



**Barry County, MI**

**2015 TOTAL COMPENSATION SURVEY  
RESULTS**

May 2016

**Final  
Report**

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## 2015 Total Compensation Survey Results

May 2016

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# Executive Summary

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## Background

Barry County, MI engaged Segal Waters Consulting to evaluate the competitiveness of both pay and benefits. To gather this information, Segal Waters, in consultation with the County's Senior Leadership Team, developed a customized survey instrument that was distributed to public sector employers representative of its competitive labor market. Private non-profit agencies also participated in the salary survey for Commission on Aging positions. The names of the private non-profit agencies have been withheld as an agreement for participating in the salary survey. Additionally, Segal Waters referenced published market data to represent the private sector. The effective date for the data gathered is December 01, 2015.

The 10 peer employers are shown below, in **Table 1**, along with the 3 private non-profit agencies that participated for the Commission on Aging positions. All 13 of the employers responded to the survey, or a 100% response rate.

**TABLE 1**  
**SURVEYED EMPLOYERS**

Peer Employers	
Ionia County	√
Eaton County	√
Calhoun County	√
Kalamazoo County	√
Kent County	√
Cass County	√
St. Joseph County	√
Montcalm County	√
City of Kalamazoo	√
City of Kentwood	√

√ = Responded to Survey

The study covers 50 benchmark jobs, which are representative of the County’s workforce. They cover approximately 56% of Barry County’s workforce. Benchmark jobs are listed in department groupings in **Table 5**. To assist survey respondents make job matches based on duties and qualifications rather than title, the survey instrument contained job summaries. **Appendix A** shows the job summaries for each benchmark job. **Tables 2 – 4** show the representation of total job titles and benchmark job titles across departments, unions, and current grades.

**TABLE 2  
DEPARTMENT REPRESENTATION IN SURVEY**

DEPARTMENT	Total Titles	Titles Being Evaluated
ADMINISTRATOR	2	1
ADULT DRUG COURT/OCC	3	1
ANIMAL SHELTER	2	1
BUILDING & GROUNDS	3	1
CENTRAL DISPATCH	4	3
CIRCUIT/DISTRICT DIVISION	9	6
CLERK	3	2
COMMISSION ON AGING	19	10
DRAIN COMMISSIONER	1	1
EMERGENCY MANAGEMENT	1	1
EQUALIZATION	1	1
FAMILY DIVISION	4	2
FRIEND OF THE COURT	8	3
LIS/ABSTRACT/IT	4	2
PLANNING & ZONING	2	2
PROSECUTOR	4	2
REGISTER OF DEEDS	3	2
SHERIFF	8	4
SWIFT & SURE SANCTIONS	1	1
TREASURER	2	1
MULTIPLE*	5	3
<b>Total:</b>	<b>89</b>	<b>50</b>

\*Multiple indicates positions that are in multiple departments.

**TABLE 3  
UNION REPRESENTATION IN SURVEY**

REP/NON-REP	# of Titles	# of Titles in Survey
BCCEA	44	25
DEPT HEAD	20	11
GELC/CD	1	1
GELC/JAIL	4	3
NON-REP	18	9
Supervisor	2	1
<b>Total:</b>	<b>89</b>	<b>50</b>

**TABLE 4  
GRADE REPRESENTATION IN SURVEY**

Grade	# of Titles	# of Titles in Survey
1	1	0
2	3	1
3	6	3
4	8	5
5	10	6
6	5	2
7	9	5
8	6	4
9	4	3
10	1	0
11	4	2
12	3	2
13	1	0
14	2	1
15	1	1
N/A	25	15
<b>Total:</b>	<b>89</b>	<b>50</b>

**TABLE 5  
BENCHMARK JOB TITLES BY DEPARTMENT**

<b>Administrator</b>	
➤ County Administrator	➤ Executive Assistant
<b>Animal Shelter</b>	
➤ Animal Shelter Director	➤ Animal Shelter Technician
<b>Buildings &amp; Grounds</b>	
➤ Buildings and Grounds Supervisor	➤ Custodian
<b>Central Dispatch</b>	
➤ Director, Central Dispatch ➤ Telecommunicator	➤ Dispatch Supervisor
<b>Circuit District Division</b>	
➤ Attorney Magistrate ➤ Chief Court Clerk I ➤ Financial Specialist	➤ Chief Court Clerk II ➤ Court Recorder ➤ Probation Officer
<b>Clerk</b>	
➤ First Deputy Clerk	➤ Senior Deputy Clerk
<b>Commission on Aging</b>	
➤ Account Clerk ➤ Licensed Practical Nurse (LPN) ➤ Nutrition Assistant ➤ Office Manager ➤ Senior Center Coordinator ➤ Site Coordinator	➤ Executive Director, Commission on Aging ➤ Maintenance Technician ➤ Nutrition Program Coordinator ➤ Personal Care Aide ➤ Senior Day Care Registered Nurse
<b>Drain Commissioner</b>	
➤ Deputy Drain Commissioner	
<b>Emergency Management</b>	
➤ Emergency Management Coordinator	
<b>Equalization</b>	
➤ Senior Property Appraiser	
<b>Friend of the Court</b>	
➤ Administrative Assistant ➤ Caseworker Mediator	➤ Caseworker Conciliator ➤ Staff Attorney
<b>LIS/ABSTRACT/IT</b>	
➤ Information Technology Director	➤ IT Support Technician
<b>Multiple</b>	
➤ Enforcement Officer FOC ➤ Legal Secretary	➤ Juvenile Probation Officer
<b>Planning &amp; Zoning</b>	
➤ Planning and Zoning Director	
<b>Prosecutor</b>	
➤ Senior Assistant Prosecutor	➤ Victims Rights Advocate
<b>Register of Deeds</b>	
➤ Abstractor	➤ Chief Deputy Register of Deeds
<b>Sheriff</b>	
➤ Animal Control Officer ➤ Master Mechanic	➤ Control 1 Monitor ➤ Head Cook
<b>Treasurer</b>	
➤ Deputy Treasurer	

## Summary of Findings

Based on overall market data, including custom survey peer employers and published data representative of the private sector, Barry County’s pay structure is lagging the market average at the minimum, midpoint, and pay range maximum, as shown below in **Table 6**. The 36 positions below market represent 72% of the 50 surveyed positions.

We define market competitiveness as being between 95% and 105% of the market average at the minimum, midpoint, and maximum. Market comparisons that fall within this competitive corridor are noted in black, below 95% are noted in **red**, and above 105% are noted in **blue**.

**TABLE 6**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS – PAY ONLY<sup>1</sup>**

	Barry County Pay Ranges as a Percent of the Market Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Private-Non Profits	100%	90%	83%
Private Sector	87%	78%	72%
Public Sector	90%	86%	83%
<b>Overall</b>	<b>88%</b>	<b>83%</b>	<b>78%</b>

<sup>1</sup>Base pay rates have been adjusted for geographic differences in the cost-of-labor

We did find variation in the competitiveness of individual benchmark job titles (see **Table 11**).

Overall, at the midpoint of the pay range:

- 36 benchmark job titles are below market (less than 95% at the midpoint)
- 9 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 1 benchmark job titles are above market (above 105% at the midpoint)
- 4 benchmark job title did not garner enough matches



On a total compensation basis, taking into consideration base pay, employer health benefit costs, and retirement plan contributions, the County’s market position relative to the base pay only improves slightly, as shown below in **Table 7**.

Overall, a total compensation analysis indicates:

- 30 benchmark job title is below market (less than 95% at the midpoint)
- 15 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 1 benchmark job titles are above market (above 105% at the midpoint)
- 4 benchmark job title did not garner enough matches

**TABLE 7**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS**  
**TOTAL COMPENSATION<sup>1</sup>**

	Base Pay <sup>1</sup> (Range Midpoint)	Employer Cost of Benefits		Employer Total Compensation Costs (Pay and Benefits)
		Weighted Total Health Costs (Medical, Dental, & Vision)	Total Retirement Benefits (Defined Benefit, Defined Contribution & Deferred Compensation)	
Overall Average	<b>83%</b>	<b>108%</b>	<b>77%</b>	<b>87%</b>

<sup>1</sup> Base pay rates have been adjusted for geographic differences in the cost-of-labor

# Methodology

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## Peer Employers

**Table 8** shows the demographic characteristics of the 10 participating peer employers, a combination of cities, counties identified by the County as representative of its competitive labor market.

**TABLE 8  
PEER EMPLOYER CHARACTERISTICS**

Peer Employers	Population Change Since 2010	Median Household Income as of 2013
Ionia County	0.61%	\$47,892
Eaton County	0.76%	\$54,115
Calhoun County	-0.93%	\$42,100
Kalamazoo County	3.39%	\$45,775
Kent County	4.42%	\$51,667
Cass County	-1.31%	\$44,346
St. Joseph County	-0.57%	\$44,051
Montcalm County	-0.71%	\$40,451
City of Kalamazoo	2.24%	\$31,893
City of Kentwood	4.22%	\$48,368
<b>Barry County</b>	<b>0.18%</b>	<b>\$52,186</b>

## Published Data Sources

Additionally, Segal Waters referenced three (3) published data sources to reflect private sector pay levels. The sources are:

### **Economic Research Institute (ERI)**

The ERI Salary Assessor compiles pay data from hundreds of published data sources for thousands of job titles. The database is updated quarterly and provides salary information for nearly any geographic area in the U.S. The information in this database reflects base salaries at the 10th and 90th percentiles, applicable to data sources and locations near Barry County, MI. The midpoint was calculated from the 10th and 90th percentiles. The geographic data cut used was Hastings, MI and the data was effective as of December 1, 2015.

### **Towers Watson Data Services, Compensation Surveys**

Towers Watson Data Services publishes multiple compensation surveys throughout the year. We compiled data from Towers Watson's General Industry compensation surveys. This report reflects the 10<sup>th</sup> and 90<sup>th</sup> percentiles of base salaries and the midpoint was calculated from these percentiles. The geographic cut used was Great Lakes Region, Michigan, and the United States. Due to general proximity, data was not geographically adjusted. However, data was aged 1.58% to an effective date of December 2015 using WorldatWork's 2015 actual salary structure increase of 1.90%.

### **Mercer US Benchmark Database Survey 2015**

The 2015 Mercer Compensation Survey Report compiles pay data from over 3,000 organizations across a variety of industries throughout the United States. The information in this report reflects base salary and pay range data for all for-profit responding organizations in the North Central region. This report reflects the 25<sup>th</sup> and 75<sup>th</sup> percentiles of base salaries and midpoint was calculated from these percentiles. Data was geographically adjusted by -3.3% to represent the cost-of-labor in the state of Michigan. Additionally, data was aged 1.58% to an effective date of December 2015 using WorldatWork's 2015 actual salary structure increase of 1.90%.

## Data Adjustments

### Geographic Adjustments

To adjust for geographic difference in the cost-of-labor between the County and peer locations, we used the cost-of-labor differentials report by the Economic Research Institute (ERI) for each peer location.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not a good predictor of salary levels. In other words, while the cost of housing (or other goods and services) in the Barry County area may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage. ERI emphasizes that – for adjusting salaries in a market study such as this one – the cost-of-labor differentials provide a more accurate method of determining whether employers are paying a competitive wage appropriate to a given geographic area.

The geographic adjustments applied are shown in **Table 9**. A **negative** adjustment means that the cost-of-labor in a comparator location is higher than in Barry County.. For example, the cost of labor in Calhoun County is higher than in Barry County, shown as -3.1%. Conversely, a **positive** adjustment means that the cost-of-labor in a comparator location is lower than in Barry County. For example, the cost of labor in Kalamazoo County is lower than in Barry County, shown as 2.9%.

**TABLE 9**  
**GEOGRAPHIC ADJUSTMENTS**

Peer Employer	Geographic Adjustment
Ionia County	0.0%
Eaton County	0.0%
Calhoun County	-3.1%
Kalamazoo County	2.9%
Kent County	0.1%
Cass County	2.5%
St. Joseph County	3.2%
Montcalm County	4.4%
City of Kalamazoo	2.9%
City of Kentwood	0.5%
Participant 1	2.5%
Participant 2	2.9%
Participant 3	0.1%

## Workweek Adjustments

Since workweeks sometimes vary across peer employers, we typically adjust the reported pay ranges to be consistent with the client standard work schedule; as shown below there were some differences in workweeks for the peer employers.

**TABLE 10  
WORKWEEK ADJUSTMENTS**

Peer Employer	Hours Per Week	Workweek Adjustment
Ionia County	37.5*	6.67%
Eaton County	38**	5.23%
Calhoun County	40	0.00%
Kalamazoo County	40	0.00%
Kent County	40	0.00%
Cass County	40	0.00%
St. Joseph County	40	0.00%
Montcalm County	40	0.00%
City of Kalamazoo	40	0.00%
City of Kentwood	40	0.00%
Participant 1	40	0.00%
Participant 2	37.5***	6.67%
Participant 3	40	0.00%
<b>Barry County</b>	<b>40</b>	<b>0.00%</b>

\*Not all jobs, only Abstractor, Account Clerk, FOC Conciliator, Chief Deputy Register of Deeds, Court Recorder, Deputy Drain Commissioner, Deputy Treasurer, Office Manager – Health Department, Probation Officer, Chief Assistant Prosecutor, Appraiser

\*\*Not all jobs, only Dispatch Supervisor, Dispatcher

\*\*\*Not all jobs, only Data Entry Clerk, Facilities Supervisor, Nutrition Programs Supervisor, Nutrition/Transportation Program Manager, Administrative Coordinator, Registered Nurse

# Study Findings – Base Pay

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## Pay Ranges - Overall

Based on overall market data, including custom survey peer employers and published data representative of the private sector, Barry County's pay structure is lagging the market average at the minimum, midpoint, and pay range maximum. The 36 positions below market represent 72% of the 50 surveyed positions. We define market competitiveness as being between 95% and 105% of the market average. We did find variation in the competitiveness of individual benchmark job titles.

Specifically:

- 36 benchmark job titles are below market (less than 95% at the midpoint)
- 9 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 1 benchmark job titles are above market (above 105% at the midpoint)
- 4 benchmark job title did not garner enough matches

**Table 11** shows all benchmark jobs and their respective pay range market competitiveness on an overall basis (including custom survey data and published data). **Table 12** shows all benchmark jobs and their respective pay range market competitiveness based on Public Sector only market data. "Insufficient Data" indicates that a specific benchmark job did not garner enough matches. The second column of the table contains a count of job matches. Market findings with three or more matches provide a more reliable indication of the County's market position compared to the peer employers. Job matches are defined as a peer employer having a job comparable to the benchmark job.

**TABLE 11  
BARRY COUNTY, MI**

**OVERALL MARKET POSITION – PAY ONLY – BY DEPARTMENT**

Benchmark Title	# of Matches	Barry County Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
<b>All Other Departments</b>				
Abstractor	5	98%	93%	89%
Animal Control Officer	8	98%	96%	94%
Animal Shelter Director	4	103%	102%	101%
Animal Shelter Technician	8	98%	96%	94%
Attorney Magistrate	6	97%	100%	85%
Buildings and Grounds Supervisor	9	85%	80%	76%
Caseworker	8	89%	85%	83%
Caseworker Conciliator	5	88%	86%	84%
Caseworker Mediator	5	95%	89%	84%
Chief Court Clerk I	4	112%	105%	100%
Chief Court Clerk II	2	Insufficient Data		
Chief Deputy Register of Deeds	8	71%	68%	65%
Control 1 Monitor	1	Insufficient Data		
County Administrator	8	NA	90%	NA
Court Recorder	8	75%	70%	67%
Custodian	10	94%	89%	86%
Deputy Drain Commissioner	6	63%	61%	60%
Deputy Treasurer	9	62%	60%	59%
Emergency Management Coordinator	5	77%	78%	79%
Enforcement Officer FOC	3	98%	92%	88%
Financial Specialist	6	107%	102%	97%
First Deputy Clerk	1	Insufficient Data		
FOC Receptionist	11	88%	82%	78%
Head Cook	8	100%	84%	73%
Information Technology Director	12	70%	64%	59%
IT Support Technician	12	78%	71%	66%
Legal Secretary	10	81%	77%	73%
Master Mechanic	5	115%	97%	83%
Planning and Zoning Director	3	77%	74%	71%
Probation Officer	8	88%	86%	83%
Prosecuting Attorney II	10	78%	72%	66%
Secretary to the Administrator	10	74%	68%	64%
Senior Deputy Clerk	8	88%	83%	80%
Senior Property Appraiser	8	73%	67%	63%
Staff Attorney	6	72%	66%	62%
Victims Rights Advocate	8	88%	85%	82%
<b>All Other Departments Average</b>		<b>85%</b>	<b>81%</b>	<b>76%</b>

**TABLE 11  
BARRY COUNTY, MI**

**OVERALL MARKET POSITION – PAY ONLY – BY DEPARTMENT**

Benchmark Title	# of Matches	Barry County Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
<b>Central Dispatch</b>				
Director, Central Dispatch	5	NA	94%	NA
Dispatch Supervisor	5	105%	99%	93%
Telecommunicator	8	86%	88%	90%
<b>Central Dispatch Average</b>		<b>97%</b>	<b>94%</b>	<b>92%</b>
<b>Commission on Aging</b>				
Account Clerk at COA	12	97%	92%	89%
Executive Director, Commission on Aging	7	94%	85%	77%
Licensed Practical Nurse (LPN)	5	98%	93%	89%
Maintenance Technician at COA	10	99%	92%	87%
Nutrition Assistant	4	95%	87%	81%
Nutrition Program Coordinator	5	84%	77%	72%
Office Manager at COA	9	108%	100%	94%
Personal Care Aide	6	124%	117%	112%
Senior Center Coordinator	4	82%	81%	79%
Senior Day Care Registered Nurse	7	91%	83%	77%
Site Coordinator	2	Insufficient Data		
<b>89%</b>		<b>96%</b>	<b>88%</b>	<b>84%</b>

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)



## Pay Ranges – Public Sector

**TABLE 12  
BARRY COUNTY, MI**

### **PUBLIC SECTOR MARKET POSITION – PAY ONLY – BY DEPARTMENT**

Benchmark Title	# of Matches	Barry County Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
<b>All Other Departments</b>				
Abstractor	4	115%	110%	106%
Animal Control Officer	8	98%	96%	94%
Animal Shelter Director	4	103%	102%	101%
Animal Shelter Technician	7	85%	84%	83%
Attorney Magistrate	6	97%	100%	85%
Buildings and Grounds Supervisor	8	90%	87%	84%
Caseworker	8	89%	85%	83%
Caseworker Conciliator	5	88%	86%	84%
Caseworker Mediator	4	84%	81%	78%
Chief Court Clerk I	3	95%	92%	90%
Chief Court Clerk II	2	Insufficient Data		
Chief Deputy Register of Deeds	8	71%	68%	65%
Control 1 Monitor	1	Insufficient Data		
County Administrator	8	NA	90%	NA
Court Recorder	7	82%	79%	76%
Custodian	7	85%	85%	84%
Deputy Drain Commissioner	6	63%	61%	60%
Deputy Treasurer	9	62%	60%	59%
Emergency Management Coordinator	5	77%	78%	79%
Enforcement Officer FOC	3	98%	92%	88%
Financial Specialist	4	101%	97%	93%
First Deputy Clerk	1	Insufficient Data		
FOC Receptionist	8	85%	82%	80%
Head Cook	5	85%	74%	65%
Information Technology Director	9	81%	77%	74%
IT Support Technician	9	76%	73%	70%
Legal Secretary	8	91%	86%	82%
Master Mechanic	3	115%	103%	93%
Planning and Zoning Director	3	77%	74%	71%
Probation Officer	8	88%	86%	83%
Prosecuting Attorney II	8	89%	88%	82%
Secretary to the Administrator	7	81%	77%	74%
Senior Deputy Clerk	5	82%	81%	79%
Senior Property Appraiser	7	85%	82%	79%

**TABLE 12  
BARRY COUNTY, MI**

**PUBLIC SECTOR MARKET POSITION – PAY ONLY – BY DEPARTMENT**

Benchmark Title	# of Matches	Barry County Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Staff Attorney	3	75%	72%	70%
Victims Rights Advocate	8	88%	85%	82%
<b>Central Dispatch</b>				
Director, Central Dispatch	5	NA	94%	NA
Dispatch Supervisor	5	105%	99%	93%
Telecommunicator	8	86%	88%	90%
<b>Commission on Aging</b>				
Account Clerk at COA	7	91%	88%	86%
Executive Director, Commission on Aging	5	120%	107%	96%
Licensed Practical Nurse (LPN)	1	Insufficient Data		
Maintenance Technician at COA	6	92%	90%	88%
Nutrition Assistant	2	Insufficient Data		
Nutrition Program Coordinator	4	95%	93%	91%
Office Manager at COA	5	102%	100%	98%
Personal Care Aide	2	Insufficient Data		
Senior Center Coordinator	3	69%	68%	66%
Senior Day Care Registered Nurse	3	97%	92%	88%
Site Coordinator	2	Insufficient Data		

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)

# Study Findings – Pay Practices

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## Pay Schedule Design & Increases

Tables 13 through 22 detail characteristics of peer employer pay plans including:

- Pay Schedule Design
- Pay Progression
- Pay Increase Amounts
- Type of Base Pay Increases
- Pay Progression and Pay Increase Policies

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the pay practice.

NR = No Response

NA = Not Applicable

**Survey Question:** What type of pay schedule design(s) covers employees?

**TABLE 13  
PAY SCHEDULE DESIGN**

Public Sector Peer Employer	Grade and Step	Open Ranges	Flat Rates	Other
Ionia County	Yes	NA	NA	NA
Eaton County	Yes	Yes	Yes	NA
Calhoun County	Yes	NA	Yes	NA
Kalamazoo County	Yes	NA	NA	NA
Kent County	Yes	Yes	Yes	NA
Cass County	Yes	NA	NA	NA
St. Joseph County	Yes	NA	Yes	NA
Montcalm County	Yes	NA	Yes	NA
City of Kalamazoo	Yes	NA	NA	NA
City of Kentwood	Yes	Yes	NA	NA
<i>Count</i>	<i>10 of 10</i>	<i>3 of 10</i>	<i>5 of 10</i>	<i>0 of 10</i>
<b>Barry County</b>	<b>Yes</b>	<b>NA</b>	<b>Yes</b>	<b>NA</b>

NR = No Response

NA = Not Applicable

**Survey Question:** What determines how employees progress through the pay range?

**TABLE 14  
PAY PROGRESSION**

Public Sector Peer Employer	Longevity	Individual Performance	Other	Does progression policy apply to all employees?
Ionia County	Yes	NA	NA	Yes
Eaton County	Yes	NA	NA	Yes
Calhoun County	Yes	NA	NA	Yes
Kalamazoo County	Yes	Yes	NA	NR
Kent County	Yes	Yes	NA	No
Cass County	Yes	Yes	NA	NR
St. Joseph County	Yes	NA	NA	Yes
Montcalm County	Yes	Yes	NA	Yes
City of Kalamazoo	NA	Yes	NA	No
City of Kentwood	Yes	Yes	NA	Yes
<i>Count</i>	<i>9 of 10</i>	<i>6 of 10</i>	<i>0 of 10</i>	<i>6 of 10</i>
<b>Barry County</b>	<b>Yes</b>	<b>Yes</b>	<b>NA</b>	<b>Yes</b>

NR = No Response

NA = Not Applicable

**Survey Question:** What were your recent increases for employees?

**TABLE 15  
FY 2014 PAY INCREASE AMOUNTS**

Public Sector Peer Employer	FY 2014			
	Pay Schedule Adjustment	COLA	Average Base Pay Increase	Average Bonus Amount
Ionia County	2.0%	NA	NA	NA
Eaton County	1.0%	1.0%	NA	NA
Calhoun County	1.0%	1.0%	NA	NA
Kalamazoo County	NR	NR	NR	NR
Kent County	1%	NA	2.0%	NA
Cass County	NR	NR	NR	NR
St. Joseph County	2.0%	NA	NA	NA
Montcalm County	NA	1.0%	1.0%	NA
City of Kalamazoo	NA	NA	NA	1.0%
City of Kentwood	NA	NA	2.0%	NA
<i>Market Average</i>	<i>1.2%</i>	<i>1.0%</i>	<i>1.7%</i>	<i>1.0%</i>
<b>Barry County</b>	<b>BCCEA, GF, Corrections: 2.5%</b>	<b>NA</b>	<b>NA</b>	<b>BCCEA, GF: \$1,200</b>

NR = No Response

NA = Not Applicable

**TABLE 16  
FY 2015 PAY INCREASE AMOUNTS**

Public Sector Peer Employer	FY 2015			
	Pay Schedule Adjustment	COLA	Average Base Pay Increase	Average Bonus Amount
Ionia County	2.0%	NA	NA	NA
Eaton County	Salary Study Implementation	1.0% for Unions	NA	NA
Calhoun County	1.0%	1.0%	NA	NA
Kalamazoo County	NR	NR	NR	NR
Kent County	2.0%	NA	2.0%	NA
Cass County	NR	NR	NR	NR
St. Joseph County	2.0%	NA	NA	NA
Montcalm County	NA	1%	1.0%	NA
City of Kalamazoo	NA	NA	NA	1.0%
City of Kentwood	NA	NA	1.5%	NA
<i>Market Average</i>	<i>1.75%</i>	<i>1.0%</i>	<i>1.5%</i>	<i>1.0%</i>
<b>Barry County</b>	<b>Corrections: 2%; Central Dispatch: 1.8%-2.3%</b>	<b>NA</b>	<b>NA</b>	<b>COA: \$1,200</b>

NR = No Response

NA = Not Applicable

**Survey Question:** What type(s) of base pay increases were applied in FY2015 for employees?  
If other, please explain.

**TABLE 17**  
**FY 2015 TYPE OF BASE PAY INCREASES**

Public Sector Peer Employer	FY 2015			
	COLA	Merit/ Performance	Other	If other, please explain
Ionia County	Yes	NA	Yes	Employees not at the top step, annual step increases Approved by Supervisor
Eaton County	Yes	NA	NA	NA
Calhoun County	Yes	NA	NA	NA
Kalamazoo County	NA	NA	Yes	Salary schedule adjustment
Kent County	NA	Yes	NA	Contract (bargaining units) or across the board (management pay plan)
Cass County	NR	NR	NR	NA
St. Joseph County	Yes	NA	NA	NA
Montcalm County	Yes	Yes	NA	NA
City of Kalamazoo	NA	NA	NA	1% increase to base pay
City of Kentwood	NA	NA	Yes	1.5% increase to base pay
<b>Count</b>	<b>5 of 10</b>	<b>2 of 10</b>	<b>3 of 10</b>	
<b>Barry County</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Increases at Central Dispatch were negotiated and are based on longevity.</b>

NR = No Response  
NA = Not Applicable

**Survey Questions:**

- (A) Do adjustments to the pay schedule automatically result in increases to employees’ base pay?
- (B) Do you have a minimum guaranteed pay increase for promotions?
- (C) Do you have a policy on hiring practices?
- (D) Do you have a minimum guaranteed pay increases for reclassification to a higher grade?

**TABLE 18  
PAY PROGRESSION AND PAY INCREASE POLICIES**

Public Sector Peer Employer	Question A	Question B	Question C	Question D	Notes
Ionia County	Yes	Yes	No	Yes	Move to step that provides increase.
Eaton County	Yes	Yes	No	Yes	5% increase
Calhoun County	Yes	No	Yes	Yes	If reclassified to higher grade, first step.
Kalamazoo County	No	No	Yes	Yes	Employees must be hired at starting step except when they have specifically applicable experience.
Kent County	No	No	Yes	No	NR
Cass County	No	No	Yes	No	Promoted and reclassified employees will be placed on Step1 of the new grade for the position.
St. Joseph County	Yes	Yes	No	Yes	5% increase
Montcalm County	Yes	No	No	No	NR
City of Kalamazoo	No	Yes	Yes	Yes	5% increase
City of Kentwood	Yes	No	No	Yes	Move to step which will provide an immediate salary increase.
<b>Count</b>	<b>6 of 10</b>	<b>4 of 10</b>	<b>5 of 10</b>	<b>7 of 10</b>	
<b>Barry County</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>No policy at Central Dispatch. If promoted, placed on new step that is minimum 5% higher than current salary.</b>

NR = No Response  
NA = Not Applicable

**Survey Question:** What types of pay supplements are offered to any employees (e.g \$0.10/hour for trades workers)? If you do not offer one or more of the following pay supplements, enter “Not Applicable.”

**TABLE 19  
PAY SUPPLEMENTS**

Public Sector Peer Employer	Evening Shift	Overnight Shift	Weekend	On-call or Stand-by	Call-back	Holiday Pay	Bi-lingual Pay	Other Pay Supplements
Ionia County	Unions – 3%	Unions – 3%	NA	NA	NA	NA	NA	NA
Eaton County	NA	NA	NA	Prosecutors, Animal Control, Dispatch – Hourly rate	Sheriff Division – 2 hours pay	Animal Control, Sheriff Divi., Youth Facility – Hourly Rate	NA	NA
Calhoun County	POAM - \$0.50/hour	POAM - \$0.50/hour	NA	Pros. Atty on-call - \$350/week	NA	NA	NA	POAM Training Officers - \$0.50/hour
Kalamazoo County	Juvenile Home & FOP \$0.10/hour and 2%	Juvenile Home & FOP \$0.15/hour and 1%	NA	NA	NA	NA	NA	NA
Kent County	Bargaining and Mgt Pay Plan non-ex- \$0.50/hour	Bargaining and Mgt Pay Plan non-ex- \$0.50/hour	Bargaining and Mgt Pay Plan non-ex - \$0.50/hour	UAW – time and a half	Corrections – 2 hours at time and a half	Bargaining Units – time and a half plus day banked or paid	NA	Pager (Air Field Maintenance) \$15/each 24 hour period
Cass County	NA	NA	NA	NA	Sheriffs Office – 2 hours pay	NA	NA	NA
St. Joseph County	Road Patrol and Corrections 8 hour shift \$0.20/hour	Road Patrol and Corrections 8 hour shift \$0.10	NA	NA	NA	NA	NA	NA
Montcalm County	POAM, COAM, FOP \$0.10/hour	POAM, COAM, FOP \$0.15/hour	NA	Animal Control \$7.50/day and Juvenile Probation Officer \$30 credit	POAM and COAM 2 hours minimum	POAM, COAM, FOP, EMS, Dispatch – time and a half	NA	NA
City of Kalamazoo	NA	NA	NA	NA	NA	NA	NA	\$0.10-\$0.25/hour hourly bonus based upon certification
City of Kentwood	Public Works - \$0.50/hour	Public Works - \$0.50/hour	Public Works - \$0.50/hour	NA	All – 2 hour minimums	All – double time	All - \$.50/hour	NA
<b>Barry County</b>	<b>Central Dispatch - \$0.70/hour from 2pm to 6am</b>	<b>NA</b>	<b>NA</b>	<b>Animal Control Officer – \$120/year</b>	<b>NA</b>	<b>Personal Care Aides at COA – double time hours worked</b>	<b>NA</b>	<b>Central Dispatch Trainers – \$0.70/hour</b>

NR = No Response  
NA = Not Applicable



**Survey Questions:**

(A) Do you offer longevity pay to any employees?

(B) If Yes, which employee groups receive longevity pay?

(C) What is the maximum amount of longevity pay an employee can receive?

**TABLE 20  
LONGEVITY PAY**

<b>Public Sector Peer Employer</b>	<b>Question A</b>	<b>Question B</b>	<b>Question C</b>
Ionia County	Yes	Deputy and Dispatch Union. Closed to new employees 5-14-1980	\$1,000 non-union
Eaton County	Yes	All	\$1,200
Calhoun County	Yes	County Non-Union and Department Heads/ Appointed Officials/Elected Officials on different scale.	\$1,200
Kalamazoo County	Yes	FOP	\$2,400
Kent County	No	NA	
Cass County	Yes	Sheriff's Department Employees	\$700
St. Joseph County	Yes	Employees hired before 11/16/1993	NA
Montcalm County	Yes	AFSCME clerical employees hired prior to 12/31/1986	\$500
City of Kalamazoo	Yes	Employees hired before 03/01/2001	\$780
City of Kentwood	Yes	All	\$1,500
<b>Count</b>	<b>9 of 10</b>	<b>Market Average</b>	<b>\$1,031</b>
<b>Barry County</b>	<b>Yes</b>	<b>All</b>	<b>\$600</b>

NR = No Response  
NA = Not Applicable

**Survey Question:** How much longevity pay do employees receive for each year of service?

**TABLE 21  
LONGEVITY PAY**

<b>Public Sector Peer Employer</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
Ionia County	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Eaton County	\$300	\$300	\$300	\$300	\$600	\$600	\$600	\$600	\$600	\$600
Calhoun County	\$50	\$100	\$150	\$200	\$250	\$300	\$350	\$400	\$450	\$500
Kalamazoo County	NA	NA	NA	NA	\$800	\$800	\$800	\$800	\$800	\$1,600
Kent County	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Cass County	NA	NA	NA	NA	NA	NA	NA	\$300	\$300	\$500
St. Joseph County	NA	NA	NA	\$34.20	\$34.20	\$34.20	\$34.20	\$34.20	\$34.20	\$45.60
Montcalm County	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$500
City of Kalamazoo	NA	NA	NA	NA	\$150	\$180	\$210	\$240	\$270	\$300
City of Kentwood	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$500
<b>Market Average</b>	<b>\$175</b>	<b>\$200</b>	<b>\$225</b>	<b>\$178</b>	<b>\$367</b>	<b>\$383</b>	<b>\$399</b>	<b>\$396</b>	<b>\$409</b>	<b>\$568</b>
<b>Barry County</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$125</b>	<b>\$150</b>	<b>\$175</b>	<b>\$200</b>	<b>\$225</b>	<b>\$250</b>

NR = No Response  
NA = Not Applicable

**Survey Question:** What types of performance-based rewards do you offer to any employees?

**TABLE 22  
PERFORMANCE-BASED REWARDS**

Public Sector Peer Employer	Organization Wide Pay Increases	Organization Wide Lump Sum Bonuses	Department/Team Pay Increases	Department/Team Lump Sum Bonuses	Individual Pay Increases	Individual Lump Sum Bonuses	No Performance-Based Rewards
Ionia County	No	No	No	No	No	No	No
Eaton County	No	No	No	No	No	No	Yes
Calhoun County	No	No	No	No	No	No	No
Kalamazoo County	No	No	No	No	No	No	No
Kent County	No	No	No	No	Yes	No	No
Cass County	No	No	No	No	No	No	No
St. Joseph County	No	No	No	No	No	No	Yes
Montcalm County	No	No	No	No	No	No	No
City of Kalamazoo	No	No	No	No	No	No	Yes
City of Kentwood	No	No	No	No	Yes	No	No
<i>Count</i>	<i>0 of 10</i>	<i>0 of 10</i>	<i>0 of 10</i>	<i>0 of 10</i>	<i>2 of 10</i>	<i>0 of 10</i>	<i>3 of 10</i>
<b>Barry County</b>	<b>No</b>	<b>No</b>	<b>No</b>	<b>No</b>	<b>No</b>	<b>No</b>	<b>Yes</b>

# Study Findings – Paid Leave

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The survey included questions related to paid time off, including:

- Type of Paid Leave Program – Traditional/PTO
- Total Paid Leave
- Vacation/PTO Days
- Other Paid Leave
- Vacation/Sick Leave Accrual Maximum
- Vacation/PTO Cash Out Maximum
- Sick Leave Cash Out Maximum
- Conversion of Sick Leave
- Leave Donation

Details about each peer employer’s paid leave policies are shown in **Tables 23** through **31**.

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the type of paid leave. NR = No Response. NA = Not Applicable

**Survey Question:** Do you have traditional leave or paid time off (PTO) for employees?  
 Traditional leave programs have separate sick leave and/or personal/floating days.

**TABLE 23**  
**PAID LEAVE PROGRAM TYPE**

<b>Public Sector Peer Employer</b>	<b>Traditional Leave or Paid Time Off (PTO)</b>
Ionia County	Traditional Leave
Eaton County	Traditional Leave
Calhoun County	Paid Time Off
Kalamazoo County	Traditional Leave
Kent County	Traditional Leave
Cass County	Traditional Leave
St. Joseph County	Traditional Leave
Montcalm County	Traditional Leave
City of Kalamazoo	Traditional Leave
City of Kentwood	Traditional Leave
<b>Barry County</b>	<b>Traditional Leave</b>

NR = No Response

NA = Not Applicable

Total paid leave for each peer's employees, which includes vacation, sick leave, holidays, and personal days, is shown below.

**TABLE 24**  
**TOTAL PAID LEAVE**  
**(VACATION/PTO, SICK LEAVE, HOLIDAYS, AND PERSONAL DAYS)**

Public Sector Peer Employer	>1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	25 +	Total
Ionia County	25	30	35	35	35	35	40	40	40	40	40	40	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	1110
Eaton County	22	35	35	35	35	40	40	40	40	40	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	1127
Calhoun County	31	31	31	31	31	36	36	36	36	36	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	981
Kalamazoo County	35	35	35	35	35	37	37	37	37	37	37	39	39	39	39	41	41	41	41	43	43	43	43	43	43	43	43	1057
Kent County	44	44	44	44	44	45	46	47	48	49	49	49	49	49	49	50	51	52	53	54	54	54	54	54	54	54	54	1338
Cass County	24	29	35	35	35	41	41	41	41	41	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	1162
St. Joseph County	26	39	39	39	39	41	41	41	41	43	43	43	43	43	46	46	46	46	46	46	51	51	51	51	51	51	51	1194
Montcalm County	29	39	39	39	39	39	39	39	44	44	44	44	44	44	44	49	49	49	49	49	49	49	49	49	49	49	49	1208
City of Kalamazoo	24	39	39	39	39	44	44	44	44	44	49	49	49	49	49	49	49	49	49	49	49	49	49	49	49	49	49	1233
City of Kentwood	30	35	35	35	37	38	39	40	41	42	43	44	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	1134
<b>Market Average</b>	<b>29</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>42</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>45</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>48</b>	<b>1154</b>
<b>Barry County</b>	<b>24</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>1103</b>
<b>Difference b/w County &amp; Mkt Avg.</b>	<b>-5</b>	<b>-2</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-1</b>	<b>-1</b>	<b>-2</b>	<b>-2</b>	<b>-3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-1</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-4</b>	<b>-51</b>

NR = No Response

NA = Not Applicable

**TABLE 25  
VACATION/PTO DAYS**

Public Sector Peer Employer	>1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	25 +	Total
Ionia County	0	5	10	10	10	10	15	15	15	15	15	15	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	435
Eaton County	0	13	13	13	13	18	18	18	18	18	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	533
Calhoun County	18	18	18	18	18	23	23	23	23	23	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	630
Kalamazoo County	13	13	13	13	13	15	15	15	15	15	15	17	17	17	17	17	19	19	19	19	21	21	21	21	21	21	21	463
Kent County	12	12	12	12	12	13	14	15	16	17	17	17	17	17	17	18	19	20	21	22	22	22	22	22	22	22	22	474
Cass County	0	5	11	11	11	11	17	17	17	17	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	514
St. Joseph County	0	13	13	13	13	15	15	15	15	17	17	17	17	17	20	20	20	20	20	20	25	25	25	25	25	25	25	492
Montcalm County	0	10	10	10	10	10	10	10	15	15	15	15	15	15	15	20	20	20	20	20	20	20	20	20	20	20	20	415
City of Kalamazoo	0	15	15	15	15	20	20	20	20	20	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	585
City of Kentwood	5	10	10	10	12	13	14	15	16	17	18	19	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	459
<b>Market Average</b>	<b>5</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>23</b>	<b>501</b>
<b>Barry County</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>455</b>
<b>Difference b/w County &amp; Mkt Avg.</b>	<b>-5</b>	<b>-1</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>0</b>	<b>-1</b>	<b>-1</b>	<b>-2</b>	<b>-2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-3</b>	<b>-46</b>

NR = No Response  
NA = Not Applicable

**TABLE 26  
OTHER PAID LEAVE**

Public Sector Peer Employer	Sick Leave	Holidays	Personal/Floating Days
Ionia County	13	12	0
Eaton County	10	12	0
Calhoun County	0	13	0
Kalamazoo County	9	8	5
Kent County	12	10	10
Cass County	11	13	0
St. Joseph County	11	13	2
Montcalm County	13	13	3
City of Kalamazoo	12	9	3
City of Kentwood	12	10	3
<i>Market Average</i>	<i>10</i>	<i>11</i>	<i>3</i>
<b>Barry County</b>	<b>9</b>	<b>12</b>	<b>3</b>

NR = No Response

NA = Not Applicable

**Survey Question:** What is the maximum amount of unused vacation /sick days that full-time employees can accumulate?

**TABLE 27  
VACATION/SICK LEAVE ACCRUAL MAXIMUM**

Public Sector Peer Employer	Unused Vacation/PTO	Unused Sick Leave
Ionia County	20 days	90days
Eaton County	20 days	30 days
Calhoun County	30 days	NA
Kalamazoo County	70 days	10 days
Kent County	37.5 days	42.5 days
Cass County	43 days	10.5 days
St. Joseph County	Half of annual bank	30 days
Montcalm County	25 days	90 days
City of Kalamazoo	1 years accrual	Unlimited
City of Kentwood	50 days	37.5 days
<i>Market Average</i>	<i>37 days</i>	<i>43 days</i>
<b>Barry County</b>	<b>10 days (0 in COA)</b>	<b>Unlimited</b>

NR = No Response

NA = Not Applicable



**Survey Question:** What is the maximum amount of unused vacation /PTO days that full-time employees can cash out?

**TABLE 28  
VACATION/PTO CASH OUT MAXIMUM**

<b>Public Sector Peer Employer</b>	<b>At End of Year</b>	<b>At Termination</b>	<b>At Retirement</b>
Ionia County	Unlimited	Unlimited	Unlimited
Eaton County	No	Maximum Accrual	Maximum Accrual
Calhoun County	2.5 days	30 days	30 days
Kalamazoo County	No	No	50% of balance, not to exceed 800 hours for pre 1986 employees.
Kent County	5 days	Maximum Accrual	Maximum Accrual
Cass County	5 days	No	No
St. Joseph County	No	Maximum Accrual	Maximum Accrual
Montcalm County	No	Maximum Accrual if leaving in good standing	Maximum Accrual
City of Kalamazoo	No	Maximum Accrual	Maximum Accrual
City of Kentwood	No	25 days	25 days
<i>Market Average</i>	<i>4 days</i>	<i>Maximum accrual</i>	<i>Maximum accrual</i>
<b>Barry County</b>	<b>No cash out</b>	<b>No cash out</b>	<b>No cash out, termination date is extended</b>

NR = No Response  
NA = Not Applicable

**Survey Question:** What is the maximum amount of unused FTE sick leave that full-time employees can cash out?

**TABLE 29  
FTE SICK LEAVE CASH OUT MAXIMUM DAYS**

<b>Public Sector Peer Employer</b>	<b>At End of Year</b>	<b>At Termination</b>	<b>At Retirement</b>
Ionia County	Unlimited	Unlimited	Unlimited
Eaton County	10.125 days	No	50% of maximum accrual
Calhoun County	20 days	30 days	30 days
Kalamazoo County	No	No payout at termination unless pre 1986 bank	50% of balance not to exceed 800 hours.
Kent County	No	No	No
Cass County	10.5 days	No	50% of accrued maximum for employees prior to 01/01/1995
St. Joseph County	Varies	50% of maximum accrual	50% of maximum accrual
Montcalm County	No	No	50% of maximum accrual
City of Kalamazoo	No	No	Unlimited
City of Kentwood	No	18.75 days	18.75 days
<i>Market Average</i>	<i>14 days</i>	<i>24 days</i>	<i>50% of maximum accrual</i>
<b>Barry County</b>	<b>Unlimited</b>	<b>Unlimited for time accrued the year before termination</b>	<b>Unlimited</b>

NR = No Response  
NA = Not Applicable

**Survey Question:**

(A) Are employees allowed to cash out 100% of their sick leave or is there a conversion rate? If so, what is the conversion rate?

(B) Can employees convert unused sick leave to pension credits?

(C) If yes, what is the maximum allowed for conversion?

**TABLE 30  
SICK LEAVE CONVERSION**

<b>Public Sector Peer Employer</b>	<b>Employees able to cash out 100% of sick time</b>	<b>Conversion Rate</b>	<b>Can convert sick leave to pension credits</b>	<b>Maximum allowed for conversion to pension credits</b>
Ionia County	Yes	50%	No	No
Eaton County	Yes	50%	No	No
Calhoun County	No	NA	No	No
Kalamazoo County	Yes	50% for maximum of 800 hours	No	No
Kent County	No	No	Yes	No maximum
Cass County	No	50% of accrued maximum	No	No
St. Joseph County	No	NA	No	No
Montcalm County	No	NA	No	No
City of Kalamazoo	Yes	50%	No	No
City of Kentwood	Yes	\$1.50 per day times Years of Service	No	No
<b>Count</b>	<b>5 of 10</b>	<b>50%</b>	<b>1 of 10</b>	<b>No</b>
<b>Barry County</b>	<b>Yes</b>	<b>67%</b>	<b>No</b>	<b>No</b>

NR = No Response  
NA = Not Applicable

**Survey Question:** Do you allow employees to donate leave to other employees?

**TABLE 31  
LEAVE DONATION**

<b>Public Sector Peer Employer</b>	<b>Allowed? (Yes/No)</b>	<b>If yes, describe</b>
Ionia County	Yes	Employees can donate maximum amount of accrual to the sick bank or to a specific employee.
Eaton County	No	NA
Calhoun County	Yes	Employees can donate a maximum of 5 days per calendar year.
Kalamazoo County	No	NA
Kent County	Yes	An employee may contribute a maximum of 16 hours from the accrued sick leave to be matched an equal contribution from the vacation, holiday, or birthday time; total of 32 hours.
Cass County	Yes	This would take a vote by the Board of Commissioners if a request was given.
St. Joseph County	No	NA
Montcalm County	Yes	If Board of Commissioners approves, most employees can donate 720 hours and FOP, COAM, and POAM employees can donate 920 hours.
City of Kalamazoo	Yes	No maximum, but donating employees must keep 80 hours in their personal sick leave bank.
City of Kentwood	No	NA
<b>Count</b>	<b>6 of 10</b>	
<b>Barry County</b>	<b>No</b>	<b>NA</b>

NR = No Response  
NA = Not Applicable

## Study Findings – Health Benefits

We collected data regarding most populous medical plan coverage, as well as prescription drug, dental, and vision benefits. Most of the peer employers offer a PPO/POS medical plan, as shown in **Table 32**. While all peers also offer other health-related benefits, the dental and vision programs are typically provided as a separate benefit election.

**Survey Question:** Please answer the following questions for health plans you offer to new, full-time employees as of December 1, 2015.

**TABLE 32**  
**TYPE OF HEALTH PLANS OFFERED**

Public Sector Peer Employer	Most Populous Medical Plan	Included in Medical Premium?		
		Rx	Dental	Vision
Ionia County	HSA	Yes	No	No
Eaton County	PPO	Yes	No	Yes
Calhoun County	BlueCross Flex Blue 3	Yes	No	No
Kalamazoo County	BCBC PPO	Yes	No	No
Kent County	Kent County Wellness PPO (BCBSM)	No	No	No
Cass County	Simply Blue Plan E PPO	Yes	No	No
St. Joseph County	Simply Blue High Deductible	Yes	No	No
Montcalm County	BCBS Simply Blue PPO	Yes	No	Yes
City of Kalamazoo	BCBS	Yes	No	No
City of Kentwood	Priority Health HDHP	Yes	Yes	Yes
<b>Barry County</b>	<b>BCN 100%, 500 Ded.</b>	<b>Yes</b>	<b>No</b>	<b>No</b>

**Survey Question:** Do you have a policy of providing payment in lieu of participating in the medical plan? If yes, how much are the payments?

**TABLE 33  
PAYMENT IN LIEU OF INSURANCE PARTICIPATION**

Public Sector Peer Employer	(Yes/No)	EE Only	EE+Children	EE+Spouse	Family
Ionia County	Yes	\$50/month for Union Employees	\$50/month for Union Employees	\$50/month for Union Employees	\$50/month for Union Employees
Eaton County	Yes	\$100/month	\$100/month	\$100/month	\$100/month
Calhoun County	Yes	\$100/month	\$100/month	\$100/month	\$100/month
Kalamazoo County	Yes	\$43.33/month	\$75.83/month	\$75.83/month	\$108.33/month
Kent County	Yes	\$70/month	\$70/month	\$70/month	\$70/month
Cass County	Yes	\$100/month	\$100/month	\$100/month	\$100/month
St. Joseph County	Yes	\$166.66/month for all employee groups except POAM and FOP. POAM and FOP \$249.99/month	\$166.66/month for all employee groups except POAM and FOP. POAM and FOP \$249.99/month	\$166.66/month for all employee groups except POAM and FOP. POAM and FOP \$249.99/month	\$166.66/month for all employee groups except POAM and FOP. POAM and FOP \$249.99/month
Montcalm County	Yes	\$100/month	\$200/month	\$200/month	\$200/month
City of Kalamazoo	Yes	\$145.83/month	\$145.83/month	\$145.83/month	\$145.83/month
City of Kentwood	Yes	\$250/month (paid annually, dependent number irrelevant)	\$250/month (paid annually, dependent number irrelevant)	\$250/month (paid annually, dependent number irrelevant)	\$250/month (paid annually, dependent number irrelevant)
<b>Count</b>	<b>10 of 10</b>	<b>\$112.58/month</b>	<b>\$125.83/month</b>	<b>\$125.83/month</b>	<b>\$129.08/month</b>
<b>Barry County</b>	<b>Yes</b>	<b>\$162.28/month</b>	<b>\$339.41/month</b>	<b>\$339.41/month</b>	<b>\$442.61/month</b>

NR = No Response

NA = Not Applicable

**Survey Question:** Do you contribute to the employee Health Savings Account (HSA)? If yes, how much do you contribute per year?

**TABLE 34**  
**HEALTH SAVINGS ACCOUNT (HSA) CONTRIBUTIONS**

Public Sector Peer Employer	(Yes/No)	Annual Contribution
Ionia County	Yes	\$100 for non-union; \$700 for deputy; \$750 for dispatcher; \$900 for deputy command, corrections, and corrections command
Eaton County	No	NA
Calhoun County	Yes	\$1,500 for employee and \$3,000 for dual/family coverage
Kalamazoo County	No	NA
Kent County	No	NA
Cass County	No	NA
St. Joseph County	No	NA
Montcalm County	Yes	\$2,000 for employee and \$4,000 for dual/family coverage
City of Kalamazoo	No	NA
City of Kentwood	Yes	\$650 for employee and \$1,300 for dual/family coverage
<b>Count</b>	<b>4 of 10</b>	<b>\$1,383 for employee only and \$2,766 for family</b>
<b>Barry County</b>	<b>Yes</b>	<b>Varies by plan and level of coverage, impacted by legislated health insurance caps, 2015: \$0-\$3611</b>

NR = No Response

NA = Not Applicable

## Total Health

The County's total monthly costs and cost-sharing arrangements for all health-related benefits (medical, prescription drugs, dental, and vision plans) are consistent with or lower than the survey average, as shown in **Tables 35 and 36**.

**TABLE 35  
TOTAL MONTHLY HEALTH COST  
(MOST POPULOUS MEDICAL PLAN, RX, DENTAL, AND VISION)**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$394.91	\$947.78	\$1,184.74	\$47.90	\$114.95	\$143.69
Eaton County	\$546.81	\$1,091.76	\$1,409.34	\$46.32	\$111.16	\$138.96
Calhoun County	\$388.86	\$776.72	\$1,079.52	\$59.12	\$118.26	\$161.42
Kalamazoo County	\$522.61	\$1,254.25	\$1,567.82	\$104.53	\$250.84	\$313.57
Kent County	\$579.97	\$1,121.45	\$1,324.73	\$103.86	\$218.12	\$259.66
Cass County	\$469.06	\$1,075.98	\$1,355.17	\$117.27	\$268.99	\$338.79
St. Joseph County	\$495.68	\$1,188.10	\$1,487.01	\$26.82	\$162.51	\$148.56
Montcalm County	\$418.54	\$1,004.49	\$1,255.62	\$138.21	\$311.04	\$386.00
City of Kalamazoo	\$461.14	\$1,012.43	\$1,248.69	\$92.11	\$209.39	\$267.28
City of Kentwood	\$482.21	\$1,012.59	\$1,133.00	\$9.64	\$20.25	\$22.66
<b>Market Average</b>	<b>\$475.98</b>	<b>\$1,048.56</b>	<b>\$1,304.56</b>	<b>\$74.58</b>	<b>\$178.55</b>	<b>\$218.06</b>
<b>Barry County</b>	<b>\$541.02</b>	<b>\$1,085.98</b>	<b>\$1,403.55</b>	<b>\$181.99</b>	<b>\$623.09</b>	<b>\$517.08</b>

NR = No Response



**TABLE 36**  
**TOTAL HEALTH COST SHARING**  
**(MOST POPULOUS MEDICAL PLAN, RX, DENTAL, AND VISION)**

Public Sector Peer Employer	Employer Cost (%)			Employee Cost (%)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	89%	89%	89%	11%	11%	11%
Eaton County	92%	91%	91%	8%	9%	9%
Calhoun County	87%	87%	87%	13%	13%	13%
Kalamazoo County	83%	83%	83%	17%	17%	17%
Kent County	85%	84%	84%	15%	16%	16%
Cass County	80%	80%	80%	20%	20%	20%
St. Joseph County	95%	88%	91%	5%	12%	9%
Montcalm County	75%	76%	76%	25%	24%	24%
City of Kalamazoo	83%	83%	82%	17%	17%	18%
City of Kentwood	98%	98%	98%	2%	2%	2%
<i>Market Average</i>	<i>86%</i>	<i>85%</i>	<i>86%</i>	<i>14%</i>	<i>15%</i>	<i>14%</i>
<b>Barry County</b>	<b>75%</b>	<b>64%</b>	<b>73%</b>	<b>25%</b>	<b>36%</b>	<b>27%</b>

Medical

**TABLE 37  
MOST POPULOUS MEDICAL PLAN MONTHLY COST**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$394.91	\$947.78	\$1,184.74	\$0.00	\$0.00	\$0.00
Eaton County	\$499.36	\$1,044.31	\$1,361.89	\$46.32	\$111.16	\$138.96
Calhoun County	\$363.20	\$726.40	\$991.54	\$59.12	\$118.26	\$161.42
Kalamazoo County	\$487.53	\$1,170.07	\$1,462.59	\$97.51	\$234.01	\$292.52
Kent County	\$489.70	\$1,028.36	\$1,224.25	\$103.86	\$218.12	\$259.66
Cass County	\$448.18	\$1,033.30	\$1,284.06	\$112.05	\$258.32	\$321.01
St. Joseph County	\$476.67	\$1,142.48	\$1,429.99	\$0.00	\$98.17	\$68.11
Montcalm County	\$418.54	\$1,004.49	\$1,255.62	\$122.76	\$279.64	\$335.30
City of Kalamazoo	\$393.76	\$945.05	\$1,181.31	\$77.97	\$187.13	\$233.91
City of Kentwood	\$482.21	\$1,012.59	\$1,133.00	\$9.64	\$20.25	\$22.66
<i>Market Average</i>	<i>\$445.41</i>	<i>\$1,005.48</i>	<i>\$1,250.90</i>	<i>\$62.92</i>	<i>\$152.51</i>	<i>\$183.36</i>
<b>Barry County</b>	<b>\$499.36</b>	<b>\$1,044.32</b>	<b>\$1,361.89</b>	<b>\$181.99</b>	<b>\$623.09</b>	<b>\$517.08</b>

NR = No Response

**TABLE 38**  
**MOST POPULOUS MEDICAL PLAN MONTHLY COST SHARING**

Public Sector Peer Employer	Employer Cost (%)			Employee Cost (%)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	100%	100%	100%	0%	0%	0%
Eaton County	92%	90%	91%	8%	10%	9%
Calhoun County	86%	86%	86%	14%	14%	14%
Kalamazoo County	83%	83%	83%	17%	17%	17%
Kent County	83%	83%	83%	17%	17%	17%
Cass County	80%	80%	80%	20%	20%	20%
St. Joseph County	100%	92%	95%	0%	8%	5%
Montcalm County	77%	78%	79%	23%	22%	21%
City of Kalamazoo	83%	83%	83%	17%	17%	17%
City of Kentwood	98%	98%	98%	2%	2%	2%
<i>Market Average</i>	<i>88%</i>	<i>87%</i>	<i>87%</i>	<i>12%</i>	<i>13%</i>	<i>13%</i>
<b>Barry County</b>	<b>73%</b>	<b>63%</b>	<b>72%</b>	<b>27%</b>	<b>37%</b>	<b>28%</b>

## Dental

**TABLE 39  
DENTAL PLAN MONTHLY COST**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$0.00	\$0.00	\$0.00	\$39.52	\$94.84	\$118.55
Eaton County	\$47.45	\$47.45	\$47.45	\$0.00	\$0.00	\$0.00
Calhoun County	\$21.32	\$39.90	\$74.98	\$0.00	\$0.00	\$0.00
Kalamazoo County	\$31.55	\$75.72	\$94.65	\$6.31	\$15.14	\$18.93
Kent County	\$84.00	\$84.00	\$84.00	\$0.00	\$0.00	\$0.00
Cass County	\$18.27	\$36.42	\$63.28	\$4.57	\$9.10	\$15.82
St. Joseph County	\$19.01	\$45.62	\$57.02	\$20.36	\$48.84	\$61.07
Montcalm County	\$0.00	\$0.00	\$0.00	\$15.45	\$31.40	\$50.70
City of Kalamazoo	\$67.38	\$67.38	\$67.38	\$6.00	\$6.00	\$6.00
City of Kentwood	Included	Included	Included	Included	Included	Included
<b>Market Average</b>	<b>\$32.11</b>	<b>\$44.05</b>	<b>\$54.31</b>	<b>\$10.25</b>	<b>\$22.81</b>	<b>\$30.12</b>
<b>Barry County</b>	<b>\$33.33*</b>	<b>\$33.33</b>	<b>\$33.33</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

NR = No Response

Included= Included in Medical Premium

\*Barry County deposits \$500 into account for each employee for dental and vision insurance and employee gets reimbursed for services. Split of 80/20 made between dental and vision to be in-line with market average.

**TABLE 40  
DENTAL PLAN MONTHLY COST SHARING**

Public Sector Peer Employer	Employer Cost (%)			Employee Cost (%)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	0%	0%	0%	100%	100%	100%
Eaton County	100%	100%	100%	0%	0%	0%
Calhoun County	100%	100%	100%	0%	0%	0%
Kalamazoo County	83%	83%	83%	17%	17%	17%
Kent County	100%	100%	100%	0%	0%	0%
Cass County	80%	80%	80%	20%	20%	20%
St. Joseph County	48%	48%	48%	52%	52%	52%
Montcalm County	0%	0%	0%	100%	100%	100%
City of Kalamazoo	92%	92%	92%	8%	8%	8%
City of Kentwood	Included	Included	Included	Included	Included	Included
<i>Market Average</i>	<b>76%</b>	<b>66%</b>	<b>64%</b>	<b>24%</b>	<b>34%</b>	<b>36%</b>
<b>Barry County</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

## Vision

**TABLE 41  
VISION PLAN MONTHLY COST**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$0.00	\$0.00	\$0.00	\$8.38	\$20.11	\$25.14
Eaton County	Included	Included	Included	Included	Included	Included
Calhoun County	\$4.34	\$10.42	\$13.00	\$0.00	\$0.00	\$0.00
Kalamazoo County	\$3.53	\$8.46	\$10.58	\$0.71	\$1.69	\$2.12
Kent County	\$6.27	\$9.09	\$16.48	\$0.00	\$0.00	\$0.00
Cass County	\$2.61	\$6.26	\$7.83	\$0.65	\$1.57	\$1.96
St. Joseph County	\$0.00	\$0.00	\$0.00	\$6.46	\$15.50	\$19.38
Montcalm County	Included	Included	Included	Included	Included	Included
City of Kalamazoo	\$0.00	\$0.00	\$0.00	\$8.14	\$16.26	\$27.37
City of Kentwood	Included	Included	Included	Included	Included	Included
<i>Market Average</i>	<i>\$2.39</i>	<i>\$4.89</i>	<i>\$6.84</i>	<i>\$3.48</i>	<i>\$7.88</i>	<i>\$10.85</i>
<b>Barry County</b>	<b>\$8.33*</b>	<b>\$8.33</b>	<b>\$8.33</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

NR = No Response

Included= Included in Medical Premium

\*Barry County deposits \$500 into account for each employee for dental and vision insurance and employee gets reimbursed for services. Split of 80/20 made between dental and vision to be in-line with market average.

**TABLE 42**  
**VISION PLAN MONTHLY COST SHARING**

Public Sector Peer Employer	Employer Cost (%)			Employee Cost (%)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	0%	0%	0%	100%	100%	100%
Eaton County	Included	Included	Included	Included	Included	Included
Calhoun County	100%	100%	100%	0%	0%	0%
Kalamazoo County	83%	83%	83%	17%	17%	17%
Kent County	100%	100%	100%	0%	0%	0%
Cass County	80%	80%	80%	20%	20%	20%
St. Joseph County	0%	0%	0%	100%	100%	100%
Montcalm County	Included	Included	Included	Included	Included	Included
City of Kalamazoo	0%	0%	0%	100%	100%	100%
City of Kentwood	Included	Included	Included	Included	Included	Included
<i>Market Average</i>	<i>41%</i>	<i>38%</i>	<i>39%</i>	<i>59%</i>	<i>62%</i>	<i>61%</i>
<b>Barry County</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

## Other Benefits

The survey also included questions about basic life insurance, long-term disability, short-term disability, wellness benefits, and education benefits. Detailed results are shown in **Tables 43–47**.

**TABLE 43  
BASIC LIFE INSURANCE**

Public Sector Peer Employer	Offered? (Y/N)	Employer Monthly Cost (\$)	Employee Monthly Cost (\$)	Maximum Benefit Amount
Ionia County	Yes	\$24.00	\$0.00	\$10,000
Eaton County	Yes	Self-Insured	0.00	\$30,000
Calhoun County	Yes	\$10.00	\$0.00	\$50,000
Kalamazoo County	Yes	\$1.60	\$0.00	\$20,000
Kent County	Yes	\$3.60	\$0.00	\$50,000
Cass County	Yes	\$6.00	\$0.00	\$25,000
St. Joseph County	Yes	\$3.45	\$0.00	\$25,000
Montcalm County	Yes	\$1.80	\$0.00	\$10,000
City of Kalamazoo	Yes	\$9.80	\$0.00	\$50,000
City of Kentwood	Yes	Based on wage/salary	\$0.00	\$100,000
<b>Market Average</b>	<b>10 of 10</b>	<b>\$7.54</b>	<b>\$0.00</b>	<b>\$37,000</b>
<b>Barry County</b>	<b>Yes</b>	<b>\$0.41/\$1000 Per Employee, Per Month</b>	<b>\$0.00</b>	<b>\$17,000</b>

NR = No Response



**TABLE 44  
LONG TERM DISABILITY**

<b>Public Sector Peer Employer</b>	<b>Offered? (Y/N)</b>	<b>Employer Monthly Cost (\$)</b>	<b>Employee Monthly Cost (\$)</b>
Ionia County	No	\$0.00	\$0.00
Eaton County	No	\$0.00	\$0.00
Calhoun County	Yes	\$0.00	Varies
Kalamazoo County	Yes	\$0.29	\$0.00
Kent County	Yes	\$.16/hundred	\$0.00
Cass County	Yes	\$0.00	\$0.00
St. Joseph County	Yes	\$.43/\$100	\$0.00
Montcalm County	Yes	\$2.33	\$0.00
City of Kalamazoo	Yes	\$0.00	Varies
City of Kentwood	Yes	\$0.00	\$0.00
<i>Market Average</i>	<i>8 of 10</i>		
<b>Barry County</b>	<b>No</b>	<b>\$0.00</b>	<b>\$0.00</b>

NR = No Response

NA = Not Applicable

**TABLE 45  
SHORT TERM DISABILITY**

<b>Public Sector Peer Employer</b>	<b>Offered? (Y/N)</b>	<b>Employer Monthly Cost (\$)</b>	<b>Employee Monthly Cost (\$)</b>
Ionia County	Yes	Deputy Union \$10.38-\$11.50 depending on pay	\$0.00
Eaton County	Yes	Self-Insured	\$0.00
Calhoun County	Yes	\$2.80	\$0.00
Kalamazoo County	Yes	\$0.25	\$0.00
Kent County	Yes	\$1.11/\$100	\$0.00
Cass County	Yes	\$0.00	\$0.00
St. Joseph County	Yes	\$0.00	\$0.00
Montcalm County	Yes	\$7.20	\$0.00
City of Kalamazoo	No	NA	NA
City of Kentwood	No	NA	NA
<i>Count</i>	<i>8 of 10</i>		<i>\$0.00</i>
<b>Barry County</b>	<b>Yes</b>	<b>\$2.25 Per Employee Per Month Plus Payroll x \$0.15/\$100</b>	<b>0.00</b>

NR = No Response

NA = Not Applicable

**Survey Questions:**

(A) Do you reimburse employees for expenses associated with wellness activities?

(B) Do you offer lower employee medical contributions for participation in wellness programs?

**TABLE 46  
WELLNESS BENEFITS**

Public Sector Peer Employer	Question A	Question B	Notes
Ionia County	No	No	
Eaton County	No	No	
Calhoun County	Yes	No	\$65 at the end of the year if employees participate in a certain number of qualifying wellness events/initiatives designated throughout the year.
Kalamazoo County	Yes	No	Employees receive 8 hours of personal time for completing a annual physical exam by their physician and completing a risk assessment.
Kent County	No	No	
Cass County	No	No	
St. Joseph County	No	No	
Montcalm County	No	No	
City of Kalamazoo	No	No	
City of Kentwood	Yes	No	\$25 gift card for having an annual physical. \$25 gift card for completing an organized 5k or greater (up to 4 per person, per year.)
<i>Count</i>	<i>3 of 10</i>	<i>0 of 10</i>	
<b>Barry County</b>	<b>No</b>	<b>No</b>	

NR = No Response  
NA = Not Applicable

**Survey Question:**

Do you reimburse employees for expense associated with education, such as getting a college degree, continuing education, or certifications?

**TABLE 47  
TUITION REIMBURSEMENT BENEFITS**

Public Sector Peer Employer	Offered? (Y/N)	Annual Amount (\$)	Please describe in detail, including maximum payments.
Ionia County	No	NA	NA
Eaton County	Yes	\$1,000	Education must be related to employee's current position and only applicable to undergraduate classes.
Calhoun County	Yes	\$500	Employee qualifies after 1 year for classes related to position. Must make a grade of "C" or better.
Kalamazoo County	Yes	\$1,000	75% tuition cost with of max of \$1,000/year
Kent County	Yes	\$2,385	\$265 per credit hour for a maximum of 9 credits per year.
Cass County	No	NA	
St. Joseph County	Yes	\$3,500	Must be work related. Reimbursement of 50% after registration, 25% after completing the course with a "C" or better, and final 25% after 60 days of completion of course. If employee leaves County with in 1 year, 100% repayment; 75% with in 24 months, and 50% within 36 months. Approved and budgeted for by manager before enrolling in courses.
Montcalm County	Yes	\$750	\$250/semester, must be related to position, and employees are required to continue employment with County for 2 years following completion of and reimbursement of course work/degree.
City of Kalamazoo	Yes	\$600 bachelor's/\$1,200 graduate	For employees who have completed 6 months of employment, prior approval required, course grade of "C" or better required.
City of Kentwood	No	NA	NA
<i>Market Average</i>	<i>7 of 10</i>	<i>\$1,390.71</i>	
<b>Barry County</b>	<b>Yes</b>		<b>65% of tuition for approved undergraduate classes as long as it is in the budget and pre-approved by department director. Requirements: Course grade of C or better and must be reimbursed if employee leaves County within 1 year.</b>

NR = No Response  
NA = Not Applicable

## Study Findings – Health Benefits (Part-Time)

We collected data regarding most populous medical plan coverage, as well as prescription drug, dental, and vision benefits for part-time employees. Most of the peer employers offer a PPO/POS medical plan, as shown in **Table 48**. While all peers also offer other health-related benefits, the dental and vision programs are typically provided as a separate benefit election.

**Survey Question:** Please answer the following questions for health plans you offer to part-time employees as of December 1, 2015.

**TABLE 48**  
**TYPE OF HEALTH PLANS OFFERED FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Most Populous Medical Plan	Included in Medical Premium?		
		Rx	Dental	Vision
Ionia County	HSA	Yes	No	No
Eaton County	PPO	Yes	No	Yes
Calhoun County	BlueCross Flex Blue 3	Yes	No	No
Kalamazoo County	BCBC PPO	Yes	No	No
Kent County	Kent County Wellness PPO (BCBSM)	No	No	No
Cass County	Simply Blue Plan E PPO	Yes	No	No
St. Joseph County	Simply Blue High Deductible	Yes	No	No
Montcalm County	BCBS Simply Blue PPO	Yes	No	Yes
City of Kalamazoo	BCBS	Yes	No	No
City of Kentwood	Priority Health HDHP	Yes	Yes	Yes
<b>Barry County</b>	<b>No Part-Time Employees Currently Enrolled</b>			

NR = No Response

**Survey Questions:**

(A) Are part-time employees eligible for benefits?

(B) How many hours must part-time employees work to be benefits eligible?

(C) How is the cost allocated relative to full-time employees?

**TABLE 49  
PART-TIME EMPLOYEE ELIGIBILITY**

<b>Public Sector Peer Employer</b>	<b>Yes/No</b>	<b>Hours worked to be benefits eligible?</b>	<b>Cost allocated relative to full-time employees</b>
Ionia County	Yes	30	Prorated based on hours worked
Eaton County	Yes	30	Pro-rated based on hours worked.
Calhoun County	Yes	30	Can buy it at full rate.
Kalamazoo County	Yes	30	Employees below 30 hours not eligible, employees at 30 or above treated as full time employees.
Kent County	Yes	20	Pays full cost minus \$35/pay period.
Cass County	Yes	30	Prorated to 75%
St. Joseph County	No	NA	
Montcalm County	No	NA	
City of Kalamazoo	Yes	30	If the employee meets the ACA criteria. Prorated to 30 hours.
City of Kentwood	Yes	30	Prorated for 30 hours and less than 30 hours not allowed to buy insurance.
<i>Market Average</i>	<i>8 of 10</i>	<i>28.75 hours/week</i>	
<b>Barry County</b>	<b>Yes</b>	<b>20</b>	<b>Pro-rated based on % of FT. Per ACA, employees averaging 30 or more hrs/wk receive health insurance at FT employee rates.</b>

**Survey Question:** Do you have a policy of providing payment in lieu of participating in the medical plan? If yes, how much are the payments?

**TABLE 50  
PAYMENT IN LIEU OF INSURANCE PARTICIPATION FOR PART-TIME EMPLOYEES**

<b>Public Sector Peer Employer</b>	<b>(Yes/No)</b>	<b>EE Only</b>	<b>EE+Children</b>	<b>EE+Spouse</b>	<b>Family</b>
Ionia County	No	No	No	No	No
Eaton County	No	No	No	No	No
Calhoun County	No	No	No	No	No
Kalamazoo County	No	No	No	No	No
Kent County	No	No	No	No	No
Cass County	NA	NA	NA	NA	NA
St. Joseph County	No	No	No	No	No
Montcalm County	NA	NA	NA	NA	NA
City of Kalamazoo	NA	NA	NA	NA	NA
City of Kentwood	No	No	No	No	No
<b>Count</b>	<b>0 of 10</b>	<b>0 of 10</b>	<b>0 of 10</b>	<b>0 of 10</b>	<b>0 of 10</b>
<b>Barry County</b>	<b>Yes</b>	<b>Pro-rated</b>	<b>Pro-rated</b>	<b>Pro-rated</b>	<b>Pro-rated</b>

**Survey Question:** Do you contribute to the employee Health Savings Account (HSA)? If yes, how much do you contribute per year?

**TABLE 51  
HEALTH SAVINGS ACCOUNT (HSA) CONTRIBUTIONS FOR PART-TIME EMPLOYEES**

<b>Public Sector Peer Employer</b>	<b>(Yes/No)</b>	<b>Annual Contribution</b>
Ionia County	No	NA
Eaton County	No	NA
Calhoun County	No	NA
Kalamazoo County	No	NA
Kent County	No	NA
Cass County	No	NA
St. Joseph County	No	NA
Montcalm County	No	NA
City of Kalamazoo	No	NA
City of Kentwood	No	NA
<i>Count</i>	<i>0 of 10</i>	
<b>Barry County</b>	<b>No</b>	<b>NA</b>



## Total Health

The County's total monthly costs and cost-sharing arrangements for all health-related benefits (medical, prescription drugs, dental, and vision plans) are consistent with or lower than the survey average, as shown in **Table 52**.

**TABLE 52  
TOTAL MONTHLY HEALTH COST FOR PART-TIME EMPLOYEES  
(MOST POPULOUS MEDICAL PLAN, RX, DENTAL, AND VISION)**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$296.18	\$710.84	\$888.56	\$0.00	\$0.00	\$0.00
Eaton County	\$410.11	\$818.82	\$1,057.01	\$34.74	\$83.37	\$104.22
Calhoun County	\$0.00	\$0.00	\$0.00	\$1,266.96	\$2,533.80	\$3,458.82
Kalamazoo County	\$522.61	\$1,254.25	\$1,567.82	\$104.53	\$250.84	\$313.57
Kent County	\$0.00	\$0.00	\$0.00	\$1,780.68	\$3,739.44	\$4,451.73
Cass County	\$351.80	\$806.99	\$1,016.38	\$87.95	\$201.74	\$254.09
St. Joseph County	NA	NA	NA	NA	NA	NA
Montcalm County	NA	NA	NA	NA	NA	NA
City of Kalamazoo	\$345.86	\$759.32	\$936.52	\$69.08	\$157.04	\$200.46
City of Kentwood	\$361.66	\$759.44	\$849.75	\$7.23	\$15.19	\$17.00
<b>Market Average</b>	<b>\$286.03</b>	<b>\$638.71</b>	<b>\$789.50</b>	<b>\$275.00</b>	<b>\$571.83</b>	<b>\$742.48</b>
<b>Barry County</b>	<b>No Part-Time Employees Currently Enrolled<sup>2</sup></b>					

NR = No Response  
NA=Not Applicable

<sup>2</sup> Barry County offers Part Time employees benefits at a prorated cost based on % of Full Time hours worked. Per ACA, employees averaging 30 or more hours a week receive health insurance at Full Time employee rates.

Medical

**TABLE 53  
MEDICAL PLAN MONTHLY COST FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$296.18	\$710.84	\$888.56	\$0.00	\$0.00	\$0.00
Eaton County	\$374.52	\$783.23	\$1,021.42	\$34.74	\$83.37	\$104.22
Calhoun County	\$0.00	\$0.00	\$0.00	\$422.32	\$844.60	\$1,152.94
Kalamazoo County	\$487.53	\$1,170.07	\$1,462.59	\$97.51	\$234.01	\$292.52
Kent County	\$0.00	\$0.00	\$0.00	\$593.56	\$1,246.48	\$1,483.91
Cass County	\$336.14	\$774.98	\$963.05	\$84.04	\$193.74	\$240.76
St. Joseph County	NA	NA	NA	NA	NA	NA
Montcalm County	NA	NA	NA	NA	NA	NA
City of Kalamazoo	\$295.32	\$708.79	\$885.98	\$58.48	\$140.35	\$175.43
City of Kentwood	\$361.66	\$759.44	\$849.75	\$7.23	\$15.19	\$17.00
<i>Market Average</i>	<i>\$268.92</i>	<i>\$613.42</i>	<i>\$758.92</i>	<i>\$162.23</i>	<i>\$344.72</i>	<i>\$433.35</i>
<b>Barry County</b>	<b>No Part-Time Employees Currently Enrolled<sup>3</sup></b>					

NA=Not Applicable

NR=No Response

<sup>3</sup> Barry County offers Part Time employees benefits at a prorated cost based on % of Full Time hours worked. Per ACA, employees averaging 30 or more hours a week receive health insurance at Full Time employee rates.

## Dental

**TABLE 54**  
**DENTAL PLAN MONTHLY COST FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$0.00	\$0.00	\$0.00	\$29.64	\$71.13	\$88.91
Eaton County	\$35.59	\$35.59	\$35.59	\$0.00	\$0.00	\$0.00
Calhoun County	NA	NA	NA	NA	NA	NA
Kalamazoo County	\$31.55	\$75.72	\$94.65	\$6.31	\$15.14	\$18.93
Kent County	NA	NA	NA	NA	NA	NA
Cass County	\$13.70	\$27.32	\$47.46	\$3.43	\$6.83	\$11.87
St. Joseph County	NA	NA	NA	NA	NA	NA
Montcalm County	NA	NA	NA	NA	NA	NA
City of Kalamazoo	\$50.54	\$50.54	\$50.54	\$4.50	\$4.50	\$4.50
City of Kentwood	Included	Included	Included	Included	Included	Included
<i>Market Average</i>	<b>\$26.28</b>	<b>\$37.83</b>	<b>\$45.65</b>	<b>\$8.78</b>	<b>\$19.52</b>	<b>\$24.84</b>
<b>Barry County*</b>	<b>Barry County offers pro-rated inclusion in the Dental/Optical reimbursement program, Employees do not need to be enrolled in a Medical Plan (Rates based on hours worked)</b>					

NR = No Response

NA = Not Applicable

Vision

**TABLE 55  
VISION PLAN MONTHLY COST FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Employer Cost (\$)			Employee Cost (\$)		
	EE Only	EE + Spouse	Family	EE Only	EE + Spouse	Family
Ionia County	\$0.00	\$0.00	\$0.00	\$6.29	\$15.08	\$18.86
Eaton County	Included	Included	Included	Included	Included	Included
Calhoun County	NA	NA	NA	NA	NA	NA
Kalamazoo County	\$3.53	\$8.46	\$10.58	\$0.71	\$1.69	\$2.12
Kent County	NA	NA	NA	NA	NA	NA
Cass County	\$1.96	\$4.70	\$5.87	\$0.49	\$1.18	\$1.47
St. Joseph County	NA	NA	NA	NA	NA	NA
Montcalm County	NA	NA	NA	NA	NA	NA
City of Kalamazoo	\$0.00	\$0.00	\$0.00	\$6.11	\$12.20	\$20.53
City of Kentwood**	Included	Included	Included	Included	Included	Included
<i>Market Average</i>	<i>\$1.37</i>	<i>\$3.29</i>	<i>\$4.11</i>	<i>\$3.40</i>	<i>\$7.54</i>	<i>\$10.74</i>
<b>Barry County*</b>	<b>Barry County offers pro-rated inclusion in the Dental/Optical reimbursement program, Employees do not need to be enrolled in a Medical Plan (Rates based on hours worked)</b>					

NR = No Response

NA = Not Applicable

## Other Benefits

The survey also included questions about basic life insurance, long-term disability, short-term disability, wellness benefits, education benefits for employees. Detailed results are shown in **Tables 56-60**.

**TABLE 56  
BASIC LIFE INSURANCE FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Offered? (Y/N)	Employer Monthly Cost (\$)	Employee Monthly Cost (\$)	Maximum Benefit Amount
Ionia County	No	NA	NA	NA
Eaton County	No	NA	NA	NA
Calhoun County	No	NA	NA	NA
Kalamazoo County	No	NA	NA	NA
Kent County	No	NA	NA	NA
Cass County	No	NA	NA	NA
St. Joseph County	No	NA	NA	NA
Montcalm County	Yes	\$0.90	\$0.00	\$5,000
City of Kalamazoo	No	NA	NA	NA
City of Kentwood	No	NA	NA	NA
<i>Market Average</i>	<i>1 of 10</i>	<i>\$0.90</i>	<i>\$0.00</i>	<i>\$5,000</i>
<b>Barry County</b>	<b>Yes</b>	<b>\$0.41/\$1000 Per Employee Per Month</b>	<b>\$0.00</b>	<b>\$17,000</b>

NR = No Response

NA = Not Applicable

**TABLE 57  
LONG TERM DISABILITY FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Offered? (Y/N)	Employer Monthly Cost (\$)	Employee Monthly Cost (\$)
Ionia County	No	NA	
Eaton County	No	NA	
Calhoun County	No	NA	
Kalamazoo County	No	NA	
Kent County	Yes		\$0.00
Cass County	No	NA	
St. Joseph County	No	NA	
Montcalm County	No	NA	
City of Kalamazoo	No	NA	
City of Kentwood	No	NA	
<i>Count</i>	<i>1 of 10</i>		
<b>Barry County</b>	<b>No</b>	<b>\$0.00</b>	<b>\$0.00</b>

NR = No Response

NA = Not Applicable

**TABLE 58**  
**SHORT TERM DISABILITY FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Offered? (Y/N)	Employer Monthly Cost (\$)	Employee Monthly Cost (\$)
Ionia County	No		
Eaton County	No		
Calhoun County	No		
Kalamazoo County	No		
Kent County	Yes		\$0.00
Cass County	No		
St. Joseph County	No		
Montcalm County	No		
City of Kalamazoo	No		
City of Kentwood	No		
<i>Count</i>	<i>1 of 10</i>		
<b>Barry County</b>	<b>Yes</b>	<b>\$2.25 Per Employee Per Month Plus Payroll x \$0.15/\$100</b>	<b>\$0.00</b>

NR = No Response  
NA = Not Applicable

**Survey Questions:**

- (A) Do you reimburse employees for expenses associated with wellness activities?
- (B) Do you offer lower employee medical contributions for participation in wellness programs?

**TABLE 59**  
**WELLNESS BENEFITS FOR PART-TIME EMPLOYEES**

Public Sector Peer Employer	Question A	Question B	Notes
Ionia County	No	No	NA
Eaton County	No	No	NA
Calhoun County	No	No	NA
Kalamazoo County	No	No	NA
Kent County	No	No	NA
Cass County	No	No	NA
St. Joseph County	No	No	NA
Montcalm County	No	No	NA
City of Kalamazoo	No	No	NA
City of Kentwood	No	No	NA
<i>Count</i>	<i>0 of 10</i>	<i>0 of 10</i>	
<b>Barry County</b>	<b>No</b>	<b>No</b>	<b>NA</b>

NR = No Response  
NA = Not Applicable

**Survey Question:** Do you reimburse employees for expense associated with education, such as getting a college degree, continuing education, or certifications?

**TABLE 60  
TUITION REIMBURSEMENT BENEFITS**

<b>Public Sector Peer Employer</b>	<b>Offered? (Y/N)</b>	<b>Annual Amount (\$)</b>	<b>Please describe in detail, including maximum payments.</b>
Ionia County	No	NA	NA
Eaton County	No	NA	NA
Calhoun County	No	NA	NA
Kalamazoo County	No	NA	NA
Kent County	No	NA	NA
Cass County	No	NA	NA
St. Joseph County	No	NA	NA
Montcalm County	No	NA	NA
City of Kalamazoo	No	NA	NA
City of Kentwood	No	NA	NA
<i>Count</i>	<i>0 of 10</i>		
<b>Barry County</b>	<b>No</b>	<b>NA</b>	<b>NA</b>

NR = No Response  
NA = Not Applicable

## Study Findings - Retirement Benefits

The total employer contribution for each peer, includes defined benefit employer total cost, defined contribution automatic employer contributions and employer match, and deferred compensation automatic employer contributions and employer match is shown below.

**Survey Question:** Please answer the following questions regarding retirement plans offered to current employees.

**TABLE 61  
RETIREMENT BENEFITS**

Public Sector Peer Employer	Defined Benefit (Pension)		Defined Contribution 401(a)		Deferred Compensation 457		Hybrid Plan		Total Employer Contribution (% of base pay)
	Total Employer Contribution (% of base pay)	Employee Contribution <sup>4</sup> (% of base pay)	Automatic Employer Contributions (% of base pay)	Employer Match (% of base pay)	Automatic Employer Contributions (% of base pay)	Employer Match (% of base pay)	Automatic Employer Contribution (% of base pay)	Employer Match (% of base pay)	
Ionia County	8.00%	3.00%	NA	NA	NA	NA	NA	NA	8.00%
Eaton County	11.22%	7.30%	NA	NA	NA	NA	NA	NA	11.22%
Calhoun County	6.00%	9.00%	NA	NA	NA	NA	NA	NA	6.00%
Kalamazoo County	2.55%	0.00%	NA	NA	NA	NA	NA	NA	2.55%
Kent County	8.00%	9.00%	NA	NA	NA	NA	NA	NA	8.00%
Cass County	11.11%	3.00%	NA	NA	NA	NA	NA	NA	11.11%
St. Joseph County	NA	NA	NA	NA	NA	NA	7.00%	3.50%	10.50%
Montcalm County	10.00%	NA	5.00%	NA	NA	NA	NA	NA	15.00%
City of Kalamazoo	26.08%	3.00%	NA	NA	1.50%	NA	NA	NA	27.58%
City of Kentwood	NA	NA	8.00%	NA	NA	NA	NA	NA	8.00%
<i>Market Average</i>									<i>10.80%</i>
Barry County>2012	NA <sup>5</sup>	NA	NA	NA	NA	NA	7.76%	2.24%	10.00%
Barry County<2012	11.46%	5.99%	NA	NA	NA	NA	NA	NA	11.46%

NR = No Response  
NA = Not Applicable

<sup>4</sup> All responding peer employers indicated that employee contributions are NOT picked up by the employer

<sup>5</sup> Barry County employees hired prior to 2012 have a defined benefit plan – 69.58% of the overall retirement eligible workforce. New employees are eligible for the Hybrid Plan only.



**Survey Question:** Do your retirement policies apply to all employee groups?

**TABLE 62  
RETIREMENT BENEFITS**

Public Sector Peer Employer	Yes/No	Notes
Ionia County	No	Non-Union, District Court Union and Health Union have County Pension. Deputies, Corrections, and Dispatchers have MERS retirement.
Eaton County	Yes	Each employee group has a different pension multiplier: Non-Union - 2.5%; Sheriff Supervisor-3.2%; Administrative Staff - 2.5%; General Maintenance – 2.25%; Non-Supervisors – 3.2%; Dispatch Supervisor – 3.2%; Gen Youth Services – 1.7%; Animal Control – 2.5%; Sheriff Non-Supervisory – 3.2%.
Calhoun County	Yes	All employees .5 FTE and above are required to participate in the MERS Defined Benefit Plan. Some of the employee required contributions are different: County Employees – 8.5%; Sheriff POAM employees – 14.62%; Teamsters (Road Dept Employees) – 3%; UAW-Road (Road Dept Employees) – 6%.
Kalamazoo County	Yes	The County has a self-funded retirement system and rates are set based on actuarial reports, pay grades, unions and changes from year to year based on liability. Rates vary from 2.55% for non-represented employees to 10% for union employees.
Kent County	Yes	NR
Cass County	Yes	Various groups have different rates: circuit court – 1.78%; POAM – 8.19%; general non union – 11.11%; general unit – 4.8%; district court unit –5.91%; probate/family court-4.37%; COAM – 17.42%
St. Joseph County	No	POAM, FOP, and Sheriff's Department, and staff hired prior to 01/01/2013 have defined benefit plans. Staff hired after 01/01/2013 have hybrid plan.
Montcalm County	Yes	Part are on defined contribution and part are on defined benefit; all new hires are on defined contribution.
City of Kalamazoo	Yes	Each employee group has a different pension multiplier: Non Represented - 2.3%; KMEA - 2.1%; AFSCME - 2.1%; KPSOA - 2.7%; KPSA - 2.7%. KPSOA and KPSA are public safety units, they opted out of participating in Social Security.
City of Kentwood	Yes	Same retirement plan with different contributions for different unions: exempt staff – 12% employer – 0% employee contribution; non-exempt/non-union – 8% employer – 4% employee; general employee union – 8% employer – 4% employee; fire union – 8% employer – 8% employee; police union – 9% employer – 6% employee.
<b>Count</b>	<b>8 of 10</b>	
<b>Barry County</b>	<b>Yes</b>	<b>Multipliers in defined benefit plan (prior to 2012 hire): BCCEA: 2.5%, General (includes COA): 2.25%, Dept Head: 2.5%, Central Dispatch Supervisor: 2.5%, Dispatchers: 2.0%, Corrections: 2.5%</b> <b>Hybrid Plan (2012 to present hires): 1.5%</b>

NR = No Response  
NA = Not Applicable

# Study Findings – Total Compensation

The total compensation costs for each benchmark are the sum of the following:

- The calculated midpoint of the base pay range (average of the minimum and maximum base pay rates)
- Total employer costs for all health related benefits (medical, prescription drug, dental, and vision), weighted by Barry County’s current enrollment distribution among coverage tiers across all plans
- The current total employer contribution associated with the defined benefit retirement plan
- Maximum employer contribution to both defined contribution and deferred compensation plans

**TABLE 63  
BARRY COUNTY, MI  
MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS  
TOTAL COMPENSATION**

	Base Pay (Range Midpoint)	Employer Cost of Benefits		Employer Total Compensation Costs (Pay and Benefits)
		Weighted Total Health Costs (Medical, Dental, & Vision)	Total Retirement Benefits (Defined Benefit, Defined Contribution & Deferred Compensation)	
<b>Overall Average</b>	<b>83%</b>	<b>108%</b>	<b>77%</b>	<b>87%</b>

The following table shows all benchmark jobs and their respective total compensation market competitiveness. “NA” indicates that the job did not garner three or more matches. Market findings with three or more matches provide a more reliable indication of the County’s market position amongst the peer employers. Job matches are defined as a peer employer having a job comparable to the benchmark job.

**TABLE 64**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS**  
**TOTAL COMPENSATION**

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
<b>All Other Departments</b>				
<b>Abstractor</b>				
Barry County	\$38,603	\$12,144	\$3,860	\$54,607
Market	\$41,705	\$11,227	\$4,502	\$57,435
<i>County as % Mkt</i>	<b>93%</b>	<b>108%</b>	<b>86%</b>	<b>95%</b>
<b>Animal Control Officer</b>				
Barry County	\$36,218	\$12,144	\$3,622	\$51,983
Market	\$37,767	\$11,227	\$4,077	\$53,071
<i>County as % Mkt</i>	<b>96%</b>	<b>108%</b>	<b>89%</b>	<b>98%</b>
<b>Animal Shelter Director</b>				
Barry County	\$45,918	\$12,144	\$4,592	\$62,653
Market	\$45,085	\$11,227	\$4,867	\$61,179
<i>County as % Mkt</i>	<b>102%</b>	<b>108%</b>	<b>94%</b>	<b>102%</b>
<b>Animal Shelter Technician</b>				
Barry County	\$27,150	\$12,144	\$2,715	\$42,009
Market	\$28,345	\$11,227	\$3,060	\$42,632
<i>County as % Mkt</i>	<b>96%</b>	<b>108%</b>	<b>89%</b>	<b>99%</b>
<b>Attorney Magistrate</b>				
Barry County	\$66,957	\$12,144	\$6,696	\$85,796
Market	\$66,995	\$11,227	\$7,233	\$85,455
<i>County as % Mkt</i>	<b>100%</b>	<b>108%</b>	<b>93%</b>	<b>100%</b>
<b>Buildings and Grounds Supervisor</b>				
Barry County	\$42,601	\$12,144	\$4,260	\$59,004
Market	\$53,310	\$11,227	\$5,755	\$70,292
<i>County as % Mkt</i>	<b>80%</b>	<b>108%</b>	<b>74%</b>	<b>84%</b>
<b>Caseworker</b>				
Barry County	\$41,591	\$12,144	\$4,159	\$57,894
Market	\$48,663	\$11,227	\$5,254	\$65,144
<i>County as % Mkt</i>	<b>85%</b>	<b>108%</b>	<b>79%</b>	<b>89%</b>
<b>Caseworker Conciliator</b>				
Barry County	\$41,591	\$12,144	\$4,159	\$57,894
Market	\$48,612	\$11,227	\$5,248	\$65,087
<i>County as % Mkt</i>	<b>86%</b>	<b>108%</b>	<b>79%</b>	<b>89%</b>

**TABLE 64**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS**  
**TOTAL COMPENSATION**

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
<b>Caseworker Mediator</b>				
Barry County	\$44,863	\$12,144	\$4,486	\$61,493
Market	\$50,516	\$11,227	\$5,454	\$67,197
<i>County as % Mkt</i>	<b>89%</b>	<b>108%</b>	<b>82%</b>	<b>92%</b>
<b>Chief Court Clerk I</b>				
Barry County	\$38,603	\$12,144	\$3,860	\$54,607
Market	\$36,790	\$11,227	\$3,972	\$51,989
<i>County as % Mkt</i>	<b>105%</b>	<b>108%</b>	<b>97%</b>	<b>105%</b>
<b>Chief Court Clerk II</b>				
Barry County	Insufficient Market Data			
Market				
<i>County as % Mkt</i>				
<b>Chief Deputy Register of Deeds</b>				
Barry County	\$31,584	\$12,144	\$3,158	\$46,885
Market	\$46,608	\$11,227	\$5,032	\$62,867
<i>County as % Mkt</i>	<b>68%</b>	<b>108%</b>	<b>63%</b>	<b>75%</b>
<b>Control 1 Monitor</b>				
Barry County	Insufficient Market Data			
Market				
<i>County as % Mkt</i>				
<b>County Administrator</b>				
Barry County	\$101,317	\$12,144	\$10,132	\$123,592
Market	\$112,182	\$11,227	\$12,111	\$135,520
<i>County as % Mkt</i>	<b>90%</b>	<b>108%</b>	<b>84%</b>	<b>91%</b>
<b>Court Recorder</b>				
Barry County	\$31,584	\$12,144	\$3,158	\$46,885
Market	\$44,869	\$11,227	\$4,844	\$60,940
<i>County as % Mkt</i>	<b>70%</b>	<b>108%</b>	<b>65%</b>	<b>77%</b>
<b>Custodian</b>				
Barry County	\$25,102	\$12,144	\$2,510	\$39,756
Market	\$28,207	\$11,227	\$3,045	\$42,479
<i>County as % Mkt</i>	<b>89%</b>	<b>108%</b>	<b>82%</b>	<b>94%</b>
<b>Deputy Drain Commissioner</b>				
Barry County	\$33,843	\$12,144	\$3,384	\$49,370
Market	\$55,299	\$11,227	\$5,970	\$72,496
<i>County as % Mkt</i>	<b>61%</b>	<b>108%</b>	<b>57%</b>	<b>68%</b>

**TABLE 64**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS**  
**TOTAL COMPENSATION**

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
<b>Deputy Treasurer</b>				
Barry County	\$31,584	\$12,144	\$3,158	\$46,885
Market	\$52,470	\$11,227	\$5,665	\$69,362
<i>County as % Mkt</i>	<b>60%</b>	<b>108%</b>	<b>56%</b>	<b>68%</b>
<b>Emergency Management Coordinator</b>				
Barry County	\$45,918	\$12,144	\$4,592	\$62,653
Market	\$58,672	\$11,227	\$6,334	\$76,233
<i>County as % Mkt</i>	<b>78%</b>	<b>108%</b>	<b>72%</b>	<b>82%</b>
<b>Enforcement Officer FOC</b>				
Barry County	\$41,591	\$12,144	\$4,159	\$57,894
Market	\$45,066	\$11,227	\$4,865	\$61,159
<i>County as % Mkt</i>	<b>92%</b>	<b>108%</b>	<b>85%</b>	<b>95%</b>
<b>Financial Specialist</b>				
Barry County	\$38,603	\$12,144	\$3,860	\$54,607
Market	\$37,970	\$11,227	\$4,099	\$53,296
<i>County as % Mkt</i>	<b>102%</b>	<b>108%</b>	<b>94%</b>	<b>102%</b>
<b>First Deputy Clerk</b>				
Barry County	Insufficient Market Data			
Market				
<i>County as % Mkt</i>				
<b>FOC Receptionist</b>				
Barry County	\$29,209	\$12,144	\$2,921	\$44,273
Market	\$35,611	\$11,227	\$3,845	\$50,683
<i>County as % Mkt</i>	<b>82%</b>	<b>108%</b>	<b>76%</b>	<b>87%</b>
<b>Head Cook</b>				
Barry County	\$30,493	\$12,144	\$3,049	\$45,686
Market	\$36,247	\$11,227	\$3,913	\$51,387
<i>County as % Mkt</i>	<b>84%</b>	<b>108%</b>	<b>78%</b>	<b>89%</b>
<b>Information Technology Director</b>				
Barry County	\$57,433	\$12,144	\$5,743	\$75,319
Market	\$90,356	\$11,227	\$9,755	\$111,338
<i>County as % Mkt</i>	<b>64%</b>	<b>108%</b>	<b>59%</b>	<b>68%</b>
<b>IT Support Technician</b>				
Barry County	\$33,843	\$12,144	\$3,384	\$49,370
Market	\$47,467	\$11,227	\$5,125	\$63,818
<i>County as % Mkt</i>	<b>71%</b>	<b>108%</b>	<b>66%</b>	<b>77%</b>

**TABLE 64**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS**  
**TOTAL COMPENSATION**

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
<b>Legal Secretary</b>				
Barry County	\$31,584	\$12,144	\$3,158	\$46,885
Market	\$41,228	\$11,227	\$4,451	\$56,906
<i>County as % Mkt</i>	<b>77%</b>	<b>108%</b>	<b>71%</b>	<b>82%</b>
<b>Master Mechanic</b>				
Barry County	\$45,760	\$12,144	\$4,576	\$62,480
Market	\$47,412	\$11,227	\$5,119	\$63,757
<i>County as % Mkt</i>	<b>97%</b>	<b>108%</b>	<b>89%</b>	<b>98%</b>
<b>Planning and Zoning Director</b>				
Barry County	\$53,355	\$12,144	\$5,336	\$70,834
Market	\$72,551	\$11,227	\$7,833	\$91,611
<i>County as % Mkt</i>	<b>74%</b>	<b>108%</b>	<b>68%</b>	<b>77%</b>
<b>Probation Officer</b>				
Barry County	\$41,591	\$12,144	\$4,159	\$57,894
Market	\$48,631	\$11,227	\$5,250	\$65,108
<i>County as % Mkt</i>	<b>86%</b>	<b>108%</b>	<b>79%</b>	<b>89%</b>
<b>Prosecuting Attorney II</b>				
Barry County	\$56,084	\$12,144	\$5,608	\$73,836
Market	\$78,178	\$11,227	\$8,440	\$97,845
<i>County as % Mkt</i>	<b>72%</b>	<b>108%</b>	<b>66%</b>	<b>75%</b>
<b>Secretary to the Administrator</b>				
Barry County	\$34,672	\$12,144	\$3,467	\$50,282
Market	\$50,880	\$11,227	\$5,493	\$67,600
<i>County as % Mkt</i>	<b>68%</b>	<b>108%</b>	<b>63%</b>	<b>74%</b>
<b>Senior Deputy Clerk</b>				
Barry County	\$33,843	\$12,144	\$3,384	\$49,370
Market	\$40,548	\$11,227	\$4,378	\$56,153
<i>County as % Mkt</i>	<b>83%</b>	<b>108%</b>	<b>77%</b>	<b>88%</b>
<b>Senior Property Appraiser</b>				
Barry County	\$41,591	\$12,144	\$4,159	\$57,894
Market	\$61,943	\$11,227	\$6,687	\$79,857
<i>County as % Mkt</i>	<b>67%</b>	<b>108%</b>	<b>62%</b>	<b>72%</b>
<b>Staff Attorney</b>				
Barry County	\$52,115	\$12,144	\$5,212	\$69,470
Market	\$78,513	\$11,227	\$8,476	\$98,216
<i>County as % Mkt</i>	<b>66%</b>	<b>108%</b>	<b>61%</b>	<b>71%</b>

**TABLE 64**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS**  
**TOTAL COMPENSATION**

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
<b>Victims Rights Advocate</b>				
Barry County	\$33,843	\$12,144	\$3,384	\$49,370
Market	\$40,048	\$11,227	\$4,324	\$55,599
<i>County as % Mkt</i>	<b>85%</b>	<b>108%</b>	<b>78%</b>	<b>89%</b>
<b>Central Dispatch</b>				
<b>Director, Central Dispatch</b>				
Barry County	\$62,171	\$12,144	\$6,217	\$80,532
Market	\$66,457	\$11,227	\$7,175	\$84,859
<i>County as % Mkt</i>	<b>94%</b>	<b>108%</b>	<b>87%</b>	<b>95%</b>
<b>Dispatch Supervisor</b>				
Barry County	\$46,946	\$12,144	\$4,695	\$63,784
Market	\$47,461	\$11,227	\$5,124	\$63,812
<i>County as % Mkt</i>	<b>99%</b>	<b>108%</b>	<b>92%</b>	<b>100%</b>
<b>Telecommunicator</b>				
Barry County	\$36,671	\$12,144	\$3,667	\$52,481
Market	\$41,527	\$11,227	\$4,483	\$57,237
<i>County as % Mkt</i>	<b>88%</b>	<b>108%</b>	<b>82%</b>	<b>92%</b>
<b>Commission on Aging</b>				
<b>Account Clerk at COA</b>				
Barry County	\$32,531	\$12,144	\$3,253	\$47,928
Market	\$35,303	\$11,227	\$3,811	\$50,341
<i>County as % Mkt</i>	<b>92%</b>	<b>108%</b>	<b>85%</b>	<b>95%</b>
<b>Executive Director, Commission on Aging</b>				
Barry County	\$64,126	\$12,144	\$6,413	\$82,682
Market	\$75,749	\$11,227	\$8,178	\$95,153
<i>County as % Mkt</i>	<b>85%</b>	<b>108%</b>	<b>78%</b>	<b>87%</b>
<b>Licensed Practical Nurse (LPN)</b>				
Barry County	\$42,848	\$12,144	\$4,285	\$59,276
Market	\$46,183	\$11,227	\$4,986	\$62,396
<i>County as % Mkt</i>	<b>93%</b>	<b>108%</b>	<b>86%</b>	<b>95%</b>
<b>Maintenance Technician at COA</b>				
Barry County	\$33,863	\$12,144	\$3,386	\$49,392
Market	\$36,920	\$11,227	\$3,986	\$52,133
<i>County as % Mkt</i>	<b>92%</b>	<b>108%</b>	<b>85%</b>	<b>95%</b>

**TABLE 64**  
**BARRY COUNTY, MI**  
**MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS**  
**TOTAL COMPENSATION**

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
<b>Nutrition Assistant</b>				
Barry County	\$27,956	\$12,144	\$2,796	\$42,895
Market	\$32,157	\$11,227	\$3,472	\$46,856
<i>County as % Mkt</i>	<b>87%</b>	<b>108%</b>	<b>81%</b>	<b>92%</b>
<b>Nutrition Program Coordinator</b>				
Barry County	\$39,749	\$12,144	\$3,975	\$55,867
Market	\$51,724	\$11,227	\$5,584	\$68,535
<i>County as % Mkt</i>	<b>77%</b>	<b>108%</b>	<b>71%</b>	<b>82%</b>
<b>Office Manager at COA</b>				
Barry County	\$39,749	\$12,144	\$3,975	\$55,867
Market	\$39,805	\$11,227	\$4,297	\$55,329
<i>County as % Mkt</i>	<b>100%</b>	<b>108%</b>	<b>92%</b>	<b>101%</b>
<b>Personal Care Aide</b>				
Barry County	\$30,108	\$12,144	\$3,011	\$45,262
Market	\$25,633	\$11,227	\$2,767	\$39,627
<i>County as % Mkt</i>	<b>117%</b>	<b>108%</b>	<b>109%</b>	<b>114%</b>
<b>Senior Center Coordinator</b>				
Barry County	\$27,956	\$12,144	\$2,796	\$42,895
Market	\$34,692	\$11,227	\$3,745	\$49,664
<i>County as % Mkt</i>	<b>81%</b>	<b>108%</b>	<b>75%</b>	<b>86%</b>
<b>Senior Day Care Registered Nurse</b>				
Barry County	\$46,176	\$12,144	\$4,618	\$62,937
Market	\$55,842	\$11,227	\$6,029	\$73,098
<i>County as % Mkt</i>	<b>83%</b>	<b>108%</b>	<b>77%</b>	<b>86%</b>
<b>Site Coordinator</b>				
Barry County	Insufficient Market Data			
Market				
<i>County as % Mkt</i>				
<b>Overall</b>	<b>83%</b>	<b>108%</b>	<b>77%</b>	<b>87%</b>



# Conclusions

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Barry County, MI (County) engaged Segal Waters Consulting to evaluate its competitiveness for both pay and benefits. To gather this information, Segal Waters, in consultation with the County’s Senior Leadership Team, developed a customized survey instrument that was distributed to public sector employers representative of its competitive market labor. Additionally, Segal Waters referenced published market data.

## Pay Range Competitiveness

This study found that across the majority of benchmark jobs, the County’s pay structure is consistent with the market average at the minimum, midpoint, and pay range maximum of the overall market.

Overall, at the midpoint of the pay range:

- The County’s overall average pay range midpoint is 83% of the overall market average.
- 36 benchmark job titles are below market (less than 95% at the midpoint)
- 9 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 1 benchmark job titles are above market (above 105% at the midpoint)
- 4 benchmark job title did not garner enough matches

Table 65 below shows the positions below, at and above market by department

**TABLE 65**  
**MIDPOINT COMPETITIVENESS – PAY ONLY – BY DEPARTMENT**

Department	# Below Market	# At Market	# Above Market	Insufficient Data
All Other Departments	26	7	0	3
Central Dispatch	2	1	0	0
Commission on Aging	8	1	1	1

Please note that we define market competitiveness as being between 95% and 105% of the market average. As indicated above, there was variation in the competitiveness of the individual benchmark job titles, with 36 benchmarks job titles below the market, 9 benchmark titles at market, and 1 benchmark job titles above market, 4 benchmark job did not garner enough matches.

## Total Compensation Competitiveness

On a total compensation basis, taking into consideration base pay, employer health benefit costs, social security participation and retirement plan contributions, the County's market position relative to base pay increases. The County's average total compensation costs are:

- 87% of the overall market average

While the County's total health care costs are above the overall market average at 108%, its retirement contributions are below market at 77% of the market average. On a Total Compensation basis, the County is at 87% of the overall market average.

# Appendix A – Benchmark Summaries

The Benchmark Job Summaries are in alphabetical order for easy reference.

Benchmark Job Title	Job Summary
Abstractor	Posts property descriptions to the computerized tract index and reviews and verifies data entered by Register of Deeds. Verifies parcel number and legal description of documents to be "tax certified" before being recorded. Proofs and indexes current and archives documents placed into the computer system. Assists title companies in finding a chain of title through tract index, performs financial accounting, escrow accounts, credit cards, billings and balances daily. Assists the public, telephone, mail and emails in obtaining documents, legal descriptions and maps of property and searching for documents requested through the tract index and computer index. Defining and drawing out legal descriptions of property. <b>Minimum Requirements:</b> Associate's degree and 3-5 years of related work experience.
Account Clerk	Receives and processes incoming invoices in an efficient and timely manner. Assists vendors with billing questions and issues. Performs a variety of accounting related activities and maintains an accurate computerized set of financial books. Receipts revenue with the County Treasurer's office and vouchering all bills to the County Clerk's office to be paid. Coordinates six certified volunteers for the State Health Insurance Program (MMA) providing Medicare and Medicaid assistance to Seniors in Barry County. <b>Minimum Requirements:</b> High School diploma, 6 months of related training, and up to 1 year of related work experience.
Administrative Assistant	Provides clerical support for department. Monitors budgets. Greets clients at the front desk in a high volume office. Answers general questions over the phone and at the window and determines who the clients need to meet. Confirms court hearings. Performs a variety of general clerical support tasks including payment processing, maintains handouts, and open/close front office. Performs other duties and tasks assigned. <b>Minimum Requirements:</b> High school diploma and 1 - 3 years of related work experience.
Animal Control Officer	Enforces State laws and County ordinance in regards to animal control. Protects the public from domestic animals and wildlife. Protect domestic animals from the public. Follows up on animal bites, quarantines, animal violations. <b>Minimum Requirements:</b> High school diploma, 6 months of related training, and 3-5 years of related work experience. State certified Animal Control Officer; ability to become Nationally Certified after hire. Tranquilizer and Euthanasia certified.

Benchmark Job Title	Job Summary
Animal Shelter Director	Manages the County Animal Shelter. Oversees adoptions, shelter, kennel operations, euthanasia, licenses, marketing and fundraising, medical treatment and veterinary services, operation of crematorium, community relations, volunteer recruitment and management, back-up animal control enforcement, staff supervision, budget preparation, and staff and volunteer training. <b>Minimum Requirements:</b> Associate's degree and 3-5 years of related work experience. State certified Animal Control Officer. Certified Euthanasia Technician
Animal Shelter Technician	Responds to public telephone calls and visitors from to the Animal Shelter. Signs in and adopts animals, sells dog licenses and collects various fees, and enters information on departmental activities to the computer. Assists in handling and caring for animals delivered to the shelter and assists in the maintenance and cleaning of the shelter. Prepares correspondence, manages volunteers, maintains records, and prepares reports, and performs a variety of other support functions. <b>Minimum Requirements:</b> High school diploma and up to 1 year of related work experience.
Attorney Magistrate	Handles scheduling conferences, settlement conferences, small claims, informal hearings, search warrants, blood warrants, probable cause hearing for Complaint and Warrant, arrest warrants, and arraignments. Keeps the clerks updated as to changes in law. Researches case law for criminal/civil cases for staff and other jurists. Drafts Orders and Responses to letters of explanation for the Court. As Referee, handles juvenile delinquency preliminary hearings, juvenile probation violation hearings, and pleas and adjudications. Presides over neglect preliminary hearings, and pleas and adjudications, neglect preliminary hearings, determine temporary placement, and determines if probable cause exists to authorize petition. As Probate Register - reviews, approves, and processes filings for all types of deceased estates, guardianships, conservatorships, adoptions, name changes, and mental commitments, and holds hearings as provided by law and requested by the Judge. <b>Minimum Requirements:</b> Juris Doctorate and at least 3 - 5 years of experience as an attorney handling criminal, civil, neglect, and delinquency cases. License to practice law in the State of Michigan. State of Michigan Magistrate Certification.
Buildings and Grounds Supervisor	Maintains the historic Barry County Courthouse and other related buildings. Includes all facets of interior and exterior maintenance, including building grounds. Supervises assigned staff and vendors. <b>Minimum Requirements:</b> Trade school or property management degree or equivalent and 1 - 3 years of maintenance experience.
Caseworker Conciliator	Reviews and analyzes domestic Friend of the Court cases for the purpose of enforcing child support, parenting time, and custody orders. Attends court for guardianship cases. <b>Minimum Requirements:</b> Bachelor's degree in Counseling, Psychology, or Social Work and 1 - 3 years of related work experience.

Benchmark Job Title	Job Summary
Caseworker Mediator	<p>Provides formal and informal mediation services for parties as necessary. Conducts investigations and makes recommendations to the court regarding the establishment and/or modification of custody, child and spousal support, and parenting time arrangements. Reviews and analyzes domestic relations cases for the purpose of enforcing support, parenting time, and custody orders. Completes necessary reports and drafts orders as necessary.</p> <p><b>Minimum Requirements:</b> Bachelor's degree in Counseling, Psychology, or Social Work and 1 - 3 years of related work experience. Completion of Domestic Relations Mediation certificate by the Friend of the Court Bureau.</p>
Chief Court Clerk I	<p>Schedules cases and hearings for Court and ADR and prepares the docket. Assists the Judge in daily operations. Performs magistrate duties in the absence of Magistrate. Serves as the back-up court recorder for any court within the Unified Trial Court System. <b>Minimum Requirements:</b> Associate's degree in Paralegal Studies, Criminal Justice, or related field and 1 - 3 years of experience in a legal secretarial/administrative role.</p>
Chief Court Clerk II	<p>Performs a variety of supervisory and clerical tasks involved in processing civil, criminal and traffic case files from initiation to closure. Processes all felony cases from the District Court to the Circuit Court. Performs weddings as the duty of the magistrate and other duties in the magistrates absence. Acts as supervisor to both civil and traffic clerk. Backs up court recorder for any court within the Unified Trial Court System. Oversees and/or performs backup to Magistrate or clerical staff when there is a shortage of staff or any court within the Unified Trial Court System.</p> <p><b>Minimum Requirements:</b> Associate's degree and 3 - 5 years of secretarial experience in a court, law firm or related field.</p>
Chief Deputy Register of Deeds	<p>Receives, examines, indexes, and records documents and records pertaining to the ownership and location of real estate in the county and personal property. Including assisting people at the counter, providing assistance on the telephone, mail and emails. Keeps track of all financial accounts, escrow accounts, credit cards, balances accounts daily, runs reports to be sure all financial accounts and images are in the computer for back up daily and monthly. Must have a strong knowledge of computers, ability to work with computer programmer to keep system up and running. Continual cleans up records that are now in the computer system. Represents the Register of Deeds in that official's absence. <b>Minimum Requirements:</b> High school diploma and 2-3 years of related work experience.</p>

Benchmark Job Title	Job Summary
Control 1 Monitor	Responsible for the department's Primary LEIN (Law Enforcement Information Network) terminal. Enters court documents, warrants, bond conditions, probation conditions, personal protection orders and LEIN communications with other law enforcement agencies. Processes data required by law for each sex offender in County, along with assuring the public safety provision of the Sex Offender Registry Act. Provides assistance to departmental officers, manage jail access control, provide service to the public via telephone and walk-up window. Trains and supervises civilian cadets. <b>Minimum Requirements:</b> High school diploma, 6 months of education and training, and 1 to 3 years of related work experience. LEIN & LEIN TAC Certification. Certified Offender Watch Professional. MICJIS Portal Administrator. Preliminary Breath Test (PBT) certification.
County Administrator	Serves as the Chief Administrative Officer for the County. Carries out directives and implements policies of the Board related to human resources and employee relations, budget and financial management, purchasing, and other areas as directed. Supervises a staff engaged in personnel administration, finance and budgeting, purchasing, contract administration, employee benefits and other administrative support to the Board and departments. Supervises appointed department managers and serves as Liaison between other agencies and the Board of Commissioners. <b>Minimum Requirements:</b> Graduate degree in Public or Business Administration and 7 years of administrative/supervisory experience in local government with responsibility for budgeting, personnel, purchasing, and human resources.
Court Recorder	Utilizes electronic recording equipment to make verbatim record of court proceedings. Prepares type written transcripts of court proceedings and maintain related records. Serves as legal secretary, transcribing correspondence, opinions and orders. Screens visitors and telephone calls. Schedules appointments and assists with administrative matters. <b>Minimum Requirements:</b> High school diploma, 6 months of education and training, and 1 year of secretarial experience. Must be able to obtain Court Recorder Certification (CER) or Court Operator Certification (CEO).
Custodian	Maintains a safe, clean, and healthy environment for both staff and clients. <b>Minimum Requirements:</b> High school diploma
Deputy Drain Commissioner	Administers/performs financial, assessing, legal, maintenance for the Drain Commission Office. Provides general support to the Drain Commissioner. Acts in the absence of the Drain Commissioner. <b>Minimum Requirements:</b> High school diploma, 6 months of education and training, and 1-3 years of accounting and code work experience.

Benchmark Job Title	Job Summary
Deputy Treasurer	Administers/performs financial, assessing, legal, maintenance for the Drain Commission Office. Provides general support to the Drain Commissioner. Acts in the absence of the Drain Commissioner. <b>Minimum Requirements:</b> High school diploma, 6 months of education and training, and 1-3 years of accounting and code work experience.
Director, Central Dispatch	Administers and manages the 911 center; includes financial management, planning, organizing, directing, and overall supervision. Ensures the needs of the public and various public safety agencies are being met. <b>Minimum Requirements:</b> Bachelor's degree and 5 - 7 years of supervisory experience in the 911 profession.
Dispatch Supervisor	Serves as the immediate supervisor of Telecommunicators. Oversees daily dispatch operations, staff functions, and administrative duties as assigned by the director. On call for duty 24 hours a day, 7 days a week, 365 days a week. Performs duties of 911 tele communicator. Answers emergency and non-emergency calls for service. Dispatches appropriate agencies/personnel to respond accordingly, and facilitates clear and accurate exchange of information via radio, telephone, and data terminal. Supervises work performance of Telecommunicators on shift and maintains equipment. Processes Freedom of Information Act requests and acts as liaison between Central Dispatch and other agencies and the general public of Barry County. <b>Minimum Requirements:</b> Associate's degree in Communication, Psychology and/or Literacy and 3 - 5 years of related work experience. CPR Certified. LEIN (Law Enforcement Information Network) Certified. Emergency Medical Dispatcher. State of Michigan Telecommunications designation status
Emergency Management Coordinator	Manages and coordinates the preparedness, response, recovery, and mitigation of all natural and man-made disasters within Barry County. <b>Minimum Requirements:</b> Associate's degree and 3 - 5 years of experience in disaster/emergency response and/or planning. Professional Emergency Manager (PEM) certificate.
Enforcement Officer	Monitors for violation of county laws and codes. Investigates alleged violations. Works with prosecutor's office in prosecuting violators and testifies in courts. Works with Health Department on ordinance violations that may represent a public health hazard. Documents complaints regarding zoning or soil erosion issues. Creates, issues, monitors all warrants issues on support resulting from enforcing the legislative mandates placed upon the Friend of the Court. Attempts to locate and make contact with wanted persons to resolve warrants or making appropriate arrests. Transports individuals following arrests. Conducts investigations based on the complaints and correspond to the owners of property in regards to the enforcement of the complaint. <b>Minimum Requirements:</b> High school diploma and 4 years of related experience. Concealed Weapons Permit. LEIN TAC operation. Pressure Point Control Tactics certified. Required to be deputized law enforcement officer if in Friend of the Court Department.

Benchmark Job Title	Job Summary
Executive Assistant	Provides administrative assistant support for the County Administrator, Deputy County Administrator and to the members of the County Board of Commissioners. Assembles and distributes meeting packets, assists with coordination/completion of various special projects, reports and other materials. Establishes office filing and record keeping systems and prepares correspondence, contracts, and various other documents for the Administrator's Office and the Board. <b>Minimum Requirements:</b> Associate's degree and 1 - 3 years of related experience.
Executive Director, Commission on Aging	Oversees the operation of the agency through liaison with the Board, management of the staff and oversight of compliance requirements. <b>Minimum Requirements:</b> Bachelor's degree and 5 - 7 years of management experience
Financial Specialist	Serves as the principal financial specialist for the District and Circuit Division and oversees the design, preparation, and maintenance of the court accounting systems and other financial record keeping activities. Prepares financial reports. Maintains court account systems. Oversees and initiates collections of past due fines and costs for the District Division. TAC LEIN coordinator for all District Court warrants. Assists Civil/Criminal Administrator as needed in special projects. Serves as a working supervisor to assigned clerical support staff as well as oversight and coordination with Chief Clerk. Makes effective hiring recommendations, trains staff, assigns work, evaluates work performances, and initiates disciplinary actions. <b>Minimum Requirements:</b> Associate's degree in Accounting with 1 - 3 years of experience in court/office setting.
First Deputy Clerk	Serves as First Assistant and performs all functions of the Clerk in the absence of that official or as otherwise required. Includes clerk meetings of the Board of Commissioners and committees, preparing Board resolutions, signing documents and performing other functions of the Clerk. Supervises the Bookkeeping Department and employees engaged in processing accounts payable, payroll, and employee benefit programs. Supervises the elections process including responsibility for the Qualified Voter File and employees in the Circuit Court Division of the County Clerk's Office. <b>Minimum Requirements:</b> Associate's degree in Accounting or Business Management and 1 - 3 years experience in payroll, human resources, accounts payable.
Head Cook	In accordance with nutritional requirements, prepares and serves nutritious well balanced meals to the jail inmates. Orders food and janitorial stock. Oversees kitchen staff and trustee workers. Keeps the kitchen area clean and sanitary. <b>Minimum Requirements:</b> High school diploma and 1 - 3 years of related work experience.



Benchmark Job Title	Job Summary
Information Technology Director	<p>Manages the County's Information Technology Services, including servers, PC's, managing the local area network, and telephones. Manages a staff. As GIS coordinator, maintains mapping office to serve the needs of various users within the County whose function is dependent upon maps and Geographic Information System (GIS) data.</p> <p><b>Minimum Requirements:</b> Bachelor's degree in a technology related field and 3 - 5 years of work related experience.</p>
IT Support Technician	<p>Provides desktop computer support to the 200+ Barry County employees and associated offices. Installs and/or removes equipment/software and maintains all documentation pertaining to the equipment/software as well as the job's procedures. Helps monitor essential network, server, and desktop performance. Responsible for the maintenance of the County and employee website. <b>Minimum Requirements:</b> Associate's degree in Computer Science, Networking or equivalent with 1 - 3 years of technical experience with mid-range computers, personal computers, and peripheral equipment which includes working with wide area and local area networks.</p>
Juvenile Probation Officer	<p>Functions as professional representatives of the Barry County Trial Court in providing services to juvenile offenders and their families. Completes investigations; provides written reports and dispositional recommendations to jurists; ensures public, offender, and family safety through the enforcement of court orders and probation terms and conditions. Monitors and supervises offenders and their parents, crime prevention and detection, and providing and/or making referrals to therapeutic or educational programs and community resources. Acts as liaison between families, victims, schools, therapists, and other community agencies and provides transportation of offenders to appointments, activities, detention and/or residential facilities as required. <b>Minimum Requirements:</b> Bachelor's degree in Sociology, Psychology, Criminal Justice, or related field and 1-3 years of work experience in casework, social work, criminal justice, or relate field. Juvenile Probation Officer Certification through the Michigan Judicial Institute within two years of employment. Standards of Professional and Ethical Conduct Training. Lead Facilitator training for the YMCA High Ropes Course and Adventure Course certificate</p>
Legal Secretary	<p>Processes various motions, court orders, and other legal documents, varied types of payments, postal and court mail, and maintain court files in an efficient and accurate manner. Provides excellent, professional customer service. Builds and maintains the necessary skill levels to perform critical job functions in the absence off fellow staff members. <b>Minimum Requirements:</b> High school diploma and up to 1 year of work experience in a legal setting.</p>
Licensed Practical Nurse (LPN) Adult Day Care	<p>Administers medications and records in client records. Performs medical procedures. Organizes activities in accordance with care plan. Assumes role of supervisor when coordinator is absent. <b>Minimum Requirements:</b> Associate's degree and 1 - 3 years of related work experience with dementia care. Licensed LPN in the State of Michigan.</p>

Benchmark Job Title	Job Summary
Maintenance Technician	Provides maintenance for seniors, helping them with their homes and providing maintenance and custodial work for the COA building, grounds, vehicles, and fix safety equipment. <b>Minimum Requirements:</b> High school diploma and up to 1 year of related experience.
Master Mechanic	Performs maintenance on Sheriff's vehicles. Grounds upkeep. Orders parts and coordinates additional services with local vendors. <b>Minimum Requirements:</b> High school diploma, 6 months of education and training, and 3 - 5 years of related work experience. Brake, Front End, Rear End, Electrical, Air Conditioning, Pre 1981 Vehicles, Front End Alignment certifications through the State of Michigan
Nutrition Assistant	Tracks and processes client and volunteer data, produces reports that provide information useful in planning the ongoing Nutrition programs of the Barry County Commission on Aging. Assists clients directly, addressing their needs and resolving issues concerning their welfare. Provides support for the Nutrition Coordinator in varied ways that are necessary to keep COA programs and activities running smoothly on a daily basis. <b>Minimum Requirements:</b> High school diploma and 1 - 3 years of related experience.
Nutrition Program Coordinator	Oversees operation at all Congregate Meal Sites and the Meals on Wheels Program. Places daily food order to caterer at least 4 days ahead of delivery. Processes new clients for the Meals on Wheels program. Plans routes for drivers. Coordinates volunteers. Oversees the "Senior Meal Choice" program at restaurants in the Barry County area. Raises funds for Meals on Wheels program. <b>Minimum Requirements:</b> Bachelor's degree and 1 - 3 years of experience in supervising and managing employees and volunteers. Food Safety Management certificate.
Office Manager	Provides administrative support to all agency departments and personnel. Researches and develops statistical computer reports of client data. Manages the agency computer operations and record keeping systems for all clients and services. Compiles monthly statistics of COA activities to assist in client billing and unit reporting functions. Serves as secretary to the Commission on Aging Board. Supervises assigned staff. <b>Minimum Requirements:</b> Associate's degree and 1 - 3 years of office management experience.
Personal Care Aide	Provides services to clients through bathing and housekeeping, sometimes checking medications and evaluating emotional and mental state of clients if necessary. <b>Minimum Requirements:</b> High school diploma and Nurse Aide training. Certified Nursing Assistant or Personal Care Aide and CPR Certified.

Benchmark Job Title	Job Summary
Planning and Zoning Director	<p>Administers and enforces several different County ordinances and issues permits based on respective ordinances. Sits on numerous boards and committees and serves as a liaison between the public and the Planning Commission and Zoning Board of Appeals. Prepares and maintains departmental budget and supervises assigned staff.</p> <p><b>Minimum Requirements:</b> Bachelor's degree in Planning or a related field and 5 - 7 years of related work experience. ACIP Certification</p>
Probation Officer	<p>Enforces orders of the court in regards to probationers. Supervises a caseload of probationers and monitors compliance with probation terms and conditions. Compiles, researches, and analyzes information on a daily basis for pre-sentence reports and other court documents and makes recommendations to the court regarding treatment, probation conditions, victim input, and jail time. Provides overall guidance, assistance, and supervision in various areas including employment, treatment services, financial (including collection of fines and costs), and behavior management. Refers probationers to various community agencies as necessary.</p> <p><b>Minimum Requirements:</b> Bachelor's degree in Criminal Justice, Social Work, Counseling, Psychology, or a closely related field and 1 - 3 years of work experience in a court or a closely related setting.</p>
Senior Assistant Prosecutor	<p>Reviews/authorizes requests for warrants/petitions received from various police agencies and or Department of Human Services. Determines appropriate charge(s), prosecutes criminal cases in addition to juvenile and child abuse and neglect cases. Assumes responsibility for a felony/misdemeanor/juvenile caseload in the circuit/district court/probate court. Attempts to resolve cases or tries them in court. Handles civil matters as directed for the County. Represents agencies in forfeiture proceedings. Prepares appeals to Court of Appeals and Supreme Court.</p> <p><b>Minimum Requirements:</b> Juris Doctorate and 3-5 years of related work experience. License to practice law in Michigan</p>
Senior Center Coordinator	<p>Plans and facilitates social, educational, and therapeutic activities for seniors. Fundraise for the senior center. Manages volunteers.</p> <p><b>Minimum Requirements:</b> High school diploma and 1 -3 years of related work experience.</p>
Senior Day Care Registered Nurse	<p>Performs assessments on intakes. Schedules clients and staffs and help care for clients. Distributes medicine and performs medical procedures. Meets with families. Keeps client files up to date. Evaluates staff. Maintains standards for program and runs support group for families.</p> <p><b>Minimum Requirements:</b> Bachelor's degree in Nursing and 3 - 5 years of nursing experience. Licensed LPN or RN in the State of Michigan</p>

Benchmark Job Title	Job Summary
Senior Deputy Clerk	Acts as the working supervisor for the County Clerk staff. Processes court cases, vital records, concealed pistol licenses. Balances County Clerk accounts, transmits funds to the State of Michigan Treasury. Assists customers at counter and handles problem customers and various election duties. <b>Minimum Requirements:</b> High school diploma and up to 1 year of office experience
Senior Property Appraiser	Acts on the behalf of the Equalization Director in his absence. Assists with the development of programs and procedures to improve the quality of equalization studies and local unit assessment rolls and enhance communications between the local unit and Barry County. Develops plans and procedures for conducting and verifying the accuracy of appraisal studies and conducts appraisals of residential, commercial, industrial, development and agricultural property to determine its true cash value and provide data for equalization studies required by the Michigan Tax Commission. <b>Minimum Requirements:</b> Associate's degree in Public Administration or related field and 5 - 7 years of experience in assessment administration, appraisal, or mass appraisal. Michigan Advanced Assessing Officer (MAAO) certification. MCPPE.
Site Coordinator	Plans activities for the week for the clients. Cooks and performs housekeeping duties at sites. <b>Minimum Requirements:</b> High school diploma and 1 - 3 years of related work experience
Staff Attorney	Represents the Barry County Friend of the Court in legal issues relating to child support, custody parenting, and establishment of support and paternity, both in and outside of Court. Educates the Friend of the Court as it relates to new legislation, court rules, and case laws (international, federal, state, and local) as it pertains to domestic relations law on the issue of divorce, custody, parenting time, medical support, child support, and paternity. Establishes all child support and paternity referrals received from the State of Michigan Office of Child Support. <b>Minimum Requirements:</b> Juris Doctorate and 1 - 3 years of related work experience. License to practice law in the State of Michigan.
Telecommunicator	Answers all emergency and non-emergency phone calls and to dispatch them appropriately to the correct Police, Fire, EMS and/or Public Utilities agencies according to jurisdiction. <b>Minimum Requirements:</b> High school diploma, 6 months of education and training, and up to 1 year of work experience. NAEMD Emergency Medical Dispatcher. CPR/AED and First Aid certified. LEIN Certification.
Victims Rights Advocate	Communicates with and supports all crime victims and accompanies victims to court hearings. Ensures they are notified of their rights under the law and knows about court hearings. Obtains restitution information from victims and files necessary documentation with the court. Files quarterly and fiscal reports with the State. <b>Minimum Requirements:</b> Associate degree in a legal field, Criminal Justice, or Social Work and up to 1 year of related work experience.

# Appendix B – Detailed Market Data

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