factor level is appropriate for the most extreme circumstances in which compensation is directly correlated to working conditions.	80	90	100

Appendix B-2
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Classification And Compensation Study
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Grade	Position Title	Education and Experience	Ed/Ex #	Judgment and Independence	Internal and External Relations	Supervision	Supv #	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
1	Custodian	173	a2	100	100	0	-	100	10	40	100	20	20	663	601-750
1	Resource Recovery Site Attendant	173	a2	100	100	0	-	100	10	40	100	20	60	703	
1	Facilities Clerk	173	a2	100	100	0	-	100	10	60	100	60	5	708	
2	Peer Specialist	197	a3	130	120	0	-	130	20	60	125	40	5	827	751-900
2	Bailiff	197	a3	160	120	0	-	130	30	50	125	20	10	842	
2	Mental Health Clerk	197	a3	130	120	0	-	130	20	70	125	60	5	857	
2	Nature Education Center Secretary	197	a3	130	120	0	-	130	10	80	125	60	5	857	
2	Quality Improvement Clerk	197	a3	130	120	0	-	130	20	70	125	60	5	857	
2	Mental Health Aide	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Recovery Coach	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Access Center Clerk	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Community Navigator Aide	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Clerk (Treasurer)	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Hearing and Vision Clerk	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Clinic Support	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Records Processing Clerk II	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Clerk Typist II/Matron	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Environmental Health Clerk	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	MIHP Clerk II - Public Health	197	a3	130	120	0	-	130	20	80	125	60	5	867	
2	Probate Clerk	197	a3	130	120	0	-	130	20	80	125	60	5	867	
3	Senior Site Attendant	197	a3	160	120	30	a1	160	20	50	150	20	60	967	901-1050
3	Clerk/Register Technician	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Case Records Technician	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Community Health Clerk	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Community Health Worker (Pathways to Better Health Program)	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Secretary	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	District Court Clerk I	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Friend of the Court Clerk I	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Clerk (Autism Services)	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Probation and Community Corrections Secretary	243	b3	160	140	0	-	160	30	80	150	60	5	1028	
3	Abstracting/Indexing Clerk	243	b3	160	140	0	-	160	30	90	150	60	5	1038	
3	Clerk Typist III/Matron	243	b3	160	140	0	-	160	30	90	150	60	5	1038	

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Grade	Position Title	Education and Experience	Ed/ Ex #	Judgment and Independence	Internal and External Relations	Supv #	Supv Supervision	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
3	Water Resources Clerk	243	b3	160	140	0	0	160	30	90	150	60	5	1038	901-1050
3	Warranty Deed Clerk	243	b3	160	140	0	0	160	30	90	150	60	5	1038	
4	Hearing and Vision Technician	243	b3	190	160	0	0	190	40	90	175	40	10	1138	1051-1200
4	Children's Special Health Services Representative	243	b3	190	160	0	0	190	40	80	175	60	5	1143	
4	Legal Assistant I	243	b3	190	160	0	0	190	40	80	175	60	5	1143	
4	Victim Advocate Assistant	243	b3	190	160	0	0	190	40	80	175	60	5	1143	
4	District Court Officer	243	b3	190	160	0	0	190	50	90	175	40	10	1148	
4	Project Support Specialist	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Administrative Aide (JDC)	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Circuit Court Clerk	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Data Processing Specialist	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Deputy Probate Register	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Environmental Health Technical Support Clerk	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Friend of the Court Clerk II	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Health Promotion Clerk	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Juvenile Clerk II	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Reimbursement Specialist	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Public Service Center Clerk	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Assignment Clerk	243	b3	190	160	0	0	190	40	90	175	60	5	1153	
4	Health Technician	243	b3	190	160	0	0	190	40	90	175	60	20	1168	
4	District Court Clerk II	243	b3	190	160	30	a1	190	40	90	175	60	5	1183	
4	Senior Secretary	243	b3	190	160	30	a1	190	40	90	175	60	5	1183	
5	Hazardous Waste Maintenance Worker	197	a3	220	160	0	0	220	50	50	200	20	90	1207	1201-1350
5	Parks Maintenance Worker	220	a4	220	180	0	0	220	50	50	200	20	50	1210	
5	Custodial Supervisor	220	a4	220	180	60	b2	220	40	50	200	20	20	1230	
5	Maintenance Worker	243	b3	250	180	0	0	220	50	50	200	20	40	1253	
5	Case Records Technician II	243	b3	220	180	0	0	220	50	90	200	60	5	1268	
5	Health Administration Specialist	243	b3	220	180	0	0	220	50	90	200	60	5	1268	
5	Legal Assistant II	243	b3	220	180	0	0	220	50	90	200	60	5	1268	
5	Medical Assistant	243	b3	220	180	0	0	220	50	90	200	60	10	1273	
5	Environmental Health Technician (Field Services)	267	c2	220	180	0	0	220	60	80	200	40	20	1287	
5	Account Specialist	267	c2	220	180	0	0	220	50	90	200	60	5	1292	

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Grade	Position Title	Education and Experience	Ed/Ex #	Judgment and Independence	Internal and External Relations	Supervision	Supv #	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
5	Administrative Assistant - Friend of the Court	267	c2	220	180	0	-	220	50	90	200	60	5	1292	1201-1350
5	Account Clerk	243	b3	220	180	30	a1	220	50	90	200	60	5	1298	
5	Senior Extension Clerk	243	b3	220	180	30	a1	220	50	90	200	60	5	1298	
5	Clerk/Register Specialist	243	b3	220	180	30	a1	220	50	90	200	60	5	1298	
5	Assessment and Eligibility Specialist	243	b3	250	180	0	-	220	60	90	200	60	5	1308	
5	Senior Abstracting/Indexing Clerk/Clerk's Office	243	b3	220	180	30	a1	220	50	100	200	60	5	1308	
5	Senior Abstracting/Indexing Clerk/Equalization	243	b3	220	180	30	a1	220	50	100	200	60	5	1308	
5	Buyer	313	d2	220	180	0	-	220	50	90	200	60	5	1338	
6	Soil Erosion Control Inspector	243	b3	250	180	0	-	250	70	80	225	40	20	1358	1351-1500
6	Animal Control Officer	243	b3	250	200	0	-	250	80	70	225	20	30	1368	
6	Senior Victim Advocate	267	c2	250	180	0	-	250	80	80	225	40	5	1377	
6	Local Emergency Planning Coordinator	267	c2	250	180	0	-	250	70	80	225	40	20	1382	
6	Contractual Services and Housing Program Assistant	267	c2	250	180	0	-	250	60	90	225	60	5	1387	
6	Youth Specialist	267	c2	250	180	0	-	250	80	70	225	40	30	1392	
6	Compliance Assistant	267	c2	250	180	0	-	250	60	100	225	60	5	1397	
6	Victim Advocate	267	c2	250	180	30	a1	250	80	80	225	40	5	1407	
6	Probation Specialist	295	c3	250	180	0	-	250	70	80	225	40	20	1410	
6	Felony Collections Clerk	295	c3	250	180	0	-	250	60	90	225	60	5	1415	
6	Revenue Accounting Specialist	295	c3	250	180	0	-	250	60	100	225	60	5	1425	
6	Legal Assistant III	267	b4	250	180	30	a1	250	60	100	225	60	5	1427	
7	Drain Inspector	267	c2	310	200	0	-	280	70	70	250	40	20	1507	1501-1650
7	Violence Intervention Officer	267	c2	280	200	0	-	280	90	80	250	40	20	1507	
7	Park Equipment Specialist	267	b4	310	200	0	-	280	70	70	250	20	40	1507	
7	Weatherization Inspector	267	b4	310	200	0	-	280	70	70	250	40	20	1507	
7	Maintenance Technician	267	b4	310	200	0	-	280	70	70	250	20	40	1507	
7	Court Recorder/Judicial Secretary	267	b4	280	200	0	-	280	70	100	250	60	5	1512	
7	Court Services Officer (JAWS)	243	b3	280	200	30	a1	280	80	80	250	20	50	1513	
7	Appraiser I	267	b4	280	220	0	-	280	70	90	250	40	20	1517	
7	Senior Reach Care Manager	313	d2	280	200	0	-	280	70	80	250	40	5	1518	

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7	Support Coordinator Aide	313	d2	280	200	0	-	280	70	80	250	40	5	1518	1501-1650
7	Delinquent Property Tax Specialist	295	c3	280	200	0	-	280	70	100	250	60	5	1540	
7	Administrative Assistant II	295	c3	280	200	30	a1	280	70	90	250	60	5	1560	
7	Senior Case Records Technician	295	c3	280	200	30	a1	280	70	90	250	60	5	1560	
7	Court Recorder/Technology Specialist	295	c3	280	200	0	-	280	80	110	250	60	5	1560	
7	Property Description and Mapping Technician	295	c3	280	200	0	-	280	70	120	250	60	5	1560	
7	UM/Elec Data Interchange Technician	313	d2	280	200	0	-	310	70	120	250	60	5	1608	
8	Corrections Deputy	243	b3	310	240	0	-	310	100	60	275	20	100	1658	1651-1800
8	Court Services Officer	243	c3	310	260	0	-	310	100	70	275	20	70	1658	
8	Dental Assistant/Clinic Manager	295	c3	310	220	30	a1	310	80	80	275	40	20	1660	
8	Soil Erosion Agent	295	c3	310	220	30	a1	310	90	70	275	40	20	1660	
8	Parks Naturalist	337	d3	310	240	30	a1	280	60	80	275	40	10	1662	
8	Accountant I	295	d1	310	220	0	-	310	80	110	275	60	5	1665	
8	Administrative Support (Corporate Counsel)	295	c3	310	240	0	-	310	80	90	275	60	5	1665	
8	Human Resources Specialist	295	d1	310	240	0	-	310	80	90	275	60	5	1665	
8	Environmental Health Specialist (Onsite)	313	d2	310	220	0	-	310	100	80	275	40	20	1668	
8	GIS Technician	295	d1	310	220	0	-	310	70	130	275	60	5	1675	
8	Stormwater Technician	313	d2	310	220	0	-	310	90	130	275	40	5	1693	
8	QI Data Technician	313	d2	310	220	0	-	310	80	130	275	60	5	1703	
8	Mental Health Trainer	337	d3	340	240	0	-	310	80	80	275	40	5	1707	
8	Prevention Specialist	337	d3	340	240	0	-	310	80	80	275	40	5	1707	
8	Chief Deputy Probate Register	313	d2	310	220	55	b1	310	80	100	275	40	5	1708	
8	Group Leader (Detention/Treatment Unit)	337	d3	340	220	0	-	310	80	80	275	40	30	1712	
8	Mental Health Specialist (MI-MDT)	337	d3	340	240	0	-	310	80	80	275	40	20	1722	
8	Chief Circuit Court Clerk	295	c3	310	240	60	b2	310	80	90	275	60	5	1725	
8	Executive Assistant	337	d3	310	240	30	a1	310	70	90	275	60	5	1727	
9	Health Promotion Educator	337	d3	340	260	0	-	340	90	90	300	40	5	1802	1801-1950
9	Appraiser II	295	c3	340	260	0	-	340	90	90	300	60	30	1805	

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9	Recovery Court Case Manager	337	d3	340	260	0	-	340	90	80	300	40	20	1807	1801-1950
9	Nutritionist	337	d3	340	260	0	-	340	90	80	300	40	20	1807	
9	Parks Planner	337	d3	340	240	0	-	340	90	110	300	40	10	1807	
9	Elections Coordinator	295	c3	340	240	0	-	340	110	120	300	60	5	1810	
9	Communications Specialist	337	d3	340	260	0	-	340	80	90	300	60	5	1812	
9	Farm Preservation Analyst	337	d3	340	240	0	-	340	90	120	300	40	10	1817	
9	Land Use Planning Specialist	337	d3	340	240	0	-	340	90	120	300	40	10	1817	
9	Program Evaluator	337	d3	370	260	0	-	340	100	80	300	40	5	1832	
9	Payroll Coordinator	337	d3	340	240	0	-	340	90	120	300	60	5	1832	
9	Stewardship Work Crew Supervisor	313	d2	340	260	30	a1	370	90	70	300	40	20	1833	
9	Public Health Social Worker	337	d3	370	260	0	-	340	90	80	300	40	20	1837	
9	Clerk/Register/Supervisor	313	c4	340	240	60	b2	370	90	90	300	40	5	1848	
9	Senior Reach Behavioral Health Provider	360	e2	370	260	0	-	340	90	80	300	40	20	1860	
9	PC Technician	295	d1	370	240	0	-	340	90	150	300	60	20	1865	
9	Parks Supervisor	337	d3	340	240	60	b2	370	90	70	300	40	20	1867	
9	Crime Data Analyst	337	d3	370	240	0	-	340	100	120	300	60	5	1872	
9	Accounts Payable Supervisor	337	d3	340	240	30	a1	370	90	120	300	60	5	1892	
10	Occupational Therapist	337	d3	400	260	0	-	400	100	80	325	40	10	1952	1951-2100
10	Grant Writer/Manager	337	d3	400	260	0	-	400	90	80	325	60	5	1957	
10	Community Health Nurse (Clinical)	313	d2	400	260	0	-	400	100	90	325	40	30	1958	
10	Senior Environmental Health Specialist (Onsite)	313	d2	400	260	0	-	400	120	80	325	40	20	1958	
10	Mental Health Nurse (MI Services)	313	d2	400	260	0	-	400	100	90	325	40	30	1958	
10	Homeland Security Regional Planner	313	c4	400	260	0	-	400	110	80	325	60	10	1958	
10	Appraiser III	337	d3	400	260	0	-	400	100	90	325	40	20	1972	
10	Contract Manager	337	d3	400	260	0	-	400	100	90	325	60	5	1977	
10	Legal Investigator	337	d4	400	260	0	-	400	110	90	325	40	20	1982	
10	Care Coordinator	337	d3	430	260	0	-	400	100	80	325	40	20	1992	
10	Juvenile Court Officer	337	d3	430	260	0	-	400	100	80	325	40	30	2002	
10	Probation Officer/Substance Abuse Assessor	337	d3	430	260	0	-	400	100	80	325	40	30	2002	

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10	FOC Investigator	337	d3	430	260	0	-	400	100	80	325	40	30	2002	1951-2100
10	Assistant Assessing Division Manager	337	d3	400	260	30	a1	400	100	90	325	40	20	2002	
10	Accountant II	337	d3	400	240	30	a1	400	90	120	325	60	5	2007	
10	Weatherization Program Coordinator	337	d3	400	260	55	b1	400	100	70	325	40	20	2007	
10	Treatment Specialist	360	e2	430	260	0	-	400	100	80	325	40	20	2015	
10	Trial Court Specialist	267	b4	430	280	0	-	430	110	90	350	60	5	2022	
10	Research Attorney	383	f1	400	260	0	-	400	100	90	325	60	5	2023	
10	Technical Support Specialist	337	d3	400	260	30	a1	400	100	110	325	60	5	2027	
10	Substance Use Disorder Clinician	383	e3	430	260	0	-	400	100	80	325	40	10	2028	
10	Assessment and Level-of-Care Specialist	383	e3	430	260	0	-	400	100	80	325	40	10	2028	
10	Adult Drug Court Coordinator	360	d4	400	260	55	b1	400	100	80	325	40	10	2030	
10	Assistant Juvenile Register	337	d3	400	260	55	b1	400	100	90	325	60	5	2032	
10	Human Resources Employment Analyst	337	d3	400	260	55	b1	400	110	100	325	40	5	2032	
10	GIS Programmer/Technician	337	d3	400	260	0	-	400	100	150	325	60	5	2037	
10	Mental Health Clinician (Crisis Services)	383	e3	430	260	0	-	400	100	80	325	40	20	2038	
10	Shift Supervisor - Juvenile Detention	360	d4	400	260	55	b1	400	100	70	325	40	30	2040	
10	Human Resources Benefits Analyst	337	d3	400	260	55	b1	400	110	100	325	60	5	2052	
10	Chief Clerk of the Court	360	d4	400	260	80	c1	400	100	90	325	40	5	2060	
10	Deputy Treasurer	337	d3	400	260	55	b1	400	100	130	325	60	5	2072	
10	Office Supervisor	360	d4	400	260	65	b3	400	100	100	325	60	5	2075	
11	Dental Hygienist/Practice Manager	295	c3	430	280	30	a1	430	110	100	350	40	40	2105	2101-2250
11	Director of Recipient Rights	360	d4	430	300	0	-	430	110	80	350	40	5	2105	
11	Evidence Technician	295	c3	430	300	0	-	430	120	100	350	40	40	2105	
11	Communication Specialist	337	d3	430	320	0	-	430	110	90	350	40	5	2112	
11	Maintenance Supervisor/Project Manager	295	c3	430	280	85	e2	430	110	70	350	40	30	2120	
11	Research and Data Analyst	337	d3	430	280	0	-	430	110	120	350	60	10	2127	
11	Sergeant - Jail	267	b4	430	280	60	b2	430	120	70	350	40	80	2127	
11	Financial Specialist - Sheriff	337	d3	430	280	0	-	430	110	130	350	60	5	2132	

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Grade	Position Title	Education and Experience	Ed/Ex #	Judgment and Independence	Internal and External Relations	Supervision	Supv #	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
11	Senior Juvenile Court Officer	383	e3	430	280	30	a1	430	110	80	350	40	20	2153	2101-2250
11	Custody Investigator	383	e3	460	280	0	-	430	110	80	350	40	20	2153	
11	Coordinator of Interpretive Services	360	d4	430	280	80	c1	430	110	80	350	40	10	2170	
11	Budget/Audit Analyst	360	d4	430	280	30	a1	430	110	130	350	60	5	2185	
11	Court Records Supervisor	360	d4	430	280	90	c3	430	110	90	350	40	5	2185	
11	Office Manager	337	d3	430	280	85	c2	430	110	100	350	60	5	2187	
11	Assessing Division Manager	360	d4	430	280	80	c1	430	110	100	350	40	20	2200	
11	Treatment Program Supervisor	383	e3	430	280	80	b1	430	110	80	350	40	30	2213	
12	Agriculture and Economic Resources Coordinator	337	d3	460	300	30	a1	460	120	120	375	40	10	2252	2251-2400
12	Emergency Preparedness Manager	337	d3	460	320	30	a1	460	140	80	375	40	10	2252	
12	Team Supervisor (Clinic)	337	d3	460	300	85	c2	460	120	80	375	40	5	2262	
12	Development Project Coordinator	360	d4	460	300	30	a1	460	120	110	375	40	10	2265	
12	Communications Manager	337	d3	460	360	0	-	460	120	90	375	60	5	2267	
12	Innovation/Improvement Specialist	337	d3	490	320	0	-	490	120	90	375	40	5	2267	
12	Oral Health Team Supervisor	337	d3	460	300	80	c1	460	120	90	375	40	20	2282	
12	Health Promotion Team Supervisor	360	d4	460	300	85	c2	460	120	80	375	40	5	2285	
12	Office Coordinator	337	d3	460	300	80	c1	460	110	100	375	60	5	2287	
12	Purchasing Manager	360	d4	460	300	80	c1	460	110	100	375	40	5	2290	
12	Environmental Health Team Supervisor	360	d4	460	300	85	c2	460	120	80	375	40	10	2290	
12	Application Specialist II- On-Base or ERP	337	d3	460	300	0	-	460	120	160	375	60	20	2292	
12	Applications Specialist II	337	d3	460	300	0	-	460	120	160	375	60	20	2292	
12	Natural Resources Manager Supervisor	360	d4	460	300	80	c1	460	120	90	375	40	10	2295	
12	Deputy Director of Probation and Community Corrections	360	d4	460	300	85	c2	460	120	80	375	40	20	2300	
12	Park Operations Manager	360	d4	460	300	85	c2	460	120	80	375	40	20	2300	
12	GIS System Analyst	337	d3	460	300	30	a1	460	120	160	375	60	5	2307	
12	CMH Team Supervisor	383	e3	460	300	80	c1	460	120	80	375	40	20	2318	
12	Nurse Supervisor - Pathways to Better Health Program	360	d4	460	300	85	c2	460	120	90	375	40	30	2320	

Appendix B-2
Ottawa County
Classification And Compensation Study
Point Factor Analysis (cont'd)

Grade	Position Title	Education and Experience	Ed/Ex #	Judgment and Independence	Internal and External Relations	Supervision	Supv #	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
12	CMH Business Analyst	360	d4	460	300	55	b1	460	120	130	375	60	5	2325	2251-2400
12	Performance Improvement Division Coordinator	360	d4	460	300	80	c1	460	120	120	375	40	10	2325	
12	Compliance Manager	383	e3	460	300	80	c1	460	130	100	375	40	5	2333	
12	Senior Research Attorney	453	f4	460	300	80	c1	460	120	90	375	40	5	2383	
13	Project Management Coordinator	337	d3	490	340	0	-	490	130	160	400	40	20	2407	2401-2550
13	Epidemiologist	360	e2	490	320	0	-	520	160	90	400	60	10	2410	
13	Program Community Development Coordinator	383	e3	490	320	80	c1	490	130	80	400	40	5	2418	
13	Program Coordinator	383	e3	490	320	85	c2	490	130	80	400	40	5	2423	
13	Probate Register	360	d4	490	320	80	c1	490	130	110	400	40	5	2425	
13	Legal Self-Help Center Director	383	f1	490	320	80	c1	490	130	90	400	40	5	2428	
13	Chief Deputy Register of Deeds	360	d4	490	320	110	d2	490	130	90	400	40	5	2435	
13	In-Home Care Manager - Community Programming	404	e4	490	320	85	c2	490	130	80	400	40	5	2444	
13	In-Home Care Manager - Community Probation	404	e4	490	320	85	c2	490	130	80	400	40	20	2459	
13	Payroll and Compliance Supervisor	360	d4	490	320	80	c1	490	130	130	400	60	5	2465	
13	In-Home Care Manager Program Analyst	404	e4	490	320	80	c1	490	130	110	400	40	5	2469	
14	Assistant Prosecuting Attorney I	404	f2	550	360	0	-	520	150	80	450	40	5	2559	2551-2700
14	Assistant Public Defender I	404	f2	550	360	0	-	520	150	80	450	40	5	2559	
14	Trial Division Director	360	d4	520	340	110	d2	520	140	80	450	40	5	2565	
14	Coordinator of Park Maintenance and Operations	360	d4	520	340	120	d4	520	140	70	450	40	10	2570	
14	Coordinator of Parks Planning and Development	360	d4	520	340	80	c1	520	140	110	450	40	10	2570	
14	Chief Deputy Clerk	360	d4	520	340	115	d3	520	140	100	450	40	5	2590	
14	Deputy Equalization Director	360	d4	520	340	110	d2	520	140	100	450	40	10	2590	
14	Public Health Financial Manager	360	d4	520	340	80	c1	520	140	140	450	60	5	2615	
14	Assistant Superintendent of Juvenile Detention	404	e4	520	340	115	d3	520	140	80	450	40	20	2629	
14	Chief Deputy Treasurer	360	d4	520	340	110	d2	520	140	140	450	60	5	2645	

Appendix B-2
Ottawa County
Classification And Compensation Study
Point Factor Analysis (cont'd)

Grade	Position Title	Education and Experience	Ed/ Ex #	Judgment and Independence	Internal and External Relations	Supervision	Supv #	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
14	Chief Deputy Water Resources Commissioner	360	d4	520	340	110	d2	520	140	140	450	60	5	2645	2551-2700
15	Assistant Public Defender II	435	f3	550	380	30	a1	550	160	80	475	40	5	2705	2701-2850
15	Lieutenant	295	b5	550	380	125	d5	550	170	70	475	40	50	2705	
15	Telecommunications Administrator	360	d4	550	380	0		550	150	170	475	60	10	2705	
15	Director of Emergency Management	337	c5	550	400	105	d1	550	160	80	475	40	10	2707	
15	Senior Epidemiologist	383	e3	550	380	80	c1	550	160	90	475	40	10	2718	
15	Assistant Juvenile Services Director	404	e4	490	400	140	e3	550	150	80	475	40	5	2734	
15	Director of Records Management and Technology Services	360	d4	550	380	55	b-1	550	150	150	475	60	5	2735	
15	Magistrate	435	f3	580	380	30	a1	550	160	80	475	40	5	2735	
15	Probation and Community Corrections Director	360	d4	550	400	140	e3	550	150	80	475	40	5	2750	
15	Program Director - CAA	360	d4	550	400	130	e1	550	150	90	475	40	10	2755	
15	Mental Health Program Supervisor	404	e4	550	380	120	d4	550	150	80	475	40	10	2759	
15	GIS Supervisor	360	d4	550	360	80	c1	550	150	170	475	60	5	2760	
15	Health Planning and Promotion Manager	360	d4	550	400	140	e3	550	160	80	475	40	5	2760	
15	Community Health Manager	360	d4	550	400	140	e3	550	160	80	475	40	10	2765	
15	Clinical Health Services Manager	360	d4	550	400	140	e3	550	160	80	475	40	10	2765	
15	Network Administrator	360	d4	550	360	80	c1	550	150	170	475	60	10	2765	
15	Environmental Health Manager	360	d4	550	400	140	e3	550	160	80	475	40	20	2775	
15	Accounting Manager	360	d4	550	380	110	d2	550	150	140	475	60	5	2780	
15	Mental Health Financial Manager	360	d4	550	380	110	d2	550	150	140	475	60	5	2780	
15	Human Resources Manager (Training & Payroll)	383	d5	550	400	105	d1	550	150	130	475	40	5	2788	
15	Assistant Friend of the Court (Field Services)	404	e4	550	400	140	e3	550	150	80	475	40	10	2799	
15	Assistant Friend of the Court (Operations)	404	e4	550	380	135	e2	550	150	140	475	40	5	2829	
16	Captain	313	b6	580	420	150	e5	580	170	70	500	40	30	2853	2851-3000
16	Nurse Practitioner	383	e3	580	420	30	c1	580	180	100	500	60	30	2863	

**Appendix B-2
Ottawa County
Classification And Compensation Study
Point Factor Analysis (cont'd)**

Grade	Position Title	Education and Experience	Ed/ Ex #	Judgment and Independence	Internal and External Relations	Supervision	Supv #	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
16	Assistant Prosecuting Attorney II	453	f4	580	440	30	a1	580	160	80	500	40	5	2868	2851-3000
16	Assistant Public Defender III	453	f4	580	440	30	a1	580	160	80	500	40	5	2868	
16	Attorney/Referee	453	f4	580	440	30	a1	580	160	80	500	40	5	2868	
16	Local Unit Financial Liaison	360	d4	580	440	30	e1	580	160	150	500	60	10	2870	
16	Superintendent of Detention	360	d4	580	420	145	e4	580	170	80	500	40	20	2895	
16	Assistant Fiscal Services Director	383	d5	580	420	135	e2	580	160	150	500	60	5	2973	
16	Manager of Applied Technology	360	d4	580	420	135	e2	580	160	190	500	60	5	2990	
16	Manager of Technical Infrastructure	360	d4	580	420	135	e2	580	160	190	500	60	5	2990	
17	Diversity, Equity and Inclusion Director	383	e3	610	440	130	e1	610	180	80	525	40	5	3003	3001-3150
17	Nurse Practitioner Supervisor	404	e4	610	440	80	e1	610	190	100	525	40	30	3029	
17	CMH Deputy Director	404	e4	610	440	135	e2	610	180	80	525	40	10	3034	
17	Parks and Recreation Director	383	d5	610	440	170	f4	610	170	80	525	40	20	3048	
17	Deputy Health Officer	404	e4	610	440	150	e5	610	180	80	525	40	10	3049	
17	Chief Deputy - Sheriff	404	d6	610	440	150	e5	610	190	70	525	40	20	3059	
17	Facilities Director	383	d5	610	440	165	f3	610	180	90	525	40	20	3063	
17	Equalization Director	383	d5	610	440	160	f2	610	180	110	525	40	10	3068	
17	Senior Attorney/Division Chief	477	f5	610	460	110	d2	610	180	80	525	40	5	3097	
17	Planning and Performance Improvement Director	404	e4	610	440	160	f2	610	180	130	525	40	10	3109	
17	First Assistant Public Defender	477	f5	610	460	140	e3	610	180	80	525	40	5	3127	
18	Undersheriff	404	d6	640	460	175	f5	640	190	70	550	40	20	3189	3151-3300
18	District Court Administrator	435	e5	640	460	175	f5	640	190	80	550	40	5	3215	
18	Juvenile Court Director	435	e5	640	460	175	f5	640	190	80	550	40	5	3215	
18	Human Resources Director	435	e5	640	480	160	f2	640	200	90	550	40	5	3240	
18	Friend of the Court	477	f5	640	460	165	f3	640	190	80	550	40	5	3247	
18	Innovation and Technology Director	404	d6	640	460	165	f3	640	190	200	550	40	5	3294	
19	Deputy County Administrator	453	E6	670	480	165	f3	670	190	80	575	40	5	3328	3301-3450
19	Health Officer	453	E6	670	480	200	g5	670	200	80	575	40	5	3373	
19	Fiscal Services Director	435	e5	670	480	165	f3	670	200	150	575	40	5	3390	

**Appendix B-2
Ottawa County
Classification And Compensation Study
Point Factor Analysis (cont'd)**

Grade	Position Title	Education and Experience	Ed/ Ex #	Judgment and Independence	Internal and External Relations	Supervision	Supv #	Job Complexity	Responsibility for the Rights of Others	Technology Use	Impact on Programs, Services and Operations	Document Concentration	Work Environment	Total Points	Point Parameters (149)
19	Public Defender	500	F6	700	480	165	f3	670	200	80	575	40	5	3415	3301-3450
19	Chief Assistant Prosecuting Attorney	500	F6	700	480	165	f3	670	200	80	575	40	5	3415	
19	Trial Court Administrator	500	F6	670	480	200	g5	670	200	80	575	40	5	3420	

APPENDIX C

MARKET SURVEY AND RELATED MATERIALS

Appendix C-1
Ottawa County
Classification And Compensation Study
Market Comparables Used in the Study

Counties Used for Compensation Comparison	2018 Estimated Census Population	2020 Taxable Valuation
Ottawa County	282,250	\$12,476,415,505
Allegan County	117,327	\$5,204,507,209
Berrien County	154,141	\$8,252,908,413
Ingham County	292,735	\$8,440,079,830
Jackson County	158,823	\$4,841,701,529
Kalamazoo County	264,870	\$9,211,500,597
Kent County	653,350	\$25,416,817,753
Livingston County	191,224	\$9,806,507,325
Muskegon County	173,588	\$4,790,920,451
Saginaw County	190,800	\$5,327,955,573
St. Clair County	159,337	\$6,479,850,177
Washtenaw County	369,483	\$18,474,642,227
AVERAGE OF OTHERS	247,789	\$9,658,853,735
OTTAWA COUNTY AS PERCENTAGE OF AVERAGE	114%	129%

Sources: U.S. Census Bureau and Michigan Department of Treasury

Appendix C-2
Ottawa County
Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
COUNTY ADMINISTRATION AND RELATED														
County Administrator or Controller	\$83.74	\$79.48	105%	\$74.53	\$73.08	\$73.85	\$73.07	\$79.98	\$78.67	\$81.54	\$90.99	\$68.41	\$73.69	\$106.52
Deputy County Administrator	\$62.97	\$64.59	97%	-	-	\$44.98	\$55.98	\$71.13	-	-	\$72.79	-	\$56.00	\$86.66
Executive Assistant to the County Administrator	\$26.98	\$29.54	91%	\$29.81	\$29.04	\$24.54	\$32.27	\$29.75	\$30.37	\$28.68	\$25.45	\$29.36	\$31.09	-
Communications Manager	\$36.98	\$36.56	101%	-	-	-	-	-	\$36.20	-	\$31.17	-	-	\$45.94
Administrative Clerk (GENERIC - ANY DEPARTMENT)	\$19.29	\$20.07	96%	\$20.86	\$21.82	\$21.74	\$20.79	\$17.86	\$20.67	\$17.77	\$19.43	\$17.09	\$18.67	\$21.10
Secretary (GENERIC - ANY DEPARTMENT)	\$20.43	\$22.05	93%	\$23.09	\$18.84	\$23.00	\$23.13	\$19.00	\$22.22	\$20.42	\$25.38	\$18.29	\$21.85	\$22.64
Administrative Assistant Advanced (GENERIC - ANY DEPARTMENT)	\$26.98	\$26.64	101%	\$25.34	\$26.40	\$28.62	\$24.88	\$21.34	\$25.67	\$29.54	\$29.16	\$22.40	\$24.57	\$34.39
Office Supervisor	\$30.76	\$32.04	96%	\$37.45	-	\$28.62	\$35.49	-	\$30.58	\$39.59	\$29.14	\$29.36	\$28.75	-
Diversity, Equity, Inclusion Director	\$55.39	\$54.25	102%	-	-	-	-	\$56.78	-	-	\$41.83	-	\$51.77	\$67.44
Corporate Counsel	\$62.97	\$73.75	85%	-	\$65.21	-	-	\$63.46	-	-	\$69.33	-	-	\$97.01
Fiscal Services Director	\$62.97	\$60.19	105%	\$60.62	\$59.29	\$49.93	\$53.60	\$56.78	\$60.90	\$64.27	\$72.79	\$41.67	\$58.23	\$83.32
Assistant Fiscal Services Director	\$48.71	\$46.16	106%	\$39.75	\$46.77	-	-	\$44.63	\$43.45	\$45.43	\$59.32	\$32.14	\$39.34	\$67.44
Senior Accountant (Budget/Audit Analyst)	\$33.73	\$35.61	95%	\$29.80	\$42.52	\$37.33	\$39.24	\$32.51	\$36.75	\$29.54	\$31.18	\$25.49	-	\$45.94
Accountant II	\$30.76	\$32.30	95%	-	\$35.14	\$31.29	\$35.67	\$29.75	-	\$25.53	\$30.62	\$23.00	\$33.63	\$35.35
Account Clerk (Accounts Payable)	\$21.65	\$24.04	90%	\$23.09	\$25.07	\$23.00	\$21.82	\$21.34	\$25.82	\$25.38	\$24.24	\$20.81	\$23.63	\$30.27

Appendix C-2
Ottawa County
Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
Director of Human Resources	\$58.53	\$56.31	104%	\$60.62	\$51.45	\$46.35	\$56.26	\$56.78	\$58.00	\$55.10	\$69.33	\$41.67	\$51.77	\$72.83
Payroll and Compliance Manager	\$36.98	\$40.96	90%	-	-	-	-	\$44.62	-	-	\$44.75	\$35.97	-	\$40.78
Human Resources Specialist	\$25.60	\$30.40	84%	\$29.80	\$31.94	\$34.17	\$32.43	\$29.75	\$25.82	\$24.54	\$31.18	\$28.78	\$31.09	\$32.99
Community Action Agency Director	\$44.43	\$49.75	89%	-	-	-	-	\$40.36	-	-	\$59.13	-	-	-
Weatherization Inspector	\$25.97	Insufficient	-	-	-	-	-	-	-	-	\$30.62	-	-	-
CAA Eligibility Specialist	\$22.57	Insufficient	-	-	-	-	-	-	-	-	\$29.16	-	-	-
INFORMATION TECHNOLOGY AND GIS														
Director of Information Technology	\$58.53	\$58.41	100%	\$60.62	\$59.29	\$59.78	\$56.26	\$56.78	\$60.90	\$52.51	\$69.33	\$47.80	\$58.23	\$67.44
Manager of Technical Infrastructure	\$44.43	\$48.29	92%	\$43.23	\$46.77	\$46.31	-	\$49.57	\$46.71	\$45.43	\$59.32	-	\$40.92	\$53.41
Network Administrator	\$42.30	\$43.61	97%	\$34.28	\$44.42	\$43.29	\$41.19	\$40.36	\$43.45	-	\$44.75	\$36.36	\$49.78	\$51.01
Assistant LAN/Network Administrator	-	\$37.43	-	-	\$36.71	\$27.27	\$35.67	\$32.51	-	\$36.62	\$41.83	-	\$36.37	-
PC Technician II (Help Desk Advanced)	\$31.84	\$29.80	107%	\$27.58	\$27.58	\$25.77	\$31.98	-	\$33.40	-	\$29.14	-	-	\$28.04
PC Technician I (Help Desk Lowest)	-	\$23.36	-	-	-	-	-	-	-	\$23.44	-	\$23.00	\$23.63	-
Manager of Applied Technology	\$44.43	\$46.60	95%	-	\$46.77	-	-	-	\$46.71	-	\$47.63	-	\$40.92	\$50.99
Applications Specialist II	\$38.86	\$37.80	103%	-	\$36.71	\$37.33	-	\$29.75	\$36.75	-	\$41.83	\$36.36	\$31.09	\$49.05
Applications Support Specialist	-	\$29.94	-	\$29.80	\$27.58	\$31.29	-	-	-	-	\$31.18	\$32.14	\$27.64	-
Director of GIS	\$42.30	\$42.59	99%	-	\$42.52	-	\$39.24	-	-	\$39.17	\$47.89	-	-	\$44.14
GIS System Analyst	\$38.86	\$34.40	113%	\$29.80	-	\$31.92	-	\$32.51	\$36.75	-	-	\$32.14	-	\$43.28

Appendix C-2
Ottawa County
Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
GIS Technician	\$28.07	\$28.45	99%	\$27.58	-	\$28.59	\$29.19	-	\$31.05	\$25.53	-	\$28.78	-	-
EQUALIZATION														
Equalization Director - Level 4	\$53.39	\$55.65	96%	\$53.66	\$65.21	\$49.93	\$53.60	\$49.57	\$58.00	\$57.57	\$59.32	\$41.67	\$56.00	\$67.44
Deputy Equalization Director - Level 3	\$40.53	\$44.11	92%	\$46.70	\$65.21	\$34.13	-	\$35.65	\$46.71	\$43.29	\$47.89	\$32.61	\$39.34	-
Property Appraiser - Level 3	\$31.82	\$32.04	99%	\$29.80	\$27.58	\$31.29	\$32.11	\$29.75	\$33.40	\$29.54	\$38.41	\$24.72	\$31.09	\$39.84
Equalization- Property Description Mapping Clerk/GIS Technician	\$24.26	\$27.89	87%	\$27.81	-	\$28.59	\$24.88	\$23.26	\$31.05	-	\$24.24	\$24.72	\$26.58	\$39.84
Properly Appraiser - Level 2	\$29.93	\$29.86	100%	\$27.58	\$22.79	-	\$27.80	-	\$27.61	\$25.53	\$33.50	-	\$28.75	\$36.75
BUILDING AND GROUNDS														
Facilities Director	\$53.39	\$51.06	105%	\$46.70	\$53.90	\$46.35	\$44.28	\$56.78	\$46.71	-	\$62.88	-	\$46.02	\$50.99
Maintenance Supervisor - Buildings and Grounds	\$33.73	\$36.34	93%	-	\$29.04	\$36.62	\$35.67	\$29.75	\$33.40	\$43.29	\$44.75	-	-	\$38.18
Maintenance Worker	\$22.57	\$23.42	96%	\$27.58	\$20.72	\$20.57	\$25.86	\$18.52	\$23.89	\$18.59	\$25.38	\$22.40	\$22.72	\$31.41
Custodial Supervisor	\$28.07	\$22.07	127%	-	-	-	-	\$25.76	\$20.67	-	\$22.28	\$19.57	-	-
Custodian	\$18.03	\$18.06	100%	\$20.86	\$16.34	\$16.96	\$17.99	-	\$19.23	-	\$19.43	\$17.09	\$16.60	-
PARKS DEPARTMENT														
Parks and Recreation Director	\$53.39	\$53.30	100%	-	\$49.00	\$49.93	\$48.47	\$49.57	-	-	\$50.76	\$47.15	\$47.86	\$67.44
Park Operations Manager	\$36.98	\$35.25	105%	\$37.45	\$27.58	\$40.35	\$32.43	-	-	-	\$29.80	\$31.42	\$33.63	\$40.78
Coordinator of Parks Planning & Development	\$40.53	\$40.16	101%	\$37.45	-	-	-	-	-	-	\$44.75	-	-	\$38.27
Park Naturalist	\$27.95	\$28.12	99%	-	\$25.07	-	-	-	-	-	-	\$25.49	\$27.64	\$28.04

Appendix C-2
Ottawa County
Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
Parks Maintenance Worker	\$22.57	\$22.99	98%	-	\$18.84	\$24.35	\$21.82	\$18.52	-	-	\$28.65	\$20.94	\$22.72	\$26.02
ANIMAL CONTROL														
Animal Control Officer	\$24.19	\$23.81	102%	\$27.58	\$20.72	\$23.22	\$26.12	-	-	-	\$25.38	\$20.94	\$22.72	\$23.83
DRAIN COMMISSIONER														
Chief Deputy Drain Commissioner	\$40.53	\$40.96	99%	\$32.42	\$26.40	\$43.32	-	\$40.36	\$50.21	\$32.44	\$47.63	\$32.14	\$46.02	\$58.64
Soil Erosion Agent	\$27.95	\$27.81	101%	\$25.34	-	\$31.29	-	\$21.34	\$30.37	-	-	\$26.78	\$25.56	\$33.99
TREASURER														
Chief Deputy Treasurer	\$40.53	\$41.99	97%	\$32.42	\$26.40	\$43.32	\$37.58	\$40.36	\$43.45	\$44.18	\$53.30	\$37.09	\$36.37	\$67.44
Tax Accountant	-	\$31.88	-	\$32.05	\$27.58	\$37.33	-	\$29.75	\$36.75	-	\$30.62	\$25.65	-	\$35.35
Advanced Deputy Treasurer	\$33.73	\$31.73	106%	\$32.05	\$20.72	-	\$29.48	\$35.65	\$33.40	-	-	\$34.86	-	\$35.96
Revenue Accounting Specialist	\$22.57	\$24.67	91%	\$27.58	\$20.72	-	\$25.86	-	\$23.89	-	\$25.38	\$25.65	\$23.63	-
Delinquent Property Tax Specialist	\$24.26	\$26.73	91%	\$27.58	-	\$24.52	-	-	-	-	\$29.16	\$25.65	-	-
CLERK/REGISTER OF DEEDS														
Chief Deputy Clerk	\$42.30	\$41.43	102%	\$32.42	\$35.14	\$46.35	\$37.05	\$35.65	\$43.45	\$41.40	\$47.89	\$32.61	\$36.37	\$67.44
Elections Coordinator	\$30.76	\$30.95	99%	\$29.80	\$25.07	\$37.36	\$26.12	-	\$33.40	\$26.13	\$38.73	-	-	-
Court Records Supervisor	\$36.98	\$32.67	113%	\$32.05	\$31.94	\$37.36	-	\$32.51	-	-	\$29.14	-	-	\$32.99
Deputy Clerk - Vital Records	\$20.43	\$21.72	94%	\$23.09	\$17.13	\$20.57	\$20.79	\$21.34	\$22.22	-	\$21.23	\$23.97	\$23.63	\$23.25
Case Records Technician (Court)	\$20.43	\$21.53	95%	\$25.34	\$17.13	\$20.57	\$21.82	\$21.31	\$22.22	\$20.27	\$21.23	\$20.94	\$21.85	\$24.12
Chief Deputy Register of Deeds	\$40.53	\$37.13	109%	\$32.42	-	\$37.36	\$37.05	-	\$39.50	\$32.44	\$38.73	-	\$33.63	\$45.94
Deputy Register of Deeds	\$20.43	\$22.25	92%	\$25.34	\$17.13	\$20.57	\$22.91	\$25.76	\$22.22	-	\$21.23	-	\$21.85	\$23.25

Appendix C-2
Ottawa County
Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
SHERIFF														
Undersheriff	\$53.39	\$53.71	99%	\$45.60	\$50.53	\$58.23	\$47.08	\$56.78	\$55.23	\$44.18	\$66.02	\$47.80	\$53.84	\$65.47
Clerk Typist II/Matron	\$19.77	\$20.84	95%	\$23.09	\$17.13	\$19.29	\$20.79	\$18.32	\$22.22	-	\$21.23	\$20.94	\$21.00	\$24.36
Records Manager (Office Supervisor) (GENERIC - ANY DEPARTMENT)	\$30.76	\$32.12	96%	\$32.05	\$20.72	-	-	\$39.58	-	\$33.99	\$37.05	-	-	-
Emergency Management Director	\$44.43	\$43.87	101%	\$39.75	-	-	\$41.19	\$43.92	\$46.71	\$39.60	\$49.81	\$35.33	\$46.02	\$52.54
Homeland Security Regional Planner	\$33.88	\$33.02	103%	-	-	\$28.84	-	\$29.75	\$33.40	-	\$33.50	-	-	\$39.60
Highest Command Rank Under the Undersheriff - (CAPTAIN)	\$47.09	\$45.96	102%	\$43.43	\$39.19	\$41.86	\$48.72	\$48.64	\$41.02	\$43.86	\$59.32	\$35.33	\$48.55	\$55.69
Sergeant - Road Patrol/Traffic Services	\$38.20	\$36.69	104%	\$35.89	\$34.84	-	\$35.79	\$34.74	\$36.60	\$34.36	\$43.46	\$31.94	\$40.18	\$39.11
Road Patrol Deputy	\$33.81	\$32.03	106%	\$32.05	\$31.35	\$30.28	\$31.44	\$29.94	\$32.38	\$31.39	\$37.72	\$27.38	\$34.94	\$33.42
Jail Administrator (CAPTAIN DATA USED)	\$47.09	\$45.13	104%	\$33.98	\$39.19	\$49.93	\$48.72	\$48.24	\$43.07	\$40.14	\$55.58	\$35.31	\$49.78	\$52.54
Corrections Sergeant	\$35.47	\$35.54	100%	\$30.89	\$34.84	\$37.33	\$33.55	\$34.74	\$36.60	\$34.36	\$42.62	\$31.94	\$34.97	\$39.11
Corrections Deputy	\$28.55	\$29.85	96%	\$27.58	\$31.35	\$29.25	\$29.50	\$27.37	\$29.72	\$27.81	\$37.05	\$27.00	\$29.31	\$32.39
Court Security Officer	\$29.52	\$29.10	101%	\$29.80	-	-	-	-	-	-	\$25.10	-	-	\$32.39
PROSECUTOR														
Chief Assistant Prosecuting Attorney	\$62.97	\$60.63	104%	\$48.85	\$65.21	\$66.74	\$55.01	\$63.46	\$60.90	\$57.57	\$66.02	\$55.20	\$60.56	\$67.44
Assistant Prosecutor 3 (or highest level)	\$57.63	\$49.47	117%	-	\$51.45	-	\$48.94	\$44.63	\$55.23	\$37.16	\$61.37	\$45.30	\$51.77	\$49.33
Assistant Prosecutor 1 (entry level)	\$40.53	\$40.02	101%	\$43.23	\$38.65	\$47.98	\$39.53	\$35.65	\$43.45	\$33.75	\$36.86	\$39.89	\$39.34	\$41.88

Appendix C-2
Ottawa County
Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
Office Manager - Prosecutor	\$33.73	\$35.18	96%	-	\$31.94	-	\$35.67	\$44.63	\$30.37	\$39.60	\$29.14	\$32.14	\$32.34	\$40.78
Legal Assistant II	\$22.57	\$23.14	98%	\$27.58	\$18.84	\$23.00	\$21.82	\$21.34	\$25.69	\$20.27	\$24.24	\$23.97	\$23.63	\$24.12
Victim Advocate	\$24.26	\$25.28	96%	\$27.58	\$25.07	\$23.46	\$26.12	\$25.76	\$27.61	\$20.42	\$27.85	\$25.49	\$23.63	\$25.05
PUBLIC DEFENDER														
Chief Public Defender	\$70.33	\$61.46	114%	\$53.66	\$65.21	\$62.51	\$56.26	-	\$60.90	\$57.57	-	-	\$68.13	\$67.44
First Assistant Public Defender	\$58.53	\$54.85	107%	\$46.70	\$56.59	-	\$53.60	-	\$58.00	-	-	-	\$60.56	\$53.63
Assistant Public Defender 3 (or highest level)	\$53.39	\$49.14	109%	-	\$51.45	\$46.35	\$41.19	-	\$55.23	\$48.66	-	-	\$51.77	\$49.33
Assistant Public Defender 1 (entry level)	\$40.53	\$39.41	103%	\$43.23	\$38.65	\$34.17	\$39.24	-	\$43.45	\$33.75	-	-	\$40.92	\$41.88
Legal Investigator	\$31.82	\$32.15	99%	\$27.58	\$29.04	\$26.40	-	-	\$36.75	-	-	-	\$32.34	\$40.78
FRIEND OF THE COURT														
Friend of the Court	\$58.53	\$55.74	105%	\$50.18	\$53.90	-	\$55.43	\$55.43	\$58.00	-	\$59.32	\$47.80	\$62.99	\$58.64
Deputy Friend of the Court	\$44.43	\$42.42	105%	-	\$38.65	-	\$50.64	\$35.65	-	-	\$44.75	-	-	-
Technical Support Specialist	\$30.08	\$32.22	93%	\$32.05	\$31.94	-	-	\$32.51	-	-	-	\$27.44	\$36.37	\$32.99
Account Specialist	\$23.79	\$22.69	105%	\$25.34	\$24.00	\$20.57	\$21.82	-	\$21.76	-	\$23.23	\$22.40	-	\$22.42
FOC Caseworker/Domestic Investigator	\$32.04	\$32.15	100%	\$32.04	\$31.94	\$34.13	\$32.11	\$29.75	\$29.36	\$30.81	\$33.50	-	\$31.09	\$36.75
Friend of the Court Clerk II	\$22.05	\$23.80	93%	-	\$26.40	\$23.46	\$21.93	\$23.26	\$21.49	\$23.45	\$25.38	\$23.97	\$23.63	\$25.05
Friend of the Court Clerk I	\$20.60	\$20.94	98%	\$23.09	\$19.84	\$18.09	\$19.33	\$21.34	\$20.24	\$22.60	\$23.23	\$18.29	\$21.85	\$22.42

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Ottawa County
Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
CIRCUIT/FAMILY/PROBATE COURT														
Trial Court Administrator	\$62.97	\$60.08	105%	\$60.62	\$59.29	\$62.51	\$56.26	\$71.13	\$58.00	\$52.50	\$69.33	\$47.80	\$56.00	\$67.44
Trial Division Director	\$38.80	\$42.03	92%	-	-	-	\$40.55	\$49.56	-	-	-	\$35.97	-	-
Chief Circuit Court Clerk	\$27.63	\$28.75	96%	\$32.04	-	-	-	\$29.75	\$26.11	-	\$31.17	\$27.44	\$28.75	\$26.02
Circuit Court Clerk	\$23.72	\$21.88	108%	\$25.33	-	\$19.29	\$21.73	\$21.34	\$19.55	\$17.84	\$25.38	\$23.97	\$20.20	\$24.12
Reimbursement Specialist	\$22.06	\$23.17	95%	\$25.34	\$24.00	\$21.77	\$24.63	\$21.34	\$21.76	\$17.78	\$24.24	-	\$27.64	-
Judicial Secretary	\$24.01	\$26.45	91%	\$27.58	\$24.00	\$26.43	\$26.12	\$23.26	\$25.15	\$21.38	\$27.85	\$27.44	\$28.75	\$32.99
Court Recorder/Technology Specialist	\$27.63	\$26.44	105%	\$27.58	-	-	\$26.12	-	-	-	\$27.85	\$25.49	\$25.56	\$26.02
Juvenile Court Director	\$58.53	\$55.82	105%	-	\$53.90	\$59.40	-	-	-	-	\$59.32	-	\$47.86	\$58.64
Assistant Juvenile Services Director	\$44.43	\$44.88	99%	\$46.70	\$42.52	-	-	-	-	\$45.43	-	-	-	-
Felony Collections Clerk	\$24.26	\$25.05	97%	\$27.58	-	\$20.98	\$24.63	\$25.76	\$25.15	\$23.44	\$25.38	-	\$27.64	\$24.85
Probate Register	\$38.80	\$35.23	110%	-	\$31.94	-	\$32.43	-	-	\$43.29	-	\$32.14	\$36.37	-
Deputy Probate Register	\$21.65	\$21.37	101%	-	-	\$20.57	\$20.79	-	\$21.76	\$20.27	\$21.23	-	\$23.62	-
Attorney/Referee	\$48.71	\$46.76	104%	\$46.70	\$46.77	\$46.35	\$48.25	\$44.63	\$50.21	\$43.29	\$52.32	\$38.94	\$47.86	\$49.05
In-Home Care Manager - Community Probation	\$38.80	\$40.19	97%	-	\$35.14	-	-	\$40.36	\$39.50	-	\$41.83	-	-	\$44.14
Juvenile Court Officer	\$32.10	\$31.17	103%	\$32.05	\$29.04	\$30.29	\$32.43	\$29.46	\$29.74	-	\$35.03	\$25.85	\$31.09	\$36.75
Recovery Court Case Manager (Social Worker)	\$31.82	\$30.63	104%	-	\$35.14	\$31.92	-	\$25.75	-	-	\$31.99	-	\$28.75	\$30.24

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Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
Adult Drug Court Coordinator (or highest of any court coordinator reported if higher than drug court)	\$33.88	\$31.37	108%	\$27.58	\$35.14	\$26.40	\$25.86	\$35.65	\$39.50	\$28.05	-	\$28.77	-	\$35.35
Research Attorney	\$30.02	\$32.34	93%	\$27.35	\$35.14	\$31.32	-	\$29.75	\$30.37	-	\$31.18	\$25.49	\$31.09	\$49.33
DISTRICT COURT														
District Court Administrator	\$54.20	\$54.47	99%	\$53.66	\$53.90	\$58.23	\$53.60	\$63.46	\$46.71	\$50.03	\$59.32	\$47.80	\$53.84	\$58.64
District Court Attorney Magistrate	\$41.51	\$46.61	89%	\$46.70	\$46.77	\$43.32	\$48.25	\$44.63	-	\$39.34	\$53.30	\$38.94	\$53.84	\$50.99
Chief Clerk of the Court	\$34.05	\$32.44	105%	\$37.45	-	\$27.27	\$39.24	-	-	-	\$31.18	-	\$28.75	\$30.77
Deputy Director of Probation	\$36.27	\$37.57	97%	\$39.75	\$35.14	\$40.32	\$41.19	\$40.36	\$37.63	\$29.54	\$41.83	\$32.14	\$37.83	-
Probation Officer	\$32.35	\$31.21	104%	\$32.05	\$29.04	\$31.29	\$33.01	\$29.75	\$29.57	\$27.40	\$35.03	\$26.63	\$31.09	\$38.41
District Court Clerk I	\$20.59	\$21.45	96%	\$25.34	\$19.84	\$19.29	\$21.82	\$21.34	\$20.24	\$18.87	\$24.24	\$18.29	\$23.63	\$23.09
YOUTH FACILITY														
Superintendent Of Detention	\$44.43	\$50.11	89%	\$50.18	\$48.23	\$57.07	\$48.72	\$49.57	-	\$39.60	\$50.76	\$41.67	\$47.85	\$67.44
Assistant Superintendent of Juvenile Detention	\$40.16	\$43.25	93%	\$39.75	\$43.85	-	\$39.05	\$40.36	-	-	\$44.75	\$36.36	-	\$58.64
Treatment Program Supervisor	\$34.05	\$37.18	92%	-	-	-	-	-	-	\$37.35	-	\$36.36	\$37.83	-
Treatment Specialist	\$33.07	\$33.62	98%	-	\$35.14	\$33.61	-	\$35.65	-	\$30.35	-	-	\$32.34	\$34.65
Group Leader (Detention/Treatment Unit)	\$25.68	\$28.87	89%	\$27.58	\$31.94	\$30.29	-	-	-	\$23.42	\$35.03	-	-	\$24.98
Youth Specialist Shift Supervisor	\$31.99	\$32.11	100%	\$30.89	\$29.95	\$34.17	\$32.43	\$29.75	-	-	\$33.51	\$31.42	\$28.75	\$38.13
Youth Specialist	\$23.81	\$24.33	98%	\$27.58	\$22.16	\$23.36	\$24.63	\$19.62	-	\$21.15	\$25.38	\$27.44	\$23.63	\$28.37

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Classification And Compensation Study
Survey of 2021 Range Maximums For Listed Positions (cont'd)

Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
Reimbursement Specialist - Juvenile Facility	\$22.06	\$24.00	92%	-	-	-	\$24.76	-	-	-	\$23.23	-	-	-
PLANNING AND IMPROVEMENT														
Community Development Director	\$53.39	\$52.68	101%	-	\$53.90	-	-	\$44.63	\$50.21	\$52.51	\$59.32	\$36.36	\$49.78	\$67.44
Senior Planning or Economic Resources Coordinator	\$36.98	\$38.41	96%	-	\$38.65	-	-	-	\$39.50	\$27.94	\$41.83	-	\$36.37	\$38.27
Land Use Planning Specialist	\$31.82	\$31.06	102%	-	\$31.94	-	-	-	-	-	\$29.16	-	\$31.09	\$30.24
HEALTH DEPARTMENT														
Health Officer	\$62.97	\$64.84	97%	\$60.62	\$65.21	\$66.74	\$61.90	\$56.78	\$60.90	\$55.10	\$69.33	\$51.23	\$97.99	\$67.44
Medical Director (full-time)	\$84.52	\$80.29	105%	\$72.62	-	\$100.69	-	-	-	\$55.10	\$66.02	-	\$97.99	\$89.33
Communication Specialist	\$35.24	\$35.61	99%	\$32.04	-	\$34.13	-	\$35.65	\$36.75	\$29.53	\$41.83	-	\$39.34	-
Deputy Health Officer	\$48.71	\$50.63	96%	-	\$51.45	\$58.23	\$44.28	\$49.57	\$55.23	\$39.60	\$59.32	-	\$39.34	\$58.64
Emergency Preparedness Manager	\$33.73	\$36.49	92%	\$37.45	\$31.94	\$34.13	\$35.67	\$29.75	\$36.75	\$32.44	\$44.75	\$31.12	\$36.37	\$50.99
Nurse Supervisor	\$36.98	\$37.01	100%	-	\$35.14	\$34.13	-	\$40.36	-	\$31.70	\$44.75	\$35.97	-	-
Epidemiologist	\$40.53	\$39.43	103%	-	\$42.52	\$34.13	-	\$35.65	-	\$46.14	\$38.73	-	-	-
Health Promotion Team Supervisor	\$36.98	\$37.18	99%	-	\$35.14	\$34.82	-	-	-	\$33.99	\$44.75	-	-	-
Health Educator	\$29.93	\$30.68	98%	\$32.05	\$27.58	\$31.29	\$32.43	\$29.75	\$33.40	\$25.71	\$31.99	-	\$29.90	\$32.68
Nutritionist	\$29.93	\$29.86	100%	-	\$27.58	\$31.29	-	-	-	\$28.19	\$31.99	-	-	\$30.24
Public Health Social Worker	\$29.93	\$30.57	98%	-	-	\$31.29	-	-	-	-	\$31.99	-	\$28.75	\$30.24
Clinical Health Services Manager	\$44.43	\$47.71	93%	\$43.23	\$42.52	\$58.23	-	\$40.36	\$55.23	-	\$50.76	\$42.02	\$46.02	\$50.99
Team Supervisor (Clinic)	\$36.98	\$38.53	96%	-	\$35.14	\$40.35	\$39.24	\$35.65	-	-	\$44.75	\$32.61	\$36.37	\$44.14

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Classification And Compensation Study
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Position Title	Ottawa County	Average of Market	Ottawa County as Percentage of Market Average	Allegan County	Berrien County	Ingham County	Jackson County	Kalamazoo County	Livingston County	Muskegon County	Kent County	Saginaw County	St. Clair County	Washtenaw County
Nurse Practitioner	\$44.41	\$49.30	90%	-	\$51.45	\$46.35	-	-	-	-	-	-	\$46.02	\$53.37
Public Health Nurse RN	\$31.73	\$32.10	99%	\$32.05	\$30.34	\$30.25	\$31.66	\$29.75	\$39.50	\$29.01	\$33.88	\$31.42	\$31.09	\$34.17
Clinic Support	\$19.29	\$20.29	95%	\$25.34	\$17.13	\$19.29	\$20.79	\$19.00	\$22.22	\$17.10	\$21.23	\$18.29	\$18.67	\$24.12
Hearing/Vision Technician	\$21.65	\$21.75	100%	\$27.58	-	\$19.29	-	\$19.00	\$22.22	\$21.38	\$23.23	\$19.57	\$20.20	\$23.25
Breastfeeding Peer Counselor	-	\$18.17	-	-	\$17.13	\$18.09	-	\$17.86	\$19.23	\$15.91	-	\$22.40	\$16.57	-
CSHCS Representative	\$21.65	\$22.04	98%	-	\$18.84	\$19.29	-	\$19.00	-	-	-	\$31.42	-	\$21.64
Patient Billing Specialist	-	\$23.03	-	\$26.81	\$22.79	\$20.57	-	\$21.34	-	-	\$23.23	\$17.89	\$25.56	\$26.02
Environmental Health Manager	\$44.43	\$45.90	97%	\$43.23	\$42.52	\$46.35	\$44.28	\$40.36	\$55.23	\$39.34	\$50.76	\$41.67	\$42.55	\$58.64
Supervisor of Environmental Health	\$36.98	\$36.36	102%	\$34.28	\$35.14	-	\$35.32	\$32.51	-	\$29.54	\$44.75	\$31.12	\$33.63	\$50.99
Sanitarian 2 (registered)	\$31.82	\$32.60	98%	\$32.05	\$27.58	\$34.13	\$32.11	\$29.75	\$36.75	\$28.18	\$35.03	\$26.78	\$31.09	\$45.11
Sanitarian 1 (not registered)	\$25.97	\$29.67	88%	\$29.80	\$25.07	\$28.59	\$29.19	\$25.76	\$33.40	-	\$31.99	\$24.72	\$29.90	\$38.27
Weekly Hours (For Wage Conversion)	40	-	-	40	Mostly 37.5	40	40	40	40	40	40	40	37.5	37.5

Methodology:

Dash indicates no comparable position reported for that particular job.

Data are primarily derived from range maximums. Actual salaries used if higher than range maximum or the county does not have pay ranges for particular (higher paid) positions. Some of the wage data was collected in 2020 and updated to 2021 levels based on re-survey and the input of the listed HR departments. Kent and Washtenaw Counties were surveyed for the first time in 2021.

All collected pay data has been converted to hourly based on the hourly work week for the particular county.

In a number of cases surveyed title listed above differs from actual Ottawa County title. This has been done to make the title more recognizable to survey respondents.

Some data have been eliminated due to differences in job duties, complexity and/or extreme differences in salary levels.

For positions that were not surveyed, these jobs are point-factored based on criteria listed in Appendix B.

Usable data was obtained for 173 comparisons spanning the full spectrum of Ottawa County's current grades and pay ranges (including CMH in Appendix C-3). This represents 59% of the total, final positional count.

Local market survey data has also been collected for select jobs that are amenable to comparison. This data is presented in Appendix C-4 and "linked" to the "average of market" column presented above.

Appendix C-2 Ottawa County Classification And Compensation Study Survey of 2021 Range Maximums For Listed Positions (cont'd)

Notes and qualifiers per major department:

County Administrator, listed operational areas and select generic positions:

Most listed salaries for County Administrator are actual wage rather than range maximum since most county administrators in the sample have employment contracts. This is considered in discussing relative wage levels.

The sample includes both jobs that are administrator-only and those with added controller title.

Clerical and administrative positions have been surveyed at three levels with most Ottawa County positions then assigned to one of the three based on current levels and job duties. Administrative Assistant Advanced (II) average wage is an average of survey data contained on Appendix C-2, C-3 and C-4.

Other clerical and administrative positions not included in the three categories are slotted based on market data and/or are point-factored individually based on job complexity.

An Executive Assistant to the County Administrator position has been created and surveyed separately from the above.

Office Supervisor is also surveyed generically, with the highest wage requested.

Communications Manager comparable for Kent County is Communications Specialist working under a Director.

Only two entities including Kent County reported positions for CAA. Ottawa County's operation is much smaller the Kent County's operation, consequently the comparison is of limited applicability.

Information Technology:

Per discussions with the Director of Information Systems most positions are surveyed at similar levels of network administration and applications support, essentially consolidating current classifications.

Other classifications/levels that will no longer be used have also been surveyed to give the County additional data to support any possible future changes.

A top-to-bottom representation of comparable wages serves to provide the ranges necessary for proper market comparison.

Equalization:

Assessing Division Manager not surveyed due to paucity of comparative data.

Property Description and Mapping Technician was surveyed as a GIS Technician.

Deputy Equalization Director wage data may be high since some reported market comparables are at or near MMAO.

Buildings and Grounds Maintenance:

Comparisons for both operations have focused on jobs of similar complexity.

Parks and Recreation:

Key positions have been surveyed at different levels to aid wage comparison for the entire operation.

Water Resources:

Key positions have been surveyed at different levels to aid wage comparison for the entire operation.

Treasurer:

Typical Treasury Department position levels have been surveyed to aid in pay-setting for a reorganized department.

Clerk's Office:

No distinction has been made between Clerk's Offices with and without a separate elected Register of Deeds. A full range of jobs serving vital records, elections and the courts have been surveyed. Chief Deputy Register of Deeds has broader duties in Ottawa County - a situation recognized in evaluating the market data and point factoring.

Sheriff:

A representative range of clerical, sworn, emergency planning and administrative jobs have been surveyed. Wage comparisons for 312 eligible positions are for illustration only and not intended to affect current 312 comparables which have been agreed-upon.

Animal Control Officer has been valued based on the fact that there is no non-sworn supervisor, likely increasing the independence of Ottawa County's position.

Community Mental Health:

A number of the comparative CMH (like CED) are larger than Ottawa County CMH, and operate as separate, autonomous organizations with independent central services. This has been considered in evaluating comparative wages for some positions - particularly those with a professional, administrative orientation where a larger, independent organization would have a greater impact on job complexity.

Prosecutor:

The lowest and highest levels of Assistant Prosecuting Attorneys have been surveyed to develop a range for all applicable classifications. Ottawa County positions at the top have some administrative/office duties not typically assigned. This has been considered in valuing the position for point factoring.

Appendix C-2 Ottawa County Classification And Compensation Study Survey of 2021 Range Maximums For Listed Positions (cont'd)

Public Defender:

The lowest and highest levels of Assistant Public Defenders have been surveyed to develop a range for all applicable classifications.

Friend of the Court (FOC):

For the FOC comparison, non-attorney positions were excluded. For the Assistant FOC position, positions requiring a JD were excluded.

Circuit/Trial Court:

For the Trial Court Administrator, all listed administrators have multi-court management responsibilities, similar to Ottawa County. The one exception included is Kalamazoo County. It is assumed that due to the size of this operation (and higher wage); a lesser span of controller is acceptable for comparative purposes. For Trial Division Director Comparisons, any positions serving as the Deputy Trial Court administrator were excluded.

For the Court Recorder/Technology Specialist, four lower-paid market comparable positions were removed from the wage comparisons, thus providing the highest possible (reasonable) market comparison.

Family/Probate Court:

For the Juvenile Administrator, all listed comparables have juvenile facilities, except Ingham County. The listed position for Ingham County is Circuit Court Administrator with Family and Probate Courts responsibility.

For Kent County, the Court Administrator oversees Juvenile Court. The listed salary is for the position listed as the Deputy Administrator.

Deputy Probate and Deputy Juvenile Registers (lowest level/clerical) are generic in some counties and were surveyed as highest of either and listed for Probate Register clerical comparison. In-Home Care Manager was compared to manager/supervisor of Juvenile Probation. This is one of the three assignments for the In-Home Care Managers and the most reliable to survey. Recovery Court Case Manager was compared to a social worker which is similar to the primary orientation of this position.

Court Security Officer was compared to this classification as opposed to Bailiff. Washtenaw and Kent Counties report that their position requires MCOLES certification. It provides a possible benchmark on what salary maximum should be.

Probate Register is compared only to those without law degrees.

District Court:

Deputy Director of Probation is compared to manager/supervisor of probation in other counties.

Adult Drug Court Coordinator is compared to highest wage of any specialty court response reported though most are adult drug court.

Magistrate is compared only to attorney magistrates. Kent and Washtenaw Counties tend to inflate the market average and others (including Berrien County) are used interchangeably with Family Court.

Juvenile Facility:

The Lighthouse Program Supervisor is compared to Treatment Program Supervisors in other counties. In most cases, the market comparables have a wider scope of responsibility encompassing all operations. This has been considered in pay range averaging for the particular grade.

Planning and Performance Improvement

Planning and Improvement is undergoing reorganization with the Assistant Director being eliminated as a position. In addition to the Director, two levels of planning/economic development professionals have been surveyed to provide top-to-bottom benchmarks.

Health Department:

Medical Director comparisons include only full-time positions.

Patient Billing Specialist, a title not used by Ottawa County has been surveyed and included to provide an additional comparison.

Other positions are surveyed with the intent of providing top-to-bottom benchmarks from which to extrapolate to all department positions.

Source: Referenced municipalities, effective date of February 1, 2021.

Appendix C-3
Ottawa County
Classification And Compensation Study
Ottawa County Community Mental Health
Comparison of Labor Market Wage Data (cont'd)

Methodology:

A number of the comparative CMH (like CEI) are larger than Ottawa County CMH, and operate as separate, autonomous organizations with independent central services. This has been considered in evaluating comparative wages for some positions - particularly those with a professional, administrative orientation where a larger, independent organization would have a greater impact on job complexity.

Annual survey data has been converted to hourly based on the number of hours worked per week.

Wage data for listed positions are at range maximums with the exception of the CMH Director. This leadership position is listed as actual salary.

Dash indicates no comparable position reported for that particular job.

In a number of cases surveyed title differs from actual Ottawa County CMH title. This has been done to make the title more recognizable to survey respondents.

Some data have been eliminated due to differences in job complexity and scope of responsibilities.

Administrative Assistant final average is presented on Appendix C-2 and includes comparisons from both surveys.

Source: Survey of listed agencies, effective February 1, 2021

Appendix C-4
Ottawa County
Classification And Compensation Study
Wage Comparison for Select Positions to the Local Labor Market

Position	City of Grand Rapids	City of Holland	City of Kentwood	City of Wyoming
Executive Assistant to the City Manager	\$35.25	\$31.07	\$28.74	\$28.19
PR/Communications Manager	\$46.99	\$26.39	-	\$32.69
Administrative Clerk	-	\$22.47	-	\$20.61
Secretary	-	\$23.62	\$22.74	\$24.51
Administrative Assistant Advanced	\$27.71	\$25.39	\$24.14	\$29.42
Office Supervisor	\$32.91	\$28.56	-	-
Diversity Director	\$59.63	\$48.03	-	-
Director of Finance	\$76.12	\$55.52	\$55.08	\$54.71
Assistant Finance Director	-	\$44.67	\$44.78	-
Senior Accountant	\$38.67	\$31.07	-	\$42.96
Accountant II	\$38.67	\$28.56	-	\$40.41
Director of Human Resources	\$65.72	\$51.64	\$50.40	\$56.69
Payroll and Compliance Manager	\$38.67	-	-	-
Human Resources Specialist	\$38.67	\$30.71	\$27.19	\$26.99
Director of Information Technology	\$65.72	\$55.52	\$51.92	\$54.00
Computer Systems Operations Manager	\$57.11	\$44.67	-	\$45.99
Senior LAN/Network Administrator	-	\$53.37	\$38.63	\$45.99
Assistant LAN/Network Administrator	-	\$43.94	-	\$45.99
Senior Help Desk	-	\$34.52	\$30.49	\$29.54
Senior Applications Support Analyst	-	\$43.94	\$38.63	\$34.37
Assessing Director	\$62.59	\$51.64	\$51.92	\$56.61
Deputy Assessing Director	\$51.80	-	\$40.98	\$44.98
Property Appraiser – Level 3	\$36.59	-	\$32.43	-
Property Appraiser – Level 2	\$32.91	\$32.99	\$29.68	\$32.42
Director of Buildings and Grounds	\$49.35	\$51.64	\$53.47	\$54.71
Parks and Recreation Director	\$62.59	\$51.64	\$50.40	\$64.73
Parks Manager	-	\$38.65	-	\$40.41
Park Naturalist	\$28.82	-	\$28.81	\$32.97
Parks Maintenance Worker	-	\$24.55	-	\$23.46
Community Development Director	-	\$51.64	\$48.94	\$64.73
Senior Planner	\$42.63	\$35.48	-	\$44.98
Urban Planner	-	\$32.99	\$32.43	\$29.54
Weekly Hours (For Wage Conversion)	40	40	40	40

Notes:

Titles may differ from those used by Ottawa County to make them more recognizable to survey respondents.

Dash indicates no comparable position. Source: Survey of listed cities, February, 2021.

All reported data has been converted to hourly based on hourly work week.

Source: Survey of listed cities, March 1, 2021

APPENDIX D

SUGGESTED GRADE AND SALARY STRUCTURE

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions
1	Custodian	\$18.03	\$18.06	\$18.50
1	Resource Recovery Site Attendant	\$18.03	-	
1	Facilities Clerk	\$17.10	-	
2	Peer Specialist	\$19.64	\$19.54	\$19.80
2	Bailiff	\$19.33	-	
2	Mental Health Clerk	\$18.54	\$19.12	
2	Nature Education Center Secretary	\$19.29	-	
2	Quality Improvement Clerk	\$18.54	-	
2	Mental Health Aide	\$19.64	\$19.31	
2	Recovery Coach	\$19.64	\$18.79	
2	Access Center Clerk	\$19.64	\$20.12	
2	Community Navigator Aide	\$19.64	-	
2	Clerk (Treasurer)	\$19.29	-	
2	Hearing and Vision Clerk	\$19.29	-	
2	Clinic Support	\$19.29	\$20.29	
2	Records Processing Clerk II	\$19.29	\$20.07	
2	Clerk Typist II/Matron	\$19.77	\$20.84	
2	Environmental Health Clerk	\$19.29	-	
2	MIHP Clerk II - Public Health	\$19.29	-	
2	Probate Clerk	\$19.29	-	
3	Senior Site Attendant	\$20.43	-	
3	Clerk/Register Technician	\$20.43	\$21.72	
3	Case Records Technician	\$20.43	\$21.53	
3	Community Health Clerk	\$20.43	-	
3	Community Health Worker (Pathways to Better Health Program)	\$20.43	-	
3	Secretary	\$20.43	\$22.05	
3	District Court Clerk I	\$20.60	\$21.45	
3	Friend of the Court Clerk I	\$20.61	\$20.94	
3	Clerk (Autism Services)	\$20.82	-	
3	Probation and Community Corrections Secretary	\$20.60	-	
3	Abstracting/Indexing Clerk	\$20.43	-	
3	Clerk Typist III/Matron	\$20.87	-	
3	Water Resources Clerk	\$20.43	-	
3	Warranty Deed Clerk	\$20.43	-	
4	Hearing and Vision Technician	\$21.66	\$21.75	\$22.67
4	Children's Special Health Services Representative	\$21.66	\$22.04	
4	Legal Assistant I	\$21.66	-	
4	Victim Advocate Assistant	\$21.66	-	
4	District Court Officer	\$22.25	-	

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position (cont'd)

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions
4	Project Support Specialist	\$21.66	-	\$22.67
4	Administrative Aide (JDC)	\$22.06	-	
4	Circuit Court Clerk	\$23.72	\$21.88	
4	Data Processing Specialist	\$22.05	-	
4	Deputy Probate Register	\$21.66	\$21.37	
4	Environmental Health Technical Support Clerk	\$21.66	-	
4	Friend of the Court Clerk II	\$22.05	\$23.80	
4	Health Promotion Clerk	\$21.66	-	
4	Juvenile Clerk II	\$22.06	-	
4	Reimbursement Specialist	\$22.06	\$23.17	
4	Public Service Center Clerk	\$21.66	-	
4	Assignment Clerk	\$22.25	-	
4	Health Technician	\$21.66	-	
4	District Court Clerk II	\$22.25	-	
4	Senior Secretary	\$21.66	-	
5	Hazardous Waste Maintenance Worker	\$22.58	-	
5	Parks Maintenance Worker	\$22.58	\$22.99	
5	Custodial Supervisor	\$28.07	\$22.07	
5	Maintenance Worker	\$22.58	\$23.42	
5	Case Records Technician II	\$22.58	-	
5	Health Administration Specialist	\$23.36	-	
5	Legal Assistant II	\$22.58	\$23.14	
5	Medical Assistant	\$23.31	-	
5	Environmental Health Technician (Field Services)	\$22.58	-	
5	Account Specialist	\$23.78	\$22.69	
5	Administrative Assistant - Friend of the Court	\$23.72	-	
5	Account Clerk	\$21.66	\$24.04	
5	Senior Extension Clerk	\$22.58	-	
5	Clerk/Register Specialist	\$23.36	-	
5	Assessment and Eligibility Specialist	\$22.58	-	
5	Senior Abstracting/Indexing Clerk/Clerk's Office	\$22.58	-	
5	Senior Abstracting/Indexing Clerk/Equalization	\$22.58	-	
5	Buyer	\$22.58	-	
6	Soil Erosion Control Inspector	\$24.25	-	\$25.96
6	Animal Control Officer	\$24.19	\$23.81	
6	Senior Victim Advocate	\$25.60	-	
6	Local Emergency Planning Coordinator	\$24.25	-	
6	Contractual Services and Housing Program Assistant	\$24.96	-	
6	Youth Specialist	\$23.80	\$24.33	
6	Compliance Assistant	\$23.31	\$26.56	

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position (cont'd)

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions	
6	Victim Advocate	\$24.25	\$25.28	\$25.96	
6	Probation Specialist	\$25.21	-		
6	Felony Collections Clerk	\$24.25	\$25.05		
6	Revenue Accounting Specialist	\$22.58	\$24.67		
6	Legal Assistant III	\$24.25	-		
7	Drain Inspector	\$25.97	-	\$27.78	
7	Violence Intervention Officer	\$31.82	-		
7	Park Equipment Specialist	\$25.97	-		
7	Weatherization Inspector	\$25.97	-		
7	Maintenance Technician	\$25.97	-		
7	Court Recorder/Judicial Secretary	\$24.01	\$26.45		
7	Court Services Officer (JAWS)	\$25.97	-		
7	Appraiser I	\$25.97	-		
7	Senior Reach Care Manager	\$26.87	-		
7	Support Coordinator Aide	\$26.87	-		
7	Delinquent Property Tax Specialist	\$24.25	\$26.73		
7	Administrative Assistant II	\$26.98	\$26.64		
7	Senior Case Records Technician	\$25.97	-		
7	Court Recorder/Technology Specialist	\$27.64	\$26.44		
7	Property Description and Mapping Technician	\$24.25	\$27.89		
7	UM/Elec. Data Interchange Technician	\$26.98	-		
8	Corrections Deputy	\$28.55	\$29.85		\$29.72
8	Court Services Officer	\$29.52	\$29.10		
8	Dental Assistant/Clinic Manager	\$27.95	-		
8	Soil Erosion Agent	\$27.95	\$27.81		
8	Parks Naturalist	\$27.95	\$28.12		
8	Accountant I	\$28.07	-		
8	Administrative Support (Corporate Counsel)	\$28.07	-		
8	Human Resources Specialist	\$25.60	\$30.40		
8	Environmental Health Specialist (Onsite)	\$25.97	\$29.67		
8	GIS Technician	\$28.07	\$28.45		
8	Stormwater Technician	\$28.07	-		
8	QI Data Technician	\$28.27	-		
8	Mental Health Trainer	\$28.77	-		
8	Prevention Specialist	\$28.77	-		
8	Chief Deputy Probate Register	\$25.62	-		
8	Group Leader (Detention/Treatment Unit)	\$25.69	\$28.87		
8	Mental Health Specialist (MI-MDT)	\$28.77	\$27.23		
8	Chief Circuit Court Clerk	\$27.64	\$28.75		
8	Executive Assistant	\$28.07	\$29.54		

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position (cont'd)

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions	
9	Health Promotion Educator	\$29.93	\$30.68	\$31.86	
9	Appraiser II	\$29.93	\$29.86		
9	Recovery Court Case Manager	\$31.82	\$30.63		
9	Nutritionist	\$29.93	\$29.86		
9	Parks Planner	\$29.93	-		
9	Elections Coordinator	\$30.77	\$30.95		
9	Communications Specialist	\$30.77	-		
9	Farm Preservation Analyst	\$31.84	-		
9	Land Use Planning Specialist	\$31.82	\$31.06		
9	Program Evaluator	\$30.58	-		
9	Payroll Coordinator	\$30.77	-		
9	Stewardship Work Crew Supervisor	\$30.77	-		
9	Public Health Social Worker	\$29.93	\$30.57		
9	Clerk/Register/Supervisor	\$29.42	-		
9	Senior Reach Behavioral Health Provider	\$30.58	-		
9	PC Technician	\$31.84	\$29.80		
9	Parks Supervisor	\$30.77	-		
9	Crime Data Analyst	\$29.42	-		
9	Accounts Payable Supervisor	\$30.77	-		
10	Occupational Therapist	\$32.57	\$32.51		\$34.09
10	Grant Writer/Manager	\$32.57	-		
10	Community Health Nurse (Clinical)	\$31.73	\$32.10		
10	Senior Environmental Health Specialist (Onsite)	\$31.82	\$32.60		
10	Mental Health Nurse (MI Services)	\$30.58	\$32.19		
10	Homeland Security Regional Planner	\$33.88	\$33.02		
10	Appraiser III	\$31.82	\$32.04		
10	Contract Manager	\$32.57	\$33.59		
10	Legal Investigator	\$31.82	\$32.15		
10	Care Coordinator	\$32.57	-		
10	Juvenile Court Officer	\$32.10	\$31.17		
10	Probation Officer/Substance Abuse Assessor	\$32.36	\$31.21		
10	FOC Investigator	\$32.04	\$32.15		
10	Assistant Assessing Division Manager	\$26.98	-		
10	Accountant II	\$30.77	\$32.30		
10	Weatherization Program Coordinator	\$31.82	-		
10	Treatment Specialist	\$33.07	\$33.62		
10	Trial Court Specialist	\$31.99	-		
10	Research Attorney	\$30.02	\$32.34		
10	Technical Support Specialist	\$30.08	\$32.22		
10	Substance Use Disorder Clinician	\$32.57	-		

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position (cont'd)

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions	
10	Assessment and Level-of-Care Specialist	\$32.57	-	\$34.09	
10	Adult Drug Court Coordinator	\$33.88	\$31.37		
10	Assistant Juvenile Register	\$31.99	-		
10	Human Resources Employment Analyst	\$30.77	-		
10	GIS Programmer/Technician	\$31.84	-		
10	Mental Health Clinician (Crisis Services)	\$32.57	\$31.19		
10	Shift Supervisor - Juvenile Detention	\$31.99	\$32.11		
10	Human Resources Benefits Analyst	\$30.77	-		
10	Chief Clerk of the Court	\$34.05	\$32.44		
10	Deputy Treasurer	\$33.73	\$31.88		
10	Office Supervisor	\$30.77	\$32.04		
11	Dental Hygienist/Practice Manager	\$33.88	-		\$36.48
11	Director of Recipient Rights	\$35.54	\$38.17		
11	Evidence Technician	\$33.88	-		
11	Communication Specialist	\$35.24	\$35.61		
11	Maintenance Supervisor/Project Manager	\$33.73	\$36.34		
11	Research and Data Analyst	\$33.88	-		
11	Sergeant Jail	\$35.47	\$35.54		
11	Financial Specialist - Sheriff	\$28.07	-		
11	Senior Juvenile Court Officer	\$33.07	-		
11	Custody Investigator	\$33.07	-		
11	Coordinator of Interpretive Services	\$36.97	-		
11	Budget/Audit Analyst	\$33.73	\$35.61		
11	Court Records Supervisor	\$36.97	\$32.67		
11	Office Manager	\$33.73	\$35.18		
11	Assessing Division Manager	\$33.73	-		
11	Treatment Program Supervisor	\$34.05	\$37.18		
12	Agriculture and Economic Resources Coordinator	\$36.97	\$38.41	\$39.03	
12	Emergency Preparedness Manager	\$33.73	\$36.49		
12	Team Supervisor (Clinic)	\$36.97	\$38.53		
12	Development Project Coordinator	\$36.97	-		
12	Communications Manager	\$36.97	\$36.56		
12	Innovation/Improvement Specialist	\$36.97	-		
12	Oral Health Team Supervisor	\$36.97	-		
12	Health Promotion Team Supervisor	\$36.97	\$37.18		
12	Office Coordinator	\$36.97	-		
12	Purchasing Manager	\$36.97	-		
12	Environmental Health Team Supervisor	\$36.97	\$36.36		
12	Application Specialist II- On-Base or ERP	\$38.86	-		
12	Applications Specialist II	\$38.86	\$37.80		

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position (cont'd)

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions
12	Natural Resources Manager Supervisor	\$36.97	-	\$39.03
12	Deputy Director of Probation and Community Corrections	\$36.28	\$37.57	
12	Park Operations Manager	\$36.97	\$35.25	
12	GIS System Analyst	\$38.86	\$34.40	
12	CMH Team Supervisor	\$35.54	\$37.98	
12	Nurse Supervisor - Pathways to Better Health Program	\$36.97	\$37.01	
12	CMH Business Analyst	\$37.35	-	
12	Performance Improvement Division Coordinator	\$44.43	-	
12	Compliance Manager	\$35.54	\$40.36	
12	Senior Research Attorney	\$34.05	-	
13	Project Management Coordinator	\$44.43	-	\$41.76
13	Epidemiologist	\$40.53	\$39.43	
13	Program Community Development Coordinator	\$38.96	-	
13	Program Coordinator	\$38.96	-	
13	Probate Register	\$38.80	\$35.23	
13	Legal Self-Help Center Director	\$38.80	-	
13	Chief Deputy Register of Deeds	\$40.53	\$37.13	
13	In-Home Care Manager - Community Programming	\$38.80	-	
13	In-Home Care Manager - Community Probation	\$38.80	\$40.19	
13	Payroll and Compliance Supervisor	\$36.97	\$40.96	
13	In-Home Care Manager Program Analyst	\$38.80	-	
14	Assistant Prosecuting Attorney I	\$40.53	\$40.02	\$44.68
14	Assistant Public Defender I	\$40.53	\$39.41	
14	Trial Division Director	\$38.80	\$42.03	
14	Coordinator of Park Maintenance and Operations	\$40.53	-	
14	Coordinator of Parks Planning and Development	\$40.53	\$40.16	
14	Chief Deputy Clerk	\$42.30	\$41.43	
14	Deputy Equalization Director	\$40.53	\$44.11	
14	Public Health Financial Manager	\$38.96	-	
14	Assistant Superintendent of Juvenile Detention	\$40.16	\$43.25	
14	Chief Deputy Treasurer	\$40.53	\$41.99	
14	Chief Deputy Water Resources Commissioner	\$40.53	\$40.96	
15	Assistant Public Defender II	\$48.71	-	\$47.81
15	Lieutenant	\$42.30	-	
15	Telecommunications Administrator	\$42.30	-	
15	Director of Emergency Management	\$44.43	\$43.87	
15	Senior Epidemiologist	\$42.30	-	
15	Assistant Juvenile Services Director	\$44.43	\$44.88	

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position (cont'd)

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions
15	Director of Records Management and Technology Services	\$44.43	-	\$47.81
15	Magistrate	\$41.51	\$46.61	
15	Probation and Community Corrections Director	\$44.43	-	
15	Program Director - CAA	\$44.43	\$49.75	
15	Mental Health Program Supervisor	\$42.71	\$47.99	
15	GIS Supervisor	\$42.30	\$42.59	
15	Health Planning and Promotion Manager	\$44.43	-	
15	Community Health Manager	\$44.43	-	
15	Clinical Health Services Manager	\$44.43	\$47.71	
15	Network Administrator	\$42.30	\$43.61	
15	Environmental Health Manager	\$44.43	\$45.90	
15	Accounting Manager	\$44.43	-	
15	Mental Health Financial Manager	\$44.43	-	
15	Human Resources Manager (Training & Payroll)	\$42.30	-	
15	Assistant Friend of the Court (Field Services)	\$44.43	-	
15	Assistant Friend of the Court (Operations)	\$44.43	\$42.42	
16	Captain	\$47.10	\$45.96	\$51.16
16	Nurse Practitioner	\$44.41	\$49.30	
16	Assistant Prosecuting Attorney II	\$53.39	-	
16	Assistant Public Defender III	\$53.39	\$49.14	
16	Attorney/Referee	\$48.71	\$46.76	
16	Local Unit Financial Liaison	\$48.71	-	
16	Superintendent of Detention	\$44.43	\$50.11	
16	Assistant Fiscal Services Director	\$48.71	\$46.16	
16	Manager of Applied Technology	\$44.43	\$46.60	
16	Manager of Technical Infrastructure	\$44.43	\$48.29	
17	Diversity, Equity and Inclusion Director	\$53.39	\$54.25	\$55.25
17	Nurse Practitioner Supervisor	\$47.10	-	
17	CMH Deputy Director	\$51.32	\$58.53	
17	Parks and Recreation Director	\$53.39	\$53.30	
17	Deputy Health Officer	\$48.71	\$50.63	
17	Chief Deputy - Sheriff	-	-	
17	Facilities Director	\$53.39	\$51.06	
17	Equalization Director	\$53.39	\$55.65	
17	Senior Attorney/Division Chief	\$57.63	\$49.47	
17	Planning and Performance Improvement Director	\$53.39	\$52.68	
17	First Assistant Public Defender	\$58.53	\$54.85	

Appendix D
Ottawa County
Classification And Compensation Study
Suggested Grade Structure for All Position (cont'd)

Suggested Grade	Position Title	2021 Range Maximum	Market Averages	Suggested Range Maximum for all Groups and Positions
18	Undersheriff	\$53.39	\$53.71	\$59.67
18	District Court Administrator	\$54.21	\$54.47	
18	Juvenile Court Director	\$58.53	\$55.82	
18	Human Resources Director	\$58.53	\$56.31	
18	Friend of the Court	\$58.53	\$55.74	
18	Innovation and Technology Director	\$58.53	\$58.41	
19	Deputy County Administrator	\$62.98	\$64.59	\$64.44
19	Health Officer	\$62.98	\$64.84	
19	Fiscal Services Director	\$62.98	\$60.19	
19	Public Defender	\$70.33	\$61.46	
19	Chief Assistant Prosecuting Attorney	\$62.98	\$60.63	
19	Trial Court Administrator	\$62.98	\$60.08	

Methodology:

As discussed in Section I of the report and illustrated in Appendix B, all positions have been point factored to determine pay grade placement.

Ottawa County's listed salaries are range maximums converted to hourly.

The market data are also salary range maximums. Since the range maximum for the labor market represents the highest amount paid, the average of the range maximums for each grade have been used to develop the new recommended range maximums for Ottawa County.

The new pay ranges, presented in Section II of the report are based on the suggested pay range maximums listed above.

The salary ranges should be implemented consistent with the discussion in Section II of the report. Typically, employees will move through the ranges over time as expertise and experience are acquired.

Red highlighted job titles indicate that at least one person in this job classification has a salary that is higher than the suggested range maximum.

Green highlighted job titles indicate that at least one person in this job classification has a salary that is lower than the suggested range minimum.

APPENDIX E

MATRIX OF EMPLOYEE BENEFITS COMPARISON

Appendix E
Ottawa County
Classification And Compensation Study
Comparison of Employee Benefits

Category of Benefits	Ottawa County	Allegan County	Berrien County	Ingham County*	Jackson County	Kalamazoo County	Kent County	Livingston County	Muskegon County	Saginaw County	St. Clair County	Washtenaw County
Paid Time Off and Longevity												
Number of annual holidays	8	13	12	12	11	8	10	13	12	13	11	12
Annual personal days	0	PTO Below	2	6	PTO Below	0	5	0	2	PTO Below	0	0
Annual sick time (days)	6	PTO	13	13	PTO	5	PTO	6	10	PTO	12	12
Maximum sick-time accrual (days)	12	-	150	No limit	-	100	-	72	180	-	40	12
Is there a sick-time or PTO buyback option annually or at retirement?	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
If yes, max time that can be sold back and value awarded to each day:												
annually?	-	For PTO: One half of any over 240 hours	No	5 days at 100%	No	No	Any PTO over 15 days goes to a retirement payout account.	50% of annual days	5 days at 100% of value	No	No	-
at retirement?	-	For PTO, 30 days max at 100%	120 days at 100% of value	All time that has accrued at 75%-85% of value	PTO: Up to 50 days at 75%	100 days at 50% of value for sick.	Any PTO over 15 days goes to a retirement payout account.	50% up to max of 72 days	180 days at 75% of value	75 PTO days at 50% of value at termination	Maximum of 30 days at 80% of value	-
Do you use PTO days rather than sick time?	No	Yes	No	No	Yes	No	Yes	No	No	Yes	No	No
Total vacation days earned (including PTO if applicable and not listed above):												
at 1 year	10	11.5 to 15.5	15	10-11	20	18	12	12	13	17	10	12

Appendix E
Ottawa County
Classification And Compensation Study
Comparison of Employee Benefits (cont'd)

Category of Benefits	Ottawa County	Allegan County	Berrien County	Ingham County*	Jackson County	Kalamazoo County	Kent County	Livingston County	Muskegon County	Saginaw County	St. Clair County	Washtenaw County
at 5 years	15	19.5 to 23.5	20	15-16	20	21	15	17	13	19	17	15
at 10 years	15	24.5 to 28.5	20	18-19	25	23	18	22	16	21	20	18
at 20 years	23	30.5	25	21-22	30	27	25	22	24	25	30	25
Maximum allowable vacation/PTO time accrual (top seniority if applicable)?	25-28 depending on group	30	30	47.5	50	30	15	33	0	87.5	35	50
Longevity payment?	Yes	Yes	No	Yes	No	No	No	No	Yes	Yes	No	No
at 5 years	\$250	\$300	-	\$600	-	-	-	-	\$250	\$350	-	-
at 10 years	\$500	\$350	-	\$1,000	-	-	-	-	\$500	\$700	-	-
at 20 years	\$1,000	\$450	-	\$1,800	-	-	-	-	\$1,000	\$1,000	-	-
If have longevity, has it been eliminated for new employees?	Yes as of 4/27/04 or 1/1/06 depending on the group.	Yes	-	Yes	-	-	-	-	No	Yes	-	-
Insurance												
Adopted PA 152 caps or 80/20?	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	Yes	Yes	No
Total monthly cost for the core/base health care plan (Single/Family) for the most prevalent health care plan.	Single: \$496 Family: \$1,388	Single: \$534 Family: \$1,455	Single: \$665 Family: \$1,900	Single: \$513 Family: \$1,385*	Single: \$467 Family: \$1,402	Single: \$510 Family: \$1,530	Single: \$604 Family: \$1,741	Single: \$579 Family: \$1,792	Single: \$657 Family: \$1,914	Single: \$559 Family: \$1,677*	Single: \$521 Family: \$1,586	Single: \$588 Family: \$1,764
Do employees contribute to health care premium on the core/base plan in 2021?	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes

Appendix E
Ottawa County
Classification And Compensation Study
Comparison of Employee Benefits (cont'd)

Category of Benefits	Ottawa County	Allegan County	Berrien County	Ingham County*	Jackson County	Kalamazoo County	Kent County	Livingston County	Muskegon County	Saginaw County	St. Clair County	Washtenaw County
Short-term disability insurance provided?	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No
Long term-disability insurance provided?	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Employee life insurance amount	1x annual salary/1.5x annual salary, depending on group	\$50,000	\$50,000	\$50,000	\$30,000	1x salary to \$250,000 maximum	\$50,000	1x salary to \$500,000 maximum	\$150,000	\$50,000	Varies	1x salary to \$50,000 maximum
Employer-paid retiree health insurance?	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
If yes, % or amount premium paid by employer	\$0-	-	50%	100% minus premium co-pay	80%	80%	\$400 monthly total	25% - 75%	Varies by hire date and years of service	Maximum of 80%	100%	100%
Is spouse also covered at employer cost?	No	-	No	No	Yes	No	See above	No	No	No	Yes	Yes
Supplement after 65 paid by employer?	No	-	Yes	Yes	Yes	Yes	See above	Yes	Yes	Yes	Yes	Yes
Prescriptions after 65 paid by employer?	No	-	Yes	Yes	Yes	Yes	See above	No	Yes	Yes	Yes	Yes
Has the public entity eliminated retiree health care for new employees?	No	-	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes
Is there a Retiree Health Savings Plan provided (or similar health care funding mechanism)?	No	No	No	No	Yes	No	No	Yes Only if hired before 11-1-09	Yes	Yes	No	Yes

Appendix E
Ottawa County
Classification And Compensation Study
Comparison of Employee Benefits (cont'd)

Category of Benefits	Ottawa County	Allegan County	Berrien County	Ingham County*	Jackson County	Kalamazoo County	Kent County	Livingston County	Muskegon County	Saginaw County	St. Clair County	Washtenaw County
If yes, what is annual employer contribution?	-	-	-	-	\$1,850/yr	-	-	\$610 after six year it is \$1,829	3%	1%	-	\$2,600 to \$5,200 depending on seniority
Is the Retiree Health Savings Plan just for new hires?	-	-	-	-	Yes	-	-	Must be hired before 2009	Yes	Yes	-	Yes
Primary Pension Retirement Plan												
Defined Contribution Plan?	Yes	Yes	No	No	Yes	No	No	No	Yes	Yes	Yes	Yes
Employer maximum contribution	6%	7%	-	-	5%	-	-	-	3%	6%	8%	7.5%
Is plan for new hires only?	Yes	No	-	-	Yes	-	-	-	Yes	Yes	Yes	Yes
Defined Benefit Plan?	Yes (closed)	No	Yes	Yes (closed)	Yes (closed)	Yes	Yes	Yes (closed)	Yes (closed)	Yes (closed)	Yes (closed)	Yes (closed)
Current employee required contribution	0-6.99% depending on group	-	5%	-	-	0%	10%	-	-	-	-	8%
Multiplier	2.25% or 2.5% depending on group	-	2.20%	-	-	2.0% (2.5% hired before 4-1-14)	3%	-	-	-	-	2%
Hybrid Plan?	No	No	No	Yes	No	No	No	Yes	No	No	No	No
Employee required match/contribution	No	-	-	1.2%	-	-	-	3%	-	-	-	-
Multiplier used in pension calculation	No	-	-	2.5%	-	-	-	1.25%	-	-	-	-
Maximum employer match/contribution	No	-	-	1.2%	-	-	-	3%	-	-	-	-
Is plan for new hires only?	No	-	-	Yes	-	-	-	Yes	-	-	-	-

Appendix E
Ottawa County
Classification And Compensation Study
Comparison of Employee Benefits (cont'd)

Category of Benefits	Ottawa County	Allegan County	Berrien County	Ingham County*	Jackson County	Kalamazoo County	Kent County	Livingston County	Muskegon County	Saginaw County	St. Clair County	Washtenaw County
Additional employer contribution to 457 or 401a for non-union employees?	Yes	No	No	No	No	No	No	No	No	No	No	No
If yes, amount that is employer paid	20% or 25% of contribution, up to \$1,000 annually, depending on group	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous												
Base hours worked per week for full-time non-exempt?	40	40	40 or 37.5 depending on department or job	40	40	40	40	40	40	40	37.5	37.5
How many steps in your non-union pay system?	6-8, depending on group	17	7	5	5	6	5	9	6	9	8	n/a
Do part-time employees <u>under 30 hours</u> receive benefits?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
If yes, is pro-rated time-off provided?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
If yes, is employer-paid health care provided?	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No	No	-
If yes, is employer-paid retirement provided?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	-

**Appendix E
Ottawa County**

**Classification And Compensation Study
Comparison of Employee Benefits (cont'd)**

Category of Benefits	Ottawa County	Allegan County	Berrien County	Ingham County*	Jackson County	Kalamazoo County	Kent County	Livingston County	Muskegon County	Saginaw County	St. Clair County	Washtenaw County
For part-time benefits received specify type of benefit (health care or retirement) and formula used determine amount.	Employees working 20 hours per week or more are eligible for the same benefits as full time, but on a pro-rated basis.	Based on hours worked. Two options with 100% H.S.A. or 80% H.S.A. for employees working 35 hours or less.	Based on hours worked	All benefits at half rate of FT employees. Retirement is pro-rated	Up to 5% retirement match	Get retirement if 50%-74% percent of f/t. Get health and retirement if 75%-79%. Get health, retirement and leave if 80%-100%	PTO/vacation time by pro-rated formula, DB retirement also by pro-rated formula.	21-29 hours 10 days vacation and 5 sick days, 30-39 hours 16.5 days vacation and 5 sick days, 40 hours 22 vacation and 6 sick days and retirement pro-rated.	Annual leave depending on service, 10 sick days, 2 personal. Health care provided at 25 hours and retirement also.	Pro-rated time off only	Pro-rated time off only	-

* 2020 gross health care costs.

Source: Listed entities, effective January 2, 2021

APPENDIX F

RESULTS OF COSTING ANALYSIS FOR IMPLEMENTATION

**Appendix F-1
Ottawa County**

Classification And Compensation Study

Results of Costing Analysis for Implementation - All Non-Police Employee Groups and Employees

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Custodian (RC)	\$18.03	1	7	\$18.50	\$0.47	2,080	\$977.60
Group T	Custodian (JH)	\$18.03	1	7	\$18.50	\$0.47	2,080	\$977.60
Group T	Custodian (AC)	\$18.03	1	7	\$18.50	\$0.47	2,080	\$977.60
Group T	Custodian (CY)	\$18.03	1	7	\$18.50	\$0.47	2,080	\$977.60
Group T	Resource Recovery Site Attendant (DW)	\$18.03	1	7	\$18.50	\$0.47	1,144	\$537.68
Group T	Resource Recovery Site Attendant (JR)	\$14.85	1	2	\$14.94	\$0.09	1,040	\$93.60
Group T	Facilities Clerk	\$15.42	1	3	\$15.65	\$0.23	1,248	\$287.04
Group T CMH	Peer Specialist (SS)	\$16.91	2	4	\$17.52	\$0.61	1,560	\$951.60
Group T CMH	Peer Specialist (SS)	\$16.91	2	4	\$17.52	\$0.61	2,080	\$1,268.80
Group T CMH	Peer Specialist (KC)	\$19.64	2	7	\$19.80	\$0.16	2,080	\$332.80
Group T CMH	Peer Specialist (JL)	\$19.64	2	7	\$19.80	\$0.16	2,080	\$332.80
58th District Court Employees Association	Bailiff	\$19.33	2	7	\$19.80	\$0.47	1,456	\$684.32
Group T CMH	Mental Health Clerk (MS)	\$18.54	2	6	\$19.04	\$0.50	2,080	\$1,040.00
Group T CMH	Mental Health Clerk (SP)	\$18.54	2	6	\$19.04	\$0.50	2,080	\$1,040.00
Group T CMH	Mental Health Clerk (DA)	\$18.54	2	6	\$19.04	\$0.50	2,080	\$1,040.00
Group T CMH	Mental Health Clerk (KS)	\$16.73	2	3	\$16.75	\$0.02	2,080	\$41.60
Group T CMH	Mental Health Clerk (LD)	\$18.54	2	6	\$19.04	\$0.50	2,080	\$1,040.00
Group T CMH	Mental Health Clerk (LK)	\$16.73	2	3	\$16.75	\$0.02	2,080	\$41.60
Group T CMH	Mental Health Clerk (KD)	\$15.97	2	2	\$15.99	\$0.02	1,040	\$20.80
Group T CMH	Mental Health Clerk (JC)	\$14.63	2	1	\$15.23	\$0.60	1,040	\$624.00
Group T	Nature Education Center Secretary	\$19.29	2	7	\$19.80	\$0.51	2,080	\$1,060.80
Group T CMH	Quality Improvement Clerk	\$18.54	2	6	\$19.04	\$0.50	2,080	\$1,040.00
Group T CMH	Mental Health Aide	\$16.17	2	3	\$16.75	\$0.58	2,080	\$1,206.40
Group T CMH	Recovery Coach (MP)	\$20.64	2	-	-	-	2,080	-
Group T CMH	Recovery Coach (JV)	\$16.17	2	3	\$16.75	\$0.58	2,080	\$1,206.40
Group T CMH	Access Center Clerk	\$19.64	2	7	\$19.80	\$0.16	2,080	\$332.80
Group T CMH	Community Navigator Aide	\$16.17	2	3	\$16.75	\$0.58	2,080	\$1,206.40
Group T	Clerk (Treasurer)	\$19.29	2	7	\$19.80	\$0.51	2,080	\$1,060.80
Group T	Hearing and Vision Clerk (IA)	\$19.29	2	7	\$19.80	\$0.51	2,080	\$1,060.80
Group T	Hearing and Vision Clerk (KC)	\$15.89	2	2	\$15.99	\$0.10	1,664	\$166.40
Group T	Clinic Support (SC)	\$19.29	2	7	\$19.80	\$0.51	2,080	\$1,060.80
Group T	Clinic Support (RY)	\$16.61	2	3	\$16.75	\$0.14	2,080	\$291.20
Group T	Clinic Support (AA)	\$19.29	2	7	\$19.80	\$0.51	2,080	\$1,060.80
Group T	Clinic Support (PS)	\$19.29	2	7	\$19.80	\$0.51	2,080	\$1,060.80
Group T	Clinic Support (SB)	\$19.54	2	7	\$19.80	\$0.26	2,080	\$540.80
Group T	Clinic Support (KD)	\$18.35	2	6	\$19.04	\$0.69	2,080	\$1,435.20
Group T	Clinic Support (GK)	\$16.61	2	3	\$16.75	\$0.14	2,080	\$291.20
Group T	Clinic Support (RR)	\$18.65	2	6	\$19.04	\$0.39	2,080	\$811.20

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Records Processing Clerk II	\$19.29	2	7	\$19.80	\$0.51	1,560	\$795.60
Group T	Environmental Health Clerk (AP)	\$18.35	2	6	\$19.04	\$0.69	2,080	\$1,435.20
Group T	Environmental Health Clerk (LV)	\$16.61	2	3	\$16.75	\$0.14	2,080	\$291.20
Group T	MIHP Clerk II - Public Health	\$19.29	2	7	\$19.80	\$0.51	2,080	\$1,060.80
Group T	Probate Clerk (KR)	\$17.40	2	4	\$17.52	\$0.12	2,080	\$249.60
Group T	Probate Clerk (TA)	\$15.89	2	2	\$15.99	\$0.10	2,080	\$208.00
Group T	Senior Site Attendant	\$17.59	3	3	\$17.94	\$0.35	2,080	\$728.00
Group T	Clerk/Register Technician (JE)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Clerk/Register Technician (CB)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Clerk/Register Technician (CL)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Clerk/Register Technician (SR)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60
Group T	Clerk/Register Technician (AQ)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60
Group T	Clerk/Register Technician (CW)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60
Group T	Clerk/Register Technician (MJ)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60
Group T	Clerk/Register Technician (KB)	\$17.59	3	3	\$17.94	\$0.35	2,080	\$728.00
Group T	Clerk/Register Technician (AW)	\$16.83	3	2	\$17.12	\$0.29	2,080	\$603.20
Group T	Case Records Technician (AR)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Case Records Technician (PH)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Case Records Technician (DV)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Case Records Technician (EL)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Case Records Technician (JM)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60
Group T	Case Records Technician (LC)	\$19.43	3	5	\$19.57	\$0.14	2,080	\$291.20
Group T	Case Records Technician (ME)	\$16.13	3	1	\$16.30	\$0.17	2,080	\$353.60
Group T	Case Records Technician (KR)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60
Group T	Case Records Technician (TR)	\$16.83	3	2	\$17.12	\$0.29	2,080	\$603.20
Group T	Case Records Technician (SP)	\$16.13	3	1	\$16.30	\$0.17	2,080	\$353.60
Group T	Case Records Technician (SS)	\$16.13	3	1	\$16.30	\$0.17	2,080	\$353.60
Group T	Community Health Clerk	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Community Health Worker (Pathways to Better Health Program) (BB)	\$19.43	3	5	\$19.57	\$0.14	2,080	\$291.20
Group T	Community Health Worker (Pathways to Better Health Program) (GO)	\$19.43	3	5	\$19.57	\$0.14	2,080	\$291.20
Group T	Community Health Worker (Pathways to Better Health Program) (JK)	\$19.43	3	5	\$19.57	\$0.14	2,080	\$291.20
Group T	Community Health Worker (Pathways to Better Health Program) (DG)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60
Group T	Community Health Worker (Pathways to Better Health Program) (JF)	\$18.43	3	4	\$18.75	\$0.32	2,080	\$665.60

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Community Health Worker (Pathways to Better Health Program) (EL)	\$17.59	3	3	\$17.94	\$0.35	2,080	\$728.00
Group T	Community Health Worker (Pathways to Better Health Program) (TR)	\$17.59	3	3	\$17.94	\$0.35	2,080	\$728.00
Group T	Community Health Worker (Pathways to Better Health Program) (JG)	\$16.47	3	2	\$17.12	\$0.65	2,080	\$1,352.00
Group T	Community Health Worker (Pathways to Better Health Program) (VM)	\$16.47	3	2	\$17.12	\$0.65	2,080	\$1,352.00
Group T	Community Health Worker (Pathways to Better Health Program) (KR)	\$16.83	3	2	\$17.12	\$0.29	2,080	\$603.20
Group T	Community Health Worker (Pathways to Better Health Program) (MD)	\$16.83	3	2	\$17.12	\$0.29	2,080	\$603.20
Group T	Secretary (MB)	\$19.43	3	5	\$19.57	\$0.14	1,300	\$182.00
Group T	Secretary (SR)	\$20.43	3	7	\$21.19	\$0.76	1,040	\$790.40
58th District Court Employees Association	District Court Clerk I (MR)	\$20.60	3	7	\$21.19	\$0.59	2,080	\$1,227.20
58th District Court Employees Association	District Court Clerk I (JB)	\$20.60	3	7	\$21.19	\$0.59	1,040	\$613.60
58th District Court Employees Association	District Court Clerk I (PP)	\$20.60	3	7	\$21.19	\$0.59	1,456	\$859.04
58th District Court Employees Association	District Court Clerk I (LC)	\$20.60	3	7	\$21.19	\$0.59	2,080	\$1,227.20
58th District Court Employees Association	District Court Clerk I (AP)	\$20.60	3	7	\$21.19	\$0.59	1,040	\$613.60

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
58th District Court Employees Association	District Court Clerk I (SV)	\$20.60	3	7	\$21.19	\$0.59	2,080	\$1,227.20
58th District Court Employees Association	District Court Clerk I (SW)	\$19.77	3	6	\$20.39	\$0.62	2,080	\$1,289.60
58th District Court Employees Association	District Court Clerk I (JP)	\$18.94	3	5	\$19.57	\$0.63	2,080	\$1,310.40
58th District Court Employees Association	District Court Clerk I (WB)	\$17.39	3	3	\$17.94	\$0.55	2,080	\$1,144.00
58th District Court Employees Association	District Court Clerk I (VB)	\$18.94	3	5	\$19.57	\$0.63	1,664	\$1,048.32
58th District Court Employees Association	District Court Clerk I (TD)	\$17.39	3	3	\$17.94	\$0.55	2,080	\$1,144.00
58th District Court Employees Association	District Court Clerk I (LW)	\$17.39	3	3	\$17.94	\$0.55	1,560	\$858.00
58th District Court Employees Association	District Court Clerk I (SB)	\$16.97	3	2	\$17.12	\$0.15	2,080	\$312.00
58th District Court Employees Association	District Court Clerk I (AP)	\$16.97	3	2	\$17.12	\$0.15	2,080	\$312.00
Friend of the Court Employees Association	Friend of the Court Clerk I (LR)	\$16.98	3	2	\$17.12	\$0.14	2,080	\$291.20
Friend of the Court Employees Association	Friend of the Court Clerk I (CG)	\$18.96	3	5	\$19.57	\$0.61	2,080	\$1,268.80

**Appendix F-1
Ottawa County**

Classification And Compensation Study

**Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)**

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Friend of the Court Employees Association	Friend of the Court Clerk I (LP)	\$17.41	3	3	\$17.94	\$0.53	2,080	\$1,102.40
Friend of the Court Employees Association	Friend of the Court Clerk I (BD)	\$17.41	3	3	\$17.94	\$0.53	2,080	\$1,102.40
Group T CMH	Clerk (Autism Services)	\$20.82	3	7	\$21.19	\$0.37	2,080	\$769.60
58th District Court Employees Association	Probation and Community Corrections Secretary (JM)	\$20.60	3	7	\$21.19	\$0.59	2,080	\$1,227.20
58th District Court Employees Association	Probation and Community Corrections Secretary (CD)	\$18.94	3	5	\$19.57	\$0.63	1,872	\$1,179.36
58th District Court Employees Association	Probation and Community Corrections Secretary (DJ)	\$18.16	3	4	\$18.75	\$0.59	1,560	\$920.40
58th District Court Employees Association	Probation and Community Corrections Secretary (SH)	\$18.94	3	5	\$19.57	\$0.63	2,080	\$1,310.40
Group T	Abstracting/Indexing Clerk (JF)	\$20.43	3	7	\$21.19	\$0.76	1,040	\$790.40
Group T	Abstracting/Indexing Clerk (JM)	\$20.43	3	7	\$21.19	\$0.76	1,560	\$1,185.60
Group T	Abstracting/Indexing Clerk (SG)	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Abstracting/Indexing Clerk (CD)	\$20.43	3	7	\$21.19	\$0.76	1,040	\$790.40
Group T	Water Resources Clerk	\$16.83	3	2	\$17.12	\$0.29	2,080	\$603.20
Group T	Warranty Deed Clerk	\$20.43	3	7	\$21.19	\$0.76	2,080	\$1,580.80
Group T	Hearing and Vision Technician (EA)	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Group T	Hearing and Vision Technician (CG)	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Group T	Hearing and Vision Technician (LW)	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Group T	Hearing and Vision Technician (EU)	\$17.84	4	2	\$18.31	\$0.47	1,664	\$782.08
Group T	Children's Special Health Services Representative	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Group T	Legal Assistant I (TB)	\$19.29	4	4	\$20.06	\$0.77	2,080	\$1,601.60
Group T	Legal Assistant I (AM)	\$21.66	4	6	\$21.80	\$0.14	1,690	\$236.60
Group T	Legal Assistant I (DP)	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Group T	Legal Assistant I (MB)	\$20.60	4	5	\$20.93	\$0.33	2,080	\$686.40
Group T	Victim Advocate Assistant	\$17.10	4	1	\$17.44	\$0.34	2,080	\$707.20

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
58th District Court Employees Association	District Court Officer	\$22.25	4	7	\$22.67	\$0.42	1,664	\$698.88
Group T	Project Support Specialist	\$17.10	4	1	\$17.44	\$0.34	1,664	\$565.76
Family Court – Juvenile Services Employees	Administrative Aide (JDC)	\$22.06	4	7	\$22.67	\$0.61	2,080	\$1,268.80
Unclassified Court	Circuit Court Clerk (KG)	\$23.72	4	-	-	-	2,080	-
Unclassified Court	Circuit Court Clerk (MM)	\$23.72	4	-	-	-	1,664	-
Unclassified Court	Circuit Court Clerk (MA)	\$23.72	4	-	-	-	2,080	-
Unclassified Court	Circuit Court Clerk (ER)	\$23.72	4	-	-	-	2,080	-
Unclassified Court	Circuit Court Clerk (ZC)	\$18.83	4	3	\$19.18	\$0.35	2,080	\$728.00
Friend of the Court Employees Association	Data Processing Specialist (ST)	\$22.05	4	7	\$22.67	\$0.62	2,080	\$1,289.60
Friend of the Court Employees Association	Data Processing Specialist (AO)	\$22.05	4	7	\$22.67	\$0.62	2,080	\$1,289.60
Friend of the Court Employees Association	Data Processing Specialist (RR)	\$22.05	4	7	\$22.67	\$0.62	2,080	\$1,289.60
Friend of the Court Employees Association	Data Processing Specialist (SB)	\$22.05	4	7	\$22.67	\$0.62	2,080	\$1,289.60
Group T	Deputy Probate Register (ML)	\$20.60	4	5	\$20.93	\$0.33	2,080	\$686.40
Group T	Deputy Probate Register (HG)	\$18.65	4	3	\$19.18	\$0.53	2,080	\$1,102.40
Group T	Environmental Health Technical Support Clerk	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Friend of the Court Employees Association	Friend of the Court Clerk II (LD)	\$22.05	4	7	\$22.67	\$0.62	2,080	\$1,289.60

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Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Friend of the Court Employees Association	Friend of the Court Clerk II (AN)	\$22.05	4	7	\$22.67	\$0.62	2,080	\$1,289.60
Friend of the Court Employees Association	Friend of the Court Clerk II (MC)	\$20.27	4	5	\$20.93	\$0.66	2,080	\$1,372.80
Friend of the Court Employees Association	Friend of the Court Clerk II (KA)	\$19.35	4	4	\$20.06	\$0.71	2,080	\$1,476.80
Group T	Health Promotion Clerk	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Family Court – Juvenile Services Employees	Juvenile Clerk II	\$18.51	4	3	\$19.18	\$0.67	2,080	\$1,393.60
Family Court – Juvenile Services Employees	Reimbursement Specialist	\$21.18	4	6	\$21.80	\$0.62	2,080	\$1,289.60
Group T	Public Service Center Clerk	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
58th District Court Employees Association	Assignment Clerk (SW)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	Assignment Clerk (MA)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	Assignment Clerk (AD)	\$20.48	4	5	\$20.93	\$0.45	2,080	\$936.00
Group T	Health Technician (JS)	\$21.66	4	6	\$21.80	\$0.14	1,664	\$232.96
Group T	Health Technician (LK)	\$19.54	4	4	\$20.06	\$0.52	2,080	\$1,081.60
Group T	Health Technician (SK)	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
58th District Court Employees Association	District Court Clerk II (PG)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60

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Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
58th District Court Employees Association	District Court Clerk II (KG)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	District Court Clerk II (CE)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	District Court Clerk II (LB)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	District Court Clerk II (BA)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	District Court Clerk II (SG)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	District Court Clerk II (KM)	\$22.25	4	7	\$22.67	\$0.42	2,080	\$873.60
58th District Court Employees Association	District Court Clerk II (AB)	\$21.34	4	6	\$21.80	\$0.46	2,080	\$956.80
58th District Court Employees Association	District Court Clerk II (JB)	\$20.48	4	5	\$20.93	\$0.45	2,080	\$936.00
58th District Court Employees Association	District Court Clerk II (CB)	\$18.68	4	3	\$19.18	\$0.50	2,080	\$1,040.00
Group T	Senior Secretary (JD)	\$17.84	4	2	\$18.31	\$0.47	2,080	\$977.60
Group T	Senior Secretary (TR)	\$21.66	4	6	\$21.80	\$0.14	1,560	\$218.40
Group T	Senior Secretary (SH)	\$18.65	4	3	\$19.18	\$0.53	1,560	\$826.80
Group T	Senior Secretary (KZ)	\$18.65	4	3	\$19.18	\$0.53	2,080	\$1,102.40
Group T	Senior Secretary (DM)	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20
Group T	Senior Secretary (PV)	\$21.66	4	6	\$21.80	\$0.14	2,080	\$291.20

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Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Hazardous Waste Maintenance Worker	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Parks Maintenance Worker (TD)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Parks Maintenance Worker (RS)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Parks Maintenance Worker (AG)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Unclassified	Custodial Supervisor	\$28.07	5	-	-	-	2,080	-
Group T	Maintenance Worker (FA)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Maintenance Worker (TD)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Maintenance Worker (GK)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Maintenance Worker (RD)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Maintenance Worker (MT)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Maintenance Worker (JV)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Maintenance Worker (JL)	\$21.47	5	5	\$22.39	\$0.92	2,080	\$1,913.60
Group T	Maintenance Worker (AC)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Maintenance Worker (DB)	\$19.44	5	2	\$19.59	\$0.15	2,080	\$312.00
Group T	Case Records Technician II (CH)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Case Records Technician II (RN)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Case Records Technician II (BH)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Unclassified	Health Administration Specialist	\$23.36	5	7	\$24.26	\$0.90	2,080	\$1,872.00
Group T	Legal Assistant II (AM)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Legal Assistant II (SH)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Legal Assistant II (KK)	\$21.47	5	5	\$22.39	\$0.92	2,080	\$1,913.60
Group T	Legal Assistant II (JR)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Legal Assistant II (MP)	\$20.37	5	3	\$20.52	\$0.15	2,080	\$312.00
Group T	Legal Assistant II (AF)	\$17.82	5	1	\$18.66	\$0.84	2,080	\$1,747.20
Group T	Legal Assistant II (EH)	\$17.82	5	1	\$18.66	\$0.84	2,080	\$1,747.20
Group T CMH	Medical Assistant (KY)	\$23.31	5	6	\$23.32	\$0.01	2,080	\$20.80
Group T CMH	Medical Assistant (RC)	\$23.31	5	6	\$23.32	\$0.01	2,080	\$20.80
Group T	Environmental Health Technician (Field Services) (AS)	\$19.44	5	2	\$19.59	\$0.15	2,080	\$312.00
Group T	Environmental Health Technician (Field Services) (HD)	\$19.44	5	2	\$19.59	\$0.15	2,080	\$312.00
Group T	Environmental Health Technician (Field Services) (GS)	\$19.44	5	2	\$19.59	\$0.15	2,080	\$312.00
Friend of the Court Employees Association	Account Specialist (PK)	\$23.78	5	7	\$24.26	\$0.48	2,080	\$998.40
Friend of the Court Employees Association	Account Specialist (DL)	\$23.78	5	7	\$24.26	\$0.48	2,080	\$998.40

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Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Friend of the Court Employees Association	Account Specialist (EH)	\$20.79	5	4	\$21.46	\$0.67	2,080	\$1,393.60
Unclassified Court	Administrative Assistant - Friend of the Court	\$23.72	5	7	\$24.26	\$0.54	2,080	\$1,123.20
Group T	Account Clerk (JA)	\$21.66	5	5	\$22.39	\$0.73	2,080	\$1,518.40
Group T	Account Clerk (DT)	\$21.66	5	5	\$22.39	\$0.73	2,080	\$1,518.40
Group T	Account Clerk (DJ)	\$18.65	5	1	\$18.66	\$0.01	2,080	\$20.80
Group T	Account Clerk (TB)	\$17.84	5	1	\$18.66	\$0.82	2,080	\$1,705.60
Group T	Account Clerk (LW)	\$17.84	5	1	\$18.66	\$0.82	2,080	\$1,705.60
Group T	Account Clerk (NS)	\$17.46	5	1	\$18.66	\$1.20	2,080	\$2,496.00
Group T	Senior Extension Clerk	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Unclassified	Clerk/Register Specialist	\$20.01	5	3	\$20.52	\$0.51	2,080	\$1,060.80
Group T	Assessment and Eligibility Specialist (KV)	\$22.58	5	6	\$23.32	\$0.74	1,248	\$923.52
Group T	Assessment and Eligibility Specialist (KM)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Assessment and Eligibility Specialist (AJ)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Senior Abstracting/Indexing Clerk/Clerk's Office	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Senior Abstracting/Indexing Clerk/Equalization	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Buyer (JM)	\$22.58	5	6	\$23.32	\$0.74	2,080	\$1,539.20
Group T	Buyer (SB)	\$19.44	5	2	\$19.59	\$0.15	2,080	\$312.00
Group T	Buyer (SH)	\$19.44	5	2	\$19.59	\$0.15	2,080	\$312.00
Group T	Soil Erosion Control Inspector	\$19.55	6	1	\$19.97	\$0.42	2,080	\$873.60
Unclassified	Senior Victim Advocate	\$25.60	6	7	\$25.96	\$0.36	2,080	\$748.80
Group T	Local Emergency Planning Coordinator	\$24.25	6	6	\$24.97	\$0.72	2,080	\$1,497.60
Group T CMH	Contractual Services and Housing Program Assistant	\$24.96	6	6	\$24.97	\$0.01	2,080	\$20.80
Family Court – Juvenile Services Employees	Youth Specialist (MG)	\$23.80	6	5	\$23.97	\$0.17	2,080	\$353.60
Family Court – Juvenile Services Employees	Youth Specialist (KH)	\$23.80	6	5	\$23.97	\$0.17	2,080	\$353.60

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Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Family Court – Juvenile Services Employees	Youth Specialist (RA)	\$23.80	6	5	\$23.97	\$0.17	2,080	\$353.60
Family Court – Juvenile Services Employees	Youth Specialist (JS)	\$23.80	6	5	\$23.97	\$0.17	2,080	\$353.60
Family Court – Juvenile Services Employees	Youth Specialist (CM)	\$23.80	6	5	\$23.97	\$0.17	2,080	\$353.60
Family Court – Juvenile Services Employees	Youth Specialist (TG)	\$21.82	6	3	\$21.97	\$0.15	2,080	\$312.00
Family Court – Juvenile Services Employees	Youth Specialist (BS)	\$23.80	6	5	\$23.97	\$0.17	2,080	\$353.60
Family Court – Juvenile Services Employees	Youth Specialist (SA)	\$23.80	6	5	\$23.97	\$0.17	2,080	\$353.60
Family Court – Juvenile Services Employees	Youth Specialist (AL)	\$22.82	6	4	\$22.97	\$0.15	2,080	\$312.00
Family Court – Juvenile Services Employees	Youth Specialist (SD)	\$20.82	6	2	\$20.97	\$0.15	2,080	\$312.00
Family Court – Juvenile Services Employees	Youth Specialist (CL)	\$20.82	6	2	\$20.97	\$0.15	2,080	\$312.00
Family Court – Juvenile Services Employees	Youth Specialist (BK)	\$20.82	6	2	\$20.97	\$0.15	2,080	\$312.00
Family Court – Juvenile Services Employees	Youth Specialist (EK)	\$20.82	6	2	\$20.97	\$0.15	2,080	\$312.00

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(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Family Court – Juvenile Services Employees	Youth Specialist (OA)	\$19.88	6	1	\$19.97	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	Youth Specialist (RE)	\$19.38	6	1	\$19.97	\$0.59	2,080	\$1,227.20
Family Court – Juvenile Services Employees	Youth Specialist (JT)	\$19.88	6	1	\$19.97	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	Youth Specialist (NS)	\$18.89	6	1	\$19.97	\$1.08	2,080	\$2,246.40
Group T CMH	Compliance Assistant	\$23.31	6	5	\$23.97	\$0.66	2,080	\$1,372.80
Group T	Victim Advocate (AB)	\$21.88	6	3	\$21.97	\$0.09	2,080	\$187.20
Group T	Victim Advocate (AS)	\$20.88	6	2	\$20.97	\$0.09	2,080	\$187.20
58th District Court Employees Association	Probation Specialist (JD)	\$25.21	6	7	\$25.96	\$0.75	1,352	\$1,014.00
58th District Court Employees Association	Probation Specialist (AJ)	\$24.25	6	6	\$24.97	\$0.72	1,352	\$973.44
58th District Court Employees Association	Probation Specialist (DH)	\$19.55	6	1	\$19.97	\$0.42	1,664	\$698.88
Group T	Felony Collections Clerk (MV)	\$24.25	6	6	\$24.97	\$0.72	2,080	\$1,497.60
Group T	Felony Collections Clerk (AL)	\$19.98	6	2	\$20.97	\$0.99	2,080	\$2,059.20
Group T	Revenue Accounting Specialist (AR)	\$18.65	6	1	\$19.97	\$1.32	2,080	\$2,745.60
Group T	Revenue Accounting Specialist (KK)	\$22.58	6	4	\$22.97	\$0.39	2,080	\$811.20
Group T	Legal Assistant III (MJ)	\$24.25	6	6	\$24.97	\$0.72	2,080	\$1,497.60
Group T	Legal Assistant III (BL)	\$24.25	6	6	\$24.97	\$0.72	2,080	\$1,497.60
Group T	Drain Inspector	\$25.97	7	6	\$26.72	\$0.75	2,080	\$1,560.00
Group T	Violence Intervention Officer	\$31.82	7	-	-	-	2,080	-
Group T	Park Equipment Specialist	\$25.97	7	6	\$26.72	\$0.75	2,080	\$1,560.00
Group T	Weatherization Inspector	\$25.97	7	6	\$26.72	\$0.75	2,080	\$1,560.00
Group T	Maintenance Technician (TC)	\$25.97	7	6	\$26.72	\$0.75	2,080	\$1,560.00

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Maintenance Technician (DV)	\$25.97	7	6	\$26.72	\$0.75	2,080	\$1,560.00
58th District Court Employees Association	Court Recorder/Judicial Secretary (DW)	\$24.01	7	4	\$24.58	\$0.57	2,080	\$1,185.60
58th District Court Employees Association	Court Recorder/Judicial Secretary (LC)	\$24.01	7	4	\$24.58	\$0.57	2,080	\$1,185.60
58th District Court Employees Association	Court Recorder/Judicial Secretary (CR)	\$23.00	7	3	\$23.51	\$0.51	2,080	\$1,060.80
58th District Court Employees Association	Court Recorder/Judicial Secretary (AR)	\$23.00	7	3	\$23.51	\$0.51	2,080	\$1,060.80
Group T	Court Services Officer (JAWS)	\$25.97	7	6	\$26.72	\$0.75	2,080	\$1,560.00
Group T	Appraiser I (CH)	\$20.50	7	1	\$21.37	\$0.87	2,080	\$1,809.60
Group T	Appraiser I (AR)	\$21.39	7	2	\$22.44	\$1.05	2,080	\$2,184.00
Group T CMH	Senior Reach Care Manager	\$24.24	7	4	\$24.58	\$0.34	1,560	\$530.40
Group T CMH	Support Coordinator Aide (JT)	\$26.87	7	7	\$27.78	\$0.91	2,080	\$1,892.80
Group T CMH	Support Coordinator Aide (EH)	\$26.87	7	7	\$27.78	\$0.91	2,080	\$1,892.80
Group T CMH	Support Coordinator Aide (MS)	\$25.55	7	5	\$25.65	\$0.10	2,080	\$208.00
Group T CMH	Support Coordinator Aide (DS)	\$26.87	7	7	\$27.78	\$0.91	2,080	\$1,892.80
Group T CMH	Support Coordinator Aide (AL)	\$26.87	7	7	\$27.78	\$0.91	1,248	\$1,135.68
Group T CMH	Support Coordinator Aide (MG)	\$24.24	7	4	\$24.58	\$0.34	2,080	\$707.20
Group T CMH	Support Coordinator Aide (KV)	\$22.13	7	2	\$22.44	\$0.31	2,080	\$644.80
Group T CMH	Support Coordinator Aide (AG)	\$22.13	7	2	\$22.44	\$0.31	2,080	\$644.80
Group T	Delinquent Property Tax Specialist	\$24.25	7	4	\$24.58	\$0.33	2,080	\$686.40
Unclassified	Administrative Assistant II (LB)	\$28.07	7	-	-	-	2,080	-
Unclassified CMH	Administrative Assistant II (PG)	\$26.98	7	7	\$27.78	\$0.80	2,080	\$1,664.00
Unclassified	Administrative Assistant II (KR)	\$28.07	7	-	-	-	2,080	-
Unclassified	Administrative Assistant II (KC)	\$25.32	7	5	\$25.65	\$0.33	2,080	\$686.40
Unclassified	Administrative Assistant II (MB)	\$24.04	7	4	\$24.58	\$0.54	2,080	\$1,123.20
Unclassified Court	Administrative Assistant II (AR)	\$23.72	7	4	\$24.58	\$0.86	2,080	\$1,788.80
Group T	Senior Case Records Technician	\$25.97	7	6	\$26.72	\$0.75	2,080	\$1,560.00
Unclassified Court	Court Recorder/Technology Specialist (DS)	\$27.64	7	7	\$27.78	\$0.14	2,080	\$291.20
Unclassified Court	Court Recorder/Technology Specialist (LC)	\$27.64	7	7	\$27.78	\$0.14	2,080	\$291.20

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Property Description and Mapping Technician (CV)	\$24.25	7	4	\$24.58	\$0.33	2,080	\$686.40
Group T	Property Description and Mapping Technician (IH)	\$20.88	7	1	\$21.37	\$0.49	2,080	\$1,019.20
Unclassified CMH	UM/Elec. Data Interchange Technician	\$20.84	7	1	\$21.37	\$0.53	2,080	\$1,102.40
Group T	Dental Assistant/Clinic Manager	\$27.95	8	6	\$28.57	\$0.62	1,664	\$1,031.68
Group T	Soil Erosion Agent	\$27.95	8	6	\$28.57	\$0.62	2,080	\$1,289.60
Group T	Parks Naturalist	\$27.95	8	6	\$28.57	\$0.62	2,080	\$1,289.60
Unclassified	Accountant I	\$25.32	8	4	\$26.29	\$0.97	2,080	\$2,017.60
Unclassified	Administrative Support (Corporate Counsel)	\$28.07	8	6	\$28.57	\$0.50	1,560	\$780.00
Unclassified	Human Resources Specialist (KR)	\$25.60	8	4	\$26.29	\$0.69	2,080	\$1,435.20
Unclassified	Human Resources Specialist (JG)	\$25.60	8	4	\$26.29	\$0.69	2,080	\$1,435.20
Unclassified	Human Resources Specialist (MM)	\$21.93	8	1	\$22.86	\$0.93	2,080	\$1,934.40
Group T	Environmental Health Specialist (Onsite) (KA)	\$23.43	8	2	\$24.00	\$0.57	2,080	\$1,185.60
Group T	Environmental Health Specialist (Onsite) (SW)	\$25.97	8	4	\$26.29	\$0.32	2,080	\$665.60
Group T	Environmental Health Specialist (Onsite) (RM)	\$25.97	8	4	\$26.29	\$0.32	2,080	\$665.60
Group T	Environmental Health Specialist (Onsite) (HH)	\$25.97	8	4	\$26.29	\$0.32	1,664	\$532.48
Group T	Environmental Health Specialist (Onsite) (AS)	\$23.43	8	2	\$24.00	\$0.57	2,080	\$1,185.60
Unclassified	GIS Technician	\$28.07	8	6	\$28.57	\$0.50	2,080	\$1,040.00
Unclassified	Stormwater Technician	\$28.07	8	6	\$28.57	\$0.50	2,080	\$1,040.00
Unclassified CMH	QI Data Technician	\$28.27	8	6	\$28.57	\$0.30	2,080	\$624.00
Group T CMH	Mental Health Trainer	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Prevention Specialist	\$23.69	8	2	\$24.00	\$0.31	1,248	\$386.88
Family Court – Juvenile Services Employees	Group Leader (Detention/Treatment Unit) (JS)	\$25.69	8	4	\$26.29	\$0.60	2,080	\$1,248.00
Family Court – Juvenile Services Employees	Group Leader (Detention/Treatment Unit) (JB)	\$25.69	8	4	\$26.29	\$0.60	2,080	\$1,248.00
Family Court – Juvenile Services Employees	Group Leader (Detention/Treatment Unit) (ED)	\$25.69	8	4	\$26.29	\$0.60	2,080	\$1,248.00

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Family Court – Juvenile Services Employees	Group Leader (Detention/Treatment Unit) (CM)	\$25.69	8	4	\$26.29	\$0.60	2,080	\$1,248.00
Family Court – Juvenile Services Employees	Group Leader (Detention/Treatment Unit) (BY)	\$24.56	8	3	\$25.14	\$0.58	2,080	\$1,206.40
Family Court – Juvenile Services Employees	Group Leader (Detention/Treatment Unit) (MH)	\$21.30	8	1	\$22.86	\$1.56	2,080	\$3,244.80
Group T CMH	Mental Health Specialist (MI-MDT) (PL)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (NH)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (JD)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (AS)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (AL)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (GS)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (WC)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (DG)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (EK)	\$28.77	8	7	\$29.72	\$0.95	2,080	\$1,976.00
Group T CMH	Mental Health Specialist (MI-MDT) (GD)	\$25.95	8	4	\$26.29	\$0.34	2,080	\$707.20
Group T CMH	Mental Health Specialist (MI-MDT) (SV)	\$27.36	8	5	\$27.43	\$0.07	2,080	\$145.60
Group T CMH	Mental Health Specialist (MI-MDT) (AF)	\$24.77	8	3	\$25.14	\$0.37	2,080	\$769.60
Group T CMH	Mental Health Specialist (MI-MDT) (TL)	\$23.69	8	2	\$24.00	\$0.31	2,080	\$644.80
Group T CMH	Mental Health Specialist (MI-MDT) (KK)	\$23.69	8	2	\$24.00	\$0.31	2,080	\$644.80
Group T CMH	Mental Health Specialist (MI-MDT) (ID)	\$23.69	8	2	\$24.00	\$0.31	2,080	\$644.80

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T CMH	Mental Health Specialist (MI-MDT) (JT)	\$23.69	8	2	\$24.00	\$0.31	2,080	\$644.80
Unclassified Court	Chief Circuit Court Clerk	\$26.41	8	5	\$27.43	\$1.02	2,080	\$2,121.60
Unclassified	Executive Assistant	\$28.07	8	6	\$28.57	\$0.50	2,080	\$1,040.00
Group T	Health Promotion Educator (HA)	\$29.93	9	6	\$30.65	\$0.72	1,664	\$1,198.08
Group T	Health Promotion Educator (AS)	\$29.93	9	6	\$30.65	\$0.72	1,248	\$898.56
Group T	Health Promotion Educator (PP)	\$23.62	9	1	\$24.51	\$0.89	2,080	\$1,851.20
Group T	Recovery Court Case Manager	\$31.82	9	7	\$31.86	\$0.04	1,430	\$57.20
Group T	Nutritionist	\$29.93	9	6	\$30.65	\$0.72	1,248	\$898.56
Group T	Parks Planner	\$29.93	9	6	\$30.65	\$0.72	2,080	\$1,497.60
Unclassified	Elections Coordinator	\$30.77	9	7	\$31.86	\$1.09	2,080	\$2,267.20
Unclassified	Communications Specialist	\$30.77	9	7	\$31.86	\$1.09	2,080	\$2,267.20
Unclassified	Farm Preservation Analyst	\$26.36	9	3	\$26.97	\$0.61	1,040	\$634.40
Group T	Land Use Planning Specialist (MC)	\$30.26	9	6	\$30.65	\$0.39	2,080	\$811.20
Group T	Land Use Planning Specialist (JK)	\$26.21	9	3	\$26.97	\$0.76	2,080	\$1,580.80
Group T CMH	Program Evaluator	\$29.09	9	5	\$29.42	\$0.33	2,080	\$686.40
Unclassified	Payroll Coordinator	\$30.77	9	7	\$31.86	\$1.09	2,080	\$2,267.20
Unclassified	Stewardship Work Crew Supervisor	\$26.36	9	3	\$26.97	\$0.61	2,080	\$1,268.80
Group T	Public Health Social Worker (MD)	\$29.93	9	6	\$30.65	\$0.72	2,080	\$1,497.60
Group T	Public Health Social Worker (CH)	\$29.93	9	6	\$30.65	\$0.72	2,080	\$1,497.60
Group T CMH	Senior Reach Behavioral Health Provider	\$30.58	9	6	\$30.65	\$0.07	2,080	\$145.60
Unclassified	PC Technician (KM)	\$24.32	9	1	\$24.51	\$0.19	2,080	\$395.20
Unclassified	PC Technician (NC)	\$28.07	9	4	\$28.19	\$0.12	2,080	\$249.60
Unclassified	PC Technician (BS)	\$28.07	9	4	\$28.19	\$0.12	2,080	\$249.60
Unclassified	PC Technician (BG)	\$28.07	9	4	\$28.19	\$0.12	2,080	\$249.60
Unclassified	PC Technician (GS)	\$31.84	9	7	\$31.86	\$0.02	2,080	\$41.60
Unclassified	PC Technician (JW)	\$28.07	9	4	\$28.19	\$0.12	2,080	\$249.60
Unclassified	PC Technician (RM)	\$25.32	9	2	\$25.74	\$0.42	2,080	\$873.60
Unclassified	Parks Supervisor (CZ)	\$30.77	9	7	\$31.86	\$1.09	2,080	\$2,267.20
Unclassified	Parks Supervisor (EF)	\$30.77	9	7	\$31.86	\$1.09	2,080	\$2,267.20
Unclassified	Parks Supervisor (KA)	\$23.77	9	1	\$24.51	\$0.74	2,080	\$1,539.20
Unclassified	Parks Supervisor (JC)	\$27.75	9	4	\$28.19	\$0.44	2,080	\$915.20
Unclassified	Crime Data Analyst	\$26.53	9	3	\$26.97	\$0.44	2,080	\$915.20
Unclassified	Accounts Payable Supervisor	\$23.77	9	1	\$24.51	\$0.74	2,080	\$1,539.20
Group T CMH	Occupational Therapist	\$32.57	10	6	\$32.78	\$0.21	1,040	\$218.40
Group T CMH	Grant Writer/Manager	\$26.83	10	2	\$27.53	\$0.70	2,080	\$1,456.00
Group N	Community Health Nurse (Clinical) (CN)	\$31.73	10	6	\$32.78	\$1.05	1,248	\$1,310.40
Group N	Community Health Nurse (Clinical) (DD)	\$31.73	10	6	\$32.78	\$1.05	2,080	\$2,184.00

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group N	Community Health Nurse (Clinical) (CB)	\$31.73	10	6	\$32.78	\$1.05	2,080	\$2,184.00
Group N	Community Health Nurse (Clinical) (RS)	\$31.73	10	6	\$32.78	\$1.05	2,080	\$2,184.00
Group N	Community Health Nurse (Clinical) (JK)	\$31.73	10	6	\$32.78	\$1.05	2,080	\$2,184.00
Group N	Community Health Nurse (Clinical) (MD)	\$31.73	10	6	\$32.78	\$1.05	2,080	\$2,184.00
Group N	Community Health Nurse (Clinical) (PF)	\$31.73	10	6	\$32.78	\$1.05	2,080	\$2,184.00
Group N	Community Health Nurse (Clinical) (LK)	\$31.73	10	6	\$32.78	\$1.05	1,664	\$1,747.20
Group N	Community Health Nurse (Clinical) (RP)	\$31.73	10	6	\$32.78	\$1.05	2,080	\$2,184.00
Group N	Community Health Nurse (Clinical) (CV)	\$31.73	10	6	\$32.78	\$1.05	1,248	\$1,310.40
Group N	Community Health Nurse (Clinical) (RA)	\$31.13	10	5	\$31.47	\$0.34	1,248	\$424.32
Group N	Community Health Nurse (Clinical) (KK)	\$29.10	10	4	\$30.16	\$1.06	2,080	\$2,204.80
Group N	Community Health Nurse (Clinical) (TR)	\$30.60	10	5	\$31.47	\$0.87	1,248	\$1,085.76
Group N	Community Health Nurse (Clinical) (AD)	\$29.10	10	4	\$30.16	\$1.06	1,248	\$1,322.88
Group N	Community Health Nurse (Clinical) (SG)	\$31.13	10	5	\$31.47	\$0.34	2,080	\$707.20
Group N	Community Health Nurse (Clinical) (HS)	\$31.59	10	6	\$32.78	\$1.19	1,872	\$2,227.68
Group N	Community Health Nurse (Clinical) (LP)	\$30.60	10	5	\$31.47	\$0.87	2,080	\$1,809.60
Group N	Community Health Nurse (Clinical) (AH)	\$31.13	10	5	\$31.47	\$0.34	1,248	\$424.32
Group N	Community Health Nurse (Clinical) (SL)	\$27.53	10	2	\$27.53	\$0.00	2,080	\$0.00
Group T	Senior Environmental Health Specialist (Onsite) (KH)	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80
Group T	Senior Environmental Health Specialist (Onsite) (AZ)	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80
Group T	Senior Environmental Health Specialist (Onsite) (JB)	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80
Group T	Senior Environmental Health Specialist (Onsite) (DS)	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Senior Environmental Health Specialist (Onsite) (RF)	\$27.40	10	2	\$27.53	\$0.13	2,080	\$270.40
Group T	Senior Environmental Health Specialist (Onsite) (BB)	\$27.40	10	2	\$27.53	\$0.13	2,080	\$270.40
Group T	Senior Environmental Health Specialist (Onsite) (MB)	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80
Group T	Senior Environmental Health Specialist (Onsite) (AP)	\$28.71	10	3	\$28.84	\$0.13	2,080	\$270.40
Group T CMH	Mental Health Nurse (MI Services) (BE)	\$30.58	10	5	\$31.47	\$0.89	2,080	\$1,851.20
Group T CMH	Mental Health Nurse (MI Services) (ME)	\$30.58	10	5	\$31.47	\$0.89	2,080	\$1,851.20
Group T CMH	Mental Health Nurse (MI Services) (LM)	\$30.58	10	5	\$31.47	\$0.89	2,080	\$1,851.20
Group T CMH	Mental Health Nurse (MI Services) (AH)	\$27.59	10	3	\$28.84	\$1.25	2,080	\$2,600.00
Group T	Homeland Security Regional Planner	\$33.88	10	7	\$34.09	\$0.21	2,080	\$436.80
Group T	Appraiser III (TP)	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80
Group T	Appraiser III (JB)	\$28.71	10	3	\$28.84	\$0.13	2,080	\$270.40
Group T	Appraiser III (RM)	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80
Group T CMH	Contract Manager	\$26.83	10	2	\$27.53	\$0.70	2,080	\$1,456.00
Group T	Legal Investigator (JM)	\$25.12	10	1	\$26.22	\$1.10	2,080	\$2,288.00
Group T	Legal Investigator (JJ)	\$25.12	10	1	\$26.22	\$1.10	2,080	\$2,288.00
Group T CMH	Care Coordinator	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Family Court – Juvenile Services Employees	Juvenile Court Officer (FF)	\$32.10	10	6	\$32.78	\$0.68	2,080	\$1,414.40
Family Court – Juvenile Services Employees	Juvenile Court Officer (LV)	\$32.10	10	6	\$32.78	\$0.68	2,080	\$1,414.40
Family Court – Juvenile Services Employees	Juvenile Court Officer (AV)	\$32.10	10	6	\$32.78	\$0.68	2,080	\$1,414.40
Family Court – Juvenile Services Employees	Juvenile Court Officer (AZ)	\$32.10	10	6	\$32.78	\$0.68	2,080	\$1,414.40

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Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Family Court – Juvenile Services Employees	Juvenile Court Officer (MP)	\$32.10	10	6	\$32.78	\$0.68	2,080	\$1,414.40
Family Court – Juvenile Services Employees	Juvenile Court Officer (JG)	\$32.10	10	6	\$32.78	\$0.68	2,080	\$1,414.40
Family Court – Juvenile Services Employees	Juvenile Court Officer (TM)	\$26.13	10	1	\$26.22	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	Juvenile Court Officer (EV)	\$26.13	10	1	\$26.22	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	Juvenile Court Officer (CT)	\$26.13	10	1	\$26.22	\$0.09	2,080	\$187.20
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (TV)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (KT)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (TL)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (MM)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (KS)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (KB)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (CW)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (LB)	\$29.33	10	4	\$30.16	\$0.83	2,080	\$1,726.40
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (KR)	\$32.36	10	6	\$32.78	\$0.42	2,080	\$873.60
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (NM)	\$29.33	10	4	\$30.16	\$0.83	2,080	\$1,726.40
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (CR)	\$25.62	10	1	\$26.22	\$0.60	2,080	\$1,248.00
58th District Court Employees Association	Probation Officer/Substance Abuse Assessor (RL)	\$25.62	10	1	\$26.22	\$0.60	2,080	\$1,248.00
Friend of the Court Employees Association	FOC Investigator (KL)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (DP)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (BC)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (VS)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (RM)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Friend of the Court Employees Association	FOC Investigator (JY)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (ND)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (KB)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (SK)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (AT)	\$30.54	10	5	\$31.47	\$0.93	2,080	\$1,934.40
Friend of the Court Employees Association	FOC Investigator (KS)	\$29.05	10	4	\$30.16	\$1.11	2,080	\$2,308.80
Friend of the Court Employees Association	FOC Investigator (BD)	\$25.38	10	1	\$26.22	\$0.84	2,080	\$1,747.20
Friend of the Court Employees Association	FOC Investigator (MM)	\$32.04	10	6	\$32.78	\$0.74	2,080	\$1,539.20
Friend of the Court Employees Association	FOC Investigator (MS)	\$26.11	10	1	\$26.22	\$0.11	2,080	\$228.80
Friend of the Court Employees Association	FOC Investigator (SW)	\$27.58	10	3	\$28.84	\$1.26	2,080	\$2,620.80
Group T	Assistant Assessing Division Manager	\$24.65	10	1	\$26.22	\$1.57	2,080	\$3,265.60
Unclassified	Accountant II	\$29.22	10	4	\$30.16	\$0.94	2,080	\$1,955.20

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T	Weatherization Program Coordinator	\$31.82	10	6	\$32.78	\$0.96	2,080	\$1,996.80
Family Court – Juvenile Services Employees	Treatment Specialist (PK)	\$33.07	10	7	\$34.09	\$1.02	2,080	\$2,121.60
Family Court – Juvenile Services Employees	Treatment Specialist (GM)	\$33.07	10	7	\$34.09	\$1.02	2,080	\$2,121.60
Family Court – Juvenile Services Employees	Treatment Specialist (SB)	\$28.44	10	3	\$28.84	\$0.40	2,080	\$832.00
Family Court – Juvenile Services Employees	Treatment Specialist (AK)	\$25.46	10	1	\$26.22	\$0.76	2,080	\$1,580.80
Family Court – Juvenile Services Employees	Treatment Specialist (AH)	\$33.07	10	7	\$34.09	\$1.02	2,080	\$2,121.60
Unclassified Court	Trial Court Specialist	\$31.99	10	6	\$32.78	\$0.79	2,080	\$1,643.20
Unclassified Court	Research Attorney	\$27.29	10	2	\$27.53	\$0.24	2,080	\$499.20
Friend of the Court Employees Association	Technical Support Specialist	\$30.08	10	4	\$30.16	\$0.08	2,080	\$166.40
Group T CMH	Substance Use Disorder Clinician	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Assessment and Level-of-Care Specialist	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T	Adult Drug Court Coordinator	\$33.88	10	7	\$34.09	\$0.21	2,080	\$436.80
Unclassified Court	Assistant Juvenile Register (HK)	\$28.98	10	4	\$30.16	\$1.18	2,080	\$2,454.40
Unclassified Court	Assistant Juvenile Register (KW)	\$31.99	10	6	\$32.78	\$0.79	2,080	\$1,643.20
Unclassified	Human Resources Employment Analyst	\$30.77	10	5	\$31.47	\$0.70	2,080	\$1,456.00
Unclassified	GIS Programmer/Technician	\$28.72	10	3	\$28.84	\$0.12	2,080	\$249.60
Group T CMH	Mental Health Clinician (Crisis Services) (MV)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T CMH	Mental Health Clinician (Crisis Services) (DR)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (SB)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (AS)	\$29.38	10	4	\$30.16	\$0.78	2,080	\$1,622.40
Group T CMH	Mental Health Clinician (Crisis Services) (EM)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (SC)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (RW)	\$29.38	10	4	\$30.16	\$0.78	2,080	\$1,622.40
Group T CMH	Mental Health Clinician (Crisis Services) (ML)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (RR)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (KB)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (KM)	\$30.97	10	5	\$31.47	\$0.50	1,040	\$520.00
Group T CMH	Mental Health Clinician (Crisis Services) (KS)	\$28.25	10	3	\$28.84	\$0.59	2,080	\$1,227.20
Group T CMH	Mental Health Clinician (Crisis Services) (KR)	\$30.97	10	5	\$31.47	\$0.50	2,080	\$1,040.00
Group T CMH	Mental Health Clinician (Crisis Services) (LB)	\$32.57	10	6	\$32.78	\$0.21	2,080	\$436.80
Group T CMH	Mental Health Clinician (Crisis Services) (RH)	\$28.05	10	3	\$28.84	\$0.79	2,080	\$1,643.20
Group T CMH	Mental Health Clinician (Crisis Services) (MV)	\$26.83	10	2	\$27.53	\$0.70	2,080	\$1,456.00
Group T CMH	Mental Health Clinician (Crisis Services) (NB)	\$26.83	10	2	\$27.53	\$0.70	2,080	\$1,456.00
Group T CMH	Mental Health Clinician (Crisis Services) (CP)	\$26.83	10	2	\$27.53	\$0.70	2,080	\$1,456.00
Group T CMH	Mental Health Clinician (Crisis Services) (RB)	\$26.25	10	2	\$27.53	\$1.28	2,080	\$2,662.40
Group T CMH	Mental Health Clinician (Crisis Services) (AP)	\$26.25	10	2	\$27.53	\$1.28	2,080	\$2,662.40
Group T CMH	Mental Health Clinician (Crisis Services) (SR)	\$25.71	10	1	\$26.22	\$0.51	1,664	\$848.64
Group T CMH	Mental Health Clinician (Crisis Services) (MM)	\$30.97	10	5	\$31.47	\$0.50	2,080	\$1,040.00

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Group T CMH	Mental Health Clinician (Crisis Services) (WS)	\$29.38	10	4	\$30.16	\$0.78	2,080	\$1,622.40
Group T CMH	Mental Health Clinician (Crisis Services) (ES)	\$25.71	10	1	\$26.22	\$0.51	2,080	\$1,060.80
Group T CMH	Mental Health Clinician (Crisis Services) (MJ)	\$28.05	10	3	\$28.84	\$0.79	2,080	\$1,643.20
Group T CMH	Mental Health Clinician (Crisis Services) (AH)	\$25.71	10	1	\$26.22	\$0.51	2,080	\$1,060.80
Unclassified Court	Shift Supervisor - Juvenile Detention (MK)	\$31.99	10	6	\$32.78	\$0.79	2,080	\$1,643.20
Unclassified Court	Shift Supervisor - Juvenile Detention (TS)	\$31.99	10	6	\$32.78	\$0.79	2,080	\$1,643.20
Unclassified Court	Shift Supervisor - Juvenile Detention (VB)	\$31.99	10	6	\$32.78	\$0.79	2,080	\$1,643.20
Unclassified Court	Shift Supervisor - Juvenile Detention (AH)	\$31.99	10	6	\$32.78	\$0.79	2,080	\$1,643.20
Unclassified Court	Shift Supervisor - Juvenile Detention (AS)	\$31.99	10	6	\$32.78	\$0.79	2,080	\$1,643.20
Unclassified Court	Shift Supervisor - Juvenile Detention (SV)	\$27.50	10	2	\$27.53	\$0.03	1,560	\$46.80
Unclassified	Human Resources Benefits Analyst	\$30.77	10	5	\$31.47	\$0.70	2,080	\$1,456.00
Unclassified Court	Chief Clerk of the Court (JB)	\$34.05	10	7	\$34.09	\$0.04	2,080	\$83.20
Unclassified Court	Chief Clerk of the Court (CD)	\$34.05	10	7	\$34.09	\$0.04	2,080	\$83.20
Unclassified Court	Chief Clerk of the Court (KB)	\$30.79	10	5	\$31.47	\$0.68	2,080	\$1,414.40
Unclassified	Deputy Treasurer	\$33.73	10	7	\$34.09	\$0.36	2,080	\$748.80
Unclassified	Office Supervisor	\$25.03	10	1	\$26.22	\$1.19	2,080	\$2,475.20
Group T	Dental Hygienist/Practice Manager	\$33.88	11	6	\$35.07	\$1.19	1,664	\$1,980.16
Unclassified CMH	Director of Recipient Rights	\$35.54	11	7	\$36.48	\$0.94	2,080	\$1,955.20
Group T	Evidence Technician	\$30.57	11	3	\$30.86	\$0.29	2,080	\$603.20
Unclassified	Communication Specialist	\$35.24	11	7	\$36.48	\$1.24	2,080	\$2,579.20
Group T	Research and Data Analyst	\$27.91	11	1	\$28.06	\$0.15	2,080	\$312.00
Unclassified	Financial Specialist - Sheriff	\$28.07	11	2	\$29.46	\$1.39	2,080	\$2,891.20
Family Court – Juvenile Services Employees	Senior Juvenile Court Officer	\$33.07	11	5	\$33.67	\$0.60	2,080	\$1,248.00

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Friend of the Court Employees Association	Custody Investigator (JR)	\$33.07	11	5	\$33.67	\$0.60	2,080	\$1,248.00
Friend of the Court Employees Association	Custody Investigator (SA)	\$33.07	11	5	\$33.67	\$0.60	2,080	\$1,248.00
Friend of the Court Employees Association	Custody Investigator (KH)	\$31.49	11	4	\$32.27	\$0.78	2,080	\$1,622.40
Unclassified	Coordinator of Interpretive Services	\$36.97	11	-	-	-	2,080	-
Unclassified	Budget/Audit Analyst (JC)	\$27.44	11	1	\$28.06	\$0.62	2,080	\$1,289.60
Unclassified	Budget/Audit Analyst (DF)	\$30.42	11	3	\$30.86	\$0.44	2,080	\$915.20
Unclassified	Budget/Audit Analyst (JK)	\$28.89	11	2	\$29.46	\$0.57	2,080	\$1,185.60
Unclassified	Budget/Audit Analyst (OF)	\$28.89	11	2	\$29.46	\$0.57	2,080	\$1,185.60
Unclassified	Budget/Audit Analyst (TW)	\$28.89	11	2	\$29.46	\$0.57	2,080	\$1,185.60
Unclassified	Court Records Supervisor	\$36.97	11	-	-	-	2,080	-
Unclassified	Office Manager (AC)	\$32.03	11	4	\$32.27	\$0.24	2,080	\$499.20
Unclassified	Office Manager (EK)	\$32.03	11	4	\$32.27	\$0.24	2,080	\$499.20
Unclassified	Office Manager (AZ)	\$30.77	11	3	\$30.86	\$0.09	2,080	\$187.20
Unclassified	Assessing Division Manager	\$33.73	11	6	\$35.07	\$1.34	2,080	\$2,787.20
Unclassified Court	Treatment Program Supervisor	\$34.05	11	6	\$35.07	\$1.02	2,080	\$2,121.60
Unclassified	Agriculture and Economic Resources Coordinator	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Emergency Preparedness Manager	\$33.73	12	4	\$34.53	\$0.80	2,080	\$1,664.00
Unclassified	Team Supervisor (Clinic) (TD)	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Team Supervisor (Clinic) (LV)	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Team Supervisor (Clinic) (TB)	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Development Project Coordinator	\$30.03	12	2	\$31.52	\$1.49	2,080	\$3,099.20
Unclassified	Communications Manager	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Innovation/Improvement Specialist	\$36.97	12	6	\$37.53	\$0.56	1,664	\$931.84
Unclassified	Oral Health Team Supervisor	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Health Promotion Team Supervisor	\$31.67	12	3	\$33.02	\$1.35	2,080	\$2,808.00
Unclassified	Office Coordinator	\$31.67	12	3	\$33.02	\$1.35	2,080	\$2,808.00
Unclassified	Purchasing Manager	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Environmental Health Team Supervisor (WB)	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	Environmental Health Team Supervisor (MA)	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Unclassified	Environmental Health Team Supervisor (KW)	\$33.35	12	4	\$34.53	\$1.18	2,080	\$2,454.40
Unclassified	Application Specialist II- On-Base or ERP (AB)	\$38.86	12	7	\$39.03	\$0.17	2,080	\$353.60
Unclassified	Application Specialist II- On-Base or ERP (DB)	\$36.90	12	6	\$37.53	\$0.63	2,080	\$1,310.40
Unclassified	Application Specialist II- On-Base or ERP (AW)	\$38.86	12	7	\$39.03	\$0.17	2,080	\$353.60
Unclassified	Application Specialist II- On-Base or ERP (ZC)	\$36.90	12	6	\$37.53	\$0.63	2,080	\$1,310.40
Unclassified	Applications Specialist II (HH)	\$38.86	12	7	\$39.03	\$0.17	2,080	\$353.60
Unclassified	Applications Specialist II (MB)	\$38.86	12	7	\$39.03	\$0.17	2,080	\$353.60
Unclassified	Applications Specialist II (JH)	\$38.86	12	7	\$39.03	\$0.17	2,080	\$353.60
Unclassified	Applications Specialist II (AN)	\$31.67	12	3	\$33.02	\$1.35	2,080	\$2,808.00
Unclassified	Natural Resources Manager Supervisor	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified Court	Deputy Director of Probation and Community Corrections (LG)	\$36.28	12	6	\$37.53	\$1.25	2,080	\$2,600.00
Unclassified Court	Deputy Director of Probation and Community Corrections (LB)	\$36.28	12	6	\$37.53	\$1.25	2,080	\$2,600.00
Unclassified	Park Operations Manager	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified	GIS System Analyst	\$38.86	12	7	\$39.03	\$0.17	2,080	\$353.60
Unclassified CMH	CMH Team Supervisor (SH)	\$35.54	12	5	\$36.03	\$0.49	2,080	\$1,019.20
Unclassified CMH	CMH Team Supervisor (PT)	\$35.54	12	5	\$36.03	\$0.49	2,080	\$1,019.20
Unclassified	Nurse Supervisor - Pathways to Better Health Program	\$36.97	12	6	\$37.53	\$0.56	2,080	\$1,164.80
Unclassified CMH	CMH Business Analyst	\$37.35	12	6	\$37.53	\$0.18	2,080	\$374.40
Unclassified	Performance Improvement Division Coordinator	\$44.43	12	-	-	-	2,080	-
Unclassified CMH	Compliance Manager	\$33.75	12	4	\$34.53	\$0.78	2,080	\$1,622.40
Unclassified Court	Senior Research Attorney	\$34.05	12	4	\$34.53	\$0.48	2,080	\$998.40
Unclassified	Project Management Coordinator	\$44.43	13	-	-	-	2,080	-
Unclassified	Epidemiologist (TS)	\$31.32	13	1	\$32.12	\$0.80	2,080	\$1,664.00
Unclassified	Epidemiologist (DC)	\$32.98	13	2	\$33.73	\$0.75	2,080	\$1,560.00
Unclassified CMH	Program Community Development Coordinator	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (BV)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00

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Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Unclassified CMH	Program Coordinator (TP)	\$33.37	13	2	\$33.73	\$0.36	2,080	\$748.80
Unclassified CMH	Program Coordinator (CE)	\$31.70	13	1	\$32.12	\$0.42	2,080	\$873.60
Unclassified CMH	Program Coordinator (CT)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (JM)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (CM)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (VW)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (KM)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (LB)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (TL)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (SS)	\$38.96	13	6	\$40.16	\$1.20	2,080	\$2,496.00
Unclassified CMH	Program Coordinator (JE)	\$37.00	13	5	\$38.55	\$1.55	2,080	\$3,224.00
Unclassified CMH	Program Coordinator (LM)	\$33.37	13	2	\$33.73	\$0.36	2,080	\$748.80
Unclassified CMH	Program Coordinator (KG)	\$37.00	13	5	\$38.55	\$1.55	2,080	\$3,224.00
Unclassified Court	Probate Register	\$31.04	13	1	\$32.12	\$1.08	2,080	\$2,246.40
Unclassified Court	Legal Self-Help Center Director	\$38.80	13	6	\$40.16	\$1.36	2,080	\$2,828.80
Unclassified Court	Chief Deputy Register of Deeds	\$40.53	13	7	\$41.76	\$1.23	2,080	\$2,558.40
Unclassified Court	In-Home Care Manager - Community Programming	\$38.80	13	6	\$40.16	\$1.36	2,080	\$2,828.80
Unclassified Court	In-Home Care Manager - Community Probation	\$36.76	13	4	\$36.94	\$0.18	2,080	\$374.40
Unclassified Court	Payroll and Compliance Supervisor	\$31.67	13	1	\$32.12	\$0.45	2,080	\$936.00
Unclassified Court	In-Home Care Manager Program Analyst	\$38.80	13	6	\$40.16	\$1.36	2,080	\$2,828.80
Unclassified Court	Assistant Prosecuting Attorney I (TM)	\$36.56	14	3	\$37.81	\$1.25	2,080	\$2,600.00

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Unclassified	Assistant Prosecuting Attorney I (SB)	\$36.56	14	3	\$37.81	\$1.25	2,080	\$2,600.00
Unclassified	Assistant Prosecuting Attorney I (JD)	\$40.53	14	5	\$41.25	\$0.72	2,080	\$1,497.60
Unclassified	Assistant Prosecuting Attorney I (CR)	\$34.72	14	2	\$36.09	\$1.37	2,080	\$2,849.60
Unclassified	Assistant Prosecuting Attorney I (KM)	\$36.56	14	3	\$37.81	\$1.25	2,080	\$2,600.00
Unclassified	Assistant Public Defender I (MH)	\$34.72	14	2	\$36.09	\$1.37	2,080	\$2,849.60
Unclassified	Assistant Public Defender I (CL)	\$34.72	14	2	\$36.09	\$1.37	2,080	\$2,849.60
Unclassified	Assistant Public Defender I (JP)	\$34.72	14	2	\$36.09	\$1.37	2,080	\$2,849.60
Unclassified	Assistant Public Defender I (ED)	\$32.98	14	1	\$34.37	\$1.39	2,080	\$2,891.20
Unclassified	Assistant Public Defender I (AR)	\$34.72	14	2	\$36.09	\$1.37	2,080	\$2,849.60
Unclassified	Assistant Public Defender I (AH)	\$31.32	14	1	\$34.37	\$3.05	2,080	\$6,344.00
Unclassified Court	Trial Division Director	\$36.76	14	3	\$37.81	\$1.05	2,080	\$2,184.00
Unclassified	Coordinator of Park Maintenance and Operations	\$40.53	14	5	\$41.25	\$0.72	2,080	\$1,497.60
Unclassified	Coordinator of Parks Planning and Development	\$40.53	14	5	\$41.25	\$0.72	2,080	\$1,497.60
Unclassified	Chief Deputy Clerk	\$42.30	14	6	\$42.97	\$0.67	2,080	\$1,393.60
Unclassified	Deputy Equalization Director	\$40.53	14	5	\$41.25	\$0.72	2,080	\$1,497.60
Unclassified	Public Health Financial Manager	\$31.32	14	1	\$34.37	\$3.05	2,080	\$6,344.00
Unclassified Court	Assistant Superintendent of Juvenile Detention	\$40.16	14	5	\$41.25	\$1.09	2,080	\$2,267.20
Unclassified	Chief Deputy Treasurer	\$40.53	14	5	\$41.25	\$0.72	2,080	\$1,497.60
Unclassified	Chief Deputy Water Resources Commissioner	\$34.72	14	2	\$36.09	\$1.37	2,080	\$2,849.60
Unclassified	Assistant Public Defender II (BB)	\$41.72	15	4	\$42.30	\$0.58	2,080	\$1,206.40
Unclassified	Assistant Public Defender II (RS)	\$43.93	15	5	\$44.14	\$0.21	2,080	\$436.80
Unclassified	Assistant Public Defender II (WK)	\$37.64	15	2	\$38.62	\$0.98	2,080	\$2,038.40
Unclassified	Lieutenant (EW)	\$40.15	15	3	\$40.46	\$0.31	2,080	\$644.80
Unclassified	Lieutenant (JD)	\$42.30	15	4	\$42.30	\$0.00	2,080	\$0.00
Unclassified	Lieutenant (JF)	\$40.15	15	3	\$40.46	\$0.31	2,080	\$644.80
Unclassified	Telecommunications Administrator	\$42.30	15	4	\$42.30	\$0.00	2,080	\$0.00
Unclassified	Director of Emergency Management	\$38.06	15	2	\$38.62	\$0.56	2,080	\$1,164.80
Unclassified	Senior Epidemiologist	\$40.15	15	3	\$40.46	\$0.31	2,080	\$644.80
Unclassified Court	Assistant Juvenile Services Director	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified	Director of Records Management and Technology Services	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified Court	Magistrate	\$41.51	15	4	\$42.30	\$0.79	2,080	\$1,643.20

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Unclassified Court	Probation and Community Corrections Director	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified	Program Director - CAA	\$34.33	15	1	\$36.78	\$2.45	2,080	\$5,096.00
Unclassified CMH	Mental Health Program Supervisor (MV)	\$42.71	15	5	\$44.14	\$1.43	2,080	\$2,974.40
Unclassified CMH	Mental Health Program Supervisor (JO)	\$42.71	15	5	\$44.14	\$1.43	2,080	\$2,974.40
Unclassified CMH	Mental Health Program Supervisor (AH)	\$42.71	15	5	\$44.14	\$1.43	2,080	\$2,974.40
Unclassified	GIS Supervisor	\$42.30	15	4	\$42.30	\$0.00	2,080	\$0.00
Unclassified	Community Health Manager	\$38.06	15	2	\$38.62	\$0.56	2,080	\$1,164.80
Unclassified	Clinical Health Services Manager	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified	Network Administrator (AB)	\$38.86	15	3	\$40.46	\$1.60	2,080	\$3,328.00
Unclassified	Network Administrator (RS)	\$42.30	15	4	\$42.30	\$0.00	2,080	\$0.00
Unclassified	Network Administrator (MT)	\$42.30	15	4	\$42.30	\$0.00	2,080	\$0.00
Unclassified	Environmental Health Manager	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified	Mental Health Financial Manager	\$38.06	15	2	\$38.62	\$0.56	2,080	\$1,164.80
Unclassified	Human Resources Manager (Training & Payroll)	\$40.15	15	3	\$40.46	\$0.31	2,080	\$644.80
Unclassified Court	Assistant Friend of the Court (Field Services)	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified Court	Assistant Friend of the Court (Operations)	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified	Captain (MB)	\$47.10	16	5	\$47.23	\$0.13	2,080	\$270.40
Unclassified	Captain (DV)	\$42.48	16	3	\$43.29	\$0.81	2,080	\$1,684.80
Unclassified	Captain (DC)	\$47.10	16	5	\$47.23	\$0.13	2,080	\$270.40
Unclassified	Captain (JS)	\$44.73	16	4	\$45.26	\$0.53	2,080	\$1,102.40
Group N	Nurse Practitioner (ME)	\$44.41	16	4	\$45.26	\$0.85	1,664	\$1,414.40
Group N	Nurse Practitioner (RC)	\$38.64	16	1	\$39.35	\$0.71	1,040	\$738.40
Unclassified	Assistant Prosecuting Attorney II (JT)	\$53.39	16	-	-	-	2,080	-
Unclassified	Assistant Prosecuting Attorney II (JJ)	\$53.39	16	-	-	-	2,080	-
Unclassified	Assistant Prosecuting Attorney II (MW)	\$50.71	16	7	\$51.16	\$0.45	2,080	\$936.00
Unclassified	Assistant Prosecuting Attorney II (CW)	\$50.71	16	7	\$51.16	\$0.45	2,080	\$936.00
Unclassified	Assistant Prosecuting Attorney II (BG)	\$45.74	16	5	\$47.23	\$1.49	2,080	\$3,099.20
Unclassified	Assistant Public Defender III (EV)	\$53.39	16	-	-	-	2,080	-
Unclassified	Assistant Public Defender III (AW)	\$45.74	16	5	\$47.23	\$1.49	2,080	\$3,099.20
Unclassified	Assistant Public Defender III (AG)	\$45.74	16	5	\$47.23	\$1.49	2,080	\$3,099.20
Unclassified	Assistant Public Defender III (CT)	\$48.16	16	6	\$49.20	\$1.04	2,080	\$2,163.20

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Unclassified Court	Attorney/Referee (EM)	\$48.71	16	6	\$49.20	\$0.49	1,560	\$764.40
Unclassified Court	Attorney/Referee (DM)	\$48.71	16	6	\$49.20	\$0.49	2,080	\$1,019.20
Unclassified Court	Attorney/Referee (PG)	\$48.71	16	6	\$49.20	\$0.49	2,080	\$1,019.20
Unclassified	Local Unit Financial Liaison	\$48.71	16	6	\$49.20	\$0.49	2,080	\$1,019.20
Unclassified Court	Superintendent of Detention	\$44.43	16	4	\$45.26	\$0.83	2,080	\$1,726.40
Unclassified	Assistant Fiscal Services Director	\$43.93	16	4	\$45.26	\$1.33	2,080	\$2,766.40
Unclassified	Manager of Applied Technology	\$44.43	16	4	\$45.26	\$0.83	2,080	\$1,726.40
Unclassified	Manager of Technical Infrastructure	\$44.43	16	4	\$45.26	\$0.83	2,080	\$1,726.40
Unclassified	Diversity, Equity and Inclusion Director	\$50.71	17	5	\$51.01	\$0.30	2,080	\$624.00
Unclassified	Nurse Practitioner Supervisor	\$42.48	17	1	\$42.50	\$0.02	2,080	\$41.60
Unclassified CMH	CMH Deputy Director	\$51.32	17	6	\$53.14	\$1.82	2,080	\$3,785.60
Unclassified	Parks and Recreation Director	\$53.39	17	7	\$55.25	\$1.86	2,080	\$3,868.80
Unclassified	Deputy Health Officer	\$48.71	17	4	\$48.88	\$0.17	2,080	\$353.60
Unclassified	Equalization Director	\$53.39	17	7	\$55.25	\$1.86	2,080	\$3,868.80
Unclassified	Senior Attorney/Division Chief (GB)	\$57.63	17	-	-	-	2,080	-
Unclassified	Senior Attorney/Division Chief (JH)	\$55.81	17	-	-	-	2,080	-
Unclassified	Senior Attorney/Division Chief (PK)	\$55.81	17	-	-	-	2,080	-
Unclassified	Planning and Performance Improvement Director	\$53.39	17	7	\$55.25	\$1.86	2,080	\$3,868.80
Unclassified	First Assistant Public Defender (ND)	\$52.79	17	6	\$53.14	\$0.35	2,080	\$728.00
Unclassified	First Assistant Public Defender (PS)	\$52.79	17	6	\$53.14	\$0.35	2,080	\$728.00
Unclassified	Undersheriff	\$53.39	18	5	\$55.09	\$1.70	2,080	\$3,536.00
Unclassified Court	District Court Administrator	\$54.21	18	5	\$55.09	\$0.88	2,080	\$1,830.40
Unclassified Court	Juvenile Court Director	\$50.14	18	3	\$50.50	\$0.36	2,080	\$748.80
Unclassified	Human Resources Director	\$58.53	18	7	\$59.67	\$1.14	2,080	\$2,371.20
Unclassified Court	Friend of the Court	\$58.53	18	7	\$59.67	\$1.14	2,080	\$2,371.20
Unclassified	Innovation and Technology Director	\$58.53	18	7	\$59.67	\$1.14	2,080	\$2,371.20
Unclassified	Deputy County Administrator	\$62.98	19	7	\$64.44	\$1.46	2,080	\$3,036.80
Unclassified	Health Officer	\$62.98	19	7	\$64.44	\$1.46	2,080	\$3,036.80
Unclassified	Fiscal Services Director	\$62.98	19	7	\$64.44	\$1.46	2,080	\$3,036.80
Unclassified	Public Defender	\$70.33	19	-	-	-	2,080	-

Appendix F-1
Ottawa County
Classification And Compensation Study
Results of Costing Analysis For Implementation - All Non-Police Employee Groups and Employees
(cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
Unclassified	Chief Assistant Prosecuting Attorney	\$62.98	19	7	\$64.44	\$1.46	2,080	\$3,036.80
Unclassified Court	Trial Court Administrator	\$62.98	19	7	\$64.44	\$1.46	2,080	\$3,036.80
TOTAL FULL-TIME COST OF IMPLEMENTATION						\$409.58		\$829,704.20

Notes:

Red indicates that salary is above the recommended range maximum.

Green indicates that salary is below the recommended range minimum.

Positions evaluated in Section V of the report are not included in the above costing analysis.

Appendix F-2
Ottawa County
Classification And Compensation Study
Results of Costing Analysis for Implementation - Police Officers Association of Michigan

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
POAM NON 312	Clerk Typist II/Matron (BL)	\$19.77	2	5	\$19.77	\$0.00	1,040	\$0.00
POAM NON 312	Clerk Typist II/Matron (SF)	\$19.53	2	5	\$19.77	\$0.24	1,040	\$249.60
POAM NON 312	Clerk Typist II/Matron (NH)	\$19.77	2	5	\$19.77	\$0.00	2,080	\$0.00
POAM NON 312	Clerk Typist II/Matron (KS)	\$19.77	2	5	\$19.77	\$0.00	2,080	\$0.00
POAM NON 312	Clerk Typist II/Matron (KS)	\$18.44	2	4	\$18.98	\$0.54	2,080	\$1,123.20
POAM NON 312	Clerk Typist II/Matron (AB)	\$18.44	2	4	\$18.98	\$0.54	2,080	\$1,123.20
POAM NON 312	Clerk Typist II/Matron (MM)	\$18.97	2	4	\$18.98	\$0.01	2,080	\$20.80
POAM NON 312	Clerk Typist II/Matron (MB)	\$16.59	2	1	\$16.59	\$0.00	2,080	\$0.00
POAM NON 312	Clerk Typist II/Matron (KS)	\$16.59	2	1	\$16.59	\$0.00	2,080	\$0.00
POAM NON 312	Clerk Typist II/Matron (TC)	\$18.97	2	4	\$18.98	\$0.01	2,080	\$20.80
POAM NON 312	Clerk Typist II/Matron (TR)	\$18.44	2	4	\$18.98	\$0.54	2,080	\$1,123.20
POAM NON 312	Clerk Typist II/Matron (AB)	\$18.44	2	4	\$18.98	\$0.54	2,080	\$1,123.20
POAM NON 312	Clerk Typist II/Matron (SP)	\$16.59	2	1	\$16.59	\$0.00	2,080	\$0.00
POAM NON 312	Clerk Typist III/Matron (AC)	\$20.63	3	5	\$20.87	\$0.24	2,080	\$499.20
POAM NON 312	Clerk Typist III/Matron (MV)	\$20.87	3	5	\$20.87	\$0.00	2,080	\$0.00
POAM NON 312	Clerk Typist III/Matron (RA)	\$20.87	3	5	\$20.87	\$0.00	2,080	\$0.00
POAM NON 312	Clerk Typist III/Matron (MB)	\$20.07	3	4	\$20.08	\$0.01	2,080	\$20.80
POAM NON 312	Clerk Typist III/Matron (AJ)	\$20.63	3	5	\$20.87	\$0.24	2,080	\$499.20
POAM NON 312	Animal Control Officer (LW)	\$23.91	6	5	\$24.19	\$0.28	2,080	\$582.40
POAM NON 312	Animal Control Officer (JA)	\$18.71	6	1	\$18.71	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (TT)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (CU)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (AC)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (JD)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (BA)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (LF)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (AR)	\$26.46	8	4	\$26.79	\$0.33	2,080	\$686.40
POAM NON 312	Corrections Deputy (AO)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (DB)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (EM)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (TM)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (PS)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00

**Appendix F-2
Ottawa County**

Classification And Compensation Study

Results of Costing Analysis for Implementation - Police Officers Association of Michigan (cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
POAM NON 312	Corrections Deputy (EC)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (SS)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (MG)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (RS)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (GB)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (MM)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (TD)	\$26.46	8	4	\$26.79	\$0.33	2,080	\$686.40
POAM NON 312	Corrections Deputy (JP)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (JH)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (PK)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (SS)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (JD)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (BT)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (JV)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (JB)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (DK)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (BM)	\$26.46	8	4	\$26.79	\$0.33	2,080	\$686.40
POAM NON 312	Corrections Deputy (TB)	\$28.55	8	5	\$28.55	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (BK)	\$25.80	8	4	\$26.79	\$0.99	2,080	\$2,059.20
POAM NON 312	Corrections Deputy (FC)	\$26.46	8	4	\$26.79	\$0.33	2,080	\$686.40
POAM NON 312	Corrections Deputy (WS)	\$25.80	8	4	\$26.79	\$0.99	2,080	\$2,059.20
POAM NON 312	Corrections Deputy (TS)	\$26.46	8	4	\$26.79	\$0.33	2,080	\$686.40
POAM NON 312	Corrections Deputy (DC)	\$25.80	8	4	\$26.79	\$0.99	2,080	\$2,059.20
POAM NON 312	Corrections Deputy (GR)	\$25.80	8	4	\$26.79	\$0.99	2,080	\$2,059.20
POAM NON 312	Corrections Deputy (CY)	\$24.99	8	3	\$25.02	\$0.03	2,080	\$62.40
POAM NON 312	Corrections Deputy (EC)	\$24.99	8	3	\$25.02	\$0.03	2,080	\$62.40
POAM NON 312	Corrections Deputy (AH)	\$24.99	8	3	\$25.02	\$0.03	2,080	\$62.40
POAM NON 312	Corrections Deputy (MJ)	\$24.99	8	3	\$25.02	\$0.03	2,080	\$62.40
POAM NON 312	Corrections Deputy (KS)	\$21.48	8	1	\$21.48	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (AA)	\$21.48	8	1	\$21.48	\$0.00	2,080	\$0.00
POAM NON 312	Corrections Deputy (SZ)	\$21.48	8	1	\$21.48	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (RD)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (BA)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (BB)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (PO)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (HS)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (BT)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00

**Appendix F-2
Ottawa County**

Classification And Compensation Study

Results of Costing Analysis for Implementation - Police Officers Association of Michigan (cont'd)

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
POAM NON 312	Court Services Officer (GD)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (SF)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (AB)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (HW)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (MP)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (BF)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (CH)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (RW)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
POAM NON 312	Court Services Officer (BH)	\$29.52	8	5	\$29.52	\$0.00	2,080	\$0.00
TOTAL FULL-TIME COST OF IMPLEMENTATION						\$8.92		\$18,304.00

Note: Corrections Deputy (MV) is not included in the evaluation as he is in group POLC RP/D (1/1/2015). Current wage exceeds the contractual maximum of POAM NON 312.

**Appendix F-3
Ottawa County**

Classification And Compensation Study

Results of Costing Analysis for Implementation - Police Officers Labor Council – Jail Sergeant

Group	Position	Current Wage	Grade	Next Step	Amount	Cost to Move to Next Step Hourly	Estimated # of Hours per Year	Cost to Move to Next Step Annualized
POLC - NON 312 ELIGIBLE	Sergeant Jail (JV)	\$35.47	11	3	\$35.47	\$0.00	2,080	\$0.00
POLC - NON 312 ELIGIBLE	Sergeant Jail (DS)	\$35.47	11	3	\$35.47	\$0.00	2,080	\$0.00
POLC - NON 312 ELIGIBLE	Sergeant Jail (LS)	\$35.47	11	3	\$35.47	\$0.00	2,080	\$0.00
POLC - NON 312 ELIGIBLE	Sergeant Jail (DC)	\$35.47	11	3	\$35.47	\$0.00	2,080	\$0.00
POLC - NON 312 ELIGIBLE	Sergeant Jail (DR)	\$35.47	11	3	\$35.47	\$0.00	2,080	\$0.00
POLC - NON 312 ELIGIBLE	Sergeant Jail (TG)	\$34.17	11	1	\$34.17	\$0.00	2,080	\$0.00
POLC - NON 312 ELIGIBLE	Sergeant Jail (SG)	\$34.17	11	1	\$34.17	\$0.00	2,080	\$0.00
TOTAL FULL-TIME COST OF IMPLEMENTATION						\$0.00		\$0.00

Action Request



Committee: Finance and Administration Committee

Meeting Date: 07/27/2021

Requesting Department: Administrator's Office

Submitted By: John Shay

Agenda Item: Family Justice Center Budget

Suggested Motion:

To approve and forward to the Board of Commissioners a budget of \$30 million to cover all costs associated with the Family Justice Center project.

Summary of Request:

When the IPD contract was approved the project team was targeting a \$25 million budget to cover all costs associated with the proposed Family Justice Center project to construct a new courthouse to house the Juvenile Court and Friend of the Court staff. After numerous planning meetings, it has become apparent that a new building that meets the County's needs cannot be designed and constructed within the \$25 million budget. The significant increase in construction costs (labor and materials) has had a major effect on the cost per square footage price on this project. The most recent cost model from Granger Construction shows the total project costs (design, construction and soft costs) at about \$29.4 million. We are seeking the Board's approval to increase the total budget to \$30 million to reflect the current construction environment and to provide some leeway in the event that costs continue to increase.

Financial Information:

Total Cost: \$30,000,000.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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If not included in budget, recommended funding source:

FY 2022 Budget Resolution will include \$30 million bond issuance to fund the project

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 4: To Continually Improve the County's Organization and Services.

Objective: Goal 4, Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

Project:	20th Circuit Court/ Family Division - Juvenile Court and Friend of the Court
Gross Building Area (SF):	55,564
Date of Cost Model:	July 16, 2021

Trade Costs		Amount	Cost/SF	% of Total
Div. 02	Existing Conditions	\$ -	\$ -	0.0%
Div. 03	Concrete	\$ 1,156,153	\$ 20.81	4.3%
Div. 04	Masonry	\$ 1,414,550	\$ 25.46	5.3%
Div. 05	Metals (RR, Profit Incd Below)	\$ 1,376,620	\$ 24.78	5.1%
Div. 06	Woods & Plastics	\$ 1,499,562	\$ 26.99	5.6%
Div. 07	Thermal & Moisture Protection			0.0%
	Roofing	\$ 423,968	\$ 7.63	1.6%
	Wall Panels	\$ 636,519	\$ 11.46	2.4%
	Joint Sealant	\$ 110,493	\$ 1.99	0.4%
Div. 08	Openings	\$ 736,026	\$ 13.25	2.7%
Div. 09	Finishes			0.0%
	Drywall, Studs, & Acoustical (RR, Profit Incd Below)	\$ 1,209,736	\$ 21.77	4.5%
	Flooring	\$ 354,119	\$ 6.37	1.3%
	Painting	\$ 253,960	\$ 4.57	0.9%
Div. 10	Specialties	\$ 235,180	\$ 4.23	0.9%
Div. 11	Equipment	\$ 226,178	\$ 4.07	0.8%
Div. 12	Furnishings	\$ -	\$ -	0.0%
Div. 13	Special Construction	\$ -	\$ -	0.0%
Div. 14	Conveying Systems	\$ 712,363	\$ 12.82	2.6%
Div. 21	Fire Suppression	\$ 253,441	\$ 4.56	0.9%
Div. 23	Mechanical (RR, Profit Incd Below)	\$ 3,645,907	\$ 65.62	13.6%
Div. 26	Electrical (RR, Profit Incd Below)	\$ 1,958,120	\$ 35.24	7.3%
Div. 28	Electronic Safety & Security	\$ 520,845	\$ 9.37	1.9%
	Court Room Technology	\$ 325,956	\$ 5.87	1.2%
Div. 31	Sitework	\$ 1,751,434	\$ 31.52	6.5%
Trade Cost Subtotal		\$ 18,801,130	\$ 338.37	70%
Project Soft Costs		Amount	Cost/SF	% of Total
	General Conditions (3.0%)	\$ 564,034	\$ 10.15	2.1%
	Design Contingency (5%)	\$ 968,258	\$ 17.43	3.6%
	Construction Contingency (4%)	\$ 813,337	\$ 14.64	3.0%
	Escalation (5%)	\$ 1,057,338	\$ 19.03	3.9%
	Staffing - PreConstruction	\$ 100,481	\$ 1.81	0.4%
	Staffing - Construction	\$ 714,276	\$ 12.86	2.7%
	Insurance (0.391%)	\$ 90,376	\$ 1.63	0.3%
	CM Bond (0.57%)	\$ 131,751	\$ 2.37	0.5%
	CM Overhead - (3.4%)	\$ 790,193	\$ 14.22	2.9%
	Design Costs (6%, less Profit) (RR, Profit Incd Below)	\$ 1,292,739	\$ 23.27	4.8%
	Risk/Reward Profit Pool	\$ 1,578,438	\$ 28.41	5.9%
Total Design/Construction Costs (Project Budget)		\$ 26,902,352	\$ 484.17	100.0%
Less Risk/Reward Profit Pool		\$ (1,578,438)		
Target Cost (TC)		\$ 25,323,913		
Ottawa County's Risk for Overrun (1.5% of TC)		\$ 379,859		
Maximum Cost (MC)		\$ 27,282,210		
Other Owner Soft Costs to Consider (Based on Percentage of Total Const./Design Costs)		Amount	Cost/SF	
	Survey, Site Investigation, Mat. Testing (0.50%)	\$ 134,512	\$ 2.42	
	Legal	\$ 180,000	\$ 3.24	
	Financial Advisor	\$ 35,000	\$ 0.63	
	Bond Counsel	\$ 65,000	\$ 1.17	
	Audit Services	\$ 140,000	\$ 2.52	
	Mabel Casey	\$ 50,000	\$ 0.90	
	Project Neutral	\$ 12,500	\$ 0.22	
	Local Fees	\$ 10,000	\$ 0.18	
	Moving Expenses	\$ 50,000	\$ 0.90	
	Fixtures, Furnishings & Equipment (5.00)	\$ 1,345,118	\$ 24.21	
	Misc. Owner Costs (0.50%)	\$ 134,512	\$ 2.42	
Total Owner Soft Costs		\$ 2,156,641	\$ 38.81	
Total Ultimate Project Costs (Design/Construction/Owner)		\$ 29,438,851	\$ 522.98	

Risk/Reward Profit Pool Breakdown (Incl Above)	Amount	Cost/SF	% of Total
Construction Manager (Granger) (2.5%)	\$ 581,025	Included Above	
Design (DLZ) (6.3%)	\$ 87,371	Included Above	
Mechanical/Plumbing (TBD) (10%)	\$ 405,101	Included Above	
Electrical (Buist) (10%)	\$ 217,569	Included Above	
Drywall, Studs, & Acoustical (TBD) (10%)	\$ 134,415	Included Above	
Metals (TBD) (10%)	\$ 152,958	Included Above	
Total Profit Pool	\$ 1,578,438	Included Above	