



**PROPOSED AGENDA
SPECIAL MEETING OF THE LAKE ODESSA VILLAGE COUNCIL
THURSDAY, DECEMBER 29, 2022 - 6:00 P.M.**

Page Memorial Building
Village Council Chambers
839 Fourth Avenue, Lake Odessa, Michigan 48849

I. Call to Order

II. Pledge of Allegiance

III. Roll Call

IV. Approval of Agenda

V. Citizen Comment on Agenda Items:

Under the Open Meetings Act, any citizen may come forward at this time and make comment on items that appear on the agenda. Comments will be limited to five minutes per person. Anyone who would like to speak shall state his/her name and address for the record. Remarks should be confined to the question at hand and addressed to the chair in a courteous tone. No person shall have the right to speak more than once on any particular subject until all other persons wishing to be heard on that subject have had the opportunity to speak.

VI. Minutes: None

VII. Bills: None

VIII. Consent Agenda

IX. Departmental Reports: None

X. Committee Reports None

XI. Presentations None

XII. Unfinished Business

XIII. New Business:

- a) Discussion and Potential Action: Village Manager search
- b) Discussion and Potential Action: Village Clerk/ Treasurer compensation
- c) Discussion and Potential Action: Classification and Compensation Study Results and Next Steps

d) Discussion and Potential Action: Upcoming LWA Board Seat Opening

XIV. Miscellaneous Correspondence: None

XV. Trustee Comments

XVI. Public Comment

Under the Open Meetings Act, any citizen may come forward at this time and make comment to the Village Council. Comments will be limited to five minutes per person. Anyone who would like to speak shall state his/her name and address for the record. Remarks should be addressed to the chair in a courteous tone. No person shall have the right to speak more than once on any particular subject until all other persons wishing to be heard on that subject have had the opportunity to speak.

XVII. Adjournment



EXECUTIVE SEARCH

Service Overview







michigan municipal league

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and service to Michigan communities since 1899. We provide our members with the tools and knowledge they need to effectively manage and develop their communities. With the League's intimate knowledge of communities' needs and challenges, we are in a unique position to provide a comprehensive executive search service.

The executive search service is a resource offered to strengthen the quality of municipal government and administration through successful placement of public leaders. The League is invested in the community before, during, and after the search and is dedicated to a long-term partnership. A typical League search takes at least 120 days and is customized to the specific needs of the community.



We love what's coming.

Executive Search Overview

Typical Service includes:

- Up to FOUR personal visits with the search facilitator
- Engagement of elected officials, department heads, and staff in the profiling process to facilitate consensus building around the necessary skills, knowledge, attributes, and team leadership expectations
- An extensive community profile and recruitment brochure
- Advanced marketing, including customized online advertising, targeted emails, and the League's social media
- Direct recruitment of passive candidates
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Assistance with the conditional offer of employment, background check, and contract negotiation

Package Price: \$17,000 for members and \$21,000 for nonmembers

Enhanced Service includes:

All Typical Services:

- Up to FIVE personal visits with the search facilitator
- Community roundtables during the profile processes
- Open house during interview process

Package Price: \$19,000 for members and \$23,000 for nonmembers



For a less complex search, the Basic Service includes:

Up to THREE personal visits with the search facilitator, which includes one day dedicated to interviews

- A community profile and recruitment brochure
- Standard marketing and advertising
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Background check

Package Price: \$14,000 for members and \$17,000 for nonmembers

Optional Services (Priced per service in addition to package cost):

- Community outreach meetings and public forums
- Recruitment video
- Social event or non-traditional setting for candidate screening
- Background checks at point of interview
- Media packet with press releases provided for the local media at key points



We love what's coming.

Services at a Glance

SEARCH TASKS	Search Levels		
	Basic	Typical	Enhanced
PROFILING PROCESS			
Engagement of Elected Officials	●	●	●
Engagement of Department Heads and Staff		●	●
Engagement of Community Members			●
Review Compensation Package	●	●	●
Standard Candidate Profile and Brochure	●	n/a	n/a
Extensive Candidate Profile and Brochure		●	●
ADVERTISING & MARKETING	Basic	Typical	Enhanced
Placement in League Classifieds Website	●	●	●
Standard Advertising (up to 3 job boards)	●	n/a	n/a
Advanced Advertising		●	●
Social Media Announcements	●	●	●
Direct Recruitment of Passive Candidates		●	●



SEARCH TASKS	Search Levels		
	Basic	Typical	Enhanced
CANDIDATE SCREENING & SELECTION	Basic	Typical	Enhanced
Pre-Screening Activities/Application Analysis	●	●	●
Develop Standard Interview Format and Questions	●	n/a	n/a
Develop Robust Interview Format and Questions		●	●
Attendance During Interview Process	●	●	●
Assist and Attend Open House Function			●
Extend Conditional Offer w/ Sample Contract	●	●	●
Initiate Contract Negotiations		●	●
Conduct Full 3 rd -party Background Check	●	●	●
OUR GUARANTEE *Applies to municipal executives only	Basic	Typical	Enhanced
Our One-Year Guarantee		●	n/a
Our Two-Year Guarantee			●



We love what's coming.



michigan municipal league

Prepared by the Michigan Municipal League

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Our Clients

The League has completed hundreds of executive searches since 1998. Many of our clients return to the League for executive search assistance because of their satisfaction with our work and their trust in the League to do its best for their community. Listed below are searches the League has performed in recent years:

Client	Position	Year	Population
Missaukee County	County Administrator	2021	14,849
Ionia	City Manager	2021	11,394
Farmington Hills	City Manager	2021	79,740
Elk Rapids	Village Manager	2021	1,642
Riverview	Police Chief	2021	10,694
East Grand Rapids	City Manager	2021	10,694
Clare	City Manager	2020	3,118
Flint	Finance Director	2020	102,434
Flint	Human Resources Director	2020	102,434
Ogemaw County	County Administrator	2020	21,699
Vassar	City Manager	2020	2,697
Quincy	City Manager	2020	1,652
Ishpeming	City Manager	2019	6,445
Grosse Pointe Park	City Manager	2019	11,125
Sault St Marie	City Manager	2019	13,631
Albion	City Manager	2019	8,285
Scottville	City Manager	2019	1,214
Caledonia	Village Manager	2019	1,511
Ludington	City Manager	2019	8,061
Gladwin	City Manger	2019	2,884
Battle Creek	Fire Chief	2018	52,347
Dewitt Township	Township Manager	2018	14,321
Hancock	City Manager	2018	4,634
Hart	City Manager	2018	2,126
Stanton	City Manager	2018	1,417
Cass City	City Manager	2017	2,428
Eaton Rapids	City Manager	2017	5,214
Emmet County	County Administrator	2017	32,694
Fraser	City Manager	2017	14,480
Gladstone	City Manager	2017	4,973
Lathrup Village	City Administrator	2017	4,075
Otsego	City Manager	2017	3,956
Rockford	City Manager	2017	5,719
St. Johns	City Manager	2017	7,865
Allegan	City Manager	2016	4,998
Benton Harbor	Finance Director	2016	9,889
Berkley	City Manager	2016	14,970
Bloomfield Hills	City Manager	2016	3,869
Durand	City Manager	2016	3,446
Elk Rapids	Village Manager	2016	1,642
Flint	DPUW Director	2016	97,738
Frankenmuth	City Manager	2016	4,944
Grand Rapids	City Attorney	2016	196,251
Grand Traverse County	Finance Director	2016	91,914
Grand Traverse County	Human Resources Director	2016	91,914
Gratiot County	County Administrator	2016	40,932
Lowell	City Manager	2016	3,783
Mount Clemens	City Manager	2016	16,340
Scio Township	Township Manager	2016	17,423
St. Joseph	Public Safety Director	2016	9,804
St. Joseph	Finance Director/Clerk	2016	9,804
Union Township	Township Manager	2016	7,615

Village of Lake Odessa, Michigan
Request for Proposal
Village Manager Recruitment & Selection

December 22, 2022



630 Dundee Road
Suite 225
Northbrook, IL 60062

Primary Contact Person:

Laurie Pederson
Director of Administrative Services
847-380-3198
LPederson@GovHRusa.com

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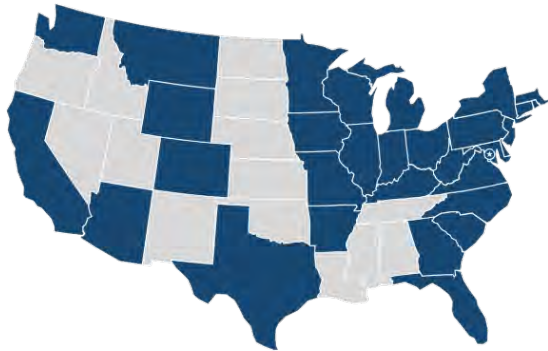
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Consultant Biography
Client List

Firm Profile

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Our Leadership



Heidi Voorhees

President

847-380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori

Chief Executive Officer

847-380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Why Choose GovHR?

Unparalleled Expertise and Level of Service: We are a leader in the field of local government recruitment and selection with experience in **41 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

Delivering the Best: We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and interviews with potential finalist candidates, to ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.

A Partner from Start to Finish: We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

Services for Any Budget and Any Search: We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

Our Team

GovHR employs a team of professionals with backgrounds in local government and the not-for-profit sector. With your staff needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced Vice President, Ryan Cotton. He will act as your project manager and primary point of contact for this project. His full biography can be found as part of the Appendix and his client list is available on our website.

Project Manager



Ryan Cotton

Vice President

616-638-8910

RCotton@GovHRusa.com

Proposal Inquiries



Laurie Pederson

Client Services & Administrative Director

847-380-3198

LPederson@GovHRusa.com

Project Approach and Methodology

We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- Surveys can be used for department personnel to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
 - The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector Job Board/Career Center websites

- Social media: LinkedIn (over 20,000 connections), Facebook, Instagram and Twitter
- GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Candidate Completion of a questionnaire
 - Candidate References are contacted
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Client's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will review the recruitment report with the client and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates' credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening will be conducted on the top finalist:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	Optional: Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	Optional:
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for the interviews, serving as a resource and facilitator. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase I		Phase II				Phase III			Phase IV	Phase V		Phase VI	

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina. Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

Recruiting During the Great Resignation

The GovHR team is aware of the lasting impact that the Great Resignation has had on nearly all local government positions. Data shows annual quit rates have been at record highs the past two years. Additionally, there is a growing trend of public workers accelerating retirement plans, a drastic change from when workers were *postponing* retirement.

Our team of consultants work diligently to ensure the success of each recruitment and will be transparent upfront and throughout the process regarding any obstacles or delays they anticipate. Despite these challenging times, we have still seen a tremendous amount of success in our recruitments largely due to our consultants' outreach methods and our team's marketing strategies.

GOVHR'S RECOMMENDATIONS TO RECRUIT AND RETAIN TOP TALENT

Responsive: Roll out the Welcome Mat! Candidates may struggle with relocating for a new position as well as be concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

Encouraging: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

Competitive: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

Resourceful: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully consider requirements such as CPA, Professional Engineer and others that will limit your talent pool – consider using the word "ideally" or "preferably."

Understanding: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

Innovative: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. GovHR will assist you in being as innovative as possible in your outreach.

Transparent: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are now showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information if we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
All Inclusive Fee: (Includes repeat client discount) - Includes Advertising charges - Full Position Brochure designed by in house Graphic Designer - Includes Background Screening on Finalists - Includes Consultant Travel (up to 3 trips)	\$14,500
Total (Not to exceed):	\$14,500

This fee does not include travel and accommodations for candidates interviewed.

Consultant travel expenses are included in the price proposal up to three trips. Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Invoice upon acceptance of proposal:	40% of the Recruitment Fee
2nd Invoice upon recommendation of candidates:	40% of the Recruitment Fee
Final Invoice upon completion:	20% of the Recruitment Fee plus all expenses

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

The GovHR Guarantee – Full Scope Recruitment

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

Contract Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Village of Lake Odessa, Michigan agrees to retain GovHR USA, LLC (“GovHR”) to conduct a Village Manager Recruitment in accordance with its proposal dated December 22, 2022. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

Village of Lake Odessa, Michigan

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____



RYAN COTTON



Ryan Cotton is a Vice President with GovHR USA, and has over 35 years of experience as a local government management professional in multiple communities in three states including Duvall, Washington, Montpelier, Vermont and Grand haven, Spring Lake, Eastpointe, Caledonia, and Holland Michigan. Mr. Cotton is an ICMA Credentialed Manager.

From 2012 to 2017, Mr. Cotton served as the City Manager of Holland, a progressive, vibrant, diverse community in West Michigan. During his tenure in Holland, Mr. Cotton was responsible for a \$36 million budget and 185 full-time employees. Consensus on \$28 million in capital asset redevelopment was accomplished. Mr. Cotton was known for his organizational planning and facilitation, strategic management, neighborhood redevelopment, fiscal management, multicultural human relations, intergovernmental collaboration, and grant outcomes.

Mr. Cotton served as the Village Manager in Spring Lake, Michigan from 2002 to 2012 and as City Manager in Grand Haven, Michigan from 1995 to 2002. Spring Lake and Grand Haven are full-service, waterfront communities with high service demands. In Spring Lake, new intergovernmental agreements resulted in shared and expanded services. Mr. Cotton facilitated multiple community consensus building opportunities including master plans and strategic plans.

Prior City Manager services were provided to Montpelier, Vermont from 1986 to 1994 where Mr. Cotton grew regional collaboration for improved ambulance services. He also assisted the Vermont League of Cities and Towns on municipal recruitment and team building. In each community, Mr. Cotton oversaw labor relations and conducted strategic planning and facilitation for multiple non-profits. Mr. Cotton also served in leadership roles for regional services and on statewide boards.

Ryan has extensive grant experience in Illinois, Michigan, and Vermont. He brought in more than \$20 million in grants and other non-local tax funding to communities he served-- achieving a 95% success rate.

PROFESSIONAL EDUCATION

- Master of Arts degree in Political Science, Western Michigan University
- Master of Public Administration degree, University of Kansas
- Bachelor of Arts degree in Public Administration, Miami University, OH

- Vermont Association of Realtors, Impact Fees and Cities, 1988
- National Caucus of New England Legislators, Growth in New England, in Manchester, New Hampshire, 1988
- International City Manager Association National Conference, Service Request Systems, San Antonio, Texas, 1984

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Adjunct Instructor, Grand Valley State University and Hope College
- West Michigan Green Infrastructure Conference, Michigan Department of Environmental Quality Grand Valley State University, Grand Rapids, Michigan, 2015
- Testimony to State of Michigan House and Senate Committees, On-Bill Energy Legislation, resulting in eventual adoption and Governor's signature, 2014
- Michigan Association of Municipal Attorneys, The ABCs for Municipal Attorneys, Lansing, Michigan, 2009
- Testimony to the State of Michigan House Committee on Land Use and the Environment, Impact Fees, 2013
- Michigan City Management Association, Community Information Systems, Ypsilanti, Michigan, 1999
- Michigan Municipal League, Building a Sense of Place Grants, Muskegon, Michigan, 1998

MEMBERSHIPS AND AFFILIATIONS

- Michigan Local Government Managers Association, Former Board of Directors
- West Michigan Strategic Alliance, Former Board of Directors

PROFESSIONAL BACKGROUND

- Interim City Administrator, Duvall, WA, 2021
- Interim City Manager, Eastpointe, MI 2019
- Interim Village Manager, Caledonia, MI 2019
- Interim City Manager, Eastpointe, MI 2018
- City Manager, Holland, MI 2012-2017
- Village Manager, Spring Lake, MI 2002-2012
- City Manager, Grand Haven, MI 1995-2002
- City Manager, Montpelier, VT 1986-1994
- Assistant City Manager, Upper Arlington, OH 1984-1986





Client Testimonials:

Ryan Cotton & GovHR USA

Burien, WA City Manager Recruitment, 2022

GovHR, USA (Ryan Cotton) delivered all elements of the City Manager Executive search as specified in our contract, and he did so with a high degree of professionalism, patience. He possesses a calm thorough demeanor which is very suited for this work.

GovHR, USA recruited a total of 55 candidates to apply for the position of City Manager with the City of Burien. This number far exceeded expectations and delivered upon the City Council's desire to have a pool of applicants with diverse backgrounds and experience levels.

GovHR, USA demonstrated their promise to remain always engaged. Once selected, Ryan Cotton was engaged and responsive to any number of requests, and always followed through to the customer's satisfaction.

Burien had a team of leadership members that participated in edits of the brochure, interview question development, and public engagement. Even with many edits, requests for public engagement (surveys, public meetings, etc), Ryan was responsive and open-minded to deliver a process that reflected Burien's goals.

When the City of Burien hired the executive search firm, GovHR, USA we knew that collaboration and consensus among the City Council was a significant goal. Ryan Cotton spent the time necessary to address questions and concerns Council until the final 7-0 decision was made to hire the City Manager.

Cathy Schrock, Administrative Services Director

Kalamazoo County, MI Administrator/Controller Recruitment, 2022

Kalamazoo County was extremely pleased with the level of detail, accountability and professionalism that we received from GovHR throughout our search for a County Administrator. Mr. Cotton was timely, reliable, understanding and went the extra mile throughout our entire search process. In the end, we were able to secure an ideal candidate for our county. I would provide GovHR 5 out of 5 stars and highly recommend them!

Jim Rutherford, Interim County Administrator/Controller

City of Paw Paw, MI Organization Recruitment, 2021

GovHR provided us with an individualized, unique approach to the study we wanted to accomplish. We did not receive a cookie-cutter final product, but one that was tailored to meet our community's individualized objectives. I would highly recommend the team at GovHR.

Sarah Moyer-Cale, Current Hastings City Manager

City of Duvall, WA City Administrator Recruitment, 2021

We thoroughly enjoyed working with Ryan at the City of Duvall. He brought a wealth of experience and wisdom and a team focused approach. 5 stars 😊

Amy Ockerlander, City of Duvall, Washington Mayor

LaGrange, IL DPW Director Recruitment, 2021

The Village has used GovHR for several key recruitments, and each engagement has been highly professional, responsive and comprehensive. GovHR has a deep knowledge of municipal needs and extensive networks to help market position openings, which provides an edge in a competitive recruitment environment.

Andri Peterson, Village Manager

Chicago Executive Airport, IL Recruitment, 2021

Please accept a big "THANK YOU" from Bill, me, Tom and our entire Board for your assistance. Human capital is the most important type of capital, and we're excited about the new leadership!

Court Harris, Chicago Executive Airport Board President

City of Portage, MI Development Services Director Recruitment, 2020

It was a pleasure working with Ryan. I told the person checking his references that the only problem was it was difficult to choose from the good candidates GovHR provided.

Shannon Hertz, Portage Human Resources Director

City of Ludington, MI Strategic Plan, 2020

The City of Ludington appreciate the responsiveness and flexibility of Ryan and GovHR as we dealt with the onset of COVID-19 during the middle of our implementation period. This plan was the first of its kind and was built in a way that allows us to build upon it into the future. I would definitely recommend Ryan and GovHR for any community looking to begin their strategic planning process.

Mitch Foster, City Manager

City of Adrian, MI City Administrator Search Recruitment, 2018

As a candidate for employment, I truly appreciated GovHR's executive recruitment process. One of the challenging things about seeking a position is when you feel like you've been "left hanging" with uncertainty about the status of the recruitment. That was never the case with GovHR. Ryan Cotton provided clear communication throughout each step. When candidates apply for a GovHR job posting, they be assured that the process will be professional from beginning to end.

Nathan Burd, Current Livingston County Manager

City of Eastpointe, MI City Manager Recruitment and Interim Services, 2018/19

Mr. Cotton was extremely professional and sensitive to the needs of our city. He invested time in learning the lay of the land in order to make informed decisions that were fitting for our local government and well-received by the community. He was very respectful of Council's authority and had a keen understanding of his role. He executed his responsibilities swiftly and I was very impressed with the knowledge and experience he brought to the table.

Mike Klinefelt, former Mayor Pro-Tem, Eastpointe

Lander, Wyoming Grant Writing, 2019 to Present

Grant writing services from GovHR (Ryan Cotton) have allowed our small community of 7,500 people to successfully compete for large State and Federal grant opportunities. Lander, Wyoming has been awarded grants ranging from \$83,000 to \$250,000 allowing us to complete large projects that would have been impossible within our normal budget. Through GovHR, Lander is now engaged in two additional grant opportunities that could bring \$6,000,000 into our community for flood mitigation and "Safe Streets for All" projects. Now, more than ever, communities should take advantage of professional grant writing services to take advantage of the BIL funding.

RaJean Strube Fossen, Assistant Mayor, Lander

**Ryan Cotton
Vice President**



GovHR USA, LLC
Parent Company of GovTempsUSA
[630 Dundee Road, Suite 225](https://www.govhrusa.com)
[Northbrook, IL 60062](https://www.govhrusa.com)
Direct Line (Cell): 616-638-8910
Main Line: 847-380-3240
866-803-1500 FAX
rcotton@govhrusa.com



City Administration Client List

<i>STATE</i>	<i>CLIENT</i>	<i>POSITION</i>	<i>POPULATION</i>	<i>YEAR</i>	
Alaska	Bethel	City Manager	6,500	2019	
	Homer	City Manager (Professional Outreach)	5,300	2019	
	Seward	City Manager	2,693	2019	
	Unalaska	City Manager	4,768	2017	
Arizona	Buckeye	City Manager	69,744	2021	
Colorado	Eagle	Town Manager	6,739	2017	
	Englewood	City Manager	34,957	2019	
Connecticut	Cheshire	Town Manager	29,261	2017	
	East Hampton	Town Manager	13,000	2019	
	Enfield	Town Manager	45,246	2015	
				2018	
				2021	
	Manchester	General Manager	59,710	2021	
	Meriden	City Manager	60,838	2018	
Delaware	Newark	City Manager	33,398	2018	
Florida	Deerfield Beach	Assistant City Manager	80,000	2022	
	Gainesville	Assistant City Manager	133,997	2021	
	Lakeland	City Manager	110,000	2020	
	Largo	Assistant City Manager	82,244	2018	
	Palm Beach	Assistant City Manager	85,933	2021	
Georgia	Albany	City Manager	77,434	2021	
	College Park	City Manager	14,500	2021	
	Decatur	Assistant City Manager	25,000	2018	
		City Manager	25,000	2018	
Illinois	Algonquin	Village Manager	30,947	2012	
	Arlington Heights	Village Manager	75,500	2014	
	Barrington	Village Manager	10,455	2018	
	Bensenville	Village Manager	20,703	2015	
	Bloomington	City Manager	78,005	2018	
	Buffalo Grove	Village Manager	42,909	2010	
	Carbondale	City Manager	25,092	2011	
	Cary	Village Administrator	17,840	2011	
	Centralia	City Manager	13,000	2020	
	Clarendon Hills	Village Administrator	8,653	2014	
			Village Manager	8,653	2010
		Crest Hill	City Administrator	21,169	2015
					2021
	Decatur	City Manager	76,178	2014	
				2018	
		Deputy City Manager	76,178	2019	
	DeKalb	City Manager	43,849	2018	

			44,862	2013
	Dixon	City Manager	18,601	2015
	East Moline	City Administrator	21,300	2011
				2016
	East Peoria	City Administrator	23,503	2016
	Effingham	City Administrator	12,384	2010
			12,577	2018
	Elmhurst	City Manager	46,387	2010
	Forsyth	Village Administrator	3,490	2021
	Fox Lake	Village Administrator	10,550	2013
				2021
	Freeport	City Manager	25,000	2017
	Galesburg	City Manager	33,706	2010
				2022
	Geneseo	City Administrator (Virtual)	6,500	2019
	Glen Ellyn	Assistant Village Manager	27,000	2013
		Village Manager	27,000	2010
	Glencoe	Assistant Village Manager	8,723	2015
		Village Manager	8,723	2013
	Greenville	City Manager	7,000	2021
	Hanover Park	Village Manager	38,510	2012
	Highland Park	City Manager	31,365	2011
	Hinsdale	Village Manager	16,816	2013
	Homer Glen	Village Manager	24,220	2011
	Homewood	Assistant Village Manager (Virtual)	19,464	2017
				2021
	Inverness	Village Administrator	7,400	2013
	Joliet	City Manager	147,500	2013
				2017
	Kenilworth	Village Manager	2,562	2012
	La Grange	Assistant Village Manager (Virtual)	15,610	2017
	La Grange	Village Manager	15,610	2017
	La Grange Park	Assistant Village Manager	13,579	2020
	Lake Bluff	Assistant to the Village Manager	5,700	2016
	Lake Forest	City Manager	19,375	2018
	Lake Villa	Village Administrator	8,774	2013
	Lake Zurich	Village Manager	19,631	2015
	Libertyville	Village Manager	20,431	2016
	Lincoln	City Administrator	14,500	2014
		Assistant Village Manager/Community Development Director		
	Lincolnshire		7,500	2016
		Village Manager	7,500	2012
	Lindenhurst	Village Administrator	14,468	2017
	Lombard	Village Manager	43,815	2013
	Marengo	City Administrator	7,614	2011
	Mettawa	Part-time Village Administrator	500	2010
	Mokena	Village Administrator	19,042	2015
	Moline	City Administrator	43,100	2017

Monmouth	City Administrator	9,444	2014
Morton Grove	Village Administrator	23,500	2011
Mt. Prospect	Village Manager	54,771	2015
Mundelein	Village Administrator	31,385	2020
New Lenox	Village Administrator	25,000	2011
Niles	Village Manager	30,001	2021
Normal	City Manager	54,264	2017
North Chicago	Chief of Staff	30,020	2021
Northbrook	Village Manager	35,000	2021
Oak Brook	Village Manager	8,058	2014
			2021
Oak Park	Assistant Village Manager/Human Resources Director	52,000	2019
	Village Manager	52,000	2021
Orland Park	Village Manager	60,000	2016
			2019
Palos Heights	City Administrator (Virtual)	12,480	2021
Pekin	City Manager	33,223	2016
Peoria	Assistant City Manager	115,234	2021
Pingree Grove	Village Manager	10,000	2020
Plainfield	Village Administrator	41,734	2021
Princeton	City Manager	7,700	2011
Princeton	City Manager	7,700	2019
River Forest	Village Administrator	11,635	2010
			2021
Rock Island	City Manager	39,684	2011
			2021
Savoy	Village Administrator (Virtual)	8,607	2020
Schaumburg Township	Township Administrator (Virtual)	140,000	2021
Schiller Park	Village Manager	11,692	2015
Shorewood	Village Administrator	17,495	2018
Skokie	Village Manager	65,000	2013
St. Clair Shores	Assistant City Manager (Professional Outreach)	59,984	2021
Sycamore	City Manager (Professional Outreach)	18,557	2021
Tinley Park	Village Manager	56,831	2013
Vernon Hills	Village Manager	25,911	2021
Villa Park	Assistant Village Manager (Virtual)	22,038	2021
	Village Manager	22,038	2022
Volo	Village Administrator	6,283	2013
Washington	City Administrator	15,700	2015
			2021
Wauconda	Village Administrator	14,125	2013
			2017
			2021
Willowbrook	Village Administrator	8,967	2019
Winnetka	Assistant Village Manager	12,417	2019
Woodridge	Village Administrator	33,256	2017

Indiana	Munster	Town Manager	23,603	2014
	St. John	Town Manager (Professional Outreach)	18,047	2020
Iowa	Bondurant	City Administrator	5,493	2017
	Burlington	City Manager	25,663	2011
	Indianola	City Manager	15,833	2022
	Knoxville	City Manager	7,300	2021
	Marion	Deputy City Manager	30,000	2022
	Muscatine	City Administrator	23,819	2020
	Newton	City Administrator	15,000	2016
	Washington	City Administrator	7,266	2011
	Webster City	City Manager	8,000	2016
	West Liberty	City Manager	3,736	2013
	Windsor Heights	City Administrator	4,860	2019
Kentucky	Paducah	City Manager	24,850	2021
	Paris	City Manager	9,846	2021
Maine	Bangor	City Manager	33,039	2021
Maryland	Greenbelt	City Manager	23,753	2016
	Hagerstown	City Administrator	40,612	2015
	Sykesville	Town Manager	3,941	2019
	Westminster	City Administrator	18,522	2021
Massachusetts	Brookline	Assistant Town Administrator - Finance (Virtual)	58,732	2022
	Cambridge	City Manager	110,000	2016
	Eastham	Town Administrator	4,956	2016
	Provincetown	Town Manager	2,990	2015
	Williamstown	Town Manager	7,806	2021
			8,400	2015
Michigan	Adrian	City Administrator	20,676	2018
	Albion	City Manager	8,337	2018
	Alpena	City Manager	10,410	2012
	Caro	City Manager	4,208	2012
	Charlotte	City Manager	9,100	2020
	Clawson	City Manager	11,946	2021
	Delta Charter Township	Township Manager	32,400	2014
	Eastpointe	City Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
	Hamtramck	City Manager	21,752	2017
	Kalamazoo	City Manager	75,000	2013
	Lincoln Park	City Manager	36,665	2019
	Oakland Township	Township Manager	16,779	2013
			19,132	2018
	Rochester	City Manager	13,017	2022
	Rochester	City Manager	13,017	2015
	Royal Oak	City Manager	59,112	2020
	Royal Oak Township	Township Manager	2,600	2021
	Troy	Assistant City Manager	83,181	2019
		City Manager	83,181	2018
Minnesota	Becker	City Administrator	4,874	2021

	Buffalo	Assistant City Administrator	15,855	2021
	Hibbing	City Administrator	15,855	2021
	Minnetonka	City Manager	53,953	2022
	St. Louis Park	City Manager	48,662	2021
	Waconia	City Administrator	13,500	2021
	Woodbury	Assistant City Administrator	68,820	2017
Missouri	Ballwin	City Administrator	30,181	2020
	Cape Girardeau	City Manager	38,000	2020
	Ferguson	City Manager	21,111	2015
	Maryland Heights	City Administrator	27,436	2015
	Republic	City Administrator	15,590	2016
	South Lyon	City Manager	11,327	2018
	University City	Assistant City Manager	35,172	2020
		Assistant to the City Manager/Communications Director	35,172	2018
		Assistant to the City Manager/Director of Human Resources	35,172	2020
		City Manager	35,172	2017
	Warrensburg	City Manager	20,200	2021
	Webster Groves	City Manager	22,800	2020
	Wildwood	City Administrator	35,517	2014
		City Manager	35,524	2019
Nevada	Boulder City	City Manager	16,207	2021
New Hampshire	Portsmouth	City Manager	21,796	2019
New Jersey	Waldwick	Borough Administrator	9,800	2015
New York	Long Beach	Deputy City Manager (Virtual)	33,275	2021
				2022
	Mamaroneck (Town)	Town Administrator	29,156	2021
	Mamaroneck (Village)	Village Manager	19,426	2018
	Scarsdale	Village Manager	17,837	2021
North Carolina	Fayetteville	Assistant City Manager	210,000	2012
				2017
				2018
				2022
North Dakota	Minot	City Manager	45,700	2020
Ohio	Oberlin	City Manager	8,390	2016
Pennsylvania	Centre County	County Administrator	158,172	2022
	Ferguson Township	Township Manager	18,300	2017
				2022
	Mt. Lebanon	Municipal Manager	33,137	2015
	South Fayette Township	Township Manager	14,416	2018
Rhode Island	North Kingston	Town Manager	26,326	2015
Texas	Austin	Assistant City Manager	885,000	2021
	Burleson	City Manager	36,990	2011
			43,960	2018
	Garland	Assistant City Manager	233,206	2016
	McKinney	Assistant City Manager	191,645	2019
	Missouri City	Assistant City Manager	74,139	2019

		City Manager	74,139	2021
Vermont	Winooski	City Manager	7,997	2022
Virginia	Chesapeake	City Manager	245,000	2019
	Portsmouth	City Manager	96,000	2020
	Salem	City Manager	25,643	2019
	Virginia Beach	City Manager	442,707	2019
Washington	Burien	City Manager	52,066	2022
	Duvall	City Administrator (POS)	8,090	2021
	Yakima	Assistant City Manager	97,000	2021
West Virginia	Bridgeport	City Manager	8,582	2019
				2021
	Morgantown	City Manager	31,000	2016
Wisconsin	Baraboo	City Administrator	12,048	2019
	Bayside	Assistant Village Manager	4,400	2019
	Beaver Dam	City Administrator	16,291	2021
	Bellevue	Village Administrator	15,524	2018
	Beloit (City)	City Manager	36,966	2015
	Beloit (Town)	Town Administrator	7,083	2016
				2020
	Brown Deer	Village Manager	12,000	2012
	Burlington	City Administrator	10,511	2014
	Cedarburg	Town Administrator	11,475	2015
	Fond du Lac	City Manager	43,021	2012
	Fort Atkinson	City Manager	12,300	2012
	Franklin	Director of Administration	36,155	2019
	Glendale	City Administrator	12,920	2016
	Harrison	Village Manager	13,185	2021
	Hartford	City Administrator	14,251	2015
	Hobart	Village Administrator	8,500	2016
	Janesville	City Manager	63,480	2013
	Lake Geneva	City Administrator	7,710	2015
	Lisbon	Town Administrator/Clerk	2,521	2014
	Monroe	City Administrator	10,827	2020
	Oak Creek	City Administrator	35,243	2016
	Plymouth	City Administrator/Utilities Manager	8,540	2020
		Director of City Services	8,540	2010
	Port Washington	Assistant City Administrator/Human Resources Director	11,250	2022
	Prairie du Chien	City Administrator	5,900	2017
	Princeton	City Administrator	1,504	2010
	Racine	City Administrator	78,200	2016
	Rhineland	City Administrator	7,800	2018
	Richfield	Village Administrator	11,500	2009
	Rome	Town Administrator	2,720	2016
	Shorewood	Village Manager	13,331	2017
	Waukesha	City Administrator	72,489	2012
				2014
	West Bend	City Administrator	31,000	2016

VILLAGE OF LAKE ODESSA



VILLAGE MANAGER SEARCH

“I’ve been through three different city manager recruitments. The first two times we opted for a national firm. Based on the results, the third time we chose Walsh Municipal Services. Without hesitation, I’d strongly recommend Frank. Frank’s customer service, and ability to attract an incredible field of candidates for Portage, was truly remarkable.”

- Patricia Randall, Mayor, City of Portage

HOME OF THE



Dear President Banks and Village Council Members,

Thank you for the opportunity to submit my firm's proposal to serve you in your recruitment for a new Village Manager.

I was born and raised in a small, Mid-Michigan community. I have a deep appreciation and fondness for growing up in a tight-knit town just off M-50. I had many occasions to visit Lake Odessa while playing high school athletics.

I founded Walsh Municipal Services, LLC in 1997. For the past 25 years, my Okemos based firm has been fortunate enough to serve communities in every corner of the Mitten State. Over the past few years, Walsh Municipal Services, LLC has provided exemplary customer service to Coopersville, Georgetown Township, Berrien County, Portage, Marquette Township, Clinton County, Dimondale, Allen Park, Port Huron, Hudsonville, Grand Haven, Fennville, Alpena, Marquette, Alpena County, Saugatuck, Saline, Ada Township, Caro, Saginaw Township, Brooklyn, Manchester, Mount Pleasant, Durand, Morenci, Frankenmuth, Chelsea, Brighton, Hartland Township, Bridgeport Township, Decatur, Saugatuck Township, Suttons Bay, Pinckney, Paw Paw, St. Johns, Eaton Rapids, Ewart, Blissfield, Yale and Wolverine Lake.

Our firm is committed to modest fees, outstanding customer service and trusted client communication. Throughout the recruitment process, our firm provides weekly updates to the entire Village Council. You'll never have to wonder about the status of your recruitment. I hope you will have an opportunity to reach out to any of our clients we have served over the past 25 years. Please feel free to visit our firm's website at www.walshmuni.com. We go beyond experience and educational backgrounds. We focus on the "right fit". We will take our time and bring you several highly respected candidates to serve Lake Odessa.

Best wishes as you proceed forward with your recruitment. We hope to become your firm of choice.

Sincerely,

Frank L. Walsh

Frank L. Walsh, President



OUR CLIENTS

“Frank’s service was unparalleled. He led our city manager search with passion and high energy.”

- Karen Dunigan, Former Mayor, Jackson, MI

“Frank’s recruitment process is unmatched. We considered all the firms in Michigan. For the second time, we unanimously chose Walsh Municipal Services.”

- Matt Waligora, Mayor, Alpena, MI

“Frank Walsh was instrumental in the search for our next city manager. From the get-go, he provided clear and regular communication to the city commission and designated city staff. He was enthusiastic in his work and had a genuine care for ensuring we found the

- Jenna Smith, Mayor, Marquette, MI

“Thank you for all the time and effort you devoted to making certain the Mount Pleasant search was successful. Rest assured that I am a Walsh Municipal Services fan!”

- Dr. George Ronan, City Commissioner, Mount Pleasant, MI

“I’m really thankful we hired Frank Walsh to lead our recruitment in Georgetown Township. Frank brought us great candidates, stuck to our schedule and there were no surprises.”

- Jim Wierenga, Supervisor, Georgetown Township, MI

“5-star recruitment Firm. Frank Walsh is amazing. Excellent customer service.”

- Connie Cobley, Councilmember, Durand, MI



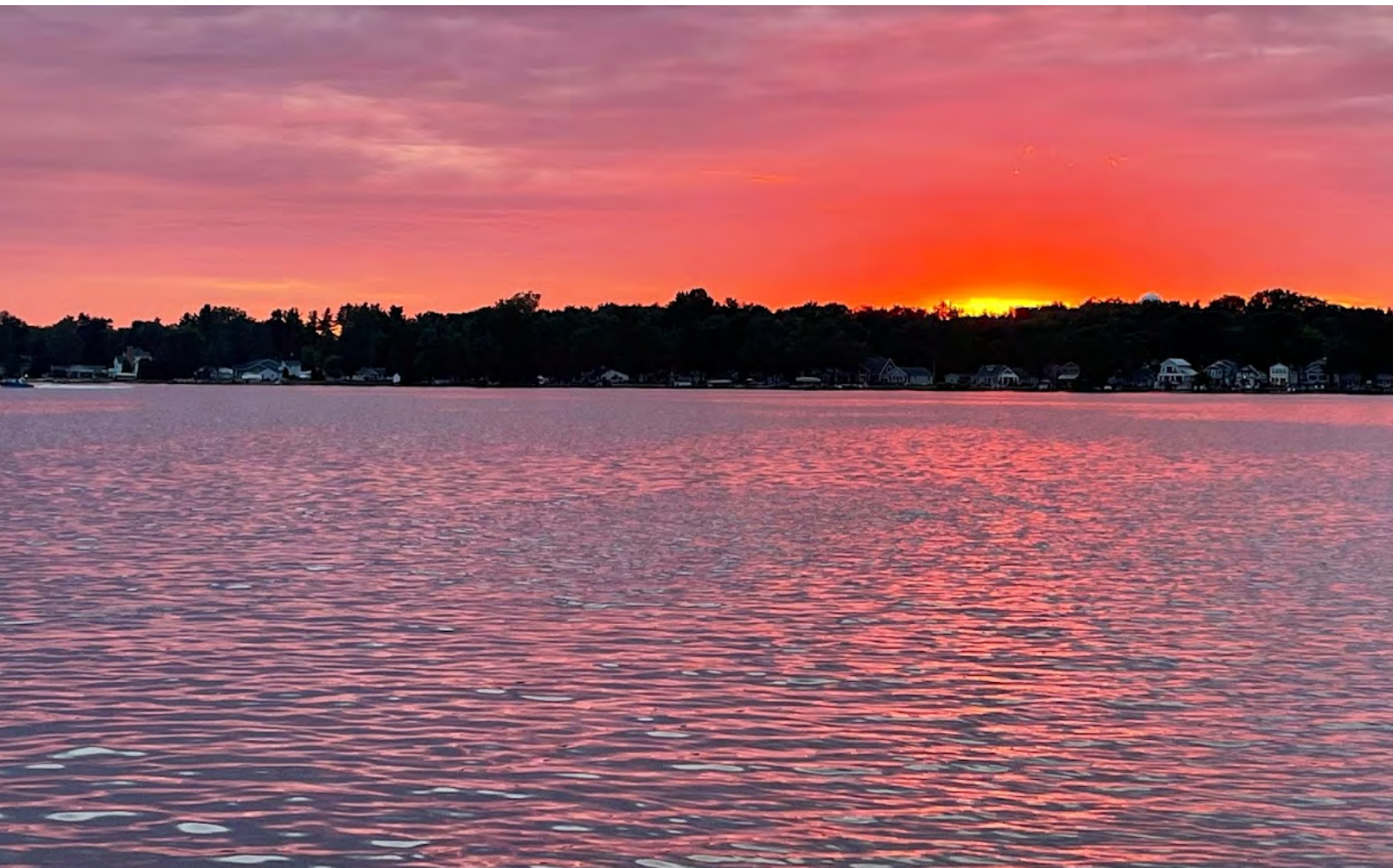
FIRM OVERVIEW

In 1997, while serving as St. Joseph City Manager, the Village of Stevensville contacted me and asked if I would help them search for a new Village Manager. Village President Pat Arter made the request. I volunteered my time and developed a deep passion for the recruitment. Fast forward 25 years and Walsh Municipal Services, LLC is serving communities across the state. We serve every community with pride, passion and performance.

We do not operate a large firm. However, we have close ties to several managers that assist in the outreach process. Our firm has a reach well beyond Michigan. We recently successfully recruited managers from North Carolina, South Carolina, Wyoming and Wisconsin to Michigan. Although we specialize in Michigan, we are well-known for recruiting on a nationwide basis.

Walsh Municipal Services is most proud of being the founder of the Hugh and Lucy Mizelle Scholarship Fund. Started in 2002, the Mizelle Fund was a \$40,000 endowment to help low-income students attend college. We named the fund after my grandparents who were not able to attend college due to financial hardship. Over the next several years, the Mizelle Fund supported 27 high school student graduates with their first year of college.

We have come a long way since assisting Stevensville in 1997. However, we will never lose sight of our founding principles. We serve our clients with moderate fees, unparalleled communication and we guarantee our results. We would be honored to serve the Village of Lake Odessa.



RECRUITMENT – RESUME

Mr. Walsh's contact information is provided on the summary page of the submittal. He is available at any time throughout the recruitment and will communicate to the Village Council and appropriate staff on a weekly basis. Communication is the hallmark of WMS.

His resume includes the following:

- 25 years of municipal recruitment experience
- 30 years of service to Rotary (Past President, Paul Harris Fellow)
- 20 years as a Junior Achievement volunteer
- Master's Degree in Public Administration
- Awarded the Outstanding Leader Award by Michigan Municipal League
- Awarded the Outstanding Service Award by the Michigan Municipal Executives
- 37 years of municipal management experience
- 15 years of experience in township government
- Volunteer youth coach (baseball, tennis, football, volleyball)
- Conference speaker at MTA, MML, MME, and ICMA
- Founder of Catossa, Oklahoma Tornado Relief Fund
- Founder of the Lucy and Hugh Mizelle College Scholarship Fund
- 100% Placement Record leading WMS



SCOPE OF SERVICES

The Selection

Walsh Municipal Services (WMS) is prepared to initiate the Village of Lake Odessa search process immediately following the Village Council selection.

Community Profile and Recruitment

WMS will help develop a strategy and schedule for the Village Manager process. Our strategy will identify the channels, both print and internet based, in which the position will be advertised. Our firm will work with community stakeholders to develop a comprehensive Village of Lake Odessa Profile. We have attached a copy of our recruitment profile from the City of Chelsea.

Candidate Qualifications

WMS will review resumes for background qualifications and conduct preliminary telephone interviews with the most qualified 3-4 candidates. The phone interviews will delve into each applicant's experience and credentials to serve the Village of Lake Odessa.

Reference Reviews

WMS will evaluate each candidate for serious consideration by conducting in-depth reference checks with individuals who are in, or have been in, a position to carefully and professionally critique their past performance. A short list of candidates will be presented to the Village Council for their consideration.

Reference Review Mitigation

As with every search conducted by WMS, if politically sensitive or potentially embarrassing issues arise, WMS is skilled to take the necessary time to study and provide Village officials a clear picture of the issue. If you reach out to our clients, you will note WMS handles this type of findings with tact and diplomacy.

Community Groups, Staff and Interviews

WMS will provide Village officials with a recommended process for coordinating interviews. WMS accepts full responsibility for scheduling interviews, preparing interview booklets, and attending interviews. We also offer a community meet-and-greet with the candidates as well as an opportunity for staff to meet with candidates prior to their interviews. **All of our services are offered as a flat fee.**

SCOPE OF SERVICES CONTINUED

Detailed Candidate Background Checks

WMS will verify selected candidates educational and employment background, financial/credit, newspaper research, social media and coordinating criminal and civil litigation checks. Our firm uses retired East Lansing Internal Affairs Director Ken Ouellette to perform a thorough background check. However, the community reserves the right to select their own investigator.

Notify Candidates Not Selected

WMS prides itself in its communication skills. This not only includes the Village Council, but also candidates who were not selected to serve the Village. WMS handles these communications with tact and respect.

Structuring Candidate Offer

WMS has been involved in each search it has completed in recommending and developing offers of employment and compensation packages. We will work to structure any offer to be consistent with the goals of the Village Council.

Communication and Updates

No business is successful without constant communication with its clients. WMS will provide the Village with regular written status reports and keep candidates engaged and apprised of their status. WMS will work hard to retain all candidates during the recruitment process.

WMS "Promise" – 1 Year Guarantee

WMS provides a guaranteed level of service. While it is important to note our firm has a near perfect placement record, there is always the possibility of the relationship not working out. WMS will redo the Village of Lake Odessa recruitment, at no cost, if your selected candidate fails to be employed by your community for a 1-year period beyond the effective starting date.



THE PROPOSED SCHEDULE

Option One:

Includes the drafting of a Community Profile. The process to develop the Profile is approximately three weeks.

December 19, 2022

Firm selection by Village Council

January 2 – January 19, 2023

Community Stakeholder meetings and developing Community Profile

January 20, 2023

Job announcement posted on municipal sites and social media

January 20, 2023 – February 17, 2023

Recruitment period

February 17, 2023

Deadline to apply

February 20, 2023

Village Council meets in closed to review candidates

February 23, 2023

Village Council announces 3-4 finalists

March 11, 2023

Public interviews

March 11 – March 18, 2023

Final background check and contract negotiations

March 20, 2023

Village Council approves new Manager/Contract

Option Two:

Eliminates the Community Survey and Community Profile. Elimination of the Survey and Profile allows us to immediately begin the recruitment.

December 19, 2022

Firm selection by Village Council

December 30, 2022

Job announcement posted on municipal sites and social media

December 30 – January 27, 2023

Recruitment period

January 27, 2023

Deadline to apply

January 30, 2023

Village Council meets in closed to review candidates

February 2, 2023

Village Council announces 3-4 finalists

February 17, 2023

Public interviews

February 17 – February 24, 2023

Final background check and contract negotiations

February 27, 2023

Village Council approves new Manager/Contract

EXPERIENCE AND RESULTS



City of Brighton (population 7,753)
City Manager
Reference, Ms. Susan Gardner, Councilmember, 810-360-3686;
gardners@brightoncity.org



City of Portage (population 51,505)
City Manager
Reference, Ms. Patricia Randall, Mayor, 269-329-4400;
randallp@portagemi.gov



City of Alpena (population 10,483)
City Manager
Reference, Mr. Matt Waligora, Mayor, 989-766-3557;
mattwa@alpena.mi.us



City of Marquette (population 21,697)
City Manager
Reference, Ms. Jenna Smith, Mayor, 906-361-7429;
jsmith@marquettetmi.gov



Ada Township (population 15,350)
Township Manager
Reference, Mr. Bob Proos, Trustee, 616-437-3559;
bobproos@servantfire.com



City of Saline (population 8,350)
City Manager
Reference, Mr. Brian Marl, Mayor, 734-429-4440;
brianmarl@gmail.com



City of Mount Pleasant (population 26,616)
City Manager
Reference, Mr. Will Joseph, Former Mayor, 810-355-6505;
josep2wl@gmail.com

BENEFITS OF WALSH MUNICIPAL SERVICES

WMS sets the bar high. We offer the Village of Lake Odessa the following large firm benefits:

- ◆ Unparalleled Commitment
- ◆ 100% guaranteed satisfaction
- ◆ 25 years of recruitment experience
- ◆ Knowledge and appreciation of the Village of Lake Odessa
- ◆ Timely and consistent communication..... the Village Council will be kept informed
- ◆ Competitive fees
- ◆ No hidden costs.....no surprises
- ◆ Responsive customer service7 days a week
- ◆ References that will speak to our success rate
- ◆ We will present you with a strong field of finalists
- ◆ A new Village Manager appointed on February 27, 2023
- ◆ Service Beyond Selection



Lakewood Public Schools
Our Mission. Preparing Students for Success

COST PROPOSAL

Option 1

Option 1 includes the Community Profile process. Walsh Municipal Services will oversee the entire Village of Lake Odessa recruitment and extend a one-year guarantee for a fee of \$13,500. The additional expenses are as follows: Comprehensive Background Check (\$500) and Publication Expenses (\$900). **Total not to exceed \$14,900.**

Option 2

Option 2 eliminates the Community Profile process. Walsh Municipal Services will oversee the entire Village of Lake Odessa recruitment and extend a one-year guarantee for a fee of \$11,000. The additional expenses are as follows: Comprehensive Background Check (\$500) and Publication Expenses (\$900). **Total not to exceed \$12,400.**

- ◆ Draft and post job announcements through multiple print and internet- based sources.
- ◆ Recruit a **talented and diverse** field of candidates.
- ◆ In addition to resumes, provide a candidate questionnaire, which will be made available to the Village Council at the time the governing body reviews candidates.
- ◆ Conduct preliminary phone interviews with top candidates.
- ◆ Complete responsible in-depth reference checks for top candidates.
- ◆ Prepare candidates and Village Council for public interviews.
- ◆ Meet with the Village Council to review top candidates.
- ◆ Prepare interview questions that encompass Village of Lake Odessa community and qualifications sought by the Village Council.
- ◆ Handle necessary travel plans, community meet and greet and other requested meetings with staff and stakeholders.
- ◆ Assist the Village Attorney in contract negotiations.
- ◆ Service beyond the selection.

SUMMARY

We want to thank you for the opportunity to submit our credentials as you begin the process to choose your next Village Manager. As you know, in many ways, this is one of the most important decisions you will make as an elected official. WMS will work with great passion, ethics, and determination to help you find the “right fit.” Our firm hopes that after talking to our Michigan client base, you will select WMS for the Village of Lake Odessa.

Our firm is based on simple principles. Work hard, follow through and commit to excellence. There are many great firms in Michigan to choose from. We desire to be your firm of choice. Best wishes as you move forward.

Please contact us directly if you have any questions.

Frank L. Walsh, President
Walsh Municipal Services 2637
Elderberry Drive
Okemos, Michigan 48864
517-920-0134
Walshmuni@gmail.com



CITY OF CHELSEA



CITY MANAGER SEARCH

"The City of Chelsea invites your interest in serving as our next City Manager. Chelsea offers its community members a charming, small town feel with big amenities, a dynamic living environment and sustained quality of life. Our community is enriched with a vibrant downtown, world-class healthcare, an award-winning library, and excellent schools. We are steps away from the biggest state parklands in lower Michigan yet within 30 minutes of both Ann Arbor and Jackson."

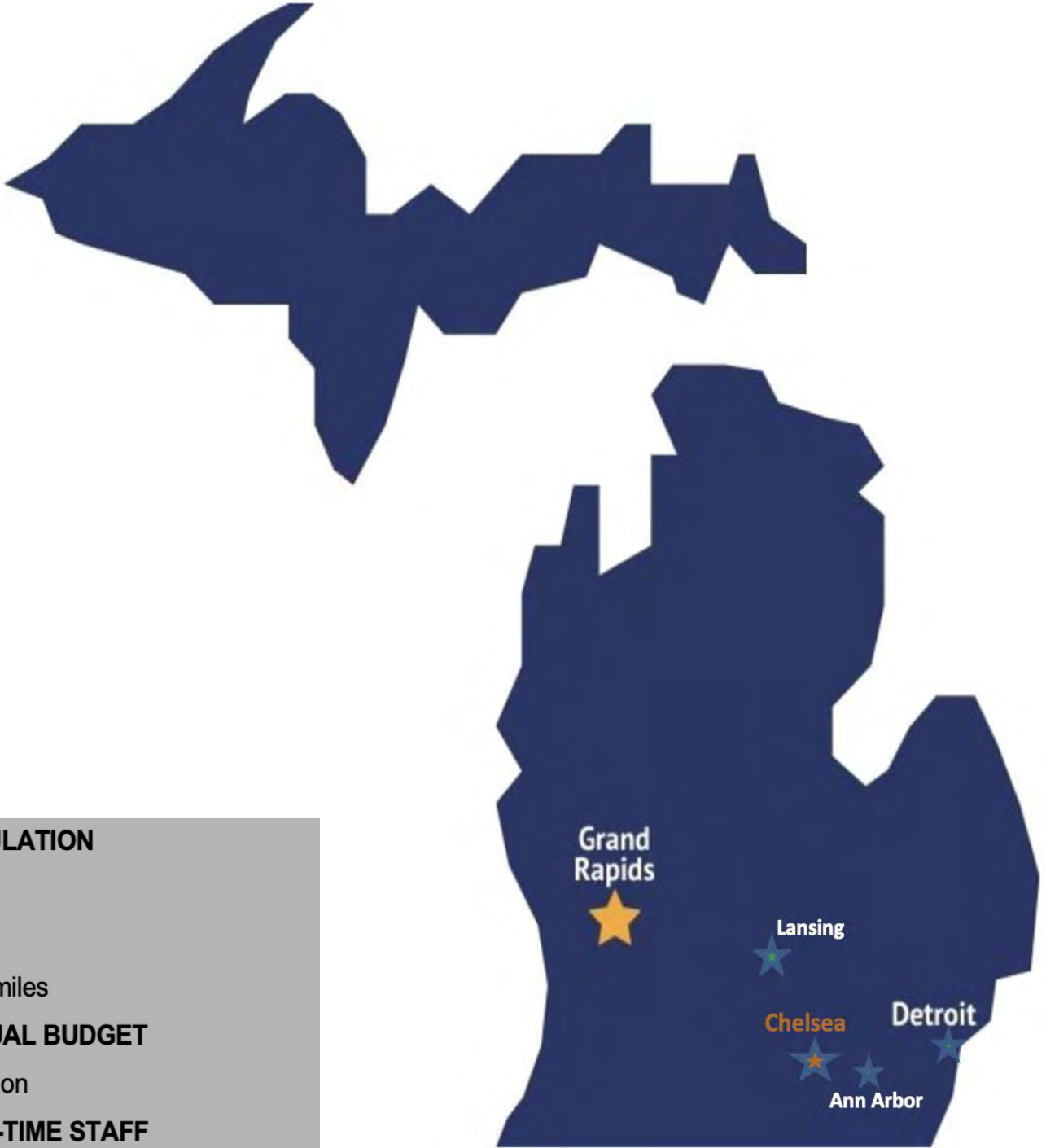
Jane Pacheco, Mayor
City of Chelsea



Walsh Municipal Services, LLC1

CITY OF CHELSEA, MICHIGAN

CITY MANAGER



- **POPULATION**

5,467

- **SIZE**

3.3 sq. miles

- **ANNUAL BUDGET**

\$28 million

- **FULL-TIME STAFF**

43

- **STARTING SALARY**

\$130,000 - \$140,000

WELCOME TO CHELSEA

“A VIBRANT AND ENVIRONMENTALLY CONSCIOUS COMMUNITY”

The Purple Rose Theater. The Award-Winning Chelsea Public Schools. The Waterloo State Recreation Area. Border-to-Border Trail. The Proud Home of Jiffy Products. The Sculpture Walk. Our Vibrant Downtown. The DTE Energy Foundation Trail. The Sounds & Sights on Thursday Nights. The Pinckney State Recreational Trail. The “Big 400”. Historic Clock Tower. The Chelsea District Library. The Chelsea Community Fair. The St. Joseph Mercy Chelsea Hospital. Pizzapalooza.

Located in bustling Washtenaw County, just 15 miles from “The Big House,” Chelsea (population 5,467) seeks a visionary leader to serve as our next City Manager. The former City Manager left for another opportunity after 14 years of dedicated public service. Our new leader will inherit a well-run municipality that is committed to providing exemplary customer service.

Chelsea is best known for an eclectic downtown, its small-town charm and proximity to big city amenities in Ann Arbor. The University of Michigan campus is just to the east of Chelsea. Our quaint neighborhoods offer residents a safe and welcoming spirit.

If you seek and appreciate a premier small town, Chelsea awaits your interest in leading our proud Washtenaw County community.



THE CHELSEA MILLING COMPANY

“THE PROUD HOME OF JIFFY MIX”

The Chelsea Milling Company has been a family-owned business operating in downtown Chelsea since it was established as a traditional flour mill in 1901, by founder Harmon S. Holmes. Over the next three decades, Chelsea Milling Company produced flour for the local communities.

At the start of the Great Depression, Harmon’s daughter-in-law, Mabel White Holmes, considered how she and her family could help those most affected. When a friend of her twin sons Howard and Dudley visited her home, she noticed the biscuits in the boys lunch were flat and unappetizing. Mabel decided to find a way to create a pre-made mix which would assist the boy’s single father at home.

In 1930, Mabel’s home-grown project became the first prepared baking mix sold to the public. The simple to use mix only required the addition of milk to produce perfect biscuits every time. By keeping their “Jiffy” brand baking materials affordable, the Holmes’ new venture was a hit for those recovering from the effects of the Depression.

Today, in the heart of Chelsea, the “Jiffy” market is the share leader in retail prepared muffin mixes, yet the company’s goal remains the same; to feed America, especially during tough economic times.

For the past nine decades, Chelsea has been the proud home of one of America’s gems.



CHELSEA'S RECREATION PARADISE

“Chelsea believes that open space, parks, recreation opportunities and entertainment are essential to the quality of life and health of the community.”



WATERLOO RECREATION AREA

The Waterloo Recreation Area is the largest state park in the Lower Peninsula. The park is home to rustic, equestrian and modern campgrounds, cabins, beaches, picnic areas, fishing lakes, nature trails, hiking trails, mountain biking, equestrian trails, swimming and the Gerald Eddy Discovery Center. Waterloo's track chair helps visitors where traditional wheelchairs may not. These off-road, electronic chairs can easily handle trails, snow and sand.



DTE ENERGY FOUNDATION TRAIL

The DTE Trail is a cutting-edge, sustainable trail open to mountain biking, trail running, hiking and cross-country skiing. Development of the DTE Energy Foundation Mountain Bike Trail was a massive undertaking requiring significant monetary support. In 2010, DTE Energy provided \$250,000 to fund the trail construction.



TIMBERTOWN, VETERAN'S PARK & PIERCE PARK

The City of Chelsea's three parks consist of 35 acres of developed and dedicated parkland. Chelsea's park system is well maintained and offers an array of opportunities for all ages. Timbertown is a community park built by a volunteer community effort. The play structures are built to resemble downtown Chelsea. Veterans Park includes a granite memorial that honors local veterans. Pierce Park is home to "the rock." The public is permitted to write messages on the rock.

Chelsea's commitment to a healthy lifestyle is mirrored in the bevy of recreational opportunities at their doorstep.

CITY OF CHELSEA GOVERNMENT

The Chelsea City Council consists of a mayor and six council members (non-partisan). Councilmembers are elected on staggered terms and the mayor is elected directly by the electorate. The mayor is the presiding officer of the Council. The Council is responsible for adopting and amending city ordinances, determining city policies and approving contracts for goods and services. The Council authorizes the annual budget, which runs on a fiscal year (July 1-June 30) and determines the city tax millage and utility rates.

The annual budget is prepared and presented to the City Council by the City Manager. The City of Chelsea FY 2021-2022 budget totals approximately \$28 million. The city's general fund budget is just shy of \$4.8 million. Chelsea also operates their own electric power supply with a total budget of just under \$10 million.

As the administrative head of the government, the City Manager oversees a full array of municipal services including Administrative Services (Assessing, Finance, Clerk, Treasurer), Public Works, Police, Community Development & Zoning, Transfer Station and Utilities (Electric, Wastewater and Water). The City's fire service is provided through the Chelsea Area Fire Authority.

The City of Chelsea provides services to well over 5,000 residents with 43 full-time employees.



CHELSEA'S "RIGHT FIT"

The Chelsea City Council recognizes the importance of education and experience. In addition to both, the City Council is focused on finding "the right fit" for our welcoming community. The ideal candidate will bring the following personal characteristics:

- Be a strong visionary leader. A listener who will make Chelsea their "home".
- Be an independent thought leader with a proven ability to problem solve.
- Bring a proven record of building regional partnerships. Be mindful of how we treat each other.
- Demonstrate organic confidence, yet be respectful.
- Bring a demonstrated "customer service first" approach while building relationships both internal and external.
- Be a de-escalator, not an escalator.
- In every decision you make, put integrity and high ethical standards in the forefront.
- Bring inclusive, strong communication skills with a forward-thinking mindset.
- Be a self-starter that brings positive motivation with you throughout the community.
- Be the "We", not the "I".



WHY CHOOSE CHELSEA?

While there are hundreds of Michigan communities to serve as the top appointed official, here are the top reasons to choose Chelsea!

- We are the proud host of Thursday Night Sounds & Sights.
- Chelsea is just a 15-minute drive to the excitement of Ann Arbor and University of Michigan cultural events and Big 10 Athletics.
- We are the proud home of “Jiffy Mix” and a bustling downtown.
- We are a recreational paradise offering the Waterloo Recreational Area, the Pinckney State Recreation Area, the Border-to-Border Trail and the “Big 400”.
- The Chelsea Community Schools are highly acclaimed and offer students an excellent education. It means something to be a Bulldog.
- Our Arts & Culture mirror that of a big city. The Chelsea District Library, Sculpture Walk and Purple Rose Theater bring flair to our city!
- Our residents and region benefit from the superior health care provided by St. Joseph Mercy Chelsea Hospital.
- Our list of community events such as the Chelsea Community Fair, Pizzapalooza, Hometown Holiday and the Chelsea Art Market bring the “community” together all year.
- Our strong management over the past two decades has placed the City of Chelsea in excellent financial health. Chelsea’s pension and OPEB costs are 90% funded.



OPPORTUNITIES AND CHALLENGES

The City of Chelsea is in excellent condition for the incoming City Manager. However, as with any community, there are opportunities and challenges awaiting our new leader.

Here is a snapshot of the major issues facing Chelsea:

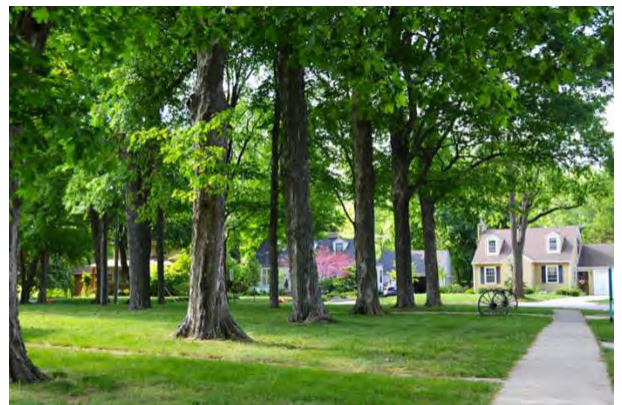
- As popular as Chelsea is, there is a need to monitor and control future growth.
- The new City Manager will need to be a regional voice and foster excellent relationships with our neighboring communities.
- With the recent election of a new mayor and three new Council members, the hiring of a city manager and the looming police chief search, there will be a need for relationship building.
- The City has a strong interest in attracting affordable housing. Our new leader will need to be prepared to help shape a plan of action to define our path.
- There is a real focus on the redevelopment of the Federal Screw Works & Rockwell Building sites.
- There will need to be a sincere and conscious effort made to strengthen community relations with our police department.
- Chelsea is an environmentally conscious community. We expect our new city manager to guide us in the area of community solar.
- With several key retirements looming in the next 3-5 years, the city manager will need to develop and implement a successful succession plan.
- Chelsea is a full-service city. We provide rubbish pick up, electric, water, sewer and operate a landfill transfer station. Our hope is that our new leader will bring experience in managing a full-service operation.



WHAT DO OUR RESIDENTS SAY?

Several common statements appear when local residents and community stakeholders are asked to describe Chelsea's quality of life.

- “Our quality of life is really unparalleled. I appreciate the fact that we have the amenities of Ann Arbor and the University of Michigan and our quiet community to come home to.”
- “Our access to medical care is some of the best in the country. Being on the doorstep of St. Joseph Mercy is truly a blessing.”
- “Our city is walkable, safe and welcoming. What more could I ask for?”
- “Downtown Chelsea is a sense of pride for our family. The community supports our businesses, and a walk downtown is good for the soul.”
- “The quality services provided by the city are really focused on customer care. I really appreciate the weekly rubbish pick up.”
- “Where else can you live in such a charming town and have outstanding recreational opportunities. We live adjacent to the largest state park in the Lower Peninsula.”
- “My favorite part of the city is the community events. Thursday nights in the summer are quite special.”
- “Go Bulldogs! I’m a graduate of Chelsea High School and I highly value the experiences provided to me in Chelsea.”
- “Whenever I see the large Jiffy logo at the plant, or the iconic clock tower, I pause and say to myself, I’m glad I’m here.”



HOW TO APPLY

DEADLINE TO APPLY: FRIDAY, APRIL 22, 2022

To join the Chelsea Team, please submit a cover letter, resume and five professional references to Frank L. Walsh, Walsh Municipal Services, LLC. Applications will be received at walshmuni@gmail.com. Please indicate in your cover letter whether you are requesting confidentiality as allowed under the Michigan Open Meetings Act.

The City of Chelsea is an Equal Opportunity Employer.



CLASSIFICATION & COMPENSATION STUDY

December 2022

Prepared by:
The Michigan Municipal League
1675 Green Road
Ann Arbor, MI 48105

Contact:
Mandy M. Reed, PHR
Manager, Human Resources
mreed@mml.org
734.669.6361



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EXECUTIVE SUMMARY

Project Description & Methodology

The Village of Lake Odessa enlisted the assistance of the Michigan Municipal League (referred to as the League in this document) to conduct a classification and compensation study, including a detailed market survey of pay and benefits. Undertaking this project will help the Village recruit and retain highly qualified and competent staff within an internally equitable and market competitive system.

At the onset of the project, current job descriptions, pay plans, benefits information, and other related materials were collected and reviewed. The Village identified the positions to include in the scope of this project, which included the eight positions listed below:

1. DPW Foreman
2. DPW Superintendent
3. DPW Worker
4. DPW Worker-Landscaping
5. Police Chief
6. Police Officer
7. Village Manager-Clerk
8. Village Treasurer

All eight positions underwent a thorough job analysis review, were included in the market study, and had point factor job evaluation performed to establish an internally equitable pay system. Each position also had updated job descriptions prepared.

To begin the project, an onsite meeting was held with the Village Manager to review project methodology and discuss the comparable communities to be used in the market study. During the same visit, an orientation session was conducted with Village employees to review the project methodology and discuss the job analysis process.

The job analysis process helps ensure consistent comparisons in the market survey and serves as the basis for reviewing each position, updating job descriptions, and completing the internal point factor job evaluation. A Job Analysis Questionnaire (JAQ) was used to gather more detailed information to fully understand the duties and requirements. After Village employees completed the JAQ for their position, one-on-one onsite meetings were held to further understand each role.

Point factor job evaluation provides an objective approach to comparing positions internally based on a variety of critical factors and helps determine grade placement within the overall compensation structure.

After employee meetings were held, a customized market survey was sent to the selected comparable communities and included a summary of primary job functions for each position, as well as asked respondents to provide pay information and feedback on how the positions within their municipality were similar or different. This level of detail promotes the most accurate positional level match and provides a basis for determining the appropriateness of comparisons. The survey data was later validated using the League's statewide database of municipal salaries.

Table 1 below provides details on the 17 comparable communities that were surveyed. Of the 17 surveyed communities, we received direct responses from eight employers. While Chesaning, DeWitt, Lowell, and Manchester did not respond to our customized survey, they did participate in the League's 2022/23 Wage & Salary Survey, so that data is incorporated when appropriate.

Table 1: Communities Surveyed

COMPARABLES FOR USE IN MARKET STUDY							
Community	County	Pop	Sq. Miles	FT EEs	2021 (in millions)		
					Taxable Value	Revenue	Expenses
Berrien Springs	Berrien	1,910	1.00	11	\$53.42	\$4.27	\$3.78
Capac	Saint Clair	1,983	1.00	2	\$39.58	\$2.22	\$1.86
Cedar Springs (city)	Kent	3,627	2.10	10	\$91.23	\$4.72	\$3.88
Chesaning	Saginaw	2,430	3.00	12	\$66.19	\$4.77	\$4.90
DeWitt (city)	Clinton/Shiav	4,776	2.70	15	\$185.32	\$5.99	\$6.29
Howard City	Montcalm	1,835	2.40	6	\$41.74	\$3.23	\$2.52
Kalkaska	Kalkaska	2,132	2.80	17	\$57.59	\$7.37	\$8.04
Lowell (city)	Kent	4,142	3.00	18	\$137.23	\$18.16	\$18.45
Manchester	Washtenaw	2,037	1.80	8	\$68.12	\$3.43	\$3.15
Nashville	Barry	1,537	2.10	6	\$24.46	\$1.46	\$1.30
Paw Paw	Van Buren	3,362	2.50	26	\$88.76	\$11.85	\$10.31
Pinckney	Livingston	2,415	1.50	9	\$86.82	\$3.19	\$2.79
Portland (city)	Ionia	3,796	2.65	31	\$102.50	\$12.92	\$11.96
Potterville (city)	Eaton	3,055	1.40	9	\$57.37	\$4.07	\$4.09
Saint Charles	Saginaw	1,992	2.50	9	\$41.40	\$2.38	\$1.88
Saranac	Ionia	1,376	1.20	5	\$22.72	\$1.91	\$1.87
Shelby	Oceana	1,964	1.60	9	\$28.56	\$1.95	\$1.64
Average		2,610	2.07	12	\$70.18	\$5.52	\$5.22
Lake Odessa	Ionia	1,994	1.00	10	\$49.22	\$2.48	\$2.06

Sources: MML membership database, micommunityfinancials.michigan.gov, State of MI Treasury.

As seen in Table 1, a balanced group of communities were analyzed for this project. In considering a labor market, geography is important as are size of municipality and organizational structures, along with other factors. The focus of our market analysis was to identify positions in other municipalities with a similar scope of responsibilities, requiring similar levels of knowledge, skill, and expertise.

It should be noted that each municipality surveyed in this study is unique, with different organizational structures and in some cases, alternative allocation of duties among employees. Further, not every comparable community delivers the exact mix of services found in the Village of Lake Odessa. For example, the Village is unique compared to the custom market in that it utilizes a combined Village Manager/Clerk position. Most respondents reported having separate positions for these roles and some reported data for each. Additionally, some respondents don't utilize pay ranges within their organization and only report current actual pay. Under circumstances with little or no data to refer to, we must heavily rely on the point factor job evaluation process and supplemental data to determine appropriate placement in the recommended compensation structure and evaluate current salaries against the recommended ranges.

The customized survey asked the communities if their municipality had a public works department, whether or not they contract out public works services such as: construction, maintenance, repair activities associated with infrastructure including streets, curbs, sidewalks, traffic control and related signage, parking lots, grounds and parks, facilities, leaf pick-up program, and utilities. Of the six respondents to this question, five identified many or all of the above-listed services as being contracted out. One respondent stated that their DPW employees perform these duties. In Lake Odessa, DPW employees complete all of these services rather than outsourcing these functions at an additional expense.

While there are no “perfect matches” in terms of organization or position; there are positions that are reasonably similar to each other and serve as a good comparison. One consistent characteristic of all of the public employers is that employees are asked to “wear many hats,” do more with less, and take on greater responsibility. Even with these variations in operations and positional duties, we are confident the survey results represent a fair, objective, and reasonable comparison to the market.

This report provides detailed analysis of the market data and specific recommendations for pay system design and administration. While recommendations are made based on this data, Village officials are ultimately responsible for determining the best course of action for their organization. The intent of this study and summary report is to provide the research, various scenarios, and differing implementation options to help facilitate the Village’s decision-making process.

Key Findings

Classification

The job analysis process gathered in-depth information on each position, including job requirements and the knowledge, skills, and abilities needed to perform each job. This process supported the development of updated job descriptions, which were provided to the Village Manager for review and distribution.

Job analysis also provided essential information to complete the point factor job evaluation process, which can be found in Appendix C with a summary starting on page 5.

Compensation

The Village of Lake Odessa does not currently utilize pay ranges for most positions. So, to evaluate the pay levels in the Village to the market, we compared Lake Odessa’s current salary for each position to the market minimum, midpoint, or maximum depending on the position incumbent’s years of service.

When comparing the Village to the communities surveyed, the Village’s pay levels, taken in total, are 3% below the market.

In looking at the market data, it is important to consider the following:

- ⇒ While there are variations among all individual positions, being above or below market does not necessarily mean that someone is “overpaid” or “underpaid,” but rather shows the overall comparability to the market.
- ⇒ Most non-union public sector pay ranges are around 30% wide. The recommended pay ranges developed within this report reflect ranges that are 30% wide.
- ⇒ There are two “green-circled” employees within the Village, meaning that these individuals are currently earning a rate below the recommended range minimum.
- ⇒ There is one “red-circled” employee within the Village, meaning that this individual is currently earning more than the recommended range maximum.

Detailed market data on each position is available in Appendix A, with the recommended pay structure presented on page 13 of this report.

Benefits

In addition to pay, the customized survey asked about the scope of benefits offered in order to provide a more complete picture of comparability between the Village of Lake Odessa and the market.

Overall, many of the Village’s benefits are within a similar range of the surveyed market. However, the Village is more generous than the combined market with vacation and sick leave accruals. Additional variations to the market are described within the benefits analysis section of this report.

On a statewide level, we are seeing public employers slowly shifting from traditionally rich, high-cost benefit programs to more progressive programs that shift some responsibility to the employee, allowing the employer to have more control over current and future costs. In this respect, the Village of Lake Odessa is ahead of the trend on some benefit areas, such as offering a defined contribution retirement system rather than a defined benefit retirement system.

Detailed benefits data can be found in Appendix B, with a qualitative analysis presented on page 9 of this report.

It should be noted that some employees included in this project are represented by a union and collectively negotiate their wages, benefits, and terms and conditions of employment through their union representative. Nothing within this report is intended to usurp the collective bargaining process.

CLASSIFICATION & JOB EVALUATION

As discussed within the methodology section, the process of identifying job duties, positional responsibilities, and minimum job requirements is called “job analysis.” To perform an effective job analysis, employees were asked to complete a questionnaire relating to job duties, positional responsibilities, minimum requirements, and other criteria of their position. These questionnaires, along with existing job descriptions, provided the basis for personal interviews wherein additional detail and insight about each job was obtained.

Once positions are thoroughly analyzed, “job evaluation” is performed. This is a process that rates, or evaluates, each position against specific, job-related criteria contained within a customized point factor plan. The complete point factor plan is included in Appendix C, and can be summarized as follows:

Factor 1: Education & Relevant Experience

This factor rates the minimum qualifications of a position as determined by the level of education required to be adequately prepared for the duties and responsibilities of the position and the minimum number of years of relevant experience necessary to adequately perform the job. The factor plan provides for additional points for special licensing, certification, and other requirements beyond education and experience.

Factor 2: Judgment & Independence of Action

This factor rates the level of judgment and independence of action exercised in determining proper courses of action on the job. In evaluating a position against this factor, the extent to which policies, procedures, rules and so forth guide and restrict judgment and independence of the position is considered, as well as whether peers and/or supervisors are available for collaboration in decision making. Lastly, the degree to which the employee is empowered to use discretion and how work and authority is “checked,” is measured within this factor; for example, whether work is checked through a formal check/balance system or on an exception basis only.

Factor 3: Internal & External Relations

This factor examines the types and frequency of internal and external contacts a position encounters, and the communication skills needed to successfully handle these contacts. The highest level, or most complicated form of communication skill required of a position is determined, then the frequency is measured. For example, responding to questions and explaining procedures versus negotiating contracts or resolving disputes in a formal setting are varying levels of communication. Some employees may engage in many levels with varying frequency. The highest level is rated and the frequency of that level is applied.

Factor 4: Supervisory or Managerial Responsibility

This factor reflects the supervision exercised and management or leadership role assigned to a position. Both the level of authority exercised and the span of control as determined by the size of the supervisor’s staff are measured. Roles range from occasional leader to formal supervisor (with the authority to hire, discipline, and discharge employees.) The number of employees is determined by counting full and part-time staff as well as seasonal or volunteer staff, although these different types of staff are weighted differently.

Factor 5: Job Complexity & Analytic Demands

This factor measures the degree of complexity which is characteristic of a position's duties and responsibilities. Complexity is defined as the level of "thinking process" or analytic ability required of a position. Included in the analysis for this factor are issues like whether processes and work tasks are redundant, how much problem solving is required of the job, whether the employee makes choices from an established set of options or must originate new policy or procedure and whether the position has strategic planning responsibility for operational areas.

Factor 6: Responsibility for the Safety and Convenience of Others

This factor is concerned with the impact the position's duties have on the safety of others. In considering the potential impact of a position, *probable* errors that may occur in the regular course of performing a job are considered rather than the most extreme consequences. Similar to other factors, the highest, but still probable, consequence of error is measured along with the frequency with which the opportunity for error presents itself.

Factor 7: Technology & Equipment Use

This factor measures the level of knowledge and expertise required in a position with respect to utilizing, developing, fabricating, and implementing various technology or equipment. Ratings include basic, intermediate, and complex use levels. The highest levels are attributed to positions with development, programming, and other advanced applications along with research, development, and implementation of systems.

Factor 8: Impact on Programs, Services, and Operations

This factor measures the impact a position has on programs, services, or operations of various units of the organization. Impact includes effects on organizational efficiency, effectiveness, financial implications, public perception, and other tangible and intangible resources. Whether positions impact multiple "service areas" within an operating unit or other departments across the organization is considered.

Factor 9: Intensity & Demand for Concentration

This factor measures the frequency of three environmental components: mental concentration, focus, and intensity. Mental concentration captures the extent to which an employee works on high-detail tasks such as data entry; focus captures the extent to which a position is subjected to distracting influences; and intensity captures the extent to which a position must regularly meet deadlines and alter priorities.

Factor 10: Work Environment

This factor measures the degree and frequency with which a position is subjected to unpleasant or adverse working conditions as a function of the job, and the type and frequency of physical demands placed on a position. Office "climate control" issues are *not* considered an unpleasant or adverse condition, nor are standard requirements for lifting and/or moving light weight items in a normal office setting considered a physical demand. Rather, this factor accounts for positions that are required to work in the field under hazardous conditions or regularly encounter life-threatening situations. As well, the physical exertion required of a position is measured within this factor, both in terms of level and frequency.

Each of these point factors has an associated numeric point matrix that is used to rate each position. It is important to note that this is an evaluation of the job content and requirements of the position; it is not an assessment of the individual currently holding the position, nor is it a performance evaluation. Using this method, different positions across the organization are assessed on an “even playing field” and internal equity is achieved.

The total points then serve as a guide for determining grade placement. Two different positions can have similar point totals, indicating that grouping within the same pay grade is appropriate. Table 2 contains the point factoring results for the Village of Lake Odessa.

Table 2: Point Factor Job Evaluation Results

Position	Point Total
DPW Worker-Landscaping	1,537
DPW Worker	1,706
Police Officer	1,948
DPW Foreman	2,061
Village Treasurer	2,107
DPW Superintendent	2,343
Chief of Police	2,477
Village Manager	2,811

COMPENSATION & MARKET COMPARABILITY

To determine appropriate pay rates, we utilized a customized market survey to gather information on what the competitive labor market pays for similar positions. To enhance the survey's reliability, the survey document included positional summaries of each position, rather than simply matching job title to job title. Therefore, respondents were able to report pay based on job content rather than job title alone.

The customized survey also gathered information on how positions are similar or different in other comparable communities to aide in making "apples-to-apples" comparisons with regard to pay data. The survey tool collected information on pay ranges and current actual salaries when no range was available.

It should be noted again that each organization surveyed in this study is unique, with different organizational structures and in some cases, alternative allocation of duties among employees. Further, not every comparable employer delivers the exact mix of services found in the Village of Lake Odessa. The focus of the market analysis was to identify positions in other organizations with a similar scope of responsibilities, requiring similar levels of knowledge, skill, and expertise.

In addition to the customized salary survey sent to the identified comparable employers, we also included data from the League's statewide database of municipal salaries to further validate the survey. In some instances where there was little market data available from the comparable communities, data analysis was done using information obtained from the statewide database.

Table 3 below provides a summary of the market survey results and shows how each position studied compares. Again, because the Village of Lake Odessa doesn't currently utilize pay ranges, we compared current pay levels to either the market minimum, midpoint, or maximum based on the incumbent's years of service.

In reviewing the data in Table 3, the compa-ratios shown on the right is a simple ratio of the Village's pay rate divided by the market average for minimum, midpoint, or maximum pay rates depending on the incumbent's years of service. So, the total average compa-ratio of 97% can be read as "the Village of Lake Odessa's pay levels, taken in total, are 3% below the market."

Table 3: Market Data Summary

Current Title	Village of Lake Odessa			Current	Market Average				Compa-Ratio		
	Min	Mid	Max		Min	Mid	Max	Actual	Min	Mid	Max
Village Manager-Clerk *	no range			73,903	79,983	87,709	95,434	96,248	92%	n/a	n/a
Village Treasurer*	no range			55,350	55,287	64,017	72,747	63,351	100%	n/a	n/a
DPW Superintendent *	no range			71,632	65,166	74,096	83,025	73,437	n/a	97%	n/a
DPW Foreman	no range			24.32	25.71	27.30	28.88	26.43	n/a	89%	n/a
DPW Worker (1)	no range			22.97	20.57	23.13	25.69	18.52	n/a	99%	n/a
DPW Worker (2)	no range			21.02	20.57	23.13	25.69	18.52	102%	na	n/a
DPW Worker-Landscaping	no range			18.92	14.48	16.21	17.94	15.00	131%	n/a	n/a
Chief of Police *	no range			64,782	68,486	77,237	85,988	77,928	95%	n/a	n/a
Police Officer	21.05	22.43	23.81	23.03	22.45	25.94	29.43	23.55	94%	86%	81%
AVERAGE									102%	93%	n/a
AVERAGE ALL									97%		

* Insufficient data obtained from customized survey; range data reported above reflects the 2022/23 MML Wage & Salary Survey.

In reviewing the individual position results, keep in mind that being above or below market does not necessarily mean someone is “overpaid” or “underpaid.” Rather, this is a simple way to gauge overall comparability to market. Most public sector pay ranges are around 30% wide, so a likely range minimum would be 15% lower than the midpoint and maximums 15% above. As such, market comparisons with comp-ratios of 85% to 115% are considered within normal limits.

Detailed market data on each position is available in Appendix A.

BENEFITS ANALYSIS

Benefits are a critical component in a total compensation package. As such, the study included a benefits survey to provide Lake Odessa with a full picture of the comparability of the Village’s overall compensation system.

Benefits data for non-union positions was collected from eight survey respondents. Taken in total, the Village’s benefits are within a similar range of the surveyed market for many benefits. However, the Village is more generous than the combined market with vacation and sick leave accruals. There are also other variations to market in some areas as described on the following pages.

Paid Time Off & Bonus Pay

- ❖ The surveyed market shows an average of 11 paid holidays, one more than provided in the Village.
- ❖ Four respondents indicate using separate leave banks for vacation, sick, and personal time, as does the Village of Lake Odessa. Of those using separate banks, the market averages for vacation accruals are:

Years of Service	Market Average	Village of Lake Odessa
1 Year	9 days	10 days
5 Years	15 days	15 days
10 Years	18 days	20 days
15 Years	20 days	20 days
20 Years	24 days	25 days

- ❖ The Village of Lake Odessa’s vacation accruals are the same or more generous than the market depending on the employee’s years of service. Employees meet the maximum accrual level at 20 years of service.

The remaining four survey respondents offer a combined paid time off (PTO) system, where there is more discretion in how an employee uses their PTO days. The trade-off is fewer total days for more flexibility. Combined PTO is a progressive approach to paid time off and is one technique for controlling banked time off and corresponding cash-outs at separation, while providing employees with sufficient flexibility to balance the demands of both life and work.

- ❖ The Village provides 12 annual sick days, which is one more than the market average among those who offer separate sick banks.
- ❖ The Village provides two personal days annually, compared to three days among the surveyed market who offer separate leave banks.
- ❖ Overall, the paid time off program in the Village of Lake Odessa is more generous than the surveyed market. Paid time off, whether using a combined or separate approach, is a key benefit offering that can influence the attraction of new employees as well as the retention of current staff.
- ❖ Of the eight responding communities, three provide longevity pay. The Village of Lake Odessa does not offer longevity pay. On a statewide level, we are seeing communities discontinue or grandfather their longevity pay programs.

Insurance Benefits

- ❖ Of the eight respondents, all but one requires some form of employee contribution to insurance premiums. Employee contributions range from 0% to 20% of the total premium, with one respondent basing the amount on the established hard cap. The Village of Lake Odessa requires employees to contribute 20% of the premium.
- ❖ Three respondents provide some form of payment in lieu of health insurance. Payments provided are \$1,800 per year, \$4,200 per year, or the hard cap amount for single coverage. The Village of Lake Odessa provides \$3,000/year in lieu of health insurance.
- ❖ Two respondents report having a high deductible health plan (HDHP), with deductibles of \$1,300/\$2,600 and \$2,800/\$5,600. Both respondents offer some form of a health savings account with one respondent contributing the full deductible amount. The Village of Lake Odessa does not have a high deductible plan, nor does it offer a health savings account.
- ❖ All respondents offer some form of employer-paid dental insurance, and seven offer some form of employer-paid vision insurance. The Village of Lake Odessa provides both dental and vision insurance.
- ❖ Seven respondents provide life insurance with the benefit level ranging from \$25,000 to \$50,000. Five respondents also provide short-term disability, long-term disability, or both. The Village of Lake Odessa offers both short- and long-term disability benefits and a life insurance benefit of \$50,000 for full-time non-union and police union staff.

Retirement Benefits

- ❖ Six of the surveyed respondents provide a defined benefit retirement program for their employees, with two of these respondents indicating this benefit is a closed plan. These employers have shifted to a hybrid approach to retirement savings that combines some elements of a traditional defined benefit pension with a defined contribution plan. The Village of Lake Odessa has a defined benefit retirement program with only one employee currently participating.

It should be noted that many public employers are shifting away from a traditional defined benefit pension plan and moving to defined contribution programs where costs are more controllable.

- ❖ All respondents offer a defined contribution program and provide an employer contribution ranging from 0% to 10% of salary. The Village of Lake Odessa offers a defined contribution retirement plan with a 10% match for its full-time non-union and police union staff.
- ❖ Two respondents provide retiree health insurance, but one respondent's plan is closed. The Village of Lake Odessa does not offer retiree health insurance.

The legacy costs associated with retiree healthcare are creating a trend in the municipal sector which is moving away from 100% employer-paid retiree healthcare. Costs are considerable for this benefit given the relatively low retirement age in the public sector (some allow retirement as early as age 50, many at age 55 or 60) and the uncontrolled increases in the cost of healthcare premiums.

To better control their budgets, long-range financial plans, and future liabilities, many municipal employers are moving toward a flat dollar cap for their retiree healthcare premium or are implementing a "defined contribution" style savings program which allows employees to save for the cost of healthcare in retirement, with or without employer contribution. Many retiree health savings plans allow for the conversion of unused paid time off, which is advantageous to both the employee and the employer, which saves the payroll tax that would otherwise be incurred through paying out time-off banks.

Full details on benefit offerings within the customized market for both non-union and police union positions can be found in Appendix B.

It should be noted again that some employees included in this project are represented by a union and collectively negotiate their wages, benefits, and terms and conditions of employment through their union representative. Nothing within this report is intended to usurp the collective bargaining process.

CLASSIFICATION & COMPENSATION STRUCTURE

As previously described, point factoring was used to determine the placement of each position within the organization's pay structure, and market data guided the recommended pay ranges.

Impact of Recommended Ranges

As mentioned earlier, the suggested pay structure reflects ranges that are 30% wide. Table 4 on the following page provides a suggested pay structure based on market findings from all surveyed communities for the positions included in this study.

Positions with salaries below range minimums are considered "**green circled.**" There are two employees currently earning a rate below the suggested minimum.

When considering these recommendations, we strongly suggest that green circled individuals be prioritized and moved as quickly as possible to at least the minimum of the recommended pay range. Additionally, consideration might be given to address any long-serving employees or those with considerable experience who have pay levels below the range midpoint. However, individual performance will guide decisions regarding pay adjustments. It is advisable to suspend pay increases for employees with performance concerns, even those for green circled positions, until the issues are resolved.

Positions with salaries above range maximums are considered "**red circled.**" There is one employee currently earning a rate above the suggested maximum.

Red circled positions are not uncommon for long-serving staff or positions that are difficult to recruit and/or retain. Additionally, employees who are asked to take on a heavier workload may warrant placement at the higher end of the pay scale, and over time, may have exceeded the maximum of their established range.

With regard to red circled employees, we strongly caution against reducing pay or otherwise penalizing an employee with a salary level above the suggested maximum. This can be counter-productive and devastating to morale and the overall success of a pay program. Rather, "grandfathering" red circled employees or increasing salaries at a slower pace are more constructive approaches.

A more progressive approach to addressing red circled employees, or employees who have reached the maximum of their pay range, is to offer a merit bonus rather than a pay increase. This bonus would be tied to performance to recognize outstanding service. This can be done by offering up to a maximum amount, such as a flat dollar amount, or percentage of pay based on the employee's level of performance. This type of program positions the Village to recruit, retain, and reward top talent to serve its public. Keep in mind, however, that a strong performance evaluation tool and process should be in place, used accurately, reliably, and consistently, and the organization itself must have a culture that would support such an approach to pay.

Table 4: Suggested Pay Structure

Grade	Position Title	Lake Odessa Current Pay	RECOMMENDED PAY RANGES		
			Minimum	Midpoint	Maximum
A	DPW Worker - Landscaping (seasonal)	18.92	\$28,260.87	\$32,500.00	\$36,739.13
			\$13.59	\$15.63	\$17.66
B	DPW Worker DPW Worker	21.02	\$41,086.96	\$47,250.00	\$53,413.04
		22.97	\$19.75	\$22.72	\$25.68
C	DPW Foreman Police Officer	24.32	\$46,956.52	\$54,000.00	\$61,043.48
		23.03	\$22.58	\$25.96	\$29.35
D	Village Treasurer	55,350	\$55,652.17	\$64,000.00	\$72,347.83
E	Chief of Police DPW Superintendent	64,782	\$64,782.61	\$74,500.00	\$84,217.39
		71,632	\$31.15	\$35.82	\$40.49
F	Village Manager	73,903	\$74,130.43	\$85,250.00	\$96,369.57
			\$35.64	\$40.99	\$46.33

As previously mentioned, some employees included in this project are represented by a union and collectively negotiate their wages, benefits, and terms and conditions of employment through their union representative. Nothing within this report is intended to usurp the collective bargaining process.

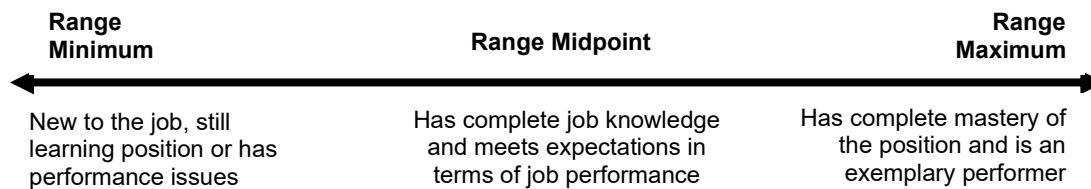
Implementing Recommended Ranges

In determining its compensation policy, organizations have much to consider. For example:

- ❖ Some organizations strive to lead the market in either pay or benefits, or both. Others utilize below-average compensation programs which may result in short-term savings; however, that is often offset by the high cost of turnover and the indirect costs of poor morale, inconsistent customer service, and overall compromised operational performance.
- ❖ Most organizations seek a middle ground, establishing market competitive compensation programs that are fair to employees and fiscally responsible.
- ❖ Benefits may influence the stance an employer takes relative to the market. Depending on organizational priorities, some employers maintain employee wages low in relation to the market while maintaining a relatively generous benefit program, or vice versa.
- ❖ In moving employees through pay ranges, compensation systems ideally incorporate performance in some way.
- ❖ Staffing levels and organizational structures can influence the position an employer takes relative to the competitive market. Where employees are asked to do more with less, an organization may be inclined to meet or even exceed the market with regard to pay, benefits or both.

In considering how pay ranges might be utilized over time, job mastery and performance history are important factors that may guide upward adjustments for employees. The continuum provided in Chart 1 illustrates how compensation levels within the recommended ranges may be considered with regard to job knowledge and performance.

Chart 1: Continuum of Job Mastery



Newer employees who are not yet functioning on a completely independent level, or employees who are not meeting performance standards, may be appropriately placed at or near the range minimum. Over time, training and experience on the job will typically lead to competency for most employees. These employees will likely fall somewhere in the middle of their range, near the midpoint. An employee with complete mastery of their position and a history of exceptional performance may command a salary toward the top of their range near the recommended maximum.

Range Options

There are a few popular options for pay range administration, including a traditional step system, an open range, or a combined approach. Tables 5 and 6 on the following page provide examples of both a traditional and combined pay system.

Traditional Step System

A traditional step system simply breaks a pay range into increments. In a system with ranges that are 30% wide, nine steps are typical and provide for increments of about 3% to 3.75% between steps.

In a traditional step system, pay increases are awarded based on time on the job, conditioned upon satisfactory performance (i.e., move from step 1 to step 2 after one year on the job with a satisfactory or better performance review). Table 5 on the following page provides a step progression based on a Traditional Step System.

Open Range System

Some employers prefer to use a percentage-based, open range approach to progressing employees through their ranges. Under this plan, a set percent is used for employees' annual pay increases. This provides the most flexibility to the employer, or maximum discretion.

Combined System

A combined system uses both formal steps and a flexible, open range. With this method, step increases based on longevity are utilized initially (provided the employee is evaluated at a minimum level of satisfaction) with merit-based progression after a certain tenure level is achieved. This combined system recognizes the "learning curve" found in early years of employment and focuses on performance once longer tenure and associated job mastery is achieved. Table 6 on the following page provides a step progression based on a Combined System.

Table 5: Traditional Step System

Grade	Minimum Step 1	Step 2	Step 3	Step 4	Midpoint Step 5	Step 6	Step 7	Step 8	Maximum Step 9
A	\$28,261	\$29,038	\$29,815	\$30,592	\$31,370	\$32,147	\$32,924	\$33,701	\$34,478
	\$13.59	\$13.96	\$14.33	\$14.71	\$15.08	\$15.46	\$15.83	\$16.20	\$16.58
B	\$41,087	\$42,720	\$44,352	\$45,985	\$47,617	\$49,250	\$50,883	\$52,515	\$54,148
	\$19.75	\$20.54	\$21.32	\$22.11	\$22.89	\$23.68	\$24.46	\$25.25	\$26.03
C	\$46,957	\$49,000	\$51,043	\$53,087	\$55,130	\$57,174	\$59,217	\$61,261	\$63,304
	\$22.58	\$23.56	\$24.54	\$25.52	\$26.51	\$27.49	\$28.47	\$29.45	\$30.43
D	\$55,652	\$58,707	\$61,762	\$64,817	\$67,872	\$70,927	\$73,982	\$77,036	\$80,091
	\$26.76	\$28.22	\$29.69	\$31.16	\$32.63	\$34.10	\$35.57	\$37.04	\$38.51
E	\$64,783	\$67,424	\$70,065	\$72,707	\$75,348	\$77,989	\$80,630	\$83,272	\$85,913
	\$31.15	\$32.42	\$33.69	\$34.96	\$36.22	\$37.49	\$38.76	\$40.03	\$41.30
F	\$74,130	\$76,910	\$79,690	\$82,470	\$85,250	\$88,030	\$90,810	\$93,590	\$96,370
	\$35.64	\$36.98	\$38.31	\$39.65	\$40.99	\$42.32	\$43.66	\$45.00	\$46.33

Table 6: Combined Step System

Grade	Minimum Step 1	Step 2	Step 3	Step 4	Midpoint Step 5	Open Range: Performance Based	Maximum Step 9
A	\$28,261	\$29,038	\$29,815	\$30,592	\$31,370	variable	\$34,478
	\$13.59	\$13.96	\$14.33	\$14.71	\$15.08		\$16.58
B	\$41,087	\$42,720	\$44,352	\$45,985	\$47,617	variable	\$54,148
	\$19.75	\$20.54	\$21.32	\$22.11	\$22.89		\$26.03
C	\$46,957	\$49,000	\$51,043	\$53,087	\$55,130	variable	\$63,304
	\$22.58	\$23.56	\$24.54	\$25.52	\$26.51		\$30.43
D	\$55,652	\$58,707	\$61,762	\$64,817	\$67,872	variable	\$80,091
	\$26.76	\$28.22	\$29.69	\$31.16	\$32.63		\$38.51
E	\$64,783	\$67,424	\$70,065	\$72,707	\$75,348	variable	\$85,913
	\$31.15	\$32.42	\$33.69	\$34.96	\$36.22		\$41.30
F	\$74,130	\$76,910	\$79,690	\$82,470	\$85,250	variable	\$96,370
	\$35.64	\$36.98	\$38.31	\$39.65	\$40.99		\$46.33

System Administration

It is suggested that the Village establish a compensation policy for moving employees through pay ranges over time. As outlined above, there are many methods for progressing employees through a pay range; for example, time on the job (longevity), merit or performance-based pay, or some combination of the two. Further, if using a step system, increases can be applied based on fractions of a step; full step increases are not required of the system options presented within this report.

Many employers are interested in linking pay to performance. To succeed in implementing a merit pay environment, there must be an exceptional performance evaluation tool in place that is used accurately and reliably, and the organization itself must have a culture that would support such an approach to pay. With those two linchpins in place, the employer then must have the financial resources to support the pay for performance program.

Well-designed and properly administered pay-for-performance programs that are tied closely to overarching organizational missions, goals, and objectives, can add substantial value to an organization. However, pay for performance is *not* a cost-of-living adjustment. Cost of living is something that should be applied to the pay system at-large. Individual performance rewards are separate and distinct from that and lose their impact and credibility when overlapped with other types of adjustments.

When considering performance rewards, an organization can utilize either a performance increase that becomes part of an employee's annual pay; or a one-time reward that does not automatically renew each year. The reward that becomes part of regular pay is typically in recognition of sustained exceptional performance, assuming additional duties, achieving additional education or training, etc. The non-renewable reward is usually associated with achievement of specific goals or in recognition of a special project or some other finite accomplishment. Some systems incorporate both types of rewards to accommodate varying circumstances.

Should the Village incorporate pay-for-performance tied to performance evaluation, careful consideration will need to be given to whether rewards are integrated into base pay or treated as a bonus subject to renewal, or some combination of the two.

Placing New Employees Within Established Ranges

To preserve internal equity, original appointment to any position would ideally be made at the minimum rate of the suggested pay range. Advancement could then proceed through successive increases as prescribed in the Village's compensation policy.

However, each new hire will inevitably be unique, and may in fact represent a situation in which greater experience and expertise are objectives in recruitment. The labor market may also dictate the need to offer a higher salary. Therefore, new hires should be assessed individually and placed at a range level consistent with Village needs and market demands.

Maintaining the System Over Time

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

The Village should determine the standard process that will be used to maintain the classification plan going forward. For example, how will changes to job descriptions be handled? How will new positions be placed within the system? Who will review requests and what appeals mechanism, if any, will be provided?

The Village should carefully consider its options and lay out the methodology best suited to its needs and culture.

Classifying New Positions

As a result of reorganization, new programs, or changes in management procedures, new jobs may be established and the complexity of existing jobs may change. To maintain internal equity and the usefulness of the pay system, the following procedures are recommended:

1. For new positions, a standard job analysis questionnaire should be used to define the particular duties, responsibilities, and requirements of the position.
2. A current and accurate job description should then be developed.
3. The position should be evaluated based on the point factor plan. This approach ensures internal equity for the new position in terms of skill, effort, responsibility and working conditions as compared to existing positions.
4. Verification of market pay rates through the statewide survey, or a customized survey, will validate the appropriate pay rate for a new position.

Updating the Compensation Plan

Economic conditions, the availability of people, and the prevailing labor market rates will all impact salary structures. To accurately reflect the labor market, it is recommended that the compensation plan be reviewed and adjusted annually. When making annual adjustments to the overall system, consideration should be given to local economic factors and the posture the organization chooses to take relative to the labor market.

In this sense, pay adjustments are a two-step process. The first is a general adjustment of the entire pay system to reflect inflationary or cost-of-living increases. And the second is individual level adjustments based on performance, longevity, or whatever measures the Village choose to reflect its compensation philosophy.

Various sources exist for inflation figures, cost-of-living estimates, and other economic indicators such as the Consumer Price Index (CPI). One of these could be applied to the compensation structures provided within this report to make the annual cost-of-living adjustment.

When making annual adjustments to the overall system, consideration should be given to local economic factors and the posture the organization chooses to take relative to the labor market. Additionally, it is recommended that the Village complete a classification and compensation study every five to seven years to check the adequacy of present pay rates and internal ranking of jobs. In doing so, the Village will help validate its continued competitive position in the market.

In devising a pay and benefits system, an employer is well-served to consider its mission and organizational goals and align its compensation policy accordingly. The data and objective analysis provided within this report will help position the Village of Lake Odessa for these important policy considerations.

APPENDIX A

Market Survey Data: Pay

**Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa**

Village Manager/Clerk										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	N/A						FT	40	22	duties performed by Village Clerk & Public Works Superintendent earning \$31.73/hr and \$37.14/hr respectively
Capac										
Cedar Springs (city)										
Chesaning	City Manager					95,000	FT	40		As reported in the 2022/23 W&S survey
DeWitt (city)	City Manager					97,410	FT	40		As reported in the 2022/23 W&S survey
Howard City	Village Manager	Same; also serves as the DPW Supervisor.	65,000	68,500	72,000	72,000	FT	40	5	Cell Phone Stipend \$50/mth. MERS retirement 10% gross wages no match
Kalkaska	Village Manager	Also serves as Street Administrator, Airport Manager, and Police Chief				109,000	FT	40	1	
Lowell (city)	City Manager					111,000	FT	40		As reported in the 2022/23 W&S survey
Manchester	City Manager					94,500				As reported in the 2022/23 W&S survey
Nashville										
Paw Paw	City Manager					84,000	FT	40	<1	
Pinckney	N/A									Village President - part-time employee: annual salary, \$13,600
Portland (city)	City Manager	also serves as the Code Enforcer Administrator and Street Administrator.	90,280	109,303	128,325	128,325	FT	42	8	
Potterville (city)										
Saint Charles	Village Manager					75,000	FT	40	3	Village Clerk Earns \$36,254/yr
Saranac										duties performed by Village Treasurer earning \$71,366/yr
Shelby										
Market Average			insufficient data			96,248				
2022/23 MML Statewide Data *			79,983	87,709	95,434	97,827				19%
Village of Lake Odessa						73,903	FT	40	3	

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,000 and 10,000 for position of City Manager or City Administrator (range: n=8; actual: n=72).

**Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa**

Village Treasurer										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	Village Clerk	duties performed by Clerk, not Treasurer; Treasurer is part-time and handles only tax responsibilities;				65,998				PT Treasurer earns \$8,704/yr
Capac										
Cedar Springs (city)										
Chesaning	N/A									
DeWitt (city)	Treasurer					81,512	FT	40		As reported in the 2022/23 W&S survey
Howard City	Clerk/Treasurer	Same with addition of taking minutes for all committees / commissions of Village.	31,200	40,920	50,639	50,639	FT	40	<10	Cell Phone Stipend \$50/mth. MERS retirement 10% gross wages no match.
Kalkaska	Village Treasurer/Accountant	Does not process payroll or support employee benefits administration.				67,891	FT	36	4	
Lowell (city)	Treasurer					81,000	FT	40		As reported in the 2022/23 W&S survey
Manchester	Treasurer						PT			PT Treasurer earns \$26.53/hr as reported in the 2022/23 W&S survey
Nashville										
Paw Paw	Treasurer		51,293	51,646	52,000		FT	40	8	
Pinckney	Treasurer	Accountant/Treasurer position.				51,418	PT	32	1	
Portland (city)	Finance Director/Treasurer	Is the Finance Director, Treasurer, Income Tax Administrator and HR Manager.					FT	42	17	not a comparable position earning \$73,507 - \$103,735/yr
Potterville (city)										
Saint Charles	Village Treasurer	Similar	33,488	35,231	36,973	36,982	FT	40	13	
Saranac	Village Treasurer	performs all the duties described as well as the Village Manager and Clerk duties.				71,366	FT	40	22	
Shelby										
Market Average			insufficient data			63,351				
2022/23 MML Statewide Data *			55,287	64,017	72,747	57,609				32%
Village of Lake Odessa						55,350	FT	40	<2	

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,000 and 10,000 for positions of Treasurer, Clerk/Treasurer, Finance Manager, Accountant, and HR Generalist (range: n=6; actual: n=26).

Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa

DPW Superintendent										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	Public Works Superintendent	Same duties and also shares some Village Manager duties; also serves as Water Superintendent and hold related licenses; CDL required				77,251	FT	40	29	
Capac										
Cedar Springs (city)										
Chesaning	Public Works/Streets Superintendent					51,730	FT	40		As reported in the 2022/23 W&S survey
DeWitt (city)	Public Works Director					73,336	FT	40		As reported in the 2022/23 W&S survey
Howard City	Village Manager is also DPW Supervisor									Does not contract for other public works services
Kalkaska	DPW Superintendent	Holds distribution and treatment licenses				61,256	FT	40	<1	Contracts for Operations, Maintenance and Management of its water and wastewater facilities. Village DPW Superintendent assists as needed.
Lowell (city)	Public Works Director					90,918	FT	40		As reported in the 2022/23 W&S survey.
Manchester	Public Works/Streets Superintendent					74,474	FT	40		As reported in the 2022/23 W&S survey
Nashville										
Paw Paw	DPS Director	CDL				72,114	FT	40	1	Contract out for sidewalks, Village park/grounds mowing along with mowing of blighted properties
Pinckney	DPW Director	Same				88,000	FT	40	<1	Contract out construction, work related to streets, curbs, sidewalks and parking lots along with some utilities require contracted services.
Portland (city)	Public Works Director	Require CDL, D2, S3	68,302	82,298	96,294	91,707	FT	40	23	contract out some of our Public works services (street painting and crack sealing are the two largest); Our director was promoted from the Foreman position and currently acts as a working supervisor and fills both roles. The Foreman position has not been filled.
Potterville (city)										
Saint Charles	DPS Director	Require CDL	52,000	54,706	57,412	56,285	FT	40	4	Do not contract out services
Saranac	DPW Director	Require L1, L2, S-3				70,738	FT	40	9	Contract all of the services listed because only have a four-person DPW crew
Shelby										
Market Average			insufficient data			73,437				
2022/23 MML Statewide Data *			65,166	74,096	83,025	73,511				27%
Village of Lake Odessa						71,632	FT	40	<6	

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 8,000 for positions of Director of Public Works, Public Works/Streets Superintendent, Water Plant Superintendent, and Water/Sewer Systems Superintendent, (range: n=12; actual: n=48).

Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa

DPW Foreman										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	Street Administrator	No water distribution licenses required				20.00	FT	40	4	CDL \$0.50/hr increase; Not on call, rare emergencies then overtime.
Capac										
Cedar Springs (city)										
Chesaning	N/A									
DeWitt (city)	N/A									
Howard City	N/A									
Kalkaska	N/A									
Lowell (city)	Streets Foreman		25.74	29.44	33.14					As reported in the 2022/23 W&S survey.
Manchester	N/A									
Nashville										
Paw Paw	Crew Leader	CDL				27.05	FT	40	2	Regular pay additional 16 hours for Duty plus 1.5x if called in
Pinckney	DPW Foreman	Yes				31.40	FT	40	25	If called in, paid a minimum of 2 hours
Portland (city)	DPW Foreman	CDL	26.15	29.83	33.50	vacant				On call employees receive 8 hours of pay at the Foreman rate and any overtime at the Foreman overtime rate. Additional stipend paid annually for licenses: D2 - \$1,300, D3 - \$600, D4 - \$300. S2 - \$900, S3 - \$400, S4 - \$200.
Potterville (city)										
Saint Charles	DPW Superintendent	CDL	26.01	27.65	29.28	28.15	FT	40	2	
Saranac	DPW Lead	L1/L2 and S-3 (must possess or be willing to obtain)				25.53	FT	40	8	\$1/hr for L1/L2 and \$1/hr for S-3 Receives one day off during the week when on-call for the weekend
Shelby										
Market Average			insufficient data			26.43				
2022/23 MML Statewide Data *			25.71	27.30	28.88	29.14				12%
Village of Lake Odessa						24.32	FT	40	<6	

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 8,000 for positions of Streets Foreman, Water Plant Foreman, and Water/Sewer Systems Foreman (range: n=11; actual: n=21).

Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa

DPW Laborer										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	Street Department Employees					18.03	FT	40	2	
Capac										
Cedar Springs (city)										
Chesaning	Public Works Maintenance Worker		18.63	19.75	20.87		FT	40		As reported in the 2022/23 W&S survey
DeWitt (city)	Public Works Maintenance Worker		19.24	25.03	30.83		FT	40		As reported in the 2022/23 W&S survey
Howard City	DPW Worker	Water and Sewer Certifications and CDL.	18.00	21.00	24.00		FT	40	<1 - 17 yrs	Water Sewer Certifications are requested to be obtained with a pay increase from \$.50-\$1/hr Employee receives \$75 per week on call and OT pay if called in. On call assigned on rotation basis of one week at a time
Kalkaska	DPW Worker	Similar, except for contracted water and sewer	19.00	21.38	23.75		FT	40	<1, <2, 10 yrs	No required licenses or certifications. No stipend for on-call.
Lowell (city)	Public Works Maintenance Worker		20.92	26.80	32.67		FT	40		As reported in the 2022/23 W&S survey
Manchester	Public Works Maintenance Worker		26.19	27.06	27.92		FT	40		As reported in the 2022/23 W&S survey
Nashville										
Paw Paw	Public Works Employee I-IV	CDL	24.78	25.42	26.05		FT	40	1	Increase for various water licenses Regular pay additional 16 hours for duty plus 1.5x if called in
Pinckney	DPW Worker	Yes	20.00	22.00	24.00		FT	40	1-6 yrs	If called in, paid a minimum of 2 hours
Portland (city)	Municipal Maintenance Worker/DPW	CDL, Water tech is required to have D2, S3. Mechanic is required to have Mechanics license. Our water tech and mechanic both do regular maintenance duties as well.	21.48	24.49	27.49		FT	40		Water Tech with D2 & S2 license, pay range: \$23.71 - \$30.35/hr. Mechanic has mechanics license and S4 license, and makes additional \$1 /hr above maintenance worker rate; same premium pay as outlined in DPW Foreman.
Pottsville (city)										
Saint Charles	Public Works Employee I-IV	CDL Required	17.50	18.41	19.32		FT	40	2-30 yrs	
Saranac	DPW Worker	L1/L2 and S-3 (must possess or be willing to obtain)				19.00	FT	40	1.5	\$1/hr for L1/L2 and \$1/hr for S-3 Receives one day off during the week when on-call for the weekend.
Shelby										
Market Average			20.57	23.13	25.69	18.52				25%
2022/23 MML Statewide Data *			20.22	22.97	25.72	23.90				27%
Village of Lake Odessa						22.97		40	5	
						21.02		40	2	

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 8,000 for positions of Public Works Maintenance Worker and Water/Sewer System Worker (range: n=50; actual: n=25).

**Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa**

DPW-Landscaping (Seasonal)										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	N/A									
Capac										
Cedar Springs (city)										
Chesaning	Public Works Maintenance Worker - PT or Seasonal		12.00	12.25	12.50		FT	40		As reported in the 2022/23 W&S survey
DeWitt (city)	N/A									
Howard City	DPW Worker	seasonal staff do same work as DPW workers	18.00	21.00	24.00					
Kalkaska	N/A									
Lowell (city)	Public Works Maintenance Worker - PT or Seasonal		13.00	14.50	16.00		Varies			As reported in the 2022/23 W&S survey
Manchester	N/A		12.40	14.80	17.20					As reported in the 2022/23 W&S survey
Nashville										
Paw Paw	Seasonal					15.00	PT	20+		
Pinckney	DPW Worker	Part-time Only	17.00	18.50	20.00		PT	30	<1	If called in, paid a minimum of 2 hours.
Portland (city)	Parks/Cemetery Laborer	CDL					FT seasonal	40	23	Parks/Cemetery Laborer works for our DPW dept in the winter earning range of \$21.48 - \$27.49/hr
Pottsville (city)										
Saint Charles										PT Seasonal Only - \$10/hr
Saranac	N/A									
Shelby										
Market Average			14.48	16.21	17.94	15.00				
2022/23 MML Statewide Data *			12.76	14.62	16.48	13.25				29%
Village of Lake Odessa						18.92	Seasonal	Varies		

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 8,000 for position of Public Works Maintenance Worker-PT or Seasonal (range: n=19; actual: n=21).

**Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa**

Chief of Police										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	N/A									
Capac										
Cedar Springs (city)										
Chesaning	Police Chief					78,000	FT	40		As reported in the 2022/23 W&S survey
DeWitt (city)	Police Chief					80,558	FT	40		As reported in the 2022/23 W&S survey
Howard City	N/A									
Kalkaska	Police Chief	Same, but role is combined with Village Manager; MCOLES Certified								not a comparable position earning \$109,000/yr
Lowell (city)	Police Chief					88,000	FT	40		As reported in the 2022/23 W&S survey
Manchester	N/A									
Nashville										
Paw Paw	Police Chief	MCOLES Certified				81,058	FT	40	12	
Pinckney	Police Chief					69,888	FT	40	1	
Portland (city)	Chief of Police & Ambulance Director	MCOLES Certified	68,302	82,298	96,294	91,707	FT	50	17	
Potterville (city)										
Saint Charles	Police Chief	MCOLES Certified	52,000	54,706	57,412	56,285	FT	40	2	
Saranac	N/A									
Shelby										
Market Average			insufficient data			77,928				
2022/23 MML Statewide Data *			68,486	77,237	85,988	79,594				26%
Village of Lake Odessa						64,782	FT	40	<4	

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 8,000 for position of Police Chief (range: n=7; actual: n=33).

**Classification and Compensation Study
Salary Survey Results, October 2022
Village of Lake Odessa**

Police Officer										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Berrien Springs	N/A									
Capac										
Cedar Springs (city)										
Chesaning	Police Officer		23.00	23.70	24.40					As reported in the 2022/23 W&S survey
DeWitt (city)	Police Officer		24.31	27.49	30.67					As reported in the 2022/23 W&S survey
Howard City	N/A									
Kalkaska	Police Officer	Similar	20.25	24.00	27.75		FT	40		\$2/hr above contract wage for Emergency Medical Responder certification
Lowell (city)	Police Officer		18.97	26.60	34.22					As reported in the 2022/23 W&S survey
Manchester	N/A									
Nashville										
Paw Paw	Police Officer		26.11	30.02	33.92		FT	40	1	
Pinckney	Police Officer	Similar	20.00	24.50	29.00		FT	40	varies	
Portland (city)	Police Officer	Similar	24.30	27.87	31.43		FT	40		Field training officers get \$1 more per hour stipend when actively training. Officers with a Bachelors degree in police administration or related field receive an annual stipend of \$1,200. Police Sergeant pay range is \$26.45 - 34.18. City currently has an interim Sgt. being paid \$32.48 (4 yrs).
Potterville (city)										
Saint Charles	Police Officer	Similar	22.64	23.33	24.02	23.55	FT	40	2	
Saranac	N/A									
Shelby										
Market Average			22.45	25.94	29.43	23.55				31%
2022/23 MML Statewide Data *			23.27	27.02	30.77	28.68				32%
Village of Lake Odessa			21.05	22.43	23.81	23.03	FT	40	3	

* 2022/23 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 8,000 for position of Police Officer (range n=37; actual: n=11).

APPENDIX B

Market Survey Data: Benefits

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
NON-UNION BENEFITS SURVEY, OCTOBER 2022**

	Village of Lake Odessa	Berrien Springs	Howard City	Kalkaska	Paw Paw
PAID TIME OFF & BONUSES					
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	8	7-8	4 - 9 hr days/1 - 4 hr day	8	8
# Annual Paid Holidays	11	11	8.5	11.5	10
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	Separate	separate	combined	combined (separate prior to 2010)	separate
# Vacation / PTO Days Earned:					
@ 1 year	10	10	20	14	10
@ 5 years	15	15	25	24	15
@ 10 years	20	20	30	29	15
@ 15 years	20	21	30	34	20
@ 20 years	25	25	30	34	25
Maximum Carry Over of Vacation/PTO Allowed (in days) or Use-It or Lose-It policy?	5	None	Up to amount to accrue per year (i.e., 5 years - can only accrue up to 200 hrs)	15	15
Is accrued Vacation/PTO time paid out upon separation or retirement? If so, what is the a maximum payout?	Yes, 100%	Yes, no maximum, whatever has accrued during the year	Yes - amount accrued at time of separation	Yes, no maximum	50% accrued
# Annual Sick Days	12	9	N/A	N/A (prior to 2010 separated)	12
Maximum Carry Over of Sick Days allowed (in days) or Use-It or Lose-It policy?	75	90			20
Is accrued Sick time paid out upon separation or retirement? If so, what is the a maximum payout?	No	10 years - 5 days, 15 years - 10 days, 20+ years - 15 days			50% accrued
# Annual Paid Personal Days	2	1 sick day per year can be used as personal day	N/A	N/A	2
Longevity Pay	N/A	Do not have longevity pay however do have holiday pay of \$20.00 per year worked	N/A	\$1,500 retention bonus given annually after one year of service	N/A
@ 5 years					
@ 10 years					
@ 15 years					
@ 20 years					
Maximum					

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
NON-UNION BENEFITS SURVEY, OCTOBER 2022**

	Village of Lake Odessa	Berrien Springs	Howard City	Kalkaska	Paw Paw
INSURANCE					
Insurance Plan Type (i.e. PPO, HMO, etc.)	PPO	PPO	HMO	HMO, HSA POS, POS	PPO
Is your plan a high deductible plan? (yes or no)	No	Yes	No		No
Does the employ ^{ER} contribute to a Health Savings Plan? If so, what is the annual contribution?	No	Employer pays the total amount of deductible	No	No	No
Annual Employee Contribution to Healthcare Premium	20%	0%	20%	Up to state hard cap	15%
Annual Deductible (single/family)		\$2,800/\$5,600	\$1,500/\$3,000	Depends on plan chosen	\$250 / \$500
Annual Payment in Lieu of Insurance	\$3,000	\$0	10% of premium	State hard cap for single employee	N/A
Employer-Paid Dental (yes or no)	Yes	Yes	Yes	Yes, no maximum	Yes
Employer-Paid Vision (yes or no)	Yes	Yes	Yes	Yes, no maximum	No
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	\$50K	Yes, \$25,000	Yes, \$25,000	Yes, \$25,000	Yes, \$40,000
Employer-Paid Disability (short term, long term, or both)	Yes	No	No	ST	ST
PENSION / RETIREMENT					
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid, etc.)	DB & DC (DB - only one employee, village plans to close plan)	DB & DC	DC	Hired after 12/2010 - Hybrid Hired before 12/2010 - DB	DB & DC
Pension Plan:					
Pension Plan Type (i.e. MERS B2)	B4	MERS C-1 Old		MERS Hybrid	MERS
Multiplier (i.e. 2.25%)	2.5%	Sum of 1.2% times the first \$4,200 of FAC, plus 1.7% times the portion of FAC		1.5	2.5%
Employ ^{EE} Contribution to Pension	10%				8%
Defined Contribution Plan (i.e. 401, 457)	401k	457	457	457	457
Employ ^{ER} Match / Contribution	up to 10%	MERS 100%	10%	4% max	None
Employ ^{EE} Contribution	up to the IRS limit	0	Optional	Optional	Optional
Retiree Health Insurance (yes or no)	No	No	No	No	No
Employ ^{ER} Pays					
Age or other eligibility criteria					

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
NON-UNION BENEFITS SURVEY, OCTOBER 2022**

	Village of Lake Odessa	Pinckney	Portland	Saranac	St. Charles
PAID TIME OFF & BONUSES					
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	8	8	8	8	8
# Annual Paid Holidays	11	13	14	8	11
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	Separate	combined	separate	separate	combined
# Vacation / PTO Days Earned:					
@ 1 year	10	5	10	5	10
@ 5 years	15	10	15	10 hrly/15 salary	15
@ 10 years	20	15	20	15	20
@ 15 years	20	20	20 (25 if hired before 1998)	20	25
@ 20 years	25	20	20 (25 if hired before 1998)	20 hourly / 25 salary	25
Maximum Carry Over of Vacation/PTO Allowed (in days) or Use-It or Lose-It policy?	5	5 days w/in 90 days	10	No vacation carry over allowed	5
Is accrued Vacation/PTO time paid out upon separation or retirement? If so, what is the a maximum payout?	Yes, 100%	Yes, no maximum	Yes, no maximum	Yes, no maximum	Yes, no maximum
# Annual Sick Days	12	N/A	12	12	N/A
Maximum Carry Over of Sick Days allowed (in days) or Use-It or Lose-It policy?	75		unlimited	12	
Is accrued Sick time paid out upon separation or retirement? If so, what is the a maximum payout?	No		No	No	
# Annual Paid Personal Days	2	N/A	4	2 floating holidays	N/A
Longevity Pay	N/A	N/A		N/A	
@ 5 years			2%		\$500
@ 10 years			2.50%		\$1,000
@ 15 years			3%		\$1,500
@ 20 years			3.50%		\$2,000
Maximum			4% (\$1,200 max)		N/A

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
NON-UNION BENEFITS SURVEY, OCTOBER 2022**

	Village of Lake Odessa	Pinckney	Portland	Saranac	St. Charles
INSURANCE					
Insurance Plan Type (i.e. PPO, HMO, etc.)	PPO	PPO	PPO	HMO	HMO
Is your plan a high deductible plan? (yes or no)	No	No	Yes	No	No
Does the employ ^{ER} contribute to a Health Savings Plan? If so, what is the annual contribution?	No	Yes but the amount is decreasing each year	\$1,300 / \$2,600	No	No
Annual Employee Contribution to Healthcare Premium	20%	\$1,200 / \$1,800	20%	15%	0%
Annual Deductible (single/family)		\$3,000	\$3,500 / \$7,000	\$500 / \$1,000	\$250 / \$500
Annual Payment in Lieu of Insurance	\$3,000	\$1,800	N/A	\$4,200	N/A
Employer-Paid Dental (yes or no)	Yes	Yes	Yes, 80%	Yes	Yes
Employer-Paid Vision (yes or no)	Yes	Yes	Yes, 80%	Yes	Yes
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	\$50K	Yes, \$35,000	Yes, \$50,000	No	Yes, \$30,000
Employer-Paid Disability (short term, long term, or both)	Yes	Both	LT	No	Both
PENSION / RETIREMENT					
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid, etc.)	DB & DC (DB - only one employee, village plans to close plan)	DB & DC	Hired after 07/2010 - Hybrid Hired before 07/2010 - DB	DC	DB & DC
Pension Plan:					
Pension Plan Type (i.e. MERS B2)	B4	MERS	MERS Hybrid		MERS
Multiplier (i.e. 2.25%)	2.5%	2%	1.00%		1.5%
Employ ^{EE} Contribution to Pension	10%	6.75%	3%		None
Defined Contribution Plan (i.e. 401, 457)	401k	457	401	457	457
Employ ^{ER} Match / Contribution	up to 10%	0.5%	7% ER Contribution (funds DB expense first and remainder goes into 401)	6%	None
Employ ^{EE} Contribution	up to the IRS limit	Optional	Optional	Optional	Optional
Retiree Health Insurance (yes or no)	No	Yes	No	Yes	Yes, for those hired before April 2009
Employ ^{ER} Pays			HSA - required 3% employee contribution. No employer contribution.	\$150	Employees hired after 2009 receive \$500 stipend to be used toward retiree healthcare.
Age or other eligibility criteria			Retirement age: 60	If worked at Village for 20+ yrs, until age 65	Insurance provided until employee is eligible for Medicare

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
POLICE UNION BENEFITS SURVEY, OCTOBER 2022**

	Village of Lake Odessa	Berrien Springs	Howard City	Kalkaska	Paw Paw
PAID TIME OFF & BONUSES		N/A - no union positions	N/A - no union positions		Police Union Staff
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	8			10	12
# Annual Paid Holidays	11			12	9
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	Separate			combined (separate prior to 2010)	separate
# Vacation / PTO Days Earned:					
@ 1 year	10			10	3.33
@ 5 years	15			15	10
@ 10 years	20			18	13.33
@ 15 years	20			21	16.67
@ 20 years	25			27	20
Maximum Carry Over of Vacation/PTO Allowed (in days) or Use-It or Lose-It policy?	5			6	10
Is accrued Vacation/PTO time paid out upon separation or retirement? If so, what is the a maximum payout?	Yes, 100%			Yes, no maximum	All accrued if work 6 months
# Annual Sick Days	12				8
Maximum Carry Over of Sick Days allowed (in days) or Use-It or Lose-It policy?	75			N/A	20
Is accrued Sick time paid out upon separation or retirement? If so, what is the a maximum payout?	No			N/A	After 10 years 50% up to 240
# Annual Paid Personal Days	2			N/A	2
Longevity Pay	N/A			\$1,500 retention bonus	N/A
@ 5 years					
@ 10 years					
@ 15 years					
@ 20 years					
Maximum					

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
POLICE UNION BENEFITS SURVEY, OCTOBER 2022**

	Village of Lake Odessa	Berrien Springs	Howard City	Kalkaska	Paw Paw
INSURANCE					
Insurance Plan Type (i.e. PPO, HMO, etc.)	PPO			HMO, HSA POS, POS	PPO
Is your plan a high deductible plan? (yes or no)	No				No
Does the employ ^{ER} contribute to a Health Savings Plan? If so, what is the annual contribution?	No			No	No
Annual Employee Contribution to Healthcare Premium	20%			Up to State Hard Cap	12%
Annual Deductible (single/family)				Dependent on plan chosen by employee	\$250/\$500
Annual Payment in Lieu of Insurance	\$3,000			State Hard Cap for single employee	\$6,188.78
Employer-Paid Dental (yes or no)	Yes			Yes	Employee contributes 12%
Employer-Paid Vision (yes or no)	Yes			Yes	No
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	\$50K			Yes, \$30,000	Yes, \$40,000
Employer-Paid Disability (short term, long term, or both)	Yes			STD	STD
PENSION / RETIREMENT					
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid, etc.)	DB & DC (DB - only one employee, village plans to close plan)			Hybrid	DB
<u>Pension Plan:</u>					
Pension Plan Type (i.e. MERS B2)	B4			MERS	MERS
Multiplier (i.e. 2.25%)	2.5%			1.50%	2.5%
Employ ^{EE} Contribution to Pension	10%				8%
Defined Contribution Plan (i.e. 401, 457)	401k				457
Employ ^{ER} Match / Contribution	up to 10%			4% max (Defined Contribution)	No
Employ ^{EE} Contribution	up to the IRS limit			Optional	Optional
Retiree Health Insurance (yes or no)	No			No	No
Employ ^{ER} Pays				N/A	N/A
Age or other eligibility criteria				N/A	N/A

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
POLICE UNION BENEFITS SURVEY, OCTOBER 2022**

	Village of Lake Odessa	Pinckney	Portland	Saranac	St. Charles
PAID TIME OFF & BONUSES		Similar to non-union FT staff	Only difference is 12 hr work days for Police staff	N/A - no union positions	Police Union Staff - Same as non-union staff
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	8				8
# Annual Paid Holidays	11				11
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	Separate				combined
# Vacation / PTO Days Earned:					
@ 1 year	10				10
@ 5 years	15				15
@ 10 years	20				20
@ 15 years	20				25
@ 20 years	25				25
Maximum Carry Over of Vacation/PTO Allowed (in days) or Use-It or Lose-It policy?	5				5
Is accrued Vacation/PTO time paid out upon separation or retirement? If so, what is the a maximum payout?	Yes, 100%				Yes, no maximum
# Annual Sick Days	12				
Maximum Carry Over of Sick Days allowed (in days) or Use-It or Lose-It policy?	75				
Is accrued Sick time paid out upon separation or retirement? If so, what is the a maximum payout?	No				
# Annual Paid Personal Days	2				N/A
Longevity Pay	N/A				
@ 5 years					\$500
@ 10 years					\$1,000
@ 15 years					\$1,500
@ 20 years					\$2,000
Maximum					N/A

**CLASSIFICATION AND COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
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	Village of Lake Odessa	Pinckney	Portland	Saranac	St. Charles
INSURANCE					
Insurance Plan Type (i.e. PPO, HMO, etc.)	PPO				HMO
Is your plan a high deductible plan? (yes or no)	No				No
Does the employ ^{ER} contribute to a Health Savings Plan? If so, what is the annual contribution?	No				No
Annual Employee Contribution to Healthcare Premium	20%				0%
Annual Deductible (single/family)					\$250/\$500
Annual Payment in Lieu of Insurance	\$3,000				N/A
Employer-Paid Dental (yes or no)	Yes				Yes
Employer-Paid Vision (yes or no)	Yes				Yes
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	\$50K				Yes, \$30,000
Employer-Paid Disability (short term, long term, or both)	Yes				Both
PENSION / RETIREMENT					
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid, etc.)	DB & DC (DB - only one employee, village plans to close plan)				DB & DC
Pension Plan:					
Pension Plan Type (i.e. MERS B2)	B4				MERS
Multiplier (i.e. 2.25%)	2.5%				1.5%
Employ ^{EE} Contribution to Pension	10%				None
Defined Contribution Plan (i.e. 401, 457)	401k				457
Employ ^{ER} Match / Contribution	up to 10%				None
Employ ^{EE} Contribution	up to the IRS limit				Optional
Retiree Health Insurance (yes or no)	No				Yes, for those hired before April 2009
Employ ^{ER} Pays					Employees hired after 2009 receive \$500 stipend to be used toward retiree healthcare.
Age or other eligibility criteria					Insurance provided until employee is eligible for Medicare

APPENDIX C

Point Factor Job Evaluation

**CLASSIFICATION & COMPENSATION STUDY
VILLAGE OF LAKE ODESSA
2022 POINT FACTOR JOB EVALUATION**

Position	TOTAL	Ed & Exp	Judg & Ind	Int & Ext Rel	Supv	Job Complex	Safety	Tech	Impact on Ops	Mental Work	Work Environ
DPW Worker-Landscaping	1,537	173	277	153	0	277	113	90	204	130	120
DPW Worker	1,706	173	277	195	0	277	113	130	231	130	180
Police Officer	1,948	243	342	195	100	342	130	110	231	165	90
DPW Foreman	2,061	267	309	216	176	309	113	130	231	130	180
Village Treasurer	2,107	383	374	216	0	406	130	140	258	200	0
DPW Superintendent	2,343	243	406	216	232	374	130	120	312	130	180
Chief of Police	2,477	360	471	237	232	406	148	110	258	165	90
Village Manager	2,811	383	568	258	260	535	130	110	437	130	0

FACTOR 1: EDUCATION AND RELEVANT EXPERIENCE

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

Special Circumstances:

- In many cases experience may substitute for formal education and vice versa. Rate the minimum qualifications of the position, or a combination thereof.
- Positions requiring professional certifications or licensure should be rated at "somewhat more than" the minimum educational and experience level required.
- If a position has both a minimum requirement and a "preferred" level (i.e. BA req'd, MA preferred), rate it at "somewhat more than" for the minimum educational and experience level required.

MINIMUM EDUCATION REQUIRED	MINIMUM RELATED WORK EXPERIENCE REQUIRED					
		1	2	3	4	5
	Degree	Entry Level, No Exp. Req'd	1 – 2 Yrs.	3 – 4 Yrs.	5 – 6 Yrs.	Over 7 years
A. No formal education required.	Almost exactly like =	25	50	75	100	125
B. High school diploma or equivalent.	Almost exactly like =	150	173	197	220	243
	Somewhat more than =	173	197	220	243	267
C. Vocational or trade school, or some community college, business school or other specialized training.	Almost exactly like =	197	220	243	267	290
	Somewhat more than =	220	243	267	290	313
D. Associates degree or equivalent.	Almost exactly like =	243	267	290	313	337
	Somewhat more than =	267	290	313	337	360
E. Bachelor's degree or equivalent.	Almost exactly like =	290	313	337	360	383
	Somewhat more than =	313	337	360	383	407
F. Master's degree or additional specialized training and experience.	Almost exactly like =	337	360	383	407	430
	Somewhat more than =	360	383	407	430	453
G. PHD or other post-Master's level education.	Almost exactly like =	383	407	430	453	477
	Somewhat more than =	407	430	453	477	500

FACTOR 2: JUDGMENT AND INDEPENDENCE OF ACTION

This factor describes the level of judgment and independence of action exercised in determining proper courses of action. In evaluating a position against this factor, think about the extent to which policies, procedures, rules and so forth either guide or restrict judgment and independence of the position. Consider also whether peers and/or supervisors are available for collaboration in decision making, and the degree to which the employee is empowered to use discretion.

LEVEL OF JUDGMENT AND INDEPENDENCE REQUIRED	Degree	Point Value
A. Duties and responsibilities of the position are carried out according to straightforward and standardized policies, procedures, rules, etc. There may be an occasional need for the employee to exercise judgment, but others are readily available to assist and discretion is limited. Work is closely monitored and regularly reviewed or subjected to a "check/balance" system.	Almost exactly like =	180
	Somewhat more than =	212
B. Duties and responsibilities of the position require that the employee occasionally interpret standard policies, procedures and rules to determine appropriate courses of action. However, the employee would not need significant technical or professional training to effectively interpret standards and guidelines. Basic decisions are made independently while more complex or unique issues are solved collaboratively with peers or supervisors. Discretion is minimal, and work is monitored on a "spot check" basis.	Somewhat less than =	245
	Almost exactly like =	277
	Somewhat more than =	309
C. Duties and responsibilities of the position require that the employee regularly interpret policies, procedures and rules to determine appropriate courses of action. The employee has information available to guide him/her in effective interpretation of standards and guidelines, but a moderate level of discretion is exercised. Most decisions are made independently, though the subject matter is straightforward and peers and supervisors are available to assist with especially unique situations. Work is monitored on a "case-by-case" basis.	Somewhat less than =	342
	Almost exactly like =	374
	Somewhat more than =	406
D. Duties and responsibilities of the position are governed by broad and complex technical, administrative, or professional standards and guidelines. The employee must regularly exercise independent judgment in decision-making, and exercise considerable discretion. The employee performs with a high degree of latitude, and work is monitored on a periodic or exception basis.	Somewhat less than =	438
	Almost exactly like =	471
	Somewhat more than =	503
E. Duties and responsibilities of the position are not only governed by broad and complex technical, administrative, or professional standards and guidelines, but the employee regularly directs or participates in the development of such standards. The employee performs with virtual independence and regularly exercises considerable discretion. Work is monitored through formal review by major authorities or other policy-making bodies.	Somewhat less than =	535
	Almost exactly like =	568
	Somewhat more than =	600

FACTOR 3: INTERNAL AND EXTERNAL RELATIONS

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

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

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

COMMUNICATION SKILLS REQUIRED	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Minimal internal or external contacts are experienced in the position. Skill in exchanging information and following instructions is required.	90	111	132
B. Standard internal and external contacts are experienced in the position. Skill in responding to questions, providing explanation of standard procedures, and engaging in conversation is required. Unusual or difficult situations are referred to a supervisor.	132	153	174
C. Moderately complex internal and external contacts are experienced in the position. Skill in interpreting and translating facts and information, explaining situations and issues, advising others of alternatives and options, and interviewing and developing information from others is required. Unusual or difficult situations are addressed to the extent possible before calling in a peer or supervisor for support.	174	195	216
D. Complex internal and external contacts are experienced in the position. Skill in motivating others, giving instructions, resolving disagreements, and/or leading meetings or making presentations is required. This position is responsible for the ultimate resolution of unusual or difficult situations.	216	237	258
E. Extremely complex internal and external contacts are experienced in this position. Skill in leading and persuading others, negotiating contracts, mediating and resolving disputes, and developing and making formal presentations is required.	258	279	300

FACTOR 4: SUPERVISORY OR MANAGERIAL RESPONSIBILITY

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

Special Circumstances:

- Count part-time, permanent, year-round staff pro rata.
- Count seasonal workers, volunteers and other "non-permanent" employees pro rata also.
- Do not count prison workers or other labor assigned and managed by an external agency.

LEVEL OF SUPERVISORY AND MANAGEMENT AUTHORITY EXERCISED	STAFF SIZE (Both direct and indirect reporting relationships)					
	Up to 2	3 - 5	6 - 9	10 - 14	15 - 19	Over 20
A. No supervisory or management authority.	0	N/A	N/A	N/A	N/A	N/A
B. <u>Occasional Leader</u> : On an occasional basis assists in planning and organization of work assignments, instructs or trains others, or leads special projects.	100	148	176	204	232	260
C. <u>Leader</u> : Regularly involved in planning and coordinating work assignments and monitoring the work progress of others, but does not have the authority found in a formal supervisor position (hire, fire, discipline).	148	176	204	232	260	288
D. <u>Working Supervisor</u> : Has much of the formal authority of a supervisor position, but may assist or perform the duties of subordinates.	176	204	232	260	288	316
E. <u>Supervisor</u> : Has the authority to make or effectively recommend important personnel decisions such as hiring, disciplining, terminating, and promoting subordinates.	204	232	260	288	316	344
F. <u>1st Level Manager</u> : Responsible for planning, directing, staffing and controlling employees of a major department or service area; works through one or more subordinate supervisors, including working supervisors.	232	260	288	316	344	374
G. <u>2nd Level Manager</u> : Similar to a 1 st Level Manager, with a greater depth of responsibility due to the use of one or more subordinate 1 st Level Managers.	260	288	316	344	374	400

FACTOR 5: JOB COMPLEXITY

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

LEVEL OF COMPLEXITY ENCOUNTERED	Degree	Point Value
A. Position primarily involves the use of factual information and data that does not present significant variables or ambiguities. Redundant steps, methods and processes are typically well defined, choices involve a limited set of options and information is readily available to ascertain correct approach.	Almost exactly like =	180
	Somewhat more than =	212
B. Position primarily involves the use of factual information and data, but may encounter minor variables or ambiguities which require some analytic or basic problem solving ability to select correct action from a limited set of options. Redundant steps, methods and processes are typically well defined, but the employee must occasionally modify or adapt them to address a situation.	Somewhat less than =	245
	Almost exactly like =	277
	Somewhat more than =	309
C. Position involves both the use of factual information and data, and the modification and continuous improvement of processes. This position regularly addresses variables or ambiguities and requires analytic and problem solving ability to select correct action from an expansive set of options. Steps, methods and processes are a mix of redundant and original tasks, and processes must be occasionally reassessed, modified or adapted to address unique situations.	Somewhat less than =	342
	Almost exactly like =	374
	Somewhat more than =	406
D. Position involves the extensive use of analytic and problem solving ability to select correct action from a limitless set of options. Steps, methods and processes are original and must be continuously reassessed, modified or adapted to address unique situations or realize improvements in process. This level is appropriate for multi-faceted positions with program or service planning responsibilities.	Somewhat less than =	438
	Almost exactly like =	471
	Somewhat more than =	503
E. Position is focused on projects involving the dedication of substantial time and effort to researching, organizing and assessing information which contains substantial variables and ambiguities. As a result, steps, methods and processes are non-existent or original, and the incumbent may be required to develop new and original procedures and processes. An advanced analytic and problem solving ability is required for the position.	Somewhat less than =	535
	Almost exactly like =	568
	Somewhat more than =	600

FACTOR 6: RESPONSIBILITY FOR THE SAFETY AND CONVENIENCE OF OTHERS

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

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

PROBABLE CONSEQUENCES OF ERRORS	FREQUENCY		
	Occasionally (Monthly)	Periodically (Weekly)	Frequently (Daily)
A. Errors in this position would likely cause minor, short-term inconvenience and would not endanger the safety of others. Effect of errors would impact a limited set of individuals.	60	78	95
B. Errors in this position would likely cause minor but longer term inconveniences that are more difficult to resolve, but would not endanger the safety of others. Effect of errors would impact a limited set of individuals.	95	113	130
C. Errors in this position could cause significant inconvenience that is difficult to resolve, or may temporarily present a threat to the safety of the public.	130	148	165
D. Errors in this position would likely cause a major, long-term inconvenience or present a widespread threat to the safety of the public that could produce irreparable harm.	165	183	200

FACTOR 7: TECHNOLOGY AND EQUIPMENT USE

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

LEVEL OF TECHNOLOGICAL/EQUIPMENT KNOWLEDGE AND SKILL REQUIRED	Degree	Point Value
A. Job duties require: <ul style="list-style-type: none"> • a knowledge of and ability to use standard office equipment, and display proficiency in the use of computer software such as word processing and spreadsheet, or • the use and basic maintenance of standard light equipment. 	Somewhat less than =	60
	Almost exactly like =	70
	Somewhat more than =	80
B. Job duties require: <ul style="list-style-type: none"> • utilization of specialized software such as financial applications, or • the ability to use, maintain and perform basic repairs on standard light and heavy equipment. 	Somewhat less than =	90
	Almost exactly like =	100
	Somewhat more than =	110
C. Job duties require: <ul style="list-style-type: none"> • a complex use of, or training others on computer software including specialized applications such as drafting systems GIS, etc, and/or serves as "troubleshooter" for basic systems or software issues, or • regularly training or leading others in projects involving the use, maintenance and/or repair of specialized or heavy equipment, or the fabrication of specialized equipment. 	Somewhat less than =	120
	Almost exactly like =	130
	Somewhat more than =	140
D. Job duties require: <ul style="list-style-type: none"> • the development, programming, maintenance and repair of computer systems, databases, networks, GIS or other complex systems. 	Somewhat less than =	150
	Almost exactly like =	160
	Somewhat more than =	170
E. Job duties require: <ul style="list-style-type: none"> • Supervisory and administrative activities associated with the research, development, purchase and implementation of computer systems, system coordination and related technological advances. 	Somewhat less than =	180
	Almost exactly like =	190
	Somewhat more than =	200

FACTOR 8: IMPACT ON PROGRAMS, SERVICES AND OPERATIONS

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

NATURE OF IMPACT	Degree	Point Value
A. The work product, though important to the organization, is not directly tied to other work processes. Errors are readily detected or apparent and have a relatively minor impact on overall operations.	Almost exactly like =	150
	Somewhat more than =	177
B. The work products and purpose of the job directly affect the accuracy, reliability, or acceptability of other work processes. Completed work has a direct relationship to other important activities or related work within one or more organization units. Errors are normally detected in succeeding operations and involve expenditure of time to trace and correct. Consequences would affect the work of others or cause inconvenience to the public. There also may be measurable monetary consequences related to the handling of financial transactions, equipment, supplies or other materials.	Somewhat less than =	204
	Almost exactly like =	231
	Somewhat more than =	258
C. The work products and purpose of the job contribute to the attainment of immediate, on-going goals and objectives. The job may affect the short-term success of programs, services, or operations, but does not materially influence or impact long-range direction, planning or control. The job affects the design or operation of systems, programs or equipment. Errors are difficult to detect and would result in inaccurate reports, incomplete or misleading information, invalid test results, unsound recommendations, or incorrect decisions.	Somewhat less than =	285
	Almost exactly like =	312
	Somewhat more than =	338
D. The work products and purpose of the job have a significant impact on major aspects of programs, services and operations. Responsibilities may be shared among individuals or may be a direct responsibility. Influence extends to both short- and long-term matters affecting an organizational component. Errors would not be detected through normal means, but would become apparent later through subsequent activities or events.	Somewhat less than =	365
	Almost exactly like =	392
	Somewhat more than =	419
E. The work products and purpose of the job have a major direct controlling impact on all aspects and phases of program, service or operations management. Decisions and overall influence contribute directly to the image of success and future of programs, services or operations and have a major long-term impact.	Somewhat less than =	437
	Almost exactly like =	473
	Somewhat more than =	550

FACTOR 9: INTENSITY AND DEMAND FOR CONCENTRATION

This factor uses two environmental components to measure the extent to which the position requires mental concentration and focus on the job. Determine the frequency with which each environmental factor occurs and add the values together for a total point award.

ENVIRONMENTAL FACTORS	FREQUENCY		
	Occasionally	Periodically	Frequently
1. <u>Mental Concentration</u> : The task detail regularly required of the position (i.e. working with figures, paperwork, fine motor skills)	30	65	100
2. <u>Focus</u> : The extent to which the position is regularly subjected to distracting influences such as people, phones, etc.	30	65	100
TOTAL POINTS FROM ENVIRONMENTAL FACTORS (1+2) =			

FACTOR 10: WORK ENVIRONMENT

This factor measures the degree to which a position is subjected to unpleasant or adverse working conditions as a function of the job, and the type and frequency of physical demands placed on a position. Office “climate control” issues are *not* considered an unpleasant or adverse condition, nor are standard requirements for lifting and/or moving light weight items in a normal office setting considered a physical demand.

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

1. WORKING CONDITIONS	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Work is carried on in a normal office setting.	0	N/A	N/A
B. Work environment is mildly disagreeable due to outside weather conditions, poor ventilation, noise, unsafe areas or situations, and other factors which require adjusting to or accommodating these uncomfortable situations.	25	30	60
C. Work environment is very disagreeable due to extreme weather conditions, strong odors and fumes, dangerous chemicals, confined spaces, precarious places, loud noise, and other hazards which require the use of special safety equipment and substantial physical or mental accommodation to perform the job.	60	90	120
2. PHYSICAL DEMANDS	Occasionally	Periodically	Frequently
A. No unusual physical activity or exertion is required.	0	N/A	N/A
B. Position requires moderate physical exertion associated with operating light equipment, monitoring and calibrating machinery and equipment, or lifting and/or moving items of moderate weight (25 lbs. or more).	25	30	60
C. Position requires enormous physical exertion associated with heavy physical labor or the physical restraint of disruptive or unruly people.	60	90	120
TOTAL POINTS FROM WORKING CONDITIONS AND PHYSICAL DEMANDS FACTORS (1+2) =			

POINT TALLY

List the point award for each factor and total accordingly

Factor	Point Award
Education and Relevant Experience	
Judgment and Independence of Action	
Internal and External Relations	
Supervisory or Managerial Responsibility	
Job Complexity	
Responsibility for the Safety and Convenience of Others	
Technology and Equipment Use	
Impact on Programs, Services and Operations	
Intensity and Demand for Concentration Mental Concentration + Focus + Intensity	
Working Environment Working Conditions + Physical Demands	
TOTAL POINTS	

**VILLAGE OF LAKE ODESSA
COUNCIL APPOINTMENTS**

(Effective 11/21/2022)

President Pro Tem ²	Terri Cappon (11/24)
Clerk	Patrick Reagan (10/23)
Treasurer ^{2, 5}	Kathy Forman (10/23)

Standing Committees:

Personnel ²	Mike Brighton, Karen Banks
Finance ²	Terri Cappon, Martha Yoder
Parks & Recreation ²	Jennifer Hickey, Carrie Johnson, Rob Young
Police Chief:	Kendra Backing
Street Administrator:	Jesse Trout
Zoning Administrator:	Jeanne VanderSloot
MML Legislative Coordinator:	Patrick Reagan
Marina Director: ²	Kendra Backing
FOIA Coordinator:	Patrick Reagan
Administrator, Municipal Ordinance Violations Bureau: ²	Patrick Reagan

BOARD, AUTHORITIES & COMMISSIONS

Planning Commission:⁴

Al Hamp ²	(10/24)
Meg Wheeler ²	(10/24)
Beth Barrone ²	(10/25)
Vacant ²	(10/25)
Martha Yoder ²	(10/23)
Karen Banks ¹	
Patrick Reagan ^{1*}	

Zoning Board of Appeals:⁴

Mel McCloud ³	(10/24)
Joel Pepper ³	(10/25)
Meg Wheeler ^{3**}	(10/25)
Heidi Reed ³	(10/23)
Ray Dykhouse ³	(10/23)

Jordan Lake Improvement Board:

Scott Beglin. ²	(12/31/23)
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Arts Commission:⁴

Nancy Mattson ²	(10/24)
Carrie Johnson ²	(10/24)
Aurora Rice	(10/25)
Karen Banks ²	(10/25)
Patrick Reagan ²	(10/25)
Vacant ²	(10/25)
Vacant ²	(10/23)
Vacant	(10/23)
Megan Hermes ²	(10/23)

Lakewood Wastewater Authority:⁴

Mike Rudisill ³	(12/31/24)
Mel McCloud ³	(12/31/22)
Joel Pepper ³	(12/31/23)

Lakewood Recreation Authority:

Terri Cappon ^{3, #}	(4/1/2023)
Patrick Reagan ^{3, 4}	(4/1/2023)

Tree Board:

Jesse Trout ²	
Jennifer Hickey ²	(10/24)
Patrick Reagan ¹	

Library Board:

Kim Deardorff ^{2, 5}	(12/31/25)
Emily Spitzley ^{2, 5}	(12/31/25)
Joel Pepper ^{2, 4}	(12/31/23)
Benjamin Dillon ^{2, 4}	(12/31/24)

Downtown Development Authority:⁵

Karen Banks ¹	
Suzanne Dahms ²	(10/25)
Bill Rogers ²	(10/25)
Marilyn Danielson ²	(10/26)
Vacant ²	(10/26)
Sarah McGarry ²	(10/23)
Vacant ²	(10/23)
Darwin Thompson ²	(10/24)
Robert Green ²	(10/24)

¹Required by ordinance or agreement

²Appointment by president, with ratification by Village Council

³Village Council appointment

⁴3-year term

⁵4-year term

*Term runs concurrently with that of Village President

**Ex-officio (Planning Commission representative)

#2-year term