



AGENDA
CITY COMMISSION MEETING
WEDNESDAY, NOVEMBER 30, 2022
CITY HALL | 130 N. NOTTAWA ST.
WIESLOCH RAUM

WORK SESSION 5:00 P.M.

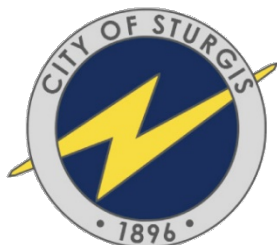
1. Executive Search Firm Interviews

REGULAR MEETING 6:00 P.M.

1. CALL TO ORDER BY MAYOR
2. PLEDGE OF ALLEGIANCE
3. INVOCATION
4. ROLL CALL
5. PROCLAMATIONS / PRESENTATIONS
6. VISITORS – (Public comments for items not listed as agenda items)
7. APPROVAL OF AGENDA
8. APPROVAL OF CONSENT AGENDA
 - A. Action of Minutes of Previous Meetings
 - **APPROVE the minutes from the November 14, 2022 organizational meeting as presented.**
 - **APPROVE the minutes from the November 16, 2022 work session as presented.**
 - **APPROVE the minutes from the November 16, 2022 regular meeting as presented.**
 - B. Pay Bills
 - **AUTHORIZE the payment of the City bills in the amount of \$1,019,225.08 as presented.**
9. UNFINISHED BUSINESS
 - A. Executive Search Firm Selection – Mayor Mullins
 - B. Doyle Community Center and Recreation Board and Parks and Cemetery Board Reorganization– Michael Hughes
10. NEW BUSINESS
 - A. Compensation Study – Michael Hughes
 - B. Doyle Community Center Court Lighting – Daniel Root
 - C. Main Street Design Task Order – Barry Cox
 - D. Non-Union Employee Benefit Changes – Holly Keyser
 - E. City Attorney Appointment – Michael Hughes
11. COMMISSIONER / STAFF COMMENTS
12. ADJOURN

Manager's Report

NOVEMBER 30, 2022



CITY OF
Sturgis
MICHIGAN

Submitted by:

A handwritten signature in black ink, appearing to read "Michael L. Hughes".

Michael L. Hughes
City Manager

Work Session

1. Executive Search Firm Interviews

At the November 16th City Commission meeting, the Commission had consensus to invite two of the four executive search firms that submitted proposals for the City Manager position search for interviews. These firms are Amy Cell LLC and Walsh Municipal Services. Representatives of the firms will be at the work session for half-hour interviews.

8. Consent Agenda

Proposed Motion:

Move that the Sturgis City Commission APPROVE/DENY the Consent Agenda for November 30, 2022 as presented.

Staff Recommendation:

APPROVE

8A. Action of Minutes of Previous Meetings

Consent Agenda Motion:

APPROVE the minutes from the November 14, 2022 organizational meeting as presented.

Consent Agenda Motion:

APPROVE the minutes from the November 16, 2022 work session as presented.

Consent Agenda Motion:

APPROVE the minutes from the November 16, 2022 regular meeting as presented.

8B. Pay Bills

Consent Agenda Motion:

AUTHORIZE the payment of the City bills in the amount of \$1,019,225.08 as presented.

9. Unfinished Business

A. Executive Search Firm Selection

Following the executive search firm interviews as part of the work session, this agenda item will provide opportunity for the Commission to discuss and consider selection of a firm for the City Manager position search.

9. Unfinished Business

B. Doyle Community Center and Recreation Board and Parks and Cemetery Board Reorganization

Staff: Michael Hughes

The City Commission held a work session on October 26th and discussed the potential reorganization of the Parks and Cemetery and Doyle and Recreation Boards. Members from both existing boards were invited to hear the discussion and provide input.

At the meeting the City Commission had consensus to merge the “Parks” board function with the Doyle and Recreation Board. City staff believes that combining the parks and recreation advisory board functions will better suit policy, development, capital project input, and goal setting. The Commission also had consensus to separate out the Cemetery Board but populate it with common board members to the new Parks, Recreation, and Doyle Board. Attached are draft bylaws for the Parks, Recreation and Doyle Community Center Board and the Cemetery Board.

If the City Commission decides to move forward with the reorganization as presented, discussion on how to make the transition should occur. Currently the Parks and Cemetery Board has four members; Lee Austermann, Rick Bir, Fran Losinski, and Vivian VanNest. All have expressed continuing on the Cemetery Board, except for Ms. VanNest.

Proposed Motion:

Move that the Sturgis City Commission APPROVE/DENY the reorganization and bylaws for the Parks, Cemetery, and Doyle Board as well as the Cemetery Board as presented.

Staff Recommendation:

APPROVE

Included in your packet:

1. Draft Parks, Recreation, and Doyle Community Center Board Bylaws
2. Draft Cemetery Board Bylaws

10. New Business

A. Compensation Study

Staff: Michael Hughes

Included in the budget goals for this year was the completion of a compensation study. On April 13th, the City Commission approved a proposal from GovHR USA to complete the compensation study. Joellen Cademartori, CEO, at GovHR USA will present a summary of the process for developing the compensation study, the results and recommendations moving forward.

Included in your packet:

1. Draft Compensation Study

10. New Business

B. Doyle Community Center Court Lighting Upgrade

Staff: Daniel Root

Many Doyle Community Center members have voiced concern about the limited light on the courts and the need to improve this lighting. Despite efforts to improve the situation by installing new bulbs and replacing ballasts, the current court lighting system does not provide sufficient lighting. This is in part due to degradation of bulbs over time as well as the type of lighting system.

The lighting was installed as part of energy efficiency upgrades in 2010 and was designed to provide about seventy-five percent of the light up to the white ceiling where it reflects down to the space; the other 25 percent of lighting is designed to be focused down through light diffusers in the fixtures. Typical court lighting is designed using high bay lights that focus all light down to the floor, mounted high in the ceiling to reduce glare and athletes' vision being adversely affected by the brightness of the lights. Since the time of installation, technology and the cost of that technology has improved, making the high bay light option more efficient and cost-effective.

Replacement of the current court lighting at the Doyle Community Center has been scheduled in the capital improvement budget over the last several years. Due to lack of response to requests for quotes it has not been completed.

Recently staff received a quote from Byler Electric to complete the removal of the existing lights and structures the lights are mounted to as well as to install fifty new fixtures. The existing florescent lights would be replaced with LED high bay fixtures. The lighting levels on the floor would more than double the current level with the installation of these new fixtures and the new fixtures would also use less than half of the electricity of the current lights.

The cost of the quote from Byler is \$36,680.00. Byler Electric would also assist staff with the application for a rebate for the lighting upgrades and have estimated the rebate to the City at around \$2,600.00. The FY 2022-23 capital budget

includes a line item for this project in the amount of \$50,000.00. This quote falls well within that amount and allows for some contingency for unforeseen items that may arise.

Due to lack of response from other vendors, staff is requesting a bid waiver on this project.

Proposed Motion:

Move that the Sturgis City Commission APPROVE/DENY a bid waiver for and the proposal of Byler Electric for Doyle Center court lighting improvements in the amount of thirty-six thousand, six hundred and eighty dollars (\$36,680.00).

Staff Recommendation:

APPROVE

Included in your packet:

1. Byler Quote
2. New Light Specifications

10. New Business

C. Main Street Design Task Order

Staff: Barry Cox

During the City's Asset Management Plan (AMP) grant project between 2015 and 2017, the City was able to begin planning and preliminary design for several future sanitary projects on the collection system. Two of the three projects identified have been completed. As discussed in the City Commission work session on November 16th, the last remaining project is a sanitary sewer project on Main St. between N. Clay and George Street. Attached is a map of the proposed project scope limits.

The sanitary project is necessary due to noted sewer capacity needs. A 1998 sanitary sewer study and the AMP both indicated the current sanitary sewer size along W. Main and E. Main was near or at capacity during certain times of the day. This issue was reinforced during the 2018 Market Street Lift Station replacement when the future capacity needs downstream were again identified due to the potential service area served by the lift station.

The proposed Main Street project will alleviate the capacity issues in this area of the collection system. The project's original scope was to increase the size of the sanitary sewer and reconstruct the street along W. Main Street starting at N. Clay heading east to M-66 and along E. Main Street to George Street. The scope has since expanded to a more inclusive utility/street improvement project which would include replacement of lead water services within the project limits, abandonment of undersized water main, replacement and consolidation of storm sewer infrastructure, and a biking/walking trail along the south side of W. Main Street.

Water system improvements became necessary due to the Lead and Copper rule changes enacted in 2018 and a water system management need to eliminate parallel and aged water mains to minimize future maintenance on these outdated mains. W. Main Street has a parallel storm sewer feature which needs to be

eliminated and the E. Main storm sewer system needs to be completely replaced from N. Nottawa Street to George Street.

Included in your packet is Task Order #11 from Fleis and VandenBrink, Inc. The design task order will allow the City to complete the preliminary design phase, final design phase, and bidding phase for the project. Cost of the task order is \$55,800.00. The task order would be funded with monies from the sewer, water, and street funds. A budget and cost spreadsheet is included in your packet.

As discussed in the work session, the Commission has directed staff to continue to explore a Transportation Alternative Program (TAP) grant application for this infrastructure project to rehabilitate the brick portion of W. Main Street and to incorporate a biking/pedestrian path along the south side of W. Main connecting the planned trail system along the railroad corridor to the Dog Park and public sidewalk at both ends of W. Main Street. A historical review will be completed to determine the City's eligibility to submit for the brick street grant. Grant applications are due mid-February. If the City is able to apply and is awarded a grant, it will require a City match of at least 20%; to be competitive a higher match level in the range of 30% should be considered. Staff will bring back information and recommendations regarding the historical analysis and TAP grant application at a future meeting.

Proposed Motion:

Move to APPROVE/DENY Task Order #11 with Fleis and VandenBrink Engineering, Inc. in the amount of fifty-five thousand, eight hundred dollars (\$55,800.00) for completion of preliminary design, final design, and bidding services on the West and East Main Infrastructure Project.

Staff Recommendation:

APPROVE

Included in your packet:

1. Task Order #11
2. Project Scope Map
3. Main Street Project Budget and Costs Spreadsheet

10. New Business

D. Non-Union Employee Benefit Changes

Staff: Holly Keyser

Included in your packet is a memo outlining proposed changes to non-union benefits. These proposed changes mimic some of the changes in compensation that were approved in the most recent contract with the International Union of Operating Engineers.

Proposed Motion:

Move that the Sturgis City Commission APPROVE/DENY the non-union benefit changes as presented

Staff Recommendation:

APPROVE

Included in your packet:

1. Non-Union Benefit Changes Memo

10. New Business

E. City Attorney Appointment

Staff: Michael Hughes

Chapter IX of the City Charter outlines officers appointed by the City Commission. Among the appointees is the City Attorney. Current City Attorney Roger Bird is transitioning into retirement and currently his firm, primarily TJ Reed, has been fulfilling the City Attorney duties. At this point in time, it is appropriate to consider official appointment of a new City Attorney and this item has been placed on the agenda for that discussion.

Noteworthy Meetings / Events

- Chamber Annual Dinner | November 10th
- Journey of the 11th Movie | November 11th
- City Commission Organizational Meeting | November 14th
- Retirement Board Meeting | November 15th

Upcoming Events

- Kristkindlmarkt | Downtown | December 1st-December 3rd
- Santa Arrives | Free Church Park | 4:00pm-7:00pm | December 2nd
- Sip & Stroll | Downtown | 5:30pm-9:00pm | December 2nd
- Santa | Depot Museum | 11:00am-1:00pm | December 3rd
- How the Grinch Stole Christmas Movie | Strand Theater | 1:00pm | December 3rd
- Business After Hours | Timberly Tree Farm | 5:00pm-7:00pm | December 6th
- Guys Night Christmas Shopping | Downtown | 5:30pm-9:00pm | December 9th
- A Christmas Story in Sturgis | Downtown | 4:00pm-7:00pm | December 16th
- A Christmas Story Movie | SYCA | 7:00pm | December 16th
- Employee Christmas Lunch | SYCA | 11:30am-1:00pm | December 22nd
- City Hall Closed for Christmas | December 23rd & December 26th

**City of Sturgis
City Commission
Regular Meeting**

Agenda Item 8A

**ORGANIZATIONAL MEETING
STURGIS CITY COMMISSION
MONDAY, NOVEMBER 14, 2022
CITY HALL – LARGE CONFERENCE ROOM**

City Clerk/Treasurer Kenneth Rhodes called the meeting to order at 8:00 p.m.

Commissioners present: Mullins, Bir, Klinger, Kinsey, Smith, Harrington, Hile, Perez, Miller
Commissioners absent: None

Also present: City Manager, Assistant to the City Attorney, Assistant City Manager, City Clerk

City Clerk/Treasurer Kenneth Rhodes presented results from the November 8, 2022 General Election.

City Clerk/Treasurer Kenneth Rhodes administered the Oath of Office to Comm. Mullins, 1st Precinct, Comm. Kinsey, 2nd Precinct, Comm. Harrington, 3rd Precinct, Comm. Perez, 4th Precinct, and Comm. Miller, At-Large Commissioner.

The City Clerk asked for nominations for the Office of Mayor.

Comm. Hile nominated Comm. Mullins

Moved by Comm. Hile and seconded by Comm. Klinger to close the nominations for the Office of Mayor and cast a unanimous ballot for Comm. Mullins.

Voting Yea : Nine

Voting Nay : None

MOTION CARRIED

Comm. Mullins was seated as the Mayor of the City of Sturgis.

Mayor Mullins asked for nominations for the Office of Vice-Mayor.

Comm. Hile nominated Comm. Miller.

Comm. Bir nominated Comm. Perez

Moved by Comm. Hile and seconded by Comm. Klinger to close the nominations for the Office of Vice-Mayor.

Voting Miller : Mullins, Kinsey, Smith, Hile, Miller

Voting Perez : Bir, Klinger, Harrington, Perez

Comm. Miller was seated as the Vice-Mayor of the City of Sturgis.

Mayor made the Commissioner appointments to City Boards and Commissions.

City Clerk/Treasurer Kenneth Rhodes provided information on the City Commission Procedural Policy which has no changes, the Resolution of Authorized Depositories, and the City's Investment Policy.

Moved by Comm. Hile and seconded by Comm. Klinger to adopt the City Commission Procedural Policy, the Resolution of Authorized Depositories, and the City's Investment Policy as presented.

Voting Yea: Nine

Voting Nay: None

MOTION CARRIED

RESOLUTION OF AUTHORIZED DEPOSITORIES

WHEREAS, there may now be and may hereafter from time to time come into the hands of Kenneth D. Rhodes, Clerk/Treasurer of the City of Sturgis, Michigan certain monies belonging to or being held by the state, county, or other political units of the state, or otherwise held according to law, and

WHEREAS, under the law of the State of Michigan, this Commission is required to provide by resolution for the deposit of all monies including tax monies coming into the hands of said Clerk/Treasurer, in one or more banks, hereinafter called banks, to be designated in such resolution.

NOW, THEREFORE, BE IT RESOLVED, that said Clerk/Treasurer Kenneth D. Rhodes, is hereby directed to deposit all public monies including tax monies coming into his hands as Clerk/Treasurer, in the following banks:

Century Bank & Trust - Sturgis, Michigan

Farmers State Bank – Sturgis, Michigan

Huntington Bank - Sturgis, Michigan

Key Bank - Sturgis, Michigan

Southern Michigan Bank & Trust, Coldwater, Michigan

Sturgis Bank & Trust Co. FSB - Sturgis, Michigan

BE IT FURTHER RESOLVED, that the City Controller and the City Accounting Manager be appointed as Deputies to the Clerk/Treasurer for the purposes of managing all accounts in the aforementioned banks and that the Auditorium Director and Auditorium Events Coordinator be appointed as Deputies to the Clerk/Treasurer for the purposes of managing the Sturges-Young Auditorium Account.

Moved by Comm. Hile and seconded by Comm. Kinsey to recess the organizational meeting.

Voting Yea : Nine

Voting Nay : None

MOTION CARRIED

The meeting was adjourned at 8:23 p.m.

Mayor Mullins called the Sturgis Housing Development Corporation Board of Directors Annual Meeting to order p.m.

City Manager Michael Hughes provided information on the Consent Resolution of Shareholders.

Moved by Dir. Klinger and seconded by Dir. Hile to adopt the Consent Resolution of Shareholders as presented.

Voting Yea : Ten

Voting Nay : None

MOTION CARRIED

**CONSENT IN LIEU OF SPECIAL MEETING
OF SHAREHOLDERS OF STURGIS HOUSING DEVELOPMENT CORP.**

All of the shareholders of Sturgis Housing Development Corp., a Michigan non-profit corporation (the "Corporation"), consent to the following actions:

1. The following persons are elected to serve as the directors of the Corporation until the next annual meeting of shareholders (or written consent in lieu of such a meeting), or until their successors are duly elected and qualified, or until their resignation or removal:

Richard Bir
Linda Harrington
Robert Hile
Brandon Kinsey
Travis Klinger
Frank Perez
Aaron Miller
Jeff Mullins
Marvin Smith
Andrew Kuk

2. The shareholders received a report from City Staff on significant developments, major corporate transactions, certain related party transactions, and the operations and financial results of the Corporation for the preceding fiscal year. All actions of the Corporation's officers, directors and agents on behalf of the Corporation since the last annual meeting of shareholders (or written consent in lieu of such a meeting) are ratified.

This consent is given in lieu of a formal annual meeting of the Corporation's shareholders.

Mayor Mullins adjourned the SHDC meeting at 8:25 p.m.

The City of Sturgis Organizational meeting reconvened at 8:25 p.m.

The meeting was adjourned at 8:25 p.m.

Kenneth D. Rhodes, City of Sturgis Clerk/Treasurer

WORK SESSION - STURGIS CITY COMMISSION
WEDNESDAY, NOVEMBER 16, 2022
WIESLOCH RAUM – CITY HALL

Mayor Mullins called the meeting to order at 5:00 p.m.

Commissioners present: Bir, Kinsey, Smith, Harrington, Hile, Vice-Mayor Miller, Mayor Mullins

Commissioners absent: Klinger, Perez

Also present: City Manager, Assistant City Manager, City Engineer, DPS Director, City Clerk

City Engineer Barry Cox and City Manager Michael Hughes provided a background of brick street reconstruction and the options related to the reconstruction of West Main Street, the last section eligible for a brick street grant. The City Commission had general support to explore the historic evaluation of the area in support of a grant application.

The meeting was adjourned at 5:45 p.m.

Kenneth D. Rhodes, City of Sturgis Clerk/Treasurer

REGULAR MEETING - STURGIS CITY COMMISSION
WEDNESDAY, NOVEMBER 16, 2022
WIESLOCH RAUM – CITY HALL

Mayor Mullins called the meeting to order at 6:00 p.m.

The Pledge of Allegiance was said by all present.

The Invocation was given by.

Commissioners present: Bir, Klinger, Smith, Harrington, Hile, Perez, Vice-Mayor Miller, Mayor Mullins

Commissioners absent: Kinsey

Also present: Assistant to the City Attorney, City Manager, Assistant City Manager, City Engineer, DPS Director, City Controller, Electric Department Superintendent, City Clerk

Members of BSA Troop 402 introduced themselves.

Moved by Comm. Hile and seconded by Comm. Perez to approve the agenda as presented with the addition of a closed session item by the request of an employee.

Voting yea: Eight Voting nay: None Absent: Kinsey MOTION CARRIED

Moved by Comm. Hile and seconded by Comm. Smith to approve the Consent Agenda of November 16, 2022 as presented.

8A. Action of Minutes of Previous Meetings

APPROVE the minutes from the October 26, 2022 work session as presented.

APPROVE the minutes from the October 26, 2022 regular meeting as presented.

8B. Pay Bills

AUTHORIZE the payment of the City bills in the amount of \$2,276,713.87 as presented.

8C. 2022 Downtown Christmas Events

APPROVE the requests for the 2022 downtown Christmas events as presented.

8D. Sturges-Young Center for the Arts Board Resignation

ACCEPT the resignation of Pattie Miller from the Sturges-Young Center for the Arts Board and SEND a letter of recognition for her service.

8E. Auditorium Board and Sturgis Housing Commission Appointments

APPOINT Carrie Arseneau to the SYCA Board and Lauren Roberts to the Sturgis Housing Commission for terms to expire in May 2025 and May 2023, respectively.

8F. Act 51 Street Administrator Resolution

ADOPT the Resolution for Designation of a Street Administrator designating Barry Cox, City Engineer as the Street Administrator.

8G. Meter Cabinet Buy-Back

APPROVE the refund agreement with Monroe Learn for a primary metering cabinet in the amount of twenty-seven thousand, three hundred and fifty-two dollars and forty cents (\$27,352.40).

8H. MPPA Clean Energy Program Commitment

APPROVE participation in the MPPA 2023-2025 Clean Energy Program with a City commitment of at least three hundred and thirty-two thousand, two hundred and ninety dollars (\$332,290.00) per year for three years and AUTHORIZE Electric Department Superintendent Chris McArthur to sign the Letter of Authorization.

Voting yea: Nine

Voting nay: None

MOTION CARRIED

City Engineer Barry Cox explained that he has reviewed potential bike lanes as requested by the City Commission. Discussion followed.

Moved by Comm. Hile and seconded by Comm. Perez to approve Traffic Control Orders #22-06, #22-07, and #22-08 as presented.

Voting yea: Eight

Voting nay: None

Absent: Kinsey

MOTION CARRIED

City Controller Holly Keyser provided information on a cooperative purchasing program which is a group purchasing method where a single entity runs through a competitive purchasing process for goods or services and then offers the resulting contract pricing to smaller groups that are part of its network. Discussion followed.

Moved by Comm. Hile and seconded by Comm. Perez to approve the use of Sourcewell as a cooperative purchasing program under the City Purchasing Policy.

Voting yea: Eight

Voting nay: None

Absent: Kinsey

MOTION CARRIED

DPS Director Rick Miller provided information on the history of dump truck purchases and the costs for replacement. Discussion followed.

Moved by Comm. Klinger and seconded by Comm. Smith to approve the purchase of two single-axel dump trucks with stainless steel bodies from Lindco Equipment Sales through the Sourcewell purchasing program in the total amount of five hundred and fifty-one thousand, eight hundred and seventy dollars as presented and authorize the City Manager to sign all necessary documents.

Voting yea: Eight

Voting nay: None

Absent: Kinsey

MOTION CARRIED

City Engineer Barry Cox provided details on the bids received related to the Stapleton Industrial Park Streets project. Discussion followed.

Moved by Comm. Klinger and seconded by Comm. Perez to award the contract for the Stapleton Industrial Park Streets project to Thompson Construction in the amount of two hundred and ninety-seven thousand, two hundred and eighty- one dollars (\$297,281.00) and authorize the City Manager to sign contract documents on behalf of the City.

Voting yea: Eight

Voting nay: None

Absent: Kinsey

MOTION CARRIED

Moved by Comm. Klinger and seconded by Comm. Perez to approve a contingency budget for the Stapleton Industrial Park Street project of twenty-nine thousand, seven hundred dollars (\$29,700.00).
Voting yea: Eight Voting nay: None Absent: Kinsey MOTION CARRIED

City Engineer Barry Cox provided information on a grant to complete a water distribution system inventory, specifically to determine the materials used at various points of the water service lines of a random sample of properties within the City. Discussion followed.

Moved by Comm. Klinger and seconded by Comm. Smith to approve the contract for the Water Distribution System Materials Inventory project to B&B Environmental Services in the amount of one hundred and seventy-nine thousand, nine hundred and sixty-five dollars (\$179,965.00) and authorize the City Manager to sign contract documents on behalf of the City.
Voting yea: Eight Voting nay: None Absent: Kinsey MOTION CARRIED

City Engineer Barry Cox provided information related to tasks for the 2022 Street Improvement Program. Mr. Cox also provided an update on the fiber to home project currently going on in the City. Discussion followed.

Moved by Comm. Hile and seconded by Comm. Perez to approve Task Order #6b with Fleis and VandenBrink Engineering, Inc. for construction-phase services on the 2022 Street Improvements Program in the amount of sixty-two thousand, five hundred dollars (\$62,500.00) as presented.
Voting yea: Eight Voting nay: None Absent: Kinsey MOTION CARRIED

City Controller Holly Keyser provided a history and details on the current calculation of the Power Cost Adjustment Factor for electric Service. Discussion followed.

Moved by Comm. Hile and seconded by Comm. Klinger to approve the Power Cost Adjustment Factor Schedule as presented effective with the December 2022 billing cycle.
Voting yea: Seven Voting nay: Smith Absent: Kinsey MOTION CARRIED

Electric Department Superintendent Chris McArthur provided information on the overhaul of two electric generation units at the hydro plant and an inspection report with findings from the disassembly of the units and recommendations for repairs. Discussion followed.

Moved by Comm. Klinger and seconded by Comm. Perez to approve the additional costs of Change Order 002 and hydraulic control repairs for the hydro overhaul project in the total amount not-to-exceed two hundred and twenty-one thousand, four hundred and forty-seven dollars and six cents (\$221,447.06) as presented.
Voting yea: Eight Voting nay: None Absent: Kinsey MOTION CARRIED

Moved by Comm. Klinger and seconded by Comm. Perez to approve an additional contingency budget for the hydro overhaul project in the amount of twenty-five thousand dollars (\$25,000.00)

Voting yea: Eight Voting nay: None Absent: Kinsey MOTION CARRIED

City Manager Michael Hughes provided information on the proposals from executive selection firms for services related to the City Manager hiring process. Discussion followed regarding the qualifications of the proposals.

The City Commission had consensus to do in person interviews with AmyCell, LLC and Walsh Municipal Services, LLC at the next regular meeting on November 30, 2022.

The City Commission had consensus to discuss the Interim City Manager position at the regular meeting on December 12, 2022.

Moved by Comm. Hile and seconded by Comm. Miller to go into Closed Session to discuss union negotiations and at the request of an employee.

Voting yea: Bir, Klinger, Smith, Harrington, Hile, Perez, Miller, Mullins

Voting nay: None

Absent: Kinsey

MOTION CARRIED

Meeting recessed at 7:50 p.m.

Meeting reconvened at 8:33 p.m.

Moved by Comm. Hile and seconded by Comm. Klinger to approve the contract between the City of Sturgis and the International Union of Operating Engineers, Local 324.

Voting yea: Eight

Voting nay: None

Absent: Kinsey

MOTION CARRIED

The meeting was adjourned at 8:35 p.m.

Kenneth D. Rhodes, City of Sturgis Clerk/Treasurer

**City of Sturgis
City Commission
Regular Meeting**

Agenda Item 8B

Date	Check#	Vendor	Vendor Name	Amount
Manual Checks				
11-10-2022	PR0596M	00061	CITY OF STURGIS PAYROLL	328,765.45
11-28-2022	T15271M	04389	FRONTIER COMMUNICATIONS A	44.53
11-10-2022	T15272M	00062	CITY OF STURGIS-EMPLOYEE INS	65,282.11
11-10-2022	T15273M	05588	ALERUS FINANCIAL/MERS TRANSFER	2,816.07
11-10-2022	T15274M	06190	HEALTH EQUITY/HSA PR TRANSFER	200.00
11-10-2022	T15275M	00065	DOYLE MEMBERSHIP TRANSFER	2,675.80
11-10-2022	T15276M	00063	CITY OF STURGIS TAX TRANSFER	18,179.69
11-10-2022	T15277M	05123	COMERICA BANK-INST TRUST SERV	32,665.54
11-10-2022	T15278M	03229	CITY OF STURGIS-WORKERS COMP	2,706.53
11-10-2022	T15279M	00064	INTL CITY MGMT ASSOC RETR CORP	7,698.34
11-01-2022	T15280M	06030	VERIZON CONNECT NWF INC	113.33
11-16-2022	T15281M	04088	BLUE CROSS BLUE SHIELD OF MI	25,773.08
11-09-2022	T15282M	00181	GORDON FOOD SERVICE	320.11
11-12-2022	T15283M	00449	CENTURY BANK & TRUST	3,402.13
11-22-2022	T15284M	03858	FARMERS STATE BANK	7,781.90
11-21-2022	T15285M	00426	STURGES YOUNG AUDITORIUM	451.05
10-26-2022	T15286M	00321	STATE OF MICHIGAN	368.08
11-01-2022	T15287M	00321	STATE OF MICHIGAN	2,913.12
11-21-2022	T15288M	03173	FIFTH THIRD BANK	27,584.26
Automatic Checks				
11-30-2022	244544	00814	AIS CONSTRUCTION EQUIPMENT COR	445.48
11-30-2022	244545	00332	ALEXANDER CHEMICAL CORP	2,434.56
11-30-2022	244546	06119	AMAZON.COM SALES INC	2,520.37
11-30-2022	244547	06318	AMBULANCE BILLING NETWORK LLC	270.42
11-30-2022	244548	00624	AQUA BLAST CARWASH SYSTEMS INC	264.00
11-30-2022	244549	05656	AXON ENTERPRISE INC	3,347.66
11-30-2022	244550	03286	THE BANK OF NY MELLON TRUST CO	1,100.00
11-30-2022	244551	05640	BECKETT & RAEDER	4,491.35
11-30-2022	244552	06117	BENITA ANN LEWIS	45.00
11-30-2022	244553	02749	HARLAN BLOOD	15.00
11-30-2022	244554	00005	BOGEN CONCRETE INC	4,585.75
11-30-2022	244555	00006	BOLAND TIRE INC	1,921.50
11-30-2022	244556	00296	BRUCE R HARVEY	717.14
11-30-2022	244557	03343	BYLER ELECTRIC INC	850.00
11-30-2022	244558	01383	C S RAYMER COMPANY INC	3,695.00
11-30-2022	244559	00296	CODY SLENK	56.48
11-30-2022	244560	05108	CORRIGAN OIL CO	2,267.48
11-30-2022	244561	06325	COTTIN'S HARDWARE	276.34
11-30-2022	244562	06158	CULLIGAN WATER OF STURGIS	72.12
11-30-2022	244563	01119	DAVID W LUDDERS	63.20
11-30-2022	244564	02005	DELL MARKETING LP	2,250.52
11-30-2022	244565	03842	DESIGNS BY VOGT'S LLC	695.00
11-30-2022	244566	00296	DOUGLAS BROWN	77.92
11-30-2022	244567	04551	DRAEGER SAFETY INC SEE 5730	1,606.12
11-30-2022	244568	03095	MARY DRESSER	100.00
11-30-2022	244569	00364	CAROL DUSTIN	340.00
11-30-2022	244570	01403	GEORGE EARL	20.00
11-30-2022	244571	06014	EGANIX INC	840.00
11-30-2022	244572	03929	EMERGENCY MEDICAL PRODUCTS INC	1,178.03
11-30-2022	244573	06244	EMERGENCY VEHICLES PLUS	1,762.00
11-30-2022	244574	06230	ERGOTECH CONTROLS INC	1,926.15

Date	Check#	Vendor	Vendor Name	Amount
11-30-2022	244575	05151	FAWN RIVER MECHANICAL LLC	580.00
11-30-2022	244576	05490	FERGUSON WATERWORKS #3386	14,764.72
11-30-2022	244577	05634	FLAGSTAR BANK	89.87
11-30-2022	244578	00776	FLEIS & VANDENBRINK	14,614.75
11-30-2022	244579	05584	FREDERICK CONSTRUCTION INC	21,044.38
11-30-2022	244580	00183	W W GRAINGER INC	1,464.50
11-30-2022	244581	05949	GRASSHOPPER	1,071.84
11-30-2022	244582	06338	GREAT LAKES WILDERNESS	600.00
11-30-2022	244583	05634	GREEN PROJECTS GROUP	7,100.00
11-30-2022	244584	04243	GRP ENGINEERING INC	875.00
11-30-2022	244585	04348	HAGADORN MECHANICAL SERVICES	7,817.00
11-30-2022	244586	03515	HYDROCORP	4,625.50
11-30-2022	244587	05522	INTERSTATE BATTERIES-GREAT LKS	264.82
11-30-2022	244588	05171	STUART C IRBY CO	4,049.20
11-30-2022	244589	00296	JACOB D WOLFINGER	90.55
11-30-2022	244590	06314	JODIE M JOHNSON	20.00
11-30-2022	244591	05842	JOHN DEERE FINANCIAL	1,453.66
11-30-2022	244592	06217	JOHN J FLOWERS	40.00
11-30-2022	244593	00296	KATRINA BAUMAN	100.00
11-30-2022	244594	00020	KENDRICK STATIONERS INC	214.99
11-30-2022	244595	01615	KENNEDY INDUSTRIES INC.	3,130.00
11-30-2022	244596	04071	KS AUTO SERVICE INC	88.00
11-30-2022	244597	00212	KSS ENTERPRISES	148.97
11-30-2022	244598	05977	LAKELAND INTERNET LLC	106.94
11-30-2022	244599	06333	LAND & RESOURCE ENGINEERING	5,002.50
11-30-2022	244600	00216	LAWSON PRODUCTS INC	299.66
11-30-2022	244601	00394	LAWSON-FISHER ASSOCIATES PC	26,476.97
11-30-2022	244602	06087	MALLORY SAFETY AND SUPPLY, LLC	45.76
11-30-2022	244603	05634	MARTHA FUENTES	50.00
11-30-2022	244604	00635	MCMMASTER-CARR SUPPLY COMPANY	1,699.88
11-30-2022	244605	00585	MI ASSOC OF CHIEFS OF POLICE	2,870.00
11-30-2022	244606	03774	STATE OF MICHIGAN	60.00
11-30-2022	244607	03774	STATE OF MICHIGAN	129.75
11-30-2022	244608	00702	MICHIGAN MUNICIPAL LEAGUE	5,913.00
11-30-2022	244609	00505	STATE OF MICHIGAN	161.70
11-30-2022	244610	00024	STATE OF MICHIGAN - MDOT	2,287.65
11-30-2022	244611	05121	MICKEY'S LINEN	264.60
11-30-2022	244612	06026	MID-CITY SUPPLY CO INC	9.00
11-30-2022	244613	04702	MILLER JOHNSON ATTORNEYS	8,720.12
11-30-2022	244614	04772	MIKE MILLER	20.00
11-30-2022	244615	06341	MONROE E LEARN	27,352.40
11-30-2022	244616	02539	MOTOROLA INC	1,134.25
11-30-2022	244617	06191	MUNISSION, LLC	4,375.00
11-30-2022	244618	00041	NANCY DIGIOVANNI	66.00
11-30-2022	244619	06069	NAPA AUTO PARTS	366.46
11-30-2022	244620	06267	NEW CREATIONS LANDSCAPE LLC	2,238.68
11-30-2022	244621	00255	NIBLOCK EXCAVATING INC	1,432.03
11-30-2022	244622	05143	NORTH AMERICAN PUMP CO INC	11,305.00
11-30-2022	244623	06113	NORTHERN TOOL & EQUIPMENT	539.96
11-30-2022	244624	05671	PACE ANALYTICAL SERVICES LLC	332.32
11-30-2022	244625	05026	PLUMMER'S ENVIRONMENTAL	3,683.75
11-30-2022	244626	00485	POWER LINE SUPPLY	8,577.24
11-30-2022	244627	05468	PVS TECHNOLOGIES INC	3,434.49

Date	Check#	Vendor	Vendor Name	Amount
11-30-2022	244628	00035	RESCO	5,404.71
11-30-2022	244629	06038	REVOLUTION HEALTH, P.C.	30.00
11-30-2022	244630	06133	ROSENBAUER MINNESOTA LLC	1,701.00
11-30-2022	244631	05379	S & S INDUSTRIAL SUPPLY	143.30
11-30-2022	244632	05765	SELKING INTERNATIONAL	2,083.87
11-30-2022	244633	02179	SPRINT	729.82
11-30-2022	244634	01546	ST JOSEPH CO ROAD COMMISSION	1,172.01
11-30-2022	244635	01546	ST JOSEPH CO ROAD COMMISSION	2,297.05
11-30-2022	244636	00488	STATE SYSTEMS RADIO INC	195.00
11-30-2022	244637	04274	STEENSMA LAWN & POWER EQUIP	993.25
11-30-2022	244638	04903	STONECO OF MICHIGAN	144.92
11-30-2022	244639	06132	STREET COP TRAINING LLC	596.00
11-30-2022	244640	01458	STURGIS AREA CHAMBER	545.00
11-30-2022	244641	02174	STURGIS HARDWARE	123.32
11-30-2022	244642	00290	STURGIS HOSPITAL	8,217.00
11-30-2022	244643	00291	STURGIS JOURNAL	141.46
11-30-2022	244644	06281	T-MOBILE USA INC	320.45
11-30-2022	244645	06188	TASTEFUL KREATIONS	7,308.25
11-30-2022	244646	05682	ROBERT TAYLOR	95.00
11-30-2022	244647	03060	TERMINAL SUPPLY CO	78.00
11-30-2022	244648	06334	THERESE SCHESKE	30.00
11-30-2022	244649	06291	THOMPSON CONSTRUCTION GROUP	146,976.49
11-30-2022	244650	00047	CITY OF THREE RIVERS	925.00
11-30-2022	244651	04878	THURSTON WOODS VILLAGE	183.00
11-30-2022	244652	05777	TRACE ANALYTICAL LABORATORIES	1,483.00
11-30-2022	244653	01247	TRUCK & TRAILER SPEC INC	77.86
11-30-2022	244654	04714	ULINE	268.72
11-30-2022	244655	04326	USA BLUEBOOK	228.92
11-30-2022	244656	03331	UTILITIES INSTRUMENTATION SERV	4,524.60
11-30-2022	244657	05745	ERICA VARGAS SARCO	120.00
11-30-2022	244658	04453	VERIZON WIRELESS	3,558.26
11-30-2022	244659	03511	WASTE MANAGEMENT	2,288.30
11-30-2022	244660	06319	WEALING BROTHERS LLC	39,700.00
11-30-2022	244661	06339	WILLIAMS TREE CO LLC	4,500.00
11-30-2022	244662	06107	YEOMAN, TALIA	480.00
11-30-2022	244663	06127	ZEIGLER KALAMAZOO II, INC	890.70
11-30-2022	D01909	01213	BISBEE INFRARED SERVICES INC	4,400.00
11-30-2022	D01910	02983	CINTAS LOCATION #351	1,812.51
11-30-2022	D01911	00019	KENDALL ELECTRIC INC	745.71
11-30-2022	D01912	03944	LINDE GAS & EQUIPMENT INC	26.10
11-30-2022	D01913	06250	MARANA GROUP	508.65
Manual Total				\$529,741.12
Automatic Total				\$489,484.68
Grand Total				\$1,019,225.80

PAYROLL DISBURSEMENT
FOR PAYROLL ENDING 11/06/2022
PR0596M PAYROLL DATE 11/10/2022

GENERAL	\$169,752.78
MAJOR STREET	5,150.83
LOCAL STREET	4,115.39
CEMETERY	6,887.35
DDA	969.23
AIRPORT	75.74
BUILDING	2,763.14
STURGES-YOUNG CENTER FOR THE ARTS	6,108.22
RECREATION	3,589.54
DOYLE RECREATION CENTER	8,120.48
AMBULANCE	7,650.20
ELECTRIC	83,607.03
SEWER	19,361.03
WATER	7,983.83
MOTOR VEHICLE	2,630.66
Payroll Sub-Total	\$328,765.45

**City of Sturgis
City Commission
Regular Meeting**

Agenda Item 9B

~~DOYLE COMMUNITY CENTER~~
PARKS, AND RECREATION AND DOYLE COMMUNITY CENTER
BOARD

BYLAWS

Article I. Mission

To promote healthy lifestyles while strengthening family and community relationships through recreation, education and fitness.

Article II. Membership

The Board of Directors shall consist of eleven (11) members. Seven (7) members of which shall be appointed by the Sturgis City Commission and four (4) members of which shall be appointed by the Sturgis Foundation Board.

The appointed Board members shall each serve a term of three (3) years in staggered terms and may be reappointed by the City Commission and the Foundation for any additional terms. Initial terms shall be as follows: City Commission – 2 three-year terms, 1 two-year term, 2 one-year terms. Foundation – 1 three-year term, 2 two-year terms, 1 one-year term.

Article III. Officers

The officers of the Board will consist of a President, a Vice President and a Secretary. Each officer will serve a term of one year. (Fulfilling any unexpired term would be in addition to the officer's regular one-year term)

The President:

- a. Presides at all Board meetings (including special Board meetings).
- b. Appoints committee Chairperson(s) and assigns Board members to committees.
- c. Serve as a liaison between the Board and the City Manager.
- d. Represents the Board at City Commission meetings when requested by the Board or City Manager.
- e. May attend committee meetings as an ex-officio member.

The Vice-President:

- a. Presides at Board meetings (including special Board meetings) in the absence of the President.
- b. Shall be the first person considered for the position of President at the conclusion of the incumbent President's term.

- c. Represents the Board at City Commission meetings when requested by the Board or City Manager.

The Secretary:

- a. Shall be responsible for taking minutes of all Board meetings, for typing those minutes and forwarding copies to all Board members, the Director and the City Manager.

Article IV. Committees

The committees of the ~~Doyle Community Center~~ Board are as follows:

- a. Buildings-Grounds-Decorating
- b. Marketing-Public Relations

Article V. Meetings

The ~~Doyle Community Center and Recreation Board~~ Board holds regular meetings at 4:00pm on the Monday preceding the first City Commission meeting of each month except in the one month designated by the Board as vacation month.

At the organizational meeting (June), officers for the upcoming 12 months will be installed.

Special Board meetings can be called by the President, City Manager or any two (2) Board members.

All regular and special Board meetings will be called and conducted in compliance with the Open Meetings Act of the State of Michigan, P.A. 267 of the Public Acts of 1966.

All meetings will be conducted according to the Modern Rules of Order. A copy is available in the City Manager's office for reference.

A quorum consists of 6 of the members of the Board. A quorum is necessary for Board action.

If a Board member misses three consecutive regular meetings, that member's position is declared vacant.

Article VI. Manager and Staff

The City of Sturgis, through the City Manager, shall have complete authority to manage and operate the Doyle Community Center and Parks and Recreation systems. The Board as herein established (Article II) shall advise the City concerning the operation of the Doyle Community Center as well as advise on the goals, initiatives and policies of the City of Sturgis' Parks and Recreation systems, programs, facilities and amenities. A Director has been appointed to manage and oversee the day-to-day operation of the Center. The Director will be responsible for the general operations of the Center including, but not

limited to the following: Programming and scheduling of events; providing and directing staff support for the Center as appropriate; maintenance; selling of memberships; and such other functions as the City manager may direct. The Director shall submit to the City manager an annual budget and any other reports requested. The Director shall be responsible directly to the City Manager and shall attend all meetings of the Board.

Article VII. Removal/Resignation of Board Members

By a yes vote of 10 out of 11 Board members, the Board may recommend to the City Commission or the Sturgis Foundation that a Board member appointed by it be removed. The appointing entity retains the right to remove a member appointed by it. A Board member may resign at any time by giving written notice to the Board President or Secretary. Such resignation shall take effect on the date specified in the written notice or, if a date is not specified, when the notice is received.

Article VIII. Vacancies

If the office of the Board President becomes vacant, the Vice-President will assume the unexpired term of the President. If office of the Vice-President or Secretary becomes vacant the Board of Directors shall elect a successor from incumbent Board members; the successor will hold office for the remainder of the unexpired term.

When any City Commission Board position becomes vacant, it will be filled by the City Commission.

When any Foundation Board position becomes vacant, it will be filled by the Sturgis Foundation Board.

Article X. Conflict of Interest

All known possible conflicts of interest on the part of a Board member shall be disclosed to the Board by the Board member. If such conflict is acted upon by the Board, the Board member shall not vote or attempt to exert influence in the matter. The Board member may, however, answer pertinent questions asked by the Board members. The minutes of all actions regarding conflict of interest shall show that these requirements have been met.

Article XI. Indemnification

The City of Sturgis and the Doyle Community Center shall indemnify each member of the Board of Directors and its officers, whether then in office or not, for all costs, expenses, and settlements which are incurred in connection with the defense of, settlement of, or advice concerning any claim asserted or proceeding brought by any person or entity against the Director or officer. PROVIDED, HOWEVER, the Director or officer shall have acted in good faith and in a manner which the person reasonable believed to be in, or not opposed to, the best interest of the Doyle Community Center, and with respect to any criminal action or proceeding, the individual had no reasonable cause to believe the conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, plea of nolo contendere, or its equivalent, shall not of itself create a presumption that the Director or officer did not act in good faith and did not act in the best interests of the Doyle Community Center,

unless the Director or officer had reasonable cause to believe that the conduct was unlawful. The City of Sturgis or the Doyle Community Center shall ~~purchase, and~~purchase and maintain insurance on behalf of any person who is, or was, a Director or an officer of the Doyle Community Center, against any liability incurred by the person arising out of office of the Doyle Community Center, against any liability incurred by the person arising out of the person's status as Director or officer.

Article XII. General

Amendments – These bylaws may be amended by a 2/3 vote of the members at any regular or special Board meeting when a quorum is present, provided the proposed change was stated in the call for the meeting, and subject to a final approval by the City Commission.

Approved by the Sturgis City Commission on _____.

Approved by the ~~Doyle Community Center initial~~ Board of Directors on 5-14-01_____.



CEMETERY BOARD BYLAWS

- A. As outlined in the City Charter, the cemetery or any extension or addition thereto or any other cemetery grounds that may hereafter be acquired shall be under the control and supervision of the City Commission, subject to such rules and regulations as may be prescribed by the City Commission.
- B. City of Sturgis cemeteries shall be governed and controlled by a Cemetery Board (Board) composed of five members, who shall be, residents of the City of Sturgis, whose term of office shall be five years beginning on the first meeting of the City Commission in the month of May of each year; and whose term shall be five years; provided, however, that in May 1933 one member of said Board to be appointed for one year, one to be appointed for two years and one to be appointed for three years. one to be appointed for four years and one to be appointed for five years, all of said members to hold office for the term mentioned and until their successors are appointed and qualified. That at the first meeting of the City Commission in May, 1931 and the years following one member of said Board shall be appointed by the Commission for the term of five years.
- C. Purpose: The purpose of the Board is to advise on the rules, regulations, capital improvements, expansions, rates and fees or any other item deemed necessary by the City Commission. Other than the authority granted by the City Commission, all resolutions by the Board shall be in the form of recommendations to the City Commission.
- D. Officers: The Board annually at the 2nd meeting in June shall appoint a chair that shall be responsible for presiding over the meeting. At that same time the Board shall appoint a vice-chair that shall preside over the meeting if the chair is not present or unable to chair the meeting.
- E. Meeting Time: The Board shall meet as necessary at a date, time and place preferred by the majority of its members unless prescribed by the City Commission. Generally, the Board will meet quarterly unless there is no business for Board consideration.

- F. Special Meetings: The City Manager or Chair may call a special meeting of the Board.
- G. Removal/Resignation of Board Members: By a yes vote of 4 out of 5 Board members, the Board may recommend to the City Commission that a Board member be removed. A Board member may resign at any time by giving written notice to the Board Chair. Such resignation shall take effect on the date specified in the written notice or, if a date is not specified, when the notice is received.
- H. Conflicts of Interest: All possible conflicts of interest on the part of a Board member shall be disclosed to the Board. If a majority of the Board determines a conflict to exist, the Board member shall not vote or attempt to exert influence on the matter in question. The Board member may, however, briefly state a position on the matter and answer pertinent questions asked by other Board members. All actions regarding conflict of interest shall be reflected in the minutes.
- I. Indemnification: The City of Sturgis shall indemnify each member of the Board whether then in office or not, for all costs, expenses, and settlements which are incurred in connection with the defense of, settlement of, or advice concerning any claim asserted or proceeding brought by any person or entity against the officer. PROVIDED, HOWEVER, the Board member shall have acted in good faith and in a manner which the person reasonable believed to be in, or not opposed to, the best interest of the Board, and with respect to any criminal action or proceeding, the individual had no reasonable cause to believe the conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, plea of nolo contendere, or its equivalent, shall not of itself create a presumption that the Board member did not act in good faith and did not act in the best interests of the Board unless the Board member had reasonable cause to believe that the conduct was unlawful. The City of Sturgis shall purchase and maintain insurance on behalf of any person who is, or was, a Board member, against any liability incurred by the person arising out of office of the Cemetery Board, against any liability incurred by the person arising out of the person's status as Board member.
- J. Authority: The City Manager shall assign a city staff member as the liaison to the Cemetery Board. The City Manager shall have authority over the operations of the City's cemeteries and submit required reports or requested information to the Board as appropriate.

- K. Amendments: These by-laws may be amended by a 2/3 vote of the members at any regular or special Board meeting when a quorum is present. All amendments to these by-laws must be approved by the City Commission.

**City of Sturgis
City Commission
Regular Meeting**

Agenda Item 10A



City of Sturgis

CLASSIFICATION AND COMPENSATION STUDY

DRAFT FINAL REPORT

November 2022



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I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the City of Sturgis on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the City can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the City avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

GovHR understands the high expectations that have been established in Sturgis for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

A. Scope of Work

The scope of work called for GovHR to carry out the following:

Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with City Administration to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure. Determined problem areas, answered questions, and reviewed the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were allowed about ten (10) days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and City Administration. The JAQs were returned to GovHR within approximately three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR, along with the City, determined a logical survey sample of “like” communities that impact the compensation market of Sturgis. Then, GovHR designed and sent out the survey for the benchmark positions and benefits covered in the Study.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the City, GovHR performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
 - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
 - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

Salary and Benefit Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the City of Sturgis to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 75th and 80th percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the City and the gathered data, developed salary ranges that would establish Sturgis as a payer at the 60th or 75th percentile of the salary data from the comparable communities.
- Based on the above data, developed, and recommended new salary schedules and recommended new Job Titles for some positions.
- Reviewed and analyzed benefit information.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the City. Feedback from City Administration was reviewed and incorporated into the recommendations.
- This draft report has been prepared by GovHR and sent electronically to the City.
- A presentation of these draft findings will be conducted for the City Commission.
- Once the presentation is made and review comments are returned by the City a final report will be prepared and transmitted electronically.

II. EXECUTIVE SUMMARY

A Classification and Compensation Study encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, GovHR has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the City. Second, it assures external equity/competitiveness by comparing the compensation of Sturgis employees against market data.

A. Internal Equity - Classification Plan Development

The Study developed a new Classification Plan for sixty-eight (68) positions in the City. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Sturgis' positions:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

The product of this internal ranking is shown in Table 1, which lists the City's positions with their numerical Job Evaluation score, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan.

B. Job Title Changes

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, the following Job Title changes have been recommended based on clarification of duties and market trends.

<u>Current Title</u>	<u>Proposed New Title</u>
Police Executive Secretary	Public Safety Administrative Assistant
Accounts Payable Clerk	Finance Assistant
Utility Billing Clerk	Utility Billing Specialist
Department of Public Services Receptionist	DPS Administrative Assistant

C. External Equity – Market Competitiveness

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the City was established. The Consultants started with Michigan Cities and Villages in the following counties: Saint Joseph, Hillsdale, Cass, Van Buren, Kalamazoo, Calhoun, Berrien, Branch, Calhoun, Jackson, Allegan, Barry, and Eaton and with a population between approximately 4,000 and 35,000. After that, a specific set of comparison criteria was applied to each community (see Appendix B). Based on the results of this analysis, eleven (11) communities with a total compatibility score of sixty (60) or greater were deemed to be most comparable to the City. The full list of comparables is below:

Allegan	Grand Ledge	Niles
Benton Harbor	Hastings	Saint Joseph
Charlotte	Hillsdale	Three Rivers
Coldwater	Marshall	

Of the eleven (11) communities listed above only four (4) have Electric Departments (bolded), so an additional five (5) communities were added for Electric Department comparables only: South Haven, Dowagiac, Eaton Rapids, Paw Paw, and Holland. In addition, four (4) communities that are outside of the initial screen were added at the request of the City as comparables for certain positions (Sault Saint Marie, Cadillac, Escanaba, and Saline).

Salary Data

GovHR then prepared and distributed a salary survey to the comparable communities. Most of the communities responded to the survey either by directly responding to the survey or supplying GovHR with a copy of their most recent Compensation Plan. For communities that did not respond, the City of Sturgis was able to gather and input salary data for some positions. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the City's salaries, the salary ranges and actual salary data derived from this collection were used to help establish the proposed Compensation Plan. The recommended pay ranges are contained within Table 3 of the report.

Proposed Classification and Compensation Plan

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using the 60th and 75th percentile of the salary data that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of eleven (11) pay grades; one (1) being lowest and eleven (11) being highest and is broken down into the following four (4) bands.

Grades 1 – 3:	Administrative and Technical Staff
Grades 4 – 6:	Supervisors and Advanced Technical Staff
Grades 7 – 10:	Directors and Senior Manager
Grade 11:	City Manager

All proposed pay ranges are open ranges. There is an 8.5% gradation between Grades 1 – 3 and a 5% gradation between Grades 4 – 6 and Grades 7 – 10. Grades 1 – 10 have a 35% range spread from minimum to maximum and Grade 11 has a 40% range spread from minimum to maximum.

A separate Plan was created for Electric positions. This Plan consists of five (5) pay grades E-1 through E-5 and is broken down into the following two (2) bands.

Grades E-1 through E-3:	Electric Positions – Lineworkers
Grades E-4 through E-5:	Electric Positions – Management

All proposed ranges are open ranges. There is a 5% gradation between Grades E-1 through E-3 and between Grades E-4 and E-5. All grades have a 35% range spread from the minimum of the range to the maximum of the range.

Future Administration of the Classification and Compensation Plan

Within the body of this report, GovHR has outlined how the City can maintain the Classification and Compensation Plan. GovHR will supply the City with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the City remains competitive with the market in the years to come.

III. JOB EVALUATION

GovHR's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Police, Administration, Finance, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation exercise, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel he/she should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel he/she does more tasks than a similar employee in another Department, but these are not valid determinants for a position.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Sturgis' positions are as follows:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a position that requires a master's degree would receive more points under the "Preparation and Training" factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Job Factor Analysis (JFA) scores. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the JFA Score, Skill Level and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, GovHR recommends the following Job Title changes:

Current Title

Police Executive Secretary

Accounts Payable Clerk

Utility Billing Clerk

Department of Public Services Receptionist

Proposed New Title

Public Safety Administrative Assistant

Finance Assistant

Utility Billing Specialist

DPS Administrative Assistant

IV. THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Administrative Assistant), contains a specific set of duties and responsibilities and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions which have similar levels of knowledge, skills and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some work forces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

V. SALARY AND BENEFIT DATA

The City initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section III) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

A. Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most similar to Sturgis.

To determine which municipalities should be used for survey purposes, GovHR first considered all Michigan Cities and Villages in the following counties: Saint Joseph, Hillsdale, Cass, Van Buren, Kalamazoo, Calhoun, Berrien, Branch, Calhoun, Jackson, Allegan, Barry, and Eaton and with a population between approximately 4,000 and 35,000. Then, GovHR applied the following criteria:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	20	20%
2. Assessed Valuation	15	15%
3. Total General Government Expenditures	15	15%
4. Per Capita Income	10	10%
5. Property Tax Revenue	10	10%
6. Total Wages	10	10%
7. Long Term Debt	10	10%
8. Proximity	10	10%
	100	100%

Within each of the eight (8) categories, ranges of compatibility were established. For example, the closer a community was to matching Sturgis' estimated population, the closer the community would be to receiving the maximum of twenty (20) points. A community whose population was significantly larger or smaller than City's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the City of Sturgis. A community with zero (0) points was therefore determined to be the least comparable to Sturgis. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff of sixty (60) points was established to select the communities most similar to Sturgis across the eight (8) categories. After applying the eight (8) criteria, eleven (11) communities achieved sixty (60) or more compatibility points on the comparison scale with Sturgis. The full list of comparables is below:

Allegan	Grand Ledge	Niles
Benton Harbor	Hastings	Saint Joseph
Charlotte	Hillsdale	Three Rivers
Coldwater	Marshall	

Of the eleven (11) communities listed above only four (4) have Electric Departments (bolded), so an additional five (5) communities were added for Electric Department comparables: South Haven, Dowagiac, Eaton Rapids, Paw Paw, and Holland. In addition, four (4) communities that are outside of the initial screen were added at the request of the City as comparables for certain positions (Sault Saint Marie, Cadillac, Escanaba, and Saline).

B. Selection of Benchmark Positions for Survey Purposes

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Sturgis, GovHR recommended limiting the benchmark positions in the survey to approximately forty (40) positions. This is because as the number of positions surveyed increases there tends to be a decline the number of organizations responding to the survey. This decline in response rates is thought to be due to the amount of work organizations need to devote to completing a lengthier survey. Positions recommended as benchmarks are those that:

- 1) Are representative of each occupational grouping (e.g., Administration, Finance, Police, etc.).
- 2) Include multiple numbers of City employees, when possible.
- 3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
- 4) Are known to commonly exist in other communities.

After discussion with City Administration, forty-seven (47) positions were selected as benchmark positions for the survey. In addition, a separate survey with fifteen (15) Electric only positions was sent out to the Electric comparables. Below is a list of all the surveyed positions:

City Manager	Police Executive Secretary
Assistant City Manager	Police Records Clerk
Executive Administrative Assistant	Police Clerk
Clerk/Treasurer	Deputy Director of Fire
City Controller/Finance Director	Fire Marshal
Deputy Clerk Treasurer/Utility Customer Service	Fire Captain
Human Resources/Accounting Manager	Firefighter - EMS
Administrative Services Specialist	Director of Public Services
Accounts Payable Clerk	Deputy Director of Public Services
Customer Service Supervisor	Public Services Foreman - Lead Worker
Utility Billing Clerk	Public Services Maintenance Worker
Facilities Manager	Inventory Controller
IT Manager	Mechanic
IT Assistant	Wastewater Superintendent
Director of Community Development	Wastewater Operator
Community Development Specialist	Cemetery/Parks Supervisor
Building Inspector	Cemetery/Parks Maintenance
City Engineer	Executive Director of the Center for Arts
Assistant City Engineer	Event Coordinator for the Center for the Arts
Director of Public Safety	Doyle Center and Recreation Director
Deputy Director of Public Safety	Fitness Center/Recreation Supervisor
Police Detective	Fitness Center/Recreation Office Manager
Police Sergeant	Fitness Center/Recreation Front Desk Attendant
Police Officer	Electric Department Superintendent

Electric Administrative Assistant	Diesel/Generation Operator
Electric Operations Manager	Meter Division Supervisor
General Lead Worker/Foreman	Meter Serviceman
Utility Line Worker/Foreman	Inventory Controller
Journeyman Utility Line Worker	Director of GIS and Emerging Technologies
Apprentice Utility Line Worker	GIS Manager
Diesel/Generation Chief Maintenance	GIS Analyst

C. Salary Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the comparable communities. Most of the communities responded to the survey or supplied GovHR with a copy of their Compensation Plan/Union Contracts. In addition, the City of Sturgis was able to collect some additional salary information for specific positions from some of the comparables. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

It is important to make a few of observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of July – August 2022. The new recommended salary ranges for the City were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Data contained within Appendix C has been thoroughly reviewed.

D. Appraisal and Use of Salary Data

While comparing Sturgis' current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.
- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

E. The Benefit Survey and Findings

The benefits portion of the survey collected data related to specific benefits. Five (5) communities completed the benefit portion of the survey. A review of the benefits offered in Sturgis versus the comparable communities shows that the City's benefits are competitive with the other entities surveyed. However, there are some differences that are noted below:

Health, Retiree, Dental, Vision, and Life Insurance:

The type of health plans offered and the cost-sharing options vary by each community. Most communities have selected either an 80/20 cost share or opted out from the requirements of Public Act 152. Sturgis offers a High Deductible PPO or regular PPO plan. The City opts out of PA 152, offering a zero-cost share when combined with health incentives for the High Deductible Plan while the regular PPO plan requires an 80/20 cost share.

Retiree Health Insurance: Most communities do not offer retiree health insurance or have ended offering it. Only one (1) community, Coldwater, has a program where employees can cash in PTO time over 240 hours and put it into their retirement health insurance account. In Sturgis, the City has phased out retiree insurance for new hires. For eligible employees upon retirement, the cost share is 30% for single coverage or 40% for dual coverage until age 65. Employees contribute 1 percent to retirement health savings which is matched by the City. Employees also contribute sick pay in excess of 240 hours annually as well as vacation payouts for new employees.

Dental Coverage: In Sturgis, the City covers 80% of the premium for dental coverage – Allegan and Hillsdale also cover 80% of the premium, Marshall covers 100% of the premium, and in Coldwater the employee is reimbursed up to \$1,000 per year for submitted dental procedures.

Vision Coverage: In Sturgis, the City covers 80% of the premium for vision coverage – Allegan, Hillsdale, and Marshall also cover 80% of the premium. Coldwater does not offer vision insurance.

Life Insurance: In Sturgis, the City covers \$50,000 in life insurance for non-union employees and for union employees the coverage amount is one times annual base pay. Allegan, Coldwater, Marshall, and Niles cover \$50,000 and Hillsdale covers \$40,000.

Paid Time Off

Holiday Days: The average holiday days granted per year is 11.3 and Sturgis is just under the average at 9 days per year.

Personal Days: The average personal days granted per year is 1.33 days and Sturgis is above the average with 2 days for non-union and 1 day for Electric Union.

Sick Days: The average sick days granted per year is 6 days per year. Sturgis has a sliding scale that increases based on years of service that increases from 5 days to 16 years. Allegan does not have sick days as all their time is paid time off and shown in the vacation scale.

Vacation Days: To analyze vacation time, GovHR breaks it down into milestone years of service. Sturgis is below the average for all milestone years of service. For instance, the average vacation days for 0 – 5 years of service is 17.67 days and Sturgis is at 10 days; the average vacation days for 15 – 20 years of service is 29.33 days and Sturgis is at 20 days.

Time Keeping/Payroll Processing System

The City of Sturgis uses Paycor for their timekeeping/payroll processing software. Allegan, Coldwater, Marshall, and Hillsdale all use BS&A and Niles uses Civic.

Appendix D contains tables summarizing the detailed data related to the benefits survey.

VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

A. Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

B. Compensation Plan Options for the City's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by City Administration.
- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower-level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

Defined Increment Plan

Advantages

City: A Defined Increment Plan has the advantage of creating financial predictability because it is easier for management to predict and plan for salary increases on an annual basis.

Employees: Employees like a Defined Increment Plan because it offers security and predictability for advancement through the range. Another advantage of this Plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this Plan are all being treated the same.

Disadvantages

City: The City may feel that a Defined Increment Plan simply rewards compensation increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the City can be assured that only employees with acceptable performance will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or at a superior level, knowing their salary increase amount is pre-determined. One way to remove this negative notion is to allow an employee with a superior performance evaluation to get a two (2) increment increase. This, however, would be the exception and not the rule. Most employees would be considered “average” performers and receive a one (1) increment increase.

Open Range Merit Plan

Advantages

City: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the City. This Plan also enables the supervising authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this Plan as they can earn a higher percentage salary increase.

Disadvantages

City: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the City can fund a “merit increase pool” for all Open Range Merit Plan employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: An Open Range Merit Plan can create a perceived inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this Plan. It is also incumbent on management to ensure that the performance evaluation system is applied fairly and that supervisors receive appropriate training on conducting the evaluation and using the evaluation tool properly.

Blended Merit Plan

There are positives and negatives for both Defined Increment and Open Range Merit Plans. However, it is also possible to design a pragmatic salary system that uses elements of both Defined Increment and Open Range Merit Plans. It is becoming increasingly common for organizations to have a Blended Merit Plan for various levels of positions that reflects the particular circumstances and culture of the organization. A Plan of this type is customizable to the needs of the organization. It is also the preferred Plan for organizations that are transitioning from a Defined Increment Plan to an Open Range Merit Plan. The following is one example of a Blended Merit Plan:

Exempt: All exempt employees are in an Open Range Merit Plan.

Non-exempt: Non-exempt employees are in a Blended Merit Plan. In this Plan, salary ranges begin at the minimum with, for example, three (3) defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments two (2) and three (3) would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the City (e.g., increment two (2) after the initial evaluation and increment three (3) after an additional year of employment.) After

that, the employee may advance through the open range as a result of a successful performance evaluation.

C. Recommendation: Open Range Merit Plan

GovHR is recommending that the City adopt an Open Range Merit Plan. An Open Range Merit Plan has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the ranges based on an annual satisfactory performance evaluation, with the percentage of their increase determined by their supervisor and City Administration.

The Open Range Merit Plan also allows maximum flexibility for the City relative to recruitment and funding as employees can be hired within the range and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Sturgis' goal to recruit, reward and retain motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

D. Pay Philosophy, Compensation Plan, and Future Administration

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the City. GovHR has developed the pay plans at the 60th and 75th percentile. The City of Sturgis will choose which percentile to use and establish a pay philosophy for the City.

Proposed Compensation Plan and Structure

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3. To accomplish this, a Compensation Plan was developed using the 60th and 75th percentile of the salary data that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of eleven (11) pay grades; one (1) being lowest and eleven (11) being highest and is broken down into the following four (4) bands.

Grades 1 – 3:	Administrative and Technical Staff
Grades 4 – 6:	Supervisors and Advanced Technical Staff
Grades 7 – 10:	Directors and Senior Manager
Grade 11:	City Manager

All proposed pay ranges are open ranges. There is an 8.5% gradation between Grades 1 – 3 and a 5% gradation between Grades 4 – 6 and Grades 7 – 10. Grades 1 – 10 have a 35% range spread from minimum to maximum and Grade 11 has a 40% range spread from minimum to maximum.

A separate Plan was created for Electric positions. This Plan consists of five (5) pay grades E-1 through E-5 and is broken down into the following two (2) bands.

Grades E-1 through E-3: Electric Positions – Lineworkers

Grades E-4 through E-5: Electric Positions – Management

All proposed ranges in the Electric Plan are open ranges. There is a 5% gradation between Grades E-1 through E-3 and between Grades E-4 and E-5. All grades have a 35% range spread from the minimum of the range to the maximum of the range.

Note 1: Different compensation grades may have different ranges from minimum to maximum compensation. It is appropriate for the lower grades in a Compensation Plan to have a smaller spread from minimum to maximum as it is likely that new employees would start at the minimum compensation of the range. Conversely, it is more likely that more experienced employees or Department Head level employees may be hired at a rate above the minimum compensation of a range, thus it is necessary to have a greater spread from minimum to maximum compensation.

Note 2: Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 2 is 8.5% higher than Grade 1 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 2 combines all of the classification and compensation data at the 60th and 75th percentile. All salary survey data is shown in two formats. The first is with the range data and the second is the actual data. To use actual salary survey data response, GovHR takes the actual salaries reported by the comparable communities and creates a range from that data (i.e., 10% below the actual for the minimum and 10% above the actual for the maximum).

Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the City can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, GovHR has been asked for ideas on how to address the situation of long-term employees whose current compensation falls near the bottom (within 5 - 10%) of the proposed range. If this occurs, it illustrates that the position has been compensated at less than the market rate for someone with similar tenure. Thus, some communities elect to make additional adjustments for those employees at implementation. This program is discretionary for the City to adopt and only occurs one time, at the implementation of the new Classification and Compensation Plan. If the City wishes to consider such a program, an example is illustrated below:

Service	Adjustment
1 - 3 Years	0%
Over 3 and up to 8 Years	1%
Over 8 and up to 15 Years	2%
Over 15 Years	3%

Employee Advancement through the Ranges

To implement the new Compensation Plan, GovHR recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the City's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the City.

The City may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

It is recommended that the City set aside a "merit pool" every year, to fund increases for employees in this Plan. This money would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

Future Administration of the Compensation Plan

To maintain competitive salary levels there should be an annual review of the City's salary ranges. The communities used in the survey group for this Study have been determined to be comparable jurisdictions to the City. Therefore, Sturgis can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparables. As mentioned earlier, the salary levels for these comparables are current as of July – August 2022. It is GovHR's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The City may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the City review the compatibility of the municipalities after five (5) years.

Future Administration of the Classification Plan

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: abolition of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to assure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the classification relationships established in the Classification and Compensation Plan. City Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the City to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

Appreciation

GovHR has appreciated the opportunity to work with the City of Sturgis on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the City Manager, Finance Director/City Controller, and the Human Resources/Accounting Manager for the significant amount of work and support dedicated to the project.

City of Sturgis, MI
Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change:	JFA Scores	Skill Level	Grade
City Manager				
City Manager		835	805+	11
Directors and Senior Managers				
Director of Public Safety		765	755 to 800	10
Finance Director/City Controller		760	45 Points	
City Engineer		735	705 to 750	9
IT Manager		735	45 Points	
Public Services Director		735		
Deputy Director of Public Safety-Fire & Ambulance		695	655 to 700	8
Deputy Director Public Safety-Police		695	45 Points	
Human Resources/Accounting Manager		695		
Deputy Director of Public Service		690		
Director of Community Development (and Building Official)		685		
Assistant City Manager		675		
Waste Water Treatment Plant Superintendent		675		
Electric Technology Services Specialist		655		
SYCA Executive Director		650	605 to 650	7
Doyle Director		630	45 Points	
Facilities Manager		625		
Clerk-Treasurer		615		
GIS Manager		615		
Electric and Water Metering Division Supervisor		610		
Assistant City Engineer		605		
Supervisors and Advanced Technical				
Parks Supervisor and Cemetery Sexton		600	545 to 600	6
Police Sergeant		585	55 Points	
Detective		570		
DPS Foreman-Lead Maintenance		570		
Fire Captain - Paramedic		570		
Fire Captain		560		
Fire Marshal		560		
DPS Mechanic		540	485 to 540	5
Chief Maintenance Worker		510	55 Points	
Police K-9		490		
Police Officer - All		490		
Firefighter - Paramedic		490		
Firefighter - All		480	425 to 480	4
Maintenance Worker		460	55 Points	
City Engineer Technician		450		
IT Assistant		445		
Building Inspector		435		
Community Development Specialist		435		
GIS Analyst		435		
Diesel Plant Operators		430		
Waste Water Treatment Plant Operator		430		
Code Enforment/Animal Control Officer		425		
Customer Services Supervisor		425		
Inventory Controller		425		
Meter Service Worker		425		
Senior Maintenance Worker		425		

City of Sturgis, MI
 Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change:	JFA Scores	Skill Level	Grade
Administrative and Technical				
Doyle Recreation & Sports Supervisor		405	395 to 420	3
Fitness Coordinator		405	25 Points	
Police Records Clerk		405		
Police Executive Secretary	Public Safety Administrative Assistant	395		
Administrative Services Specialist		395		
Deputy Clerk/Treasurer		395		
Doyle Desk Supervisor		395		
Doyle Office Manager		395		
Executive Administrative Assistant		395		
SYCA Event Coordinator		395		
Accounts Payable Clerk	Finance Assistant	385	365 to 390	2
Community Development Administrative Assistant		385	25 Points	
Electric Administrative Assistant		385		
DOYLE Camp Head Counselor		385		
Parks and Cemetery Maintenance		375		
Utility Billing Clerk	Utility Billing Specialist	375		
Engineer Intern		350		
Police Clerk		370		
Dept. of Public Services Receptionist	DPS Administrative Assistant	370		
On-Call Firefighter		355	To 360	1
DDA Event Coordinator		330		
Doyle Fitness Assistant		330		
Doyle Front Desk Attendant		330		
SYCA Event Team		325		
Office Aide Clerk		315		

City of Sturgis, MI
Table 2 - Comprehensive Table

Job Title	JFA Score	Skill Level	New Grade	60th Percentile Salary Survey Range Data		60th Percentile Salary Survey Actual Data		75th Percentile Salary Survey Range Data		75th Percentile Salary Survey Actual Data		Proposed Salary Range 60th Percentile		Proposed Salary Range 75th Percentile	
City Manager															
City Manager	835	805+	11	90,458	123,945	116,155	141,967	91,146	129,863	124,689	152,398	99,500	139,300	103,500	144,900
Directors and Senior Managers															
Director of Public Safety	765	755 to 800	10	72,536	94,721	83,705	102,307	74,177	97,491	85,502	104,503	76,982	103,926	79,297	107,051
Finance Director/City Controller	760	45 Points		72,536	94,721	84,799	103,643	74,177	97,491	87,390	106,810				
City Engineer	735	705 to 750	9			86,912	106,226			90,380	110,464	73,316	98,977	75,521	101,954
IT Manager	735	45 Points				79,997	97,775			89,110	108,912				
Public Services Director	735			70,224	92,903	81,644	99,788	70,681	92,945	83,588	102,163				
Deputy Director of Public Safety-Fire & Ambulance	695	655 to 700	8									69,825	94,264	71,925	97,099
Deputy Director Public Safety-Police	695	45 Points				74,780	91,397			80,249	98,083				
Human Resources/Accounting Manager	695					63,001	77,001			66,213	80,927				
Deputy Director of Public Service	690														
Director of Community Development (and Building Official)	685					66,607	81,409			76,200	93,134				
Assistant City Manager	675			86,550	102,148	81,111	99,136	92,837	110,347	91,755	112,144				
Waste Water Treatment Plant Superintendent	675					68,026	83,142			76,470	93,464				
Electric Technology Services Specialist	655														
SYCA Executive Director	650	605 to 650	7									66,500	89,775	68,500	92,475
Doyle Director	630	45 Points				54,106	66,129			54,649	66,793				
Facilities Manager	625					66,730	81,559			67,257	82,203				
Clerk-Treasurer	615			50,751	62,400	57,336	70,078	51,877	66,001	59,524	72,752				
GIS Manager	615														
Electric and Water Metering Division Supervisor	610					79,585	106,114			88,722	118,296				
Assistant City Engineer	605					67,195	82,128			68,698	83,964				
Supervisors and Advanced Technical															
Parks Supervisor and Cemetery Sexton	600	545 to 600	6			54,053	66,065			59,988	73,318	54,574	73,675	56,779	76,651
Police Sergeant	585	55 Points		65,707	71,198	61,106	74,685	66,872	73,226	65,745	80,355				
Detective	570					60,585	74,049			64,378	78,684				
DPS Foreman-Lead Maintenance	570														
Fire Captain - Paramedic	570														
Fire Captain	560			57,666	68,596	58,509	71,511	60,783	68,886	58,884	71,970				
Fire Marshal	560														
DPS Mechanic	540	485 to 540	5	45,127	59,159	50,772	62,055	46,738	62,878	52,631	64,327	51,975	70,166	54,075	73,001
Chief Maintenance Worker	510	55 Points													
Police Officer - All	490			49,471	62,371	61,162	74,753	50,840	63,419	61,944	75,710				
Firefighter - Paramedic	490			42,708	53,550			44,298	54,934						
Firefighter - All	480	425 to 480	4									49,500	66,825	51,500	69,525
Maintenance Worker	460	55 Points		40,498	54,600	48,092	58,779	43,165	56,004	48,485	59,259				
City Engineer Technician	450														
IT Assistant	445					65,118	79,589			70,497	86,163				
Building Inspector	435					52,356	63,990			54,862	67,053				
Community Development Specialist	435					41,589	50,831			43,881	53,633				
GIS Analyst	435					53,520	71,360			57,565	76,753				
Diesel Plant Operators	430														
Waste Water Treatment Plant Operator	430			48,804	59,189	49,930	61,026	49,609	60,637	51,115	62,474				
Code Enforment/Animal Control Officer	425														
Customer Services Supervisor	425					54,224	66,273			56,485	69,038				
Inventory Controller	425					49,530	66,040			52,334	69,779				
Meter Service Worker	425			62,524	66,826	63,090	84,120	63,798	70,808	66,915	89,219				

City of Sturgis, MI
Table 2 - Comprehensive Table

Job Title	JFA Score	Skill Level	New Grade	60th Percentile Salary Survey Range Data		60th Percentile Salary Survey Actual Data		75th Percentile Salary Survey Range Data		75th Percentile Salary Survey Actual Data		Proposed Salary Range 60th Percentile		Proposed Salary Range 75th Percentile	
Senior Maintenance Worker	425														
Administrative and Technical															
Doyle Recreation & Sports Supervisor	405	395 to 420	3									39,437	53,240	41,791	56,419
Fitness Coordinator	405	25 Points													
Police Records Clerk	405					32,988	40,319			34,735	42,453				
Police Executive Secretary	395					41,599	50,844			43,093	52,669				
Administrative Services Specialist	395					50,783	62,068			51,842	63,363				
Deputy Clerk/Treasurer	395			45,742	56,748	54,380	66,464	46,743	60,000	56,043	68,497				
Doyle Desk Supervisor	395														
Doyle Office Manager	395														
Executive Administrative Assistant	395					38,092	46,556			41,113	50,249				
SYCA Event Coordinator	395														
Accounts Payable Clerk	385	365 to 390	2	34,235	44,312	38,021	46,470	35,699	45,603	39,930	48,803	36,348	49,069	38,518	51,999
Community Development Administrative Assistant	385	25 Points													
Electric Administrative Assistant	385					45,516	60,688			48,528	64,704				
DOYLE Camp Head Counselor	385														
Parks and Cemetery Maintenance	375					41,577	50,816			42,335	51,743				
Utility Billing Clerk	375			39,420	48,878	41,627	50,877	39,520	50,565	44,021	53,803				
Police Clerk	370					29,542	36,106			32,432	39,640				
Dept. of Public Services Receptionist	370														
On-Call Firefighter	355	To 360	1									33,500	45,225	35,500	47,925
DDA Event Coordinator	330														
Doyle Fitness Assistant	330														
Doyle Front Desk Attendant	330														
SYCA Event Team	325														
Office Aide Clerk	315														

Table 3 - Proposed Pay Ranges

60th Percentile - Proposed Pay Ranges		
Administrative and Technical <i>8.5% Between Each Grade and a 35% Range Spread</i>		
Grade	Minimum	Maximum
1	33,500	45,225
2	36,348	49,069
3	39,437	53,240

Supervisors and Advanced Technical <i>5% Between Each Grade and a 35% Range Spread</i>		
Grade	Minimum	Maximum
4	49,500	66,825
5	51,975	70,166
6	54,574	73,675

Directors and Senior Managers <i>5% Between Each Grade and a 35% Range Spread</i>		
Grade	Minimum	Maximum
7	66,500	89,775
8	69,825	94,264
9	73,316	98,977
10	76,982	103,926

City Manager <i>40% Range Spread</i>		
Grade	Minimum	Maximum
11	99,500	139,300

75th Percentile - Proposed Pay Ranges		
Administrative and Technical <i>8.5% Between Each Grade and a 35% Range Spread</i>		
Grade	Minimum	Maximum
1	35,500	47,925
2	38,518	51,999
3	41,791	56,419

Supervisors and Advanced Technical <i>5% Between Each Grade and a 35% Range Spread</i>		
Grade	Minimum	Maximum
4	51,500	69,525
5	54,075	73,001
6	56,779	76,651

Directors and Senior Managers <i>5% Between Each Grade and a 35% Range Spread</i>		
Grade	Minimum	Maximum
7	68,500	92,475
8	71,925	97,099
9	75,521	101,954
10	79,297	107,051

City Manager <i>40% Range Spread</i>		
Grade	Minimum	Maximum
11	103,500	144,900

City of Sturgis, MI
Table 2 - Comprehensive Table - Electric Positions

Job Title	New Grade	60th Percentile Salary Survey Range Data		60th Percentile Salary Survey Actual Data		75th Percentile Salary Survey Range Data		75th Percentile Salary Survey Actual Data		Proposed Salary Range 60th Percentile		Proposed Salary Range 75th Percentile	
Electric Positions - Management													
Electric Superintendent	E-5			85,500	114,000			111,758	149,010	91,875	124,031	114,000	153,900
Electric Operations Manager	E-4			71,627	95,502			83,791	111,721	87,500	118,125	95,000	128,250
Electric Positions - Supervisors Lineworkers													
General Lead Worker	E-3			64,485	78,815			67,298	82,253	85,995	116,093	88,200	119,070
Utility Line Lead Worker				85,970	114,627			89,715	119,621				
Utility Line Worker (per employee)	E-2	84,364	90,496	82,143	109,524	84,557	93,823	84,559	112,745	81,900	110,565	84,000	113,400
Apprentice Lineman/Lineworker*	E-1	54,741	80,862	82,143	109,524	84,557	93,823	84,559	112,745	78,000	105,300	80,000	108,000

Table 3 - Proposed Pay Ranges - Electric Positions

60th Percentile - Proposed Pay Ranges		
Electric Positions - Lineworkers		
5% Between Each Grade and a 35% Range Spread		
Grade	Minimum	Maximum
E-1	78,000	105,300
E-2	81,900	110,565
E-3	85,995	116,093

Electric Positions - Management		
5% Between Each Grade and a 35% Range Spread		
Grade	Minimum	Maximum
E-4	87,500	118,125
E-5	91,875	124,031

75th Percentile - Proposed Pay Ranges		
Electric Positions - Lineworkers		
5% Between Each Grade and a 35% Range Spread		
Grade	Minimum	Maximum
E-1	80,000	108,000
E-2	84,000	113,400
E-3	88,200	119,070

Electric Positions - Management		
20% Between Each Grade and a 35% Range Spread		
Grade	Minimum	Maximum
E-4	95,000	128,250
E-5	114,000	153,900

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

City of Sturgis, MI

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

10.

11.

12.

13.

14.

15.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- ☐ LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- ☐ LEVEL 2: High school diploma (GED) or equivalent.
- ☐ LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- ☐ LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- ☐ LEVEL 5: Completion of four-year college degree program.
- ☐ LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- ☐ LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

- | LEVEL 1: | LEVEL 2: | LEVEL 3: | LEVEL 4: | LEVEL 5: |
|---|---------------------------------------|---------------------------------------|--|---|
| <input type="checkbox"/> Less Than 1 Year | <input type="checkbox"/> 1 to 3 Years | <input type="checkbox"/> 4 to 6 Years | <input type="checkbox"/> 7 to 10 Years | <input type="checkbox"/> More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- ☐ LITTLE: Little discretion or independent judgment exercised.
- ☐ SOME: Some discretion or judgment exercised, but supervisor is normally available.
- ☐ OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- ☐ HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- ☐ VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- ☐ MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- ☐ MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- ☐ SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- ☐ CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- ☐ LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- ☐ LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- ☐ LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- ☐ LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- ☐ LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- ☐ LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
 - ☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
 - ☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
 - ☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
 - ☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).
-

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- ☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- ☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- ☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- ☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- ☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- ☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? ☐ Yes ☐ No

If yes:

- ☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- ☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.
- ☐ LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- ☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- ☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- ☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	

Violence
Disease
Smoke
Other

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

- ☐ LEVEL 1: Position has no responsibility for, or use of, technology.
- ☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- ☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- ☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- ☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- ☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- ☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- ☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

Comments/Additional Information: Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

EMPLOYEE'S SIGNATURE OR TYPED NAME

DATE

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to Village Administration. If using a printed copy of this form, sign and date it before forwarding.

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

If Supervisor isn't Department Head, Department Head should review this form as well.

- ☐ I have read the above and substantially concur.
- ☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to the City Manager. If using a printed copy of this form, sign and date it before forwarding.

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

June 21st – July 11th:

Employees complete and submit the JAQs to their Supervisors. Please save file as follows:
JobTitle.LastName.FirstName.

July 11th – July 22nd:

Supervisors and Department Heads review and then submit the JAQs to Human Resources.

July 22nd – August 5th:

Human Resources/City Administration reviews and then submits the JAQs to GovHR USA.

APPENDIX B

1. Population: Maximum 20 Points

11,082

Factor	Minimum Range			Maximum Range		Points
1.50	7,388	11,082		11,082	16,623	20
2.00	5,541	7,387		16,624	22,164	15
2.50	4,433	5,540		22,165	27,705	10
3.00	3,694	4,432		27,706	33,246	5
All Others						0

2. Assessed Valuation (Real and Personal): Maximum 15 Points

346.81 Million

Factor	Minimum Range			Maximum Range		Points
1.50	231.21	346.81		346.81	520.22	15
2.00	173.41	231.20		520.23	693.62	11
2.50	138.72	173.40		693.63	867.03	7
3.00	115.60	138.71		867.04	1,040.44	3
All Others						0

3. Total General Government Expenditures: Maximum 15 Points

\$9.14 Million

Factor	Minimum Range			Maximum Range		Points
1.50	6.09	9.14		9.14	13.70	15
2.00	4.57	6.08		13.71	18.27	11
2.50	3.65	4.56		18.28	22.84	7
3.00	3.05	3.64		22.85	27.41	3
All Others						0

4. Per Capita Income: Maximum 10 Points

\$20,951

Factor	Minimum Range			Maximum Range		Points
1.50	13,967	20,951		20,951	31,427	10
2.00	10,476	13,966		31,428	41,902	7
2.50	8,380	10,475		41,903	52,378	4
3.00	6,984	8,379		52,379	62,853	2
All Others						0

5. Property Tax Revenue: Maximum 10 Points

\$3.73 Million

Factor	Minimum Range			Maximum Range		Points
1.50	2.49	3.73		3.73	5.60	10
2.00	1.87	2.48		5.61	7.47	7
2.50	1.49	1.86		7.48	9.33	4
3.00	1.24	1.48		9.34	11.20	2
All Others						0

6. Total Wages: Maximum 10 Points

\$7.14 Million

Factor	Minimum Range			Maximum Range			Points
1.5	4.76	7.14		7.14	10.72		10
2.0	3.57	4.75		10.73	14.29		7
2.5	2.86	3.56		14.30	17.86		4
3.0	2.38	2.85		17.87	21.43		2
All Others							0

7. Long Term Debt: Maximum 10 Points

8.98 Million

Factor	Minimum Range			Maximum Range			Points
1.50	5.99	8.98		8.98	13.47		10
2.00	4.49	5.98		13.48	17.96		7
2.50	3.59	4.48		17.97	22.45		4
3.00	2.99	3.58		22.46	26.93		2
All Others							0

8. Proximity to Sturgis: Maximum 10 Points

	Factor	Points
	1 to 30 miles	10
	31 to 50 miles	7
	51 to 70 miles	4
	Over 71 miles	2

Initial screen:

Michigan Cities and Villages in the following counties: Saint Joseph, Hillsdale, Cass, Van Buren, Kalamazoo, Calhoun, Berrien, Branch, Calhoun, Jackson, Allegan, Barry, and Eaton and with a population between approximately 4,000 and 35,000.

Sources:

Michigan Department of Treasury (F65 Annual Financial Report 2019). As reported by each community for: General Fund Expenditures, Property Tax, Total Wages, and Long Term Debt.

<https://treas-secure.state.mi.us/LAFDocSearch/>

2020 State Equalized Valuation: <https://eequal.bsasoftware.com/ReportViewerPage.aspx>

US Census Bureau: Population and Per Capita Income

Google Maps: Proximity

Note:

Each of the eight criterion contain ranges to assess comparability with the City's data. For example, each of the four ranges for the City's population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 15 (most similar to the City), the City's population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The City's population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").

City of Sturgis, MI
Criteria Comparison - Sorted by Rank

Municipality	Population	Max. Points	Assessed Value (million)	Max. Points	General Gov Exp. (million)	Max. Points	Per Capita Income	Max. Points	Property Tax (millions)	Max. Points	Total Wages (millions)	Max Points	Debt (million)	Max. Points	Proximity	Max. Points	Total Points
Sturgis	11,082	20	346.81	15	9.14	15	20,951	10	3.73	10	7.14	10	8.98	10	-	10	100
Niles	11,988	20	559.41	11	8.33	15	22,721	10	3.18	10	6.44	10	6.75	10	43.0	7	93
Three Rivers	7,973	20	236.22	15	5.52	11	20,399	10	3.58	10	3.49	4	4.76	7	7.8	10	87
Coldwater	13,822	20	175.05	11	10.43	15	20,269	10	5.08	10	8.33	10	50.06	0	30.0	10	86
Hillsdale	8,036	20	97.87	0	4.85	11	20,734	10	2.84	10	4.77	10	6.98	10	46.3	7	78
Marshall	6,822	15	202.49	11	9.31	15	38,736	7	4.89	10	5.01	10	25.08	2	51.7	4	74
Charlotte	9,299	20	302.44	15	5.97	11	27,157	10	4.03	10	3.19	4	3.36	2	72.2	2	74
Grand Ledge	7,784	20	317.52	15	3.66	7	37,507	7	3.72	10	2.77	2	15.72	7	87.9	2	70
Benton Harbor	9,103	20	170.81	7	9.80	15	15,629	10	2.44	7	2.94	4	19.13	4	74.3	2	69
Hastings	7,514	20	71.53	0	6.06	11	23,881	10	3.76	10	2.83	2	8.48	10	67.7	4	67
Saint Joseph	7,856	20	643.67	11	10.66	15	43,250	4	9.50	2	7.10	10	39.06	0	72.5	2	64
Allegan	5,222	10	242.19	15	4.94	11	19,269	10	2.43	7	2.61	2	17.33	7	73.2	2	64
Albion	7,700	20	79.99	0	4.68	11	17,571	10	2.13	7	3.02	4	1.40	0	57.7	4	56
South Haven	3,964	5	269.48	15	8.55	15	44,066	4	8.15	4	5.96	10	42.85	0	78.9	2	55
Dowagiac	5,721	15	25.09	0	4.23	7	22,357	10	1.53	4	2.83	2	3.20	2	45.4	7	47
Buchanan	4,300	5	215.85	11	2.94	0	22,630	10	1.82	4	2.07	0	10.86	10	50.8	7	47
Eaton Rapids	5,203	10	151.13	7	3.37	3	23,529	10	1.98	7	2.31	0	5.94	7	81.5	2	46
Jackson	31,309	5	232.12	15	27.17	3	20,776	10	14.65	0	16.10	4	50.53	0	69.4	4	41
Paw Paw	3,362	0	361.40	15	2.42	0	25,256	10	1.51	4	1.78	0	3.22	2	38.3	7	38
Otsego	3,934	5	291.22	15	2.16	0	26,120	10	1.52	4	1.81	0	1.16	0	58.4	4	38
Wayland	4,435	10	160.66	7	2.80	0	25,476	10	2.17	7	1.66	0	0.85	0	59.8	4	38
Springfield	5,292	10	114.30	0	3.13	3	26,534	10	1.38	2	0.86	0	2.00	0	44.0	7	32
Holland	34,378	0	2,723.72	0	25.83	3	28,637	10	19.45	0	26.71	0	50.61	0	95.5	2	15
Sault Saint Marie	13,410	20	352.78	15	11.80	15	25,948	10	7.66	4	3.80	7	4.80	7	381.0	2	80
Cadillac	10,367	20	293.15	15	8.22	15	23,925	10	4.03	10	1.72	0	0.01	0	188.0	2	72
Escanaba	12,416	20	140.34	7	10.63	15	23,852	10	5.90	7	2.95	4	14.33	7	470.0	2	72
Saline	8,691	20	573.59	11	12.74	15	41,478	7	8.57	4	2.67	2	6.09	10	92.8	2	71

Municipality	Population	Max. Points	Assessed Value (million)	Max. Points	General Gov Exp. (million)	Max. Points	Per Capita Income	Max. Points	Property Tax (millions)	Max. Points	Total Wages (millions)	Max Points	Debt (million)	Max. Points	Proximity	Max. Points	Total Points
Sturgis	11,082	20	346.81	15	9.14	15	20,951	10	3.73	10	7.14	10	8.98	10	-	10	100
Niles	11,988	20	559.41	11	8.33	15	22,721	10	3.18	10	6.44	10	6.75	10	43.0	7	93
Three Rivers	7,973	20	236.22	15	5.52	11	20,399	10	3.58	10	3.49	4	4.76	7	7.8	10	87
Coldwater	13,822	20	175.05	11	10.43	15	20,269	10	5.08	10	8.33	10	50.06	0	30.0	10	86
Hillsdale	8,036	20	97.87	0	4.85	11	20,734	10	2.84	10	4.77	10	6.98	10	46.3	7	78
Marshall	6,822	15	202.49	11	9.31	15	38,736	7	4.89	10	5.01	10	25.08	2	51.7	4	74
Charlotte	9,299	20	302.44	15	5.97	11	27,157	10	4.03	10	3.19	4	3.36	2	72.2	2	74
Grand Ledge	7,784	20	317.52	15	3.66	7	37,507	7	3.72	10	2.77	2	15.72	7	87.9	2	70
Benton Harbor	9,103	20	170.81	7	9.80	15	15,629	10	2.44	7	2.94	4	19.13	4	74.3	2	69
Hastings	7,514	20	71.53	0	6.06	11	23,881	10	3.76	10	2.83	2	8.48	10	67.7	4	67
Saint Joseph	7,856	20	643.67	11	10.66	15	43,250	4	9.50	2	7.10	10	39.06	0	72.5	2	64
Allegan	5,222	10	242.19	15	4.94	11	19,269	10	2.43	7	2.61	2	17.33	7	73.2	2	64

Electric Survey ONLY

South Haven	3,964	5	269.48	15	8.55	15	44,066	4	8.15	4	5.96	10	42.85	0	78.9	2	55
Dowagiac	5,721	15	25.09	0	4.23	7	22,357	10	1.53	4	2.83	2	3.20	2	45.4	7	47
Eaton Rapids	5,203	10	151.13	7	3.37	3	23,529	10	1.98	7	2.31	0	5.94	7	81.5	2	46
Paw Paw	3,362	0	361.40	15	2.42	0	25,256	10	1.51	4	1.78	0	3.22	2	38.3	7	38
Holland	34,378	0	2,723.72	0	25.83	3	28,637	10	19.45	0	26.71	0	50.61	0	95.5	2	15

The following communities were outside of the initial screen but used to collect data for some positions.

Sault Saint Marie	13,410	20	352.78	15	11.80	15	25,948	10	7.66	4	3.80	7	4.80	7	381.0	2	80
Cadillac	10,367	20	293.15	15	8.22	15	23,925	10	4.03	10	1.72	0	0.01	0	188.0	2	72
Escanaba	12,416	20	140.34	7	10.63	15	23,852	10	5.90	7	2.95	4	14.33	7	470.0	2	72
Saline	8,691	20	573.59	11	12.74	15	41,478	7	8.57	4	2.67	2	6.09	10	92.8	2	71

Bolded Communities were used as comparables for Electric Positions.

APPENDIX C

City Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	City Manager	81,600	106,080	103,000
Charlotte	City Manager			102,000
Coldwater	City Manager			125,102
Hillsdale	City Manager/BPU Director			164,944
Niles	City Administrator			106,309
Marshall	City Manager			135,000
Grand Ledge	City Manager	92,292	139,725	139,725
Hastings	City Manager	90,000	120,000	115,000
St. Joseph	City Manager			153,000
Three Rivers	City Manager			123,093
Eaton Rapids				
South Haven				
Sturgis	City Manager			119,662
Range Data				
Average		87,964.00	121,935.00	126,717.30
50th Percentile		90,000.00	120,000.00	124,097.50
60th Percentile		90,458.40	123,945.00	129,061.20
65th Percentile		90,687.60	125,917.50	133,515.30
70th Percentile		90,916.80	127,890.00	136,417.50
75th Percentile		91,146.00	129,862.50	138,543.75
80th Percentile		91,375.20	131,835.00	142,380.00
Actual Data				
Average		114,045.57	139,389.03	
50th Percentile		111,687.75	136,507.25	
60th Percentile		116,155.08	141,967.32	
65th Percentile		120,163.77	146,866.83	
70th Percentile		122,775.75	150,059.25	
75th Percentile		124,689.38	152,398.13	
80th Percentile		128,142.00	156,618.00	

Assistant City Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	n/a			
Hillsdale	n/a			
Niles	n/a			
Marshall	n/a			
Grand Ledge	Assistant City Manager	53,754	72,001	72,001
Hastings	n/a			
St. Joseph	n/a			
Three Rivers	n/a			
Eaton Rapids	Additional Data Points	103,314	124,010	121,659
South Haven	Additional Data Points	82,359	96,683	82,240
Sturgis	Assistant City Manager			79,934
Range Data				
Average		79,809.00	97,564.67	91,966.67
50th Percentile		82,359.00	96,683.00	82,240.00
60th Percentile		86,550.00	102,148.40	90,123.80
65th Percentile		88,645.50	104,881.10	94,065.70
70th Percentile		90,741.00	107,613.80	98,007.60
75th Percentile		92,836.50	110,346.50	101,949.50
80th Percentile		94,932.00	113,079.20	105,891.40
Actual Data				
Average		82,770.00	101,163.33	
50th Percentile		74,016.00	90,464.00	
60th Percentile		81,111.42	99,136.18	
65th Percentile		84,659.13	103,472.27	
70th Percentile		88,206.84	107,808.36	
75th Percentile		91,754.55	112,144.45	
80th Percentile		95,302.26	116,480.54	

Executive Administrative Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Executive Administrative Assistant			60,244
Hillsdale	Executive Administrative Assistant			46,800
Niles	Executive Administrative Assistant			42,324
Marshall	n/a			
Grand Ledge	Secretary	37,690	51,126	39,104
Hastings	Administrative Assistant/Secretary	27,851	37,128	34,819
St. Joseph	Secretary			40,144
Three Rivers	n/a			
Eaton Rapids				
South Haven				
Sturgis	Executive Administration Assistant			52,228
Range Data				
Average				43,905.87
50th Percentile				41,234.00
60th Percentile				42,324.00
65th Percentile				43,443.00
70th Percentile				44,562.00
75th Percentile				45,681.00
80th Percentile				46,800.00
Actual Data				
Average		39,515.28	48,296.45	
50th Percentile		37,110.60	45,357.40	
60th Percentile		38,091.60	46,556.40	
65th Percentile		39,098.70	47,787.30	
70th Percentile		40,105.80	49,018.20	
75th Percentile		41,112.90	50,249.10	
80th Percentile		42,120.00	51,480.00	

Clerk/Treasurer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	City Clerk	38,138	47,754	42,946
Charlotte	City Clerk			66,300
Coldwater	n/a			
Hillsdale	Clerk			50,432
Niles	City Clerk			53,997
Marshall	City Clerk	50,000	60,000	
Grand Ledge	City Clerk	53,754	72,001	72,001
Hastings				
St. Joseph	City Clerk			65,976
Three Rivers	City Clerk/Deputy Finance Director			60,304
Eaton Rapids				
South Haven				
Sturgis	Clerk/Treasurer			81,640
Range Data				
Average		47,297.33	59,918.33	61,699.50
50th Percentile		50,000.00	60,000.00	60,304.00
60th Percentile		50,750.80	62,400.20	63,707.20
65th Percentile		51,126.20	63,600.30	65,408.80
70th Percentile		51,501.60	64,800.40	66,040.80
75th Percentile		51,877.00	66,000.50	66,138.00
80th Percentile		52,252.40	67,200.60	66,235.20
Actual Data				
Average		55,529.55	67,869.45	
50th Percentile		54,273.60	66,334.40	
60th Percentile		57,336.48	70,077.92	
65th Percentile		58,867.92	71,949.68	
70th Percentile		59,436.72	72,644.88	
75th Percentile		59,524.20	72,751.80	
80th Percentile		59,611.68	72,858.72	

City Controller/Finance Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Finance Director / Treasurer	71,443	92,875	92,875
Charlotte	Finance Director/Treasurer			78,000
Coldwater	Finance Director			104,820
Hillsdale	Contracted.			
Niles	Finance Director			94,557
Marshall	Finance Director/Treasurer			77,250
Grand Ledge	Finance Director/Treasurer	76,910	102,106	97,100
Hastings	Finance Director/Treasurer/Clerk	61,800	82,400	83,435
St. Joseph	Finance Director/Treasurer/Clerk			104,532
Three Rivers	Director of Finance and Admin.			89,087
Eaton Rapids				
South Haven				
Sturgis	City Controller/Finance Director			100,796
Range Data				
Average		70,051.00	92,460.33	91,295.11
50th Percentile		71,443.00	92,875.00	92,875.00
60th Percentile		72,536.40	94,721.20	94,220.60
65th Percentile		73,083.10	95,644.30	95,065.60
70th Percentile		73,629.80	96,567.40	96,082.80
75th Percentile		74,176.50	97,490.50	97,100.00
80th Percentile		74,723.20	98,413.60	100,072.80
Actual Data				
Average		82,165.60	100,424.62	
50th Percentile		83,587.50	102,162.50	
60th Percentile		84,798.54	103,642.66	
65th Percentile		85,559.04	104,572.16	
70th Percentile		86,474.52	105,691.08	
75th Percentile		87,390.00	106,810.00	
80th Percentile		90,065.52	110,080.08	

Deputy Clerk Treasurer/Utility Customer Service

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	Deputy Clerk/Utility Billing Clerk	42,681	51,272	
Coldwater	Deputy Clerk Treasurer			60,422
Hillsdale	Treasurer			41,600
Niles	Deputy Treasurer			64,896
Marshall	Deputy Treasurer/Finance Assistant	50,000	60,000	
Grand Ledge	Deputy Treasurer	46,743	62,886	62,886
Hastings	Deputy Treasurer	37,918	54,579	59,842
St. Joseph	Deputy Treasurer	45,074	50,565	50,565
Three Rivers	n/a			
Eaton Rapids				
South Haven				
Sturgis	Deputy Clerk/Utility Cust. Service			51,168
Range Data				
Average		44,483.28	55,860.44	56,701.77
50th Percentile		45,074.00	54,579.20	60,131.80
60th Percentile		45,741.60	56,747.52	60,422.00
65th Percentile		46,075.40	57,831.68	61,038.00
70th Percentile		46,409.20	58,915.84	61,654.00
75th Percentile		46,743.00	60,000.00	62,270.00
80th Percentile		47,394.40	60,577.20	62,886.00
Actual Data				
Average		51,031.59	62,371.94	
50th Percentile		54,118.62	66,144.98	
60th Percentile		54,379.80	66,464.20	
65th Percentile		54,934.20	67,141.80	
70th Percentile		55,488.60	67,819.40	
75th Percentile		56,043.00	68,497.00	
80th Percentile		56,597.40	69,174.60	

Human Resources/Accounting Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Assistant Finance Director			78,280
Hillsdale	Human Resource Director			72,000
Niles	Human Resources Manager			62,005
Marshall	Human Resources Manager			53,410
Grand Ledge	n/a			
Hastings	n/a			
St. Joseph	n/a			
Three Rivers	n/a			
Eaton Rapids				
South Haven				
Sturgis	Human Resources/Accounting Manager			72,675
Range Data				
Average				66,423.75
50th Percentile				67,002.50
60th Percentile				70,001.00
65th Percentile				71,500.25
70th Percentile				72,628.00
75th Percentile				73,570.00
80th Percentile				74,512.00
Actual Data				
Average		59,781.38	73,066.13	
50th Percentile		60,302.25	73,702.75	
60th Percentile		63,000.90	77,001.10	
65th Percentile		64,350.23	78,650.28	
70th Percentile		65,365.20	79,890.80	
75th Percentile		66,213.00	80,927.00	
80th Percentile		67,060.80	81,963.20	

Administrative Services Specialist				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	Account Customer Service Specialist	42,681	51,272	
Coldwater	Payroll/Staff Accountant			58,874
Hillsdale	n/a			
Niles	General Accounting Clerk			42,245
Marshall	HR Generalist			53,410
Grand Ledge	n/a			
Hastings	n/a			
St. Joseph	Payroll Clerk			57,179
Three Rivers	n/a			
Eaton Rapids				
South Haven				
Sturgis	Administrative Services Specialist			51,168
Range Data				
Average				52,927.00
50th Percentile				55,294.50
60th Percentile				56,425.20
65th Percentile				56,990.55
70th Percentile				57,348.50
75th Percentile				57,602.75
80th Percentile				57,857.00
Actual Data				
Average		47,634.30	58,219.70	
50th Percentile		49,765.05	60,823.95	
60th Percentile		50,782.68	62,067.72	
65th Percentile		51,291.50	62,689.61	
70th Percentile		51,613.65	63,083.35	
75th Percentile		51,842.48	63,363.03	
80th Percentile		52,071.30	63,642.70	

Accounts Payable Clerk

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Finance Clerk - HR/Payables	38,138	47,754	47,754
Charlotte	Accounting Clerk	33,259	43,451	
Coldwater	n/a			
Hillsdale	Contracted.			
Niles	Account Payable Clerk			42,245
Marshall	Accounts Payable Clerk			38,563
Grand Ledge				
Hastings	Accounting Clerk I	31,928	42,557	39,645
St. Joseph	Finance Accounting Clerk			45,074
Three Rivers	Accounts Payable Clerk			36,317
Eaton Rapids				
South Haven				
Sturgis	Account Payable Clerk			46,820
Range Data				
Average		34,441.67	44,587.27	41,599.60
50th Percentile		33,259.00	43,451.00	40,944.90
60th Percentile		34,234.80	44,311.60	42,245.00
65th Percentile		34,722.70	44,741.90	42,952.25
70th Percentile		35,210.60	45,172.20	43,659.50
75th Percentile		35,698.50	45,602.50	44,366.75
80th Percentile		36,186.40	46,032.80	45,074.00
Actual Data				
Average		37,439.64	45,759.56	
50th Percentile		36,850.41	45,039.39	
60th Percentile		38,020.50	46,469.50	
65th Percentile		38,657.03	47,247.48	
70th Percentile		39,293.55	48,025.45	
75th Percentile		39,930.08	48,803.43	
80th Percentile		40,566.60	49,581.40	

Customer Service Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Administrative Assistant - Utilities			66,950
Hillsdale	Office Manager			58,573
Niles	Utilities Officer Coordinator			50,336
Marshall	n/a			
Grand Ledge	n/a			
Hastings	n/a			
St. Joseph	n/a			
Three Rivers	n/a			
Eaton Rapids				
South Haven				
Sturgis	Customer Service Supervisor			57,574
Range Data				
Average				58,619.67
50th Percentile				58,573.00
60th Percentile				60,248.40
65th Percentile				61,086.10
70th Percentile				61,923.80
75th Percentile				62,761.50
80th Percentile				63,599.20
Actual Data				
Average		52,757.70	64,481.63	
50th Percentile		52,715.70	64,430.30	
60th Percentile		54,223.56	66,273.24	
65th Percentile		54,977.49	67,194.71	
70th Percentile		55,731.42	68,116.18	
75th Percentile		56,485.35	69,037.65	
80th Percentile		57,239.28	69,959.12	

Utility Billing Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Utility Billing Clerk	38,138	47,754	49,192
Charlotte	n/a			
Coldwater	Customer Service Representative			48,632
Hillsdale	Utility Billing Clerk	39,520	45,760	41,516
Niles	Head Billing Clerk			39,936
Marshall	Utility Billing Clerk			38,563
Grand Ledge	Utility Billing Clerk	42,390	57,242	50,357
Hastings	Utility Billing Clerk	37,918	50,565	
St. Joseph	Utility Billing Clerk			42,682
Three Rivers	Utility Billing Clerk	39,354	43,722	
Eaton Rapids				
South Haven				
Sturgis	Utility Billing Clerk			44,824
Range Data				
Average		39,464.08	49,008.40	44,411.11
50th Percentile		39,353.60	47,754.00	42,682.00
60th Percentile		39,420.16	48,878.32	46,252.00
65th Percentile		39,453.44	49,440.48	48,037.00
70th Percentile		39,486.72	50,002.64	48,744.00
75th Percentile		39,520.00	50,564.80	48,912.00
80th Percentile		40,094.08	51,900.16	49,080.00
Actual Data				
Average		39,970.00	48,852.23	
50th Percentile		38,413.80	46,950.20	
60th Percentile		41,626.80	50,877.20	
65th Percentile		43,233.30	52,840.70	
70th Percentile		43,869.60	53,618.40	
75th Percentile		44,020.80	53,803.20	
80th Percentile		44,172.00	53,988.00	

Facilities Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Facilities Manager	56,734	73,754	73,754
Charlotte	n/a			
Coldwater	Energy Waste Reduction Manager			75,706
Hillsdale	n/a			
Niles	n/a			
Marshall	Facilities Manager			48,068
Grand Ledge	n/a			
Hastings	n/a			
St. Joseph	n/a			
Three Rivers	n/a			
Eaton Rapids				
South Haven				
Sturgis	Facilities Manager			74,464
Range Data				
Average				65,842.67
50th Percentile				73,754.00
60th Percentile				74,144.40
65th Percentile				74,339.60
70th Percentile				74,534.80
75th Percentile				74,730.00
80th Percentile				74,925.20
Actual Data				
Average		59,258.40	72,426.93	
50th Percentile		66,378.60	81,129.40	
60th Percentile		66,729.96	81,558.84	
65th Percentile		66,905.64	81,773.56	
70th Percentile		67,081.32	81,988.28	
75th Percentile		67,257.00	82,203.00	
80th Percentile		67,432.68	82,417.72	

IT Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	Contracted.			
Coldwater	IT Director			115,886
Hillsdale	Technical Services Director			82,136
Niles	Information Systems Manager			81,598
Marshall	n/a			
Three Rivers	n/a			
Sturgis	IT Manager			76,856
Range Data				
Average				93,206.67
50th Percentile				82,136.00
60th Percentile				88,886.00
65th Percentile				92,261.00
70th Percentile				95,636.00
75th Percentile				99,011.00
80th Percentile				102,386.00
Actual Data				
Average		83,886.00	102,527.33	
50th Percentile		73,922.40	90,349.60	
60th Percentile		79,997.40	97,774.60	
65th Percentile		83,034.90	101,487.10	
70th Percentile		86,072.40	105,199.60	
75th Percentile		89,109.90	108,912.10	
80th Percentile		92,147.40	112,624.60	

IT Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	IT Manager			88,291
Hillsdale	IT Assistant			68,369
Niles	IS Support Specialist			47,320
Marshall	n/a			
Three Rivers	n/a			
Sturgis	IT Assistant			51,168
Range Data				
Average				67,993.33
50th Percentile				68,369.00
60th Percentile				72,353.40
65th Percentile				74,345.60
70th Percentile				76,337.80
75th Percentile				78,330.00
80th Percentile				80,322.20
Actual Data				
Average		61,194.00	74,792.67	
50th Percentile		61,532.10	75,205.90	
60th Percentile		65,118.06	79,588.74	
65th Percentile		66,911.04	81,780.16	
70th Percentile		68,704.02	83,971.58	
75th Percentile		70,497.00	86,163.00	
80th Percentile		72,289.98	88,354.42	

Director of Community Development				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	Director of Community Development			71,710
Coldwater	Urban Planner			56,637
Hillsdale	Director of Community Development			50,500
Niles	Director of Community Development			66,602
Marshall	Director of Community Services			92,700
Grand Ledge	Zoning Administrator			83,200
Hastings	Community or Economic Dev Director	52,288	69,717	65,728
St. Joseph	Planning Community Dev Director			89,068
Three Rivers	n/a			
Escanaba				
Saline				
Sault Sainte Marie				
Sturgis	Director of Community Development			86,652
Range Data				
Average				72,018.13
50th Percentile				69,156.00
60th Percentile				74,008.00
65th Percentile				78,029.50
70th Percentile				82,051.00
75th Percentile				84,667.00
80th Percentile				86,720.80
Actual Data				
Average		64,816.31	79,219.94	
50th Percentile		62,240.40	76,071.60	
60th Percentile		66,607.20	81,408.80	
65th Percentile		70,226.55	85,832.45	
70th Percentile		73,845.90	90,256.10	
75th Percentile		76,200.30	93,133.70	
80th Percentile		78,048.72	95,392.88	

Community Development Specialist				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Economic Development Coordinator			53,002
Hillsdale	Community Development Specialist			44,512
Niles	Community Development Specialist			39,730
Marshall	n/a			
Grand Ledge	n/a			
Hastings	n/a			
St. Joseph	n/a			
Three Rivers	n/a			
Escanaba				
Saline				
Sault Sainte Marie				
Sturgis	Community Development Specialist			51,230
Range Data				
Average				45,748.00
50th Percentile				44,512.00
60th Percentile				46,210.00
65th Percentile				47,059.00
70th Percentile				47,908.00
75th Percentile				48,757.00
80th Percentile				49,606.00
Actual Data				
Average		41,173.20	50,322.80	
50th Percentile		40,060.80	48,963.20	
60th Percentile		41,589.00	50,831.00	
65th Percentile		42,353.10	51,764.90	
70th Percentile		43,117.20	52,698.80	
75th Percentile		43,881.30	53,632.70	
80th Percentile		44,645.40	54,566.60	

Building Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Code Enforcement Officer			42,848
Hillsdale	n/a			
Niles	Building Inspector			52,000
Marshall	Building Official			59,716
Grand Ledge	n/a			
Hastings	Code Enforcement Officer	31,928	42,557	
St. Joseph	Building Inspector			64,682
Three Rivers	n/a			
Escanaba				
Saline				
Sault Sainte Marie				
Sturgis	Building Inspector			57,054
Range Data				
Average				54,811.50
50th Percentile				55,858.00
60th Percentile				58,172.80
65th Percentile				59,330.20
70th Percentile				60,212.60
75th Percentile				60,957.50
80th Percentile				61,702.40
Actual Data				
Average		49,330.35	60,292.65	
50th Percentile		50,272.20	61,443.80	
60th Percentile		52,355.52	63,990.08	
65th Percentile		53,397.18	65,263.22	
70th Percentile		54,191.34	66,233.86	
75th Percentile		54,861.75	67,053.25	
80th Percentile		55,532.16	67,872.64	

City Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Contracted.			
Hillsdale	City Engineer			94,000
Niles	n/a			
Marshall	n/a			
Grand Ledge	n/a			
Hastings	n/a			
St. Joseph	City Engineer			108,437
Three Rivers	n/a			
Escanaba	Additional Data Points			79,991
Saline	Additional Data Points			100,422
Sault Sainte Marie	Additional Data Points			87,550
Sturgis	City Engineer			86,611
Range Data				
Average				94,080.00
50th Percentile				94,000.00
60th Percentile				96,568.80
65th Percentile				97,853.20
70th Percentile				99,137.60
75th Percentile				100,422.00
80th Percentile				102,025.00
Actual Data				
Average		84,672.00	103,488.00	
50th Percentile		84,600.00	103,400.00	
60th Percentile		86,911.92	106,225.68	
65th Percentile		88,067.88	107,638.52	
70th Percentile		89,223.84	109,051.36	
75th Percentile		90,379.80	110,464.20	
80th Percentile		91,822.50	112,227.50	

Assistant City Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Contracted.			
Hillsdale	n/a			
Niles	Public Works Superintendent			71,323
Marshall	n/a			
Grand Ledge	n/a			
Hastings	n/a			
St. Joseph	Assistant City Engineer			78,000
Three Rivers	n/a			
Escanaba	Additional Data Points	47,070	56,534	
Saline	Additional Data Points	62,268	63,957	60,268
Sault Sainte Marie				
Sturgis	Assistant City Engineer (open no salary)			
Range Data				
Average				74,661.50
50th Percentile				74,661.50
60th Percentile				75,329.20
65th Percentile				75,663.05
70th Percentile				75,996.90
75th Percentile				76,330.75
80th Percentile				76,664.60
Actual Data				
Average		67,195.35	82,127.65	
50th Percentile		67,195.35	82,127.65	
60th Percentile		67,796.28	82,862.12	
65th Percentile		68,096.75	83,229.36	
70th Percentile		68,397.21	83,596.59	
75th Percentile		68,697.68	83,963.83	
80th Percentile		68,998.14	84,331.06	

Director of Public Safety				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Police Chief	71,443	92,875	92,875
Charlotte	Police Chief			84,064
Coldwater	Director of Public Safety			104,857
Hillsdale	Director of Public Safety			93,000
Niles	Director of Public Safety			99,964
Marshall	Police Chief			84,839
Grand Ledge	Police Chief	76,910	102,106	93,015
Hastings	Police Chief	68,895	81,193	83,430
St. Joseph	Director of Public Safety			95,665
Three Rivers	Police Chief			81,600
Sturgis	Director of Public Safety			100,796
Range Data				
Average		72,416.00	92,058.00	91,330.90
50th Percentile		71,443.00	92,875.00	92,937.50
60th Percentile		72,536.40	94,721.20	93,006.00
65th Percentile		73,083.10	95,644.30	93,012.75
70th Percentile		73,629.80	96,567.40	93,810.00
75th Percentile		74,176.50	97,490.50	95,002.50
80th Percentile		74,723.20	98,413.60	96,524.80
Actual Data				
Average		82,197.81	100,463.99	
50th Percentile		83,643.75	102,231.25	
60th Percentile		83,705.40	102,306.60	
65th Percentile		83,711.48	102,314.03	
70th Percentile		84,429.00	103,191.00	
75th Percentile		85,502.25	104,502.75	
80th Percentile		86,872.32	106,177.28	

Deputy Director of Public Safety				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Deputy Chief of Police			89,166
Hillsdale	n/a			
Niles	n/a			
Marshall	Deputy Police Chief			79,037
Grand Ledge				
Hastings	Deputy Police Chief	56,176	74,901	72,842
St. Joseph	Deputy Director of Public Safety			90,515
Three Rivers	Deputy Police Chief			75,000
Sturgis	Deputy Director of Public Safety			90,168
Range Data				
Average				81,312.00
50th Percentile				79,037.00
60th Percentile				83,088.60
65th Percentile				85,114.40
70th Percentile				87,140.20
75th Percentile				89,166.00
80th Percentile				89,435.80
Actual Data				
Average		73,180.80	89,443.20	
50th Percentile		71,133.30	86,940.70	
60th Percentile		74,779.74	91,397.46	
65th Percentile		76,602.96	93,625.84	
70th Percentile		78,426.18	95,854.22	
75th Percentile		80,249.40	98,082.60	
80th Percentile		80,492.22	98,379.38	

Police Detective				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	Police Detective			57,866
Coldwater	n/a			
Hillsdale	Police Detective			59,904
Niles	Police Detective			74,422
Marshall	Police Detective	50,169	63,003	
Grand Ledge	Police Detective	42,397	61,902	61,902
Hastings	Police Detective			65,333
St. Joseph	Police Detective			77,605
Three Rivers	Police Detective			68,640
Sturgis	Police Detective			72,924
Range Data				
Average				66,524.49
50th Percentile				65,332.80
60th Percentile				67,317.12
65th Percentile				68,309.28
70th Percentile				69,796.40
75th Percentile				71,531.00
80th Percentile				73,265.60
Actual Data				
Average		59,872.04	73,176.93	
50th Percentile		58,799.52	71,866.08	
60th Percentile		60,585.41	74,048.83	
65th Percentile		61,478.35	75,140.21	
70th Percentile		62,816.76	76,776.04	
75th Percentile		64,377.90	78,684.10	
80th Percentile		65,939.04	80,592.16	

Police Sergeant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Police Sergeant	63,929	75,254	75,254
Charlotte	Police Sergeant			66,186
Coldwater	Police Sergeant	65,707	70,907	68,000
Hillsdale	Police Sergeant			65,270
Niles	Police Sergeant			73,050
Marshall	Police Sergeant	68,036	71,198	
Grand Ledge	Police Sergeant			65,603
Hastings	Police Sergeant			63,253
St. Joseph	Police Sergeant			78,125
Three Rivers	Police Sergeant			67,475
Sturgis	Police Sergeant			72,508
Range Data				
Average		65,890.67	72,453.00	69,135.07
50th Percentile		65,707.00	71,198.00	67,475.20
60th Percentile		66,172.80	72,009.20	67,895.04
65th Percentile		66,405.70	72,414.80	69,010.00
70th Percentile		66,638.60	72,820.40	71,030.00
75th Percentile		66,871.50	73,226.00	73,050.00
80th Percentile		67,104.40	73,631.60	73,931.60
Actual Data				
Average		62,221.56	76,048.57	
50th Percentile		60,727.68	74,222.72	
60th Percentile		61,105.54	74,684.54	
65th Percentile		62,109.00	75,911.00	
70th Percentile		63,927.00	78,133.00	
75th Percentile		65,745.00	80,355.00	
80th Percentile		66,538.44	81,324.76	

Police Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Police Officer	52,853	68,432	68,432
Charlotte	Police Officer	43,077	56,077	
Coldwater	Police Officer	59,196	64,667	61,500
Hillsdale	Police Officer	48,796	57,299	
Niles	Police Officer			66,060
Marshall	Patrol Officer	50,169	63,003	
Grand Ledge	Patrol Officer	41,162	60,099	
Hastings	Patrol Officer	37,398	58,989	
St. Joseph	Patrol Officer			70,012
Three Rivers	Police Officer	49,296	62,213	
Sturgis	Police Officer			66,768
Range Data				
Average		47,743.40	61,347.30	66,501.00
50th Percentile		49,046.00	61,155.90	67,246.00
60th Percentile		49,470.60	62,370.84	67,957.60
65th Percentile		49,776.15	62,647.41	68,313.40
70th Percentile		50,081.70	62,923.98	68,590.00
75th Percentile		50,840.00	63,419.00	68,827.00
80th Percentile		51,779.40	64,001.40	69,064.00
Actual Data				
Average		59,850.90	73,151.10	
50th Percentile		60,521.40	73,970.60	
60th Percentile		61,161.84	74,753.36	
65th Percentile		61,482.06	75,144.74	
70th Percentile		61,731.00	75,449.00	
75th Percentile		61,944.30	75,709.70	
80th Percentile		62,157.60	75,970.40	

Police Executive Secretary				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Office Assistant - PD	38,138	47,754	51,509
Charlotte	Police Secretary	42,682	51,272	
Coldwater	n/a			
Hillsdale	Police Executive Secretary			47,881
Niles	Police Executive Secretary			42,432
Marshall	n/a			
Grand Ledge				
Hastings				
St. Joseph	Admin Asst Public Safety			45,115
Three Rivers	Police Administrative Assistant			43,722
Sturgis	Police Executive Secretary			46,820
Range Data				
Average				46,131.72
50th Percentile				45,115.00
60th Percentile				46,221.40
65th Percentile				46,774.60
70th Percentile				47,327.80
75th Percentile				47,881.00
80th Percentile				48,606.60
Actual Data				
Average		41,518.55	50,744.89	
50th Percentile		40,603.50	49,626.50	
60th Percentile		41,599.26	50,843.54	
65th Percentile		42,097.14	51,452.06	
70th Percentile		42,595.02	52,060.58	
75th Percentile		43,092.90	52,669.10	
80th Percentile		43,745.94	53,467.26	

Police Records Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Records Clerk			30,720
Hillsdale	Police Records Clerk			41,828
Niles	Police Records Clerk			35,360
Marshall	n/a			
Grand Ledge				
Hastings				
St. Joseph				
Three Rivers	n/a			
Sturgis	Police Records Clerk			50,897
Range Data				
Average				35,969.33
50th Percentile				35,360.00
60th Percentile				36,653.60
65th Percentile				37,300.40
70th Percentile				37,947.20
75th Percentile				38,594.00
80th Percentile				39,240.80
Actual Data				
Average		32,372.40	39,566.27	
50th Percentile		31,824.00	38,896.00	
60th Percentile		32,988.24	40,318.96	
65th Percentile		33,570.36	41,030.44	
70th Percentile		34,152.48	41,741.92	
75th Percentile		34,734.60	42,453.40	
80th Percentile		35,316.72	43,164.88	

Police Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	n/a			
Hillsdale	n/a			
Niles	Police Clerk			31,000
Marshall	Police Clerk			33,280
Grand Ledge				
Hastings				
St. Joseph	Office Clerk I Public Safety			44,304
Three Rivers	Police Clerk			30,846
Sturgis	Police Clerk			40,372
Range Data				
Average				34,857.60
50th Percentile				32,140.00
60th Percentile				32,824.00
65th Percentile				33,166.00
70th Percentile				34,382.40
75th Percentile				36,036.00
80th Percentile				37,689.60
Actual Data				
Average		31,371.84	38,343.36	
50th Percentile		28,926.00	35,354.00	
60th Percentile		29,541.60	36,106.40	
65th Percentile		29,849.40	36,482.60	
70th Percentile		30,944.16	37,820.64	
75th Percentile		32,432.40	39,639.60	
80th Percentile		33,920.64	41,458.56	

Deputy Director of Fire				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	n/a			
Hillsdale	Deputy Director of Fire			56,113
Niles	n/a			
Marshall	n/a			
Grand Ledge				
Hastings	Fire Chief	60,898	81,197	83,640
St. Joseph				
Three Rivers	Deputy Fire Chief			75,039
Sturgis	Deputy Director of Fire			90,168
Range Data				
Average		60,898.00	81,197.00	71,597.33
50th Percentile		60,898.00	81,197.00	75,039.00
60th Percentile		60,898.00	81,197.00	76,759.20
65th Percentile		60,898.00	81,197.00	77,619.30
70th Percentile		60,898.00	81,197.00	78,479.40
75th Percentile		60,898.00	81,197.00	79,339.50
80th Percentile		60,898.00	81,197.00	80,199.60
Actual Data				
Average		64,437.60	78,757.07	
50th Percentile		67,535.10	82,542.90	
60th Percentile		69,083.28	84,435.12	
65th Percentile		69,857.37	85,381.23	
70th Percentile		70,631.46	86,327.34	
75th Percentile		71,405.55	87,273.45	
80th Percentile		72,179.64	88,219.56	

Fire Marshal				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Fire Marshal			66,996
Hillsdale	n/a			
Niles	Fire Marshal			67,226
Marshall				
Grand Ledge				
Hastings				
St. Joseph				
Three Rivers	n/a			
Sturgis	Fire Marshal			67,529
Range Data				
Average				67,111.00
50th Percentile				67,111.00
60th Percentile				67,134.00
65th Percentile				67,145.50
70th Percentile				67,157.00
75th Percentile				67,168.50
80th Percentile				67,180.00
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Fire Captain				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	Fire Captain	46,702	55,719	
Coldwater	Fire Captain	65,978	68,403	65,427
Hillsdale	Fire Captain			52,586
Niles	Fire Captain			50,564
Marshall	Fire Captain	55,588	69,368	
Grand Ledge				
Hastings				
St. Joseph	Fire Captain			80,927
Three Rivers	Fire Captain			64,732
Sturgis	Fire Captain			67,529
Range Data				
Average		56,089.24	64,496.51	62,847.20
50th Percentile		55,588.00	68,403.00	64,732.00
60th Percentile		57,666.00	68,596.00	65,010.00
65th Percentile		58,705.00	68,692.50	65,149.00
70th Percentile		59,744.00	68,789.00	65,288.00
75th Percentile		60,783.00	68,885.50	65,427.00
80th Percentile		61,822.00	68,982.00	68,527.00
Actual Data				
Average		56,562.48	69,131.92	
50th Percentile		58,258.80	71,205.20	
60th Percentile		58,509.00	71,511.00	
65th Percentile		58,634.10	71,663.90	
70th Percentile		58,759.20	71,816.80	
75th Percentile		58,884.30	71,969.70	
80th Percentile		61,674.30	75,379.70	

Firefighter - EMS				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	Fire Lieutenant	43,015	51,104	
Coldwater	Firefighter - EMS	48,147	58,785	
Hillsdale	Firefighter - EMS	41,480	53,650	
Niles	Firefighter - EMS			60,231
Marshall	n/a			
Grand Ledge				
Hastings	Firefighter			
St. Joseph				
Three Rivers	Firefighter/EMT	40,927	53,152	
Sturgis	Firefighter EMS (non medic)			57,707
Range Data				
Average		43,392.36	54,172.76	60,231.00
50th Percentile		42,247.72	53,401.00	60,231.00
60th Percentile		42,708.35	53,550.40	60,231.00
65th Percentile		42,938.67	53,625.10	60,231.00
70th Percentile		43,528.60	54,163.50	60,231.00
75th Percentile		44,298.33	54,933.75	60,231.00
80th Percentile		45,068.06	55,704.00	60,231.00
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Director of Public Services				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	DPW Director	71,443	92,875	92,875
Charlotte	Director of Public Works			90,879
Coldwater	n/a			
Hillsdale	Director of Public Services			72,000
Niles	Public Works Director			90,064
Marshall	Director of Public Services			89,816
Grand Ledge	Director of Public Services	69,919	93,015	93,015
Hastings	Director of Public Services	59,869	79,825	77,838
St. Joseph	Director of Public Works			95,462
Three Rivers	DPS Director			69,718
Cadillac				
South Haven				
Sturgis	Public Services Director			97,656
Range Data				
Average		67,077.00	88,571.67	85,740.78
50th Percentile		69,919.00	92,875.00	90,064.00
60th Percentile		70,223.80	92,903.00	90,716.00
65th Percentile		70,376.20	92,917.00	91,278.20
70th Percentile		70,528.60	92,931.00	92,076.60
75th Percentile		70,681.00	92,945.00	92,875.00
80th Percentile		70,833.40	92,959.00	92,931.00
Actual Data				
Average		77,166.70	94,314.86	
50th Percentile		81,057.60	99,070.40	
60th Percentile		81,644.40	99,787.60	
65th Percentile		82,150.38	100,406.02	
70th Percentile		82,868.94	101,284.26	
75th Percentile		83,587.50	102,162.50	
80th Percentile		83,637.90	102,224.10	

Deputy Director of Public Services				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Assistant Public Services Director	56,743	73,754	73,754
Charlotte	n/a			
Coldwater	Director of Public Services			87,550
Hillsdale	n/a			
Niles	Public Works Superintendent			71,323
Marshall	n/a			
Grand Ledge				
Hastings				
St. Joseph	Deputy Director of Public Works			81,199
Three Rivers	Asset Manager			53,990
Cadillac				
South Haven				
Sturgis	Deputy Director of Public Services			85,193
Range Data				
Average				73,563.20
50th Percentile				73,754.00
60th Percentile				76,732.00
65th Percentile				78,221.00
70th Percentile				79,710.00
75th Percentile				81,199.00
80th Percentile				82,469.20
Actual Data				
Average		66,206.88	80,919.52	
50th Percentile		66,378.60	81,129.40	
60th Percentile		69,058.80	84,405.20	
65th Percentile		70,398.90	86,043.10	
70th Percentile		71,739.00	87,681.00	
75th Percentile		73,079.10	89,318.90	
80th Percentile		74,222.28	90,716.12	

Public Services Foreman - Lead Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	DPW Foreman			75,730
Coldwater	n/a			
Hillsdale	Public Services Foreman - Lead Worker	52,000	62,400	
Niles	n/a			
Marshall	n/a			
Grand Ledge	Public Works/Streets Superintendent	51,936	69,566	69,566
Hastings	Public Works/Streets Superintendent			68,494
St. Joseph	Public Works/Streets Superintendent			74,775
Three Rivers	Public Services Foreman			53,851
Cadillac				
South Haven				
Sturgis	DPS Foreman- Lead Worker			67,995
Range Data				
Average				68,483.24
50th Percentile				69,566.00
60th Percentile				71,649.60
65th Percentile				72,691.40
70th Percentile				73,733.20
75th Percentile				74,775.00
80th Percentile				74,966.00
Actual Data				
Average		61,634.92	75,331.56	
50th Percentile		62,609.40	76,522.60	
60th Percentile		64,484.64	78,814.56	
65th Percentile		65,422.26	79,960.54	
70th Percentile		66,359.88	81,106.52	
75th Percentile		67,297.50	82,252.50	
80th Percentile		67,469.40	82,462.60	

Public Services Maintenance Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	DPW Operator	44,054	54,600	54,600
Charlotte	DPW I - IV	33,259	56,472	
Coldwater	n/a			
Hillsdale	Public Services Maintenance Worker	40,310	44,595	
Niles	Maintenance/Equipment Operator			51,334
Marshall	n/a			
Grand Ledge	Heavy Equipment Operator	44,512	59,987	
Hastings	Heavy Equipment Operator	35,360	49,400	
St. Joseph	Heavy Equipment Operator			53,144
Three Rivers	Maintenance Worker	40,498	50,627	
Cadillac				
South Haven				
Sturgis	DPS Maintenance Worker			53,851
Range Data				
Average		39,665.47	52,613.57	53,026.00
50th Percentile		40,403.80	52,613.60	53,144.00
60th Percentile		40,497.60	54,600.00	53,435.20
65th Percentile		41,386.70	55,068.00	53,580.80
70th Percentile		42,275.80	55,536.00	53,726.40
75th Percentile		43,164.90	56,004.00	53,872.00
80th Percentile		44,054.00	56,472.00	54,017.60
Actual Data				
Average		47,723.40	58,328.60	
50th Percentile		47,829.60	58,458.40	
60th Percentile		48,091.68	58,778.72	
65th Percentile		48,222.72	58,938.88	
70th Percentile		48,353.76	59,099.04	
75th Percentile		48,484.80	59,259.20	
80th Percentile		48,615.84	59,419.36	

Mechanic				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Mechanic	44,054	56,680	56,680
Charlotte	Mechanic	43,430	55,619	
Coldwater	Mechanic	48,796	64,345	
Hillsdale	Mechanic			47,881
Niles	Mechanic			60,278
Marshall	Mechanic			51,417
Grand Ledge	Mechanic	46,738	62,878	62,878
Hastings	Mechanic	41,600	49,400	
St. Joseph	Mechanic			56,014
Three Rivers	Mechanic			49,670
Cadillac				
South Haven				
Sturgis	DPS Mechanic			63,044
Range Data				
Average		44,923.60	57,784.52	54,974.06
50th Percentile		44,054.00	56,680.00	56,014.00
60th Percentile		45,127.44	59,159.36	56,413.60
65th Percentile		45,664.16	60,399.04	56,613.40
70th Percentile		46,200.88	61,638.72	57,399.60
75th Percentile		46,737.60	62,878.40	58,479.00
80th Percentile		47,149.28	63,171.72	59,558.40
Actual Data				
Average		49,476.65	60,471.46	
50th Percentile		50,412.60	61,615.40	
60th Percentile		50,772.24	62,054.96	
65th Percentile		50,952.06	62,274.74	
70th Percentile		51,659.64	63,139.56	
75th Percentile		52,631.10	64,326.90	
80th Percentile		53,602.56	65,514.24	

Wastewater Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Water Utility Director	71,443	92,875	92,875
Charlotte	Wastewater Superintendent			75,730
Coldwater	Manager			84,967
Hillsdale	Wastewater Superintendent			87,363
Niles	Wastewater Superintendent			69,992
Marshall	Wastewater Superintendent			68,101
Grand Ledge				
Hastings	Water/Sewer Superintendent			72,093
St. Joseph	Water/Sewer Superintendent			74,773
Three Rivers	Wastewater Superintendent			75,000
Cadillac				
South Haven				
Sturgis	Wastewater Superintendent			80,184
Range Data				
Average				77,877.11
50th Percentile				75,000.00
60th Percentile				75,584.00
65th Percentile				77,577.40
70th Percentile				81,272.20
75th Percentile				84,967.00
80th Percentile				85,925.40
Actual Data				
Average		70,089.40	85,664.82	
50th Percentile		67,500.00	82,500.00	
60th Percentile		68,025.60	83,142.40	
65th Percentile		69,819.66	85,335.14	
70th Percentile		73,144.98	89,399.42	
75th Percentile		76,470.30	93,463.70	
80th Percentile		77,332.86	94,517.94	

Wastewater Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	Water Utility Operator	41,974	54,600	54,600
Charlotte	DPW I - IV	33,259	56,472	
Coldwater	Wastewater Operator	50,671	65,780	
Hillsdale	Wastewater Operator	43,680	51,417	
Niles	Operator Mechanic			50,190
Marshall	Wastewater Operator	48,692	62,587	
Grand Ledge	Wastewater Operator	44,512	59,987	
Hastings				
St. Joseph	Wastewater Operator	56,430	58,989	58,989
Three Rivers	Wastewater Operator	49,254	57,096	
Cadillac				
South Haven				
Sturgis	Wastewater Operator			62,368
Range Data				
Average		46,059.08	58,366.03	54,593.00
50th Percentile		46,602.00	58,042.50	54,600.00
60th Percentile		48,804.48	59,188.64	55,477.80
65th Percentile		49,001.32	59,538.01	55,916.70
70th Percentile		49,198.16	59,887.38	56,355.60
75th Percentile		49,608.55	60,637.15	56,794.50
80th Percentile		50,104.36	61,547.08	57,233.40
Actual Data				
Average		49,133.70	60,052.30	
50th Percentile		49,140.00	60,060.00	
60th Percentile		49,930.02	61,025.58	
65th Percentile		50,325.03	61,508.37	
70th Percentile		50,720.04	61,991.16	
75th Percentile		51,115.05	62,473.95	
80th Percentile		51,510.06	62,956.74	

Cemetery/Parks Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Lead	40,560	67,995	68,851
Hillsdale	n/a			
Niles	Cemetery Working Group Lead			53,144
Marshall	n/a			
Grand Ledge				
Hastings				
St. Joseph	Cemetery Sexton			51,542
Three Rivers	Cemetery Sexton			47,133
Cadillac	Additional Data Point			60,059
South Haven	Additional Data Points	66,171	77,679	71,926
Sturgis	Cemetery/ Parks Supervisor			67,995
Range Data				
Average				58,775.80
50th Percentile				56,601.50
60th Percentile				60,059.00
65th Percentile				62,257.00
70th Percentile				64,455.00
75th Percentile				66,653.00
80th Percentile				68,851.00
Actual Data				
Average		52,898.22	64,653.38	
50th Percentile		50,941.35	62,261.65	
60th Percentile		54,053.10	66,064.90	
65th Percentile		56,031.30	68,482.70	
70th Percentile		58,009.50	70,900.50	
75th Percentile		59,987.70	73,318.30	
80th Percentile		61,965.90	75,736.10	

Cemetery/Parks Maintenance				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	n/a			
Hillsdale	Cemetery/Parks Maintenance			45,635
Niles	Parks Maintenance Worker			24,960
Marshall	n/a			
Grand Ledge				
Hastings				
St. Joseph	Cemetery/Parks Maintenance			48,443
Three Rivers	n/a			
Cadillac				
South Haven				
Sturgis	Cemetery/Parks Maintenance			39,748
Range Data				
Average				39,679.33
50th Percentile				45,635.00
60th Percentile				46,196.60
65th Percentile				46,477.40
70th Percentile				46,758.20
75th Percentile				47,039.00
80th Percentile				47,319.80
Actual Data				
Average		35,711.40	43,647.27	
50th Percentile		41,071.50	50,198.50	
60th Percentile		41,576.94	50,816.26	
65th Percentile		41,829.66	51,125.14	
70th Percentile		42,082.38	51,434.02	
75th Percentile		42,335.10	51,742.90	
80th Percentile		42,587.82	52,051.78	

Executive Director of the Center for Arts				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	n/a			
Hillsdale	n/a			
Niles	History Center Director			45,052
Marshall	n/a			
Benton Harbor				
Grand Ledge				
Hastings				
St. Joseph				
Three Rivers	n/a			
Escanaba				
Sturgis	SYCA Executive Director			71,864
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Event Coordinator for the Center for the Arts

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	n/a			
Hillsdale	n/a			
Niles	n/a			
Marshall	n/a			
Benton Harbor				
Grand Ledge				
Hastings				
St. Joseph				
Three Rivers	n/a			
Escanaba				
Sturgis	SYCA Event Coordinator			44,990
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Doyle Center and Recreation Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Community Enrichment Director			82,399
Hillsdale	Doyle Center and Recreation Director			59,425
Niles	n/a			
Marshall	Superintendent			59,715
Benton Harbor				
Grand Ledge				
Hastings				
St. Joseph	Recreation Director			60,721
Three Rivers	Parks Manager			37,669
Escanaba				
Sturgis	Doyle Director			75,649
Range Data				
Average				59,985.76
50th Percentile				59,715.00
60th Percentile				60,117.40
65th Percentile				60,318.60
70th Percentile				60,519.80
75th Percentile				60,721.00
80th Percentile				65,056.60
Actual Data				
Average		53,987.18	65,984.34	
50th Percentile		53,743.50	65,686.50	
60th Percentile		54,105.66	66,129.14	
65th Percentile		54,286.74	66,350.46	
70th Percentile		54,467.82	66,571.78	
75th Percentile		54,648.90	66,793.10	
80th Percentile		58,550.94	71,562.26	

Fitness Center/Recreation Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Rec Program Supervisor			40,705
Hillsdale	n/a			
Niles	n/a			
Marshall	n/a			
Benton Harbor				
Grand Ledge				
Hastings				
St. Joseph				
Three Rivers	n/a			
Escanaba				
Sturgis	Doyle Fitness Supervisor (open no salary)			35,152
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Fitness Center/Recreation Office Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Program Coordinator			42,848
Hillsdale	n/a			
Niles	n/a			
Marshall	n/a			
Benton Harbor				
Grand Ledge				
Hastings				
St. Joseph				
Three Rivers	n/a			
Escanaba	Additional Data Points	39,166	46,654	46,654
Sturgis	Office Manager			35,443
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Fitness Center/Recreation Front Desk Attendant

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Allegan	n/a			
Charlotte	n/a			
Coldwater	Attendant	25,500	32,400	
Hillsdale	n/a			
Niles	n/a			
Marshall	n/a			
Benton Harbor				
Grand Ledge				
Hastings				
St. Joseph				
Three Rivers	n/a			
Escanaba				
Sturgis	Doyle Front Desk Attendant			26,000
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Electric Department Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Utility Director			160,000
Eaton Rapids	Public Works/Utilities Director			80,496
Hillsdale	Electric Department Superintendent	95,000	115,000	95,000
Holland	No Direct Match			
Marshall	Director of Electric Utilities			133,900
Niles	Utility Manager			91,665
South Haven	Electric Department Superintendent	80,016	93,931	87,963
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Electrical Superintendent			139,984
Range Data				
Average				108,170.67
50th Percentile				93,332.50
60th Percentile				95,000.00
65th Percentile				104,725.00
70th Percentile				114,450.00
75th Percentile				124,175.00
80th Percentile				133,900.00
Actual Data				
Average		97,353.60	129,804.80	
50th Percentile		83,999.25	111,999.00	
60th Percentile		85,500.00	114,000.00	
65th Percentile		94,252.50	125,670.00	
70th Percentile		103,005.00	137,340.00	
75th Percentile		111,757.50	149,010.00	
80th Percentile		120,510.00	160,680.00	

Electric Administrative Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Office Worker			46,914
Eaton Rapids	n/a			
Hillsdale	Office Manager			50,573
Holland	Administrative Specialist	52,159	70,567	62,700
Marshall	Purchasing Agent/Electric Admin Asst.			55,036
Niles	Utility Executive Assistant			41,600
South Haven	Public Works Administrative Assistant			47,195
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Electric Administrative Assistant			51,168
Range Data				
Average				50,669.67
50th Percentile				48,884.00
60th Percentile				50,573.00
65th Percentile				51,688.75
70th Percentile				52,804.50
75th Percentile				53,920.25
80th Percentile				55,036.00
Actual Data				
Average		45,602.70	60,803.60	
50th Percentile		43,995.60	58,660.80	
60th Percentile		45,515.70	60,687.60	
65th Percentile		46,519.88	62,026.50	
70th Percentile		47,524.05	63,365.40	
75th Percentile		48,528.23	64,704.30	
80th Percentile		49,532.40	66,043.20	

Electric Operations Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Electric Superintendent			115,628
Eaton Rapids	Senior Electric Foreman			70,574
Hillsdale	n/a			
Holland	n/a			
Marshall	n/a			
Niles	Electric Superintendent			69,992
South Haven	n/a			
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Electric Operations Manager			109,990
Range Data				
Average				85,398.13
50th Percentile				70,574.40
60th Percentile				79,585.12
65th Percentile				84,090.48
70th Percentile				88,595.84
75th Percentile				93,101.20
80th Percentile				97,606.56
Actual Data				
Average		76,858.32	102,477.76	
50th Percentile		63,516.96	84,689.28	
60th Percentile		71,626.61	95,502.14	
65th Percentile		75,681.43	100,908.58	
70th Percentile		79,736.26	106,315.01	
75th Percentile		83,791.08	111,721.44	
80th Percentile		87,845.90	117,127.87	

General Lead Worker/Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	n/a			
Eaton Rapids	n/a			
Hillsdale	n/a			
Holland	Line crew Supervisor	108,212	146,404	126,500
Marshall	Lead Lineman	93,516	95,846	
Niles	n/a			
South Haven	Line Worker A - Foreman	73,257	78,832	78,832
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	General Lead Worker/Foreman			98,051
Range Data				
Average		91,661.67	107,027.33	101,127.67
50th Percentile		93,516.00	95,846.00	102,666.00
60th Percentile		96,455.20	105,957.60	107,432.80
65th Percentile		97,924.80	111,013.40	109,816.20
70th Percentile		99,394.40	116,069.20	112,199.60
75th Percentile		100,864.00	121,125.00	114,583.00
80th Percentile		102,333.60	126,180.80	116,966.40
Actual Data				
Average		91,014.90	121,353.20	
50th Percentile		92,399.40	123,199.20	
60th Percentile		96,689.52	128,919.36	
65th Percentile		98,834.58	131,779.44	
70th Percentile		100,979.64	134,639.52	
75th Percentile		103,124.70	137,499.60	
80th Percentile		105,269.76	140,359.68	

Utility Line Worker/Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Lead Lineman			94,559
Eaton Rapids	n/a			
Hillsdale	Utility Line Worker/Foreman	93,246	95,763	95,763
Holland	Lead Line worker (union)	91,686	111,446	111,446
Marshall	n/a			
Niles	n/a			
South Haven	Line Worker A	71,177	76,752	76,752
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Utility Line Worker/Foreman			95,971
Range Data				
Average		85,369.67	94,653.67	94,630.00
50th Percentile		91,686.00	95,763.00	95,161.00
60th Percentile		91,998.00	98,899.60	95,522.20
65th Percentile		92,154.00	100,467.90	95,702.80
70th Percentile		92,310.00	102,036.20	97,331.30
75th Percentile		92,466.00	103,604.50	99,683.75
80th Percentile		92,622.00	105,172.80	102,036.20
Actual Data				
Average		85,167.00	113,556.00	
50th Percentile		85,644.90	114,193.20	
60th Percentile		85,969.98	114,626.64	
65th Percentile		86,132.52	114,843.36	
70th Percentile		87,598.17	116,797.56	
75th Percentile		89,715.38	119,620.50	
80th Percentile		91,832.58	122,443.44	

Journeyman Utility Line Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Journeyman Lineman			93,954
Eaton Rapids	Journeyman Utility Line Worker	57,845	64,272	64,272
Hillsdale	Journeyman Utility Line Worker	83,865	89,481	89,481
Holland	Line worker	84,760	103,043	103,043
Marshall	Senior Lineman	84,489	90,750	
Niles	Journeyman Utility Line Worker			81,660
South Haven	n/a			
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Utility Line Worker/Journeyman			93,891
Range Data				
Average		77,739.70	86,886.50	86,482.00
50th Percentile		84,177.00	90,115.50	89,481.00
60th Percentile		84,364.20	90,496.20	91,270.20
65th Percentile		84,457.80	90,686.55	92,164.80
70th Percentile		84,516.10	91,979.30	93,059.40
75th Percentile		84,556.75	93,823.25	93,954.00
80th Percentile		84,597.40	95,667.20	95,771.80
Actual Data				
Average		77,833.80	103,778.40	
50th Percentile		80,532.90	107,377.20	
60th Percentile		82,143.18	109,524.24	
65th Percentile		82,948.32	110,597.76	
70th Percentile		83,753.46	111,671.28	
75th Percentile		84,558.60	112,744.80	
80th Percentile		86,194.62	114,926.16	

Apprentice Utility Line Worker

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Apprentice Lineman	79,144	93,954	
Eaton Rapids	Apprentice Lineman	52,060	57,845	57,845
Hillsdale	Apprentice Utility Line Worker	54,516	79,664	
Holland	Line worker - Apprentice	57,262	84,697	
Marshall	Apprentice Lineman	46,467	71,822	
Niles	Apprentice Utility Line Worker	54,891	81,660	73,507
South Haven	Line Worker Apprentice	42,407	69,076	57,553
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Apprentice Utility Line Worker			61,968
Range Data				
Average		55,249.62	76,959.69	62,968.27
50th Percentile		54,516.00	79,664.00	57,844.80
60th Percentile		54,741.00	80,861.60	60,977.24
65th Percentile		54,853.50	81,460.40	62,543.46
70th Percentile		55,365.20	82,267.40	64,109.68
75th Percentile		56,076.50	83,178.50	65,675.90
80th Percentile		56,787.80	84,089.60	67,242.12
Actual Data				
Average		56,671.44	75,561.92	
50th Percentile		52,060.32	69,413.76	
60th Percentile		54,879.52	73,172.69	
65th Percentile		56,289.11	75,052.15	
70th Percentile		57,698.71	76,931.62	
75th Percentile		59,108.31	78,811.08	
80th Percentile		60,517.91	80,690.54	

Diesel/Generation Chief Maintenance				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	n/a			
Eaton Rapids	n/a			
Hillsdale	n/a			
Holland	n/a			
Marshall	Lead Operator/Maintenance Mechanic	74,505	76,772	
Niles	n/a			
South Haven	n/a			
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Diesel/Generation Chief Maintenance			69,451
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Diesel/Generation Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	n/a			
Eaton Rapids	Generator Technician	52,060	57,845	56,347
Hillsdale	Power Plant Operator			46,800
Holland	n/a			
Marshall	Operator	50,211	62,899	
Niles	n/a			
South Haven	n/a			
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Diesel/Generation Operator			64,355
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Meter Division Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Metering Lead			70,126
Eaton Rapids	n/a			
Hillsdale	n/a			
Holland	Operations and Metering Supervisor	93,639	126,687	115,500
Marshall	n/a			
Niles	Meter Technician			81,660
South Haven	n/a			
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Meter Supervisor			78,249
Range Data				
Average				89,095.33
50th Percentile				81,660.00
60th Percentile				88,428.00
65th Percentile				91,812.00
70th Percentile				95,196.00
75th Percentile				98,580.00
80th Percentile				101,964.00
Actual Data				
Average		80,185.80	106,914.40	
50th Percentile		73,494.00	97,992.00	
60th Percentile		79,585.20	106,113.60	
65th Percentile		82,630.80	110,174.40	
70th Percentile		85,676.40	114,235.20	
75th Percentile		88,722.00	118,296.00	
80th Percentile		91,767.60	122,356.80	

Meter Serviceman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	n/a			
Eaton Rapids	n/a			
Hillsdale	Serviceman	52,997	55,432	
Holland	Electric Distribution Technician	66,996	81,432	81,432
Marshall	Meter Serviceman	62,732	65,062	
Niles	Meter Serviceman			45,302
South Haven	Electric Meter Worker	61,692	67,267	67,267
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Meter Serviceman			61,110
Range Data				
Average		61,104.25	67,298.25	64,667.00
50th Percentile		62,212.00	66,164.50	67,267.00
60th Percentile		62,524.00	66,826.00	70,100.00
65th Percentile		62,680.00	67,156.75	71,516.50
70th Percentile		63,158.40	68,683.50	72,933.00
75th Percentile		63,798.00	70,808.25	74,349.50
80th Percentile		64,437.60	72,933.00	75,766.00
Actual Data				
Average		58,200.30	77,600.40	
50th Percentile		60,540.30	80,720.40	
60th Percentile		63,090.00	84,120.00	
65th Percentile		64,364.85	85,819.80	
70th Percentile		65,639.70	87,519.60	
75th Percentile		66,914.55	89,219.40	
80th Percentile		68,189.40	90,919.20	

Inventory Controller				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	Inventory Specialist/Field Safety			59,580
Eaton Rapids	n/a			
Hillsdale	n/a			
Holland	Inventory and Facilities Specialist	48,520	65,644	58,149
Marshall	Purchasing Agent			52,956
Niles	Store Keeper			52,208
South Haven	Public Works Clerk	39,353	48,651	39,353
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	Inventory Controller			61,859
Range Data				
Average				52,449.20
50th Percentile				52,956.00
60th Percentile				55,033.20
65th Percentile				56,071.80
70th Percentile				57,110.40
75th Percentile				58,149.00
80th Percentile				58,435.20
Actual Data				
Average		47,204.28	62,939.04	
50th Percentile		47,660.40	63,547.20	
60th Percentile		49,529.88	66,039.84	
65th Percentile		50,464.62	67,286.16	
70th Percentile		51,399.36	68,532.48	
75th Percentile		52,334.10	69,778.80	
80th Percentile		52,591.68	70,122.24	

GIS Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	n/a			
Eaton Rapids	n/a			
Hillsdale	n/a			
Holland	n/a			
Marshall	n/a			
Niles	n/a			
South Haven	n/a			
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	GIS Manager			80,558
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

GIS Analyst				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Coldwater	GIS/Mapping Coordinator			65,459
Eaton Rapids	n/a			
Hillsdale	GIS Analyst			45,750
Holland	GIS Specialist/Project Coordinator	64,798	87,668	76,500
Marshall	GIS Specialist/Project Coordinator			48,464
Niles	GIS Analyst			47,320
South Haven	GIS Tech/Planner			59,467
Dowagiac - No Response				
Paw Paw - No Response				
Sturgis	GIS Analyst			50,273
Range Data				
Average				57,160.00
50th Percentile				53,965.50
60th Percentile				59,467.00
65th Percentile				60,965.00
70th Percentile				62,463.00
75th Percentile				63,961.00
80th Percentile				65,459.00
Actual Data				
Average		51,444.00	68,592.00	
50th Percentile		48,568.95	64,758.60	
60th Percentile		53,520.30	71,360.40	
65th Percentile		54,868.50	73,158.00	
70th Percentile		56,216.70	74,955.60	
75th Percentile		57,564.90	76,753.20	
80th Percentile		58,913.10	78,550.80	

APPENDIX D

Comparable Community	Health Plan Offered	Option Offered (80/20, Hard Cap, Opt-Out, etc.)
Allegan	High Deductible PPO	80/20 cost share
Coldwater	PPO 1000 plan, HSA 2000 Plan, HSA 3500 plan, HSA 6350 plan	Opt out, Fire & Police - \$6832.54 paid at \$192.31/pay period for 26 pays, City & BPU - \$2400.00 paid at \$92.31/pay period for 26 pays
Hillsdale	High Deductible PPO	80/20 cost share
Marshall	High Deductible PPO	Opt-out
Niles	High Deductible PPO, PPO	Opt-out
Average:		
Sturgis	High Deductible PPO, PPO	Opt-Out \$200 for a single or \$300 for dual and family coverage when enrolled in the high deductible health plan. 80/20 cost share for the traditional PPO. Health incentives available to reduce cost-sharing.

Comparable Community	Cost Sharing Model
Allegan	N/A
Coldwater	PPO 1000 - Single \$45.01 per pay period, 2 person- \$177.06 per pp, Family \$185.37 per pp.. HSA 2000, Single - &75.50 per pp, 2 person & family \$151.00 per pp. Maximum bi weekly HSA contribution (under 55) \$137.48, (55 and over) \$175.94, maximum HSA contribution 2 person & family (under 55) \$274.96, (55 and over) \$313.42. HSA 3500, single \$638.25, 2 person and family \$1276.50 Maximum bi weekly HSA contribution (under 55) \$115.83, (55 and over) \$154.29, maximum HSA contribution 2 person & family (under 55) \$231.67, (55 and over) \$270.14. HSA 6350, single \$1484.75, 2 person & family \$2969.50. Maximum bi weekly HSA contribution (under 55) \$83.27, (55 and over) \$121.74, maximum HSA contribution 2 person & family (under 55) \$166.55, (55 and over) \$205.01
Hillsdale	N/A
Marshall	Based on employee hire date
Niles	High Deductible- no employee cost \$2500 city donation to health care savings plan. PPO \$419 a month
Average:	
Sturgis	80/20 cost for PPO & Max \$300 annually for High Deductible Health Plan (HDHP)

Comparable Community	Retiree Health Insurance
Allegan	No
Coldwater	PTO over 240 hours at November 30, is paid to the employees HCSP (retirement health insurance). Employee can add to his/her HCSP each pay period.
Hillsdale	No
Marshall	Discontinued for new hires
Niles	Only to employee hired prior to 2006 and only until Medicare age
Average:	
Sturgis	Discontinued for new hires. At retirement, covered to age 65 with cot share of 30% for single, 40% retiree and spouse. Stipend of \$300 per month at age 65 except for Electric Union. Retirement Health Savings Plan available to all employees except senior Electric Union.

Comparable Community	Dental Coverage		Vision Coverage	
	Employee Contribution	Employer Contribution	Employee Contribution	Employer Contribution
Allegan	20.00%	80.00%	20.00%	80.00%
Coldwater	Employee will be reimbursed up to \$1000 year for submitted dental procedures	Self insured	None.	None.
Hillsdale	20.00%	80.00%	20.00%	80.00%
Marshall	0.00%	100.00%	20.00%	80.00%
Niles				
Average:	13.33%	86.67%	20.00%	80.00%
Sturgis	20.00%	80.00%	20.00%	80.00%

Comparable Community	Life Insurance	How many Holidays granted per year?	How many personal days granted per year?
Allegan	\$50k cap plan	13.00	0.00
Coldwater	Employer pays for \$50,000 of life insurance per employee	9.50	1.00
Hillsdale	\$40k plan	11.50	3.00
Marshall	\$50k Plan	12.00	4.00
Niles	\$50k Plan	9.00	3.00
Average:		11.33	1.33
Sturgis	\$50k max for non-union & DPS/Parks, PD, Electric & Fire Unions are 1 x annual base pay	9.00	1 day Electric Union, 2 days non union

Comparable Community	How many sick days granted per year?
Allegan	0.00
Coldwater	10.00
Hillsdale	8.00
Marshall	12.00
Niles	15.00
Average:	6.00
Sturgis	All groups except Fire Union =5 days first year of employment/10 days years 2 through 14/15 days after 14 years of employment FIRE union = 1st year>4 2/3 hours per month, Years 2-9>10 1/3 hours per month, Years 10-14>13 2/3 hours per month, 15 year + > 16 hours per month

Comparable Community	Vacation Time				
	0 - 5 YOS	6 - 9 YOS	10 - 14 YOS	15 - 20 YOS	21+
Allegan	23.00	28.00	33.00	33.00	33.00
Coldwater	20.00	22.00	27.00	30.00	35.00
Hillsdale	10.00	15.00	20.00	25.00	25.00
Marshall	10.00	15.00	20.00	25.00	30.00
Niles	10.00	15.00	20.00	25.00	25.00
Average:	17.67	21.67	26.67	29.33	31.00
Sturgis	10.00	15.00	15.00	20.00	25.00

Comparable Community	Time Keeping/Payroll Processing
Allegan	BS&A
Coldwater	BS&A
Hillsdale	BS&A
Marshall	BS&A
Niles	Civic
Average:	
Sturgis	Paycor

**City of Sturgis
City Commission
Regular Meeting**

Agenda Item 10B



Byler Electric, Inc

ESTIMATE

SID #: 2209047

Ph: 269-435-7156

Customer: City of Sturgis
Address: 130 N. Nottawa St
Sturgis, MI 49091
Contact: Dan Root
Phone: 269-659-7238
Email: droot@sturgismi.gov

Job Name: Doyle Center Main Courts Lighting
Upgrades
Jobsite 310 N. Franks Ave
Address: Sturgis, MI 49091
SID #: 2209047
Prepared By: Adam Hartong
Date: 09/22/2022

SCOPE OF WORK

Total Estimate: \$36,680.00

New Court Area Lighting - \$36,680.00

This estimate is for the installation of (50) new 28000 lumen high bay LED fixtures to replace the existing t-5 strip fixtures along the playing courts. This invoice includes labor and materials for the following:

1. Demo the 50 existing fixtures as well as the support structure for those fixtures.
2. Provide and install (50) new 2ft LED high bay fixtures layed evenly in the space.
3. Install new conduit and wiring to extend the existing circuits up into the ceiling area.
4. Install new conduit, wiring and devices to provide twist lock cord connections for each fixture.
5. Use the existing lighting controls for the new lighting.
6. Terminate and test.
7. Scissor Lift.
8. Permit and inspection fees.
9. Fill out the paperwork for the customer's energy rebate.

TERMS & CONDITIONS

- The above estimate reflects using the existing lighting controls. Individual sensor control of each light could incur additional charges.
- This estimate reflects using an indoor rated lift on the playing courts to perform the work. If the floor needs to be covered then there would be additional cost.
- Only the items listed in the estimate above are included. Additional items will incur additional cost.
- The above estimate reflects a volatile commodities market as the price of copper, steel and aluminum continue to fluctuate. Price may be adjusted according to current levels at the start of the project.

Terms:

- The above pricing is good for 30 days from 10/01/2022 after which the price may be adjusted for changes in material cost.
 - Periodic draws. Remainder upon completion.
-



Byler Electric, Inc

ESTIMATE

SID #: 2209047

Ph: 269-435-7156

APPROVAL *(By signing, customer agrees to all Scope of Work and Terms and Conditions contained in this document)*

Thank you for the opportunity to provide you with an estimate for the above scope of work. If you have any questions or comments, please call me at 269-435-7156 or email me at adam@bylerelectric.net.

Adam Hartong, Byler Electric

Please remit to:

Byler Electric

P.O. Box 86

550 Florence Rd.

Constantine, MI 49042

Phone: 269-435-7156

Email: adam@bylerelectric.net

Please Sign And Date

Please Print Your Name Here

DESCRIPTION

Reducing energy and maintenance costs, this LED high bay provides a one-for-one replacement of 400 Watt metal halide fixtures and 6 or 8 lamp fluorescent fixtures.

FEATURES

- Up to 136 LPW ultra-high efficiency delivers superior performance over legacy HID high bays
- 0-10V dimming

LISTINGS

- UL rated for damp locations
- DesignLights Consortium® 5.1 Premium - meets the requirements for the highest DLC qualification for efficacy and lumen maintenance; DLC PN - PLTM128312

PERFORMANCE

- CRI: ≥ 80
- CCT: 5000K
- LED L70 Life Hours: 100,000
- Seoul Semiconductor LEDs

THERMAL

- -4°F to 122°F (-20°C to 50°C) operating temperature

ELECTRICAL

- Input Voltage: 120-277V
- Dimmable power supply (0-10V)

INSTALLATION

- Designed for chain suspension with V-hooks and 3.4 ft. chains included; see Installation Instruction PDF for more information

CONSTRUCTION

- Galvanized steel housing with white finish
- Frosted polycarbonate lens protects LEDs while evenly distributing light

WARRANTY

- 5 year limited warranty; see pltsolutions.com for warranty details

project name	type
catalog number	
comments	voltage
approved by	date



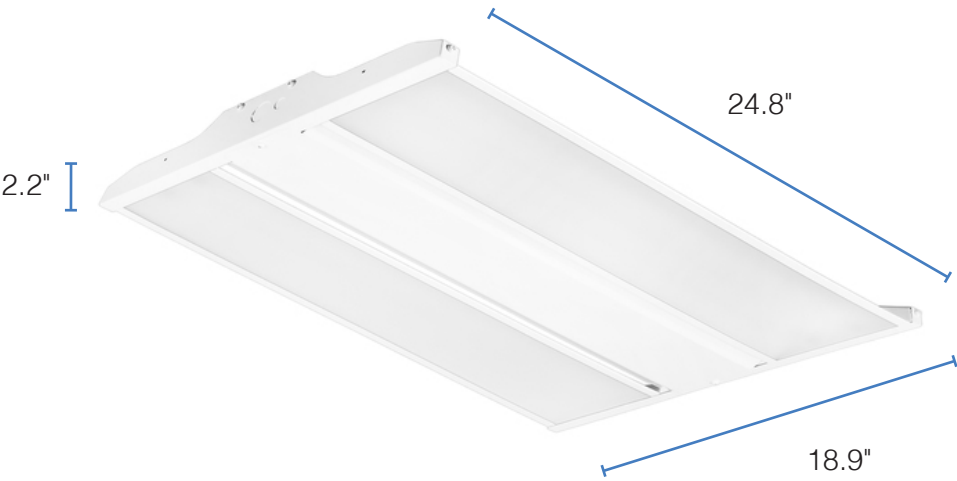
APPLICATIONS

- Warehouses
- Manufacturing Plants
- Distribution Centers
- Grocery Stores
- Gymnasiums
- Indoor Recreational Facilities
- Cold Storage
- Big Box Retail
- Service Repair Centers

PERFORMANCE SUMMARY

Item #	Model	Watts	Lumens	LPW	CCT	CRI	Dimming	Voltage	Replaces	DLC #	DLC Rating
PLTS-90152	Linear	210W	28,560	136	5000K	≥80	0-10V	120-277V	MH400	PLTM128312	5.1 Premium

DIMENSIONS



DIMENSIONS

Length: 24.8"
Height: 2.2"
Width: 18.9"
Weight: 11.24 lbs.

**City of Sturgis
City Commission
Regular Meeting**

Agenda Item 10C

Task Order

In accordance with paragraph 1.01 of the Standard Form of Agreement Between Owner and Engineer for Professional Services – Task Order Edition, dated February 27, 2014, and extended 5 years on 1/10/19 (“Agreement”), Owner and Engineer agree as follows:

1. Specific Project Data

- A. Title: East and West Main Street Utilities & Road Improvement Project.
- B. Background/Description: The City of Sturgis is planning utility and roadway improvements on East and West Main Street from North Clay Street to George Street.

In 2017, F&V completed capital improvement budget plans for the East and West Main Street Project. The project consists of approximately 1900 feet of street reconstruction, maintaining the existing 25 feet back of curb to back of curb width from North Clay Street to George Street. The proposed improvements include new curb and gutter, sand subbase, aggregate base, 4 inches of HMA pavement on E. Main, 3 inches of HMA pavement and brick pavers on W. Main. The project will replace the existing 10-inch sanitary sewer with a 15-inch or 18-inch sanitary sewer. An existing 4-inch water main will be abandoned, and water services transferred to the existing 12-inch water main. Other improvements include storm water drainage structure and pipe replacement and sidewalk ramp upgrades.

The pavement section on M-66 (North Nottawa Street) will be replaced matching the existing cross section based on Michigan Department of Transportation (MDOT) requirements.

The design project assumes the topographic survey, design layout, and limits from the February 2017 Capital Improvement Budget Plans will be utilized for the design. A supplemental topographic survey will be needed for the brick portion of West Main Street.

Project is planned on being funded through the MDOT Transportation Alternative Program and will be completed following the Local Agency Program (LAP) guidelines and schedules.

- C. Number of Construction Contracts:
The project is anticipated to be constructed under one (1) construction contract.
- D. Work Scope:

PRELIMINARY DESIGN PHASE

1. Supplement the existing topographic survey with the brick portion of West Main Street.
2. Assist with opinions of probable cost, and concept sketches for a Transportation Alternatives Program Grant Application.
3. Perform a site visit with a City representative to review existing plans and confirm improvements.
4. Convert existing capital improvement concept plans into bidding plans.
5. Design a 10-foot-wide non-motorized path on the south side of West Main Street. F&V will provide up to two (2) concept locations for City review and two (2) meetings with the City and MDOT to confirm path layout.
6. Prepare opinions of probable construction cost for the project.
7. Submit plans and special provisions to MDOT for a grade inspection meeting.

8. Review preliminary plans, special provisions and estimate with the City and MDOT.

FINAL DESIGN PHASE

1. Complete design and prepare final plans, specifications, and estimate incorporating City comments from the preliminary design review.
2. Prepare and submit EGLE watermain construction permit.
3. Prepare and submit an EGLE sanitary sewer construction permit.
4. Coordinate with a property acquisition firm and assist in obtaining required easements and securing right-of-way per MDOT requirements.
5. Prepare final bid package including specifications, bid items, probable construction costs, and plans.

BIDDING PHASE

1. Submit final documents to MDOT for a MDOT Bid Letting.
2. Answer questions during bid period and issue addenda, if necessary.

This task order is for design and bidding phase services.

F&V can provide a supplemental task order for construction phase services once the final project scope and construction schedule is determined.

2. Services of Engineer

The work scope is to provide Preliminary Design, Final Design, and Bidding Phase professional services. The following paragraphs from Exhibit A of the Standard Form of Agreement Between Owner and Engineer for Professional Services – Task Order Edition, are incorporated by reference, along with a brief summary:

A1.01 Study and Report Phase

A.4

A1.02 – Preliminary Design Phase, in its entirety.

A1.03 – Final Design Phase, include paragraphs:

A.1

A.2

A.3

A.4

A.5

A.1.04 – Bidding or Negotiating Phase:

A.1 Advertising costs to be paid by City of Sturgis.

A.2

A.3

A.5

A.6

A2.01 Other Services

A.1 Provide engineering concept sketches and opinion of cost. Sturgis will contract directly with others for a historical study and grant assistance.

3. Owner's Responsibilities

Owner shall have those responsibilities set forth in Article 2 and in Exhibit B.

4. Times for Rendering Services

The term of the Agreement, as identified in Article 3.01.A of the Agreement, shall be extended to five years. The times for rendering services are as follows assuming a November 30, 2022 approval and follows the LAP 2023 Project Planning Guide.

<u>Phase</u>	<u>Proposed Completion Date</u>
<u>Preliminary Design Services</u>	<u>June 12, 2023 GI submittal</u>
<u>Final Design Services</u>	<u>August 25, 2023 Final Submittal to MDOT</u>
<u>Bidding Phase Services</u>	<u>November 3, 2023, Bid Letting</u>

5. Payments to Engineer

A. Owner shall pay Engineer for services rendered as follows:

Category of Services	Compensation Method	<i>Estimate of Compensation for Services</i>
<i>TAP Grant Assistance</i>	<i>Standard Hourly Rates</i>	<i>\$5,000</i>
<i>Preliminary Design Services</i>	<i>Standard Hourly Rates</i>	<i>\$37,800</i>
<i>Final Design Services</i>	<i>Standard Hourly Rates</i>	<i>\$12,500</i>
<i>Bidding Phase Services</i>	<i>Standard Hourly Rates</i>	<i><u>\$500</u></i>
TOTAL FEES =		\$55,800

B. The terms of payment are set forth in Article 4 of the Agreement and in Exhibit C.

6. Consultants:

None.

7. Other Modifications to Master Agreement:

None.

8. Attachments:

None.

9. Documents Incorporated by Reference:

None.

10. Terms and Conditions:

Execution of this Task Order by Owner and Engineer shall make it subject to the terms and conditions of the Agreement (as modified above), which Agreement is incorporated by this reference. Engineer is authorized to begin performance upon its receipt of a copy of this Task Order signed by Owner.

The Effective Date of this Task Order is December 1, 2022

OWNER
City of Sturgis

ENGINEER
Fleis & VandenBrink Engineering, Inc.



Signature _____ Date _____

Signature _____ Date _____

Michael Hughes
Name

Matt Johnson, P.E.
Name

City Manager
Title

Regional Manager
Title

DESIGNATED REPRESENTATIVE FOR TASK ORDER:

DESIGNATED REPRESENTATIVE FOR TASK ORDER:

Barry Cox, P.E.
Name

Matt Johnson, P. E.
Name

City Engineer
Title

Project Manager
Title

130 N. Nottawa
Address

4798 Campus Drive, Kalamazoo MI, 49008
Address

bcox@sturgismi.gov
E-Mail Address

mjohnson@fveng.com
E-Mail Address

(269) 659-7249
Phone

(269) 532-7396
Phone

(269) 659-7295
Fax

(269) 382-6972
Fax

Sturgis Purchase Order No.: _____

F&V Vendor No.: 00776



Main Street Improvements

		590 Wastewater		591 Water		204 Street & Sidewalk Improvements		TOTAL PROJECT	
		Collection System Rehab/Street Projects		Main St. (Clay to George)					
FY 2022-2023									
BUDGETED FUNDS		\$350,000.00		\$0.00		\$0.00		\$350,000.00	
PROJECT COSTS		55%		18%		27%			
Design and Bid Phase Engineering		Recommended	\$ 30,907.19	\$ 10,023.95	\$ 14,868.86	\$ 55,800.00	Task Order #11		
TOTAL FY 2022-2022			\$ 30,907.19	\$ 10,023.95	\$ 14,868.86	\$ 55,800.00	No budget amendments necessary at the current time.		
FY 2023-2024									
BUDGETED FUNDS		\$925,000.00		\$300,000.00		\$445,000.00		\$1,670,000.00	
PROJECT COSTS									
Construction Award - Utilities		Future							
Contingency Budget - Utilities		Future							
Construction Phase Engineering - Utilities		Future							
TOTAL FY 2023-2024			\$ -	\$ -	\$ -	\$ -	\$ -		

**City of Sturgis
City Commission
Regular Meeting**

Agenda Item 10D



Memo

To: Regular, full-time, non-union employees
From: Michael Hughes, City Manager
Date: November 22, 2022
Re: Benefit Changes for Non-Union Employees

A summary of benefit changes is provided below for full-time, non-union employees. Current employees will experience changes in compensation, safety shoe reimbursement and 457 contributions.

Safety Shoes (proposed)

Reimbursement for the cost of one pair of safety shoes or boots for any regular full-time employee is increased from \$200 to \$225.

457 Plan Employer Contributions

City contributions to the 457 plan will be increased to three percent (3.0%) of eligible compensation beginning with the entire pay period beginning on or after December 1st. Currently the City contribution is 2.6 percent (2.6%).

Vacation

Upon initial eligibility or hire, a regular full-time employee will be credited 40 hours of vacation time. The accrual rate in the first year will be adjusted so that an additional forty hours is accrued over the first year. Eligible employees will not receive payout of unused vacation upon separation from service in the first year.

Respectfully Submitted,

Michael L. Hughes
City Manager