THE AUSTIN PETERS GROUP, INC. FINAL REPORT CHEYENNE COUNTY APRIL 29, 2016

Cheyenne County, Kansas

Acknowledgements

This report and study are made possible through a cooperative effort of employees, department heads, and governing body involvement. The recommendations are tailored with the existing employees in mind, who have contributed and will continue to contribute to the organization's success.

I. Background and Introduction

The County engaged the services of The Austin Peters Group, Inc., based in Overland Park, Kansas. The service engagement was for the purposes of: 1) a Compensation and Classification Study; 2) Job Description Development and Update; and 3) Employee Handbook Update. As part of the job description development and update a review of the Fair Labor Standards Act was used to recommend exempt and non- exempt employees.

For purposes of organization, this report includes the Market Study and Results. The Fair Labor Standards Act Review and Results, the Employee Handbook and the Job Descriptions are provided in separate documents.

II. Recommendations

The governing body approved engagement of The Austin Peters Group, Inc. on January 29, 2016 to complete the three phases of the project. The financial impacts of the findings are:

- Recommendation move all employees to the minimum of the new proposed range. This impacts twelve people. The one-time financial impact of moving employees to the new range minimum is \$29,347.42. This amount is not a firm calculation as an assumption was made for part time employees working 1,040 hours per year. This does not include overtime pay or impact to fringe benefits, this calculation is for base wages only. The recommendations for the Clerk and Treasurer does include incorporation of the additional pay for these positions.
- Recommendation move people through the range to address compression of pay, this is based on years of service in position. This impacts seventeen people. The one-time financial impact of addressing compression is \$12,669.61. This amount is not a firm calculation as an assumption was made for part time employees working 1,040 hours per year. This does not include overtime pay or impact to fringe benefits, this calculation is for base wages only. The recommendations for the Clerk and Treasurer does include incorporation of the additional pay for these positions.
- Recommendation make no changes in the benefits package offered to employees.
 This is an area where Cheyenne County outperforms compared to peers.
- Recommendation additional review of the hours required for the Fire Chief should be made and determine a review and rate of pay on an hourly basis. The Fire rates for calls need to be adjusted to include an hourly pay rate after 2 hours on scene rather than the current 4 fours on scene.

A total of 25 out of 55 employees are recommended for either an adjustment to meet the new proposed range and/or an adjustment to address compression in the ranges.

Market Study and Results

III. Methodology and Process

Step 1: Interviewing all employees and managers

The Austin Peters Group, Inc. began the process with a review of all job descriptions and a discussion with employees during one-on-one interviews. Employee interviews were held February 29 and March 1, 2016 to provide job description comments and reevaluate employees' positions. Management interviews were also conducted for the purpose of assessing the employee's responsibilities, decision-making, supervisory responsibility, knowledge, budget responsibility, contact with the public, and physical and working environmental factors. The purpose of the interview was to make comments for changes in job descriptions, and to obtain necessary details so that an adequate evaluation and classification of the position could be made. Additional meetings were conducted with department heads to validate and clarify information, along with department and worksite visits.

Step 2: Ranking Positions based on Factors

The next step in the process was to evaluate each position based on the following factors and weighted percentages:

- 1) Decision-making -- 25%
- 2) Supervisory -- 25%
- 3) Knowledge -- 20%
- 4) Budget Impact -- 10%
- 5) Contacts -- 10%
- 6) Physical Skills -- 5%
- 7) Working Conditions -- 5%

Once each position was evaluated and scored, a total ranking was performed, and each position was then placed into recommended ranges based upon the ranking and the market analysis. Using the factors of decision making, supervisory, knowledge, budget, contacts, physical skills, and working conditions, all positions were ranked by the point totals and placed into grades with employees of similar skills, education or experience and nature of work.

Once pay adjustments are implemented, ranges require annual adjustment based on an index that accounts for budgeted movement in ranges for counties and appropriately describes the government sector salary expenses.

The job evaluation process assumes that "(1) it is logical to pay the most for jobs contributing the most toward attainment of organizational goals and objectives; (2) people feel more fairly

treated if wages are based on the relative worth of jobs; and (3) the goals of the enterprise are furthered by maintaining a job structure based on relative worth."¹

Organizations like the County depend on the contribution of their employees in making the organization successful and in effectively delivering services that citizens have come to expect. Employee compensation is the single greatest expense in doing business, and it requires a strategy and planning that is well thought out and well organized.

The reason compensation systems exist is to reward employees, retain employees, and provide avenues for their growth and development through motivation. The job evaluation process provides a tool for measuring, evaluating and comparing jobs. The question answered is: "What is this job worth in comparison to other jobs?"

Once pay practices and grades have been established there are a number of administrative issues that may arise. First, it is important to avoid situations where employees are paid inappropriately relative to the pay range. The purpose of establishing a pay range is to signify and clarify what the position is worth to the organization. Given this, it is important that red-circling, or paying those at a rate above the range maximum, not be allowed. The County has policies in place to address red-circling. Likewise, green-circling should also be avoided unless the purpose is to retain employees who do not meet the minimum qualifications as set out in the job description. Green-circling is a practice where qualified employees are paid below the bottom of the range. The most common method for avoiding this is to bring employees up to the bottom of the range when there is a discrepancy, and the recommendations here provide for adjustments where employees would otherwise be green-circled. In order to avoid employees hitting the top of the range, the pay ranges should be reviewed on an annual basis and adjusted accordingly.²

Step 3: Clarification with Department Heads

This step of the process involved exchanging information with the department heads to ensure that the consulting team had adequately placed positions internally in the most appropriate range and scored the position appropriately with regard to the above-mentioned factors.

Step 4: Collection of Salary and Benefit Data

The salary and benefit study was completed with data collected from peer counties of similar size and geography. The focus of the market study included rural counties in western Kansas. Not all counties contacted by The Austin Peters Group responded to the study. In some instances APG was able to access the 2015 Kansas Association of County data. In other instances, counties responded directly to the survey. Those counties where APG was able to collect data included the counties in Table 1. Additional data was used from the State of Kansas wage survey 2015 for rural areas. Data that was used from 2015 was 'aged' forward to January

¹ French, Wendell, The personnel management Process, Human Resources Administrative and Development.

² Society for Human Resource Management, Compensation and Benefits Practices, pp. 60-70.

1, 2016. Northwest Kansas counties were grouped together for analysis which are indicated by an "*" in Table 1. The market data was reported for Northwest Kansas and by all respondents.

Table 1. County Participants	Population Source: Source: U.S. Census Bureau, Population Division, http://www.census.gov/popest/data/counties/totals/2015/index.ht ml (accessed March 25, 2016).
Cheyenne County*	2,679
Decatur County*	2,932
Graham County*	2,591
Norton County*	5,550
Rawlins County*	2,506
Sheridan County*	2,512
Sherman County*	5,982
Thomas County*	7,904
Clark County	2,096
Gove County	2,640
Hamilton County	2,474
Logan County	2,825
Morton County	3,007
Ness County	3,005
Rush County	3,130
Stanton County	2,072
Trego County	2,927
Wallace County	1,518
Wichita County	2,157
Average Size Respondent	3,213
KS Wage Survey - Rural Areas	

Step 5: Development of Pay Ranges

The development of pay ranges involved reviewing the salary and benefit survey results, additional salary survey sources when appropriate, the rankings that the consultant assigned each position in step 2, and the internal hierarchy and needs of the organization in order to determine placement and range amounts. The ranges developed provide for internal equity and hierarchy across the organization. The pay ranges reflect the market average to bring the

County up to the starting average pay of competitors. In cases, where a position did not have a market match, a position then was placed in the range based on internal equity factors. Details for the market survey instrument may be found in Appendix 2, and details for market survey responses may be found in Appendix 1. No positions or employees received a proposed decrease in pay.

Step 6: Opportunity to Provide Draft Ranges prior to presentation to the Governing BodyThe consultant presented a draft of the ranges to department heads and elected officials, prior to finalizing recommendations for the governing body. This report provides final recommendations from the consulting firm.

The proposed ranges for positions to align with the market is as follows:

			CURRENT		PROPOSED	
		CURRENT	RANGE	PROPOSED	RANGE	
		RANGE	MAX-	RANGE	MAX-	PRO-
Table 2: Proposed		MINIMUM	IMUM	MINIMUM	IMUM	POSED
Ranges		(HOURLY	(HOURLY	(HOURLY	(HOURLY	RANGE
DEPARTMENT	JOB TITLE	RATE)	RATE)	RATE)	RATE)	NUMBER
County Commission	Commissioner	n/a	n/a	\$8.45	\$8.45	Elected
Appraiser	Appraiser Clerk	\$10.77	\$13.96	\$11.35	\$17.02	10
	Accounts Payable					
Clerk	Clerk	\$10.27	\$13.17	\$11.35	\$17.02	10
County Commission	Custodian	\$12.59	\$14.97	\$11.35	\$17.02	10
	Office Personnel					
	(New Title: EMS					
EMS	Clerk)	n/a	n/a	\$11.35	\$17.02	10
Public Works	Landfill Operator	\$11.28	\$14.26	\$11.35	\$17.02	10
	Deputy Register of					
Register of Deeds	Deeds	\$10.00	\$12.00	\$11.35	\$17.02	10
Sheriff	Dispatcher	\$14.47	\$15.65	\$11.35	\$17.02	10
	Motor Vehicle/Tax					
Treasurer	Clerk	\$10.27	\$13.17	\$11.35	\$17.02	10
	Deputy Appraiser					
Appraiser	(vacant)	n/a	n/a	\$12.08	\$18.13	11
Clerk	Deputy Clerk	\$10.20	\$14.98	\$12.08	\$18.13	11
	Secretary (New					
	Title: Office					
Public Works	Manager)	\$10.27	\$13.17	\$12.08	\$18.13	11
	Noxious Weed					
Public Works	Sprayer	\$11.28	\$14.26	\$12.08	\$18.13	11
	Equipment	\$11.28 &	\$14.26 &			
Public Works	Operator	\$12.46	\$14.77	\$12.08	\$18.13	11
Sheriff	Office Manager	\$14.41	\$17.74	\$12.08	\$18.13	11
Treasurer	Deputy Treasurer	\$10.88	\$14.16	\$12.08	\$18.13	11

Public Works	Landfill Supervisor	\$14.51	\$17.15	\$12.44	\$18.67	12
	Equipment					
Public Works	Operator II	\$12.46	\$14.77	\$12.44	\$18.67	12
Sheriff	Deputy Sheriff	\$14.40	\$18.27	\$13.50	\$20.25	13
Public Works	Mechanic	\$11.76	\$16.00	\$14.31	\$21.47	14
Emergency	Asst					
Management/	Director/Grant					
Grants	Writer	\$20.65	\$20.65	\$14.31	\$21.47	14
	Deputy Sheriff					
	Corporal (II)					
Sheriff	(Vacant)	\$14.40	\$18.27	\$14.31	\$21.47	14
Public Works	Foreman	\$14.37	\$19.55	\$14.90	\$22.36	15
	Dispatch					
Sheriff	Supervisor/IT	\$14.97	\$18.07	\$14.90	\$22.36	15
	Deputy Sheriff III					
Sheriff	(Vacant)	n/a	n/a	\$14.90	\$22.36	15
Emergency	Emerg Mgmt.					
Management	Director	\$19.04	\$21.40	\$15.18	\$22.78	16
Sheriff	Undersheriff	\$16.84	\$19.44	\$15.18	\$22.78	16
Register of Deeds	Register of Deeds	\$14.77	\$16.59	\$19.47	\$19.47	Elected
Appraiser	County Appraiser	n/a	n/a	\$20.39	\$30.59	17
EMS	EMS Director	n/a	n/a	\$20.39	\$30.59	17
	Public Works					
Public Works	Director	\$20.46	\$21.29	\$20.39	\$30.59	17
Clerk	County Clerk*	\$16.24	\$17.78	\$22.26	\$22.26	Elected
Treasurer	County Treasurer*	\$16.07	\$17.58	\$22.26	\$22.26	Elected
Attorney	County Attorney	n/a	n/a	\$24.74	\$24.74	Elected
Sheriff	County Sheriff	\$23.39	\$24.62	\$24.74	\$24.74	Elected
EMS	Health Coach	Grant	Grant	Grant	Grant	Grant

^{*}range includes additional pay.

Appendix 1 – Market Results

Cheyenne County Summary of General Questions and Benefits

	Number of Full Time	Number of Part Time
	Employees	Employees
Cheyenne County	30	14
Respondents	47.78	15.56

Insurance	Carrier	Self-Insurance				
	BCBS 13 - 81.25%					
	Corporate Plan Mgmt-2 - 12.5%					
Health Insurance	Benefit Management 1- 6.25%	Yes 4- 57.15%				
Carrier	United Health -0 %	No 3- 42.85%				
	BCBS 3 - 27.27%					
	Corporate Plan Mgmt 1 - 9.10%					
Vision Insurance	Superior Vision 5 - 45.45%	Yes 1- 33.33%				
Carrier	Vision Care 2 - 18.18%	No 2- 66.67%				
	BCBS 6 - 46.15%					
	Benefit Management 1 - 7.69%					
Dental Insurance	Corporate Plan Mgmt 2 - 15.38%	Yes 4- 66.67%				
Carrier	Delta Dental 4 -30.77 %	No 2- 33.33%				

- Control	110 2 33.3370	T
Benefits	Cheyenne County Employer Share %	Respondent Employers Share %
	Silate 70	Silate 70
Health Insurance (employee)	100%	73.02%
Health Insurance (employee plus children)	100%	70.71%
Health Insurance (employee plus spouse)	100%	70.35%
Health Insurance (employee plus family)	100%	70.25%
Vision (employee)	100%	57.14%
Vision (employee plus children)	100%	50.00%
Vision (employee plus spouse)	100%	50.00%
Vision (employee plus family)	100%	50.00%
Dental (employee)	100%	88.33%
Dental (employee plus children)	100%	74.82%
Dental (employee plus spouse)	100%	76.31%
Dental (employee plus family)	100%	72.36%

Item	All Employees - Y/N	% Increase	
	3-Y		
COLA	4-N	2.67%	
	1-Y		
Step Increase	3-N		
	2-Y		
Longevity	1-N	3.00%	
	2-Y		
Merit	4-N		
	2-Y		
Other	2-N		

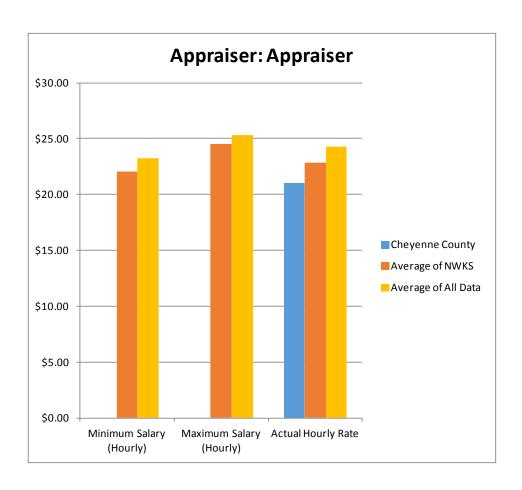
General Questions

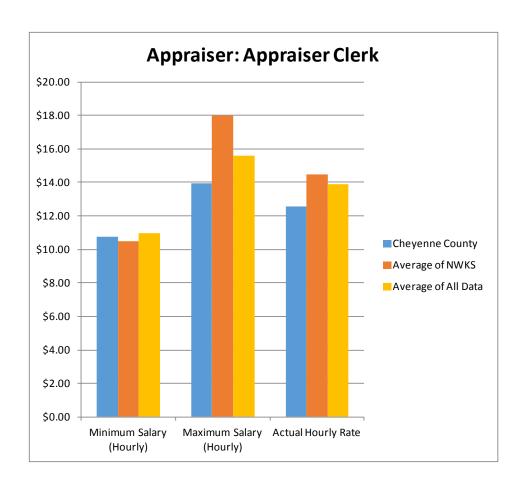
Does your County Attorney have a private practice? _12___ Yes ____ No Does your County Attorney serve as County Counselor? __8__ Yes _2_ No Is your County Attorney Full Time _0_ Yes _12___ No

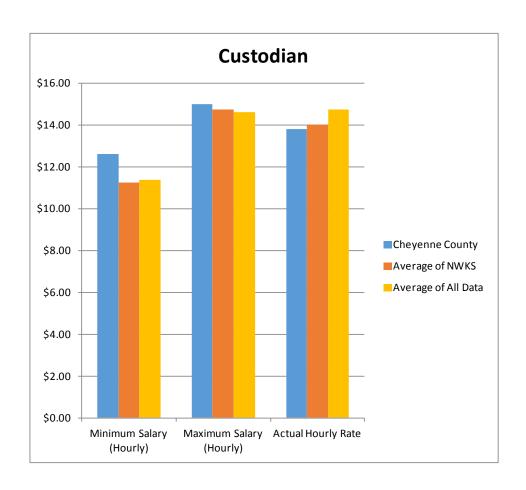
Organization	Volunte er Fire on Call Rate Hourly	Volunte er Fire on Called Out/Ru n Rate Hourly	Volunte er Fire Other	Volunte er Fire Meetin g Rate	EMT/AE MT Local Rate	EMT/AE MT on Call Rate	EMT/AE MT Long Distance Transfer Rate	EMT/AEM T Meeting Rate
Clark County	All volunte er				All voluntee r			
Decatur County	\$0.00	\$25.00			\$25.00		Rate Varies. Transfer to Denver \$150.00	
Graham County	Call time for the Fire Chief, \$50.00 per 24 hour	\$25.00, additio nal \$5.00 per hour after 2 hours			\$25.00	Call time for the EMS Director, \$50.00 per 24 hour		
Norton County					\$40.00	\$2.00 which is a part of the hourly rate as follows: \$14.00 for EMT, \$15.00 for AEMT, \$16.00 for MICT. A staff member is on 12 hours at the station and paid the	Rate varies. Longest transfer \$350.00	

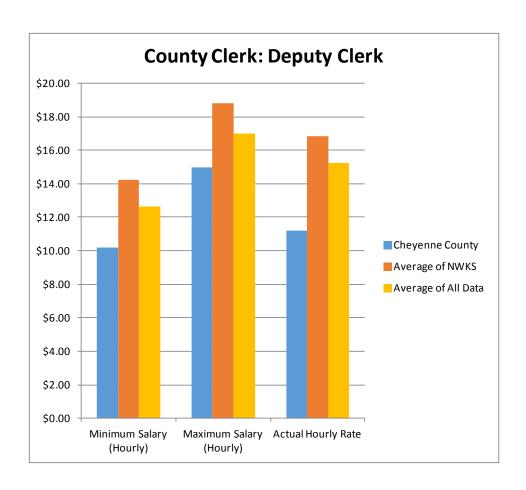
						hourly rate (e.g. \$12), and then is 'on call' the addition al 12 hours and is not paid if there is no call.		
Rawlins County	\$0.00	\$15.00 for Fire, \$20.00 for Rescue	\$10.00	\$20.00	\$40.00	\$1.00	Rate varies.	
Sheridan County					\$50.00	\$1.70 to \$3.20	Rate varies. Transfer to Denver \$250.00	
Sherman County		\$26.00 per run up to 3 hrs and \$10.00 per hr additio nal			\$30.00	\$1.00		
Stanton County	\$1.00	\$30.00			\$30.00	\$1.00 to \$1.75	Rate varies. Long distance \$250.00	
Thomas County					\$35.00	\$2.00	\$10.00 per hour	\$10.00
Trego County		\$20.00 per run, then \$10.00 per			\$20.00	\$3.00	Rate varies. Transfer to Denver \$175.00	\$10.00

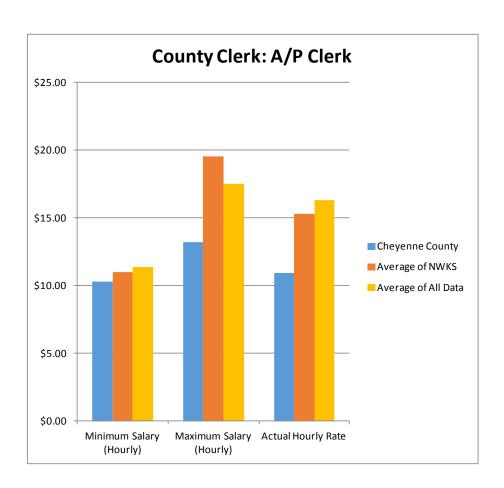
		hour after						
Cheyenne County	\$0.00	\$20.00 per run, then \$10.00 after 4 hours on the scene	\$20.00 for Jaws	\$10.00	\$40 - EMR, \$50 - EMT, \$75 AEMT	\$0.50	\$135 - EMR, \$150 - EMT, \$250 - AEMT	Stand Down \$20 .00 per call

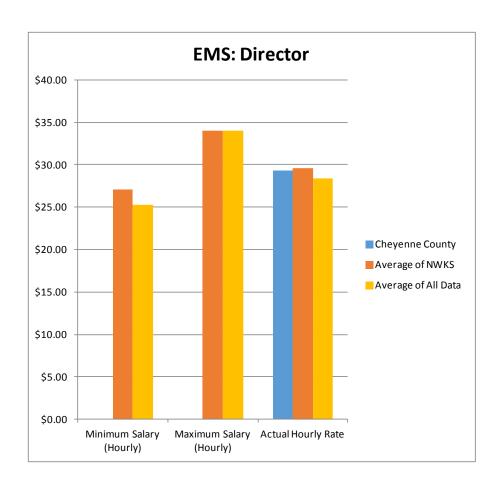


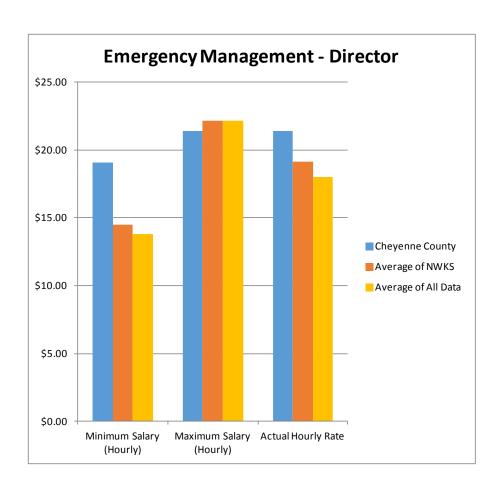


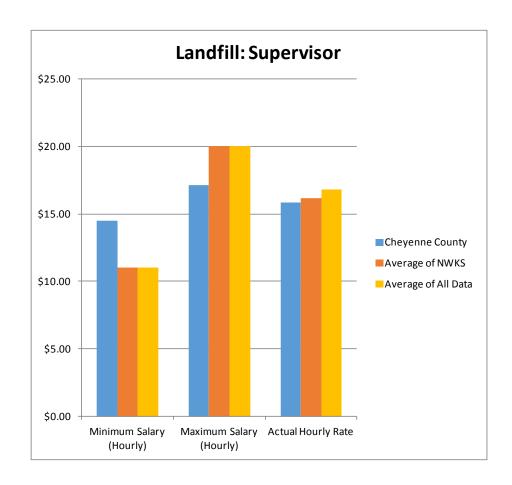


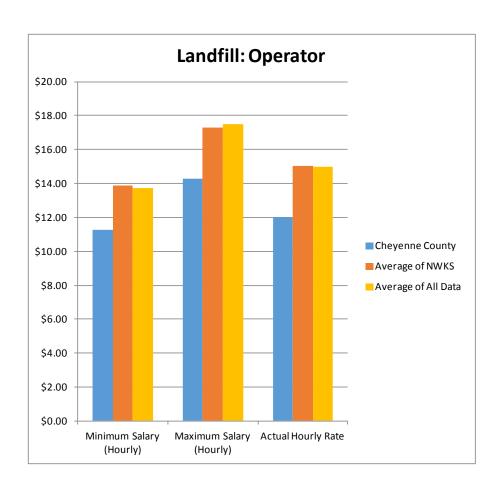


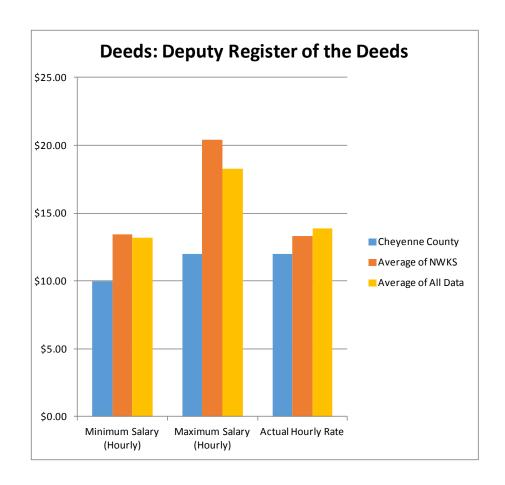


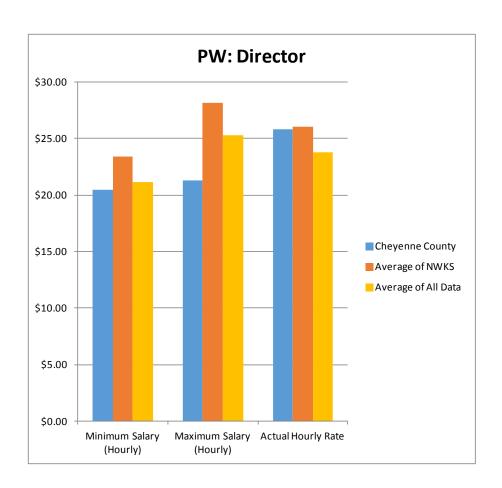


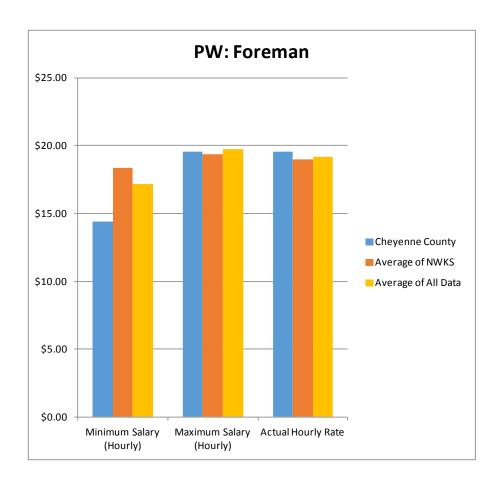


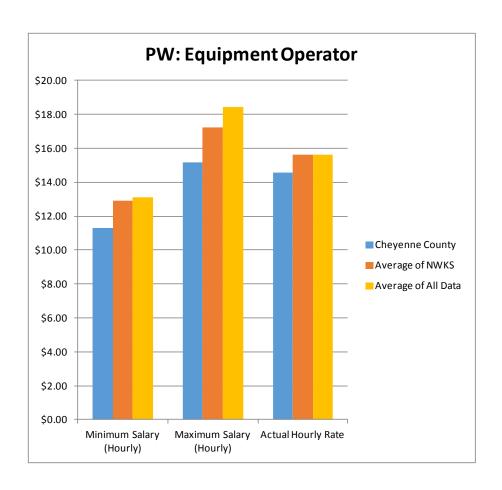


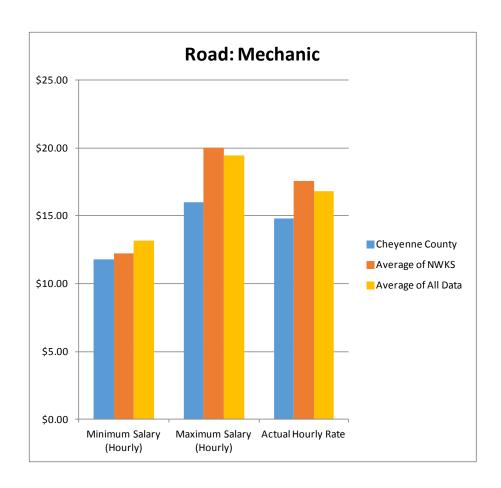


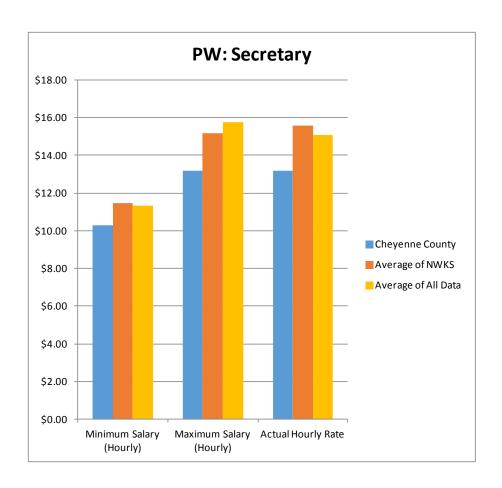


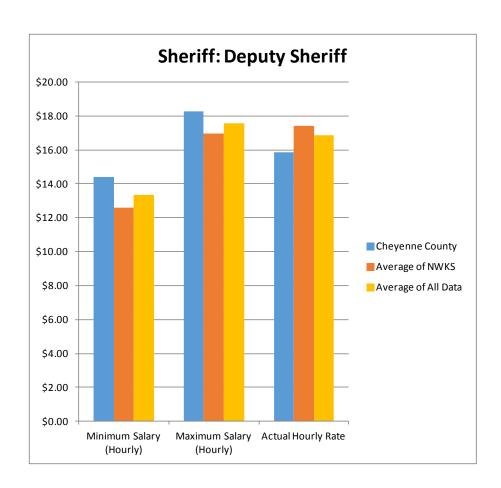


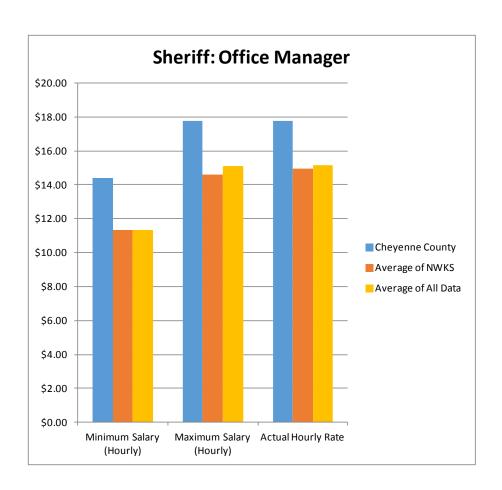


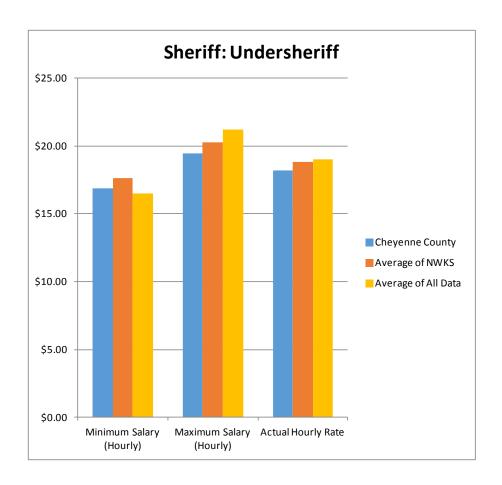


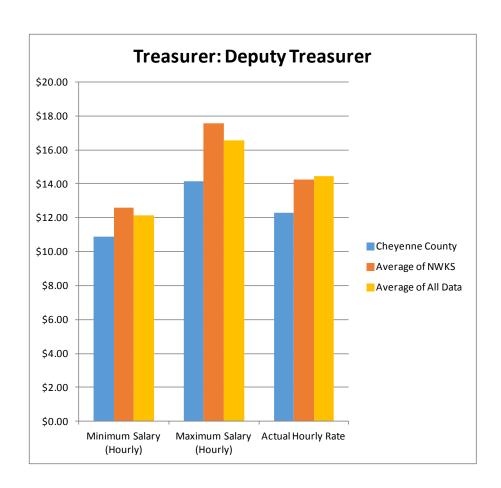


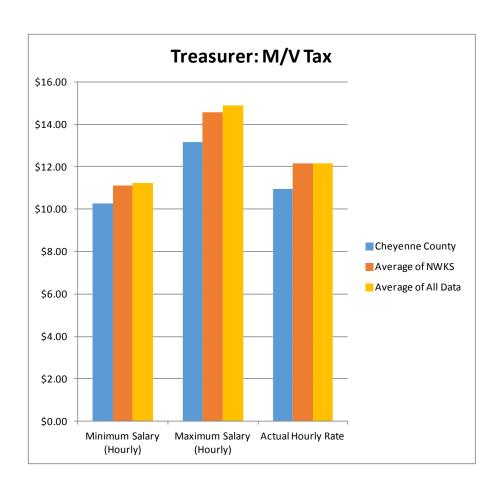


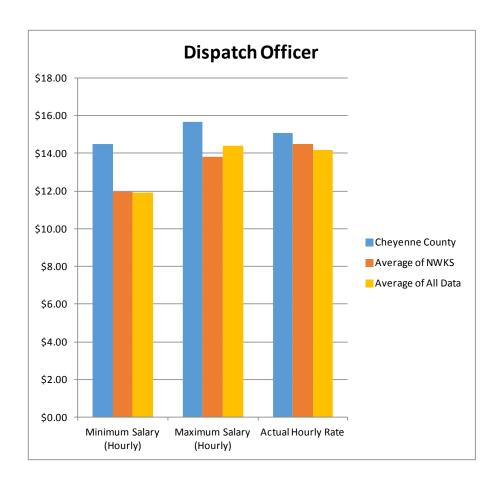


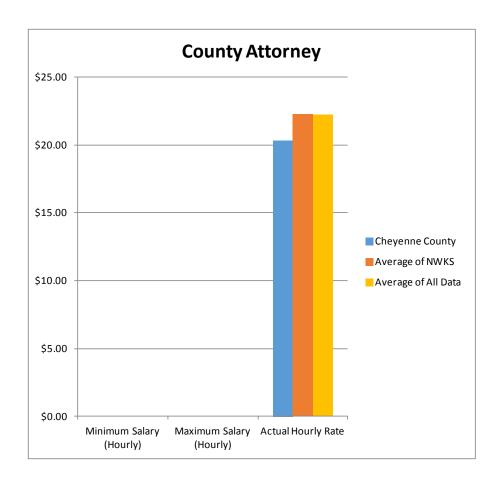


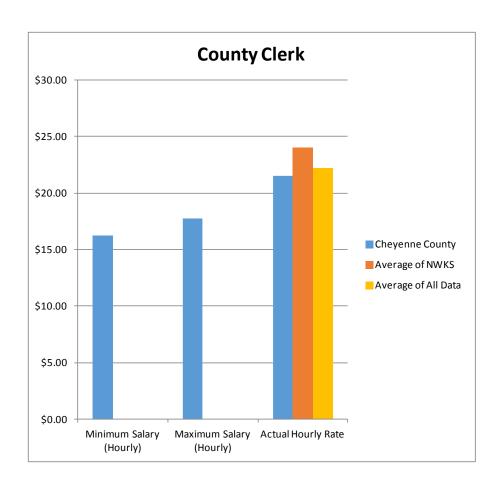


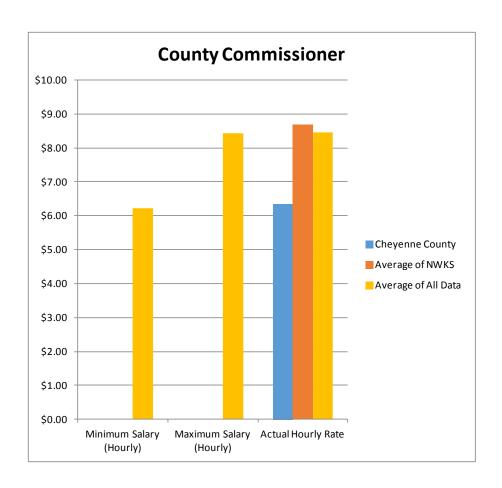


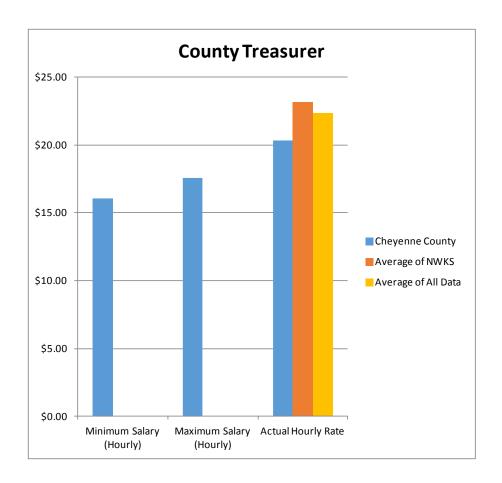


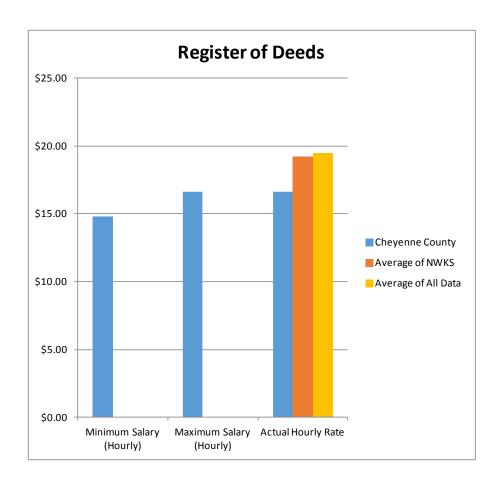


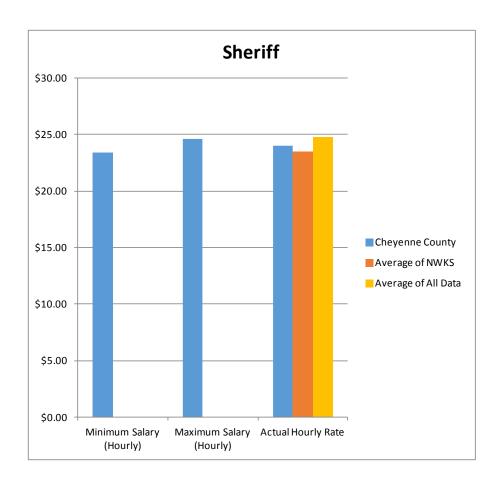












Appendix 2 – Survey Instrument



OVERLAND PARK, KS OFFICE: P.O. Box 27196, Overland Park, KS 66225 Phone: (913) 851-7530 FORT COLLINS, CO OFFICE: 4809 Prairie Vista Drive, Fort Collins, CO 80526 Phone: (970) 266-8724

Fax: (913) 851-7529 www.austinpeters.com

February 18, 2016

Dear Survey Participants:

Attached is a salary and wage survey for Cheyenne County, Kansas. Our firm has been retained by Cheyenne County, Kansas to conduct this survey.

We have designed the survey so that your completion is fairly easy. Once we receive the results, we will share the information back with you. For private parties, data confidentiality will be strictly maintained by the Austin Peters Group and we will not use your name.

Please respond to the attached survey by March 9, 2016 via fax (913-851-7529), email mjones@austinpeters.com or you may fax the survey to 913-851-7529.

We appreciate your participation in this survey and know that you will find the results helpful in your compensation planning. Thank you so much for your participation!

Sincerely,

Beth Tatarko, Vice President 970-266-8724

Salary and Benefits Survey

For

Cheyenne County, Kansas

Survey Deadline March 9, 2016

The Austin Peters Group, Inc. P.O. Box 27196 Overland Park, Kansas 66225 970-266-8724 (telephone) 913-851-7529 (fax) www.austinpeters.com

Return survey by email: mjones@austinpeters.com

Questions: please contact Beth Tatarko

Directions for Completing Salary and Benefits Survey

- 1. Each position that is being studied with this survey is briefly described on the worksheets. Please review each brief position description.
- 2. If your county or organization uses a different position title, or if the job falls within a different department or area than the one listed, please indicate the title and department you use in the Column 2. If you do not have such a position, indicate N/A (not applicable).
- 3. In Column 3, determine whether the position described is a Very Close Match, Close Match, Fair Match, Poor Match, or No Match with the same in your County. (Circle 1=Very Close Match, 2=Close Match, 3=Fair Match, 4=Poor Match, 5=No Match).
- 4. In Columns 4 and 5, please provide the following information as of January 1, 2016 for each position. Please provide the requested information on an **hourly basis**. When making conversions to hourly rates please take the annual amount of salary paid to the position and divide that amount by **actual hours worked**. For example, if you have a County Appraiser who is paid \$15,000 on an annual basis, but works 1,040 hours per year, the hourly rate reported should be \$14.42 and not \$7.22 which would be reported for a full time, 40 hour per week position. Please indicate the **minimum** hourly range for each position. Please indicate the **maximum** hourly range for each position. If you do not have salary ranges, please indicate N/A (not applicable).
- 5. In Column 6, please indicate the actual hourly rate for each position. If you have multiple people filling a position, use the average rate for all employees in that position to report actual hourly rate. Please report how many people are in the position as well.
- 6. In Column 7, please indicate the number of people this position supervises. A supervisor is someone who regularly provides direction; does complete or assist in performance evaluations; does participate in hiring and firing decisions; and does participate in discipline of employees. If this position does not supervise anyone, indicate a zero.
- 7. In Column 8, indicate if this position receives overtime pay. Y = Yes and N = No.

Thank you for your time. The Austin Peters Group, Inc. and Cheyenne County greatly appreciate your participation in this vital study.

General Information Questionnaire

County of	or Organization:
Survey C	Completed By:
Phone: _	Email:
confiden data) For <i>all</i> P	ate Employers: (check here if you would like your response kept tial and not distributed back to directly the county, but only counted in summary articipants: (check here if you would like a company emailed back to you) email address here:
•	umber of Full-time Equivalent employees: Regular FT (excluding temporary and seasonal) Regular PT Number of Department Heads (include elected and appointed officials)

2. Benefits:

Item	Employer Share %	Employee Share %	Carrier Name	Self- insured Y/N
Health Insurance (employee)				
Health Insurance (employee plus children)				
Health Insurance (employee plus spouse)				
Health Insurance (employee plus family)				
Vision (employee)				
Vision (employee plus children)				
Vision (employee plus spouse)				
Vision (employee plus family)				
Dental (employee)				
Dental (employee plus children)				
Dental (employee plus spouse)				
Dental (employee plus family)				

For 2016 will you have: Item All Employees - Y/N % Increase COLA Step Increase

Longevity Merit Other 3. Please indicate the compensation for elected officials: Official Annual Amount (1) Additional Compensation County Attorney County Clerk County Commissioner County Treasurer Register of Deeds Sheriff Does your County Attorney have a private practice? ____ Yes ___ No Does your County Attorney serve as County Counselor? ____ Yes ____ No Is your County Attorney Full Time ____ Yes ___ No (1) Do not include election pay, motor vehicle pay, filing of briefs and appeals or any additional compensation in the annual amount, indicate those dollars in the next column additional compensation. Please provide the following rates for emergency personnel. **Volunteer Fire:** On Call Rate Hourly: Called Out/Run Rate Hourly: Other: _____ **Emergency Medical Technician (EMT/AEMT):** On Call Rate Hourly: Called Out/Run Rate Hourly: Other: _____

Cheyenne County, Survey

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7	COLUMN 8
Department/Position Title/ Description	Your Title/	Rate how	Minimum	Maximum	Actual	How many	Does this
	Department	well your	Salary	Salary	Hourly	people does	position
		position	(Hourly)	(Hourly)	Rate/	this position	receive
		matches the			Number of	supervise?	overtime
		description			Employees		pay?
		in Column 1,			that hold		Y=Yes,
		1=Very Close			this		N=No
		2=Close			position?		
		Match					
		3=Fair Match					
		4=Poor					
		Match					
		5=No Match					
Appraiser Appraiser: Appraises all personal and real							
property and provides hearing and tracking services for							
citizens. Records and locates legal descriptions on tax							
maps. Responds to questions from the general public, and							
files appraisal information. Supervises department staff in							
appraisal process, handles appeals to the State, and							
applies statutory changes.							

A				
Appraiser – Appraiser Clerk: This position assists the				
public with inquiries, providing information regarding				
services offered. Performs administrative, clerical and				
support functions.				
Custodian: Responsible for daily upkeep and maintenance				
of the Courthouse building. Opens and closes the building				
daily. Collects trash, dusts and cleans, strips and waxes				
floors. Notifies Commission of faulty equipment and				
needed improvements. May mow grass and maintain				
grounds.				
County Clerk – Deputy Clerk: The Deputy County Clerk				
performs either payroll or accounts payable functions, and				
at time may perform both; also handles elections				
coordination with the County Clerk, new employee				
enrollment, employee benefits, and employee health				
insurances. Performs a variety of clerical duties that				
include public assistance with locating and recording				
information, providing copies of documents to public,				
voter registration information, permits and licenses,				
handles deed changes for the tax roll, processing and				
assisting with accounting functions within the office.				
Telephone and in-office customer service. This position				
fills in for the County Clerk.				
County Clerk – A/P Clerk: Handles all accounts payable.				
This position assists the public with inquiries, providing				
information regarding services offered. Performs clerical				
and support functions.				
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Emergency Medical Services – Director: Supervises				
department and its personnel, and performs				
administrative duties. Provides basic and advanced life				
support on ambulance calls. Inspects emergency vehicles				
and equipment. Oversees equipment and the facility to				
ensure infection control. Coordinates public education.				
Develops budgets. Prepares reports.				
Emergency Management – Director: Oversees the				
development and implementation of a Comprehensive				
Emergency Plan for the County, including disaster mitigation,				
planning and preparedness, response, and recovery from any				
large-scale emergencies. Oversees volunteers in emergency				
preparedness. Oversees one staff member and reports to				
County Commission.				
Emergency Management – Asst Director/Grant Writer:				
Provides grant writing support for emergency				
management and health services. Assists the director with				
all emergency management operations.				
Landfill – Supervisor: Plans, directs and manages the				
department's operations. Prepares and monitors budget,				
works the State of Kansas on compliance. Purchases and				
oversees equipment. Supervises staff. Develops				
departmental goals. Assists users of the Landfill. Operates				
equipment. Provides routine equipment maintenance.				
Landfill Operator: Assists users of the Landfill, operates				
equipment, provides routine equipment maintenance,				
waits of customers, and handles payment at the window.				
Deeds – Deputy Register of Deeds: Processes permanent				
copies of original records for the public. Performs clerical				
work, customer service and data processing. Answers				
phones and directs calls. Fills in when elected official is				
gone. Responds to inquiries from the public. Accounts for				
and safeguards all funds collected.				
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Public Works – Director: Develops and implements project				
work for road and bridge maintenance and repair,				
maintains county signage, oversees equipment repair and				
replacement. Prepares budget and maintains				
expenditures. Writes specifications for equipment				
purchases and contracts. Prepares five-year maintenance				
plans for roads, bridges, equipment. Works with outside				
engineering firm. Supervises and hires personnel.				
Public Works – Foreman: Maintains bridges, culverts and				
other items pertaining to rivers, streams and watercourses				
in the County. Advises Director in matters relating to the				
repair and maintenance of bridges, culverts, etc. Assists				
with supervision of construction, repair and maintenance				
of bridges. Provides lead responsibilities over crew by				
prioritizing work load, training new operators, providing				
feedback. Acquires materials and supplies.				
Public Works – Equipment Operator: Performs tasks				
involving physical labor and semi-skilled equipment				
operation at work sites. Hauls equipment, materials and				
supplies to work site for road, bridge, and culvert repairs				
and maintenance. Operates hand and power tools.				
Responds to inquiries from the public. Operates trucks and				
heavy equipment.				
Road – Mechanic: Performs advanced and skilled				
mechanical, electrical, hydraulic work to maintain county				
wide equipment for public works and other departments.				
Works with vendors to diagnose and repair equipment.				
Oversees inventories systems, orders supplies, and assists				
in writing bid specifications for equipment replacement.				

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	Maintains records. Reconciles bank accounts. Processes				
	motor vehicle registrations and maintains tag and decal				
	inventory.				

Treasurer—M/V Tax: Perform a variety of accounting and			
,			
clerical tasks which includes registering new motor			
vehicles, processing renewals, verifying information,			
collecting property and sales tax on motor vehicles,			
maintaining accurate records of property taxes paid,			
collecting and processing collections of property taxes.			
Considerable contact with public.			