



**Roger A. Bergman**  
Chairperson

**Matthew R. Fenske**  
Vice-Chairperson

# Ottawa County

Board of Commissioners

To All Ottawa County Commissioners:

The Ottawa County Board of Commissioners will meet on **Tuesday, July 27, 2021 at 1:30 PM** for the regular July meeting of the Board at the Ottawa County Fillmore Street Complex in West Olive, Michigan and via Zoom.

The Agenda is as follows:

1. Call to Order by the Chairperson
2. Invocation – Commissioner Meppelink
3. Pledge of Allegiance to the Flag
4. Roll Call
5. Presentation of Petitions and Communications
  - A. 70x7, MaryBeth Apple Sim and Shutaveya Ward
  - B. Women’s Resource Center, Sandra Gaddy and Michelle Bryk
6. Public Comments
7. Approval of Agenda
8. Actions and Reports
  - A. Consent Resolutions:

From the County Clerk/Register

- I. Board of Commissioners Meeting Minutes

Suggested Motion:

To approve the Minutes of the [July 13, 2021 Board of Commissioners meeting](#).

Francisco C. Garcia   Joseph S. Baumann   Douglas R. Zylstra   Allen Dannenberg   Randall J. Meppelink  
Kyle J. Terpstra   James H. Holtvluwer   Philip D. Kuyers   Gregory J. DeJong

From Administration

2. [Accounts Payable for July 5 – July 16, 2021](#)

Suggested Motion:

To approve the general claims in the amount of \$5,882,673.93 as presented by the summary report for July 5, 2021 to July 16, 2021.

B. Public Hearings: None

C. Action Items:

From Health and Human Services Committee

1. [Senior Resources Annual Implementation Plan for FY 2022](#)

Suggested Motion:

To approve and authorize the Board Chairperson and Clerk/Register to sign the resolution for the Senior Resources Annual Implementation Plan for FY 2022.

From Planning and Policy Committee

2. [Holland Charter Township Water Line Easement](#)

Suggested Motion:

To approve and authorize the Board Chairperson and Clerk/Register to sign the Water Line Easement between Holland Charter Township and Ottawa County on Parcel No. 70-16-16-400-090.

3. [Surveillance, Invasion of Privacy or Security Ordinance](#)

Suggested Motion:

To approve the Surveillance, Invasion of Privacy or Security on County Property ordinance.

4. [Stepping Up Resolution](#)

Suggested Motion:

To approve and authorize the Board Chairperson and Clerk/Register to sign the resolution of support for the Stepping Up initiative to reduce the number of people with mental illnesses in jails.

5. [Policy on Board Resolutions](#)

Suggested Motion:

To approve the proposed Policy on Resolutions.

From Finance and Administration Committee

6. [FY2021 Budget Adjustments](#)

Suggested Motion:

To approve the 2021 budget adjustments per the attached schedule.

7. [Office of the Public Defender Personnel Request](#)

Suggested Motion:

To approve the request from the Office of the Public Defender to add one, full-time benefited Legal Clerk (Group T, pay grade T-6) at a 1.0 FTE at a cost of \$63,995.

8. [Parks and Recreation Department Personnel Request](#)

Suggested Motion:

To approve the request from the Parks and Recreation Department to increase the FTE of the part-time, benefited Secretary position (Group T, pay grade T-7) from .625 FTE to a full-time benefited 1.0 FTE position at an increased cost of \$23,960.

9. [Agreement for Economic Development Services](#)

Suggested Motion:

To approve and authorize the Board Chairperson and Clerk/Register to sign the three-year Agreement for Economic Development Services with Lakeshore Advantage Corporation at a cost of \$130,000 per year for a total cost of \$390,000.00.

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

Suggested Motion:

To approve 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.

11. [Family Justice Center Budget](#)

Suggested Motion:

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

D. Appointments: None

E. Discussion Items: None

9. Report of the County Administrator

10. General Information, Comments, and Meetings Attended

11. Public Comments

12. Adjournment

**PROPOSED  
PROCEEDINGS OF THE OTTAWA COUNTY  
BOARD OF COMMISSIONERS  
JULY SESSION – FIRST DAY**

The Ottawa County Board of Commissioners met on Tuesday, July 13, 2021, at 1:30 p.m. and was called to order by the Chair.

Gregory DeJong pronounced the invocation.

The Clerk/Register led in the Pledge of Allegiance to the Flag of the United States of America.

Present at roll call: Francisco Garcia, Joseph Baumann, Douglas Zylstra, Allen Dannenberg, Randall Meppelink, James Holtvluwer, Gregory DeJong, Roger Bergman, Matthew Fenske. (9)

Absent: Kyle Terpstra, Philip Kuyers. (2)

Presentation of Petitions and Communications

1. Steven Kempker, Ottawa County Sheriff, thanked the Realtors Association of Holland for donating 380 life jackets.
2. Steven Kempker, Ottawa County Sheriff, introduced the following: Derek Christensen has been promoted to Chief Deputy, James Douglas has been promoted to Captain, and Jessica Fought has been promoted to Captain in the Ottawa County Sheriff's Department.

Public Comments

Public comments were made by the following:

1. Stephen Rockman, 15495 Sweetbriar Dr., Grand Haven
2. Charles Green, 226 W. 15<sup>th</sup>, Holland
3. Sara VanTongeren, 222 S. River #207, Holland
4. Donna Mooney, 2113 Sandstone Dr., Jenison
5. Ruth VanHoven, 8276 Hayes St., Coopersville

B/C 21-155 Joseph Baumann moved to approve the agenda of today as presented. The motion passed as shown by the following votes: Yeas: Douglas Zylstra, Matthew Fenske, Joseph Baumann, Francisco Garcia, Randall Meppelink, Allen Dannenberg, Gregory DeJong, James Holtvluwer, Roger Bergman. (9)

B/C 21-156 Matthew Fenske moved to approve the following Consent Resolutions:

1. To approve the Minutes of the June 22, 2021 Board of Commissioners meeting.
2. To approve the general claims in the amount of \$6,976,505.30 as presented by the summary report for June 14, 2021 to July 2, 2021.
3. To receive for information the Correspondence Log.

The motion passed as shown by the following votes: Yeas: Allen Dannenberg, Joseph Baumann, Matthew Fenske, Randall Meppelink, Francisco Garcia, Gregory DeJong, James Holtvluwer, Douglas Zylstra, Roger Bergman. (9)

B/C 21-157 Gregory DeJong moved to open the Public Hearing at 1:55 p.m. to receive comments on the Campus Partners I Bond Resolution. The motion passed.

Public comments were made by:

1. Laura Kaleefey, Director of Treasury, National Heritage Academies
2. Nicole Burnside, Eagle Crest Academy
3. Robin Allison, Eagle Crest Academy

B/C 21-158 Gregory DeJong moved to close the Public Hearing at 2:05 p.m. on the Campus Partners I Bond Resolution. The motion passed.

B/C 21-159 Douglas Zylstra moved to ratify all contracts current pending on the post-execution ratification list as authorized under Section IV(D)(2) of the Ottawa County Contracting Authorization and Form Policy that was adopted on April 14, 2020. The motion passed as shown by the following votes: Yeas: James Holtvluwer, Randall Meppelink, Francisco Garcia, Douglas Zylstra, Matthew Fenske, Allen Dannenberg, Gregory DeJong, Joseph Baumann, Roger Bergman. (9)

B/C 21-160 Francisco Garcia moved to adopt the Resolution approving, in accordance with Section 47(f) of the Internal Revenue Code of 1986, as amended, the issuance of bonds to finance a project for Campus Partners I. The motion passed as shown by the following votes: Yeas: Joseph Baumann, Francisco Garcia, Randall Meppelink, James Holtvluwer, Gregory DeJong, Douglas Zylstra, Allen Dannenberg, Matthew Fenske, Roger Bergman. (9)

The Administrator's report was presented.

Several Commissioners commented on meetings attended and future meetings to be held.

Public Comments

1. Harvey Nikkel, 7513 23<sup>rd</sup> Ave., Jenison
2. Angie Yetzke, 8367 Stonington, Jenison
3. Chris Bukkus, 3905 4 Mile, Walker
4. Emily Underhill, 11680 Brookridge Dr., Allendale
5. Laura Holstege, 8434 Fillmore St., Zeeland
6. Lance Monera, 6722 Pierce St., Allendale
7. Krista Yetzke, 9509 Bass Dr., Allendale
8. Sylvia Rhodea, 12482 60<sup>th</sup> Ave., Allendale
9. Amber Ciesielski, 6524 Elwood Ct., Allendale
10. Liz Ramey, 6567 Whitford, Allendale
11. Becki Dexter, 331 S. Lake Rd., Spring Lake

B/C 21-161 Allen Dannenberg moved to adjourn at 3:35 p.m. subject to the call of the Chair. The motion passed.

JUSTIN F. ROEBUCK, Clerk/Register  
Of the Board of Commissioners

ROGER A. BERGMAN, Chairman  
Of the Board of Commissioners

# Action Request



**Committee:** Board of Commissioners

**Meeting Date:** 07/27/2021

**Requesting Department:** Fiscal Services

**Submitted By:** Karen Karasinski

**Agenda Item:** Accounts Payable for July 5 - July 16, 2021

## Suggested Motion:

To approve the general claims in the amount of \$5,882,673.93 as presented by the summary report for July 5 - July 16, 2021.

## Summary of Request:

Approve vendor payments in accordance with the Ottawa County Purchasing Policy.

## Financial Information:

Total Cost: \$5,882,673.93	General Fund Cost: \$5,882,673.93	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 1: To Maintain and Improve the Strong Financial Position of the County.

**Objective:** Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

**Administration:**  Recommended  Not Recommended  Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

**Total CHECKS | EFTs | WIRES**



**Ottawa County**  
Where You Belong.

Dates: July 5, 2021  
to July 16, 2021

I hereby certify that to the best of my knowledge the List of Audit Claims, a summary of which is attached, constitutes all claims received and audited for payment. The amount of claims to be approved totals:

**\$5,882,673.93**

**1,975 INVOICES**

**5,882,673.93**

Karen Karasinski  
Fiscal Services Director

7-14-21

Date

We hereby certify that the Board of Commissioners has approved the claims on Tuesday, July 27, 2021

Roger Bergman, Chairperson  
Board of Commissioners

Justin Roebuck  
Clerk/Register of Deeds

## Total CHECKS | EFTs | WIRES



**Ottawa County**  
Where You Belong.

Dates: July 5, 2021

to July 16, 2021

**Total of all funds: \$5,882,673.93**

0000	TREASURY FUND	5,348.15
1010	GENERAL FUND	487,817.54
1500	CEMETERY TRUST	0.00
2081	PARKS & RECREATION	373,911.68
2160	FRIEND OF COURT	13,449.83
2180	OTHER GOVERNMENTAL GRANTS	66,517.57
2210	HEALTH	212,188.77
2220	MENTAL HEALTH	1,068,375.91
2221	MENTAL HEALTH MILLAGE	33,475.97
2225	SUBSTANCE USE DISORDER	82,185.39
2271	SOLID WASTE CLEAN-UP	0.00
2272	LANDFILL TIPPING FEES	862.43
2340	FARMLAND PRESERVATION	0.00
2430	BROWNFIELD REDEVELOPMENT	0.00
2444	INFRASTRUCTURE FUND	0.00
2550	HOMESTEAD PROPERTY TAX	0.00
2560	REGISTER OF DEEDS AUTOMATION FUND	8,147.63
2600	PUBLIC DEFENDERS OFFICE	19,782.19
2620	FEDERAL FOREITURE	0.00
2602	WEMET	19,153.66
2630	SHERIFF GRANTS & CONTRACTS	64,545.18
2631	CONCEALED PISTOL LICENSING	600.93
2901	DEPT OF HUMAN SERVICES	3,581.67
2920	CHILD CARE - PROBATE	30,437.75
2970	DB/DC CONVERSION	0.00

## Total CHECKS | EFTs | WIRES



**Ottawa County**  
Where You Belong.

Dates: July 5, 2021

to July 16, 2021

**Total of all funds: \$5,882,673.93**

3010	DEBT SERVICE	0.00
4020	CAPITAL IMPROVEMENTS	302,484.39
4690	BUILDING AUTHORITY CONSTRUCTION PROJECT	0.00
5160	DELINQUENT TAXES	382.34
5360	LAND BANK AUTHORITY	0.00
6360	INNOVATION & TECHNOLOGY	49,699.26
6450	DUPLICATING	33.44
6550	TELECOMMUNICATIONS	12,476.66
6641	EQUIPMENT POOL	21,030.00
6770	PROTECTED SELF-FUNDED INSURANCE	1,897.50
6771	EMPLOYEE BENEFITS	10,763.59
6772	PROTECTED SELF-FUNDED UNEMPL INS.	1,270.00
6775	LONG-TERM DISABILITY INSURANCE	0.00
6780	OTTAWA CNTY-INSURANCE AUTHORITY	0.00
6810	DB/DC CONVERSION FUND	1,046,430.05
7010	TRUST & AGENCY	1,660,322.64
7015	TRUST & AGENCY JUVENILE COURT	1,203.36
7040	IMPREST PAYROLL	171,323.03
7210	LIBRARY PENAL FINE	0.00
7360	OPEB TRUST	0.00
8010	SPECIAL ASSESS. DRAINS	76,565.10
8011	DRAINS-CAPITAL PROJECTS FUND	0.00
8020	DRAINS-REVOLVING	0.00
8510	DRAINS-DEBT SERVICE FUND	0.00
8725	INLAND LAKE IMPROVEMENT	11,000.00
8800	BROWNFIELD REDEVELOPMENT AUTHORITY	25,410.32

# Action Request



<b>Committee:</b> Board of Commissioners <input type="button" value="v"/>
<b>Meeting Date:</b> 07/27/2021
<b>Requesting Department:</b> Administrator's Office
<b>Submitted By:</b> Al Vanderberg
<b>Agenda Item:</b> Senior Resources Annual Implementation Plan for FY 2022

**Suggested Motion:**

To approve and authorize the Board Chairperson and Clerk/Register to sign the resolution for the Senior Resources Annual Implementation Plan for FY 2022.

**Summary of Request:**

It is a requirement of the Aging and Adult Services Agency that area agencies on aging send a copy of their Area Plan and seek a resolution from County Boards by August 2 of this year. The Plan has been approved by Community Spoke.

The request from Senior Resources also includes a \$20,000 local match for 2022 to leverage \$6,614,880 in federal and state funds. Action on this resolution does not commit the County to that amount, but rather reserves that appropriation decision for the budget cycle later in 2021.

**Financial Information:**

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" 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 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

**Objective:** Goal 2, Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

**Administration:**  Recommended  Not Recommended  Without Recommendation  
County Administrator: *Al Vanderberg*

Committee/Governing/Advisory Board Approval Date: 07/14/2021  
Health and Human Services Committee



Multi Year Implementation Plan FY' 2020-2022  
Annual Implementation Plan FY'2020



Senior Resources of West Michigan  
560 Seminole Rd.  
Muskegon, MI 49444  
(231) 739-5858 or 800-442-0054  
Pam Curtis, Chief Executive Officer  
Amy Florea, Community Services Director

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**County/Local Unit of Govt. Review**

Area Agencies on Aging must send a letter, with delivery and signature confirmation, requesting approval of the final Multi Year Plan (MYP) no later than July 1, 2019, to the chairperson of each County Board of Commissioners within the Planning and Service Area (PSA) requesting their approval by August 1, 2019. For a PSA comprised of a single county or portion of the county, approval of the MYP is to be requested from each local unit of government within the PSA. If the area agency does not receive a response from the county or local unit of government by August 3, 2019, the MYP is deemed passively approved. The area agency must notify their AASA field representative by August 7, 2019, whether their counties or local units of government formally approved, passively approved, or disapproved the MYP. The area agency may use electronic communication, including e-mail and website based documents, as an option for acquiring local government review and approval of the MYP. To employ this option the area agency must do the following:

1. Send a letter through the US Mail, with delivery and signature confirmation, to the chief elected official of each appropriate local government advising them of the availability of the final draft MYP on the area agency's website. Instructions for how to view and print the document must be included.
2. Offer to provide a printed copy of the MYP via US Mail or an electronic copy via e-mail if requested.
3. Be available to discuss the MYP with local government officials, if requested.
4. Request email notification from the local unit of government of their approval of the MYP, or their related concerns.

Describe the efforts made to distribute the MYP to, and gain support from, the appropriate county and/or units of government.

Senior Resources will send a draft copy of the 2020-2022 Multi Year plan via certified mail or email with a delivery receipt and read receipt request to each chairperson of the county commissioner's board and the administrator of the board for each county in our region no later than May 22, 2019. In a cover letter sent to the chairperson of each board of commissioners, Senior Resources will offer to attend the County Board meeting or any subcommittee of that Board for each county in our region to respond to any questions related to the plan. The letter will indicate that if we do not hear from their local units of government prior to August 3, 2019 with a written or emailed resolution or approval, Senior Resources will assume their board's passive approval of the plan.

### Plan Highlights

The purpose of the Plan Highlights is to provide a succinct description of the priorities set by the area agency for the use of Older Americans Act and State funding during FY 2020-2022. Please note there are separate text boxes for each response.

**1. A brief history of the area agency and respective PSA that provides a context for the MYP. It is appropriate to include the area agency's vision and/or mission statements in this section.**

Senior Resources was designated as an Area Agency on Aging in 1974 by the State of Michigan to administer the federal Older Americans Act and the Older Michigianians Act funding. This year will mark the 45th year that Senior Resources has served West Michigan as the gateway to local resources, planning efforts and services to help older adults, their families and caregivers in Muskegon, Oceana and Ottawa Counties.

It is the vision of Senior Resources to promote lifelong dignity and independence. That vision coupled with our mission of providing a comprehensive and coordinated system of services designed to promote the independence and dignity of older persons and their families - a mission compelling us to focus on older persons in greatest need and to advocate for all - guides our purpose. Senior Resources serves as a focal point and acts as an advocate for the elderly by advancing causes or issues that are vital to their welfare. It is a goal of the agency to inform and educate seniors, families and the public on available services and issues affecting older adults. In addition, Senior Resources staff is active in many local, regional, and statewide groups and organizations. From advocacy at the national and state levels, to partnering with a local senior center or food bank, we recognize the need to be active and involved in all aspects of our community.

We directly provide a variety of services that support individuals, families, and caregivers in the form of case management and options counseling. Our staff talk with thousands of individuals to assist them in gaining information about local services and to access support. Services provided through contracts include: Congregate nutrition, home-delivered meals, adult day care, transportation, legal services, respite care, in-home personal care, kinship and family caregiver support.

It is the agency's specific goal to effectively implement the Older Americans Act by developing and administering a regional area plan for coordinating and contracting with viable agencies for services for persons 60 years and older. The Area Plan outlines a considerable amount of information about our communities such as a demographic overview and provider and service systems, as well as multi-year planning objectives and the 2020 projected spending proposals.

**2. A summary of the area agency's service population evaluation from the Scope of Services section.**

Within PSA 14, a total of 91,966 people are over the age of 60 or 20% of the total population. This is an increase from 2017 of 1.2%. Projections show that over the next five years, 2020-2025, this number for Muskegon, Oceana and Ottawa Counties will increase by 32,029 for an estimated 26% of the population living in the PSA over the age of 60.

The three counties within our PSA are each unique. The largest county is Ottawa with a population of 272,135 and a 60+ population of 49,665 or 18%. Ottawa County has a 2%, 60+ minority population with 4% of that demographic living in poverty; among all persons age 60+, 17% are living in poverty. 26% of Ottawa County residents over the age of 60 report living with a disability and 460 people report a kinship care arrangement.

## Senior Resources

FY 2020

Muskegon County to the north of Ottawa has a total population of 171,485 with 35,615 or 21% being over the age of 60. 12% of those over age 60 are a minority population with African American being the most predominant ethnicity at 9%. Poverty levels for all 60+ residents in Muskegon County is high, coming in at 18%. 32% of older adults in Muskegon County are living with a disability and 26% of them live alone.

Oceana County is considered rural by definition with 52 people on average inhabiting each square mile. Oceana County has a total population of 26,230 with 6685 of those people being over the age of 60, or 25%. Oceana County has a small minority population of 2%, with 4% of them living in poverty. Overall, of Oceana county seniors, 22% of them live in poverty and 33% of them live alone. 73 people age 60+ report providing kinship care. 32% of those age 60+ live with a disability.

### **3. A summary of services to be provided under the plan which includes identification of the five service categories receiving the most funds and the five service categories with the greatest number of anticipated participants.**

In-home services sufficient to assist older adults and their caregivers to remain in their environment of choice continues to be the focus of service delivery. Home delivered and congregate meals, respite care, adult day services and homemaking are the top funded service categories and they remain the services with the highest anticipated number of participant utilization. Individuals in need of homecare services must become clients of either one of the Case Coordination & Support programs or the Care Management program in order to receive services through our Purchase of Service system. Participants choose from a group of contracted personal care, homemaking, in-home respite, and adult day care providers. Supports coordinators, along with the participant and the participant's support team, consider the person's physical, social and financial needs and then, if applicable, make arrangements for in-home services including: home delivered meals, personal care, in-home respite, homemaking, medication management, personal emergency response systems and adult day care. If necessary, transportation services can be arranged, Medicare, Medicaid and other insurance counseling can be provided with additional assistance available through the MMAP Program. Referrals are also made to other applicable community programs.

### **4. Highlights of planned Program Development Objectives.**

Program objectives over the next three years focus on the support and training of family caregivers, enhancing food service delivery, advancing the prosecution of elder abuse in the region and partnering with local communities to ensure that communities that are accessible and livable for all ages.

We understand that it is important for participants in food programs to find satisfaction and enjoyment in the food that is offered as eating for older adults is about more than hunger and nutrition. Over the past several years a demographic shift has occurring throughout the country with different and increased expectations trending. We are seeing that the younger senior demographic is more discerning regarding food choices than their older counterparts and older seniors, who often lack a strong hunger signal, must find food appealing to eat. To meet varied needs, Senior Resources and our meal provider will engage in activities that will move towards increasing overall satisfaction with meals provided. We will put into process policies that will produce consistent high-quality food products by developing training guidelines to ensure food staff are appropriately and thoroughly trained, use input from participant satisfaction surveys, advisory committees and other feedback to trial menu items and continue that improvement on an ongoing basis.

In addition, we recognize the importance of preparing for a disaster is universal and adequate access to food and nutrition is vital to any community during a crisis. An emergency plan that addresses the ability of a food service organization to respond rapidly in an organized, safe and coordinated effort, to meet the nutritional needs

## Senior Resources

FY 2020

of older adults at risk is imperative and will be developed in coordination with aging networks throughout the region.

Goals to further the awareness and prosecution of elder abuse include the utilization of a multi-disciplinary team approach is effective in communicating all aspects of the case as well as address systemic problems and identifying service gaps and /or breakdowns in coordination or communication. For a closer review of prosecutable cases, a subcommittee of the existing Tri-County Protection Team will meet once per month to ensure cases appropriate for prosecution are being addressed in the most effective way possible.

As is most of the nation, Michigan seniors are seeing the devastating consequences of the opioid epidemic include opioid misuse and related overdoses. However, the senior population is experiencing those consequences and more. Nationwide there is an increase in grandparents raising a grandchild because their adult child is misusing opioids, or the older adult may be the victim of elder abuse by a family member with an opioid addiction. Partnerships and standard referral procedures with community organizations serving those with addiction will be developed and/or enhanced.

In Michigan there are approximately 1.3 million family caregivers. These caregivers devote an estimated 1.2 billion hours in unpaid care to their person/s at a monetary value of about \$15 billion dollars a year. In addition, many of these caregivers are over the age of 60 themselves or are still working full or part time. We have seen the demands of caregiving lead to burnout and long-term placement, health issues for the caregiver and in the case of younger caregivers, create missed professional and educational opportunities that could affect their futures. It is vital that we support and train caregivers so that they can continue their work of caring. We are planning to hire a caregiver specialist as we work to meet the needs of regional caregivers.

Most people age 50+ indicate that they want to live in their home and communities for as long as possible. The Community for a Lifetime (CFL) initiative poises communities to create areas that are livable for people of all ages, abilities and economic levels. Currently, 6 areas with our region are designated as Livable Communities – 21% of the total in Michigan! Within the next three years we will encourage and support another community to plan and apply for the Community for a Lifetime designation. In addition, we know that affordable housing is a cornerstone of livable communities and as indicated in our public input sessions, a main concern among those polled. Along with amenities like access to health care, transportation options, public parks and gathering places, affordable housing makes a community welcoming to people of all ages, income levels and abilities. A wider range of housing options is required – not just single-family homes and large apartment complexes. We will work with local municipalities to seek zoning changes and all levels of government as we advocate for tax credits and housing subsidies for older renters.

### **5. A description of planned special projects and partnerships.**

Senior Resources' Board of Directors, staff, and stakeholders have placed a high significance on and included in our agency mission the priority to provide services to the persons most in need. To meet that mission, we partner with over 90 In-Home Care Agencies that are located in and/or provide care throughout our three-county area. In-home services, including personal care, homemaking, respite, and home-delivered meals, remain priority services as well as adult day care and caregiver services.

We work closely with the established four focal points that are situated throughout the region, two of them councils on aging, one senior wellness center and the AAA.

## Senior Resources

FY 2020

Senior Resources has been a contracted partner of Pathways since its conception in 2012. The Pathways to Better Health Program was developed from a grant received by Michigan Public Health Institute (MPHI) from the Centers of Medicaid and Medicare (CMS) Innovations Awards. The proposal introduced the role of the Community Health Worker (CHWs) embedded within social service agencies throughout program regions. Muskegon Health Project partnered with MPHI to administer the program in Muskegon, Oceana and Northern Ottawa Counties. The Community Health worker connects the participant to programs, resources, and education to improve their health outcomes and reduce risk of re-hospitalization. We currently have one Pathways CHW housed at Senior Resources.

The request for services is expected to continue to grow with the rapidly aging population and the amount of funding Senior Resources receives for services does not keep up with demand. To help alleviate some of the excess demand and at the suggestion of the Administration of Community Services, Senior Resources is partnering with CST Technology. This partnership affords us an opportunity to participate in a private pay Personal Emergency Response System that provides subscribers and their family members with enhanced access to a professionally staffed call center for all their care needs, not just those related to an emergency. Due to CST Technologies' relationship with National Area Agency on Aging Association (N4A), this partnership is a way for Senior Resources to gain revenue that is returned into service delivery.

Senior Resources Board of Directors has committed the use of our interest income to support the unmet needs program. We use these funds to purchase items such as dentures, glasses, furnace repairs, ramps, appliances, and emergency transportation.

Senior Resources contracts with CALL 2-1-1 as our first step in the continuum of care. CALL 2-1-1 is a 24 hour/7 days a week information and assistance call center with call specialists trained in helping families clarify their situation and identify the best solutions. This Information and Assistance is available region-wide. A phone call provides access to information and assistance regarding in-home services, case coordination & support, Care Management/Medicaid Waiver programs, insurance, prescriptions, taxes, transportation, support groups, home repair, housing, and a host of other community services. When the call warrants, a transfer is made to a Senior Resources Options Counselor who can listen to the caller's story, provide education, explore options, and make appropriate referrals as needed.

In the Senior Resources service area, Oceana County, Muskegon County and several townships in Ottawa County receive millage service dollars. The Oceana County Council on Aging and Four Pointes Center for Successful Aging (Ottawa County) are recipients of millage funds in their areas and Senior Resources is the millage administrator for Muskegon. These funds are used to cover expenses for all services and support existing programs within the areas they are designated. Without these funds agencies would be forced to cut back or eliminate services to older adults in their areas.

In Ottawa County, Senior Resources is a member of Community SPOKE where many community agencies collaborate, including the Community Action Agency. The Community Action Agency carries out the oversight role of the Senior Resources Ottawa County matching funds. Involvement in the Muskegon and Ottawa Human Service Coordinating Councils raises knowledge level of service availability and prevents duplication of services. Senior Resources works with the Public Health Departments on several community collaboratives. In Ottawa County, Ottawa Food is working to improve healthy choices and special diet options in food pantry selections with an emphasis on training the pantry volunteers in assisting consumers with choices to accommodate special

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diets. In addition, Senior Resources is part of the Muskegon County Collaborative in which the Muskegon County Health Department is also a member and their executive director is the chairperson of our Board of Directors.

Senior Resources also works in partnership with the Centers for Independent Living in the region to provide the Nursing Facility Transistion (NFT), money follows the person initiative.

Finally, we are pleased to have an ongoing partnership with the Muskegon County Sheriff's Office to offer the Project Lifesaver program in Muskegon County. Project Lifesaver is for people living with severe brain injuries or diseases such as Alzheimer's, Dementia, Down's syndrome, or Autism. Individuals who are prone to wander as a result of their disease or injury or become disoriented and confused when in the community are eligible for this program. The Muskegon County Volunteer Search and Rescue Unit has joined the partnership and we are happy to work with this important branch of law enforcement and emergency personnel.

Senior Resources will continue to work with all relevant collaborative bodies to ensure that services reach the frailest elderly.

Senior Resources applies for and recieves additional funding from DTE Energy for enhanced holiday meals. These funds flow through Senior Resources to our meal provider to serve additional holiday meals as well as provide a more elaborate meal to home delivered meal participants. DTE employees assist to pack and deliver the meals.

### **6. A description of specific management initiatives the area agency plans to undertake to achieve increased efficiency in service delivery, including any relevant certifications or accreditations the area agency has received or is pursuing.**

Several initiatives are ongoing and planned to achieve efficiencies in our service delivery. All home and community staff have been issued tablets, laptops and/or scanners so that assessment data can be immediately entered into the participant data management software called Compass. Scanners have enabled staff to scan required documentation at the participant's home to faster facilitate Medicaid or benefit applications. All computers have been systematically upgraded to Windows 365. To achieve paperless status, we are in the process of writing policy and procedure and seeking state approval to use signature pads to capture participant signatures while in their home. This will eliminate the need to retain a paper copy of the participant chart and the physical paper shuffle that results. Senior Resources has embraced the concept of value stream mapping to assist us in discovering processes that could be streamlined and areas of waste that could be eliminated. Through this method Senior Resources has identified areas of inefficiency within our internal processes and created new procedures which have limited the redundancies. In addition, we are committed to continuous improvement using this method and are expanding the process to include our interactions with participants and providers.

Senior Resources has enjoyed three years of accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF accreditation is evidence that an organization continually strives to improve efficiency, fiscal health and service delivery. We are proud of the quality services we deliver and CARF accreditation further demonstrates that our agency meets internationally developed quality standards and maintains a client-centered focus. Reaccreditation for CARF survey dates are in April 2019.

In addition, our board of directors and management team recognized that accreditation is increasingly being required as a baseline for organizational contracting with health insurers, government, and other interested stakeholder entities. To that end, in summer 2019, Senior Resources will be applying for National Committee for Quality Assurance (NCQA) accreditation with a focus on Long Term Systems and Supports (LTSS). Again, we

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realize that it is becoming increasingly important for us to demonstrate our ability to effectively coordinate services between caregivers, individuals, LTSS providers and clinicians. NCQA accreditation demonstrate to contractors and partners that Senior Resources meets a high level of competency in our care management practice and we are ready to be trusted partners in coordinating LTSS services.

### **7. A description of how the area agency's strategy for developing non-formula resources, including utilization of volunteers, will support implementation of the MYP and help address the increased service demand.**

Graduates of Health Promotion Disease Prevention (HPDP) workshops are encouraged to become trainers for the workshop that they attended. We find that alumni of the programs are our greatest champions of the workshops as they have experienced the positive results of participation. For two of the HPDP workshops (Matter of Balance and Diabetes PATH), Senior Resources will compensate the volunteers with a stipend upon successful completion of a workshop.

Senior Resources maintains a Memorandum of Understanding with the Retired and Senior Volunteer Program of West Michigan. This Program assists us in locating appropriate volunteers for our Medicare/Medicaid Assistance Program (MMAP) counselors as well as lay leader and coaches for our evidence-based programs. Senior Resources is thrilled to have over 30 volunteers specifically trained to facilitate the MMAP program. Without these volunteers, the MMAP program would not be functional. Senior Resources spends a considerable amount of time in outreach, soliciting additional volunteers to meet the needs of the MMAP program.

Senior Resources has an unmet needs fund for those services or products which participants cannot access through standard means. This fund has limited availability and is reserved for participants in the case that all other community service agencies' aid has been exhausted. In addition, the Senior Resources board of directors has systemically, over a five-year period, dedicated a percentage of fund reserves to be used for persons age 60+ services and supports throughout our region. These service flexible funds have allowed Senior Resources to serve additional participants in their homes and communities.

For those participants who are able to use personal resources to pay for care, Senior Resources offers a private pay component under our Care Connections Programs.

In addition, we are currently researching and enhancing services that re reimbursible from other pay sources such as Medicare.

### **8. Highlights of strategic planning activities.**

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Senior Resources follows an established ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals, strategies, initiatives, and programs. The plan provides direction for both long and short-term decision-making by the Board of Directors and senior leadership to fulfill the mission of Senior Resources and make choices among competing demands for capital investment, philanthropy, facilities, and human resources.

The last planning process occurred in September 2018 and was presented/adopted by the Board of Directors in January 2019. There were five identified categories where we can affect change: provider network/business development; private pay/outside entities/ potential partners/new roles; space and technology; community awareness; and agency culture.

These categories of potential opportunity have been incorporated into existing workgroups who have been tasked with the process of Strategic Doing, analyzing the feasibility of the tasks, designing what comes next, moving toward measurable outcomes and making adjustments on the way.

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Public Hearings

The area agency must employ a strategy for gaining MYP input directly from the planned service population of older adults, caregivers, persons with disabilities, elected officials, partners, providers and the general public, throughout the PSA. The strategy should involve multiple methods and may include a series of input sessions, use of social media, on-line surveys, etc.

At least two public hearings on the FY 2020-2022 MYP must be held in the PSA. The hearings must be held in an accessible facility. Persons need not be present at the hearings in order to provide testimony: e-mail and written testimony must be accepted for at least a thirty-day period beginning when the summary of the MYP is made available.

The area agency must post a notice of the public hearing(s) in a manner that can reasonably be expected to inform the general public about the hearing(s). Acceptable posting methods include but are not limited to: paid notice in at least one newspaper or newsletter with broad circulation throughout the PSA; presentation on the area agency’s website, along with communication via email and social media referring to the notice; press releases and public service announcements; and, a mailed notice to area agency partners, service provider agencies, Native American organizations, older adult organizations and local units of government. The public hearing notice should be available at least thirty days in advance of the scheduled hearing. This notice must indicate the availability of a summary of the MYP at least fifteen days prior to the hearing, and information on how to obtain the summary. All components of the MYP should be available for the public hearings.

Complete the chart below regarding your public hearings. Include the date, time, number of attendees and the location and accessibility of each public hearing. Please scan any written testimony (including emails received) as a PDF and upload on this tab (to upload, click Save). A narrative description of the public input strategy and hearings is also required. Please describe the strategy/approach employed to encourage public attendance and testimony on the MYP. Describe all methods used to gain public input and the resultant impact on the MYP.

Date	Location	Time	Barrier Free?	No. of Attendees
05/02/2019	Tanglewood Park	01:00 PM	Yes	0
05/08/2019	GT Connection	12:30 PM	Yes	115

Public Hearing Comments:  
Comments and conversation related to affordable housing.

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Attendee inquired if advocacy can be done at the state level to enforce rent control as they do in larger cities such as New York. Discussion of the Senior Advocates Coalition followed.

Another attendee stated that rent is unaffordable for the average senior.

Attendee inquired if there is a way to fund the senior activities at the center.

Lack of affordable transportation was brought up. Transportation cost is \$6 for a one-way ride with limited availability.

An attendee inquired as to how they know about services available to them. Conversation related to Senior Resources on-site “office hours” followed.

Analysis of Community Input sessions:

Approximately 400 members from the communities found throughout Muskegon, Oceana and Ottawa counties attended one of ten input sessions or completed surveys regarding service priorities and aging in place. All sessions were marketed on our website, sent to local newspapers for advertisement, flyers were distributed at the input session location and host organizations made personal invitations to possible attendees. At all input sessions, the facilitator presented a concise overview of the tasks assigned to an area agency, the planning process and the reasons why Senior Resources is seeking participants’ input. The facilitator introduced a polling device and all survey answers were recorded in a database.

Those who provided input are representative of the regional demographics and included providers, caregivers, person over age 60, persons with disabilities and grandparents raising grandchildren.

The responses by service category:

**Adult Day Services** – 70% of respondents indicated that this service is very important with the 40-50 age group ranking it the highest. In addition, 86% of those identifying as caregivers ranked adult day services as very important.

**Affordable Housing** – The need for affordable housing remains a very/somewhat important topic for those participating in the survey with 98% indicating they believe this issue needs to be addressed. 96% of respondents from Muskegon county, 98% respondent from Ottawa and 84% of Oceana respondents answered that access to affordable housing is critical.

**Caregiver Training & Support** – 67% of respondents indicated that providing supportive services for caregivers is very important. Surprisingly, only 64% of those identifying as caregivers answered that caregiver support is very important. 31% answered that they believe it is somewhat important.

**Congregate Meals** – 51% of all respondents answered that they feel congregate meals are very important. Of those eligible to attend congregate meal sites, the age group of 80-85 had the highest indicated level of importance at 60%. 54% of people over the age of 60 felt congregate meals are very important.

**Fitness Activities for Older Adults** - 58% of the total respondents listed fitness activities as very important. The group that felt fitness activities were most important was the group that indicated they were answering the survey questions in a professional role as providers.

**Health & Wellness Programs** – 60% of respondents feel that health & wellness programs are very important services to provide with 65% of those responders being people over the age of 60.

**Home Care Services** – 84% of responders answered very important in response to the need for in-home care services. 93% of responders below that age of 40 and 100% of responders age 40-50 indicated they feel homecare services are very important.

**Home Delivered Meals** – 75% of responders indicated very important in response to the availability of home delivered meals. On average, 65% of people over the age of 60 ranked home delivered meals as very

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important.

**Home Repair** – This service was added to the participant survey because the service was ranked very high during a provider gaps analysis in Muskegon County held in 2018. 57% of the overall respondents ranked this service as very important. 61% of respondents from Muskegon, 52% from Ottawa and 52% from Oceana felt the service was very important. 66% of those identifying as persons age 60+ indicated a very high importance level to this service.

83% of respondents said they plan to continue living in their current home for the next 5-10 years. 78% of those age 60-65, 91% of those age 66-70, 94% of those age 71-80, 84% age 80-85 and 75% of those age 86+ indicated they plan to live in their home for the next 5-10 years. 47% of respondents said they would need to make home modifications to remain in their homes as they age with 57% of those age 86+ indicating a need for modifications. Of those who planned to make home modifications, 53% indicated that they would not have the financial resources to make the home modification.

**Life Enrichment Activities** – 43% of respondents felt this service is very important.

**Seasonal Services** – 61% ranked this service as very important. 64% of persons age 60+ and 77% of persons with disabilities ranked seasonal services as very important.

**Service Navigation** – 74% feel that service navigation is very important for access to community services. That number jumps to 93% when the somewhat important response is added.

**Friendly Reassurance** – 66% of respondents feel that a phone call or visit to combat social isolation is important. 73% of those under 40 ranked friendly reassurance as very important and 67% of those age 60+ ranked it as very important.

71% of those polled indicated that they interact with friends, family, or neighbors daily. That percentage starts to fall as the respondents age. 58% of persons polled age 80-85 indicated they talk to someone daily while 50% of respondents age 86+ talk to someone daily.

**Transportation** – 80% of total respondents indicated transportation as a very important service with the number moving to 93% when the somewhat important responses are added. 81% of caregivers, 96% of providers and 84% of persons with disability ranked transportation as very important. 91% of those polled said they get around the community fine, with 75% of those indicating they drive themselves if they need transportation, 14% said that others drive them and 6% answered that they take public transportation.

Senior Resources contacted our community partner, CALL 2-1-1 of the Lakeshore, to inquire about the top most requested service information topics in fiscal year 2018. They are as follows in descending order of number of referrals:

### Muskegon County

- Electric Service Payment Assistance
- Home Rehabilitation Grants
- Gas Service Payment Assistance
- AARP Tax Aide Program Sites
- Senior Ride Programs
- Case/Care Management
- Food Pantries
- Water Service Payment Assistance
- Low Income/Subsidized Private Rental Housing

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**Ottawa County**

Electric Service Payment Assistance  
Home Rehabilitation Grants  
AARP Tax Aide Program Sites  
General Legal Aid  
Medical Appointments Transportation  
Gas Service Payment Assistance  
Food Pantries  
Home Rental Listings  
Low Income/Subsidized Private Rental Housing

**Oceana County**

Heating Fuel Payment Assistance  
Electric Service Payment Assistance  
VITA Program Sites  
Home Rehabilitation Grants  
Undesignated Temporary Financial Assistance  
Case/Care Management  
Medicare Information/Counseling  
Assisted Living Facilities  
Food Pantries  
Family Services Related Volunteer Opportunities

**Muskegon County Gaps Analysis**

On January 25, 2018 a meeting was held at Tanglewood Park in **Muskegon** to discuss the gaps in services available to older adults in Muskegon County. Gaps could include services that are not currently available, services that are available but lack capacity and services and/or may only be available in certain areas of the county. A variety of service providers were invited to attend. Some provide services specific to older adults and some provide a broad spectrum of services to a variety of ages including older adults. There were 40 interested parties and 3 facilitators in attendance.

The credibility of this information comes from the fact that it was collected and reported based on the input from people who work or live within Muskegon County, have knowledge of what is and is not available, and have a passion for its older adults. The information was collected and provided as an instrument for members of Muskegon's aging network to take into consideration and use as a development or planning tool or a point of reference when they are considering changes to current senior programs or new programming for older adults within their organization. This information could also be used by a group that might want to address a specific gap within the county.

**Top 5 Identified Gaps in Services Followed by Why They Are Viewed as a Gap**

**1. Assistance with property maintenance (58 votes)**

Lack of funding  
Lack of communication  
Affordability for older adult

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**2. Finances (42 votes)**

- Lack of availability
- Lack of transportation (rural areas especially)

**3. Service Navigation (23 votes)**

- Lack of awareness
- Lack of education
- Lack of communication
- Persons sometimes have difficulty accepting help

**4. Social, recreational and wellness opportunities (23 votes)**

- Staffing is required to provide these opportunities – lack of funding for staff
- Lack of facilities
- Need for volunteers
- Lack of Transportation

**5. Transportation (23 votes)**

- Funding
- Big buses cost a lot to operate
- Lack of availability in rural regions of the county

One item that was identified as a barrier to services was lack of communication – a concern that there was not a way to update senior serving groups and organizations in Muskegon County. Emails provided at this meeting could be a first step in generating a point of contact.

A similar process and analysis was conducted on November 6, 2014 in **Oceana county** gaps again included services that are not currently available, services that are available but lack capacity and services that may only be available in certain areas of the County. A variety of service providers were invited to attend. Some provide services specific to older adults and some provide a broad spectrum of services to a variety of ages including older adults. There were 34 interested parties and 2 facilitators in attendance.

Top 5 Identified Gaps in Services and Why They are Viewed as a Gap

**1. Transportation**

- Lack 24 hours/day, 7 days/week
- Limiting criteria
- Limited in Pentwater, Hesperia, & Walkerville
- Inability to cross county lines or transfer for medical transportation

**2. Assisted Living**

- 1. Lack of availability
- Limited number of beds
- Need for assistance in paying for (or cost effective)
- Need for continuum of care – independent living > assisted living

**3. Caregiver Support**

- Limited locations
- Need for marketing/communication
- Peer support needed
- Lack of attendance/participation

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Need for on-line support forum

**4. Visiting Physicians**

Limited availability

Need fuller range of services

No hospital rights

**5. Seniors not getting enough hours to meet needs (in-home)**

Different scale of determination

Prioritization

Finally, this process was conducted in **Ottawa County** and while it occurred in 2011, the information collected supports what we learned during the recent public input sessions and from the on-line survey.

The Top 3 Needs Identified by the Ottawa County Gaps Identification Group (in no particular order):

**1. Supports Coordination**

It was the consensus of the group to combine supports coordination and assistance with paperwork into one identified gap. It was felt that assistance with paperwork would be provided through a supports coordinator.

The group felt the following components were important:

Coordination across all services would be more seamless/someone to cut through the chase. No wrong door through the development of an Aging and Disability Resource Collaborative in partnership with 2-1-1

Community awareness – people need to know who to call. Supports coordination that takes into consideration not just the preferences of the whole person but their family and support system as well.

Assistance with paper work – group consensus was to combine this need with the first, Case Coordination & Support

**2. Transportation**

Only available in certain areas

Difficult for disabled or frail consumers as they don't often know when an appointment will end for scheduling.

In the townships that receive senior millage dollars no one has been denied volunteer transportation

Those needing specialized transportation (handicap accessible) are unable to access volunteer transportation

The types of non-public available transportation vary by service provider. Example: medical only, jobs only, or shopping

Limited or no night service county-wide

Inability to access transportation outside county lines

**3. Mental Health Services**

Lack of affordable mental health services

Community Mental Health system is currently taxed

Not enough specialists in senior related issues in the mental health system

There is a need for mental health services within long term care facilities

Lack of an official diagnosis makes it difficult for senior consumers to initiate/access community services (hoarding, depression, dementia) Issues related to drug/medication interactions

MiChoice Waiver Current waiting list is over one year for a cost-efficient alternative to nursing home placement

Current waiting list needs to be continually cleaned up as people's needs or situations change

Need for continued advocacy for more service dollars

### Scope of Services

The numbers of potentially eligible older adults who could approach the AAA's coordinated service system are increasing because of the age wave explosion. Additionally, the quantity and intensity of services that the area agency and its providers are expected to arrange, coordinate and provide for new and existing service populations is increasing. There is an exponentially growing target population of the "old-old" (85-100+) who often present with complex problems, social and economic needs and multiple chronic conditions. They require more supports, coordination, and care management staff time to assess, provide service options, monitor progress, re-assess and advocate for the persons served and their caregivers. Area agency partnerships with the medical and broader range of long-term-care service providers will be essential to help address these escalating service demands with a collective and cohesive community response.

A number of these older individuals with complex needs also have some form of dementia. The prevalence of dementia among those 85 and older is estimated at 25-50%. The National Family Caregiving Program (Title III E funding) establishes "*Caregivers of older individuals with Alzheimer's disease*" as a priority service population. Area agencies, contracted providers and the broader community partners need to continually improve their abilities to offer dementia-capable services to optimally support persons with dementia and their caregivers.

Enhanced information and referral systems via Aging and Disability Resource Collaborations (ADRCs), 211 Systems and other outreach efforts are bringing more potential customers to area agencies and providers. With emerging service demand challenges, it is essential that the area agency carefully evaluate the potential, priority, targeted, and unmet needs of its service population(s) to form the basis for an effective PSA Scope of Services and Planned Services Array strategy. Provide a response to the following service population evaluation questions to document service population(s) needs as a basis for the area agency's strategy for its regional Scope of Services.

**1. Describe key changes and current demographic trends since the last MYP to provide a picture of the potentially eligible service population using census, elder-economic indexes or other relevant sources of information.**

Within PSA 14, a total of 91,966 people are over the age of 60 or 20% of the total population. This is an increase from 2017 of 1.2%. Projections show that over the next five years, 2020-2025, this number for Muskegon, Oceana and Ottawa Counties will increase by 32,029 for an estimated 26% of the population living in the PSA over the age of 60.

The three counties within our PSA are quite unique to themselves. The largest county is Ottawa with a population of 272,135 and a 60+ population of 49,665, 18%. Ottawa county has a 2%, 60+ minority population with 4% of that demographic living in poverty. Persons age 60+ living in poverty 17%. 26% of Ottawa County residents over the age of 60 report living with a disability and 460 people report a kinship care arrangement. Muskegon County to the north of Ottawa has a total population of 171, 485 with 35,615 or 21% being over the age of 60. 12% of those over age 60 are a minority population with African American being the most predominant ethnicity at 9%. Poverty levels for all 60+ residents in Muskegon County is high, coming in at

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18%. 32% of older adults in Muskegon County are living with a disability and 26% of them live alone. Oceana County is considered rural by standards with 52 people on average inhabiting each square mile. Oceana County has a total population of 26,230 with 6685 of those people being over the age of 60, 25%. Oceana County has a small minority population of 2% with 4% of them living in poverty. Overall, of Oceana County seniors 22% of them live in poverty and 33% of them live alone. 73 people age 60+ report providing kinship care. 32% of those age 60+ live with a disability.

### **2. Describe identified eligible service population(s) characteristics in terms of identified needs, conditions, health care coverage, preferences, trends, etc. Include older persons as well as caregivers and persons with disabilities in your discussion.**

Characteristics of Ottawa County as presented in the Ottawa Community Health Needs Assessment (CHNA) 2017.

Both men and women in Ottawa County have longer life expectancy rates (when adjusted for age) compared to men and women across Michigan or the U.S. Life expectancy for women in Ottawa County is 83.1 years and men is 79.7 years, compared to the state of Michigan statistics of life expectancy of 80.5 for women and 76 for men.

Curiously, Alzheimer's disease leads to death far more often in Ottawa County than it does in the state and the nation and ranks as the third leading cause of death for Ottawa County residents.

In Ottawa County, one in ten adults (9.8%) have diabetes and an additional 10.9% have pre-diabetes.

The prevalence of chronic conditions is low relative to the state and the nation; however, the prevalence of many of the chronic conditions, including diabetes, is up from the last two CHNA iterations (2011, 2014). One fourth (24.1%) of Ottawa adults suffer from chronic pain, and of these an almost equal proportion report their pain is not managed well. It is noted in the CHNA that opioid use and prescription drug abuse are interrelated, as people become addicted to prescription medication and then turn to illicit opiates to avoid withdrawals and that this is a problem for all ages – from teens through older adults.

Congestive heart failure ranks as the number one cause of preventable hospitalizations.

One in five (20.9%) Ottawa adults are disabled, meaning they experience either limited activity because of a physical, mental, or emotional problem, or require the use of special equipment (e.g., wheelchair, cane).

Ottawa County rates are lower than the state rates.

There are far fewer primary care physicians (PCP) per capita in Ottawa County compared to the state. Most survey reporters agree that there is a lack of primary health care providers for the underserved: those who are uninsured, underinsured, on Medicaid, or on Medicare. Nearly one in eight adults (12.4%) have no personal health care provider – or medical home – and this proportion is only slightly better for underserved adults (11.7%). This compares to the Michigan average of 14.8% of the population having no personal health care provider.

The greatest barriers to health care access in Ottawa County are an inability to afford deductibles and co-pays, transportation issues, and providers' unwillingness to accept Medicaid, Medicare, or treat people without insurance or on a sliding scale

While Ottawa County is a relatively health-proactive county, among area adults aged 65 or older, seven in ten (70.8%) have had a seasonal flu shot within the past year and a similar proportion has had a pneumonia vaccine at one time. Of those age 55-64, only 15% consume more than 5 serving of fruits or vegetables per day and the numbers get worse from there. 11% of Ottawa residents age 65-74 and 10% of residents age 75+ eat 5 servings of fruits or vegetables per day.

One in four adults age 55-74 report no leisure time activities and 35% of those age 75+ say they lack leisure activities.

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Information taken from: [https://www.miottawa.org/health/OCHD/pdf/data/2017\\_CHNA\\_Report.pdf](https://www.miottawa.org/health/OCHD/pdf/data/2017_CHNA_Report.pdf)

Characteristics of Oceana County taken from District 10 Health Department/Community Health Needs Assessment 2017 -

Oceana County has been deemed a Health Professional Shortage Area (HPSA) and Medically Underserved Population (MUP) area by the Federal Government.

There is 2,821 Oceana residents for every primary care physician and 12% of residents report having no primary care provider.

85% of Oceana county residents report eating less than 5 fruits or vegetables per day.

56% of older adults over the age of 65 have had a flu vaccine in the past year.

Diabetes is higher than the state/national averages with 15% of the population in Oceana County with diabetes and an additional 20.3% of adults have prediabetes.

The top three causes of death in Oceana county are heart disease, cancer and chronic lower respiratory disease.

33.1% of area residents adults suffer from chronic pain, and of these, 45.7% report barriers to treating their pain, such as inadequate, or lack of, programs and services to help them manage their pain well; too many chronic conditions to manage; immobility; and cost. 7.1% of area adults reported that they skipped or stretched their medication in the past year in order to save on costs, and this rises to 20.3% for underserved adults

The average life expectancy in Oceana County is 79.23 years old.

Information taken from:

<http://www.dhd10.org/wp-content/uploads/2017/07/Oceana-2016-Chartbook.pdf>

[https://mchp.org/wp-content/uploads/2015/11/MUHealthProjectCHNAbook1115\\_V2.pdf](https://mchp.org/wp-content/uploads/2015/11/MUHealthProjectCHNAbook1115_V2.pdf)

Muskegon and Oceana County Community Health Needs Assessment (CHNA) 2016 –

The top five health care issues for persons age 60+ as ranked in the CHNA in Muskegon County are: Care Coordination/patient advocacy, access to primary care, lack of mental health providers, diabetes and lack of substance abuse providers.

The top five health care issues in Oceana County are: Access to specialty care, access to primary care, cardiovascular disease, hypertension and diabetes.

In addition to the ranked health care issues, a number of other health concerns in Muskegon and Oceana counties surfaced from the surveys, public forums and health care data. Among these were: Hypertension and high cholesterol; Binge drinking among older teens, young adults, and the elderly; Substance abuse in general; Access to vision, dental and hearing care; Dementia and Alzheimer's care; Under-use of advance care directives; Awareness of the value of hospice care; and Long-term care.

There is a high prevalence of diabetes in Muskegon County at 11% of the adult population managing this chronic illness.

Several important health issues appeared in the 2016 CHNA process as priority concerns for public health and other community agencies. For Muskegon County, the leading health issues identified in order of most

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importance were transportation, depression and social isolation, access to healthy food, physical fitness and senior isolation.

In Oceana County, obesity, binge drinking (specific to youths and adults over age 65), depression/anxiety, teen pregnancy and transportation were identified in the top five issues for the community to address.

There is 1 primary care physician for every 1,406 residents in Muskegon County.

Muskegon County residents have an average life expectancy of 75 years.

Information taken from:

[https://mchp.org/wp-content/uploads/2015/11/MUHealthProjectCHNAbook1115\\_V2.pdf](https://mchp.org/wp-content/uploads/2015/11/MUHealthProjectCHNAbook1115_V2.pdf)

Regardless of county, Michigan is seeing several overarching demographic trends as reported by the 2019 United for Alice Michigan Report. The report indicates greater pressure on the state's infrastructure, especially the housing market, with demand for smaller, affordable rental units. Different groups prioritize different amenities for these units: Many young millennials prefer housing near compact, mixed-use, walkable centers with shopping, restaurants, and public transportation; seniors generally want housing that is accessible to family, health care, and other services; and many immigrants want locations close to schools, jobs, and public transportation.

As the population ages the state will realize an increased need for caregiving. The aging population will increase demand for geriatric health services, including caregiving, assisted living facilities, nursing homes, and home health care. The challenges of ensuring seniors get the care they need include a shortage of paid and unpaid caregivers, lack of training among caregivers, and the financial and emotional burden of caregiving on family members. This increased need coupled with the fact that the caregiver-support ratio is falling is cause for concern and action. With the number of seniors increasing and the number of potential caregivers (aged 45 to 64) decreasing, there will be fewer people available to care for each senior. The ratio of working-age people to older seniors (80+) was 7 to 1 in 2010 nationally and is projected to fall to 4 to 1 by 2030, and then to 3 to 1 in 2050. This will be a growing issue across Michigan in the coming years, but it is already a problem in some rural counties. This is compounded by a shortage of health aides. With the increased demand for caregivers, there is a growing need for more paid direct-care workers (home health aides, personal care aides, and nursing assistants), who are themselves likely to be ALICE (Asset-Limited, Income Constrained, Employed). These jobs do not require extensive training and are not well-regulated, yet they involve substantial responsibility for the health of vulnerable clients. Together, these factors may lead to poor quality caregiving and the risk of physical, mental, and financial abuse and neglect — an issue that is on the rise in Michigan and across the country (Espinoza, 2017; MetLife Mature Market Institute, 2011; U.S. Bureau of Justice Statistics, 2015).

We also know that caregiving takes a toll and requires support and training for the person providing care. In Michigan, there are currently more than 990,000 family caregivers (approximately 10 percent of the state population), whose unpaid care totals are estimated at more than 1 billion hours of caregiving valued at more than \$10 billion annually. While families of all income levels may choose to care for family members themselves, many caregivers are forced into the role because they cannot afford to hire outside care. Nationwide, half of caregivers reported household income of less than \$50,000 per year and said they had no

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choice in whether they took on caregiving responsibilities. Caregiving also adds direct costs to a household budget and can reduce income due to hours away from work or the loss of a job. And the responsibility of making medical decisions as well as the amount of care required can mean further mental and physical strain for caregivers.

### **3. Describe the area agency's Targeting Strategy (eligible persons with greatest social and/or economic need with particular attention to low-income minority individuals) for the MYP cycle including planned outreach efforts with underserved populations and indicate how specific targeting expectations are developed for service contracts.**

While Older Americans Act (OAA) programs and services are open to all older adults age 60 and over, the Act contains numerous requirements that limited program and service resources be targeted specifically to older adults with the greatest economic or social need.

The OAA defines the term "greatest economic need" as the need resulting from an income level at or below the poverty line.

The term "greatest social need" is defined as the need caused by non-economic factors, which include: (a) physical and mental disabilities; (b) language barriers; and (c) cultural, social, or geographical isolation, including isolation caused by racial or ethnic status, that: (i) restricts the ability of an individual to perform normal daily tasks; or (ii) threatens the capacity of the individual to live independently

To that end, the Act requires the AAA to target the following types of populations:

- Greatest economic need,
- Greatest social need,
- Minority status,
- Frail, and
- Rural.

Using our service continuum, Senior Resources weighs the above criteria as well as the older adults' physical status when prioritizing or targeting populations. Those individuals demonstrating the most frailty as well as lack of formal or informal supports are prioritized as those most in need.

An additional determinant used to prioritize need is income and assets. Senior Resources is committed to assisting those with adequate income or assets to use their personal resources as conservatively as possible, thus prolonging the availability of the funds. We employ a cost saving program for in-home services allowing the participant and/or their family member/support team to purchase services at a cost that is appropriate to their income or asset level. Those without funds to support them in their homes are of the highest priority.

Senior Resources estimates about 6,685 persons 60 years old and older live in rural Oceana County and while the number of older adults living in this community is relatively small, these areas can be very difficult and costly to serve. Aging adults in these communities may face additional barriers to remaining in their homes, transportation to medical appointment, staying active, and engaging in the local community, all resulting in increased risk of becoming isolated.

While the definition of greatest social need in the Older Americans Act includes isolation caused by racial or ethnic status, the definition is not intended to exclude the targeting of populations that experience cultural, social or geographic isolation due to other factors. In some communities, such isolation may be caused by minority religious affiliation. In others, isolation due to sexual orientation or gender identity may restrict a person's ability to perform normal daily tasks or live independently. Each planning and service area is tasked with assessing their particular environment to determine those populations best targeted based on greatest social need.

Using the above definition, we have expanded our targeting criteria to include Lesbian, Gay, Bisexual and Transgender (LGBT) persons. Although largely invisible until very recently, LGBT older adults make up a

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significant and growing share of the older adult population. Nationally, current estimates of LGBT elders 65 and older number 2.4 million and is expected to double by 2030—a significant share of the 65 and older population. In addition, 1/3 of older LGBT adults live at or below 200% of the federal poverty level and one in five are people of color.

As a group, LGBT older adults experience unique economic and health disparities. LGBT older adults may disproportionately be affected by poverty and physical and mental health conditions due to a lifetime of unique stressors associated with being a minority and may be more vulnerable to neglect and mistreatment in aging care facilities. They may face dual discrimination due to their age and their sexual orientation or gender identity. Social isolation is also a concern because LGBT older adults are more likely to live alone, more likely to be single and less likely to have children than their heterosexual counterparts. All these considerations can be compounded by intersections of sex, race, ethnicity and disability. The social stigma associated with being lesbian, gay, bisexual or transgender continues to stand in the way of full participation in community and society for many LGBT elders, and despite being less likely to have family to care for them, a fear of discrimination means LGBT older adults are also less likely to access necessary services from external providers such as visiting nurses or meal programs. Aging service providers face challenges in addressing the needs of LGBT elders.

While we will not be tracking participant sexual preferences, we continue to make concerted efforts to meet with LGBT leaders in our communities to see how we can better serve this population as well as provide diversity training for our staff, contracted and in-home service providers.

Senior Resources and our community partners have been exploring ways to engage all target populations. Special attention is given to ensure that the demographics of participants served mirrors or is greater than the demographics of the county in which services are provided.

We are aware of minority populations in Muskegon, Oceana and southern Ottawa counties. To effectively engage any new community, it is important to identify local programs that serve the population we are wishing to reach. If a group is not currently working with Senior Resources, we continue to proactively reach out to leaders in those communities and/or programs. We continue to talk with key leaders, to solicit their input on how to serve unique communities/populations. Senior Resources and our contracted providers intend to be flexible in our thinking and approach to engaging underserved populations.

To assist our contracted providers in establishing benchmarks and outreach strategies for underserved populations, we have provided them with a breakdown of age, minority and poverty levels setting, and instructed them to give substantial emphasis to serving eligible persons with the greatest social and/or economic need, with focused attention to low income and minority individuals. "Substantial emphasis" is regarded as an effort to serve a greater percentage of older persons with economic and/or social needs than their relative percentage to the total elderly population within the geographic service area. Each provider must be able to specify how they satisfy the service needs of low-income minority individuals in the area they serve. Each provider, to the maximum extent feasible, must provide services to low-income minority individuals in accordance with their need for such services, and in numbers greater than their relative percentage to the total elderly population within the geographic service area.

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**4. Provide a summary of the results of a self-assessment of the area agency’s service system dementia capability using the ACL/NADRC “Dementia Capability Assessment Tool” found in the Document Library. Indicate areas where the area agency’s service system demonstrates strengths and areas where it could be improved and discuss any future plans to enhance dementia capability.**

Senior Resources supports the philosophy of person-centered engagement which recognizes that individuals have unique values, personal history and personality and that each person has an equal right to dignity, respect, and to participate fully in their environment. When interacting with a participant who is experiencing the effects of dementia, Senior Resources has a variety of standard protocols in place. When it is suspected that a participant is experiencing the symptoms of dementia, the supports coordinator will administer a Mini-Mental State Examination (MMSE). If that test indicates increased odds of dementia or a cognitive impairment, the supports coordinator will recommend a full review by a doctor or the local Memory Clinic.

Through the web-based Vendor View system which is used to communicate with the in-home providers, this information will be conveyed to the direct care providers. If the participant lives alone, there is no standardized protocol in place to support the participant. This does not mean the participant goes unsupported, just that there are not standard procedures. The actions taken currently depend largely on the informal support of the participant with dementia who is living alone and the participants’ and their support team’s desires.

All staff, from front line options counselors to supports coordinators, who have direct contact with participants and/or support team are trained upon hire and at least once per year thereafter on the aging process as well as dementia progression, types of dementia, co-existing conditions, delirium, depression, identifying personal preferences of the person served, loss and grief, communication, therapeutic approach to behavior, observation skills, sexuality, meaningful engagement of the person served on an ongoing basis, therapeutic approach to activity development and implementation, and gathering information about the person served in the following areas:

- History
- Current status
- Important memories
- Favorite stories
- Daily routines
- Comfort/reminiscence objects
- People of importance

New employees must demonstrate each competency within 90 days of their date of hire or have an action plan designed to assist the employee in reaching competency. Senior Resources’ strength lies in the supports coordinators’ knowledge and coordination of services. The supports coordinator provides easy access to information about options and services across all stages of the disease, paying attention to facilitating smooth transitions between services and settings. This coordination, coupled with the infrastructure to provide a continuum of care for persons with dementias and their caregivers, seeks to address the progression of the disease from mild to severe and to allow flexibility to move within care systems depending on the needs of the individuals and their families. As the older adult population ages we believe we will need to expand our ability to provide early identification of the disease as well as standardizing a protocol which can guide the options of participants who live alone.

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Senior Resources is aware that 80% of caregivers are family and friends and that these caregivers need to be supported to continue to provide care. Senior Resources plans to expand and enhance provided resources to help. We use trainings, workshops, support groups, books and DVDs and any other method requested by the caregiver to assist the caregiver to gain caregiving skills and emotional support. In 2018, four Senior Resources staff members achieved RCI (Rosalynn Carter Institute) REACH certification and can provide this intervention throughout the PSA. An RCI Reach intervention is an in-home, tailored, caregiver support intervention that provides education to the caregiver with a focus on safety for the patient, support for the caregiver, and skills building to help caregivers manage difficult patient behaviors and decrease their own stress. Program objectives include improvement in overall caregiver health and depression, reductions in feelings of burden from caregiving, improvement in caregiver management of troubling behaviors of the care recipient and a delay in institutionalization.

Senior Resources advocates and supports the Michigan Dementia Coalition in the work of improving the quality of life for people living with dementia and their families by making Michigan a dementia capable state. This effort includes creating and strengthening the service network including communication among multidisciplinary teams, the recognition of dementia as a public health priority, and supporting the enactment of policies that strengthen families, communities and the economy to create a dementia capable Michigan.

Regionally, in 2018, Senior Resources joined the Dementia Friendly America (DFA) movement. The DFA movement began in September 2015 following the White House Conference on Aging with the goal of creating a national network of communities, organizations and individuals seeking to ensure that communities across the U.S. are equipped to support people living with dementia and their caregivers. Dementia friendly communities foster the ability of people living with dementia to remain in community and engage and thrive in day to day living. Thirteen Senior Resources staff members and volunteers have been trained as DFA Champions and these champions have since held 10 sessions with community members from the faith community, businesses and banking, restaurant, grocery stores and libraries to perpetuate the concept of communities meeting the needs of all persons. Each Senior Resources employee is required to attend a DFA session and sessions are offered to the public on a monthly basis.

### **5. When a customer desires services not funded under the MYP or available where they live, describe the options the area agency offers.**

When a participant requests a service that is funded under the AIP/MYP but desires an agency which does not have a contract with Senior Resources, we will work to acquire a contract with the preferred agency in an effort to meet the customer's request.

If a participant and/or their caregiver desires a service that is not available where they live or is an unfunded service, Senior Resources employs Person Centered Processes to guide that person in securing services. Through assessment, the supports coordinator involvement may take the form of assisting in locating, and with permission, referring the participant to other community agencies that may be able to fill the need. Senior Resources and its employees appreciate that the Person Centered Planning process allows for participant involvement in planning, provides a way of giving choice and control to individuals, assures that the individual is fully integrated in the development, implementation, and management of services and supports, is well-informed and able to make decisions and is aware that he/she has choices, and is aware of rights, risks and responsibilities. If formal services are not available or are insufficient to meet the total needs of the individual, we can assist the participant in locating informal supports in the form of family, friends, neighbors, churches, etc.

Senior Resources believes that participants and their families or caregivers are better able to use personal

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resources with higher success and greater longevity when presented with all options of care.

**6. Describe the area agency's priorities for addressing identified unmet needs within the PSA for FY 2020-2022 MYP.**

AASA supported program participants experience a diverse and often unseen assortment of unmet needs among its participants, typically because of limited funding, restrictive program policies, gaps in the service continuum, and/or other access barriers. This has contributed to a service delivery system that makes the best use of existing resources and allowable services. Supports Coordinators will often ask participants and/or family members what are their top three needs and then work with the participant and/or support team to find resources to meet those needs by assisting them to access public, private, and personal solutions. With the exception of wait lists, these unmet needs are rarely documented, measured or reported.

**7. Where program resources are insufficient to meet the demand for services, reference how your service system plans to prioritize clients waiting to receive services, based on social, functional and economic needs.**

The aging network is currently experiencing a shortage of service dollars and the prediction is that this will only continue as the population ages. Senior Resources has devoted great thought and continues to solicit input as to how to prioritize participants in need. At this point we are prioritizing participants based on the federal targeting criteria and are still unable to serve all in need.

One of the first additional determinants used to prioritize need is income and assets. While we do not means test as a measure to receive services, Senior Resources is committed to assisting those with adequate income or assets to use their personal resources as conservatively as possible thus prolonging the availability of the funds. We employ a cost saving program for in-home services, inviting the participant and/or their family member/support team to purchase services at a cost that is appropriate to their income or asset level. The total cost of the in-home services is then supplemented with state and federal funds.

Next, we assess physical ability. If the participant is nursing home eligible or at risk of being placed into a nursing home, they score at a higher priority level. Should that participant have no other formal or informal supports, be isolated or in a rural area, they will be an even higher priority level.

Again, prioritizing using all these determinants, we are still unable to address the complete need in our region and there is a waitlist for Access and in-home services.

**8. Summarize the area agency Advisory Council input or recommendations (if any) on service population priorities, unmet needs priorities and strategies to address service needs.**

**9. Summarize how the area agency utilizes information, education, and prevention to help limit and delay penetration of eligible target populations into the service system and maximize judicious use of available funded resources.**

Senior Resources embraces our Vision to Promote Lifelong Dignity and Independence. We are not just an Area Agency on Aging for those in poor health or financially dependent but through our continuum of care model seek to support all persons over the age of 60 to age well and supported.

To that end, Senior Resources partners with the region's aging network to provide wellness workshops throughout the PSA with special attention to areas in the region with high numbers of target populations.

Wellness workshops topics range from caregiver trainings, to Arthritis Tai Chi and Matter of Balance workshops. As evidenced by many studies, workshops arm older adults with education and tools to help them

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better manage chronic conditions such as diabetes, heart disease, arthritis, chronic pain, and depression with greater efficacy. The good news is that people with chronic diseases who learn how to manage their symptoms can improve their quality of life and reduce their health care costs. In addition, we know that the number of falls among seniors can be reduced substantially, through practical lifestyle adjustments, evidence-based programs, and community partnerships. Many persons age 60+, regardless of health status, have concerns about falling and have taken advantage of the Matter of Balance workshop available throughout the region.

Senior Resources communicates information regarding aging well opportunities offered by Senior Resources and/or the aging network through all available mediums from social media to monthly newsletters. We host a monthly television show in which we use the time to highlight service opportunities, the importance of planning for retirement, wellness workshops such as Matter of Balance or PATH for the management of chronic conditions.

By making a range of supports available, Senior Resources seeks to make it possible for older individuals to choose the services and living arrangements that suit them best – from healthy aging to supportive community services.

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**Planned Service Array**

Complete the FY 2020-2022 MYP Planned Service Array form for your PSA. Indicate the appropriate placement for each AASA service category and regional service definition. Unless otherwise noted, services are understood to be available PSA wide.

	Access	In-Home	Community
<b>Provided by Area Agency</b>	<ul style="list-style-type: none"> <li>• Care Management</li> <li>• Case Coordination and Support *</li> </ul>		
<b>Contracted by Area Agency</b>	<ul style="list-style-type: none"> <li>• Case Coordination and Support *</li> <li>• Information and Assistance</li> <li>• Transportation *</li> </ul>	<ul style="list-style-type: none"> <li>• Home Care Assistance</li> <li>• Homemaking</li> <li>• Home Delivered Meals</li> <li>• Home Health Aide</li> <li>• Medication Management</li> <li>• Personal Care</li> <li>• Respite Care</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Day Services</li> <li>• Congregate Meals</li> <li>• Disease Prevention/Health Promotion</li> <li>• Legal Assistance</li> <li>• Programs for Prevention of Elder Abuse, Neglect, and Exploitation</li> <li>• Kinship Support Services *</li> <li>• Caregiver Education, Support and Training</li> </ul>
<b>Local Millage Funded</b>	<ul style="list-style-type: none"> <li>• Care Management *</li> <li>• Case Coordination and Support *</li> <li>• Information and Assistance *</li> <li>• Transportation *</li> </ul>	<ul style="list-style-type: none"> <li>• Chore *</li> <li>• Home Care Assistance *</li> <li>• Homemaking *</li> <li>• Home Delivered Meals *</li> <li>• Home Health Aide *</li> <li>• Medication Management *</li> <li>• Personal Care *</li> <li>• Respite Care *</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Day Services *</li> <li>• Congregate Meals *</li> <li>• Senior Center Operations *</li> <li>• Senior Center Staffing *</li> </ul>

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<p><b>Participant Private Pay</b></p>	<ul style="list-style-type: none"> <li>• Care Management</li> <li>• Case Coordination and Support</li> <li>• Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Chore</li> <li>• Home Care Assistance</li> <li>• Home Injury Control</li> <li>• Homemaking</li> <li>• Home Delivered Meals</li> <li>• Home Health Aide</li> <li>• Medication Management</li> <li>• Personal Care</li> <li>• Assistive Devices &amp; Technologies</li> <li>• Respite Care</li> <li>• Friendly Reassurance</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Day Services</li> <li>• Dementia Adult Day Care</li> <li>• Congregate Meals</li> <li>• Nutrition Counseling</li> <li>• Nutrition Education</li> <li>• Disease Prevention/Health Promotion</li> <li>• Health Screening</li> <li>• Assistance to the Hearing Impaired and Deaf</li> <li>• Home Repair</li> <li>• Legal Assistance</li> <li>• Long-term Care Ombudsman/Advocacy</li> <li>• Senior Center Operations</li> <li>• Senior Center Staffing</li> <li>• Vision Services</li> <li>• Programs for Prevention of Elder Abuse, Neglect, and Exploitation</li> <li>• Counseling Services</li> <li>• Caregiver Supplemental Services</li> <li>• Kinship Support Services</li> <li>• Caregiver Education, Support and Training</li> </ul>
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<p><b>Funded by Other Sources</b></p>	<ul style="list-style-type: none"> <li>• Case Coordination and Support</li> <li>• Disaster Advocacy and Outreach Program *</li> <li>• Information and Assistance *</li> <li>• Outreach *</li> <li>• Transportation *</li> </ul>	<ul style="list-style-type: none"> <li>• Chore *</li> <li>• Home Care Assistance *</li> <li>• Home Injury Control *</li> <li>• Homemaking *</li> <li>• Home Delivered Meals *</li> <li>• Home Health Aide *</li> <li>• Medication Management *</li> <li>• Personal Care *</li> <li>• Assistive Devices &amp; Technologies *</li> <li>• Respite Care *</li> <li>• Friendly Reassurance *</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Day Services</li> <li>• Dementia Adult Day Care *</li> <li>• Congregate Meals</li> <li>• Nutrition Counseling</li> <li>• Nutrition Education</li> <li>• Disease Prevention/Health Promotion</li> <li>• Health Screening</li> <li>• Assistance to the Hearing Impaired and Deaf</li> <li>• Home Repair</li> <li>• Legal Assistance</li> <li>• Long-term Care Ombudsman/Advocacy</li> <li>• Senior Center Operations</li> <li>• Senior Center Staffing</li> <li>• Vision Services</li> <li>• Programs for Prevention of Elder Abuse, Neglect, and Exploitation</li> <li>• Counseling Services</li> <li>• Creating Confident Caregivers *</li> <li>• Caregiver Supplemental Services</li> <li>• Kinship Support Services</li> <li>• Caregiver Education, Support and Training</li> </ul>
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\* Not PSA-wide

**Planned Service Array Narrative**

**Describe the area agency's rationale/strategy for selecting the services funded under the MYP in contrast to services funded by other resources within the PSA, especially for services not available PSA wide. Utilize the provided text box to present the planned service array narrative.**

As funding for all services are at a premium, we seek to partner and coordinate with other organizations as not to duplicate services but ensure that there are services available to persons age 60+ that allow them to age with dignity and independence and are accessible to all.

In preparation for the multi-year plan, Senior Resources held focus groups in 10 areas throughout the PSA which served to identify needs relevant to geographical area as well as considered the services that were being provided by other community service agencies. In addition, within the last 2 years and in preparation for administering the Muskegon County Senior Millage, Senior Resources conducted a gaps analysis for Muskegon County. Previous to that, within the past five years, gaps analysis were conducted in Oceana and Ottawa counties at the request of the respective county commissioners. These sessions were instrumental in identifying gaps in services and how those gaps can be addressed with current funding and community organizational input. While deciding funding for service provision, our foremost goal is to preserve and adequately fund services designed to assist the older adult and their caregiver in keeping the older adult living in their home, if that is the desire. To that end, in-home services remain the priority.

When determining community access services, Senior Resources looks at what other organizations are providing in terms of service, for instance, what areas and services are covered by millages and other funding sources such as United Way or Community Foundations. We will partner with those agencies if the demand for the service exceeds current funding thereby leveraging funding to serve a great populous. If the community organization is meeting the need, Senior Resources will direct funding to another service/area need. Senior Resources is always looking for ways to fund additional, applicable programs or partner with another organization within the aging network to ensure needs are being met.

As we see an increase in the number of person age 60+ in our PSA who require supports and services to remain in their home, Senior Resources staff and our Board of Directors have spent considerable amounts of time analyzing all areas of service provision and at every point in the allocation process, Senior Resources seeks the input of its Program and Planning Advisory Board as well as the full Board of Directors.

### Strategic Planning

Strategic planning is essential to the success of any area agency on aging in order to carry out its mission, remain viable and capable of being customer sensitive, demonstrate positive outcomes for persons served, and meet programmatic and financial requirements of the payer (AASA). All area agencies are engaged in some level of strategic planning, especially given the changing and competitive environment that is emerging in the aging and long-term-care services network. Provide responses below to the following strategic planning considerations for the area agency's MYP. (For Item No. 3, please include specific details about the area agency's planned process for establishing service priorities, modifying service delivery and any other contingency planning methods for handling a potential 10% funding reduction from AASA).

#### 1. Summarize an organizational Strengths Weaknesses Opportunities Threats (SWOT) Analysis.

Senior Resources follows an established ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals, strategies, initiatives, and programs. The plan provides direction for both long and short-term decision-making by the Board of Directors and senior leadership to fulfill the mission of Senior Resources and make choices among competing demands for capital investment, philanthropy, facilities, and human resources.

The last planning process occurred in September 2018 and was presented/adopted by the Board of Directors in January 2019.

It was evident that Senior Resources has many **strengths** including:

- Name recognition with good reputation in the community/aging network
- Good communication with stakeholders, providers
- Key to effective advocacy efforts
- Quality employees with longevity, knowledge and empathy
- Strong leadership
- Creative
- Good stewards of funds
- Link between medical home and community

However there remain some unknowns or **weaknesses**:

- Reauthorization of Older Americans Act
- Affordable Care Act ramifications
- Michigan's Integrated Care Plan
- Appropriations - Reliance on federal/state funding
- Growing population of 60+ needing and anticipating our services
- Boomers and younger generations have different expectations
- Reliance on the MI Choice Waiver funding
- Lack of transportation in PSA
- Home care provider crisis
- Possible redundancies within organization processes

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The climate of older adults and the region's enthusiasm to enhance aging readiness provides us with some substantial **opportunities**:

- Case management for others
- True private pay program
- Contract with insurance agencies
- Partnering with physicians
- Intergenerational programs, socialization opportunities
- Strengthen and enhance provider network
- Access to hospital electronic records
- Transportation liaison/hub
- Affordable housing
- Network and advocacy with health plans
- Leveraging technology

Senior Resources does not lightly enter or participate in every opportunity that is available or presented.

Every opportunity is evaluated using the following criteria:

- Does it meet our mission & vision?
- Does it align with our area plan?
- Does it play into our strengths?
- Does it align with nationally identified core competencies?
- Consider short term vs long term impact
- Infrastructure in place
- Are 'match' dollars required?
- Legal liability & risk assessment
- Internal screen for staff to be included in preliminary discussions
- Can another agency do this better? Are there partnership opportunities?

The following could be considered **threats**:

- Lack of affordable and accessible housing within the PSA
- Lack of in-home providers
- Lack of mental health services
- Other payor organizations referring to Senior Resources in effort to access no cost services for which they should be paying
- Managed Care/Private Care Management start-ups
- For-profit case management companies in space
- Insurance companies and health plans entering Medicaid space

## **2. Describe how a potentially greater or lesser future role for the area agency with the Home and Community Based Services (HCBS) Waiver and/or managed health care could impact the organization.**

The MI Choice Waiver program provides support for many of the AASA related services including options counseling, communications, case coordination & support, care management and program development. A decrease in our involvement with this program would greatly reduce our ability to meet older adults' service needs as well as significantly inhibit our ability to collaborate and develop additional programs and

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resources. Total state and federal administrative grant awards for non-waiver services in PSA 14 is \$196,717. These funds are designated to pay for rent, travel, equipment (computers, internet), supplies and staff. When calculating all these costs, these administrative dollars would provide for very few staff members to administer the important work of the Older Americans Act.

Senior Resources is preparing for a greater role in Home and Community Based Services (HCBS) in anticipation of other partnerships. A lesser role in HCBS would be devastating to the recipients of non-waiver participants as Senior Resources allocates a significant amount of dollars from their reserves to reduce waitlists through the provision of additional supports coordination and in-home services. In addition, we have funded other projects in our region where other dollars were not available. In 2018, we provided an additional \$400,000 in services out of reserve funds and in 2019 we are projecting \$800,000. Using the average cost per year, per client, these moneys serve an additional 390 people throughout the region.

It has become vital to the work of Senior Resources to have a role in the MI Choice Waiver program.

### 3. Describe what the area agency would plan to do if there was a ten percent reduction in funding from AASA.

Aging services have seen few positive variations in the funding landscape over the past several years. Tight federal and state budgets make it extremely difficult for the Aging Network to maintain existing services under these traditional funding sources or expand services to meet the current and future needs of a rapidly growing aging population. Within the Senior Resources service area, persons age 60+ have increased by 19% in the past 10 years with the greatest growth seen in the 85+ age category. Whether funding is decreased, remains stagnant, or slightly increases, the status quo for assisting seniors is unsustainable. Looking to the future, Senior Resources is developing new partnerships, strategies and seeking mission minded private pay opportunities to diversity our funding sources. In addition, we are working with local governments to expand their capacity to create and maintain environments and social support structures that contribute to independent, healthy aging. Over the planning period, Senior Resources plans to partner with faith-based communities and communities to identify and support the services they provide. We will continue to work with the state unit on aging to promote community service, opportunities for volunteerism, and explore new ways the state can help meet the growing needs of older adults and people with disabilities.

If reductions to current funding occur, Senior Resources will be required to dramatically cut services as determined by our Program and Planning Committee and Board of Directions. All services could be impacted, including access services, transportation, delivering meals to homebound seniors on a daily basis, in-home assistance (**homemaking services would be scrutinized most heavily**), and many seniors would not receive services at the frequency required for full sustenance. Currently, in home services in our PSA cost on average \$2050 per person per year. A 10% reduction would not only result in service categories being eliminated but approximately 75 persons over the age of 60 potentially losing in-home services. Without the support necessary to remain in their homes, people could be forced into long-term care facilities and once they exhaust their personal resources, they become eligible for Medicaid. This is not a viable financial strategy for taxpayers.

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**4. Describe what direction the area agency is planning to go in the future with respect to pursuing, achieving or maintaining accreditation(s) such as National Center for Quality Assurance (NCQA), Commission on Accreditation of Rehabilitation Facilities (CARF), Joint Commission on Accreditation of Hospitals (JCAH), or other accrediting body, or pursuing additional accreditations**

Senior Resources has enjoyed full CARF accreditation since May 2016 and we are scheduled for a CARF renewal assessment in April of 2019. Our ongoing commitment to accreditation assures that we are consistently conducting internal examination of our programs and business practices to ensure they conform to the rigorous and internationally recognized CARF standards. In addition, accreditation demonstrates we are not satisfied with status quo but provides evidence to stakeholders that we are accountable, progressive and responsible.

In late summer 2019 Senior Resources will be applying for NCQA accreditation. As AAAs further move into agreements with health plans, State programs, and MCOs, NCQA accreditation will help to assure these partners that Senior Resources can coordinate care effectively across medical, behavioral and social services and help keep people in their preferred setting—most often, their home and community. NCQA accreditation is a nationally accepted high standard which will demonstrate that we are trusted partners in coordinating long term systems and support services.

**5. Describe in what ways the area agency is planning to use technology to support efficient operations, effective service delivery and performance, and quality improvement.**

Technology advancements have allowed Senior Resources to automate our processes and work more efficiently, ultimately giving our staff more time to focus on what really matters, the participants. In addition, we appreciate that using technology will maximize our business productivity. Increased business productivity can be traced to expedient communication between employees. To that end we use Glip for business internally. Glip is a feature of our phone system and allows employees to communicate or to gain access to each other when a quick answer to a question is desired. It also allows users to access groups of employees to pose a question and for all responses to be viewed by the group, allowing for immediate resolution. Our cloud-based phone system also allows employees to communicate via voice, text, and fax on multiple devices—including smartphones, tablets, computers, and desk phones. Bought in 2016, this system has enhanced communication between staff, participants and providers.

All home and community staff have been issued tablets, laptops and/or scanners so that assessment data can be immediately entered into the participant data management software called Compass. Scanners have enabled staff to scan required documentation at the participant's home to faster facilitate Medicaid or benefit applications. All computers have been systematically upgraded to Windows 365. To achieve paperless status, we are in the process of writing policy and procedure and seeking state approval to use signature pads to capture participant signatures while in their home. This will eliminate the need to retain a paper copy of the participant chart.

Employee trainings are recorded and placed on the agency SharePoint. These trainings are then available for review or for new employee orientation. This allows for continuity of training and ease of access for all employees. In addition, agency policies and procedures, guidelines, benchmarks, program objectives and forms are accessible on SharePoint and available for quick reference by all employees.

Senior Resources communicates with community partners and human service agencies throughout the

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region with Constant Contact. This tool allows us to send important information via email and track who is receiving the email and reading the information. In addition, we use email to send a monthly newsletter to caregivers who are signed up to receive the publication, Caregiver Link. The Caregiver Link is shared many times over through the email list serves of other community organizations.

Senior Resources is very active on social media and our website. Although older adult surveys show that many older seniors do not access social media for information, members of their support team or caregiver may, as well as the younger baby boomer population. Senior Resources uses social media to advertise community opportunities, national stories or trends or disseminate information related to Senior Resources events. Technology allows us to send out advocacy alerts in real time. As many advocacy issues are timely, an alert seen immediately by supporters compelling them to act is very effective.

Our organization has a comprehensive website which provides the user with information related to services, advocacy, planning, and links to local and national resources. Providers can access contract information via our website, leading to greater efficiencies and better communications.

Finally, Senior Resources uses the Vendor View software system which provides expedited communication regarding services delivery provided to participants and to allow our contracted agencies to bill for services electronically. This has proven to be a efficient and resourceful way for providers and Senior Resources employees to communicate as well as invoice for services rendered.

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Regional Service Definitions

If the area agency is proposing to fund a service category that is not included in the Operating Standards for Service Programs, then information about the proposed service category must be included under this section. Enter the service name, identify the service category and fund source, include unit of service, minimum standards and rationale for why activities cannot be funded under an existing service definition.

Service Name/Definition

Enhanced Support

Rationale (Explain why activities cannot be funded under an existing service definition.)

Senior Resources has identified a group of participants that require more oversight than case coordination and support and are at risk for nursing home placement but do not require the team approach of a social worker and RN team of care management. These participants have low medical needs or their medical needs are stable but they and their support team desire in-home and community service coordination, access and support.

Service Category	Fund Source	Unit of Service
<input checked="" type="checkbox"/> Access <input type="checkbox"/> In-Home <input type="checkbox"/> Community	<input checked="" type="checkbox"/> Title III PartB <input type="checkbox"/> Title III PartD <input checked="" type="checkbox"/> Title III PartE <input type="checkbox"/> Title VII <input type="checkbox"/> State Alternative Care <input checked="" type="checkbox"/> State Access <input type="checkbox"/> State In-home <input type="checkbox"/> State Respite <input checked="" type="checkbox"/> Other    St. Care Mgmt/St ANS	One month of service provision

Minimum Standards

SERVICE NAME    Enhanced Support (ES)

SERVICE CATEGORY    Access Services

SERVICE DEFINITION    Enhanced Support includes the following processes: intake, assessment of needs, service planning, service plan implementation, service coordination, monitoring and follow-up, enhancing informal supports, reassessment, case conferencing, crisis intervention, and case closure.

The goal of Enhanced Support is to promote and support independence and self-sufficiency. As such, the Enhanced Support process requires the consent and active participation of the participant and/or support team in decision-making, and supports a client's right to privacy, confidentiality, self-determination, dignity and respect, nondiscrimination, compassionate non-judgmental care, a culturally competent provider, and quality case management services.

Enhanced Support is part of a service continuum to aid participants in accessing community services.

Participants are at risk for nursing home placement.

UNIT OF SERVICE

One month of assessment and ongoing support of an individual

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Minimum Standards:

1. An individual possessing a bachelor's degree in social work, or a bachelor's degree in a related field with three years' experience in coordinating services for older adults.  
Registered Nurse available for initial/reassessment review and consultation.
2. ES staff will receive ongoing training and supervision as outlined in Senior Resources policies and as necessary.
3. ES coordinators will maintain a confidential record for each person served. The record will include but is not limited to the following documents and information.
  - a. Completed assessment
  - b. Person approved plan of care
  - c. Documentation of service orders
  - d. Progress notes
  - e. Person centered planning
  - f. Person/representative signed forms to include:
    - i. Acknowledgements/Program Participation/Review of Rights & Responsibilities/Receipt of Notice of Privacy Practices
    - ii. Consent to Share Information – As needed
    - iii. Cost Savings Agreement
    - iv. Others as needed – See full ES guidelines
4. ES provides all participants with an opportunity to donate and participate in the cost savings program for purchased in-home support services.
5. Assessment/reassessment every 90-180 days dependent on the services they receive and/or acuity level.
6. Participants will be moved to Care Management Services/MI Choice Waiver/PACE or other solution as fragility increases and eligibility becomes evident.

Allowable Service Components

1. Assessment – Comprehensive in-person assessment by an ES coordinator. Assessment is completed in Compass.
2. Purchase of Service Plan – A written service plan which states interventions to be sought and secured. The ES coordinator, participant and/or their support team will establish which services will be secured as well as the frequency and duration based on funding limitations. The total service plan is approved by the participant or their representative prior to implementation of service.
3. Arranging Services – ES coordinators serve as agents of the participant in negotiating, arranging and

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monitoring formal services funded with state and federal funds.

4. Follow-up and monitoring – Reassessment every 90-180 days based on services received or when a significant change occurs in the participant's condition.
5. Identification of unmet needs – Time spent seeking community services as a representative of the participant.
6. Registered Nurse assessment/REA or assessment review as needed as well as phone consultation.

### Enhanced Support Guidelines:

- If upon an IA or REA a participant has any condition documented on the Service Utilization – Treatment page of Compass, RN Assessment Q, with the exception of Medical Alert Bracelet, an RN will provide a phone consultation or visit the participant within 14 days of the assessment. If participant is receiving RN services through skilled nursing, hospice, medication management, palliative care etc. supports coordinator communication with that RN will satisfy this requirement.

- Participants that have a condition documented on Service Utilization – Treatment page of Compass, RN Assessment Q, a multi-disciplinary team consisting of an RN and supports coordinator will conduct ES functions.

- o Transfusion
- o Chemotherapy
- o Dialysis\*
- o IV medication
- o Oxygen therapy\*
- o Radiation
- o Tracheostomy care
- o Ventilator or respirator
- o Infection control (e.g. isolation, quarantine)
- o Suctioning
- o Wound care\*
- o Palliative care program\*
- o Scheduled toileting program
- o Turning/repositioning program

\*Wound Care & palliative care – RN involvement not required if there is skilled nursing involvement. ES coordinator will evaluate program status upon discharge from skilled care.

\*Oxygen or dialysis - RN visit based on oxygen or dialysis use will be determined for further monitoring upon assessment review

- A RN will review each ES participant assessments/reassessments as needed. Items for review will include:
  - Compass RN Assessment sections I-R and T-U
  - The person-centered service plan as determined by the participant, their support team and supports coordinator

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- Other
- If a participant has any conditions documented on the Service Utilization-Treatment page of Compass, RN Assessment Q, the participant and/or designee will receive a call every 30 days based on participant preference. All other participants will be instructed to contact their supports coordinator as needed.  
(Self-efficacy)
- Each ES participant, their support team and supports coordinator will contribute to a comprehensive Person Centered Plan of Care. This Plan of Care will direct the coordination of services and can change as often as the participant and their support team request.

Enhanced Support will be seamlessly integrated into the Senior Resources care continuum and we will continue to provide further support as the social or physical condition of the participant changes.

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**Access Services**

Some Access Services may be provided to older adults directly through the area agency without a direct service provision request. These services include: Care Management, Case Coordination and Support, Options Counseling, Disaster Advocacy and Outreach Program, Information and Assistance, Outreach, and Merit Award Trust Fund/State Caregiver Support Program-funded Transportation. If the area agency is planning to provide any of the above noted access services directly during FY 2020-2022, complete this section.

Select from the list of access services those services the area agency plans to provide directly during FY 2020-2022, and provide the information requested. Also specify, in the appropriate text box for each service category, the planned goals and activities that will be undertaken to provide the service.

Direct service budget details for FY 2020 are to be included under the appropriate tab in the Area Plan Grant Budget. The funding identified in this tab should correspond to the funding (Federal OAA Title III or VII and State funds) identified in the Area Plan Grant Budget, Direct Service Budget details. The Area Plan Grant Budget uploaded and saved in AMPS must include Direct Service Budget details.

**Care Management**

<u>Starting Date</u>	10/01/2019	<u>Ending Date</u>	09/30/2020
Total of Federal Dollars	\$0.00	Total of State Dollars	\$37,957.00

Geographic area to be served  
Muskegon, Oceana, Ottawa Counties

**Specify the planned goals and activities that will be undertaken to provide the service.**

Goal: Supports Coordinators will employ Person Centered Thinking and self-determination to assure consumer choice in services and providing agencies or people.

Time Line: Through September 30, 2022.

Outcome: Consumers will have greater autonomy regarding their care resulting in a higher satisfaction rate and continued compliance.

Goal: Supports Coordinators will assist the consumer and their family in identification of natural supports, personal resources and other community/external resources available for long-term care.

Time Line: Through September 30, 2022.

Outcome: Consumers will have awareness of and access to community support services.

Goal: Case Coordination & Support consumers will be moved to Care Management or MI Choice/Waiver programs as frailty increases and eligibility becomes evident.

Time Line: Through September 30, 2022.

Outcome: Consumers will have greater ease of access to services.

Number of client pre-screenings:	Current Year:	1,200	Planned Next Year:	1,200
Number of initial client assesments:	Current Year:	66	Planned Next Year:	120

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Number of initial client care plans:	Current Year: 66	Planned Next Year: 120
Total number of clients (carry over plus new):	Current Year: 207	Planned Next Year: 250
Staff to client ratio (Active and maintenance per Full time care)	Current Year: 35:1	Planned Next Year: 35:1

**Case Coordination and Support**

<u>Starting Date</u>	10/01/2019	<u>Ending Date</u>	09/30/2020
Total of Federal Dollars	\$158,406.00	Total of State Dollars	\$181,941.00
Geographic area to be served			
Muskegon, Ottawa, Oceana Counties			

**Specify the planned goals and activities that will be undertaken to provide the service.**

Included in this Access Service is the Regional Service Definition of Enhanced Supports.

Goal: Supports Coordinators will employ Person Centered Thinking and self-determination to assure participant choice in services and providing agencies or people.

Time Line: Through September 30, 2020.

Outcome: Participant will have greater autonomy regarding their care resulting in a higher satisfaction rate and continued compliance.

Goal: Supports Coordinators will assist the participant and their family in identification of natural supports, personal resources and other community/external resources available for long-term care.

Time Line: Through September 30, 2020.

Outcome: Participant will have awareness of and access to community support services.

Goal: Case Coordination & Support participant will be moved to Care Management or MI Choice/Waiver as frailty increases and eligibility becomes evident.

Time Line: Through September 30, 2020.

Outcome: Participant will have greater ease of access to services.

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**Direct Service Request**

It is expected that in-home services, community services, and nutrition services will be provided under contracts with community-based service providers. When appropriate, an area agency direct service provision request may be approved by the State Commission on Services to the Aging. Direct service provision is defined as “providing a service directly to a participant.” Direct service provision by the area agency may be appropriate when, in the judgment of AASA: (a) provision is necessary to assure an adequate supply; (b) the service is directly related to the area agency’s administrative functions; or (c) a service can be provided by the area agency more economically than any available contractor, and with comparable quality. Area agencies that request to provide an in-home service, community service, and/or a nutrition service must complete the section below for each service category.

Select the service from the list and enter the information requested pertaining to basis, justification and public hearing discussion for any Direct Service Request for FY 2020-2022. Specify the planned goals and activities that will be undertaken to provide the service in the appropriate text box for each service category. Direct service budget details for FY 2020 are to be included under the appropriate tab in the Area Plan Grant Budget. The funding identified in this tab should correspond to the funding (Federal OAA Title III or VII and State funds) identified in the Area Plan Grant Budget, Direct Service Budget details. The Area Plan Grant Budget uploaded and saved in AMPS must include Direct Service Budget details. Skip this section if the area agency is not planning on providing any in-home, community, or nutrition services directly during FY 2020-2022.

**Long Term Care Ombudsman**

Total of Federal Dollars      \$8,432.00                      Total of State Dollars      \$32,586.00

Geographic Area Served      Muskegon, Oceana, Ottawa Counties

**Planned goals, objectives, and activities that will be undertaken to provide the service in the appropriate text box for each service category.**

Goal: Residents of Long term care facilities will be encouraged to actively assert their rights and participate in the complaint process by the local ombudsman. Goal is to maintain/increase level of resolution and client satisfaction with the desired outcomes.

Activities: Face to face visits with residents in long term care facilities, individualized education about residents' rights and complaints processes; communication with long term care facility managers and staff, when appropriate; and communication with residents caregivers/family members/allies and resident councils.

Goal: Allow residents to live as independently as possible in the least restrictive placement of their choice.

Activities: Face to face visits with residents in long term care facilities, communication with long term care facility managers and staff, when appropriate; and communication with residents caregivers/family members/allies and resident councils.

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Section 307(a)(8) of the Older Americans Act provides that services will not be provided directly by an Area Agency on Aging unless, in the judgment of the State agency, it is necessary due to one or more of the three provisions described below. Please select the basis for the direct service provision request (more than one may be selected).

(A) Provision of such services by the Area Agency is necessary to assure an adequate supply of such services.

(B) Such services are directly related to the Area Agency's administrative functions.

(C) Such services can be provided more economically and with comparable quality by the Area Agency.

A. Provision of such services by the Area Agency is necessary to assure an adequate supply of such services.

Provide a detailed justification for the direct service provision request. The justification should address pertinent factors that may include: a cost analysis; needs assessment; a description of the area agency's efforts to secure services from an available provider of such services; or a description of the area agency's efforts to develop additional capacity among existing providers of such services. If the service is considered part of administrative activity, describe the rationale and authority for such a determination.

For FY'20-22, in accordance with AASA requirements, Senior Resources implemented our process to market and recruit community agencies who can provide services throughout the region. The Request for Proposal process FY'2020-2022 did not yield any agencies interested in providing the Ombudsman service. Since Ombudsman is a required service, Senior Resources is requesting to directly provide this service. Senior Resources will offer the Ombudsman position the stability, supplies/equipment and ongoing support needed to carry out their duties and we have the ability and capacity to fulfill the requirements of this program.

Describe the discussion, if any, at the public hearings related to this request. Include the date of the hearing(s).

**Regional Direct Service Request**

It is expected that regionally-defined services will be provided under contracts with community-based service providers. When appropriate, a regional direct service provision request may be approved by the Michigan Commission on Services to the Aging. Regional direct-service provision by the area agency may be appropriate when, in the judgment of AASA: (a) provision is necessary to assure an adequate supply; (b) the service is directly related to the area agency’s administrative functions, or; (c) a service can be provided by the area agency more economically than any available contractor, and with comparable quality.

Area agencies that request to provide a regional service directly must complete this tab for each service category. Enter the regional service name in box and click “Add.” The regional service name will appear in the dialog box on left after screen refresh. Select the link for the regional service and enter the information requested pertaining to basis, justification and public hearing discussion for any regional direct service request for FY 2020-2022. Also specify the planned goals and activities that will be undertaken to provide the service in the appropriate text box for each service category.

Regional Direct Service Budget details for FY 2020 are to be included under the appropriate tab in the Area Plan Grant Budget. The funding identified in this tab should correspond to the funding (Federal OAA Title III or VII and State funds) identified in the Area Plan Grant Budget, Direct Service Budget details. The Area Plan Grant Budget uploaded and saved in AMPS must include Regional Direct Service Budget details.

Please skip this section if the area agency is not planning on providing any regional services directly during FY 2020-2022.

Total of Federal Dollars

Total of State Dollars

Geographic Area Served

**Planned goals and activities that will be undertaken to provide the service in the appropriate text box for each service category.**

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Section 307(a)(8) of the Older Americans Act provides that services will not be provided directly by an Area Agency on Aging unless, in the judgment of the State agency, it is necessary due to one or more of the three provisions described below. Please select the basis for the direct service provision request (more than one may be selected).

- (A) Provision of such services by the Area Agency is necessary to assure an adequate supply of such services.
- (B) Such services are directly related to the Area Agency's administrative functions.
- (C) Such services can be provided more economically and with comparable quality by the Area Agency.

Provide a detailed justification for the direct service provision request. The justification should address pertinent factors that may include: a cost analysis; needs assessment; a description of the area agency's efforts to secure services from an available provider of such services; or a description of the area agency's efforts to develop additional capacity among existing providers of such services. If the service is considered part of administrative activity, describe the rationale and authority for such a determination.

Describe the discussion, if any, at the public hearings related to this request. Include the date of the hearing(s).

### Program Development Objectives

For FY 2020-2022, provide information for all program development goals and objectives that will be actively addressed during the MYP. If there were no communities in the PSA during FY 2017-2019 that completed an aging-friendly community assessment and received recognition as a Community for a Lifetime (CFL), then there must be an objective that states; "At least one community in the PSA will complete an aging-friendly community assessment and receive recognition as a CFL by 9/30/2020." AASA has this same objective for all area agency regions, as part of the AASA State Plan with the Administration for Community Living (ACL).

It is recognized that some communities may not end up completing an aging-friendly community assessment, and/or achieving CFL recognition despite good faith efforts by the area agency and community partners involved. Helping raise awareness in communities about the value and importance of becoming more aging-friendly for all ages is still an important program development activity. It can help to support more livable communities and options for older adults and family members. Given the above, those area agencies required to include this CFL objective for FY 2020 will be expected to report on progress in their FY 2021 Annual Implementation Plan (AIP) that includes:

1. Any communities that achieve CFL recognition (if any) and if none;
2. The community or communities the area agency approached to encourage them to complete an aging-friendly community assessment and/or improvement activities and also;
3. Any lessons learned for the area agency and other community partners from the process of raising awareness about the value of supporting aging-friendly communities and also;
4. Improvements (if any) that were made in communities in the PSA to make them more aging-friendly.

The area agency must enter each program development goal in the appropriate text box. It is acceptable, though not required, if some of the area agency's program development goals correspond to AASA's State Plan Goals (Listed in the Documents Library). There is an entry box to identify which, if any, State Plan Goals correlate with the entered goal.

A narrative for each program development goal should be entered in the appropriate text box. Enter objectives related to each program development goal in the appropriate text box. There are also text boxes for the timeline, planned activities and expected outcomes for each objective. (See Document Library for additional instructions on completing the Program Development section.)

#### Area Agency on Aging Goal

##### A. Enhance food service delivery throughout the PSA.

State Goal Match: 2

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### Narrative

It is important for participants in food programs to find satisfaction and enjoyment in the food that is offered as eating for older adults is about more than hunger and nutrition. Over the past several years a demographic shift has occurred throughout the country with different and increased expectations trending. We are seeing that the younger senior demographic is more discerning regarding food choices than their older counterparts and older seniors, who often lack a strong hunger signal, must find food appealing to eat. In an effort to meet varied needs, Senior Resources and our meal provider will engage in activities that will move towards increasing overall satisfaction with meals provided. We will put into process policies that will produce consistent high-quality food products by developing training guidelines to ensure food staff are appropriately and thoroughly trained, use input from participant satisfaction surveys, advisory committees and other feedback to trial menu items and continue that improvement on an ongoing basis.

In addition, we recognize the importance of preparing for a disaster is universal and adequate access to food and nutrition is vital to any community during a crisis. An emergency plan that addresses the ability of a food service organization to respond rapidly in an organized, safe and coordinated effort, to meet the nutritional needs of older adults at risk is imperative and will be developed in coordination with aging networks throughout the region.

### Objectives

1. Update menu to be consistent with current trends while maintaining adequate nutrition.  
Timeline: 10/01/2019 to 09/30/2022

### Activities

The regional meal service provider, AgeWell Services, will review current menu with staff, look at survey results that pertain to menu and satisfaction, and work with an advisory team of participants to review overall satisfaction and areas of improvement. New menu items will be trialed which may include all or part of the menu: Entree, Fruits/Vegetables, sides, desserts. The team will request written feedback at the advisory committee and in the form of a survey. AgeWell will also compile informal feedback received at meal sites as well as over the phone by intake/HDM office staff. Continuous improvements will be made with the menu in an ongoing basis, using the Plan-Do-Check-Act (PDCA) Cycle.

### Expected Outcome

85% of participants will report satisfaction with menu and food product as evidenced by survey results (Satisfied/Usually good/Always good and/or neutral/agree/strongly agree).

2. Provide quality improvement and consistency to products by examining procedures and processes in the main kitchen.  
Timeline: 10/01/2019 to 09/30/2022

### Activities

The meal service provider, AgeWell Services, will create and implement training manuals for all positions in the kitchen to ensure that team members are given top notch training on food safety, production and food processes. The management team will use Lean/Six Sigma training skills they recently developed to dive deeper into process areas needing necessary improvements. In addition, AgeWell will create and implement a Certified Training program (CT) so all team members are trained in a consistent manner with AgeWell policies and procedures in the main kitchen.

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Expected Outcome

Development of the Certified Trainer program will result in the creation of an updated training manual. Quality of food and processes will be greatly improved, which will be indicated through survey results. 85% of participants will report satisfaction with menu and food products. Having a Certified Training program will also increase employee engagement and satisfaction. Team members will be engaged in the Lean/Six Sigma processes, identifying better ways of providing a quality product to the people we serve.

3. To review and create a strong Emergency Plan that is responsive to participant needs and team member safety.

Timeline: 10/01/2019 to 09/30/2020

Activities

AgeWell Services will review all policies pertaining to emergency management and create an Emergency Plan. This project will identify areas for continuous quality improvement and provide opportunities to test the plan, making alterations as barriers are eliminated. AgeWell Services will also work with the food access networks in all three counties to be included in emergency food distribution during inclement weather closures. We will also partner with our Tanglewood Park collaborative, our local police and fire jurisdictions, meal site partners and Emergency Management departments in each county as policies and procedures are written and exercised.

Expected Outcome

AgeWell Services will redevelop an Emergency Plan that will be flexible enough to reflect and respond to many crisis scenarios that may affect the nutrition, health and well-being of participants.

**B. Increase the identification, awareness and prosecution of elder abuse within the region, state and nation.**

State Goal Match: 3

Narrative

Abuse can happen to anyone—no matter the person's age, sex, race, religion, or ethnic or cultural background. Each year, hundreds of thousands of adults over the age of 60 are abused, neglected, or financially exploited and this abuse will not stop on its own. Many older people are too ashamed to report mistreatment. Or, they're afraid if they make a report it will get back to the abuser and make the situation worse. In addition, adult abuse/neglect and financial exploitation is frequently difficult and time consuming to prosecute. Senior Resources and the fiduciary for the elder abuse program within the PSA, AgeWell Services, have found that the utilization of a multi-disciplinary team approach is effective in communicating all aspects of the case as well as addressing systemic problems and identifying service gaps and /or breakdowns in coordination or communication. For a closer review of prosecutable cases, a subcommittee of the existing Tri-County Protection Team will meet once per month to ensure cases appropriate for prosecution are being addressed in the most effective way possible.

Objectives

1. Continue the development and implementation of the Vulnerable Adult Multi-Disciplinary Team (VA-MST)

Timeline: 10/01/2019 to 09/30/2022

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Activities

The VA-MDT will conduct an investigative case review each month to review potential criminal cases of abuse, neglect, or financial exploitation against vulnerable adults. This MDT consists of the prosecutor's offices, law enforcement, Adult Protective Services, the county's guardianship agency, victim legal advocates and gerontology professionals. This team will also become involved in the new state-wide networking efforts being developed by AASA.

Expected Outcome

There will be an increase the number of successfully prosecuted cases. The VA-MDT will host 12 meetings per year as well as participate in training opportunities and most importantly, victims will receive additional services and advocacy.

2. Increase education efforts to the public regarding elder abuse, scams and exploitation.

Timeline: 10/01/2019 to 09/30/2022

Activities

The Tri-County Protection Team will implement two major conferences per year with two target audiences: seniors age 60 and older and professionals caring for elders. The Senior Symposium and Providers Conference are growing in attendance with great training opportunities. In addition, the TCPT is redeveloping outreach materials, identifying additional training opportunities on various topics to extend outreach throughout the year. The Providers Conference sparks community conversation and action about how to protect vulnerable adults.

Expected Outcome

Increased awareness on how to identify, educate and protect seniors.

3. To create and implement a Mandated Reporter Training in collaboration with Adult Protective Services.

Timeline: 10/01/2019 to 09/30/2022

Activities

AgeWell Services will work with Adult Protective Services (APS) and the Tri-County Protection Team to develop a 1-hour training on the importance of fulfilling the mandated reporting law. Many individuals become suspicious and concerned about vulnerable adults, but seldom report. We want to motivate people to "trust their gut", as well as understand how the Mandated Reporter law affects professionals. By explaining the law, we feel more people would report by clearly understanding their legal and moral responsibility.

Expected Outcome

An increased number of people will report their suspicions of abuse, neglect and financial exploitation of vulnerable adults.

**C. Address the opioid crisis in the aging population.**

State Goal Match: 4

Senior Resources

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Narrative

As is most of the nation, Michigan seniors are seeing the devastating consequences of the opioid epidemic include opioid misuse and related overdoses. However, the senior population is experiencing those consequences and more. Nationwide there is an increase in grandparents raising a grandchild because their adult child is misusing opioids, or the older adult may be the victim of elder abuse by a family member with an opioid addiction.

Objectives

1. Increase community linkages and support for persons 60+ experiencing the effects of opioid misuse or addiction.

Timeline: 10/01/2019 to 09/30/2022

Activities

Senior Resources is committed to contributing to essential community activities including ensuring linkages to Adult Protective Services for any older adult who is self-neglecting or being abused; linking persons over 60 who are misusing pain medication or using illegal opioids such as heroin or fentanyl to treatment providers; providing education and support for patients who take opioids due to chronic pain to ensure they do not become addicted; and expanding aging services and partnering with other community providers to support grandparents raising grandchildren.

Expected Outcome

Seniors in Muskegon, Oceana and Ottawa Counties will have access to support and services which will assist them in managing the opioid crisis.

**D. Increase support and training for family caregivers.**

State Goal Match: 1

Narrative

In Michigan there are approximately 1.3 million family caregivers. These caregivers devote an estimated 1.2 billion hours in unpaid care to their person/s at a monetary value of about \$15 billion dollars a year. In addition, many of these caregivers are over the age of 60 themselves or are still working full or part time. We have seen the demands of caregiving lead to burnout and long term placement, health issues for the caregiver and in the case of younger caregivers, create missed professional and educational opportunities that could affect their futures. It is vital that we support and train caregivers so that they can continue their work of caring.

Objectives

1. To increase caregiver efficacy and reduce caregiver burden.

Timeline: 10/01/2019 to 09/30/2022

Activities

Senior Resources will create a Family Caregiver Support position which will assist with creating linkages for the family caregiver to existing supports and services, support groups, trainings and education, respite care, and one on one interventions for caregivers in crisis.

Senior Resources

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Expected Outcome

Caregivers will be more comfortable in their caregiving role and will be able to continue their caregiving efforts.

**E. Help older adults maintain their health and independence at home and in the community.**

State Goal Match: 2

Narrative

The clear majority of people age 50+ indicate that they want to live in their home and communities for as long as possible. The Community for a Lifetime (CFL) initiative poises communities to create areas that are livable for people of all ages, abilities and economic levels. Such places provide many advantages that enhance the quality of life of residents, economic prospects and local governments. Currently, 6 areas within our region are designated as Livable Communities – 21% of the total in Michigan! Within the next three years we will encourage and support another community to plan and apply for the Community for a Lifetime designation. In addition, we know that affordable housing is a cornerstone of livable communities and as indicated in our public input sessions, a main concern among those polled. Along with amenities like access to health care, transportation options, public parks and gathering places, affordable housing makes a community welcoming to people of all ages, income levels and abilities. A wider range of housing options is required – not just single-family homes and large apartment complexes. A Livable Community incorporates a range of options including creative and innovative housing solutions. These may be tiny homes and micro apartments, options for shared housing, multigenerational housing or modifications that can make a home safe for residents of all ages.

Objectives

1. One community within the PSA will achieve the Community for a Lifetime(CFL) designation by September 30, 2022. (CFL) program is designed to improve the lives of all residents keeping members healthy and engaged, will enhance availability of key services and supports that assist seniors in coping with the predictable problems of aging without further burdening their caregivers, exhausting their financial resources or increasing the likelihood that they must leave home for more intensive and more expensive settings, such as assisted living or long term care. CFL will assist seniors in averting health costs for themselves, Medicare and Medicaid and allow them to support themselves throughout their lives.

Timeline: 10/01/2019 to 09/30/2022

Activities

Using input data, Senior Resources will present the topic of becoming a Community for a Lifetime to appropriate stakeholders throughout the region, educating them on local community demographics, economic and social trends. Senior Resources will specifically outline the need for improve accessibility and housing accommodations for people of all ages and abilities addressing the issues of affordability and choice, advocate for property tax relief and advise municipalities about changes in building codes that can benefit the community and create additional opportunities for people to age in the community of their choice.

Expected Outcome

Communities for a Lifetime will improve mobility and walkability of the community; inform regional planning efforts; design affordable, accessible housing; promote healthy lifestyles; improve access to public services; and increasing volunteer, inter-generational, and social opportunities.

2. Increase the number of affordable housing options available to older adults within the PSA.

**Senior Resources**

**FY 2020**

Timeline: 10/01/2019 to 09/30/2022

Activities

Senior Resources will advocate at all levels of government and community for tax credits and government housing subsidies for older renters. We will support building zone changes that will allow individual homeowners to build an accessory dwelling unit (ADU) on their property. ADUs are smaller structures, like carriage houses or basement apartments, and can provide housing for an older family member, rental income, or even be a smaller, more manageable home for the original homeowner. Many communities are now revising their building codes to allow for ADUs and increase available housing.

Expected Outcome

Older adults will have access to affordable housing in an environment that provides the necessary support for them to remain living in the setting of their choice.

### Advocacy Strategy

**Describe the area agency's comprehensive advocacy strategy for FY 2020-2022. Describe how the agency's advocacy efforts will improve the quality of life of older adults within the PSA.**

**Include what advocacy efforts (if any) the area agency is engaged in that are related to the four priority advocacy areas the State Commission on Services to the Aging is focusing on: Transportation, Direct Care Worker Shortage, Reduce Elder Abuse and Eliminate the Wait List for home delivered meals and in-home services. Also identify area agency best or promising practices (if any) in these four areas that could possibly be used in other areas of the state.**

Senior Resources uses several advocacy outlets to ensure that people throughout the region are educated and informed regarding older adult legislation and budget details and ways to contact lawmakers regarding their preferences. Advocacy alerts via email blast and social media are sent out when action is sought related to a specific issue or when a senior issue is being debated and input is critical. These alerts contain an overview of the legislation that is up for vote, how the legislation effects the population and ways to contact their local representative regarding the voter's preference. This information is also found on our website. Six times per year the Senior Advocates Coalition meets to hear from federal and state representatives and gives attendees an opportunity to comment regarding concerns or provide input on projects/committees or laws being considered.

Senior Resources, along with our national and state associations seek to advance several advocacy issues on a federal and state level over the next year.

First, we believe that Michigan's Long Term Supports and Services (LTSS) system has decades of experience in supporting the needs of older adults and adults with disabilities who require long-term care services enabling aging in place, in the community's consumers call home. The current system empowers consumers to choose the LTSS option best suited to them, and their unique needs and home and community programs such as the MI-Choice Medicaid Waiver Program and the Program for the All- Inclusive Care of the Elderly (PACE) offer effective and efficient delivery of LTSS for individuals requiring a nursing facility level of care in their own homes, offering significant savings to the state with both high participant satisfaction and a high quality of care. We will advocate that any changes to Michigan's LTSS should build upon and utilize the strengths of the existing long-term care system and prioritize the use of non-profit/public providers who know the local communities, their residents and the local resources available as opposed to an unproven system that is dominated by profit-driven, nationally-based insurance companies.

Along the same lines, we will advocate to rebalance Michigan Medicaid spending and ensure access to Home and Community Based programs. The Mi-Choice Medicaid Waiver program empowers approximately 15,000 older adults and adults with disabilities who meet Medicaid eligibility and require a nursing facility level of care to live as independently as possible in the communities they call home. Michigan expends 40% of Medicaid LTSS funding on Home and Community Based Services as compared to the national average of 57% while Mi-Choice Medicaid Waiver participants consistently report high satisfaction rates with the program, the Mi-Choice Medicaid Waiver produces savings of more than 58% over alternative long-term care options – saving that can be reinvested in the system to serve more consumers in need- and more than 3,000 older adults, adults with disabilities, and the family caregivers that help to support them are waiting for access to the Mi-Choice Waiver program. In addition to state advocacy, we will join our national partners in advocating for the reauthorization of Money Follows the Person (MFP). MFP is the longest running effort to support people

## Senior Resources

FY 2020

transition from a nursing home back to the community and must be secured through reauthorization. As the population ages, it will be necessary to expand in-home services funded by the Michigan Aging and Adult Services Agency (AASA), such as personal care, homemaking, and home-delivered meals, help non-Medicaid, and near-Medicaid eligible older adults to remain in the communities they call home and out of more costly institutional settings. At the end of 2017 there were 6,043 older Michigianians on waiting lists for in-home services. The Area Agencies on Aging Association of Michigan advocates for a \$6 million state investment in AASA in-home services and home-delivered meals to address unmet needs for older adults across the state. This investment in the FY 2020 budget would generate an additional \$1,000,000+ for in-home services through local matches and consumer contributions for services.

With the increasing need for in-home services, direct care workers that provide essential in-home care to Michigan residents who require assistance to live safely in their communities' services will be at a premium. Between 2016 and 2026 Michigan will need 34,090 more direct care workers; a 28% increase in this essential workforce. Currently, home care companies in Michigan are struggling to recruit and retain workers, noting that nearly 9 in 10 of Michigan's direct care workers are female, and nearly 1/3 are African American and in Michigan, home care workers have a median income of \$10,000/year and nearly 30% of direct care workers have a household income below the Federal Poverty Level. The Area Agencies on Aging Association of Michigan supports investing in this crucial workforce by establishing professional standards, training requirements, and certification; Including direct care workers in MI Talent development initiatives, raising the Medicaid cap, developing additional funding streams to increase wages and training opportunities and including direct care worker services in state Medicaid contracts.

For decades, health experts have recognized the critical influence of social and environmental factors on people's health, especially among poor and disadvantaged populations. Studies showing that medical care has less of an impact on health outcomes than social and environmental factors have been circulating for years. Addressing the social determinants of health (SDOH) has long been a priority for global, national, state, and local public health efforts. But until recently much of the health care delivery system in the U.S. has focused almost exclusively on its role of providing clinical care to individuals. There is a growing interest among policy experts and health care leaders to explore opportunities to address the social determinants. We will advocate for payment, delivery system and data reforms as well as robust community and healthcare linkages, information sharing and the expansion of waivers to learn what works best for screening and addressing social determinants of health.

To better support family caregivers who provide the vast majority of long-term care in this country, we will advocate and encourage Congress to increase funding for the National Family Caregiver Support Program by at least 10 percent, allowing expansion of family caregiver trainings and supports.

The Older Americans Act (OAA) is up for reauthorization in 2019 and we are urging Congress to consider thoughtful changes and investments in the Act to reflect a rapidly growing aging population. We see the importance of the OAA every day, with special importance to millions of older adults whose incomes are not low enough to make them eligible for Medicaid assistance, but who do not have sufficient financial resources to fully pay for the in-home and community supports they need to remain independent. We will especially advocate for additional Title III funding for supportive services. As the population ages, inadequate funding for Title III B supportive services undermines the ability of AAAs to facilitate access to other core OAA programs, such as providing older adults with transportation to congregate meals sites. The flexibility of this funding stream gives AAAs greater means to meet the needs of older adults, as identified at the community level, and often is vital to keeping seniors from needing expensive nursing home care.

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In addition, Senior Resources will join in advocating and supporting the Michigan Dementia Coalition and their work to improve quality of life for people living with dementia and their families by making Michigan a dementia capable state. An estimated 180,000 Michiganians age 65 and older have Alzheimer's dementia, and more than half a million family members in Michigan are caring for loved ones with Alzheimer's or other dementias. The Dementia Capable Michigan roadmap includes the promotion of well-being and safety of people living with dementia at all ages and stages; Mobilization of multidisciplinary partnerships to strengthen the service network; Recognition of dementia as a public health priority; And, the enactment of polices that strengthen families, communities, and the economy to create a dementia capable Michigan.

Finally, we seek to further elder abuse prevention in Michigan. Elder Abuse, exploitation, and neglect represent a serious threat to the safety and independence of older Michiganians and is often un-reported due to stigma or fear of retaliation from the abuser whom the older adult may rely on for their care needs. It is estimated that nearly 125,000 older Michiganians are victims of elder abuse, exploitation, or neglect each year. Only 1 in 10 instances of elder abuse make it to the attention of authorities. The Area Agencies on Aging Association of Michigan supports polices that aim to raise awareness of and prevent physical, psychological, and financial exploitation and abuse of elder and vulnerable adults. Locally we will work closely with the Tri-County Protection team to report, review and prosecute local cases as appropriate.

As always, we will advocate based upon our mission; To provide a comprehensive and coordinated system of services designed to promote the independence and dignity of older persons and their families in Muskegon, Oceana and Ottawa counties - a mission compelling us to focus on older persons in greatest need and to advocate for all.

**Leveraged Partnerships**

**Describe the area agency's strategy for FY 2020-2022 to partner with providers of services funded by other resources, as indicated in the PSA Planned Service Array.**

**1. Include, at a minimum, plans to leverage resources with organizations in the following categories:**

- a. Commissions Councils and Departments on Aging.**
- b. Health Care Organizations/Systems (e.g. hospitals, health plans, Federally Qualified Health Centers)**
- c. Public Health.**
- d. Mental Health.**
- e. Community Action Agencies.**
- f. Centers for Independent Living.**
- g. Other**

a) Commissions and Councils on Aging – We have two Councils on Aging within our PSA and they serve as focal points for Senior Resources. Four Pointes Center for Successful Aging serves nine townships in the northern part of Ottawa County and we contract with them for Case Coordination & Support and transportation services. They have a congregate meal site as well as a home delivered meal route that is based from that building. Four Pointes and Senior Resources collaborate to provide health promotion/disease prevention classes as well as support groups and trainings and life enrichment.

Oceana County Council on Aging serves the entire county of Oceana. Senior Resources contracts with them for transportation. They have a congregate meal site. Oceana County Council on Aging and Senior Resources collaborate to provide health promotion/disease prevention classes.

The Oceana County Council on Aging and Four Pointes Center for Successful Aging are recipients of millage funds in their areas. These funds are used to cover operating expenses for all services and support existing programs within the Councils on Aging. Without these funds both agencies would be forced to cut back or eliminate certain services to older adults in the areas they serve.

b) Health Care Organizations – Senior Resources is collaborating with Mercy Geriatrics in a program entitled Let's Stay Home. This program provides an intervention with participants identified by the Mercy Geriatrics physicians as at risk of hospitalization or unnecessary Emergency Room usage due to lack of adequate in-home support, including lack of caregiver or risk of caregiver burnout. The 30-90 day interventions include social and medical assessment, coordination of in-home services and evidence-based REACH caregiver intervention to provide wrap around services. The participant is assigned a Senior Resources Supports Coordinator that will assist with coordination of meals, transportation, follow up healthcare visits, emergency response button, etc. Combining these supportive services with the expertise of our supports coordination in finding long term solutions to these issues and connecting them with appropriate resources have realized excellent participant outcomes.

Health Project (Part of Mercy Health) – Senior Resources partners with The Pathways to Better Health Program which embeds community health workers (CHWs) within social service agencies throughout program regions. Senior Resources has been a contracted partner of Pathways since its inception in 2012, housing up to 4 CHWs dedicated to assist the older adult population.

c) Public Health - Senior Resources has used public health assessments to assist with area planning and to identify gaps in services. We refer to the Public Health Departments for flu shots, educational trainings and environmental health notices and information. A representative from Senior Resources sits on each county Human Service Coordinating body and we partner with Public Health on Emergency Coordinating/Preparedness Committees.

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d) Mental Health – Senior Resources has an awareness of Mental Health services and share clients with them through the Medicaid Waiver Program. We have found that services are difficult to access unless a participant is Medicaid Waiver eligible. Senior Resources has an awareness of their programming and makes referrals as appropriate.

e) Community Action Agencies – The Community Action Agency serves as fiduciary and provides assessment oversight for the Ottawa County match funds. In addition, we partner with CAA to offer clients utility assistance, weatherization and commodities. Senior Resources refers participants as appropriate.

f) Centers for Independent Living (CILs) - Senior Resources works in partnership with the CILs in the region to provide the NFT, money follows the person, initiative. Senior Resources views the reciprocal relationship with the CILs as a way to leverage our resources to assist our clients using creative measures.

Other: Senior Resources participates in the Senior Marketing Groups in both Muskegon and Ottawa counties and our staff are encouraged to participate in various other committees and boards that are appropriate to the clientele we serve. We participate in community functions as appropriate.

The regional aging network continues to provide input to a Long-Term Care Options Counseling booklet published by Senior Resources that includes all long-term care options in the region. This booklet is available to all partner agencies to provide continuity of information being provided to the public.

Community organizations who have not applied to Senior Resources for funding in that past have indicated an interest in partnering with us as their funding through United Way has been eliminated. United Ways national focus is on ALICE and as such, they have eliminated funding for senior programs with the expectation that other funding sources will be able to make up the difference. This has not necessarily been the case and has caused some reduction in service in several areas throughout the region. We will continue to enhance our efforts to collaborate with community resources and work with community programs as appropriate.

**2. Describe the area agency’s strategy for developing, sustaining, and building capacity for Evidence-Based Disease Prevention (EBDP) programs including the area agency’s provider network EBDP capacity.**

Senior Resources will continue funding health prevention and wellness programs with the goal of helping older adults acquire the tools needed to maintain their health, reduce risk of developing chronic disease and managing

their health to live as independently as possible. As resources permit, Senior Resources will continue providing currently funded services and expanding and integrating services to include more chronic disease self-management and evidence-based disease programs. We will also work with the state unit on aging and other community partners to capture discretionary grant dollars to expand these services in our region. We will seek alternate pay sources as they present and are applicable.

**FY 2020 ANNUAL IMPLEMENTATION PLAN**

Senior Resources

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**Community Focal Points**

**Community Focal Points are contact and information points and sources where participants learn about and gain access to available services. Community Focal Points are defined by region. Please review the listing of Community Focal Points for your PSA below and edit, make corrections and/or update as necessary. Please specifically note whether or not updates have been made.**

**Describe the rationale and method used to assess the ability to be a community focal point, including the definition of community. Explain the process by which community focal points are selected.**

A focal point is a facility or entity designated to encourage the maximum co-location and coordination of service for older individuals in a given area or community. For Senior Resources a community is defined as a county. In the case of Ottawa County it is the northern half and the southern half which are existing natural divisions for that county. In our region the focal points are Evergreen Commons, Four Pointes, Oceana County Council on Aging and Senior Resources. All of our focal points are also senior centers or reside in the same building as senior centers. To be a focal point in the Senior Resources region an agency must be a funded provider of the case coordination & support program and also be a part of an agency that serves seniors in the entire county or a large geographic area of a county. Organizations interested in becoming a Case Coordination & Support (focal point) site must apply and be approved for funding through our regular Request for Proposal process, which occurs every three years in conjunction with the three-year area plan. In addition to Case Coordination & Support, all focal points are access points for information & assistance and volunteer opportunities and are seen as the place to seek information about senior issues in their community. Through Case Coordination & Support the client will be assessed and in-home services can be arranged including home delivered meals, personal care, in-home respite, homemaking, and adult day care. If necessary, transportation services can be arranged, Medicare, Medicaid and other insurance counseling can be provided, and assistance is available at each with the Medicare Prescription Drug Program. If client problems indicate, referrals are made to Care Management/Waiver as appropriate and available.

**Provide the following information for each focal point within the PSA. List all designated community focal points with name, address, telephone number, website, and contact person. This list should also include the services offered, geographic areas served and the approximate number of older persons in those areas. List your Community Focal Points in this format.**

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Name:	Evergreen Commons
Address:	480 State Street, Holland, MI 49423
Website:	www.evergreencommons.org
Telephone Number:	616-396-7100
Contact Person:	Aimee Dekker, Director of Senior Care Services, Suzanne Visser, Case Coordinator Supervisor
Service Boundaries:	Southern Ottawa County (County Line North to Filmore Rd.)
No. of persons within boundary:	49,665 County wide
Services Provided:	Case Coordination, Meals, Homemaking, Adult Day Care Respite Activities, Health Promotion/Disease Prevention, Support Groups

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Name: Four Pointes Center for Successful Aging

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Address: 1051 S. Beacon Blvd., Grand Haven, MI 49417  
 Website: [www.fourpointes.org/](http://www.fourpointes.org/)  
 Telephone Number: 616-842-9210  
 Contact Person: Rita Archer, Executive Director, Kim Kroll, Support Coord. Supervisor.  
 Service Boundaries: Northern Ottawa County (County Line South to Filmore Road)  
 No. of persons within boundary: 49,665 County wide  
 Services Provided: Case Coordination, Meals, Homemaking, Transportation, Activities, Support Group

Name: Oceana County Council on Aging  
 Address: 621 E. Main, Hart, MI 49420  
 Website: [www.oceanacountycouncilonaging.com](http://www.oceanacountycouncilonaging.com)  
 Telephone Number: 231-873-4461  
 Contact Person: Kathleen Premer, Executive Director  
 Service Boundaries: Oceana County  
 No. of persons within boundary: 6685  
 Services Provided: Meals, Homemaking, Transportation, Activities

Name: Senior Resources  
 Address: 560 Seminole Rd. Muskegon, MI 49444  
 Website: [srwmi.org](http://srwmi.org)  
 Telephone Number: 231-733-3585  
 Contact Person: Long Term Care Options Counselors  
 Service Boundaries: Muskegon, Oceana, Ottawa Counties  
 No. of persons within boundary: 35,615  
 Services Provided: Case Coordination, Care Management, Medicaid Waiver, MMAP

### Other Grants and Initiatives

Use this section to identify other grants and/or initiatives that your area agency is participating in with AASA and/or other partners. Grants and/or initiatives to be included in this section may include, but are not limited to:

- Tailored Caregiver Assessment and Referral® (TCARE)
- Creating Confident Caregivers® (CCC)
- Chronic Disease Self-Management Programs (CDSMPs) such as PATH
- Building Training...Building Quality (BTBQ)
- Powerful Tools for Caregivers®
- PREVNT Grant and other programs for prevention of elder abuse
- Programs supporting persons with dementia (such as Developing Dementia Dexterity and Dementia Friends)
- Medicare Medicaid Assistance Program (MMAP)
- MI Health Link (MHL)
- Respite Education & Support Tools (REST)
- Projects funded through the Michigan Health Endowment Fund (MHEF)

**1. Briefly describe other grants and/or initiatives the area agency is participating in with AASA or other partners.**

Senior Resources contracts with MMAP Inc. to provide Medicare, Medicaid Assistance Program (MMAP) services throughout the region. In addition, workshops such as Matter of Balance (MOB), Personal Action Towards Health (PATH) Chronic Disease Management, Chronic Pain and Diabetes PATH are facilitated throughout the region. Three Senior Resources staff have been certified to provide **RCI REACH** (*Resources Enhancing Alzheimer's Caregiver Health*) to provide education and support for the caregiver, and facilitate skill building to help caregivers manage difficult patient behaviors and decrease their stress. In addition, in 2018 Senior Resources became champions for Dementia Friends and have been providing a monthly session for the public and employees.

Senior Resources is exploring the TCARE programming and will be deciding within the next year as to the level of our involvement in this program.

**2. Briefly describe how these grants and other initiatives will improve the quality of life of older adults within the PSA.**

Participants completion of evidenced based workshops and programs have documented outcomes including but not limited to; Longer life; Reduced disability; Later onset; Fewer years of disability prior to death; Fewer falls; Improved mental health; Positive effect on depressive symptoms; Possible delays in loss of cognitive function; and Lower health care costs.

MMAP services assists the person with accessing the health care plan that is most advantageous to them, offering the best coverage for their unique situation at the best cost.

Senior Resources

FY 2020

**3. Briefly describe how these grants and other initiatives reinforce the area agency’s mission and planned program development efforts for FY 2020-2022.**

Senior Resources Vision is to Promote Lifelong Dignity and Independence. We are an Area Agency on Aging for all persons over the age of 60 with a mission to help all to age well and supported.

By making a range of supports available, Senior Resources seeks to make it possible for older individuals to delay the need to access a higher level of service and to choose from a variety of program offerings that suit them best – from healthy aging to supportive community services.

**FY 2020 AREA PLAN GRANT BUDGET**

Rev. 03/20/2019

Agency: Senior Resources of West Michigan

Budget Period: 10/01/19 to 09/30/20

PSA: 14

Date: 04/01/19

Rev. No.: DRAFT 2

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**SERVICES SUMMARY**

FUND SOURCE	SUPPORTIVE SERVICES	NUTRITION SERVICES	TOTAL
1. Federal Title III-B Services	412,406		412,406
2. Fed. Title III-C1 (Congregate)		537,736	537,736
3. State Congregate Nutrition		9,685	9,685
4. Federal Title III-C2 (HDM)		273,114	273,114
5. State Home Delivered Meals		484,047	484,047
8. Fed. Title III-D (Prev. Health)	31,823		31,823
9. Federal Title III-E (NFCSP)	193,230		193,230
10. Federal Title VII-A	8,432		8,432
11. Federal Title VII-EAP	6,560		6,560
11. State Access	28,907		28,907
12. State In-Home	515,434		515,434
13. State Alternative Care	113,857		113,857
14. State Care Management	215,913		215,913
15. St. ANS	45,078		45,078
16. St. Nursing Home Ombs (NHO)	22,009		22,009
17. Local Match			
a. Cash	128,900	58,000	186,900
b. In-Kind	187,500	111,000	298,500
18. State Respite Care (Escheat)	83,604		83,604
19. MATF	121,857		121,857
19. St. CG Support	16,392		16,392
20. TCM/Medicaid & MSO	260,577		260,577
21. NSIP		106,999	106,999
22. Program Income	55,000	280,000	335,000
<b>TOTAL:</b>	<b>2,447,479</b>	<b>1,860,581</b>	<b>4,308,060</b>

**ADMINISTRATION**

Revenues	Local Cash	Local In-Kind	Total
Federal Administration	160,923	140,000	320,923
State Administration	27,794		27,794
MATF Administration	11,000		11,000
St. CG Support Administration	-		-
Other Admin	5,283		5,283
<b>Total AIP Admin:</b>	<b>205,000</b>	<b>140,000</b>	<b>365,000</b>

**Expenditures**

	FTEs
1. Salaries/Wages	4.00
2. Fringe Benefits	
3. Office Operations	
<b>Total:</b>	<b>365,000</b>

**Cash Match Detail**

Source	Amount	In-Kind Match Detail	Amount
Tanglewood Partners	20,000	Volunteers	20,000
SRWM Reserves	100,000		
Other	20,000		
<b>Total:</b>	<b>140,000</b>	<b>Total:</b>	<b>20,000</b>

I certify that I am authorized to sign on behalf of the Area Agency on Aging. This budget represents necessary costs for implementation of the Area Plan. Adequate documentation and records will be maintained to support required program expenditures.

X  
Signature

Pamela Curtis, CEO  
Title

04/08/19  
Date

FY 2020 AREA AGENCY GRANT FUNDS - SUPPORT SERVICES DETAIL

Agency: Senior Resources of West Mich  
PSA: 14

Budget Period: 10/01/19 to 09/30/20  
Date: 04/01/19

Rev. No.: DRAFT 2  
Rev. 03/20/2019  
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Op Std	SERVICE CATEGORY	Title III-B	Title III-D	Title III - E	Title VII A OMB Title VIII/EAP	State Access	State In-Home	St. Alt. Care	State Care Mgmt	State NHO	St. ANS	St. Respite (Escheat)	MATF	St. CG Suppl	TOM/Amended MSO Fund	Program Income	Cash Match	In-Kind Match	TOTAL
A-1	Care Management								37,957						250,000		16,000	16,000	319,957
A-2	Case Coord/Supp	138,406		20,000		28,907			107,956		45,078						90,000	20,000	450,347
A-3	Disaster Advocacy & Outreach Program																7,000		67,000
A-4	Information & Assis	50,000		10,000															60,000
A-5	Outreach																		60,000
A-6	Transportation	43,000														5,000	3,500	2,500	54,000
A-7	Options Counseling																		54,000
B	In-Home																		54,000
B-1	Chore																		54,000
B-2	Home Care Assis																		54,000
B-3	Home Injury Cntrl																		54,000
B-4	Homemaking					480,000										18,000		56,000	554,000
B-6	Home Health Aide					35,434										2,000		5,500	54,934
B-7	Medication Mgt	12,000														9,000		18,000	175,857
B-8	Personal Care	35,000						113,857								8,000		26,000	250,226
B-9	Assistive Device&Tech																		250,226
B-10	Respite Care			116,230								83,604		16,392					22,500
B-11	Friendly Reassurance	20,000																	22,500
C-10	Legal Assistance	27,000																	30,000
C	Community Services																		30,000
C-1	Adult Day Services															10,000		16,000	147,857
C-2	Dementia ADC																		147,857
C-6	Disease Prevent/Health Promtion		31,823																35,823
C-7	Health Screening																		35,823
C-8	Assist to Hearing Impaired & Deaf Cmty																		35,823
C-9	Home Repair																		35,823
C-11	LTC Ombudsman	5,000			8,432					22,009							3,000	3,000	52,018
C-12	Sr Ctr Operations																		52,018
C-13	Sr Ctr Staffing																		52,018
C-14	Vision Services																		52,018
C-15	Prevt of Elder Abuse, Neglect, Exploitation																		52,018
C-16	Counseling Services																		52,018
C-17	Creat Com C/G6 CCC																		52,018
C-18	Caregiver Support Services																		52,018
C-19	Kinship Support Services			10,000													1,200		11,200
C-20	Caregiver E,S,T			37,000													4,200		41,200
*C-8	Program Develop	82,000														3,000		10,000	95,000
	Region Specific																		95,000
	Enhanced Support								70,000										78,000
	b.																		78,000
	c.																		78,000
	d.																		78,000
	7. CLP/ADRC Services																		78,000
Sp Co	8. MATF Adm																		78,000
Sp Co	9. STCG Sup Adm																		78,000
	<b>SUPPORT SERV TOTAL</b>	412,406	31,823	183,230	14,992	28,907	515,434	113,857	215,913	22,009	45,078	83,604	132,857	16,392	260,577	55,000	128,900	187,900	2,458,479

**Planned Services Summary Page for FY 2020**

**PSA: 14**

Service	Budgeted Funds	Percent of the Total	Method of Provision		
			Purchased	Contract	Direct
<b>ACCESS SERVICES</b>					
Care Management	\$ 319,957	7.41%			X
Case Coordination & Support	\$ 450,347	10.43%		X	X
Disaster Advocacy & Outreach Program	\$ -	0.00%			
Information & Assistance	\$ 67,000	1.55%		X	X
Outreach	\$ -	0.00%			
Transportation	\$ 54,000	1.25%	X	X	
Option Counseling	\$ -	0.00%			
<b>IN-HOME SERVICES</b>					
Chore	\$ -	0.00%			
Home Care Assistance	\$ -	0.00%			
Home Injury Control	\$ -	0.00%			
Homemaking	\$ 554,000	12.83%	X		
Home Delivered Meals	\$ 1,074,660	24.88%	X	X	
Home Health Aide	\$ -	0.00%			
Medication Management	\$ 54,934	1.27%	X		
Personal Care	\$ 175,857	4.07%	X		
Personal Emergency Response System	\$ -	0.00%			
Respite Care	\$ 250,226	5.79%	X		
Friendly Reassurance	\$ 22,500	0.52%		X	
<b>COMMUNITY SERVICES</b>					
Adult Day Services	\$ 147,857	3.42%	X		
Dementia Adult Day Care	\$ -	0.00%			
Congregate Meals	\$ 785,921	18.20%		X	
Nutrition Counseling	\$ -	0.00%			
Nutrition Education	\$ -	0.00%			
Disease Prevention/Health Promotion	\$ 35,823	0.83%	X		
Health Screening	\$ -	0.00%			
Assistance to the Hearing Impaired & Deaf	\$ -	0.00%			
Home Repair	\$ -	0.00%			
Legal Assistance	\$ 30,000	0.69%		X	
Long Term Care Ombudsman/Advocacy	\$ 52,018	1.20%			X
Senior Center Operations	\$ -	0.00%			
Senior Center Staffing	\$ -	0.00%			
Vision Services	\$ -	0.00%			
Programs for Prevention of Elder Abuse,	\$ 7,560	0.18%		X	
Counseling Services	\$ -	0.00%			
Creating Confident Caregivers® (CCC)	\$ -	0.00%			
Caregiver Supplemental Services	\$ -	0.00%			
Kinship Support Services	\$ 11,200	0.26%		X	
Caregiver Education, Support, & Training	\$ 41,200	0.95%	X	X	X
AAA RD/Nutritionist	\$ -	0.00%			
<b>PROGRAM DEVELOPMENT</b>	\$ 95,000	2.20%			X
<b>REGION-SPECIFIC</b>					
Enhanced Support	\$ 78,000	1.81%			X
b.	\$ -	0.00%			
c.	\$ -	0.00%			
d.	\$ -	0.00%			
<b>CLP/ADRC SERVICES</b>	\$ -	0.00%			
<b>SUBTOTAL SERVICES</b>	<b>\$ 4,308,060</b>				
<b>MATF &amp; ST CG ADMINISTRATION</b>	\$ 11,000	0.25%			X
<b>TOTAL PERCENT</b>		100.00%	27.33%	52.78%	19.89%
<b>TOTAL FUNDING</b>	<b>\$ 4,319,060</b>		\$1,180,000	\$2,280,000	\$859,060

Note: Rounding variances may occur between the Budgeted Funds column total and the Total Funding under the Method of Provision columns due to percentages in the formula. Rounding variances of + or (-) \$1 are not considered material.

**COUNTY OF OTTAWA**

**STATE OF MICHIGAN**

**RESOLUTION**

At a regular meeting of the Board of Commissioners of the County of Ottawa, Michigan, held at the Fillmore Street Complex in the Township of Olive, Michigan on the 25th day of June, 2019 at 1:30 o'clock p.m. local time.

PRESENT: Commissioners: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

ABSENT: Commissioners: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

It was moved by Commissioner \_\_\_\_\_ and supported by Commissioner \_\_\_\_\_ that the following Resolution be adopted:

WHEREAS, Senior Resources, the Area Agency for Aging serving the residents of Ottawa County, has filed its Multi-Year Area Plan for FY 2020-2022 and Annual Implementation Plan for FY 2020 ("the Plan") with the Ottawa County Board of Commissioners; and,

WHEREAS, the Ottawa County Board of Commissioners, upon review of the Plan, has determined that it is consistent with the goals and objectives of the County of Ottawa with regard to services for senior citizens, and has further determined that implementation of the Plan will protect and benefit the health, safety, and welfare of the senior citizens of Ottawa County, with County funding therefore, if any, subject to the availability of such resources in the County

budget as may be determined in the sole discretion of the Ottawa County Board of Commissioners;

NOW THEREFORE BE IT RESOLVED, that the Ottawa County Board of Commissioners receives and approves the Senior Resources Multi-Year Area Plan for FY 2020-2022 and Annual Implementation Plan for FY 2020, with County funding, if any, subject to the availability of such resources in the County budget, as may be determined in the sole discretion of the Ottawa County Board of Commissioners; and,

BE IT FURTHER RESOLVED, that all resolutions and parts of resolutions insofar as they conflict with this Resolution are hereby repealed.

YEAS: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NAYS: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ABSTENTIONS: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RESOLUTION ADOPTED.

\_\_\_\_\_  
Chairperson, Ottawa County  
Board of Commissioners

\_\_\_\_\_  
Ottawa County Clerk/Register

# Action Request

Electronic Submission – Contract # 1256



**Committee: BOARD OF COMMISSIONERS**

**Meeting Date: 7/27/2021**

**Vendor/3<sup>rd</sup> Party: HOLLAND CHARTER TOWNSHIP**

**Requesting Department: ADMINISTRATOR**

**Submitted By: JOHN SHAY**

**Agenda Item: HOLLAND CHARTER TOWNSHIP WATER LINE EASEMENT**

## Suggested Motion:

To approve and authorize the Board Chairperson and Clerk/Register to sign the Water Line Easement between Holland Charter Township and Ottawa County on Parcel No. 70-16-16-400-090.

## Summary of Request:

Holland Charter Township would like to extend to the west an existing 12" water main that dead ends under Union Street in front of the Children's Advocacy Center. This would enhance reliability of the overall water system while improving fire flows in the area in addition to eliminating two dead-end water mains that would further improve water quality. In order to do this, the Township is requesting a 20-foot-wide easement along the northern boundary of the County-owned parcel in order to construct and maintain this water main.

## Financial Information:

Total Cost: \$0.00

General Fund Cost: \$0.00

Included in Budget:

If not included in Budget, recommended funding source:

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

### Action is Related to Strategic Plan:

Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

Objective:

## Administration:

Recommended by County Administrator:

Committee/Governing/Advisory Board Approval Date: PLANNING AND POLICY: 7/20/2021

## WATER LINE EASEMENT

Tax Parcel No. 70-16-16-400-090

**THIS EASEMENT** is granted this \_\_\_\_\_ day of \_\_\_\_\_, 2021, by **COUNTY OF OTTAWA, a Michigan public body corporate**, whose address is 12220 Fillmore Street, West Olive, Michigan 49460, hereinafter referred to as "Grantor," to **HOLLAND CHARTER TOWNSHIP, a Michigan governmental charter township**, whose address is 353 N. 120th Avenue, Holland, Michigan 49424, hereinafter referred to as "Township";

### BACKGROUND:

In consideration of the mutual benefit of the Grantor and the Township, the receipt of which is acknowledged by Grantor, the Grantor grants and conveys to Township, its successors, assigns and licensees, a non-exclusive, perpetual and permanent easement under, through and across a parcel of land situated in the **Township of Holland, County of Ottawa and State of Michigan**, the land being owned by Grantor in fee simple and described as follows:

**Fee Description:** The West 660.00 feet of the South one-half (S 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of Section 16, Town 5 North, Range 15 West, except the North 180.00 feet of the East 493.00 feet thereof.

**Easement Description:** Part of the Southeast one-quarter (SE 1/4) of Section 16, Town 5 North, Range 15 West, described as commencing at the East one-quarter (E 1/4) corner of said Section; thence North 89 degrees 19 minutes 16 seconds West 1329.66 feet along the East-West one-quarter (E-W 1/4) line of said Section; thence South 00 degrees 41 minutes 31 seconds West 660.07 feet along the West line of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section to the Point of Beginning; thence South 89 degrees 19 minutes 04 seconds East 167.00 feet along the South line of the North one-half (N 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section; thence South 00 degrees 41 minutes 31 seconds West 180.00 feet along the West line of the East 493.00 feet of the West 660.00 feet of the South one-half (S 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section; thence North 89 degrees 19 minutes 04 seconds West 20.00 feet along the South line of the North 180.00 feet of the South one-half (S 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section; thence

North 00 degrees 41 minutes 31 seconds East 160.00 feet; thence North 89 degrees 19 minutes 04 seconds West 147.00 feet; thence North 00 degrees 41 minutes 31 seconds East 20.00 feet along the West line of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section to the Point of Beginning, as shown on the attached Easement Sketch.

This Easement is exempt from transfer tax by reason of MCL 207.526(a); and MCL 207.505(a).

### **GRANT:**

The easement granted ("Easement") shall be for the purpose of the construction and installation of a water line or lines and their appurtenant valves, hydrants, accessories, and interconnecting lines, including booster pumps and related apparatus ("Water Lines"), under, through and across the above-described Easement Description for the purpose of constructing, operation, maintaining, repairing, replacing, reinstalling, inspecting and keeping in working order the Water Lines which are running under, through and across the Easement Description.

The Easement granted to the Township shall include the right to enter upon sufficient land of Grantor adjacent to the Easement Description ("Adjacent Land") as is required for the construction, installation, maintenance, repair, replacement, reinstallation, operation and inspection of the Water Lines and related improvements, together with the right to install intersecting water lines therein. In exercising its right to enter Adjacent Land, Township shall conduct its activities in a manner that will minimize its presence on land outside of the Easement. Each time Township enters the Adjacent Land, Township shall, at its sole expense, restore the Adjacent Land to the condition it was in immediately prior to entry, insofar as is reasonably possible.

**Term:** The Easement within the Easement Description is granted to Township, its successors and assigns, for the use and benefit of Township, its successors and assigns, in perpetuity.

**Authority:** Grantor warrants that they have the right and authority to grant this Easement and own the lands covered by the Easement Description.

**Restoration:** The Easement shall include, but not be limited to, Township's right to enter upon the Easement Description at such times as may be reasonably necessary to construct, maintain, repair, replace, reinstall and inspect its Water Lines within the Easement Description, together with the right to excavate a trench or ditch for the location of the Water Lines. Township shall have the further right to remove trees, brush and undergrowth and other obstructions situated within the Easement Description interfering with the location, construction, maintenance or repair of the Water Lines and related improvements. Township shall be obligated, at its sole expense, (i) to fill and grade to ground level the trench or ditch occupied by the Water Lines and (ii) to restore the drives, parking areas, shrubs or grass to their former condition insofar as is reasonably possible. Township further covenants and agrees that in the event it shall become necessary at any time to enter upon the Easement Description for the purpose of maintenance, repair, replacement, construction or reinstallation of the Water Lines and related improvements, Township shall, at its

sole expense, return the land to a similar condition as before such maintenance or repair upon the completion of the same, insofar as is reasonably possible.

The removal or demolition of any existing buildings, structures or fences which shall be required for the reasonable exercise of the foregoing powers shall be removed or demolished at the expense of the Township.

**Indemnification:** Township agrees to fully defend, indemnify, save and keep harmless the Grantor from any and all claims for damage to real and personal property and injuries or death suffered by persons in any manner caused by or growing out of or in any way connected with the construction, installation, repair, maintenance or presence of the Water Lines and related improvements within the Easement Description, including the presence of Township or its employees, guests, invitees, contractors and agents within the Easement Description or Adjacent Land. Grantor agrees that they will not construct a building, structure or other permanent improvement within the Easement Description without first obtaining the written consent of Township, which consent will not be unreasonably withheld, delayed or conditioned; provided no such building, structure or other improvement shall at any time interfere in any manner with the Water Lines. This conveyance includes a release of any and all claims for damages arising from or incidental to the exercise of any of the foregoing powers, except as above provided.

The pronouns and relative words herein are primarily written in the masculine and singular only. If more than one joins in or be either of the feminine sex or a business entity, such words shall be read as if written in plural, feminine or neuter, respectively.

The Grantor has caused this Easement to be signed the day and year first above written. This instrument shall be binding upon and inure to the benefit of the parties hereto, their respective heirs, representatives, successors and assigns.

COUNTY OF OTTAWA  
a Michigan public body corporate

By: \_\_\_\_\_  
Sign here: \_\_\_\_\_  
Type here: Roger A. Bergman  
Its: Chair, Board of Commissioners

Sign here: \_\_\_\_\_  
Type here: Justin F. Roebuck  
Its: County Clerk

Address: 12220 Fillmore Street  
West Olive MI 49460





**STATEMENT OF JUST COMPENSATION**

**TO: COUNTY OF OTTAWA**  
**12220 Fillmore Street**  
**West Olive MI 49460**

**[“Interested Person(s)”]**

**THIS STATEMENT OF JUST COMPENSATION** is based on the Fair Market Value of the interest in real property, hereinafter described, obtained by the **Holland Charter Township, a Michigan governmental charter township** (the Grantee), for the **Water Line Project, West of Union Street, and North of James Street in Holland Township**. This Statement is not less than the appraised value of the interest in the property acquired, and this Statement disregards any decrease or increase of the Fair Market Value of the property caused by the Project. It has been determined that there is no damage to any remaining real property. There are no buildings, structures or other improvements, including fixtures, removable building equipment and trade fixtures which are considered to be part of the real property interest for which the Offer of Just Compensation is made, as follows:

**Real Property:** The West 660.00 feet of the South one-half (S 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of Section 16, Town 5 North, Range 15 West, except the North 180.00 feet of the East 493.00 feet thereof.

**Interest Obtained:** Water Line Easement (“Easement”).

**Description of Property:** Part of the Southeast one-quarter (SE 1/4) of Section 16, Town 5 North, Range 15 West, described as commencing at the East one-quarter (E 1/4) corner of said Section; thence North 89 degrees 19 minutes 16 seconds West 1329.66 feet along the East-West one-quarter (E-W 1/4) line of said Section; thence South 00 degrees 41 minutes 31 seconds West 660.07 feet along the West line of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section to the Point of Beginning; thence South 89 degrees 19 minutes 04 seconds East 167.00 feet along the South line of the North one-half (N 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section; thence South 00 degrees 41 minutes 31 seconds West 180.00 feet along the West line of the East 493.00 feet of the West 660.00 feet of the South one-half (S 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section; thence North 89 degrees 19 minutes 04 seconds West 20.00 feet along the South line of the North 180.00 feet of the South one-half (S 1/2) of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section; thence North 00 degrees 41 minutes 31 seconds East 160.00 feet; thence North 89 degrees 19 minutes 04 seconds West 147.00 feet; thence North 00 degrees 41 minutes 31 seconds East 20.00 feet along the West line of the Northeast one-quarter (NE 1/4) of the Southeast one-quarter (SE 1/4) of said Section to the Point of Beginning, as shown on the attached Easement Sketch.

**Interested Person(s):** County of Ottawa, a Michigan public body corporate.

**Apportionment of Just Compensation:** One hundred (100%) percent to Interested Person(s).

**Appraised Fair Market Value:** For the mutual benefit of the Interested Person(s) and the Grantee, the Interested Person grants the Water Line Easement over Parcel No. 70-16-16-400-090.

HOLLAND CHARTER TOWNSHIP  
a Michigan governmental charter township

By: Steve Bullthuis

Its: Manager

**THE UNDERSIGNED** acknowledges receipt of the foregoing Statement of Just Compensation and understands their rights and hereby waives their rights under Public Law 91-646, and agrees to grant the interest requested on the terms proposed, even if a Donation of such interest.

This waiver includes a waiver of any appraisal of our property, including accompanying an appraiser inspecting our property. This waiver and the execution of the Water Line Easement is made without undue influence or coercive action of any nature by anyone involved in this Project. We understand that we could request an appraisal of our property and have the right to receive Just Compensation for the granting of the interest being requested by the party receiving the Easement.

Dated this \_\_\_\_ day of \_\_\_\_\_, 2021.

COUNTY OF OTTAWA  
a Michigan public body corporate

By: \_\_\_\_\_  
Roger A. Bergman

Its: Chair, Board of Commissioners

By: \_\_\_\_\_  
Justin F. Roebuck

Its: County Clerk

# EASEMENT SKETCH

East 1/4 Corner, Section 16  
Town 5 North, Range 15 West

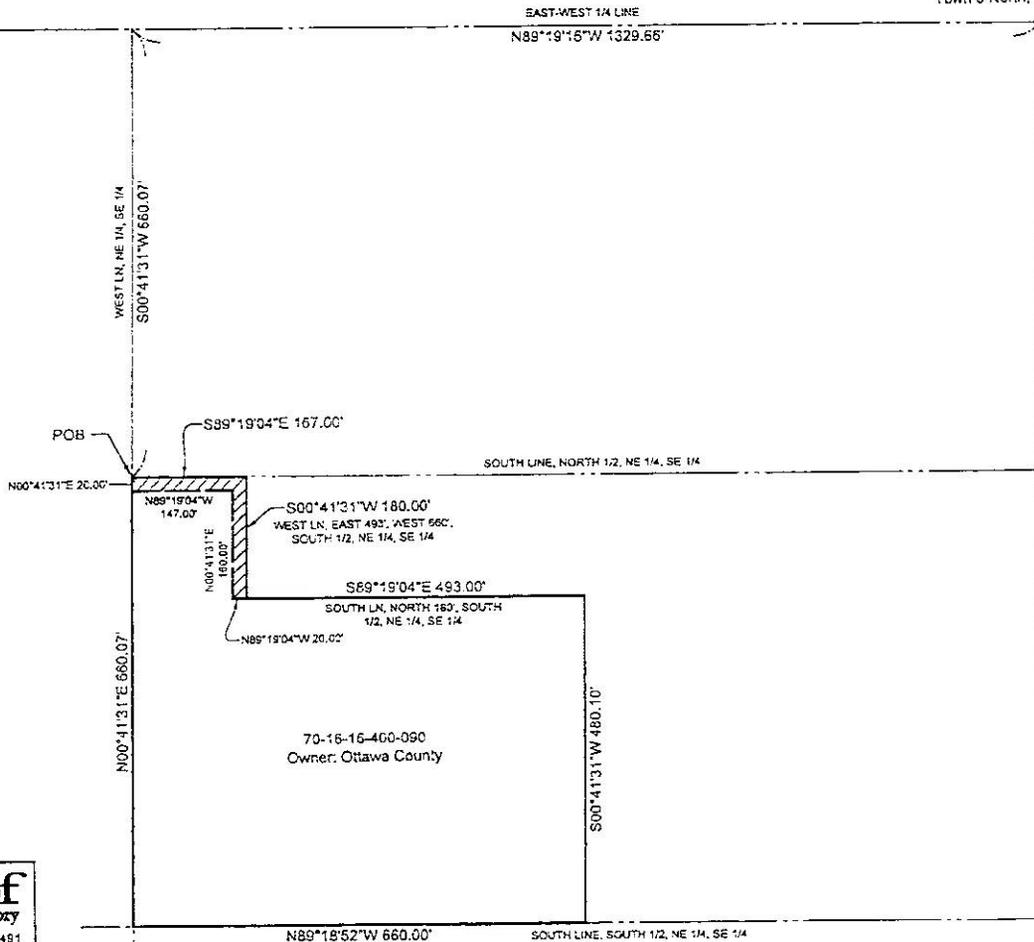


SCALE: 1" = 200'



 Proposed Easement

Proposed Easement: Part of the Southeast 1/4 of Section 16, Town 5 North, Range 15 West, Holland Township, Ottawa County, Michigan, described as: Commencing at the East 1/4 corner of said Section; thence North 89°19'16" West 1329.66 feet along the East-West 1/4 line of said Section; thence South 00°41'31" West 660.07 feet along the West line of the Northeast 1/4 of the Southeast 1/4 of said Section to the Point of Beginning; thence South 89°19'04" East 167.00 feet along the South line of the North 1/2 of the Northeast 1/4 of the Southeast 1/4 of said Section; thence South 00°41'31" West 180.00 feet along the West line of the East 493' of the West 660' of the South 1/2 of the Northeast 1/4 of the Southeast 1/4 of said Section; thence North 85°19'04" West 20.00 feet along the South line of the North 180' of the South 1/2 of the Northeast 1/4 of the Southeast 1/4 of said Section; thence North 00°41'31" East 160.00 feet; thence North 89°19'04" West 147.00 feet; thence North 00°41'31" East 20.00 feet along the West line of the Northeast 1/4 of the Southeast 1/4 of said Section to the Point of Beginning.



Description (70-16-16-400-090; per Ottawa County Tax Description): W 660 FT OF S 1/2 OF NE 1/4 OF SE 1/4 EXC N 160 FT OF E 493 FT THEREOF, SEC 16 T5N R15W.

70-16-16-400-090  
Owner: Ottawa County

**Prein & Newhof**  
Engineers • Surveyors • Environmental • Laboratory

3355 Evergreen Drive NE  
Grand Rapids, MI 49525  
www.preinnewhof.com

T (616) 364-8481  
F (616) 364-6955  
info@preinnewhof.com

Date: 05/17/2021  
Project No. 2210112

PAGE  
1 OF 1

10000 - PREIN & NEWHOF ENGINEERS, SURVEYORS & ENVIRONMENTAL LABORATORY - INC. 07/2015 - 2.000

# EASEMENT SKETCH

East 1/4 Corner, Section 16  
Town 5 North, Range 15 West

**Proposed Easement**

Easement: Part of the Southeast 1/4 of  
Town 5 North, Range 15 West,  
Wishnup, Ottawa County, Michigan,  
as: Commencing at the East 1/4 corner  
of said Section; thence North 89°19'16"  
West along the East-West 1/4 line of said  
Section South 00°41'31" West 660.07 feet  
West line of the Northeast 1/4 of the  
1/4 of said Section to the Point of  
Beginning; thence South 89°19'04" East 167.00  
feet along the South line of the North 1/2  
of the Southeast 1/4 of said Section;  
thence South 00°41'31" West 180.00 feet  
along the East 489' of the West 660' of  
1/2 of the Northeast 1/4 of the  
1/4 of said Section; thence North  
West 20.00 feet along the South line of  
1/2 of the South 1/2 of the Northeast  
Southeast 1/4 of said Section; thence  
North 1°31' East 160.00 feet; thence North  
West 147.00 feet; thence North  
East 20.00 feet along the West line of  
1/4 of the Southeast 1/4 of said  
Section to the Point of Beginning.

**Prain & Newhof**  
Surveyors • Environmental • Laboratory

12220 Filmore Street, Suite 320  
West Olive, Michigan 49460  
Phone: (616) 738-4630  
www.gis.mtmtawa.org

Photography date: April 2018  
Date: 7/14/2021

70-16-16-400-090  
Owner: Ottawa County

SC0°41'31"W 180.00'  
WEST LN, EAST 489', WEST 660',  
SOUTH 1/2, NE 1/4

S89°19'04"E 489.00'  
SOUTH LN, NORTH 180', SOUTH  
1/2, NE 1/4, SE 1/4

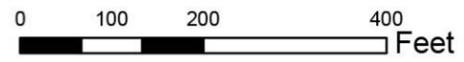
N89°19'04"W 20.00'

UNION STREET

HUMMINGBIRD LANE

70-16-16-400-090

1 inch = 200 feet



**Legend**

- ⊗ Remonumentation Points
- ▭ Sections
- ▭ Quarter Sections
- ▭ Rights of Way
- ▭ Encumbrances
- ▭ Township & Range
- ▭ Subdivisions
- ▭ Lots





FELCH ST

766.53

12"

GEERLING STREET PLAT

147

66

135.63

37.24

8.26

8.27

98.9

39.73

1.73

156.1

240.18

66

66

210

300.33

60

96

250

306

487

701

815

971

1185

1400

1615

1830

2045

2260

2475

2690

2905

3120

3335

3550

3765

3980

4195

4410

4625

4840

5055

5270

5485

5700

5915

6130

6345

6560

6775

6990

7205

7420

7635

7850

8065

8280

8495

8710

8925

9140

9355

9570

9785

10000

10215

10430

10645

10860

11075

11290

11505

11720

11935

12150

12365

12580

12795

13010

13225

13440

13655

13870

14085

14300

14515

14730

14945

15160

15375

15590

15805

16020

16235

16450

16665

16880

17095

17310

17525

17740

17955

18170

18385

18600

18815

19030

19245

19460

19675

19890

20105

20320

20535

20750

20965

21180

21395

21610

21825

22040

22255

22470

22685

22900

23115

23330

23545

23760

23975

24190

24405

24620

24835

25050

25265

25480

25695

25910

26125

26340

26555

26770

26985

27200

27415

27630

27845

28060

28275

28490

28705

28920

29135

29350

29565

29780

30000

30215

30430

30645

30860

31075

31290

31505

31720

31935

32150

32365

32580

32795

33010

33225

33440

33655

33870

34085

34300

34515

34730

34945

35160

35375

35590

35805

36020

36235

36450

36665

36880

37095

37310

37525

37740

37955

38170

38385

38600

38815

39030

39245

39460

39675

39890

40105

40320

40535

40750

40965

41180

41395

41610

41825

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48060

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49135

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51935

52150

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55375

55590

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56235

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57525

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58170

58385

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66770

# Action Request



<b>Committee:</b>	Board of Commissioners
<b>Meeting Date:</b>	07/27/2021
<b>Requesting Department:</b>	Corporation Counsel
<b>Submitted By:</b>	Doug Van Essen
<b>Agenda Item:</b>	Surveillance, Invasion of Privacy or Security Ordinance

**Suggested Motion:**

To approve the Surveillance, Invasion of Privacy or Security on County Property ordinance.

**Summary of Request:**

This ordinance, if adopted, would restrict surveillance (including the use of drones) in parks, the Jail and courthouse areas as well as other County-owned property. It would prohibit anyone from unauthorized video taking and audio recording of any work area, person or proceeding inside a County building, except for meetings open to the public or as authorized by the Chief Judge for a court proceeding. It would also prohibit all drone usage within 500 feet of the Jail or Juvenile Detention Center and 20 feet from the courthouses in Grand Haven, Holland and Hudsonville, as well outside above any County-owned property, including County parks.

Recently, Ottawa County was sued by a Drone use advocacy group regarding the prohibition by the Parks Commission of no drone use in our parks without a permit. The Advocacy Group is wrongly claiming that MCL 259.305 which prohibits the County from using police power to regulate drone usage throughout the County precludes it from regulating drone usage on "its" own property. It is important in defending what Parks has done for the County to also prohibit drone usage on other areas of its properties, including, of course--the jail and courthouses. This Ordinance shows that the matter is equally important on all properties to prevent illegal surveillance or other nefarious activities.

**Financial Information:**

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" 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.

**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: *Alan G. Vansuberg*

Committee/Governing/Advisory Board Approval Date: 07/20/2021

Planning and Policy Committee

## **Article 4 - County Operations Ordinances**

### **400.5 – Surveillance, Invasion of Privacy or Security of County Property**

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#### **Surveillance, Invasion of Privacy or Security on County Property**

**400.5.1 Purpose and Findings:** Michigan’s Surveillance and Wiretapping Act (“SWA”), MCL §750.539a-j prohibits surveillance or eavesdropping that would constitute an invasion of privacy. MCL §46.11(j) authorizes the Ottawa County Board of Commissioners (“Board”) to enact ordinances protecting County interests in owned, leased or controlled properties (“County Property”). The Board determines that there is a privacy and security interest in all County Property, except its Chambers during a public meeting and the lobbies and hallways of County Buildings and the outside areas of County Property, including Park Properties, when there is no person present who has not provided written consent to be photographed, surveilled or eavesdropped. Except within the Board’s Chambers during an open meeting when consent to be surveilled is presumed, the Board finds that photography without consent is an invasion of privacy of county funded personnel, officers and the public present on the County Property. The Board also finds that drones and photographic equipment have been and could be used to breach the security of incarceration, law enforcement, prosecutorial, electoral, IT and court facilities. Indeed, the MDOC has experienced contraband being dropped by drones onto prison grounds, and the possibilities of a weapons drop is also significant.

The Board finds that the behaviors prohibited in this Ordinance are necessary to avoid the impediment and interference in the proper functioning of the business of County government and the Courts that it finances. Specifically, unauthorized video taking and audio recording and harassment of county and court personnel have interfered in Ottawa County with employee performance of critical duties and, if unchecked, could threaten the recruitment and retention of County and Court funded personnel thereby further impeding performance of duties necessary to the community.

**400.5.2 Prohibitions:** It shall be unlawful and a violation of this Ordinance for any person to violate any of the following prohibitions:

400.5.2.1 For security reasons, all drone usage is prohibited within Five Hundred (500) feet of the Ottawa County Jail or Juvenile Detention Facilities or Twenty (20) feet of the Grand Haven, Holland, or Hudsonville Courthouse buildings.

400.5.2.2 Except upon a permit issued by the Parks Director or County Administrator, drone usage with a camera/video operating and/or recording pictures or the audio of any person outside on County Property, including County Parks, is prohibited.

400.5.2.3 The photographing, video recording or audio recording of any work area, person or proceeding inside a County Building is prohibited. The following are exceptions to the preceding prohibitions in this subparagraph:

400.5.2.3.1 Publicly noticed proceedings of the Board or its Committees in its Chambers or in a conference room in a County Building;

## Article 4 - County Operations Ordinances

### 400.5 – Surveillance, Invasion of Privacy or Security of County Property

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400.5.2.3.2 Official court proceedings in a courtroom where the Chief Judge responsible for that Court has expressly authorized the videography, photography, or audio recording;

400.5.2.3.3 Another proceeding in a County Building where the photography, videography or audio recording is expressly authorized by the County Administrator; or

400.5.2.3.4 Any law enforcement or security activities on County Property.

400.5.3 Notice and Posting: The Prohibitions of this Ordinance shall be posted by the Ottawa County Clerk/Register at public entrances to all County Property and on grounds and parking areas of County Property. The absence of a posting, however, shall not bar enforcement of this Ordinance.

400.5.6 Severability: The phrases, sentences, sections and provisions of this Ordinance are severable and the finding that any portion hereof is unconstitutional or otherwise unenforceable shall not detract from or affect the enforceability of the remainder of this Ordinance.

400.5.7 Repeal of Conflicting Ordinances: All other ordinances, parts of ordinances, or amendments thereto, any of which are in conflict with the provisions of this Ordinance, are hereby repealed in their entirety to the extent of such conflict.

400.5.8 Enforcement: The Ottawa County Sheriff and his or her deputies shall enforce the provisions of the Ordinance and may request assistance from the local police departments and the Prosecutor.

400.5.8.1 *Appearance Ticket*. If the Sheriff's deputy determines that there is probable cause that this Ordinance has been violated, he or she is authorized to issue and serve an Appearance Ticket upon a person or entity violating this Ordinance. The Appearance Ticket shall direct the recipient to appear in the appropriate District Court within Ottawa County on a specified date to respond to the alleged violation. Nothing here shall prevent a Sheriff's deputy or Prosecutor from also pursuing enforcement of Michigan's SWA for the same offenses as are prohibited under this Ordinance.

400.5.8.2 *Civil and Criminal Penalties*. Enforcement may be accomplished by civil action and/or criminal prosecution, along with any other remedies provided by law. Any responsible party shall be guilty of a misdemeanor if proven to have violated the provisions of this Ordinance and may, upon conviction, be punished

## **Article 4 - County Operations Ordinances**

### **400.5 – Surveillance, Invasion of Privacy or Security of County Property**

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by imprisonment in the County jail for not more than ninety (90) days, or by fine of not more than five hundred (\$500) and the cost of prosecution, or by a fine and imprisonment at the discretion of the Court. The imposition of any sentence shall not exempt the Responsible Party from compliance with the requirements of this Ordinance nor from liability for civil penalties or other civil proceedings to enforce this Ordinance or abate the violation. Continued violation of this Ordinance is hereby declared a nuisance *per se*.

400.5.9 Approval: This Ordinance was approved and adopted by the Ottawa County Board of Commissioners on July 27, 2021 and shall be effective on September 1, 2021.

#### **History**

Enacted:

Original Ordinance Number:

Codified:

Amended:

Effective:

# Action Request



**Committee:** Board of Commissioners

**Meeting Date:** 07/27/2021

**Requesting Department:** Community Mental Health

**Submitted By:** Al Vanderberg

**Agenda Item:** Stepping Up Resolution

## Suggested Motion:

To approve and authorize the Board Chairperson and Clerk/Register to sign the resolution of support for the Stepping Up initiative to reduce the number of people with mental illnesses in jails.

## Summary of Request:

Since Stepping Up launched in 2015, over 500 counties have joined the initiative to reduce the number of people with mental illnesses in jails. Counties of all sizes have made progress toward establishing accurate, accessible baseline data on the prevalence of mental illness in their local justice systems, which has led to innovative policies and programs, increased connections to potentially life-saving treatment, and tangible reductions in the prevalence of mental illness.

## Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" 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 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

**Objective:** Goal 2, Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

**Administration:**  Recommended  Not Recommended  Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date: 07/20/2021

Planning and Policy Committee

**COUNTY OF OTTAWA**

**STATE OF MICHIGAN**

**RESOLUTION**

At a regular meeting of the Board of Commissioners of the County of Ottawa, Michigan, held at the Fillmore Street Complex in the Township of Olive, Michigan on the \_\_\_\_ day of \_\_\_\_\_, 2021 at \_\_\_\_\_ o'clock p.m. local time.

PRESENT: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ABSENT: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

It was moved by Commissioner \_\_\_\_\_ and supported by Commissioner \_\_\_\_\_ that the following Resolution be adopted:

WHEREAS, counties routinely provide treatment services to the estimated 2 million people with serious mental illnesses booked into jail each year; and,

WHEREAS, prevalence rates of serious mental illnesses in jails are three to six times higher than for the general public; and,

WHEREAS, almost three-quarters of adults with serious mental illnesses in jails have co-occurring substance use disorders; and,

WHEREAS, adults with mental illnesses tend to stay longer in jail and, upon release, are at a higher risk of recidivism than people without these disorders; and,

WHEREAS, county jails spend two to three times more on adults with mental illnesses that require interventions compared to those without these treatment needs; and,

WHEREAS, without the appropriate treatment and services, people with mental illnesses continue to cycle through the criminal justice system, often resulting in tragic outcomes for these individuals and their families; and,

WHEREAS, Ottawa County and all counties take pride in their responsibility to protect and enhance the health, welfare, and safety of its residents in efficient and cost-effective ways; and,

WHEREAS, through Stepping Up, the National Association of Counties, The Council of State Governments Justice Center, and the American Psychiatric Association Foundation are encouraging public, private, and nonprofit partners to reduce the number of people with mental illnesses in jails;

NOW THEREFORE BE IT RESOLVED, that the Ottawa County Board of Commissioners do hereby sign on to the Call to Action to reduce the number of people with mental illnesses in our county jail, commit to sharing lessons learned with other counties in my state and across the country to support a national initiative and encourage all county officials, employees, and residents to participate in Stepping Up. We resolve to utilize the comprehensive resources available through Stepping Up to:

- Convene or draw on a diverse team of leaders and decision makers from multiple agencies committed to safely reducing the number of people with mental illnesses in jails;
- Collect and review prevalence numbers and assess individuals' needs to better identify adults entering jails with mental illnesses and their recidivism risk, and use that baseline information to guide decision making at the system, program and case levels;
- Examine treatment and service capacity to determine which programs and services are available in the county for people with mental illnesses and co-occurring substance use disorders, and identify state and local policy and funding barriers to minimizing contact with the justice system and providing treatment and supports in the community;
- Develop a plan with measurable outcomes that draws on the jail assessment and prevalence data and the examination of available treatment and service capacity, while considering identified barriers;
- Implement research-based approaches that advance the plan; and
- Create a process to track progress using data and information systems, and to report on successes.

BE IT FURTHER RESOLVED, that all resolutions and parts of resolutions insofar as they conflict with this Resolution are hereby repealed to the extent of such conflict.

YEAS: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NAYS: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ABSTENTIONS: Commissioners: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RESOLUTION ADOPTED.

\_\_\_\_\_  
Roger Bergman, Chairperson,  
Ottawa County Board of Commissioners

\_\_\_\_\_  
Justin Roebuck  
Ottawa County Clerk/Register

# Action Request



**Committee:** Board of Commissioners

**Meeting Date:** 07/27/2021

**Requesting Department:** Corporation Counsel

**Submitted By:** Doug Van Essen

**Agenda Item:** Policy on Board Resolutions

## Suggested Motion:

To approve the proposed Policy on Resolutions.

## Summary of Request:

The Board of Commissioners receives many requests to adopt resolutions to take positions on issues for which the Board has no statutory authority to act. At the Planning & Policy Committee's request, Corporation Counsel has drafted a Policy on Resolutions to help the Board of Commissioners determine the types of resolutions that it can consider. In short, the policy states that the Board would only consider resolutions that pertain to specific administrative or legislative authority conferred to the Board by state statute or those honorary resolutions that recognize extraordinary community or county service of particular individuals, officers or employees. The Board would not take action on any other type of resolution.

## Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" 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.

**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: 07/20/2021

Planning and Policy Committee



# Ottawa County

Department Policy

## Policy on Resolutions

### **I. Policy**

The Ottawa County Board of Commissioners exercises limited governmental power. As a result, the Board may only entertain substantive resolutions that pertain to the specific administrative or legislative authority conferred to it by state statute. Any proposed resolution, motion or ordinance that does not pertain to the Board's statutory authority is out of order.

The only exception to this policy is honorary resolutions that recognize extraordinary community or county service of particular individuals, officers or employees.

### **II. Statutory References**

MCL 46.11 generally defines the subjects over which the Board may take action at a meeting. In *Crain v. Gibson*, 250 Mich App 792 (1977) and in *School District No. 9, Pittsfield Township v. Board of Supervisors of Washtenaw County*, 341 Mich 388 (1954), the Michigan appellate courts interpreted the State Constitution and MCL 46.11 to require a Board to act exclusively through board resolutions, including motions and ordinances, at a publicly noticed open meeting and pursuant to a specific statutory delegation of power.

### **III. County Legislative or Historical References**

Board of Commissioners Resolution Number and Policy Adoption Date:

Board of Commissioners Review Date and Resolution Number:

Name and Date of Last Committee Review:

Last Review by Internal Policy Review Team:

#### **IV. Procedure**

To ensure compliance with this policy, proposed resolutions should be presented to the Chairperson, Administrator and to Corporation Counsel for review prior to presentation to the Board at a noticed open meeting.

#### **V. Review Period**

The Internal Policy Review Team will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

# Action Request



**Committee:** Board of Commissioners

**Meeting Date:** 07/27/2021

**Requesting Department:** Fiscal Services

**Submitted By:** Karen Karasinski

**Agenda Item:** FY2021 Budget Adjustments

**Suggested Motion:**

To approve the 2021 budget adjustments per the attached schedule.

**Summary of Request:**

Approve budget adjustments processed during the month for appropriation changes and line item adjustments.

Mandated action required by PA 621 of 1978, the Uniform Budget and Accounting Act.

Compliance with the Ottawa County Operating Budget Policy.

**Financial Information:**

Total Cost: \$0.00	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:

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

**Action is Related to Strategic Plan:**

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

**Objective:**

Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

Goal 1, Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Goal 1, Objective 3: Maintain or improve bond credit ratings.

**Administration:**  Recommended  Not Recommended  Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date: 07/20/2021

Finance and Administration Committee

	<b>Fund</b>	<b>Department</b>	<b>Explanation</b>	<b>Revenue</b>	<b>Expense</b>
08-774	General Fund	Facilities Transfers In	Insurance Authority authorized a risk prevention grant to fund a security door installation at CMH B Building	\$ 6,000	\$ 6,000
08-790	Capital Project Fund	IT	Reduce Case Management Project to reflect Jail Management only. Case Management will be a part of the FY22 Capital Improvement Plan		\$ (235,160)
08-974	Public Health Fund	Health Department	New grant from Lakeshore Regina Entity to fund opioid drug treatment program.	\$ 5,000	\$ 5,000
09-246	Capital Projects Fund	Card Access Project  Transfer In	Insurance Authority Board approved a \$625,000 to replace the card reader access system for the County. The initial budget adjustment was prepared for \$600,000 and this adjustment recognizes the correct amount.	\$ 25,000	\$ 25,000
10-415	Federal Forfeiture	Sheriff	Use federal forfeiture to purchase recording equipment for interview room in the Jail.		\$ 4,750
09-621	General Fund Capital Projects Fund	Transfer Out GIS Project Transfer In	Increase cost for Pictometry Connect software used in the GIS survey project. This project is funded with resources set aside in the General Fund Balance.	\$ 2,475	\$ 2,475
10-21	Governmental Grants	Substance Abuse and Mental Health Services Administration	New grant from Bureau of Justice Assistance for Drug Court. Grant funding to support adult drug treatment program.	\$ 200,000	\$ 200,000
10-86	General Fund General Fund Capital Projects Fund	Treasury Transfers Out Tansfers In	Increase property tax revenue based on Equalization report and transferring to the Capital Project fund for future projects.	\$ 415,000 \$ 415,000	\$ 415,000
10-574	DB/DC Conversion Fund		Correct adopted budget. Expense incorrectly budgeted in the internal service fund and should have been from the committed .3 mil		\$ 2,417,564
10-373	General Fund	Corporation Counsel Transfer in	Adjustment to purchase property Contributed capital from Insurance Authority	\$ 720,000	\$ 720,000

# Action Request



**Committee:** Board of Commissioners  
**Meeting Date:** 07/27/2021  
**Requesting Department:** Human Resources  
**Submitted By:** Marcie Ver Beek  
**Agenda Item:** Office of the Public Defender Personnel Request

## Suggested Motion:

To approve the request from the Office of the Public Defender to add one, full-time benefited Legal Clerk (Group T, pay grade T-6) at a 1.0 FTE at a cost of \$63,995.

## Summary of Request:

The Michigan Indigent Defense Commission (MIDC) has approved funding of a new Legal Clerk position in the Ottawa County Office of the Public Defender (OPD). Ottawa County will incur no additional costs for this position because the County or "local share" of the OPD budget is determined by statute. Any costs above the local share are born by the MIDC.

The Ottawa County OPD currently has four Legal Assistants who provide both technical and administrative support to the department. However, the department has recognized that this staffing level is insufficient and the Legal Assistants are spending the majority of their time on clerical tasks instead of the more complex, legal tasks they were originally hired to perform. As a result, many of the technical tasks the Legal Assistants would typically perform is falling to the attorneys.

The Legal Clerk position will help relieve the clerical workload of the Legal Assistants, allowing them to focus on complex legal matters.

## Financial Information:

Total Cost: \$63,995.00	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:

Michigan Indigent Defense Commission

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

## Action is Related to Strategic Plan:

**Goal:** Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

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

**Objective:** Goal 2, Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

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:

Committee/Governing/Advisory Board Approval Date: 07/20/2021

Finance and Administration Committee



# COUNTY OF OTTAWA

## New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: Office of the Public Defender DATE REQUESTED: 07/08/2021

POSITION TITLE: Legal Clerk ORG CODE: 26002990

DATE NEEDED 08/09/2021

CHECK ONE:  Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: 40

Expansion of Existing Hours → From: \_\_\_\_\_ To: \_\_\_\_\_ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: \_\_\_\_\_

New Position → Number of hours per week requested: \_\_\_\_\_

Expansion of Existing Hours - please refer to the attached schedule to make this request

### GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: Group T

2. Pay Grade: T-6

3. Does a current job description exist?  Yes  No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

MIDC approved funding for FY22 | due to the higher-than-normal case load and COVID rescheduling,

our current staff cannot keep up and there is no time to assist attorneys in trial prep. (see attached)

We have savings to pay for the remainder of FY21

### COST INFORMATION:

Additional source of revenue (in percentage) to support this position. MIDC 100%

Provide the revenue line to be amended if this position is approved: 704000

Estimated salary cost (including for the budget year: \$33,708.19) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$30,286.97 (department to request amount from H/R)



# COUNTY OF OTTAWA

## New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

HP laptop, two monitors, docking station, desk, regular office supplies

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### Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: 

DATE: 7-8-2021

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**BUDGET DATA:** \_\_\_\_\_

*Fiscal Services Department Use Only*

**CONTROL #:** \_\_\_\_\_

*Fiscal Services Department Use Only*

## OFFICE OF THE PUBLIC DEFENDER - JUSTIFICATION FOR LEGAL CLERK

The Michigan Indigent Defense Commission (MIDC) has approved funding of a new Legal Clerk position in the Ottawa County Office of the Public Defender (OPD). Ottawa County will incur no additional costs for this position because the County or “local share” of the OPD budget is determined by statute. Any costs above the local share are born by the MIDC.

The Ottawa County OPD currently has four Legal Assistants who provide both technical and administrative support to the department. However, the department has recognized that this staffing level is insufficient and the Legal Assistants are spending the majority of their time on clerical tasks such as answering phones, filing, opening and closing case files, opening and sending mail, forwarding jail kites, printing documents and serving as receptionists. These tasks not only consume most of their time but also serve as interruptions to the more complex, legal tasks they were originally hired to perform. As a result, many of the technical tasks the Legal Assistants would typically perform is falling to the attorneys.

The Legal Clerk position will help relieve the clerical workload of the Legal Assistants, allowing the Legal Assistants to focus on complex legal matters such as file review, document drafting, scheduling and filing motions, conflict checking and serving as conduits of information between attorneys and clients.

Furthermore, the attorney to support staff ratio in the Office of the Public Defender is 15 attorneys to 4 Legal Assistants with 1 Office Manager. In comparison, the attorney to support staff ratio in the Prosecutors Office is 15 attorneys to 8 Legal Assistants, 1 Legal Clerk and 2 Office Managers.

This staffing insufficiency has exacerbated operational challenges created by the COVID-19 pandemic. The court system, under the jurisdiction of Michigan Supreme Court, delayed jury trials and created a huge backlog of cases. Ottawa County courts have repeatedly scheduled, adjourned and rescheduled all matters on all pending cases. This has resulted in an unprecedented number of scheduling procedures for the office.

## OTTAWA COUNTY

**TITLE:** Legal Clerk  
**DEPARTMENT:** Public Defender  
**REVISION DATE:** 3/16/21

**EMPLOYEE GROUP:** Group T  
**GRADE:** T-6

### **JOB DESCRIPTION:**

Under the supervision of the Public Defender's office coordinator, processes case documentation for misdemeanor and felony violations of the Michigan Criminal Code, and/or misdemeanor and felony violations of the Michigan Motor Vehicle Code. Prepares case files and ensures that Assistant Public Defender Attorneys have complete and accurate information for the preparation of their case in matters assigned to them. Responds to client inquiries and manages scheduled appearances.

### **ESSENTIAL JOB FUNCTIONS:**

**The essential functions of this position include, but are not limited to, any combination of the following:**

1. Assists clients on the phone and at the counter, requiring knowledge of Public Defender Attorney's Office policy and procedures. Responds to inquiries regarding case status, schedules and other related issues while maintaining confidentiality. May refer people to appropriate Public Defender's Office staff member, other county department or other resource agency.
2. Receives, scans and indexes documents and incoming correspondence; forwards electronic images to appropriate staff member or destination and matches documents to correct case files.
3. Prepares physical files and enters case data into case management system(s).
4. Prepares case files for scheduled hearings.
5. Prepares a variety of legal documents and correspondence, processing work product physically and/or electronically. Maintains records of case status in electronic databases.
6. Receives and greets clients and directs them to proper location; notifies public defenders of their arrival and communicates case status updates.
7. Inputs case management data to the digital and electronic information management systems; updates electronic data files and generates a variety of case management and case status reports for the Public Defender's Office.
8. As requested, collects, compiles and formats case management and disposition data for inclusion in a variety of internal and external reports.
9. Closes records in case management software program(s) and archives physical file. Monitors and maintains archival retention hardware, software and storage area for branch location.
10. At the direction of the office coordinator, may perform special projects to assist case management and other related functions.
11. Performs other duties as assigned.

### **REQUIRED EDUCATION, TRAINING AND EXPERIENCE:**

High school diploma or GED combined with some post-secondary training in criminal justice, business information systems, legal secretarial or other relevant field and one year of progressively responsible experience in a legal practice or court administrative office position requiring extensive public contact and fast, accurate keyboarding skills; or an equivalent combination of education, training and experience.

## **ADDITIONAL REQUIREMENTS AND INFORMATION:**

### **Required Knowledge and Skills:**

1. Excellent customer relation skills.
2. Basic knowledge of legal terminology.
3. Basic knowledge of criminal court processes.
4. Fast and accurate keyboarding skills.
5. Accurate mathematical skills.
6. Working knowledge of privacy requirements related to court records.
7. Computer literacy and knowledge of word processing, spreadsheet and database management applications.
8. Knowledge of document imaging protocols and equipment operation.
9. Good time management and organizational skills including accuracy and attention to detail.
10. Good verbal and written communications skills.
11. Excellent interpersonal and human relations skills.
12. Ability to interact positively and professionally with judges, attorneys, prosecutors, law enforcement officers, employees, community and business representatives, plaintiffs, defendants, other parties to litigation and members of the general public with widely divergent socio-economic and cultural backgrounds and varying levels of communication skills.

**Note:** Ability to communicate in Spanish, Lao, Cambodian or other language spoken by ethnic groups residing in the county is beneficial.

### **Physical Requirements:**

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audiological appliances and devices to increase mobility.

### **Working Conditions:**

Work is generally performed in a normal office environment.

2021 Estimated Costs per Deductions  
Employee Costs

Legal Clerk  
T-6 Step 3

FTE	Wages	Benefits	TOTAL COST
1.0000	33,708.19	30,286.97	63,995.16

# Action Request



<b>Committee:</b>	Board of Commissioners
<b>Meeting Date:</b>	07/27/2021
<b>Requesting Department:</b>	Human Resources
<b>Submitted By:</b>	Marcie Ver Beek
<b>Agenda Item:</b>	Parks and Recreation Department Personnel Request

### Suggested Motion:

To approve the request from the Parks and Recreation Department to increase the FTE of the part-time, benefited Secretary position (Group T, pay grade T-7) from .625 FTE to a full-time benefited 1.0 FTE position at an increased cost of \$23,960.

### Summary of Request:

The Ottawa County Parks and Recreation Department has experienced steady growth in recent years by acquiring additional parks and facilities and by expanding program offerings. This has been accompanied by an increase in the public use of parks, open spaces and trails. As a result, the department has seen an increase in administrative duties related to user questions via phone and email, reservations, cash handling, ticket processing, motor vehicle permits, hunting lotteries, utility payments and other ongoing administrative duties.

This request would expand the hours of the existing part-time, benefited Secretary position from 25 hours per week (.625 FTE) to a full-time benefited position working 40 hours per week (1.0 FTE) at an increased cost of \$23,960 per year.

### Financial Information:

Total Cost: \$23,960.00	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:

Parks Millage funds

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

**Action is Related to Strategic Plan:**

**Goal:** Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

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

**Objective:** Goal 2, Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

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: 07/20/2021

Finance and Administration Committee



# COUNTY OF OTTAWA

## New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: Parks DATE REQUESTED: 7/8/2021

POSITION TITLE: Parks Secretary ORG CODE: 20817510

DATE NEEDED as soon as possible

CHECK ONE:  Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: \_\_\_\_\_

Expansion of Existing Hours → From: 25 To: 40 hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: \_\_\_\_\_

New Position → Number of hours per week requested: \_\_\_\_\_

Expansion of Existing Hours - please refer to the attached schedule to make this request

### GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: T

2. Pay Grade: 7

3. Does a current job description exist?  Yes  No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

See attached

### COST INFORMATION:

Additional source of revenue (in percentage) to support this position. \_\_\_\_\_

Provide the revenue line to be amended if this position is approved: Already in the 2021 Budget - Parks Millage

Estimated salary cost (including for the budget year: \$23,960) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: Already bennefited (department to request amount from H/R)



# COUNTY OF OTTAWA

## New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

No additional equipment required

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Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: \_\_\_\_\_

*Jan D. Shullin*

DATE: 7/9/21

-----  
**BUDGET DATA:** \_\_\_\_\_

*Fiscal Services Department Use Only*

**CONTROL #:** \_\_\_\_\_

*Fiscal Services Department Use Only*



## MEMORANDUM

Date: July 9, 2021  
To: Ottawa County Board of Commissioners  
From: Jason Shamblin, Director   
RE: Position change from part-time benefited to full-time benefitted

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As we have steadily opened additional parks, facilities, and increased program offerings in recent years the department has seen increased public use of Parks, Open Spaces and Trails. This has resulted in an increase of administrative duties related to user questions via phone and email, reservations, cash handling, ticket processing, motor vehicle permits, hunting lotteries, utility payments, and other ongoing facility services (landscaping, irrigation, etc).

In summary, in the past decade:

- **Revenue & Revenue-Generating Facilities**
  - Motor Vehicle Permit revenue has increased 71% since 2010
  - Nine new or expanded facilities opened since 2010
    - # of Reservations have increased 44% since 2010, revenue has increased 93%
      - This number is compared to 2019 due to pandemic. Without pandemic this increase would likely have been greater.
      - Due to persistent user clean-up or damage issues that have emerged over time, administrative duties related to reservation facility oversight have increased significantly
      - Majority of calls and call-time spent for administrative staff are spent on time-consuming calls regarding reservations or setting up late-breaking reservations (less than two weeks from event date)
      - Increasing use trends expected to continue as awareness of facilities grows
    - \$124,224 revenue from Ottawa Beach Marina in 2020 (new revenue source in 2019)
  - Due to new software and internal control requirements, cash counting has been centralized to main office, requiring additional administrative staff time
- **Recently Developed, Expanded, or Acquired Parks sites**
  - Since 2010, eight parks have opened which were completely new, previously undeveloped, or were significantly expanded

- Utility accounts for sites have increased 23%
- **Programs**
  - Nature Education Programs participation has increased 288% since 2019
    - This number is compared to 2019 due to pandemic. Without the pandemic, this increase would likely have been greater.
- **Other Major Initiatives**
  - Added full-time Communications Specialist, which has significantly increased awareness of parks, facilities, and programs.
  - Idema Explorers Trail
    - Seven miles of trails have been constructed since 2017
      - 20 additional miles of construction expected over next several years
        - Additional grants expected that will require administrative support
        - Anticipated to increase park usage and generate user calls/emails
  - Ottawa County Parks Foundation
    - Administrative support provided on ongoing basis for deposit management, events, and staff support

During this time, we have been judicious about hiring additional administrative staff. A recent retirement has provided an opportunity to evaluate our current staffing structure. Increasing this position by 15 hours to a full-time position would be a cost-effective option to increase customer service and enhance internal operations to meet current and immediate needs.



Ottawa County  
*Where You Belong.*

# Secretary (Parks & Recreation Dept.)

Class Code:  
6301

Bargaining Unit: Group T

OTTAWA COUNTY  
Established Date: Jul 26, 2017  
Revision Date: Oct 9, 2018

## SALARY RANGE

\$16.13 - \$20.43 Hourly  
\$33,550.40 - \$42,494.40 Annually

## JOB DESCRIPTION:

Under the direction of the Administrative Assistant, provides clerical support to other staff members and assists in the processing of county park records. Provides customer service assistance to the public, collects and records fees for park reservations and other payments. Answers phones, types a variety of forms and documents, and assists in maintaining record keeping systems.

## ESSENTIAL JOB FUNCTIONS:

The essential functions of this position include, but are not limited to, any combination of the following:

1. Assists the public and answers questions in person, by telephone, by fax, or by e-mail regarding park system, department policies and procedures, documents, reservation requests, and acquires special documentation and patron requests for distribution to park supervisors.
2. Maintains filing system.
3. Receipts and balances monies for Nature Education Center weekly sales and various park services, fees, and reservations. Prepares deposit for submittal to the Treasurer's Office.
4. Enters data into various computer systems including responsible for maintaining the mailing database.
5. Types various correspondence, reports, contracts, and other documents for department.
6. Prepares and processes outgoing mail and receives and distributes incoming mail.
7. Processes and enters purchase order requests as directed by Administrative Assistant.
8. Processes P-card transactions and invoices for all Parks staff.
9. Performs other functions as assigned.

## **REQUIRED EDUCATION, TRAINING AND EXPERIENCE:**

High school diploma or GED required, combined with two years of front desk office experience, including work experience with various computer programs and office equipment.

## **ADDITIONAL REQUIREMENTS AND INFORMATION:**

### **Required Knowledge and Skills:**

1. Good working knowledge of general office protocols, practices, and procedures.
2. Computer literacy, including a good working knowledge of word processing, spreadsheet, desktop publishing, and database management software.
3. Fast and accurate keyboarding skills.
4. Excellent interpersonal communication and customer service skills
5. Ability to interact positively and professionally with elected officials, appointees, County executives and administrators, community and business representatives, and members of the general public from a wide range of cultural and socio-economic backgrounds and with widely divergent communications skills.
6. Good verbal and written communication skills.
7. Good organizational skills and the ability to prioritize the workload.

### **Physical Requirements:**

Must be able to lift up to 30 pounds.

Must be able to enter and retrieve information on the computer.

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audiological appliances and devices to increase mobility.

### **Working Conditions:**

Work is generally performed in a normal office environment.



# Action Request

Electronic Submission – Contract # 1257



**Committee: BOARD OF COMMISSIONERS**

**Meeting Date: 7/27/2021**

**Vendor/3<sup>rd</sup> Party: LAKESHORE ADVANTAGE**

**Requesting Department: PLANNING AND PERFORMANCE**

**Submitted By: PAUL SACHS**

**Agenda Item: AGREEMENT FOR ECONOMIC DEVELOPMENT SERVICES**

## Suggested Motion:

To approve and authorize the Board Chairperson and Clerk/Register to sign the 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.

## Summary of Request:

Ottawa County has had an agreement with Lakeshore Advantage Corporation to provide economic- development services since the merger with the Ottawa County Economic Development Office in 2014. This request is to renew the Economic Development Services Agreement for another three years.

## Financial Information:

Total Cost: \$390,000.00

General Fund Cost: \$390,000.00

Included in Budget: Yes

If not included in Budget, recommended funding source:

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

## Action is Related to Strategic Plan:

Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

Objective:

## Administration:

Recommended by County Administrator:

Committee/Governing/Advisory Board Approval Date: FINANCE AND ADMINISTRATION: 7/20/2021

## AGREEMENT FOR ECONOMIC DEVELOPMENT SERVICES

### LAKESHORE ADVANTAGE CORPORATION

This Agreement is entered into on July \_\_\_\_\_, 2021, by and between Ottawa County located at 12220 Fillmore Street, West Olive, MI 49460, (“**Community Partner**”) and Lakeshore Advantage Corporation located at 201 W. Washington Avenue, Loft 410, Zeeland, Michigan 49464, (“**Lakeshore Advantage**”).

The Community Partner requests certain economic development services, and Lakeshore Advantage desires to provide such services and is qualified to perform such services.

For and in consideration of the mutual covenants hereinafter contained, the Community Partner and Lakeshore Advantage agree as follows:

1. **Services.** Lakeshore Advantage and its employees will perform certain economic development services for the Community Partner, as designated in the Statement of Work, which is attached hereto and incorporated herein as “**Exhibit A**” (“**Services**”). Lakeshore Advantage agrees to consider and discuss the Services that may be needed by the community; provided, however, that the terms and conditions under which any such Services are provided by Lakeshore Advantage will remain at the exclusive discretion and control of Lakeshore Advantage.
2. **Payment.** The Community Partner will pay Lakeshore Advantage for its Services on an annual basis in a single payment, at the rate identified in the schedule that is attached hereto and incorporated herein as “**Exhibit B**”. The Community Partner will make payments timely after the execution of this Agreement and receipt of an invoice.
3. **Term.** The term of this Agreement will be for a period of 3 years, commencing *January 1, 2022, and continuing until December 31, 2024*, unless otherwise terminated as provided for in this Agreement.
4. **Termination.** Either party may terminate this Agreement, or any of the Services performed hereunder, with or without cause, at any time, upon providing the other party with thirty (30) days prior written notice. Any notice will be deemed given when personally delivered or by mailing such notice, postage prepaid, to the other party at the address set forth above. In the event of an early termination of this Agreement, Lakeshore Advantage will be paid the annual fee referenced in Exhibit B hereto on a pro-rated basis to the effective date of the termination. If such termination occurs after the Community Partner has paid Lakeshore Advantage, Lakeshore Advantage will reimburse the Community Partner the pro-rated amount within sixty (60) days of termination.
5. **Independent Contractor.** It is expressly understood and agreed that Lakeshore Advantage is an independent contractor. The employees, servants and agents of Lakeshore Advantage will in no way be deemed to be and will not hold themselves out as the employees, servants or agents of the Community Partner. Lakeshore Advantage’s

employees, servants and agents will not be entitled to any fringe benefits of the Community Partner such as, but limited to, health and accident insurance, life insurance, paid vacation leave, paid sick leave or longevity. Lakeshore Advantage will be responsible for withholding and payment of all applicable taxes, including, but not limited to, income and Social Security taxes to the proper Federal, State and local governments. Lakeshore Advantage will carry workers' compensation and unemployment compensation coverage for its employees, as required by law. It is also expressly agreed that Lakeshore Advantage will not be covered by or participate in any benefits extended to Community Partner's employees through the Community Partner's pension plans, deferred compensation plans or personnel policies and procedures.

6. **Report of Services.** Lakeshore Advantage will report to the Board of Trustees or Directors of the Community Partner and will otherwise be available to meet with and provide reasonable information relating to the Services to the Community Partner. At a minimum, Lakeshore Advantage will prepare and provide Community Partner with an annual report outlining activities and results relating to the Services.
7. **Compliance with Law.** Lakeshore Advantage will render the Services in complete compliance with all applicable Federal, State and local laws, ordinances, rules and regulations. Lakeshore Advantage will adhere to all Federal, State and local laws, ordinances and regulations prohibiting discrimination with regard to persons seeking and/or receiving Services. Lakeshore Advantage will not discriminate against a person to be served or an employee or an employee or applicant for employment, because of race, color, religion, national origin, age, sex, handicap, health, weight, marital status, political affiliation or beliefs, or citizenship as required by law. Lakeshore Advantage's breach of the covenant will be regarded as a material breach of this Agreement.
8. **Modification and Execution.** This Agreement may only be modified by a written agreement signed by the authorized representatives of the Community Partner and Lakeshore Advantage. This Agreement may be executed by the Community Partner and Lakeshore Advantage in separate counterparts, each of which when so executed and delivered will be an original, but all of which together will constitute one and the same Agreement. Electronic signatures will be considered genuine and enforceable. The persons signing this Agreement on behalf of the parties hereto certify that they are duly authorized to sign on behalf of the parties and that this Agreement has been authorized by the appropriate parties.
9. **Assignment.** Lakeshore Advantage may not subcontract or otherwise assign its duties and obligations under this Agreement without the prior written consent of the Community Partner, which consent may not be unreasonably withheld.
10. **Complete Agreement.** This Agreement constitutes the complete agreement concerning the Services and, as of the effective date hereof, supersedes any and all prior agreements between the parties, if any. Community Partner and Lakeshore Advantage acknowledge that they have read this agreement and had an opportunity to consult with legal counsel and are freely entering into this Agreement. If any provision of the Agreement is held to be

invalid, the remainder of the Agreement will not be affected thereby except where the invalidity of the provision will result in the illegality and/or unenforceability of this Agreement.

11. **Michigan Law.** This Agreement is governed by and will be interpreted and construed in accordance with the laws of the State of Michigan, without regard to conflict of law principles.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date and year first above written.

LAKESHORE ADVANTAGE CORPORATION



BY: \_\_\_\_\_

DATE: July 15, 2021

Jennifer Owens  
ITS: President

OTTAWA COUNTY

BY: \_\_\_\_\_

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

Alan Vanderberg  
ITS: Ottawa County Administrator

**EXHIBIT A  
STATEMENT OF WORK**

1. RETENTION & EXPANSION ACTIVITIES:

Conduct primary business retention visits to existing primary employers in Ottawa County. A primary employer exports goods and/or services outside of our region.

Provide manufacturers with information on Federal, State and local business assistance/incentive programs (including financing, tax abatements, worker training and technical assistance); assist companies with groundbreaking and open houses.

Assist local units of government in obtaining Federal and State grants & loans to help finance public infrastructure improvements required for major private sector investments.

Provide information on available industrial sites, land & buildings to leads and prospects.

2. SMALL BUSINESS DEVELOPMENT ACTIVITIES:

Provide information on other resources for primary small business start-ups (including preparing a business plan, requesting a bank loan, obtaining licenses and permits and conducting market research).

Provide referrals to small business support and training sessions held by the MI-SBDC Network.

3. BUSINESS ATTRACTION ACTIVITIES:

Offer prospective sites in Ottawa County in response to applicable MEDC Site Searches.

Promote Ottawa County to industrial leads and prospects that are compatible with the existing industrial base, contribute to the diversification of the economy and/or are engaged in high-tech activities.

Host prospect visits.

4. OTHER ACTIVITIES:

*Provide other economic development services that correspond with Lakeshore Advantage's three core service areas.*

- Maintaining a robust primary business base.
- Tackling talent challenges.
- Looking forward to ensure long term economic health.

**EXHIBIT B**  
**SCHEDULE OF ANNUAL COMPENSATION**

<u>Year</u>	<u>Amount</u>
2022	\$ 130,000.00
2023	\$ 130,000.00
2024	\$ 130,000.00

# Action Request



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

## Suggested Motion:

To approve 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:

Committee/Governing/Advisory Board Approval Date: 07/27/2021 Finance and Administration Committee

# 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 that reads "Mark Nottley". The signature is written in a cursive, flowing style.

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***

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Suggested Range Maximum for all Groups and Positions</b>
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	\$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	
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	
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
- 58<sup>th</sup> 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**

<b>Groups Included in Pay Grade Structure</b>	<b>Current Steps</b>	<b>Range Width</b>
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***

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>
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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>
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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>			
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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>			
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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>
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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>
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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>			
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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>			
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***

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>
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***

<b>Suggested Grade</b>	<b>Position Title</b>	<b>Minimum of Range</b>	<b>Midpoint of Range</b>	<b>Maximum of Range</b>
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***

<b>Group</b>	<b>Grade</b>	<b>Position</b>	<b>Current Salary</b>	<b>Range Minimum</b>	<b>Cost to Achieve Range Minimum</b>	<b># of Hours</b>	<b>Cost to Achieve Range Minimum Annualized</b>
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)**

<b>Group</b>	<b>Grade</b>	<b>Position</b>	<b>Current Salary</b>	<b>Range Minimum</b>	<b>Cost to Achieve Range Minimum</b>	<b># of Hours</b>	<b>Cost to Achieve Range Minimum Annualized</b>
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)**

<b>Group</b>	<b>Grade</b>	<b>Position</b>	<b>Current Salary</b>	<b>Range Minimum</b>	<b>Cost to Achieve Range Minimum</b>	<b># of Hours</b>	<b>Cost to Achieve Range Minimum Annualized</b>
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)**

<b>Group</b>	<b>Grade</b>	<b>Position</b>	<b>Current Salary</b>	<b>Range Minimum</b>	<b>Cost to Achieve Range Minimum</b>	<b># of Hours</b>	<b>Cost to Achieve Range Minimum Annualized</b>
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
<b>TOTAL COST TO ACHIEVE</b>					<b>\$41.13</b>		<b>\$83,659.68</b>

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:



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

<b>Grade</b>	<b>Minimum</b>			<b>Midpoint</b>			<b>Maximum</b>
	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>	<b>Step 7</b>
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**

<b>Position</b>	<b>Grade</b>	<b>Minimum</b>		<b>Midpoint</b>		<b>Maximum</b>	
		<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	
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*

<b>Position</b>	<b>Grade</b>	<b>Minimum Step 1</b>	<b>Midpoint Step 2</b>	<b>Maximum Step 3</b>
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***

<b>Bargaining Group</b>	<b>Cost to Move to Next Step Annualized</b>
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
<b>Total</b>	<b>\$848,008.20</b>

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: \_\_\_\_\_

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#### 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.

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

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Additional comments: \_\_\_\_\_

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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 EDUCATION REQUIRED	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
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)**

**FACTOR 2: JUDGMENT AND INDEPENDENCE OF ACTION**

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.

<b>LEVEL OF JUDGMENT AND INDEPENDENCE REQUIRED</b>	<b>DEGREE</b>	<b>POINT VALUE</b>
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.	Somewhat less than =	100
	Almost exactly like =	130
	Somewhat more than =	160
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.	Somewhat less than =	190
	Almost exactly like =	220
	Somewhat more than =	250
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.	Somewhat less than =	280
	Almost exactly like =	310
	Somewhat more than =	340
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.	Somewhat less than =	370
	Almost exactly like =	400
	Somewhat more than =	430
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.	Somewhat less than =	460
	Almost exactly like =	490
	Somewhat more than =	520
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.	Somewhat less than =	550
	Almost exactly like =	580
	Somewhat more than =	610
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.	Somewhat less than =	640
	Almost exactly like =	670
	Somewhat more than =	700

**Appendix B-1  
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**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.

<b>COMMUNICATION SKILLS REQUIRED</b>	<b>FREQUENCY</b>		
	<b>1. Normal Frequency</b>	<b>2. High Intensity</b>	<b>3. Maximum Intensity</b>
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  
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**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.

<b>LEVEL OF LEADERSHIP, SUPERVISORY AND MANAGEMENT AUTHORITY EXERCISED (ONE FTE MINIMUM)</b>	<b>STAFF SIZE (Both direct and indirect reporting relationships)</b>				
	<b>1. 1-5</b>	<b>2. 6-15</b>	<b>3. 16-35</b>	<b>4. 36-50</b>	<b>5. Over 50</b>
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 <sup>st</sup> Level Managers and/or departments and a larger, more complex operation.	180	185	190	195	200

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**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 =	100
	Almost exactly like =	130
	Somewhat more than =	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 =	190
	Almost exactly like =	220
	Somewhat more than =	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 =	280
	Almost exactly like =	310
	Somewhat more than =	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 =	370
	Almost exactly like =	400
	Somewhat more than =	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 =	460
	Almost exactly like =	490
	Somewhat more than =	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 =	550
	Almost exactly like =	580
	Somewhat more than =	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 =	640
	Almost exactly like =	670
	Somewhat more than =	700

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**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.

<b>PROBABLE CONSEQUENCES OF ERRORS</b>	<b>FREQUENCY</b>		
	<b>1. Accurate As Stated</b>	<b>2. Higher Impact</b>	<b>3. Significantly Higher than Stated</b>
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

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**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.

<b>LEVEL OF TECHNOLOGICAL KNOWLEDGE AND SKILL REQUIRED</b>	<b>DEGREE</b>	<b>POINT VALUE</b>
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 =	40
	Almost exactly like =	50
	Somewhat more than =	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 =	70
	Almost exactly like =	80
	Somewhat more than =	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 <u>regularly</u> provides computer assistance or training for a particular unit or office setting on a wide assortment of applications.	Somewhat less than =	100
	Almost exactly like =	110
	Somewhat more than =	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 =	130
	Almost exactly like =	140
	Somewhat more than =	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 =	160
	Almost exactly like =	170
	Somewhat more than =	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 =	190
	Almost exactly like =	200
	Somewhat more than =	210

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**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 =	100
	Almost exactly like =	125
	Somewhat more than =	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 =	175
	Almost exactly like =	200
	Somewhat more than =	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 =	250
	Almost exactly like =	275
	Somewhat more than =	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 =	325
	Almost exactly like =	350
	Somewhat more than =	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 =	400
	Almost exactly like =	425
	Somewhat more than =	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 =	475
	Almost exactly like =	500
	Somewhat more than =	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 =	550
	Almost exactly like =	575
	Somewhat more than =	600

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**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.

<b>APPLICABLE FACTORS</b>	<b>FREQUENCY</b>		
	<b>1. Normal (Up to 60%)</b>	<b>2. Higher Portion of Job (61%-80%)</b>	<b>3. Primary Job Function (Over 80%)</b>
<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  
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**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.

<b>WORKING CONDITIONS</b>	<b>FREQUENCY</b>		
	<b>1. Occasionally (25%-50%)</b>	<b>2. Periodically (51%-75%)</b>	<b>3. Frequently (Over 75%)</b>
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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**Point Factor Analysis**

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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**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)
3	Water Resources Clerk	243	b3	160	140	0	-	160	30	90	150	60	5	1038	901-1050
3	Warranty Deed Clerk	243	b3	160	140	0	-	160	30	90	150	60	5	1038	
4	Hearing and Vision Technician	243	b3	190	160	0	-	190	40	90	175	40	10	1138	1051-1200
4	Children's Special Health Services Representative	243	b3	190	160	0	-	190	40	80	175	60	5	1143	
4	Legal Assistant I	243	b3	190	160	0	-	190	40	80	175	60	5	1143	
4	Victim Advocate Assistant	243	b3	190	160	0	-	190	40	80	175	60	5	1143	
4	District Court Officer	243	b3	190	160	0	-	190	50	90	175	40	10	1148	
4	Project Support Specialist	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Administrative Aide (JDC)	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Circuit Court Clerk	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Data Processing Specialist	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Deputy Probate Register	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Environmental Health Technical Support Clerk	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Friend of the Court Clerk II	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Health Promotion Clerk	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Juvenile Clerk II	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Reimbursement Specialist	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Public Service Center Clerk	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Assignment Clerk	243	b3	190	160	0	-	190	40	90	175	60	5	1153	
4	Health Technician	243	b3	190	160	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	-	220	50	50	200	20	90	1207	1201-1350
5	Parks Maintenance Worker	220	a4	220	180	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	-	220	50	50	200	20	40	1253	
5	Case Records Technician II	243	b3	220	180	0	-	220	50	90	200	60	5	1268	
5	Health Administration Specialist	243	b3	220	180	0	-	220	50	90	200	60	5	1268	
5	Legal Assistant II	243	b3	220	180	0	-	220	50	90	200	60	5	1268	
5	Medical Assistant	243	b3	220	180	0	-	220	50	90	200	60	10	1273	
5	Environmental Health Technician (Field Services)	267	c2	220	180	0	-	220	60	80	200	40	20	1287	
5	Account Specialist	267	c2	220	180	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	c2	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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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	

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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	

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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	c1	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)**

<b>Grade</b>	<b>Position Title</b>	<b>Education and Experience</b>	<b>Ed/Ex #</b>	<b>Judgment and Independence</b>	<b>Internal and External Relations</b>	<b>Supervision</b>	<b>Supv #</b>	<b>Job Complexity</b>	<b>Responsibility for the Rights of Others</b>	<b>Technology Use</b>	<b>Impact on Programs, Services and Operations</b>	<b>Document Concentration</b>	<b>Work Environment</b>	<b>Total Points</b>	<b>Point Parameters (149)</b>
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
<b>Ottawa County</b>	<b>282,250</b>	<b>\$12,476,415,505</b>
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
<b>AVERAGE OF OTHERS</b>	<b>247,789</b>	<b>\$9,658,853,735</b>
<b>OTTAWA COUNTY AS PERCENTAGE OF AVERAGE</b>	<b>114%</b>	<b>129%</b>

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
<b>COUNTY ADMINISTRATION AND RELATED</b>														
County Administrator or Controller	\$83.74	\$79.48	<b>105%</b>	\$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	<b>97%</b>	-	-	\$44.98	\$55.98	\$71.13	-	-	\$72.79	-	\$56.00	\$86.66
Executive Assistant to the County Administrator	\$26.98	\$29.54	<b>91%</b>	\$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	<b>101%</b>	-	-	-	-	-	\$36.20	-	\$31.17	-	-	\$45.94
Administrative Clerk (GENERIC - ANY DEPARTMENT)	\$19.29	\$20.07	<b>96%</b>	\$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	<b>93%</b>	\$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	<b>101%</b>	\$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	<b>96%</b>	\$37.45	-	\$28.62	\$35.49	-	\$30.58	\$39.59	\$29.14	\$29.36	\$28.75	-
Diversity, Equity, Inclusion Director	\$55.39	\$54.25	<b>102%</b>	-	-	-	-	\$56.78	-	-	\$41.83	-	\$51.77	\$67.44
Corporate Counsel	\$62.97	\$73.75	<b>85%</b>	-	\$65.21	-	-	\$63.46	-	-	\$69.33	-	-	\$97.01
Fiscal Services Director	\$62.97	\$60.19	<b>105%</b>	\$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	<b>106%</b>	\$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	<b>95%</b>	\$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	<b>95%</b>	-	\$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	<b>90%</b>	\$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	-	-	-
<b>INFORMATION TECHNOLOGY AND GIS</b>														
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	-	-
<b>EQUALIZATION</b>														
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
<b>BUILDING AND GROUNDS</b>														
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	-
<b>PARKS DEPARTMENT</b>														
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
<b>ANIMAL CONTROL</b>														
Animal Control Officer	\$24.19	\$23.81	102%	\$27.58	\$20.72	\$23.22	\$26.12	-	-	-	\$25.38	\$20.94	\$22.72	\$23.83
<b>DRAIN COMMISSIONER</b>														
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
<b>TREASURER</b>														
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	-	-
<b>CLERK/REGISTER OF DEEDS</b>														
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
<b>SHERIFF</b>														
Undersheriff	\$53.39	\$53.71	<b>99%</b>	\$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	<b>95%</b>	\$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	<b>96%</b>	\$32.05	\$20.72	-	-	\$39.58	-	\$33.99	\$37.05	-	-	-
Emergency Management Director	\$44.43	\$43.87	<b>101%</b>	\$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	<b>103%</b>	-	-	\$28.84	-	\$29.75	\$33.40	-	\$33.50	-	-	\$39.60
Highest Command Rank Under the Undersheriff - (CAPTAIN)	\$47.09	\$45.96	<b>102%</b>	\$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	<b>104%</b>	\$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	<b>106%</b>	\$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	<b>104%</b>	\$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	<b>100%</b>	\$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	<b>96%</b>	\$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	<b>101%</b>	\$29.80	-	-	-	-	-	-	\$25.10	-	-	\$32.39
<b>PROSECUTOR</b>														
Chief Assistant Prosecuting Attorney	\$62.97	\$60.63	<b>104%</b>	\$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	<b>117%</b>	-	\$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	<b>101%</b>	\$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
<b>PUBLIC DEFENDER</b>														
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
<b>FRIEND OF THE COURT</b>														
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

**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
<b>CIRCUIT/FAMILY/PROBATE COURT</b>														
Trial Court Administrator	\$62.97	\$60.08	<b>105%</b>	\$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	<b>92%</b>	-	-	-	\$40.55	\$49.56	-	-	-	\$35.97	-	-
Chief Circuit Court Clerk	\$27.63	\$28.75	<b>96%</b>	\$32.04	-	-	-	\$29.75	\$26.11	-	\$31.17	\$27.44	\$28.75	\$26.02
Circuit Court Clerk	\$23.72	\$21.88	<b>108%</b>	\$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	<b>95%</b>	\$25.34	\$24.00	\$21.77	\$24.63	\$21.34	\$21.76	\$17.78	\$24.24	-	\$27.64	-
Judicial Secretary	\$24.01	\$26.45	<b>91%</b>	\$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	<b>105%</b>	\$27.58	-	-	\$26.12	-	-	-	\$27.85	\$25.49	\$25.56	\$26.02
Juvenile Court Director	\$58.53	\$55.82	<b>105%</b>	-	\$53.90	\$59.40	-	-	-	-	\$59.32	-	\$47.86	\$58.64
Assistant Juvenile Services Director	\$44.43	\$44.88	<b>99%</b>	\$46.70	\$42.52	-	-	-	-	\$45.43	-	-	-	-
Felony Collections Clerk	\$24.26	\$25.05	<b>97%</b>	\$27.58	-	\$20.98	\$24.63	\$25.76	\$25.15	\$23.44	\$25.38	-	\$27.64	\$24.85
Probate Register	\$38.80	\$35.23	<b>110%</b>	-	\$31.94	-	\$32.43	-	-	\$43.29	-	\$32.14	\$36.37	-
Deputy Probate Register	\$21.65	\$21.37	<b>101%</b>	-	-	\$20.57	\$20.79	-	\$21.76	\$20.27	\$21.23	-	\$23.62	-
Attorney/Referee	\$48.71	\$46.76	<b>104%</b>	\$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	<b>97%</b>	-	\$35.14	-	-	\$40.36	\$39.50	-	\$41.83	-	-	\$44.14
Juvenile Court Officer	\$32.10	\$31.17	<b>103%</b>	\$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	<b>104%</b>	-	\$35.14	\$31.92	-	\$25.75	-	-	\$31.99	-	\$28.75	\$30.24

**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
Adult Drug Court Coordinator (or highest of any court coordinator reported if higher than drug court)	\$33.88	\$31.37	<b>108%</b>	\$27.58	\$35.14	\$26.40	\$25.86	\$35.65	\$39.50	\$28.05	-	\$28.77	-	\$35.35
Research Attorney	\$30.02	\$32.34	<b>93%</b>	\$27.35	\$35.14	\$31.32	-	\$29.75	\$30.37	-	\$31.18	\$25.49	\$31.09	\$49.33
<b>DISTRICT COURT</b>														
District Court Administrator	\$54.20	\$54.47	<b>99%</b>	\$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	<b>89%</b>	\$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	<b>105%</b>	\$37.45	-	\$27.27	\$39.24	-	-	-	\$31.18	-	\$28.75	\$30.77
Deputy Director of Probation	\$36.27	\$37.57	<b>97%</b>	\$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	<b>104%</b>	\$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	<b>96%</b>	\$25.34	\$19.84	\$19.29	\$21.82	\$21.34	\$20.24	\$18.87	\$24.24	\$18.29	\$23.63	\$23.09
<b>YOUTH FACILITY</b>														
Superintendent Of Detention	\$44.43	\$50.11	<b>89%</b>	\$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	<b>93%</b>	\$39.75	\$43.85	-	\$39.05	\$40.36	-	-	\$44.75	\$36.36	-	\$58.64
Treatment Program Supervisor	\$34.05	\$37.18	<b>92%</b>	-	-	-	-	-	-	\$37.35	-	\$36.36	\$37.83	-
Treatment Specialist	\$33.07	\$33.62	<b>98%</b>	-	\$35.14	\$33.61	-	\$35.65	-	\$30.35	-	-	\$32.34	\$34.65
Group Leader (Detention/Treatment Unit)	\$25.68	\$28.87	<b>89%</b>	\$27.58	\$31.94	\$30.29	-	-	-	\$23.42	\$35.03	-	-	\$24.98
Youth Specialist Shift Supervisor	\$31.99	\$32.11	<b>100%</b>	\$30.89	\$29.95	\$34.17	\$32.43	\$29.75	-	-	\$33.51	\$31.42	\$28.75	\$38.13
Youth Specialist	\$23.81	\$24.33	<b>98%</b>	\$27.58	\$22.16	\$23.36	\$24.63	\$19.62	-	\$21.15	\$25.38	\$27.44	\$23.63	\$28.37

**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
Reimbursement Specialist - Juvenile Facility	\$22.06	\$24.00	92%	-	-	-	\$24.76	-	-	-	\$23.23	-	-	-
<b>PLANNING AND IMPROVEMENT</b>														
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
<b>HEALTH DEPARTMENT</b>														
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

**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
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
<b>Weekly Hours (For Wage Conversion)</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>Mostly 37.5</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>37.5</b>	<b>37.5</b>

**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 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.

**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**

<b>Position</b>	<b>City of Grand Rapids</b>	<b>City of Holland</b>	<b>City of Kentwood</b>	<b>City of Wyoming</b>
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
<b>Weekly Hours (For Wage Conversion)</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

**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**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>
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	<b>Mental Health Clerk</b>	\$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	<b>Recovery Coach</b>	\$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	-	\$21.19
3	Clerk/Register Technician	\$20.43	\$21.72	
3	<b>Case Records Technician</b>	\$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	<b>Victim Advocate Assistant</b>	\$21.66	-	
4	District Court Officer	\$22.25	-	

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

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>
4	<b>Project Support Specialist</b>	\$21.66	-	\$22.67
4	Administrative Aide (JDC)	\$22.06	-	
4	<b>Circuit Court Clerk</b>	\$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	-	\$24.26
5	Parks Maintenance Worker	\$22.58	\$22.99	
5	<b>Custodial Supervisor</b>	\$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	<b>Legal Assistant II</b>	\$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	<b>Account Clerk</b>	\$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	<b>Soil Erosion Control Inspector</b>	\$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	<b>Youth Specialist</b>	\$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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>	
6	Victim Advocate	\$24.25	\$25.28	\$25.96	
6	<b>Probation Specialist</b>	\$25.21	-		
6	Felony Collections Clerk	\$24.25	\$25.05		
6	<b>Revenue Accounting Specialist</b>	\$22.58	\$24.67		
6	Legal Assistant III	\$24.25	-		
7	Drain Inspector	\$25.97	-	\$27.78	
7	<b>Violence Intervention Officer</b>	\$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	<b>Appraiser I</b>	\$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	<b>Administrative Assistant II</b>	\$26.98	\$26.64		
7	Senior Case Records Technician	\$25.97	-		
7	Court Recorder/Technology Specialist	\$27.64	\$26.44		
7	<b>Property Description and Mapping Technician</b>	\$24.25	\$27.89		
7	<b>UM/Elec. Data Interchange Technician</b>	\$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	<b>Human Resources Specialist</b>	\$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	<b>Group Leader (Detention/Treatment Unit)</b>	\$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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>	
9	<b>Health Promotion Educator</b>	\$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	<b>PC Technician</b>	\$31.84	\$29.80		
9	<b>Parks Supervisor</b>	\$30.77	-		
9	Crime Data Analyst	\$29.42	-		
9	<b>Accounts Payable Supervisor</b>	\$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	<b>Legal Investigator</b>	\$31.82	\$32.15		
10	Care Coordinator	\$32.57	-		
10	<b>Juvenile Court Officer</b>	\$32.10	\$31.17		
10	<b>Probation Officer/Substance Abuse Assessor</b>	\$32.36	\$31.21		
10	<b>FOC Investigator</b>	\$32.04	\$32.15		
10	<b>Assistant Assessing Division Manager</b>	\$26.98	-		
10	Accountant II	\$30.77	\$32.30		
10	Weatherization Program Coordinator	\$31.82	-		
10	<b>Treatment Specialist</b>	\$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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>	
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	<b>Mental Health Clinician (Crisis Services)</b>	\$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	<b>Office Supervisor</b>	\$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	<b>Research and Data Analyst</b>	\$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	<b>Coordinator of Interpretive Services</b>	\$36.97	-		
11	<b>Budget/Audit Analyst</b>	\$33.73	\$35.61		
11	<b>Court Records Supervisor</b>	\$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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>	
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	<b>Performance Improvement Division Coordinator</b>	\$44.43	-		
12	Compliance Manager	\$35.54	\$40.36		
12	Senior Research Attorney	\$34.05	-		
13	<b>Project Management Coordinator</b>	\$44.43	-		\$41.76
13	<b>Epidemiologist</b>	\$40.53	\$39.43		
13	Program Community Development Coordinator	\$38.96	-		
13	<b>Program Coordinator</b>	\$38.96	-		
13	<b>Probate Register</b>	\$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	<b>Payroll and Compliance Supervisor</b>	\$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	<b>Assistant Public Defender I</b>	\$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	<b>Public Health Financial Manager</b>	\$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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>
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	<b>Program Director - CAA</b>	\$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	<b>Nurse Practitioner</b>	\$44.41	\$49.30	
16	<b>Assistant Prosecuting Attorney II</b>	\$53.39	-	
16	<b>Assistant Public Defender III</b>	\$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	<b>Nurse Practitioner Supervisor</b>	\$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	<b>Senior Attorney/Division Chief</b>	\$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)**

<b>Suggested Grade</b>	<b>Position Title</b>	<b>2021 Range Maximum</b>	<b>Market Averages</b>	<b>Suggested Range Maximum for all Groups and Positions</b>
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	<b>Public Defender</b>	\$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
<b>Paid Time Off and Longevity</b>												
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	-	-
<b>Insurance</b>												
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-\$250/month depending on group and tenure	-	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
<b>Primary Pension Retirement Plan</b>												
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	-	-	-	-	-	-	-	-	-	-	-
<b>Miscellaneous</b>												
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 <b>under 30 hours</b> 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**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Mental Health Clerk (JC)</b>	\$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	<b>Recovery Coach (MP)</b>	\$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	<b>Case Records Technician (ME)</b>	\$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	<b>Case Records Technician (SP)</b>	\$16.13	3	1	\$16.30	\$0.17	2,080	\$353.60
Group T	<b>Case Records Technician (SS)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Victim Advocate Assistant</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
58th District Court Employees Association	District Court Officer	\$22.25	4	7	\$22.67	\$0.42	1,664	\$698.88
Group T	<b>Project Support Specialist</b>	\$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	<b>Circuit Court Clerk (KG)</b>	\$23.72	4	-	-	-	2,080	-
Unclassified Court	<b>Circuit Court Clerk (MM)</b>	\$23.72	4	-	-	-	1,664	-
Unclassified Court	<b>Circuit Court Clerk (MA)</b>	\$23.72	4	-	-	-	2,080	-
Unclassified Court	<b>Circuit Court Clerk (ER)</b>	\$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

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

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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

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

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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

**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	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	<b>Custodial Supervisor</b>	\$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	<b>Legal Assistant II (AF)</b>	\$17.82	5	1	\$18.66	\$0.84	2,080	\$1,747.20
Group T	<b>Legal Assistant II (EH)</b>	\$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

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

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Account Clerk (DJ)</b>	\$18.65	5	1	\$18.66	\$0.01	2,080	\$20.80
Group T	<b>Account Clerk (TB)</b>	\$17.84	5	1	\$18.66	\$0.82	2,080	\$1,705.60
Group T	<b>Account Clerk (LW)</b>	\$17.84	5	1	\$18.66	\$0.82	2,080	\$1,705.60
Group T	<b>Account Clerk (NS)</b>	\$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	<b>Soil Erosion Control Inspector</b>	\$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

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

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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

**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	<b>Youth Specialist (OA)</b>	\$19.88	6	1	\$19.97	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	<b>Youth Specialist (RE)</b>	\$19.38	6	1	\$19.97	\$0.59	2,080	\$1,227.20
Family Court – Juvenile Services Employees	<b>Youth Specialist (JT)</b>	\$19.88	6	1	\$19.97	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	<b>Youth Specialist (NS)</b>	\$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	<b>Probation Specialist (DH)</b>	\$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	<b>Revenue Accounting Specialist (AR)</b>	\$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	<b>Violence Intervention Officer</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Appraiser I (CH)</b>	\$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	<b>Administrative Assistant II (LB)</b>	\$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	<b>Administrative Assistant II (KR)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
Group T	Property Description and Mapping Technician (CV)	\$24.25	7	4	\$24.58	\$0.33	2,080	\$686.40
Group T	<b>Property Description and Mapping Technician (IH)</b>	\$20.88	7	1	\$21.37	\$0.49	2,080	\$1,019.20
Unclassified CMH	<b>UM/Elec. Data Interchange Technician</b>	\$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	<b>Human Resources Specialist (MM)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Group Leader (Detention/Treatment Unit) (MH)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Health Promotion Educator (PP)</b>	\$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	<b>PC Technician (KM)</b>	\$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	<b>Parks Supervisor (KA)</b>	\$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	<b>Accounts Payable Supervisor</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Legal Investigator (JM)</b>	\$25.12	10	1	\$26.22	\$1.10	2,080	\$2,288.00
Group T	<b>Legal Investigator (JJ)</b>	\$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

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

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Juvenile Court Officer (TM)</b>	\$26.13	10	1	\$26.22	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	<b>Juvenile Court Officer (EV)</b>	\$26.13	10	1	\$26.22	\$0.09	2,080	\$187.20
Family Court – Juvenile Services Employees	<b>Juvenile Court Officer (CT)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Probation Officer/Substance Abuse Assessor (CR)</b>	\$25.62	10	1	\$26.22	\$0.60	2,080	\$1,248.00
58th District Court Employees Association	<b>Probation Officer/Substance Abuse Assessor (RL)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>FOC Investigator (BD)</b>	\$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	<b>FOC Investigator (MS)</b>	\$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	<b>Assistant Assessing Division Manager</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Treatment Specialist (AK)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Mental Health Clinician (Crisis Services) (SR)</b>	\$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	<b>Mental Health Clinician (Crisis Services) (ES)</b>	\$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	<b>Mental Health Clinician (Crisis Services) (AH)</b>	\$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	<b>Office Supervisor</b>	\$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	<b>Research and Data Analyst</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Coordinator of Interpretive Services</b>	\$36.97	11	-	-	-	2,080	-
Unclassified	<b>Budget/Audit Analyst (JC)</b>	\$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	<b>Court Records Supervisor</b>	\$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	<b>Performance Improvement Division Coordinator</b>	\$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	<b>Project Management Coordinator</b>	\$44.43	13	-	-	-	2,080	-
Unclassified	<b>Epidemiologist (TS)</b>	\$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

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

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
Unclassified CMH	Program Coordinator (TP)	\$33.37	13	2	\$33.73	\$0.36	2,080	\$748.80
Unclassified CMH	<b>Program Coordinator (CE)</b>	\$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	<b>Probate Register</b>	\$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	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	<b>Payroll and Compliance Supervisor</b>	\$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	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	<b>Assistant Public Defender I (ED)</b>	\$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	<b>Assistant Public Defender I (AH)</b>	\$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	<b>Public Health Financial Manager</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
Unclassified Court	Probation and Community Corrections Director	\$44.43	15	6	\$45.98	\$1.55	2,080	\$3,224.00
Unclassified	<b>Program Director - CAA</b>	\$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	<b>Nurse Practitioner (RC)</b>	\$38.64	16	1	\$39.35	\$0.71	1,040	\$738.40
Unclassified	<b>Assistant Prosecuting Attorney II (JT)</b>	\$53.39	16	-	-	-	2,080	-
Unclassified	<b>Assistant Prosecuting Attorney II (JJ)</b>	\$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	<b>Assistant Public Defender III (EV)</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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	<b>Nurse Practitioner Supervisor</b>	\$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	<b>Senior Attorney/Division Chief (GB)</b>	\$57.63	17	-	-	-	2,080	-
Unclassified	<b>Senior Attorney/Division Chief (JH)</b>	\$55.81	17	-	-	-	2,080	-
Unclassified	<b>Senior Attorney/Division Chief (PK)</b>	\$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	<b>Public Defender</b>	\$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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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
<b>TOTAL FULL-TIME COST OF IMPLEMENTATION</b>						<b>\$409.58</b>		<b>\$829,704.20</b>

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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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)**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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
<b>TOTAL FULL-TIME COST OF IMPLEMENTATION</b>						<b>\$8.92</b>		<b>\$18,304.00</b>

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**

<b>Group</b>	<b>Position</b>	<b>Current Wage</b>	<b>Grade</b>	<b>Next Step</b>	<b>Amount</b>	<b>Cost to Move to Next Step Hourly</b>	<b>Estimated # of Hours per Year</b>	<b>Cost to Move to Next Step Annualized</b>
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
<b>TOTAL FULL-TIME COST OF IMPLEMENTATION</b>						<b>\$0.00</b>		<b>\$0.00</b>

# Action Request



**Committee:** Board of Commissioners

**Meeting Date:** 07/27/2021

**Requesting Department:** Administrator's Office

**Submitted By:** John Shay

**Agenda Item:** Family Justice Center Budget

## Suggested Motion:

To approve 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:

**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: 07/27/2021

Finance and Administration Committee

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

Trade Costs		Amount	Cost/SF	% of Total
<b>Div. 02</b>	<b>Existing Conditions</b>	\$ -	\$ -	0.0%
<b>Div. 03</b>	<b>Concrete</b>	\$ 1,156,153	\$ 20.81	4.3%
<b>Div. 04</b>	<b>Masonry</b>	\$ 1,414,550	\$ 25.46	5.3%
<b>Div. 05</b>	<b>Metals (RR, Profit Incd Below)</b>	\$ 1,376,620	\$ 24.78	5.1%
<b>Div. 06</b>	<b>Woods &amp; Plastics</b>	\$ 1,499,562	\$ 26.99	5.6%
<b>Div. 07</b>	<b>Thermal &amp; Moisture Protection</b>			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%
<b>Div. 08</b>	<b>Openings</b>	\$ 736,026	\$ 13.25	2.7%
<b>Div. 09</b>	<b>Finishes</b>			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%
<b>Div. 10</b>	<b>Specialties</b>	\$ 235,180	\$ 4.23	0.9%
<b>Div. 11</b>	<b>Equipment</b>	\$ 226,178	\$ 4.07	0.8%
<b>Div. 12</b>	<b>Furnishings</b>	\$ -	\$ -	0.0%
<b>Div. 13</b>	<b>Special Construction</b>	\$ -	\$ -	0.0%
<b>Div. 14</b>	<b>Conveying Systems</b>	\$ 712,363	\$ 12.82	2.6%
<b>Div. 21</b>	<b>Fire Suppression</b>	\$ 253,441	\$ 4.56	0.9%
<b>Div. 23</b>	<b>Mechanical (RR, Profit Incd Below)</b>	\$ 3,645,907	\$ 65.62	13.6%
<b>Div. 26</b>	<b>Electrical (RR, Profit Incd Below)</b>	\$ 1,958,120	\$ 35.24	7.3%
<b>Div. 28</b>	<b>Electronic Safety &amp; Security</b>	\$ 520,845	\$ 9.37	1.9%
	Court Room Technology	\$ 325,956	\$ 5.87	1.2%
<b>Div. 31</b>	<b>Sitework</b>	\$ 1,751,434	\$ 31.52	6.5%
<b>Trade Cost Subtotal</b>		<b>\$ 18,801,130</b>	<b>\$ 338.37</b>	<b>70%</b>

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%
<b>Total Design/Construction Costs (Project Budget)</b>		<b>\$ 26,902,352</b>	<b>\$ 484.17</b>	<b>100.0%</b>

	Less Risk/Reward Profit Pool	\$ (1,578,438)		
<b>Target Cost (TC)</b>		<b>\$ 25,323,913</b>		
	Ottawa County's Risk for Overrun (1.5% of TC)	\$ 379,859		
<b>Maximum Cost (MC)</b>		<b>\$ 27,282,210</b>		

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
<b>Total Owner Soft Costs</b>		<b>\$ 2,156,641</b>	<b>\$ 38.81</b>

<b>Total Ultimate Project Costs (Design/Construction/Owner)</b>		<b>\$ 29,438,851</b>	<b>\$ 522.98</b>
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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	
<b>Total Profit Pool</b>	<b>\$ 1,578,438</b>	<b>Included Above</b>	