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## Administrative Services Committee Agenda

**DATE:** Monday, September 28, 2020  
**TIME:** 8:30 AM  
**PLACE:** Room 025, Calumet County Courthouse

### MEMBERS OF THE PUBLIC:

Due to COVID-19 and the need for social distancing, there is limited space in Room 025. If you wish to attend the Committee Meeting, you can do so via WebEx. The telephone number to call is **1-844-992-4726**. You will be asked to enter the following access code: **146 058 7557**. You will then be asked for a password and you can press the # key on your phone. Please note that all call-in users will be muted upon entering the meeting.

Page

**1. ROLL CALL**

**2. PLEDGE OF ALLEGIANCE**

**3. APPROVAL OF AGENDA**

**4. PUBLIC PARTICIPATION**

**5. SPECIAL BUSINESS**

3 - 6      5.1.      Review and Approve position description of Business Systems Analyst and Communications Manager in the Department of Administration.  
[Business Systems Analyst and Communications Manager.jd.Final](#)

7 - 8      5.2.      Review and Approve Resolution Eliminating 1.0 Full-time Equivalent (FTE) Public Safety Applications Administrator in the Information Technology

Department and Replacing Said Position with 1.0 FTE Business Systems Analyst and Communications Manager Position in the Department of Administration Effective Upon Approval.

[Resolution - Business Systems Analyst and Communications Manager.Final.9-23-20](#)

- 9 - 13      5.3.      Review and Approve Resolution Creating 1.0 Full-time Equivalent (FTE) Home Healthcare and Hospice Quality and Infection Control Coordinator in the Calumet County Health and Human Services Department Effective Upon Approval.

[Resolution - HHC.Hospice Quality and Infection Control Coordinator.Final.9-23-20](#)

- 14 - 18      5.4.      Review and Approve Resolution Eliminating 1.0 Full-time Equivalent (FTE) Network Administrator and Replacing Said Position with 1.0 FTE Network Technician in the Information Technology Department Effective Upon Approval.

[Resolution - NetworkTechnician.Final.9-16-20](#)

- 19 - 22      5.5.      The County Administrator and the Finance Director will present the 2021 Budget Proposal to the Committee for review and discussion. The purpose of this meeting is to review 2021 departmental budgets with certain departments being called, if required, to offer additional analysis for specific line items.

[2021 Proposed Budget](#)

[2021 Budget Message to Admin Services](#)

[Undesignated Fund Balance](#)

- 5.6.      Review and Approve the salary grade change of the Behavioral Health Division Manager in the Health and Human Services Department effective January 1, 2021.

- 23 - 27      5.7.      Review and Approve Resolution Creating 1.0 Full-time Equivalent (FTE) GIS Specialist in the Calumet County Planning, Zoning, and Land Information Department Effective December 6, 2021.

[Resolution - GIS Specialist.Final.9-23-20](#)

## **6.      NEXT REGULAR MEETING DATE**

October 13, 2020 (if necessary)

## **7.      ADJOURNMENT**

So as not to disturb the meeting, all cell phones must be placed on vibrate, and all calls taken outside the meeting room.

Any person wishing to attend who, because of a disability, requires special accommodation, should contact the County Clerk's Office at (920) 849-1458 at least twenty four (24) hours before the scheduled meeting time so appropriate arrangements can be made.

This is a public meeting. As such, all members or a majority of the members of the County Board may be in attendance. While a majority of the County Board members, or the majority of any given County Board Committee, may be present only the above committee will take official action based on the agenda.

**Calumet County  
Position Description**

**Job Title:** Business Systems Analyst and Communications Manager  
**Salary Level:** Grade 18  
**FLSA Status:** Exempt  
**Department:** Department of Administration  
**Reports To:** County Administrator  
**Prepared By:** Michelle L. Wright, Human Resources Director  
**Prepared Date:** September 14, 2020  
**Approved By:** Administrative Services Committee  
**Approval Date:** September 28, 2020

**Summary**

Acts as a planner, project manager, communicator, facilitator, and mediator seeking out the best ways to improve processes and increase effectiveness through technology, strategy and analytic solutions. This person will apply proven strategic, communication, analytical, and problem-solving skills to document and evaluate potential solutions while working to bridge the gap among departments for improved technical efficiency, productivity, and system investments. Monitors the progress of program/projects and performs project management on large scope projects as assigned by the County Administrator. Serves as Public Information Officer and oversees county communications, public relations and branding.

**Essential Duties and Responsibilities**

Executes and carries out major county initiatives, strategies and projects as directed by the County Administrator.

Oversees complex studies, programs, and projects as assigned, including development and implementation of countywide initiatives, complex organizational studies; and provides advice and counsel on a wide range of complex policy and strategic issues.

Participates and assists in short-term and long-term strategic planning. Holds delegated authority to ensure all program activities operate consistently and ethically within the county's vision, mission, values, brand guidelines, rules and regulations.

Collaborates with Department Heads, other business stakeholders, and subject matter experts in order to understand their problems and needs. Gathers, documents, and analyzes business needs and requirements to solve business problems and, as needed, designs or recommends solutions.

Assists departments with development of operational plans, achievement of strategic goals and priorities.

Informs the County Administrator on the status of all programs and initiatives.

Responsible for implementing and leading a continuous quality, service and system improvement processes through assigned program and service areas. Coordinates activities and decisions to ensure consistency across the organization and alignment with County Administrator direction.

Performs special assignments as requested, to include researching and preparing reports and projects, developing and implementing programs, and presenting technical data to management and others.

Delegates work to and ensures follow-up by county staff in resolving problems or obtaining information.

Monitors the progress of specific projects of technological and management operational concerns. Oversees internal and external communications efforts, including but not limited to: the County's reputation, brand, and image on the local, regional, and state level; content management and design of county website, media/public relations communications and outreach of Calumet County through multiple forms of media. Serves as Public Information Officer and assists the County Administrator in efforts to improve the County's public relations.

Assists in the development, planning and implementation of countywide policies and procedures; conducts research and develops recommendations; analyzes findings and implications; coordinates with County departments as needed; prepares and presents reports and proposals to a wide variety of groups, both internal and external.

Performs general management or systems analysis studies of the structure, procedures, and operations of large and/or complex departments or assigned organization units. Makes recommendations to solve both major and minor systemic issues.

Establishes and supervises records management plan for the County.

Assists with oversight of an IT steering team structure establishing a strategic and technical decision-making process necessary to ensure the county has innovative, reliable, and robust information technology in alignment with countywide IT priorities and policies in accordance with the County's Strategic Plan. This includes recommendations to be made on business application needs, prioritization of IT investments, IT infrastructure and architecture needs.

Administers the county furniture procurement process effectively and efficiently in collaboration with managers, human resources, ergonomic specialists, and external furniture vendors; collaborates with Facilities Director when coordinating delivery and installation of furniture.

May represent the County at various meetings throughout the county and state. Attends and presents at public meetings, including County Board Meetings, committee meetings, and public informational meetings on relevant county issues and projects.

### **Supervisory Responsibilities**

Provides supervision of the Communications and Project Specialist and the Publishing and Records Management Technician. Carries out supervisory responsibilities in accordance with county policies and other applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems. Reviews all recommendations for disciplinary suspensions and discharge of all employees.

**Qualifications** *To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

### **Education and/or Experience**

Bachelor's Degree required with emphasis in public or business administration preferred; Master's Degree preferred. Minimum of five to eight years of experience in business, industry or government or related field with prior supervisory and project management experience; or an equivalent combination

of education and experience.

## **Language Skills**

Ability to read, analyze, and interpret periodicals, professional journals, common scientific and technical journals, financial reports, legal documents, and governmental regulations. Ability to appraise and organize facts and effectively present material in written and oral form; and to effectively present information, respond to common inquiries or complaints, and communicate verbally and in writing with the County Administrator, Department Heads, County Board Supervisors, Committees, and the general public. Skill in public relations and communications.

## **Mathematical Skills**

Above average knowledge of mathematics is required. Understanding and explaining the methodology of how budgeting and operating expenses are established for the government is primary. Ability to work with mathematical concepts such as probability and statistical inference, fractions, percentages, ratios, and proportions to practical situations.

## **Reasoning Ability**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions furnished in mathematical or diagram form and deal with several abstract and concrete variables. Ability to coordinate activities of a large organization; and an understanding of the political processes of the County Board.

## **Computer Skills**

To perform this job successfully, an individual should have advanced knowledge of software applications, including Microsoft Office – Word, PowerPoint, Excel and other related programs. Technical aptitude and experience utilizing web-based publishing, social media channels and project management systems; in addition to a general knowledge of governmental accounting and budgeting software applications.

## **Certificates, Licenses, Registrations**

None.

## **Other Skills and Abilities**

Thorough knowledge and experience with administrative practices and procedure, budgeting and fiscal management, personnel administration, and public administration

Ability to establish effective relationships with County Board committees, Department Heads and other employees, union representatives, and the public

Knowledge of practices and principles of supervision

Skill in implementing and executing change management strategies

Skill in independently managing and prioritizing complex and highly visible projects

Skill in making presentations

Skills communicating effectively verbally and in writing

Skill in establishing and maintaining effective communications

Skill in conducting research and making sound recommendations based on analysis of data

Ability to exercise sound independent judgement

Ability to maintain confidentiality

Ability to work as a member of a team to accomplish goals

Must possess high ethical standards, good judgment and discretion

**Physical Demands** *The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and reach with hands and arms. The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, color vision and ability to adjust focus. Occasionally tours County or other facilities outside of the office.

**Work Environment** *The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

The noise level in the work environment is usually quiet.

**RESOLUTION 2020-  
RESOLUTION ELIMINATING ONE (1.0) FULL-TIME EQUIVALENT (FTE) POSITION OF  
PUBLIC SAFETY APPLICATION ADMINISTRATOR IN THE INFORMATION TECHNOLOGY DEPARTMENT  
AND REPLACING SAID POSITION WITH ONE (1.0) FTE BUSINESS SYSTEMS ANALYST AND  
COMMUNICATIONS MANAGER POSITION IN THE DEPARTMENT OF ADMINISTRATION  
EFFECTIVE UPON APPROVAL**

To the Honorable Chair and Board of Supervisors of Calumet County, Wisconsin:

**WHEREAS**, Due to the re-evaluation of the job duties and the organizational structure within the Calumet County Information Technology Department and the Department of Administration, to increase productivity and efficiency, the needs of the county are better met by eliminating 1.0 FTE Public Safety Application Administrator position and replacing said position with the 1.0 FTE Business Systems Analyst and Communications Manager; and

**WHEREAS**, The purpose of the Business Systems Analyst and Communications Manager is to act as a planner, project manager, communicator, facilitator, and mediator seeking out the best ways to improve processes and increase effectiveness through technology, strategy and analytic solutions; and

**WHEREAS**, The creation of 1.0 FTE Business Systems Analyst and Communications Manager; will apply proven strategic, communication, analytical, and problem-solving skills to document and evaluate potential solutions to bridge the gap among departments for improved technical efficiency, productivity, and system investments; and serve as Public Information Officer and oversee county communications, public relations and branding; and

**WHEREAS**, The County Administrator has determined that extraordinary and unanticipated circumstances exist, which necessitates the elimination of 1.0 FTE Public Safety Application Administrator and creation of 1.0 FTE Business Systems Analyst and Communications Manager outside of the budget process; and

**WHEREAS**, The elimination of the 1.0 FTE Public Safety Application Administrator will result in the decrease of the overall staffing of the Information Technology Department; and

**WHEREAS**, The creation of the 1.0 FTE Business Systems Analyst and Communications Manager will result in an increase of the overall staffing of the Department of Administration; and

**WHEREAS**, The job description for the Business Systems Analyst and Communications Manager is attached and made part hereof; and

**WHEREAS**, The position has been approved by the Administrative Services Committee at a salary range of Grade 18 on the Calumet County Compensation Plan. The 2020 wage range is as follows:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
\$44.89	\$46.17	\$47.45	\$48.75	\$50.01	\$51.31	\$52.58	\$53.89	\$55.15	\$56.42	\$57.71

**WHEREAS**, The anticipated 2020 fiscal impact for 1.0 FTE Business Systems Analyst and Communications Manager is budget neutral; and

**WHEREAS**, The Rules of Order of the Calumet County Board of Supervisors state: *“However, when the County Administrator determines that an unbudgeted position is necessary, regardless of the need for*

*additional appropriations, a resolution for the unbudgeted position shall be approved by a majority vote of the Administrative Services Committee, and two-thirds (2/3rds) vote of the full County Board."*

**NOW, THEREFORE, BE IT RESOLVED** That the Calumet County Board of Supervisors herein assembled authorizes the elimination of 1.0 FTE position of Public Safety Application Administrator from the Table of Organization and the replacement of said position with 1.0 FTE Business Systems Analyst and Communications Manager effective upon approval.

Dated this 2nd day of November, 2020.

**INTRODUCED BY ADMINISTRATIVE SERVICES COMMITTEE**

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Merlin Gentz, Chair

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Bill Barribeau

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Ronald Dietrich

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Hope Karth

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Mary Schwalenberg

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Pete Stier

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Tom Stoffel

**COUNTERSIGNED BY:**

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Alice Connors, County Board Chair



**RESOLUTION 2020-**

**RESOLUTION CREATING 1.0 FULL-TIME EQUIVALENT (FTE) HOME HEALTHCARE/HOSPICE QUALITY AND INFECTION CONTROL COORDINATOR IN THE CALUMET COUNTY HEALTH AND HUMAN SERVICES DEPARTMENT EFFECTIVE UPON APPROVAL**

To the Honorable Chair and Board of Supervisors of Calumet County, Wisconsin:

**WHEREAS**, After considerable review, it was determined that the Health and Human Services Department is in need of quality assurance and performance improvement as Quality Assurance and Performance Improvement (QAPI) programs, whether formal or informal, have been a vital part of a home health agency as they help to identify areas for improvement in both patient care and revenue cycle. The Conditions of Participation included specific provisions that all home health agencies have a QAPI program and outlined the elements required for such programs, regardless of the size of the agency; and

**WHEREAS**, In the interest of providing more oversight to increase operational efficiency and to provide long-term solutions to improve services, the needs of the Health Division in Home Healthcare/Hospice are better met with the creation of 1.0 FTE Home Healthcare/Hospice Quality and Infection Control Coordinator; and

**WHEREAS**, The primary responsibilities of the Home Healthcare/Hospice Quality and Infection Control Coordinator are to lead the home healthcare and hospice quality assurance/performance improvement and infection control processes for the agency; review home healthcare Outcome and Assessment Information Set (OASIS) and Plans of Care submitted by RNs; educate staff on competency in OASIS and Plan of Care accuracy; and Review ICD 10 coding/sequencing for those codes tied to revenue for the episodic payment; and

**WHEREAS**, The County Administrator has determined that extraordinary and unanticipated circumstances exist which necessitates the creation of 1.0 FTE Home Healthcare/Hospice Quality and Infection Control Coordinator outside of the budget process; and

**WHEREAS**, The position description is attached and made a part hereof; and

**WHEREAS**, The position has been approved by the Administrative Services Committee at a salary range of Grade 12 on the Calumet County Compensation Plan. The 2020 wage range is as follows:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
\$32.28	\$33.21	\$34.13	\$35.04	\$35.98	\$36.90	\$37.82	\$38.74	\$39.66	\$40.60	\$41.51

**WHEREAS**, The anticipated 2020 wages in the amount of \$13,244 and fringe benefits in the amount of \$6190 for a total of \$19,434, for this 1.0 FTE position, will be funded in full through Home Healthcare and Hospice revenue; and

**WHEREAS**, The Rules of Order of the Calumet County Board of Supervisors state: *“However, when the County Administrator determines that an unbudgeted position is necessary, regardless of the need for additional appropriations, a resolution for the unbudgeted position shall be approved by a majority vote of the Administrative Services Committee, and two-thirds (2/3rds) vote of the full County Board.”*

**NOW, THEREFORE, BE IT RESOLVED**, That the Calumet County Board of Supervisors herein assembled authorizes the creation of 1.0 FTE Home Healthcare/Hospice Quality and Infection Control Coordinator

position in the Calumet County Health and Human Services Table of Organization, effective upon approval.

**BE IT FURTHER RESOLVED**, That, if future revenues are insufficient to fully fund the position, the position shall be eliminated.

Dated this 2nd day of November, 2020.

**INTRODUCED BY ADMINISTRATIVE SERVICES COMMITTEE**

\_\_\_\_\_  
Merlin Gentz, Chair

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Bill Barribeau

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Ronald Dietrich

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Hope Karth

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Mary Schwalenberg

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Pete Stier

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Tom Stoffel

**COUNTERSIGNED BY:**

\_\_\_\_\_  
Alice Connors, County Board Chair

**Calumet County  
Position Description**

**Job Title:** Home Health Care/Hospice Quality and Infection Control Coordinator  
**Salary Level:** Grade 12  
**FLSA Status:** Exempt  
**Department:** Health and Human Services  
**Reports To:** Health Division Manager  
**Prepared By:** Michelle L. Wright, Human Resource Director  
**Approved Date:** September 3, 2020

**Summary:** Under general supervision of the Health Division Manager, responsible for the home health care and hospice quality assurance/performance improvement and infection control processes for the agency. Performs related duties as required.

**Essential Duties and Responsibilities** *include the following. Other duties may be assigned.*

Review home health care OASIS (Outcome and Assessment Information Set) and Plans of Care submitted by registered nurses (RNs). Educate staff on competency in OASIS and Plan of Care accuracy. Review ICD 10 coding/sequencing for those codes tied to revenue for the episodic payment.

Lead the quality assurance and quality improvement efforts for the agency. Report to HHC/Hospice management and Health & Human Services Board.

Provide back-up administrative on-call coverage for HHC/Hospice field nurses.

Responsible for HHC/Hospice emergency preparedness planning.

Monitor HHC/Hospice quality reports; CASPER, PEPPER, HHCAHPS, STAR ratings quarterly and report to QA team. Use data to identify performance improvement opportunities and develop performance improvement projects working in conjunction with the HHC/Hospice management.

Facilitate quarterly QAPI meetings for HHC/Hospice.

Educate staff on quality improvement and performance improvement projects.

Develop and update infection control policies and procedures as needed, and educates field staff on infection control.

Conduct annual infection control risk assessment.

Conduct surveillance of infections for HHC/Hospice.

Help develop, maintain and support agency policy and procedures surrounding QAPI and infection control.

Develop and keep up to date a chart audit tool specific to current software program.

Complete and/or assign chart audits monthly for employees and more frequently for new employees or if any concerns have been identified.

Assures the availability of qualified clinical direction for administrative questions and guidance for direct care staff all operating hours inclusive of regular business hours and after hours on call.

It is unlikely an employee will perform all the duties listed, nor is the list exhaustive in the sense it covers all the duties an employee may be required to perform. The examples are merely indicative, not restrictive.

### **Supervisory Responsibilities**

No direct supervision. Provides weekend backup for on-call RN as scheduled to help problem solve.

**Qualifications** *To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

### **Education and/or Experience**

Bachelor of Science Degree in Nursing from a four-year college or university; three to five years of experience in Home Health Care/Hospice nursing; or equivalent combination of education and experience.

### **Language Skills**

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to communicate, cooperate and respond to common inquiries or complaints from patients, patient's family, health care professionals, regulatory agencies, members of the business community, or the general public. Ability to effectively present information to management, public groups, and/or County Board. Ability to effectively explain complex, technical programs in simple, easy-to-understand terminology.

### **Mathematical Skills**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent. Ability to apply concepts of basic algebra fractions, percentages, ratios, and proportions in practical situations.

### **Reasoning Ability**

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

Ability to be flexible in responding to the needs of patients/families, staff members, and other health care providers. Ability to define problems, collect data, establish facts, and draw valid conclusions.

### **Computer Skills**

To perform this job successfully, an individual should have knowledge of spreadsheets, word processing and electronic medical records software.

### **Certificates, Licenses, Registrations**

Current licensure from the State of Wisconsin as a Registered Nurse.

Current Wisconsin Driver's License, with access to a dependable automobile and carrying at least the minimum automobile insurance coverage.

CPR Certification.

## **Other Skills and Abilities**

- Comprehensive knowledge and skills in current nursing theory and practice, including but not limited to symptom management, pain control, disease management, and self-management
- Thorough knowledge of home health care and hospice administrative policies, procedures, and billing and reimbursement process
- Considerable knowledge in the areas of triage, health assessment, medications, and management of chronic illness
- ICD basic coding for home health care and hospice
- Comprehensive knowledge of local, regional and state resources
- Knowledge of Home Health Care and Hospice Medicare and Medicaid regulations, requirements and reimbursement criteria
- Handles sensitive and confidential material in a professional manner and in accordance with legal requirements relating to the safeguarding of confidential information/communications
- Ability to establish and maintain effective working relationships with patients, families, medical community, other agencies, staff and the general public
- Knowledge of available community resources
- Ability to prioritize and multi-task in a fast-paced environment

**Physical Demands** *The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and reach with hands and arms. The employee must regularly lift and /or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, color vision and ability to adjust focus.

Ability to wear gloves, masks and other protective equipment.

**Work Environment** *The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

The noise level in the work environment is usually quiet.

**RESOLUTION 2020 -**

**RESOLUTION ELIMINATING ONE (1.0) FULL-TIME EQUIVALENT (FTE) POSITION OF NETWORK ADMINISTRATOR IN THE INFORMATION TECHNOLOGY DEPARTMENT AND REPLACING SAID POSITION WITH ONE (1.0) FTE NETWORK TECHNICIAN POSITION EFFECTIVE UPON ADOPTION**

To the Honorable Chair and Board of Supervisors of Calumet County, Wisconsin:

**WHEREAS**, Due to the untimely departure of the prior Information Technology Director, the opportunity presented itself to re-evaluate job duties and the organizational structure within the Calumet County Information Technology Department, to increase productivity and efficiency, and to maximize the strengths of the current staff; and

**WHEREAS**, The internal promotions of the Systems Administrator to Information Technology Director and subsequently the Network Administrator to Systems Administrator, have been accomplished; and

**WHEREAS**, It has been determined that to further maximize the strengths of the current staff of the Information Technology Department, that 1.0 FTE Network Administrator be eliminated and replaced with 1.0 FTE Network Technician; and

**WHEREAS**, The purpose of the Network Technician is to assist in the technical support and administration of the County Network involving PC's, servers, and related network equipment with the objective of creating and maintaining a high level of system reliability; and assist with the help desk and clerical functions; and

**WHEREAS**, The County Administrator has determined that extraordinary and unanticipated circumstances exist, which necessitates the elimination of 1.0 FTE Network Administrator and creation of 1.0 FTE Network Technician outside of the budget process; and

**WHEREAS**, The creation of the 1.0 FTE Network Technician will not result in the increase of the overall staffing of the Information Technology Department; and

**WHEREAS**, The job description for the Network Technician is attached and made part hereof; and

**WHEREAS**, The position has been approved by the Administrative Services Committee at a salary range of Grade 9 on the Calumet County Compensation Plan. The 2020 wage range is as follows:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
\$26.47	\$27.20	\$28.00	\$28.72	\$29.48	\$30.25	\$31.00	\$31.76	\$32.52	\$33.26	\$34.02

**WHEREAS**, The anticipated 2020 fiscal impact will be a budget savings, since the classification of Network Technician is a lesser pay range; and

**WHEREAS**, The Rules of Order of the Calumet County Board of Supervisors state: *“However, when the County Administrator determines that an unbudgeted position is necessary, regardless of the need for additional appropriations, a resolution for the unbudgeted position shall be approved by a majority vote of the Administrative Services Committee, and two-thirds (2/3rds) vote of the full County Board.”*

**NOW, THEREFORE, BE IT RESOLVED** That the Calumet County Board of Supervisors herein assembled authorizes the elimination of 1.0 FTE Network Administrator from the Table of Organization and the replacement of said position with 1.0 FTE Network Technician position effective upon adoption.

Dated this 2nd day of November, 2020

**INTRODUCED BY ADMINISTRATIVE SERVICES COMMITTEE**

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Merlin Gentz, Chair

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Bill Barribeau

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Ronald Dietrich

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Hope Karth

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Mary Schwalenberg

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Pete Stier

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Tom Stoffel

**COUNTERSIGNED BY:**

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Alice Connors, County Board Chair

**Calumet County  
Position Description**

**Job Title:** Network Technician  
**Salary Level:** Grade 9  
**FLSA Status:** Non-exempt  
**Department:** Information Technology  
**Reports To:** Systems Administrator  
**Prepared By:** Michelle L. Wright, Human Resources Director  
**Approved Date:** September 1, 2020

**Summary** Assists in the technical support and administration of the County Network involving PC's, Servers and related network equipment with the objective of creating and maintaining a high level of system reliability. Provides level 2 help desk support and participates in on-call rotation.

**Essential Duties and Responsibilities** *include the following. Other duties may be assigned.*

Assists with and schedules software and network upgrades.

Evaluates new software and upgrades to determine impact on current supported systems.

Configures service checks for all County Network devices and services. Monitors network performance and system messages taking appropriate action as needed.

Assists with configuration and issue resolution involving network infrastructure and network-wide systems. (e.g. active directory, group policy, print servers, disaster recovery software, anti-spam, desk phones, audio visual (A/V), switches, routers, and firewalls.)

Maintains license and warranty information for Information Technology property as well as keeps an accurate departmental inventory listing of assigned equipment. When new licenses are needed forwards this information to Systems Administrator.

Provides level 2 help desk support for department specific applications and hardware. (e.g. Courts, Health and Human Services, Register of Deeds, Sheriff's Office, etc...)

Monitors network backups. Recommends changes and improvements to disaster recovery plan.

Assists in the deployment of the standard image to PCs/Laptops. Reports issues and recommends changes to Systems Administrator.

Deploys smartphones and tablets to end users.

Creates documentation for end user training as well as system documentation for Information Technology department staff.

Performs preventive maintenance on network components and arranges for vendor maintained services.

Trains staff and end users in equipment and system operations.



Participates in on-call rotation during off work hours.

Participates in help desk as needed.

Performs related work as required.

It is unlikely that an employee will perform all the duties listed on a regular basis, nor is the list exhaustive in the sense it covers all the duties an employee may be required to perform. The examples are merely indicative, not restrictive.

### **Supervisory Responsibilities**

This job has no supervisory responsibilities.

**Qualifications** *To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

### **Education and/or Experience**

An Associate Degree as a Network Specialist, Network Systems Administrator or related area plus two (2) to three (3) years experience, or an equivalent combination of experience and training.

### **Language Skills**

Ability to read and comprehend simple instructions, short correspondence, memos, safety rules, operating and maintenance instructions and procedure manuals. Ability to write clear reports and correspondence. Ability to effectively present information in one-on-one and small group situations to employees of the County.

Ability to use and interpret computer terminology.

### **Mathematical Skills**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to interpret bar graphs. Ability to apply concepts of basic algebra; and to classify, compare, compute, tabulate, categorize, differentiate, measure and/or sort data.

### **Reasoning Ability**

Ability to apply commonsense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

### **Computer Skills**

To perform this job successfully, an individual should have good knowledge of computer hardware, software and peripheral devices.

The individual should also have experience working with server and application virtualization software.

Ability to configure routers, switches, firewalls and wireless access points.

Configure and deploy network printers.

Powershell scripting.

Backup and disaster recovery software and configurations.

Strong knowledge of Microsoft Server operating systems, Microsoft Exchange email platforms and Microsoft Desktop operating systems.

Ability to learn the operation of the County computer system; diagnose hardware/software problems and take corrective action; and operate and monitor hardware devices.

**Preferred Certificates, Licenses, Registrations**

Cisco Certified Network Associate (CCNA)

Microsoft Certified Solutions Associate (MCSA) – Windows Server

**Other Skills and Abilities**

Ability to train users; establish and maintain effective public and working relationships; work independently; and maintain confidentiality.

Ability to learn department programs, operations and policy with respect to general functions performed.

**Physical Demands** *The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel objects, tools, keyboards, or controls; reach with hands and arms; and talk or hear. The employee is frequently required bend, stoop, lift, and move computer equipment. The employee is occasionally required to stand, kneel and crouch. The employee must regularly lift and/or move up to 10 pounds, frequently lift and/or move up to 30 pounds, and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, color vision, depth perception, and ability to adjust focus.

**Work Environment** *The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

The noise level in the work environment is usually quiet. Tasks may risk exposure to adverse environmental conditions, such as dirt, dust and electrical currents.



Todd M. Romenesko, County Administrator

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Department of Administration

**To:** The Honorable Calumet County Board of Supervisors

**From:** Todd M. Romenesko, County Administrator

**Date:** September 28, 2020

**RE:** Review of Proposed 2021 Calumet County Budget

I am pleased to present the proposed 2021 Calumet County Budget for your review. A budget cannot be solely constructed based on past activity, or past success. It must look forward while being responsive to community needs. This budget is attempting to do that by identifying areas of specific priority. The budget represents my recommendations for the overall operating budget for 2021 and the capital improvement plan for the next five years. I would like to extend my sincere appreciation to Dan DeBonis, Finance Director, for his assistance and the invaluable information he provided throughout the budget process and his guidance spanning the last 20 years.

Department Heads and their staff worked together and the result is a budget which maintains our quality public services. I would like to acknowledge the outstanding work of all Department Heads for their part in drafting the budget. We are fortunate to have a skilled group of employees involved in key financial and leadership roles working in true collaboration and I thank them for their dedicated service.

**2021 BUDGET PROCESS**

The budget process is far more than an assigning dollar values for services provided. The budget is a planning tool for financial and operational resources, and reflects the County's determination to allocate resources responsibly. It is prepared with the goal of preserving the quality services to the residents, visitors, and businesses of the County while balancing priorities and deciding between competing needs for limited funding.

Dan and I met with most Department Heads to review their budget requests. Departments have been encouraged to meet with their home committees so that each committee would have an overview and meaningful input into the department requests. The end result of these meetings is the Administrator's proposed 2021 Budget.

This proposed budget will be presented to and reviewed by the Administrative Services Committee on Monday, September 28<sup>th</sup> (and September 29<sup>th</sup>, if needed). Alice Connors, County Board Chair, has invited all County Board Members to attend.

The final step of the budget review process is the public hearing scheduled for 9:00 a.m. Monday, November 2<sup>nd</sup>. At that time, the public may address the County Board regarding this budget proposal.

## **FINANCIAL CONSIDERATIONS**

The following information was considered while developing the overall County budget. These financial considerations are important to know in the beginning of the budget process as they identify for us the dollars available to continue operations and/or services to our residents. The improved economy, overall growth of the County and the previous years' fiscal responsibility of the County Board provides for a good financial position looking forward to 2021.

- Calumet County's 2020 net new construction was 1.43% compared to 2.29% in 2019
- Total levy limit adjustments allow for a total levy increase of \$268,159
- Calumet County 2020 Equalized Value (excluding Tax Incremental Districts) \$4,365,853,302 increased 5.51%
- Total Undesignated Fund Balance Available is \$10,460,002
- Calumet County's July unemployment rate of 5.1% is seventh lowest in Wisconsin

## **BUDGET FACTS**

**Personnel:** This budget includes an additional 8.15 full-time equivalents (FTE) of the 8.85 FTEs requested. This represents:

- 1 FTE Judicial Assistant/Register in Probate
- .05 FTE increase in County Clerk's office
- 2.6 FTE increase in Health and Human Services positions
- .2 FTE increase in Veterans Service Office
- 1 FTE Janitor
- 2 FTE Corrections Officers
- 1 FTE GIS Specialist for Planning, Zoning and Land Information Department
- .3 FTE increase in Register of Deeds office

Several departments requested additional staff in varying forms from permanent full-time to moderate increases in full-time equivalents. As always, being charged with the task of prioritizing these requests is challenging. Therefore, some position requests are not included in the 2021 proposed budget.

The budget provides a 2% wage increase for our employees. The Society for Human Resource Management Salary Survey and the World at Work survey estimate salary increases to rise by 2.9%. The annual Culpepper Salary Budgets survey reports a projected average salary structure increase of 2.68%. In order to remain competitive and able to retain and attract quality staff, the recommended wage increase for Calumet County for 2020 is 2%.

Health insurance premiums are estimated to increase by 4%. We continue to be pleased with such a moderate increase in two consecutive years considering we had a 19% increase collectively in 2018 and 2019.

The 2021 WI Retirement employer contributions will increase by 0.10% for protective employees.

**Capital Improvement Projects:** This budget includes several items in capital improvements that are recommended to be completed in 2021. Total capital improvements proposed in the 2021 budget are \$9,420,835. Some of the proposed projects included in the budget:

- Environmental Protection Agency, Brownfield assessment projects
- Several County Park improvement projects
- Courthouse water & sewer line replacement and building updates
- Phase 3 of the construction of the new jail facility
- Several road construction projects as identified in previous years' capital improvement plans. This includes: CTH F, CTH H, CTH PP, and CTH T

**Tax Levy:** Total tax levy increase of \$268,159 or 1.21% meeting the State imposed levy limit.

**Tax Rate:** The 2021 proposed budget reflects a \$5.15 tax rate which represents a 21 cent decrease in the rate to that of 2020. This rate represents a 3.9% decrease from the prior year.

**Sales Tax:** The 2021 proposed budget includes \$4.1 million in sales tax revenue. The sales tax revenue would be applied as follows:

- Improvements to the tube hill and harbor parking lot in County Park
- Courthouse roof, carpeting, sewer & water line replacement, air handler & electrical updates
- Replacement of dispatch consoles for the new jail facility
- All county road construction projects. This includes: CTH F, CTH H, CTH PP and CTH T

**Fund Balances Applied:** The \$1,724,673 in governmental fund balances applied amount is significant, \$154,706 of which represents the application of bond premium derived from the issuance of debt in 2019 and 2020. The amount applied to one-time outlays and capital projects is \$1,065,560.

This is consistent with Calumet County's practice of maintaining maximum tax levy limitations, while providing tax relief in subsequent budget years. The County Board established a minimum threshold for the County's General Fund Balance at 15% of the total audited expenditures of the County's Governmental Funds, less Debt Service Fund expenditures and Capital Projects Fund expenditures being financed by Bond Proceeds. The proposed amount to be applied retains the reserve at just under 21%, with the anticipation of the new jail facility being completed in November 2021 requiring additional reserves for operations.

## **2021 BUDGET CONCLUSION**

This budget maintains consistency of tax levy restraint, overall county financial strength, collaboration and innovation of public services while maintaining fiscal responsibility to our residents. I look forward to our conversations and ultimately County Board adoption of the 2021 budget.

Please do not hesitate to contact me to discuss the proposed 2021 Calumet County Budget in more detail.

**Calumet County, Wisconsin**  
**Analysis of Undesignated Fund Balance**

<b><u>Fund Description</u></b>	<b><u>Actual 2015 Expenditures</u></b>	<b><u>Audited 2016 Expenditures</u></b>	<b><u>Audited 2017 Expenditures</u></b>	<b><u>Audited 2018 Expenditures</u></b>	<b><u>Audited 2019 Expenditures</u></b>
General Fund	\$ 14,598,919	\$ 16,313,165	\$ 15,713,120	\$ 17,001,884	\$ 17,327,330
Special Revenue Funds	19,035,371	18,746,146	19,556,500	19,959,687	22,117,970
Total Expenditures	<u>\$ 33,634,290</u>	<u>\$ 35,059,311</u>	<u>\$ 35,269,620</u>	<u>\$ 36,961,571</u>	<u>\$ 42,501,953</u>
Reserve Percentage	15%	15%	15%	15%	15%
Required Fund Balance	\$ 5,045,144	\$ 5,258,897	\$ 5,290,443	\$ 5,544,236	\$ 6,375,293
<b><u>Fund Balance Available</u></b>					
General Fund	\$ 6,668,993	\$ 7,063,097	\$ 4,231,497	\$ 7,454,747	\$ 8,560,002
General Fund Working Capital	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000
Reserve for Advance to Capital Projects	\$ -	\$ -	\$ 2,749,300	\$ -	\$ -
Total Fund Balance Available	<u>\$ 8,568,993</u>	<u>\$ 8,963,097</u>	<u>\$ 8,880,797</u>	<u>\$ 9,354,747</u>	<u>\$ 10,460,002</u>
Excess of Fund Balance Available Over (Under) the amount required	<u>\$ 3,523,849</u>	<u>\$ 3,704,200</u>	<u>\$ 3,590,354</u>	<u>\$ 3,810,511</u>	<u>\$ 4,084,709</u>
	<b><u>2017 Budget</u></b>	<b><u>2018 Budget</u></b>	<b><u>2019 Budget</u></b>	<b><u>2020 Budget</u></b>	<b><u>2021 Budget</u></b>
Amount of F.B. Utilized in the Budget	1,910,337	1,976,316	1,480,099	1,343,029	1,569,967
Reserve Percentage	19.80%	19.93%	20.98%	21.68%	20.92%
Reserve Expressed as a Dollar Amount	6,658,656	6,986,781	7,400,698	8,011,718	8,890,035
Dollars available above the Reserve	1,613,512	1,727,884	2,110,255	2,467,482	2,514,742

Note: The August 14, 2001 Finance & Audit Committee recommended to the August 21, 2001 County Board a resolution that set a minimum threshold for the County's General Fund Fund Balance account at twenty percent (20%).

Resolution 2001-16 of August 21, 2001 set the minimum threshold at fifteen percent (15%)

Resolution 2010-28 of September 21, 2010 set the minimum threshold at fifteen percent (15%)  
 (The revised resolution excluded Debt Service and Capital Projects from the Calculation)

Resolution 2018-09 of May 15th, 2018 set the minimum threshold at fifteen percent (15%)  
 (The revised resolution included general fund reserves for advances to bonded capital projects in calculation)

**RESOLUTION 2020 -**

**RESOLUTION CREATING 1.0 FULL-TIME EQUIVALENT (FTE) GIS SPECIALIST IN THE CALUMET COUNTY PLANNING, ZONING AND LAND INFORMATION DEPARTMENT  
EFFECTIVE DECEMBER 6, 2021**

To the Honorable Chair and Board of Supervisors of Calumet County, Wisconsin:

**WHEREAS**, The field of Geographic Information Systems (GIS) has grown exponentially since the last staff change in 2007. With current staffing levels, new opportunities provided by innovations in the GIS field cannot be fully taken advantage of and the County is not in a position to adequately keep up with new technologies and maintain current infrastructure; and

**WHEREAS**, A review of the duties and responsibilities of the Planning, Zoning, and Land Information Staff have been evaluated; and

**WHEREAS**, It was determined that the ever growing demands from state mandates, upcoming census requirements, internal and external map and data requests, and redistricting projects make it nearly impossible for one staff member to efficiently and satisfactorily meet all of the requirements placed on the Land Information Office; and

**WHEREAS**, The GIS Specialist will work closely with the GIS Administrator in the implementation of the County Land Records Modernization Plan and day-to-day functions of the GIS program, which provides information used by numerous county departments and external stakeholders; and

**WHEREAS**, With the addition of one (1) FTE GIS Specialist position to the Table of Organization, the County will be able to meet the requirements of the office and facilitate new projects that can greatly increase the productivity and efficiency of the County; as well as move the County into the future; and

**WHEREAS**, A request to be considered during the budget process for one (1) FTE GIS Specialist position in the Calumet County Table of Organization was submitted to the Department of Administration – Human Resources Division on or before the date designated by the County Administrator, at the beginning of the annual budget process; and

**WHEREAS**, The County Administrator determined that one (1) FTE GIS Specialist position was to be added to the Calumet County Table of Organization and be included in the annual budget submitted to the County Board and said position is included in the proposed 2021 budget; and

**WHEREAS**, The job description for the GIS Specialist is attached and made part hereof; and

**WHEREAS**, The classification has been approved by the Administrative Services Committee at a salary range of Grade 7 on the Calumet County Compensation Plan. The 2020 wage range is as follows:

**AGENDA ITEM #5.7.**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
\$22.58	\$23.23	\$23.87	\$24.52	\$25.17	\$25.83	\$26.46	\$27.09	\$27.73	\$28.38	\$29.06

**WHEREAS**, The anticipated 2021 wages in the amount of \$3666 and fringe benefits in the amount of \$2596 for a total of \$6262, for this one (1) FTE position, will be funded through the tax levy with the possibility of the position being partially funded by the Strategic Initiative Grant received annually from DOA.

**NOW, THEREFORE, BE IT RESOLVED**, That the Calumet County Board of Supervisors herein assembled, authorizes the creation of one (1) FTE GIS Specialist position, in the Calumet County Table of Organization, effective December 6, 2021.

Dated this 2nd day of November, 2020.

**INTRODUCED BY ADMINISTRATIVE SERVICES COMMITTEE**

\_\_\_\_\_  
Merlin Gentz, Chair

\_\_\_\_\_  
Bill Barribeau

\_\_\_\_\_  
Ronald Dietrich

\_\_\_\_\_  
Hope Karth

\_\_\_\_\_  
Mary Schwalenberg

\_\_\_\_\_  
Pete Stier

\_\_\_\_\_  
Tom Stoffel

**COUNTERSIGNED BY:**

\_\_\_\_\_  
Alice Connors, County Board Chair



**Calumet County  
Position Description**

**Job Title:** GIS Specialist  
**Salary Level:** Grade 7  
**Department:** Planning, Zoning and Land Information  
**Reports To:** GIS Administrator  
**FLSA Status:** Non-exempt  
**Prepared By:** Michelle L. Wright, Human Resource Director  
**Approved Date:** September 9, 2020

**Summary Performs** Under the direct supervision of the GIS Administrator this position is responsible for the maintenance of the County-wide Geographic Information System program. Performs related duties as required.

**Essential Duties and Responsibilities** *include the following. Other duties may be assigned.*

Create customized mapping products utilizing cartographic skills to portray data in an understandable format for consumption by internal and external stakeholders.

Complete GIS digital data request from internal and external stakeholders.

Maintain GIS related scripts and help update as needed and ensure they process correctly and completely.

Coordinate with other departments to develop applications of mutual interest such as GIS data layers, web-based applications and mobile solutions.

Assist in implementation and maintenance of new Local Government Information Model.

Maintain and update existing databases using GIS software to reflect current conditions.

Assist in growth of GIS online environment including ArcGIS Online and Portal.

Assist in transition to ArcGIS Pro Environment.

Participates in on-going training and education in GIS area.

It is unlikely an employee will perform all the duties listed on a regular basis, nor is the list exhaustive in the sense it covers all the duties an employee may be required to perform; the examples are merely indicative, not restrictive.

**Supervisory Responsibilities**

This job has no supervisory responsibilities.

**Qualifications** *To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

**Education and/or Experience**

Bachelor's degree (B.S.) from four-year college or university in GIS, Geography, Urban/Regional Planning or related area; two years of GIS experience or planning experience that illustrates a high proficiency in GIS disciplines; or equivalent combination of education and experience.

### **Language Skills**

Ability to read, analyze, and interpret technical data and information, professional journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to effectively present information to top management, public groups, and/or boards of directors. Ability to effectively explain complex, technical programs in simple, easy-to-understand terminology.

### **Mathematical Skills**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations. Ability to classify, compute, tabulate and categorize data.

### **Reasoning Ability**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to deal with problems involving several concrete variables in standardized situations. Ability to quickly analyze, troubleshoot, and successfully resolve problems and issues within the Land Records program. Ability to utilize a variety of advisory and design data and information such as land records, maps, statistical data, and computer documentation.

### **Computer Skills**

To perform this job successfully, an individual needs to have a current working knowledge of the Microsoft Windows Environment, Microsoft Office Suite, networking concepts, database management, current web technologies, scripting languages and concepts, and other related computer information systems.

Knowledge of current GIS software, including but not limited to, ArcGIS PRO, ArcMap 10.3 and higher, ArcGIS Online including Portal, ArcGIS Server, ArcSDE, Survey123, ArcGIS Collector, and Autodesk suite; and working knowledge of SQL Server and RDBMS concepts, Python, Adobe Software with emphasis on Illustrator, GIS Workstation, Trimble GPS, Large Format Printer.

### **Certificates, Licenses, Registrations**

None

### **Other Skills and Abilities**

Good knowledge and understanding of the principles and accepted practices of GIS; Land Records; geography, surveying; County mapping and the ability to read and interpret complex legal descriptions.

Good knowledge of, and the ability to coordinate and evaluate the activities of the mapping program.

Ability to maintain records and reports.

Ability to work independently with minimal supervision.

Ability to monitor accuracy and quality of data and set standards for new system data.

Knowledge and skills related to 'graphic imagery'.

**Other Qualifications**

None.

**Physical Demands** *The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

While performing the duties of this Job, the employee is regularly required to sit; use hands to finger, handle, or feel and talk or hear. The employee must frequently lift and/or move up to 10 to 40 pounds and occasionally lift and/or move over 40 pounds. Specific vision abilities required by this job include close vision, color vision and ability to adjust focus.

**Work Environment** *The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

The noise level in the work environment is usually quiet.