

**BOARD OF COUNTY COMMISSIONERS  
CHURCHILL COUNTY, NEVADA**

**155 N. Taylor Street, Suite 110**

**Fallon, Nevada 89406**

**(775) 423-4092**

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**Contact Person: Pamela D. Moore, Deputy Clerk**

**E-mail: [pammoore@churchillcounty.org](mailto:pammoore@churchillcounty.org)**

**\*\*\*\*NOTICE OF PUBLIC MEETING\*\*\*\***

***PLEASE POST***

**PLACE OF MEETING:** Churchill County Administrative Complex, 155 North Taylor Street,  
Commission Chambers, Suite #145, Fallon, Nevada

**DATE & TIME:** October 8, 2015 at 8:30 a.m.

**TYPE OF MEETING:** Special County Commissioners' Meeting

**Notes:**

- I. These meetings are subject to the provisions of Nevada Open Meeting Law (NRS Chapter 241). Except as otherwise provided for by law, these meetings are open and public.***
- II. Action will be taken on all Agenda items, unless otherwise noted.***
- III. The Agenda is a tentative schedule. The Board of County Commissioners may act upon Agenda items in a different order than is stated in this notice – so as to affect the people's business in the most efficient manner possible.***
- IV. The Board of County Commissioners may combine two or more Agenda items for consideration, remove an item from the Agenda, or delay discussion relating to an item on the Agenda at any time.***
- V. In the interest of time, the Board of County Commissioners reserves the right to impose uniform time limits of not more than three minutes upon matters devoted to public comment.***
- VI. Any statement made by a member of the Board of County Commissioners during the public meeting is absolutely privileged.***

**Agenda:**

- 1. Call to Order.**
- 2. Pledge of Allegiance.**
- 3. Public Comment:** Comment upon matters not on the Agenda.
- 4. Verification of the Posting of the Agenda.**
- 5. Consideration and possible action re: Review and Adoption of Agenda as submitted or**

revised.

**6. Appointments:**

- A. Consideration and possible action re: Review and Discussion of Classification and Compensation Data for Department Head Positions, which includes addressing the Internal Hierarchy of Department Head Positions.
- B. Consideration and possible action re: Review and Discussion of Potential Changes to the Policy Regulating the Retirement Incentive Plan and the Separation Incentive Plan.
- C. Consideration and possible action re: Potential Advanced Step Appointment for new Museum Director.

*It is the intent of this workshop to afford the board an opportunity to review and discuss proposed Department Head job descriptions from the Pontifex study and to review and discuss the compensation data collected for appointed Department Head positions and the proposed implementation plan for these positions. Discussion and direction may also include addressing the internal hierarchy of Department Head positions. In the event the board deems the data to be accurate, as presented, or with some minor modifications, the board may approve the compensation and implementation plan for Department Head positions at the workshop or at a subsequent meeting.*

**7. Consider Future Agenda Items.**

**8. Public Comment:** Comment upon matters not on the Agenda.

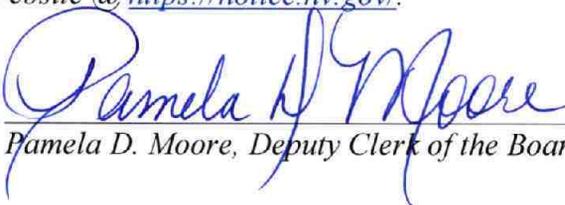
**9. Adjournment.**

**10. Affidavit of Posting:**

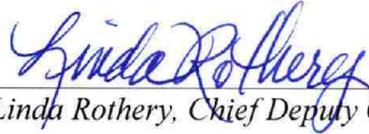
State of Nevada        )  
                                       : ss  
 County of Churchill    )

*I, **Pamela D. Moore**, Deputy Clerk, do hereby affirm that I posted, or caused to be posted, a copy of this notice of public meeting, on or before the **2nd day of October, 2015**, between the hours of 1:00 and 3:00 p.m., at the following locations in Churchill County, Nevada:*

- 1. City Hall;
- 2. County Administration Building;
- 3. Public Library;
- 4. Churchill County Law Enforcement Center;
- 5. The Churchill County Website @ [www.churchillcounty.org](http://www.churchillcounty.org);
- 6. The State of Nevada Website @ <https://notice.nv.gov/>.

  
 \_\_\_\_\_  
 Pamela D. Moore, Deputy Clerk of the Board

Pamela D. Moore, who was subscribed and sworn to before me this 2nd day of October, 2015.



Linda Rothery, Chief Deputy County Clerk

*Endnotes:*

**Disclosures:**

*\*Churchill County is an equal opportunity provider and employer.*

**Accommodations:**

*\*Churchill County will make all reasonable efforts to assist and accommodate physically handicapped persons desiring to attend. Persons who are disabled and require special assistance may contact the Churchill County Commission, in writing at 155 N. Taylor Street, Suite 110, Fallon, Nevada 89406, or by calling (775) 423-4092 or the TDD Nevada Relay Number 711.*

**Procedures:**

*\*The schedule of regular meetings of the Board of County Commissioners is provided for by Title 2, Chapter 2.04, of the Churchill County Code.*

*\*The public meetings may be conducted according to rules of parliamentary procedure.*

*\*Persons providing public comment will be asked to state their name for the record.*

*\*The Board of County Commissioners reserves the right to restrict participation by persons in the public meeting where the conduct of such persons is willfully disruptive to the people's business.*

*\*All supporting materials for this Agenda are available by requesting a copy from the Clerk prior to the meeting. During the meeting, there will be one copy available for public inspection. Additional copies are available by making the request from the Clerk. You are entitled to one copy of the supporting materials free of charge.*

*\*In accordance with Federal law and U.S. Department of Agriculture policy, Churchill County is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability (not all prohibited bases apply to all programs). To file a complaint of discrimination, write USDA, Director, Office of Equal Rights, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, or call (800)795-3972 (voice), or (202)720-6382 (TDD).*

**Public Records:**

*\*Minutes of the meeting will be produced for approval by the Board at a regular meeting.*

DEPARTMENT HEAD  
CLASSIFICATION & COMPENSATION  
STUDY

IMPLEMENTATION  
REPORT

October 5, 2015

Geof Stark

At the Commissioners' workshop on July 30, 2015 and their subsequent meeting on August 6, 2015, the Commissioners tasked county staff with coming forward by October 9, 2015 with recommendations regarding department head job descriptions and salary data. The information provided at this workshop on October 8, 2015 is designed to allow for discussion regarding this information and to obtain direction from the Commissioners on how they would like the county to proceed.

## **JOB DESCRIPTIONS**

As was done with the rest of the county employees, Pontifex collected information from each department head regarding the duties of their position. This data was collected via Position Description Questionnaires (PDQs) which were distributed to the department heads. The PDQs were filled out by the department heads, reviewed by the County Manager for accuracy, and returned to Pontifex. Pontifex used the PDQ information to recommend appropriate job classifications for each employee and develop relevant and accurate job descriptions. The draft job descriptions were sent back to the employees and their supervisors (in this case, the County Manager) for input and were then finalized based on changes submitted. The draft job descriptions provided at the October 8, 2015 workshop are the result of this work.

The following items may be items the Board wishes to discuss regarding the proposed job descriptions:

- **Comptroller/Chief Financial Officer** – The proposed job title for this position is Chief Financial Officer. This would be a change from the current job title of Comptroller. This new title is based on the duties currently being performed by the current Comptroller. The difference between the positions relates to the functions being performed. A controller/comptroller is usually a position that looks back and makes sure all the financial transactions are recorded properly. A CFO is in a position of not only looking back, but is more strategic as far as looking forward and trying to project future financial performance, including identifying and mitigating risks that could have negative financial impact on the institution.
- **Road Supervisor** – This proposed job description for this position indicates this person is appointed and serves at the pleasure of the Churchill County Board of Highway Commissioners (pursuant to NRS 403.110). There is no discussion of who provides the day-to-day supervision and discipline (if necessary) of the position. In the past there was discussion about the difficulty for the Board to be able to provide direct oversight the position. In response to that, the Board modified the job description to specify that the County Manager would provide said day-to-day supervision and discipline (short of termination). Currently, the County Manager conducts the annual performance

evaluations of the position as well. The Board may want to discuss whether these issues should be specified or not.

## **COMPENSATION**

At the August 6, 2015 meeting, the Board approved implementation of the compensation study for the line employees with an effective date of August 31, 2015. The Department Head positions were to be discussed at a future date.

In accord with what was done with the line employees, staff followed up on the data that was collected by Pontifex for Department Heads. This included a verification of the accuracy of the data and the positions used for comparisons.

The Board has also spoken of developing some sort of hierarchical salary structure for the department heads.

### **Philosophy/practice:**

- In prior studies the County has compared wages with other Class III counties (Carson City, Douglas, Elko, Humboldt, Lyon, and Nye). The Board directed Pontifex to include in the study comparisons from City of Fallon, State of Nevada and Washoe County. Typically Lyon County has lower wages and Washoe County has much higher than found in most Class III counties. To maintain consistency we recommend **including** both data points for all positions or **removing** both data points for all positions.
- Because of the size and complexity of their agencies, comparable positions at Washoe County and the State of Nevada reflect the “number two” position at each agency. For example, Washoe County’s comparable for County Manager is their Assistant County Manager.
- No comparables are included from the City of Fallon since they do not seem to have comparable positions.
- We generally consider 5 or more data comparisons to be a valid comparison. When this amount of data is not available, for a variety of reasons, we have addressed this by trying to link similar positions or similar responsibility levels (e.g. link Museum Director to Library Director).

### **Considerations:**

- **Determination of “at-market”**

Title 3 does not address what is considered to be “at-market”. Pontifex suggested a position is at-market if the survey data is within  $\pm 10\%$  of the current salary range. The county’s past practice in recent compensation studies (dating to 1997) is to consider a position at-market if the midpoint of the current salary range for the position is within

±5% of the midpoint of the market data. For other employees, ±5% philosophy was used. If a new hierarchical structure is implemented, it is recommended that Department Heads be assigned based on the market data, whether the position is within the ±5% range or not.

- **“Hold Harmless”**

While Title 3 indicates a position that is higher than market should result in a reduction in the pay grade, the county has adopted as a practice a “hold harmless” position. Employees who are in the higher pay grade will continue to be paid at that pay grade. When a new employee is hired into that position, they will be hired at the lower pay grade.

- **Reported Data:**

The compensation data reported is based on the positions that Pontifex included, except for the Road Supervisor. As has been discussed, our Road Department is unique because of the amount of construction we do in-house. The data was inconsistent from other agencies. Some had a Public Works Director, which often required the person to be a Professional Engineer and the position had oversight over multiple departments (water, utilities, etc.). Other agencies might have a supervisory person over their Road Department, but this person was more of a working supervisor with limited input on budget development and decisions. Because of inconsistent data, the position is recommended to be aligned with the Chief Juvenile Probation Officer (based on size of department and level of responsibilities). This allows the county to assign the position “holistically”, rather than as an isolated position.

The Director of Parks, Recreation, and Facilities had no data collected because of its uniqueness. It is recommended to be aligned with Chief Juvenile Probation Officer. The Court Services Director had no data collected and the recommendation is that it remain at the same salary level. The Museum Director had no data collected and the recommendation is that it be placed at the same level as the Library Director.

- **Hierarchy Options:**

1. **Option 1** – There appears to be some natural “clustering” of the department head positions. Those positions that are clustered together could have their data averaged out, with the average becoming the midpoint for all those positions. This clustered group would be placed at Grade 72. More complex department heads (with larger staffing and larger budgets) could be placed four grades higher, at Grade 76. Because of the importance of the budget for the county (and consistent with what is practiced in other counties), the Comptroller/Chief Financial Officer is typically a higher-paid department head. The recommendation under this option would be for this position to

be placed four grades higher than the previous level (Grade 80). The County Manager position is recommended to be placed at the level commensurate with the collected salary data – this would place it at Grade 89. The hold harmless would apply but, in order to align the positions, those who are considered at-market (within  $\pm 5\%$ ) would still be modified upward. An example of this is the current Comptroller position, which is currently at Grade 78. Although the market data says it is only 4.11% below market, it would still be placed at Grade 80 to allow for separation between the department-head levels. The annual cost for the first full fiscal year would be \$121,000.

2. **Option 2** – The hierarchy is determined by an evaluation of the positions utilizing a hierarchy matrix. Points are assigned based on selected categories. [A proposed matrix (blank and also completed) is attached as Appendix A.] The group with the most positions (D1) is set as the base “benchmark”; other levels are set at 4-grade separations. The hold harmless would apply but, in order to align the positions, those who are considered at-market (within  $\pm 5\%$ ) would still be modified upward.
  - a. **Option 2A** – Implement immediately (11/9/15) for positions that are more than 15% under market (Library Director, Museum Director, Social Services Director). Implement halfway for remaining Department Heads on 1/4/16. Implement remaining half for those Department Heads on 7/4/16 (new FY). Costs for FY 15 = \$80,000.
  - b. **Option 2B** – Place all Department Heads on the first step in the new range that is not a decrease; the implementation cost would be \$54,000 for a full fiscal year (knowing that there will be incremental cost increases over the years).
  - c. **Option 2C** – Implement immediately (11/9/15) for all positions. This would cost \$134,000 in FY 16, and the annual cost for a full fiscal year would be \$217,500.
3. **Option 3** – The hierarchy in this option is established completely by the market data. This would involve placing positions at the grade indicated by the market data. The hold harmless would apply and the positions that are considered at-market (within  $\pm 5\%$ ) would not be modified. Positions without no data will be linked to similar Department Head positions. The annual cost for the first full fiscal year would be \$107,000.
4. **Option 4** – There is no hierarchy in this option. All department head positions would be assigned to the same pay grade, which is determined by averaging the data for all the positions. Every Department Head position would be assigned to Grade 73; the County Manager would be assigned to Grade 89, based on market data. The hold

harmless would apply but, in order to align the positions, those who are considered at-market ( $\pm 5\%$ ) would still be modified upward. (This was the original solution offered by Pontifex.) The annual cost for the first full fiscal year would be \$137,200.

5. **Option 5** – Another option per the Commissioners' direction?

**RECOMMENDATIONS FOR IMPLEMENTATION (at a regular meeting of the Board of County Commissioners:**

1. Approval of job descriptions as submitted
2. Implementation of Salary Modifications
  - A. Based on market data alone and then organizing clustered positions into a hierarchy, Option 1 is recommended.
  - B. Based on the Board's determination that an internal hierarchy exists and the Board's determination of that hierarchy, Option 2 is recommended.

## Appendix A

### ***Appointed Department head hierarchy review matrix***

<b>Department Name</b>	<b>Size of Dept. (# of supervised FTEs) - 5 pts max.</b>	<b>Influence on/ Input to other County departments &amp; local agencies (5 pts max)</b>	<b>Complexity of budget (6 pts max)</b>	<b>Liability/impact to County/Community (5 pts max)</b>	<b>Total points (21 pts max)</b>
	1-6 (2 points)	0.5 pts/dept up to 10 depts. (5 pts.)	# of budgets >4 (2 pts)	(1 pt) minor	
	7-12 (3 pts)		Total of all budgets >\$1M (2 pts)	(3 pts) medium	
	>12 (5 pts)		Grant admin (regular function) (2 pts)	(5 pts) major	
Building					<b>0</b>
Comptroller					<b>0</b>
Court Administrator					<b>0</b>
Court Services					<b>0</b>
Fac/Parks/Rec/Cmty					<b>0</b>
HR					<b>0</b>
Juv Prob/Det					<b>0</b>
Library					<b>0</b>
Museum					<b>0</b>
Planning					<b>0</b>
Road					<b>0</b>
Social Services					<b>0</b>

**Notes:**

Influence on other departments: regular communication/interaction; input required on actions of another department or local agency

Complexity of budget: consideration given to depts. with external funding sources (usually grants) requiring separate budget submittal

Liability: consideration to be given to potential exposure and fines and degree of severity of lawsuit

## Appendix A

### ***Appointed Department head hierarchy review matrix***

Department Name	Size of Dept. (# of supervised FTEs) - 5 pts max.	Influence on/ Input to other County departments & local agencies (5 pts max)	Complexity of budget (6 pts max)	Liability/impact to County/Community (5 pts max)	Total points (21 pts max)	
	1-6 (2 points)	0.5 pts/dept up to 10 depts. (5 pts.)	# of budgets >4 (2 pts)	(1 pt) minor		
	7-12 (3 pts)		Total of all budgets >\$1M (2 pts)	(3 pts) medium		
	>12 (5 pts)		Grant admin (regular function) (2 pts)	(5 pts) major		
Library	2	0	0	1	<b>3</b>	D1
Museum	2	0	0	1	<b>3</b>	D1
Building	2	1	0	1	<b>4</b>	D1
Court Services	2	1.5	0	1	<b>4.5</b>	D1
Court Administrator	2	3	0	1	<b>6</b>	D1
Planning	2	2	0	3	<b>7</b>	D1
HR	0	5	0	5	<b>10</b>	D2
Juv Prob/Det	5	1	2	3	<b>11</b>	D2
Social Services	2	2	6	3	<b>13</b>	D2
Roads	5	1.5	4	5	<b>15.5</b>	D3
Fac/Park/Rec/cemty	5	5	4	1	<b>15</b>	D3
Comptroller	2	5	6	5	<b>18</b>	D4

**Notes:**

Influence on other departments: regular communication/interaction; input required on actions of another department or local agency

Complexity of budget: consideration given to depts. with external funding sources (usually grants) requiring separate budget submittal

Liability: consideration to be given to potential exposure and fines and degree of severity of lawsuit

# Master Market Data

## Compensation Study

### Department Heads

Last Updated 10/5/15  
Geof Stark

# Building Official

Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$73,050</b>	<b>\$85,644</b>	<b>\$98,238</b>	<b>Churchill County</b>	Building Official
			Carson City	No Classification
\$69,160	\$82,056	\$94,952	Douglas County	Building Official
\$63,000	\$78,500	\$94,000	Elko County	Building Official
\$73,369	\$86,709	\$100,049	Humboldt County	Building Official
\$65,967	\$82,396	\$98,824	Lyon County	Community Development Dir.
			Nye County	No Classification
\$52,451	\$65,626	\$78,801	State Nevada	Chief Bldg Inspector
\$68,744	\$79,030	\$89,315	Washoe County	Deputy Building Official
<b>\$65,449</b>	<b>\$79,053</b>	<b>\$92,657</b>	Local - no Churchill	7.70%
	<b>\$38.01</b>			
<b>\$66,534</b>	<b>\$79,994</b>	<b>\$93,454</b>	<b>Local - w/Churchill</b>	

# Chief Juvenile Probation Officer

Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$76,752</b>	<b>\$89,981</b>	<b>\$103,210</b>	<b>Churchill County</b>	Chief JPO
\$87,452	\$113,688	\$139,923	Carson City	Chief JPO
\$82,243	\$97,552	\$112,861	Douglas County	Chief JPO
\$78,000	\$90,500	\$103,000	Elko County	Chief JPO
\$83,017	\$98,583	\$114,149	Humboldt County	Chief JPO
\$56,555	\$68,734	\$80,912	Nye County	Chief JPO
\$65,967	\$82,396	\$98,824	Lyon County	Chief JPO
	\$95,208		State Nevada	Deputy Div. Administrator
\$95,909	\$110,292	\$124,675	Washoe County	Division Dir. Juvenile Svcs
<b>\$78,449</b>	<b>\$94,619</b>	<b>\$110,621</b>	Local - no Churchill	-5.15%
	<b>\$45.49</b>			
<b>\$78,237</b>	<b>\$94,104</b>	<b>\$109,694</b>	<b>Local - w/Churchill</b>	

# Comptroller

## Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$86,840</b>	<b>\$101,806</b>	<b>\$116,771</b>	<b>Churchill County</b>	Comptroller
\$96,197	\$125,056	\$153,915	Carson City	Finance Director
\$86,382	\$102,482	\$118,581	Douglas County	ACM/CFO
\$100,000	\$116,000	\$132,000	Elko County	ACM/CFO
\$97,124	\$110,479	\$123,833	Humboldt County	Comptroller/Auditor
\$65,967	\$82,396	\$98,824	Lyon County	Comptroller
\$80,912	\$98,342	\$115,773	Nye County	Comptroller
	\$95,208		State Nevada	Chief Deputy Controller
\$102,565	\$117,957	\$133,349	Washoe County	County Comptroller
<b>\$89,878</b>	<b>\$105,990</b>	<b>\$125,182</b>	Local - no Churchill	-4.11%
	<b>\$50.96</b>			
<b>\$89,498</b>	<b>\$105,525</b>	<b>\$124,131</b>	<b>Local - w/Churchill</b>	

# County Manager

## Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$105,789</b>	<b>\$124,031</b>	<b>\$142,272</b>	<b>Churchill County</b>	County Manager
\$140,000	\$160,000	\$180,000	Carson City	City Manager
\$135,013	\$160,014	\$185,016	Douglas County	County Manager
\$105,000	\$124,786	\$144,571	Elko County	County Manager
\$115,000	\$130,000	\$145,000	Humboldt County	County Administrator
\$96,413	\$110,622	\$124,830	Lyon County	County Manager
	\$121,867		Nye County	County Manager
	\$113,153		State Nevada	Director, Administration
\$127,816	\$146,859	\$165,901	Washoe County	Assistant County Manager
<b>\$119,874</b>	<b>\$133,413</b>	<b>\$157,553</b>	Local - no Churchill	-7.56%
	<b>\$64.14</b>			
<b>\$117,862</b>	<b>\$132,370</b>	<b>\$155,370</b>	<b>Local - w/Churchill</b>	

# Court Administrator

Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$67,808</b>	<b>\$79,519</b>	<b>\$91,229</b>	<b>Churchill County</b>	Court Administrator
\$87,452	\$113,688	\$139,923	Carson City	Court Administrator
\$82,243	\$97,552	\$112,861	Douglas County	Court Administrator
			Elko County	No Class in D.C.
			Humboldt County	No Class in D.C.
\$57,325	\$70,169	\$83,013	Lyon County	Court Administrator
\$51,064	\$59,103	\$67,142	Nye County	Dist Court Supv/Admin Legal Secretary
	\$94,711		State Nevada	Deputy Court Administrator
\$75,920	\$93,018	\$110,115	Washoe County	Assistant District Court Administrator
<b>\$70,801</b>	<b>\$88,040</b>	<b>\$102,611</b>	Local - no Churchill	-10.72%
	<b>\$42.33</b>			
<b>\$70,302</b>	<b>\$86,823</b>	<b>\$100,714</b>	<b>Local - w/Churchill</b>	

# Human Resources Director

Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$74,880</b>	<b>\$87,787</b>	<b>\$100,693</b>	<b>Churchill County</b>	Human Resources Director
\$96,197	\$125,056	\$153,915	Carson City	Human Resources Director
\$70,928	\$84,126	\$97,323	Douglas County	Human Resources Manager
\$65,000	\$78,500	\$92,000	Elko County	Human Resources Director
			Humboldt County	No Classification
\$65,967	\$82,396	\$98,824	Lyon County	Human Resources Director
\$59,550	\$72,363	\$85,176	Nye County	Human Resources Manager
	\$77,762		State Nevada	Div Deputy Admr HR
\$87,485	\$100,558	\$113,630	Washoe County	HR Admin Mgr
<b>\$74,188</b>	<b>\$88,680</b>	<b>\$106,811</b>	Local - no Churchill	-1.02%
	<b>\$42.63</b>			
<b>\$74,287</b>	<b>\$88,568</b>	<b>\$105,937</b>	<b>Local - w/Churchill</b>	

# Library Director

## Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$57,013</b>	<b>\$66,883</b>	<b>\$76,752</b>	<b>Churchill County</b>	Library Director
\$96,197	\$125,056	\$153,915	Carson City	Library Director
\$74,506	\$88,379	\$102,253	Douglas county	Library Director
\$65,000	\$78,000	\$91,000	Elko County	Library Director
\$80,039	\$94,666	\$109,293	Humboldt County	Library Director
\$65,967	\$82,396	\$98,824	Lyon County	Library Director
			Nye County	No Classification
\$52,451	\$65,626	\$78,801	State Nevada	Asst Administrator - St Library Svcs
\$73,466	\$84,480	\$95,493	Washoe County	Assistant Library Director
<b>\$70,580</b>	<b>\$88,372</b>	<b>\$100,791</b>	Local - no Churchill	-32.13%
	<b>\$42.49</b>			
<b>\$70,580</b>	<b>\$85,686</b>	<b>\$100,791</b>	<b>Local - w/Churchill</b>	

# Planning Director

## Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$78,666</b>	<b>\$92,228</b>	<b>\$105,789</b>	<b>Churchill County</b>	Planning Director
\$96,197	\$125,056	\$153,915	Carson City	Planning Director
\$70,928	\$84,126	\$97,323	Douglas County	Planning Manager
			Elko County	No Classification
\$73,369	\$86,709	\$100,049	Humboldt County	Planning Director
\$65,967	\$82,396	\$98,824	Lyon County	Community Development Dir
\$89,648	\$108,961	\$128,274	Nye County	Planning Director
\$54,894	\$68,727	\$82,560	State Nevada	Chief of Planning & Dev (State Parks)
\$73,466	\$84,480	\$95,493	Washoe County	Planning Manager
<b>\$75,392</b>	<b>\$91,493</b>	<b>\$107,778</b>	Local - no Churchill	0.80%
	<b>\$43.99</b>			
<b>\$75,392</b>	<b>\$91,585</b>	<b>\$107,778</b>	<b>Local - w/Churchill</b>	

# Social Services Director

Public Sector - Local Area

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Entity Title</u>
<b>\$61,402</b>	<b>\$72,031</b>	<b>\$82,659</b>	<b>Churchill County</b>	Social Services Director
\$96,197	\$125,056	\$153,915	Carson City	Health & Human Svcs Director
\$55,370	\$65,697	\$76,024	Douglas County	Manager Social Services
\$65,000	\$78,500	\$92,000	Elko County	Social Svcs Dir
			Humboldt County	No Classification
\$65,967	\$82,396	\$98,824	Lyon County	Human Services Director
\$56,555	\$68,734	\$80,912	Nye County	Human Svcs Manager
	\$95,208		State Nevada	Deputy Director - Programs
\$96,907	\$111,457	\$126,006	Washoe County	Div. Director Social Services
<b>\$72,666</b>	<b>\$89,578</b>	<b>\$104,614</b>	Local - no Churchill	-24.36%
	<b>\$43.07</b>			
<b>\$71,057</b>	<b>\$87,385</b>	<b>\$101,477</b>	<b>Local - w/Churchill</b>	

## Implementation Options

### Option #1

Use market data to find an average for the clustered positions  
Set more complex positions higher and less complex lower

Position	Midpoint	"Hourly"	Current vs. Market	Current Range	Range by Data	Group Avg.	Recom. Range
County Manager	\$133,413	\$64.14	-7.56%	86	89	<b>\$64.14</b>	<b>89</b>
Comptroller	\$105,990	\$50.96	-4.11%	78	80		<b>80</b>
Chief JPO	\$94,619	\$45.49	-5.15%	73	75		<b>76</b>
Road Supervisor	Inconsistent Data			72			
Director of Parks, Rec, Facilities	No Data Collected			76			
Building Official	\$79,053	\$38.01	7.70%	71	68	<b>\$42.08</b>	<b>72</b>
Court Administrator	\$88,040	\$42.33	-10.72%	68	72		
HR Director	\$88,680	\$42.63	-1.02%	72	72		
Library Director	\$88,372	\$42.49	-32.13%	61	72		
Planning Director	\$91,493	\$43.99	0.80%	74	74		
Museum Director	No Data Collected			64			
Social Services Director	\$89,578	\$43.07	-24.36%	64	73		
Court Services Director	No Data Collected			64			<b>64</b>

### Option #2

Use hierarchy matrix to determine different D-Head levels  
Use market data for level D1 to determine the "benchmark" for other levels; set other levels at 4-grade separations  
County Manager grade determined by market data

Position	Current Range	New Range	Matrix Level
County Manager	86	89	<b>E</b>
Comptroller	78	84	<b>D4</b>
Director of Parks, Rec, Facilities	76	80	<b>D3</b>
Road Supervisor	72	80	<b>D3</b>
Chief JPO	73	76	<b>D2</b>
Social Services Director	64	76	<b>D2</b>
HR Director	72	76	<b>D2</b>
Planning Director	74	72	<b>D1</b>
Library Director	61	72	<b>D1</b>
Museum Director	64	72	<b>D1</b>
Court Administrator	68	72	<b>D1</b>
Building Official	71	72	<b>D1</b>
Court Services Director	64	72	<b>D1</b>

\$41.70 Midpoint Average for D1

## Implementation Options

### **Option #3**

Use market data and implement straight across for all positions with market data.  
Those positions without market data would be aligned

<b>Position</b>	<b>Midpoint</b>	<b>"Hourly"</b>	<b>Current Range</b>	<b>Range by Data</b>	<b>New Range</b>
County Manager	\$133,413	\$64.14	86	89	<b>89</b>
Comptroller	\$105,990	\$50.96	78	80	<b>78</b>
Chief JPO	\$94,619	\$45.49	73	75	<b>75</b>
Director of Parks, Rec, Facilities	No Data Collected		76	75	<b>75</b>
Road Supervisor	Inconsistent Data		72	75	<b>75</b>
Planning Director	\$91,493	\$43.99	74	74	<b>74</b>
Social Services Director	\$89,578	\$43.07	64	73	<b>73</b>
Court Administrator	\$88,040	\$42.33	68	72	<b>72</b>
HR Director	\$88,680	\$42.63	72	72	<b>72</b>
Library Director	\$88,372	\$42.49	61	72	<b>72</b>
Museum Director	No Data Collected		64	72	<b>72</b>
Building Official	\$79,053	\$38.01	71	68	<b>68</b>
Court Services Director	No Data Collected		64	64	<b>64</b>

### **Option #4**

Place all department heads at same level based on mean of midpoints  
Set County Manager based on market data

<b>Position</b>	<b>Avg.</b>	<b>Recom. Range</b>
County Manager	\$64.14	89
All appointed D-Heads	\$43.62	73

**Option 1 Implementation Costs**

Dept.	EE #	Grade	Step	Job Title	Hourly	Hire Date	New Title	New Grade	New Step	New Hourly	Hourly Difference	Annual Difference
Building	1722	71	13	BUILDING OFFICIAL	\$ 47.58	5/30/1996	Building Official	72	13	\$48.77	\$1.19	\$ 2,475.20
Comptroller	1494	78	13	COMPTROLLER	\$ 56.56	6/15/1992	Comptroller/Chief Financial Officer?	80	13	\$59.42	\$2.86	\$ 5,948.80
County Manager	2047	86	10	COUNTY MANAGER	\$ 63.99	3/3/1997	County Manager	89	10	\$68.91	\$4.92	\$ 10,233.60
Court Services	991	64	9	COURT SERVICES DIRECTOR	\$ 36.26	2/16/1990	Director Court Services	64	9	\$36.26	\$0.00	\$ -
District Court	8138	68	9	COURT ADMINISTRATOR	\$ 40.03	3/16/2011	Court Administrator	72	9	\$44.19	\$4.16	\$ 8,652.80
Facilities, Parks & Rec	2619	76	7	FACILITIES, PARKS & REC DIRECTOR	\$ 46.42	2/27/2001	Director Facilities, Parks & Recreation	76	7	\$46.42	\$0.00	\$ -
Human Resources	5406	72	13	HUMAN RESOURCES DIRECTOR	\$ 48.77	6/3/1996	Director Human Resources	72	13	\$48.77	\$0.00	\$ -
Juvenile Probation	5054	73	10	CHIEF JUVENILE PROBATION OFFICER	\$ 46.42	7/12/1993	Chief Juvenile Probation Officer	76	10	\$49.99	\$3.57	\$ 7,425.60
Library	1265	61	4	LIBRARY DIRECTOR	\$ 29.78	8/31/2012	Director Library	72	4	\$39.05	\$9.27	\$ 19,281.60
Museum		64	1	MUSEUM DIRECTOR	\$ 29.78	11/1/2015	Director Museum	72	1	\$36.26	\$6.48	\$ 13,478.40
Planning	1281	74	4	PLANNING DIRECTOR	\$ 41.03	11/27/2012	Director Planning	74	4	\$41.03	\$0.00	\$ -
Road	32	72	5	ROAD SUPERVISOR	\$ 40.03	6/20/1988	Road Supervisor	76	5	\$44.19	\$4.16	\$ 8,652.80
Social Services	8300	64	10	SOCIAL SERVICES DIRECTOR	\$ 37.17	9/8/2003	Director Social Services	72	10	\$45.29	\$8.12	\$ 16,889.60
												<b>\$ 93,038.40</b>

PERS (28.5%) and Medicare (1.45%) \$27,865.00  
**Total \$120,903.40**

Implement 11/9/15 \$57,254.40  
PERS (28.5%) and Medicare (1.45%) \$17,147.69  
**Total \$74,402.09**

### Option 2 Implementation Costs

Dept.	EE #	Grade	Step	Job Title	Hourly	Hire Date	New Title	New Grade	New Step	New Hourly	Hourly Difference	Annual Difference
Building	1722	71	13	BUILDING OFFICIAL	\$ 47.58	5/30/1996	Building Official	72	13	\$48.77	\$1.19	\$ 2,475.20
Comptroller	1494	78	13	COMPTROLLER	\$ 56.56	6/15/1992	Comptroller/Chief Financial Officer?	84	13	\$65.59	\$9.03	\$ 18,782.40
County Manager	2047	86	10	COUNTY MANAGER	\$ 63.99	3/3/1997	County Manager	89	10	\$68.91	\$4.92	\$ 10,233.60
Court Services	991	64	9	COURT SERVICES DIRECTOR	\$ 36.26	2/16/1990	Director Court Services	72	9	\$44.19	\$7.93	\$ 16,494.40
District Court	8138	68	9	COURT ADMINISTRATOR	\$ 40.03	3/16/2011	Court Administrator	72	9	\$44.19	\$4.16	\$ 8,652.80
Facilities, Parks & Rec	2619	76	7	FACILITIES, PARKS & REC DIRECTOR	\$ 46.42	2/27/2001	Director Facilities, Parks & Recreation	80	7	\$51.24	\$4.82	\$ 10,025.60
Human Resources	5406	72	13	HUMAN RESOURCES DIRECTOR	\$ 48.77	6/3/1996	Director Human Resources	76	13	\$53.83	\$5.06	\$ 10,524.80
Juvenile Probation	5054	73	10	CHIEF JUVENILE PROBATION OFFICER	\$ 46.42	7/12/1993	Chief Juvenile Probation Officer	76	10	\$49.99	\$3.57	\$ 7,425.60
Library	1265	61	4	LIBRARY DIRECTOR	\$ 29.78	8/31/2012	Director Library	72	4	\$39.05	\$9.27	\$ 19,281.60
Museum		64	1	MUSEUM DIRECTOR	\$ 29.78	11/1/2015	Director Museum	72	1	\$36.26	\$6.48	\$ 13,478.40
Planning	1281	74	4	PLANNING DIRECTOR	\$ 41.03	11/27/2012	Director Planning	74	4	\$41.03	\$0.00	\$ -
Road	32	72	5	ROAD SUPERVISOR	\$ 40.03	6/20/1988	Road Supervisor	80	5	\$51.24	\$11.21	\$ 23,316.80
Social Services	8300	64	10	SOCIAL SERVICES DIRECTOR	\$ 37.17	9/8/2003	Director Social Services	76	10	\$49.99	\$12.82	\$ 26,665.60
												<b>\$ 167,356.80</b>

PERS (28.5%) and Medicare (1.45%) \$50,123.36  
**Total \$217,480.16**

Implement 11/9/15 \$102,988.80  
PERS (28.5%) and Medicare (1.45%) \$30,845.15  
**Total \$133,833.95**

### Option 3 Implementation Costs

Dept.	EE #	Grade	Step	Job Title	Hourly	Hire Date	New Title	New Grade	New Step	New Hourly	Hourly Difference	Annual Difference
Building	1722	71	13	BUILDING OFFICIAL	\$ 47.58	5/30/1996	Building Official	71	13	\$47.58	\$0.00	\$ -
Comptroller	1494	78	13	COMPTROLLER	\$ 56.56	6/15/1992	Comptroller/Chief Financial Officer?	78	13	\$56.56	\$0.00	\$ -
County Manager	2047	86	10	COUNTY MANAGER	\$ 63.99	3/3/1997	County Manager	89	10	\$68.91	\$4.92	\$ 10,233.60
Court Services	991	64	9	COURT SERVICES DIRECTOR	\$ 36.26	2/16/1990	Director Court Services	64	9	\$36.26	\$0.00	\$ -
District Court	8138	68	9	COURT ADMINISTRATOR	\$ 40.03	3/16/2011	Court Administrator	72	9	\$44.19	\$4.16	\$ 8,652.80
Facilities, Parks & Rec	2619	76	7	FACILITIES, PARKS & REC DIRECTOR	\$ 46.42	2/27/2001	Director Facilities, Parks & Recreation	76	7	\$46.42	\$0.00	\$ -
Human Resources	5406	72	13	HUMAN RESOURCES DIRECTOR	\$ 48.77	6/3/1996	Director Human Resources	72	13	\$48.77	\$0.00	\$ -
Juvenile Probation	5054	73	10	CHIEF JUVENILE PROBATION OFFICER	\$ 46.42	7/12/1993	Chief Juvenile Probation Officer	75	10	\$48.77	\$2.35	\$ 4,888.00
Library	1265	61	4	LIBRARY DIRECTOR	\$ 29.78	8/31/2012	Director Library	72	4	\$39.05	\$9.27	\$ 19,281.60
Museum		64	1	MUSEUM DIRECTOR	\$ 29.78	11/1/2015	Director Museum	72	1	\$36.26	\$6.48	\$ 13,478.40
Planning	1281	74	4	PLANNING DIRECTOR	\$ 41.03	11/27/2012	Director Planning	74	4	\$41.03	\$0.00	\$ -
Road	32	72	5	ROAD SUPERVISOR	\$ 40.03	6/20/1988	Road Supervisor	75	5	\$43.11	\$3.08	\$ 6,406.40
Social Services	8300	64	10	SOCIAL SERVICES DIRECTOR	\$ 37.17	9/8/2003	Director Social Services	73	10	\$46.42	\$9.25	\$ 19,240.00
												<b>\$ 82,180.80</b>

PERS (28.5%) and Medicare (1.45%) \$24,613.15  
**Total \$106,793.95**

Implement 11/9/15 \$50,572.80  
PERS (28.5%) and Medicare (1.45%) \$15,146.55  
**Total \$65,719.35**

**Option 4 Implementation Costs**

Dept.	EE #	Grade	Step	Job Title	Hourly	Hire Date	New Title	New Grade	New Step	New Hourly	Hourly Difference	Annual Difference
Building	1722	71	13	BUILDING OFFICIAL	\$ 47.58	5/30/1996	Building Official	73	13	\$49.99	\$2.41	\$ 5,012.80
Comptroller	1494	78	13	COMPTROLLER	\$ 56.56	6/15/1992	Comptroller/Chief Financial Officer?	78	13	\$56.56	\$0.00	\$ -
County Manager	2047	86	10	COUNTY MANAGER	\$ 63.99	3/3/1997	County Manager	89	10	\$68.91	\$4.92	\$ 10,233.60
Court Services	991	64	9	COURT SERVICES DIRECTOR	\$ 36.26	2/16/1990	Director Court Services	73	9	\$45.29	\$9.03	\$ 18,782.40
District Court	8138	68	9	COURT ADMINISTRATOR	\$ 40.03	3/16/2011	Court Administrator	73	9	\$45.29	\$5.26	\$ 10,940.80
Facilities, Parks & Rec	2619	76	7	FACILITIES, PARKS & REC DIRECTOR	\$ 46.42	2/27/2001	Director Facilities, Parks & Recreation	76	7	\$46.42	\$0.00	\$ -
Human Resources	5406	72	13	HUMAN RESOURCES DIRECTOR	\$ 48.77	6/3/1996	Director Human Resources	73	13	\$49.99	\$1.22	\$ 2,537.60
Juvenile Probation	5054	73	10	CHIEF JUVENILE PROBATION OFFICER	\$ 46.42	7/12/1993	Chief Juvenile Probation Officer	73	10	\$46.42	\$0.00	\$ -
Library	1265	61	4	LIBRARY DIRECTOR	\$ 29.78	8/31/2012	Director Library	73	4	\$40.03	\$10.25	\$ 21,320.00
Museum		64	1	MUSEUM DIRECTOR	\$ 29.78	11/1/2015	Director Museum	73	1	\$37.17	\$7.39	\$ 15,371.20
Planning	1281	74	4	PLANNING DIRECTOR	\$ 41.03	11/27/2012	Director Planning	74	4	\$41.03	\$0.00	\$ -
Road	32	72	5	ROAD SUPERVISOR	\$ 40.03	6/20/1988	Road Supervisor	73	5	\$41.03	\$1.00	\$ 2,080.00
Social Services	8300	64	10	SOCIAL SERVICES DIRECTOR	\$ 37.17	9/8/2003	Director Social Services	73	10	\$46.42	\$9.25	\$ 19,240.00
												<b>\$ 105,518.40</b>

PERS (28.5%) and Medicare (1.45%) \$31,602.76  
**Total \$137,121.16**

Implement 11/9/15 \$64,934.40  
PERS (28.5%) and Medicare (1.45%) \$19,447.85  
**Total \$84,382.25**





**Churchill County, NV  
Grade and Step Pay Plan (15-16)**

Step	1	2	3	4	5	6	7	8	9	10	11	12	13
Grade													
69	\$33.68	\$34.52	\$35.38	\$36.26	\$37.17	\$38.10	\$39.05	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29
	\$70,054	\$71,802	\$73,590	\$75,421	\$77,314	\$79,248	\$81,224	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203
70	\$34.52	\$35.38	\$36.26	\$37.17	\$38.10	\$39.05	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42
	\$71,802	\$73,590	\$75,421	\$77,314	\$79,248	\$81,224	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554
71	\$35.38	\$36.26	\$37.17	\$38.10	\$39.05	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58
	\$73,590	\$75,421	\$77,314	\$79,248	\$81,224	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966
72	\$36.26	\$37.17	\$38.10	\$39.05	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77
	\$75,421	\$77,314	\$79,248	\$81,224	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442
73	\$37.17	\$38.10	\$39.05	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99
	\$77,314	\$79,248	\$81,224	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979
74	\$38.10	\$39.05	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24
	\$79,248	\$81,224	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579
75	\$39.05	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52
	\$81,224	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242
76	\$40.03	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83
	\$83,262	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966
77	\$41.03	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18
	\$85,342	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774
78	\$42.06	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56
	\$87,485	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645
79	\$43.11	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97
	\$89,669	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578
80	\$44.19	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42
	\$91,915	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594
81	\$45.29	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91
	\$94,203	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693
82	\$46.42	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43
	\$96,554	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854
83	\$47.58	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99
	\$98,966	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099
84	\$48.77	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99	\$65.59
	\$101,442	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099	\$136,427
85	\$49.99	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99	\$65.59	\$67.23
	\$103,979	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099	\$136,427	\$139,838
86	\$51.24	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99	\$65.59	\$67.23	\$68.91
	\$106,579	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099	\$136,427	\$139,838	\$143,333
87	\$52.52	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99	\$65.59	\$67.23	\$68.91	\$70.63
	\$109,242	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099	\$136,427	\$139,838	\$143,333	\$146,910
88	\$53.83	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99	\$65.59	\$67.23	\$68.91	\$70.63	\$72.40
	\$111,966	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099	\$136,427	\$139,838	\$143,333	\$146,910	\$150,592
89	\$55.18	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99	\$65.59	\$67.23	\$68.91	\$70.63	\$72.40	\$74.21
	\$114,774	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099	\$136,427	\$139,838	\$143,333	\$146,910	\$150,592	\$154,357
90	\$56.56	\$57.97	\$59.42	\$60.91	\$62.43	\$63.99	\$65.59	\$67.23	\$68.91	\$70.63	\$72.40	\$74.21	\$76.07
	\$117,645	\$120,578	\$123,594	\$126,693	\$129,854	\$133,099	\$136,427	\$139,838	\$143,333	\$146,910	\$150,592	\$154,357	\$158,226

APPROVED BY: \_\_\_\_\_

CHAIR, Board of Commissioners

EFFECTIVE 7/1/15



## Office of the Churchill County Manager

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### MEMORANDUM

**TO:** Honorable County Commissioners

**FROM:** Eleanor Lockwood, County Manager 

**DATE:** October 5 2015

**Re:** Early Retirement Incentive Policy proposed amendments

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The attached document includes proposed amendments to the Early Retirement Incentive Policy to address comments and concerns raised by the Board while reviewing applications for these incentives. The primary concerns include:

- Clarification re how financial savings are calculated and realized.
- The need for stronger criteria and eligibility requirements and fewer allowances for a waiver.
- The need to expedite the time when an application is received by the County Manager and presented to the Board
- Clarification re the use of Annual leave and Sick leave conversions
- Clarification re the employee's responsibility to purchase PERS service credits

Other proposed changes include the following:

- Require an employee to pay 50% of the cost, beginning with year one.
- Require all participating employees to sign a liability waiver and release.
- The county will not purchase credit that exceeds 30 years of PERS service.
- Specifies that, if an employee has already purchased PERS time, that previous purchase may be applied to the employee's contribution to the program.
- Specifies that, if an employee has already purchased the maximum allowed PERS service, said employee may receive direct payment from the county for the portion the county would have purchased.

The purpose of discussing these proposed amendments is to ensure the amendments address the Board's concerns and to provide adequate notice to employees of potential changes. Any changes to this policy will be brought to the Board at a regular meeting for approval.

Thank you.

CHURCHILL COUNTY POLICY  
RETIREMENT INCENTIVE PLAN AND  
SEPARATION INCENTIVE PLAN

**PURPOSE**

The purpose of these separation plans is to encourage eligible employees to volunteer to retire from the county's employ upon meeting certain criteria. **The plans should facilitate retirement** for certain employees eligible under Nevada Revised Statues, and at the same time **result in salary financial savings** to the county.

**GENERAL PROVISIONS for ALL Participants (Retirement Incentive Plan and Separation Incentive Plan)**

These programs are voluntary and subject to periodic review by the board of county commissioners.

Any employee applying for participation in the Retirement Incentive Plan or the Separation Incentive Plan must submit to the County Manager, with thean application; and a letter of resignation contingent upon approval of the application by the board of county commissioners. The County Manager will review the application and bring it before the board of county commissioners within 60 calendar days of receipt.

~~Applications for these incentives must be submitted to the county manager by December 15 of the Fiscal Year (FY) year prior to the FY of the employee's proposed retirement date. This will allow for adequate review and budgeting. Exceptions for the December 15 deadline may be made in cases of disability retirement through the Separation Incentive Plan.~~

~~Once the application is approved by the board if there are Due to unforeseen extraordinary circumstances, upon making a written request to the county manager, such as death of a spouse or a financial crisis, an employee may withdraw his/her application from the Retirement Incentive Plan or the Separation Incentive Plan. Such request withdrawal must be submitted in writing to the county manager with an explanation of the extraordinary circumstance. A withdrawal may only be granted if the request is made and approved prior to the county's purchase of PERS retirement credit on behalf of the employee.~~

Each application is subject to review to determine the salary savings and financial advantage to the county. Financial advantage to the county will be determined by calculating salary and PERS savings over a three (3) year period on a direct replacement method, with the assumption that a new employee would be hired at the first step of the pay range. Any such cost savings must be no less than 75% of the cost to the county of the purchase of service credit in order for the request to be forwarded to the Board of County Commissioners for consideration. The board of county commissioners retains the option to reject any or all requests to participate if it is not deemed to be advantageous to the county.

Any employee who is approved for either plan will be required to sign a liability waiver and release before the purchase of PERS retirement credit on behalf of the employee is made by the county.

The board of county commissioners will review all applications and make a recommendation in a timely manner so that adequate funding is provided for in the next FY budget.

The board of county commissioners retains the option to waive any of the requirements under this policy if, in the opinion of the board, there are extenuating circumstances.

**I. Eligibility Requirements under Retirement Incentive Plan (RIP):**

a. An application in the RIP is to be submitted no less than four (4) months and no more than twelve (12) months prior to the employee's proposed retirement date.

~~a.b.~~ An employee enrolled in Regular PERS must be eligible to retire with thirty (30) years of retirement credit under the provisions of the Public Employees Retirement System of Nevada (PERS) as a result of the county's participation in this retirement plan. The county ~~may~~ will not participate in the purchase of retirement credit that places the employee in excess of thirty (30) years in PERS.

~~b.c.~~ An employee enrolled in Law Enforcement PERS must be eligible to retire with twenty-five (25) years of law enforcement retirement credit under the provisions of the Public Employees Retirement System of Nevada (PERS) as a result of the county's participation in this retirement plan. The county ~~may~~ will not participate in the purchase of retirement credit that places the employee in excess of thirty (30) ~~twenty-five (25)~~ law enforcement years in PERS.

~~e.d.~~ The county will participate in the purchase of retirement credit of up to three (3) years under the following schedule: ~~the first year at 100% purchase by the county; any subsequent time~~ all time at 50% purchase by the county and 50% by the employee.

~~d.e.~~ A Regular PERS employee must have completed twenty-five (25) years of service with the county to be eligible for application. A Law Enforcement PERS employee must have completed twenty (20) years of law enforcement service with the county to be eligible for application.

~~e.f.~~ The employee would no longer be eligible for PERS-eligible employment for Churchill County.

~~f.g.~~ The county will transfer funds for the county's portion of the purchase of retirement credit directly to PERS or to the employee if they have already purchased the maximum allowed PERS service credit.

h. The cost of purchase of retirement service credit will be calculated in accordance with the policies and regulations of PERS in effect at the time of purchase.

~~f.i.~~ The employee's portion must be paid by the employee either as an employee purchase agreement with PERS or by directly rolling over money from an employee's 457

deferred compensation account to PERS. The employee's portion of the purchase may have been made prior the employee's application to participate in the RIP. Said employee's purchase must occur prior the county executing its portion of the purchase. The employee may not use money prospectively from the employee's payout of unused vacation and sick leave accruals upon retirement. In no circumstances will the county pay the employee's portion on the employee's behalf.

- ~~h. The total number of county employees approved for this plan in a given year will be limited to 2% of the total number of county employees enrolled in PERS. In the event that the number of applicants exceeds 2% in any year, in the county will order the applicants by seniority to determine eligibility.~~

## **II. Eligibility Requirements under Separation Incentive Plan (SIP):**

The Separation Incentive Plan affords an incentive for a disability retirement to those persons qualifying as follows:

- a. The employee must have completed fifteen (15) years of service with the county and qualify for a disability retirement under the PERS program in order to be eligible for application.
- b. The county will participate in the purchase of retirement credit of up to three (3) years under the following schedule: ~~the first year at 100% purchase by the county; any subsequent time~~ all time at 50% purchase by the county and 50% by the employee.
- c. The employee would no longer be eligible for PERS-eligible employment for Churchill County.
- d. The county will transfer funds for the county's portion of the purchase of retirement credit directly to PERS.
- e. The cost of purchase of retirement service credit will be calculated in accordance with the policies and regulations of the PERS in effect at the time of purchase.
- ~~e.f.~~ The employee's portion must be paid by the employee either as an employee purchase agreement with PERS or by directly rolling over money from an employee's 457 deferred compensation account to PERS. The employee's portion of the purchase may have been made prior the employee's application to participate in the SIP. Said employee's purchase must occur prior the county executing its portion of the purchase. The employee may not use money prospectively from the employee's payout of unused vacation and sick leave accruals upon retirement. In no circumstances will the county pay the employee's portion on the employee's behalf.

Adopted this 21<sup>st</sup> ~~2<sup>nd</sup>~~-day of ~~April~~ October, 2015.

\_\_\_\_\_  
Chair, Board of County Commissioners

***Appointed Department head hierarchy review matrix***

Department Name	Size of Dept. (# of supervised FTEs) - 5 pts max.	Influence on/ Input to other County departments & local agencies (5 pts max)	Complexity of budget (6 pts max)	Liability/impact to County/Community (5 pts max)	Total points (21 pts max)
	1-6 (2 points)	0.5 pts/dept up to 10 depts. (5 pts.)	# of budgets >4 (2 pts)	(1 pt) minor	
	7-12 (3 pts)		Total of all budgets >\$1M (2 pts)	(3 pts) medium	
	>12 (5 pts)		Grant admin (regular function) (2 pts)	(5 pts) major	
Building					0
Comptroller					0
Court Administrator					0
Court Services					0
Fac/Parks/Rec/Cmty					0
HR					0
Juv Prob/Det					0
Library					0
Museum					0
Planning					0
Road					0
Social Services					0

**Notes:**

Influence on other departments: regular communication/interaction;input required on actions of another department or local agency

Complexity of budget: consideration given to depts. with external funding sources (usually grants) requiring separate budget submittal

Liability: consideration to be given to potential exposure and fines and degree of severity of lawsuit

**Appointed Department head hierarchy review matrix**

Department Name	Size of Dept. (# of supervised FTEs) - 5 pts max.	Influence on/ Input to other County departments & local agencies (5 pts max)	Complexity of budget (6 pts max)	Liability/impact to County/Community (5 pts max)	Total points (21 pts max)
	1-6 (2 points)	0.5 pts/dept up to 10 depts. (5 pts.)	# of budgets >4 (2 pts)	(1 pt) minor	
	7-12 (3 pts)		Total of all budgets >\$1M (2 pts)	(3 pts) medium	
	>12 (5 pts)		Grant admin (regular function) (2 pts)	(5 pts) major	
Library	2	0	0	1	3
Museum	2	0	0	1	3
Building	2	1	0	1	4
Court Services	2	1.5	0	1	4.5
Court Administrator	2	3	0	1	6
Planning	2	2	0	3	7
HR	0	5	0	5	10
Juv Prob/Det	5	1	2	3	11
Social Services	2	2	6	3	13
Roads	5	1.5	4	5	15.5
Fac/Park/Rec/cemty	5	5	4	1	15
Comptroller	2	5	6	5	18

**Notes:**

Influence on other departments: regular communication/interaction;input required on actions of another department or local agency

Complexity of budget: consideration given to depts. with external funding sources (usually grants) requiring separate budget submittal

Liability: consideration to be given to potential exposure and fines and degree of severity of lawsuit

D1

D1

D1

D1

D1

D1

D2

D2

D2

D3

D3

D4



# Churchill County Human Resources

Human Resources

◆ Loss Control

◆ Safety

## MEMORANDUM

To: Honorable Churchill County Board of Commissioners

From: Geof Stark, Human Resources Director

Date: October 5, 2015

Re: **Museum Director – Advanced-Step Appointment**

Churchill County has been undergoing a recruitment and selection process for a new Museum Director. This process began at the end of June with in-person interviews with four candidates held on September 24<sup>th</sup> and 25<sup>th</sup>. The interview committee was well-pleased with all the candidates; they are all well-qualified for the position. The interview panel did select one candidate above the others; background checks have been done and staff seeks permission to hire the candidate at an advanced-step appointment. Pursuant to Title 3 (Section 3.32.040), the County Board must approve an advanced step appointment.

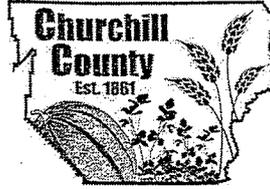
The individual who has been selected has a Bachelor's Degree in American Studies, with a Master's in American History, along with a Certificate in Public History and Museum Studies. He has worked in the museum field for 26 years and is currently overseeing a local historic museum. He has extensive background with collection development and the development of short- and long-range plans. He also has experience developing budgets, obtaining grant funding, conducting fundraisers, and supervising employees.

The county has extended the following offer, pending the Commissioners' approval:

- Appoint the new Museum Director at Step 4 of Grade 64 (\$66,685 annually)
- The candidate has been notified that there is currently a salary study in progress. The offer letter indicates that, if there is an increase in the pay range, he would be placed at the first step that is not a decrease.
- First day of employment would be November 30, 2015.
- The candidate has requested assistance with relocation expenses. He estimates those expenses at \$10,000. The county requests approval to reimburse relocation expenses up to a maximum of \$2,000.

Please contact me if you have any questions or concerns regarding the above.

Churchill County Human Resources  
 155 N. Taylor Street, #155  
 Fallon, NV 89406  
 (775) 428-1311



REC'D JUL 23 2015

**EMPLOYMENT APPLICATION**  
 An Equal Opportunity Employer

If you have a disability and believe you require accommodation for the disability during the selection process, please contact us to make appropriate arrangements.

Name: \_\_\_\_\_ Date: 7/23/2015  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_ Telephone: \_\_\_\_\_  
 Cell Phone: ( ) \_\_\_\_\_  
 Email Address: \_\_\_\_\_

Are you a current Churchill County employee? Yes  No  If Yes, what department? \_\_\_\_\_

Position Applied For: Museum Director Department: \_\_\_\_\_

How did you find out about this position? AAM Advertisement

Have you been given a job description or had the requirements of the job explained to you? Yes  No

Do you understand the job requirements? Yes  No

Can you perform the requirements of this job with or without reasonable accommodations? Yes  No

**EDUCATION RECORD**

Did you graduate from high school or receive a GED certificate? Yes  No

School Name	Location	Hours Earned	Diploma, Degree or Certificate	Major Field of Study
Business/Technical/Vocational 1.				
2.				
College/University (Undergraduate) 1. University of Iowa	Iowa City, Iowa		BA	American Studies
2.				
Graduate School University of Wisconsin- Milwaukee	Milwaukee, WI		MA	American History, Certificate in Public History and Museum Studies

For positions which require a high school graduation or GED or a college degree, a copy of the high school diploma/GED certificate or college diploma may be required.

**LICENSES** (Optional, unless required for the position for which you are now applying.)

List driver's license and other current licenses, certifications, or registrations required for the position for which you are applying. Indicate types, state license numbers, and expiration dates.

List any special skills you possess and/or equipment or office machines you can operate.

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**OTHER INFORMATION**

If you are not a current Churchill County employee, have you previously worked for Churchill County?

Yes  No  When? \_\_\_\_\_

Is a relative of yours currently employed by the County? Yes  No  Name: \_\_\_\_\_

Have you ever been convicted of, pled guilty or nolo contendere to, or been granted deferred adjudication for a felony or any lesser crime, other than a minor traffic infraction? Yes  No  A conviction or guilty plea will not necessarily disqualify you for this job. If yes, list all such offenses and provide date, name of court, and disposition. You may omit minor violations for which you paid a fine of \$50 or less.

\_\_\_\_\_

\_\_\_\_\_

Have you ever been disciplined in your employment related to workplace violence? Yes  No  If yes, please explain: \_\_\_\_\_

\_\_\_\_\_

Do you presently use illegal drugs? Yes  No

---

**EMPLOYMENT HISTORY**

Provide information regarding all paid, military, and volunteer work which may be related to the position for which you are applying. Describe your most recent position first; then list other relevant positions in order, working down from the most recent. Use a separate block for each position -- even though with the same employer. List only employment, military service, volunteer work, or training which meets the requirements for this position. Use additional sheets if necessary. Do NOT use references such as "See Resume" in place of completing this section.

---

May we contact all employers listed? Yes  No  (Attach a list of any exceptions with an explanation.)

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Present Employer: \_\_\_\_\_ Present Position: Museum Coordinator/Historic Preservationist

Address: \_\_\_\_\_ From (Mo./Yr.) 05/2011 To (Mo./Yr.) Present

City, State, Zip: \_\_\_\_\_ Full-Time (30 + hrs./wk.)  Part-Time (< 30 hrs./wk.)

Supervisor's Name/Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Salary: \$72,443 \_\_\_\_\_

Related Duties: Responsible for the operation and management of the \_\_\_\_\_ Museum Center, and Prairie Outpost Park, and 11 Acre park with five historic buildings and six reproduction buildings. Oversee the staff, develop the annual budget, and coordinate with the non-profit entities at the site. The City owns the buildings and the non-profits own the collections. Develop long range and short range plans, exhibits and interpretation for the site. Production of two temporary exhibits for the Joachim Museum each year. Oversee the management of the collections of the Joachim Museum and the \_\_\_\_\_ Historical Society. Develop and maintain website and social media efforts of the museum center, along with the traditional marketing print ads, direct mail, radio and billboard. Currently directing the first comprehensive inventory of museum collections using Past Perfect software. As Historic Preservationist, responsible for coordinating the efforts of the \_\_\_\_\_ Historic Preservation Commission a certified local government program (CLG).

Reason for Leaving: Current Employee

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Employer: Area Heritage Association Position: Curator and Director of Museum and Technical Services

Address: \_\_\_\_\_ From (Mo./Yr.) 10/1989 To (Mo./Yr.) 7/01/2010  
City, State, Zip: \_\_\_\_\_ Full-Time (30 + hrs./wk.) X Part-Time (< 30 hrs./wk.)  
Supervisor's Name/Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Salary: \$46,000

Related Duties:

As Curator and Director of Museum and technical services, developed exhibits, cared for collections for the  
Flood Museum, developed new museums including the \_\_\_\_\_ Heritage Discovery Center, Wagner  
Ritter House and Garden, and \_\_\_\_\_ Children's Museum. Supervised professional and paraprofessional staff,  
prepared departmental budget and the budget for the \_\_\_\_\_ FolkFest a 3 day music festival sponsored by the  
Heritage Association. Assisted with capital and annual fundraising efforts, prepared successful grant proposals to a  
variety of government and private funders. Negotiated gifts and purchases for the collection, including the  
Reverend David Beale Collection, the most important collection in the history of the \_\_\_\_\_ Flood Museum.  
Acquired and installed an Ethnic Club Bar in the Heritage Center, as an earned income venue and interpretive  
venue.

Reason for Leaving: The Association restructured it staff

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**EMPLOYMENT HISTORY (continued)**

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Employer: \_\_\_\_\_ Position: \_\_\_\_\_  
Address: \_\_\_\_\_ From (Mo./Yr.) \_\_\_\_\_ To (Mo./Yr.) \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_ Full-Time (30 + hrs./wk.) \_\_\_\_\_ Part-Time (< 30 hrs./wk.) \_\_\_\_\_  
Supervisor's Name/Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Salary: \_\_\_\_\_  
Related Duties: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

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Employer: \_\_\_\_\_ Position: \_\_\_\_\_  
Address: \_\_\_\_\_ From (Mo./Yr.) \_\_\_\_\_ To (Mo./Yr.) \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_ Full-Time (30 + hrs./wk.) \_\_\_\_\_ Part-Time (< 30 hrs./wk.) \_\_\_\_\_  
Supervisor's Name/Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Salary: \_\_\_\_\_  
Related Duties: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

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Employer: \_\_\_\_\_ Position: \_\_\_\_\_  
Address: \_\_\_\_\_ From (Mo./Yr.) \_\_\_\_\_ To (Mo./Yr.) \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_ Full-Time (30 + hrs./wk.) \_\_\_\_\_ Part-Time (< 30 hrs./wk.) \_\_\_\_\_  
Supervisor's Name/Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Salary: \_\_\_\_\_  
Related Duties: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

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Employer: \_\_\_\_\_ Position: \_\_\_\_\_  
Address: \_\_\_\_\_ From (Mo./Yr.) \_\_\_\_\_ To (Mo./Yr.) \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_ Full-Time (30 + hrs./wk.) \_\_\_\_\_ Part-Time (< 30 hrs./wk.) \_\_\_\_\_  
Supervisor's Name/Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Salary: \_\_\_\_\_  
Related Duties: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

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**EMPLOYMENT HISTORY (continued)**

Employer: \_\_\_\_\_ Position: \_\_\_\_\_

Address: \_\_\_\_\_ From (Mo./Yr.) \_\_\_\_\_ To (Mo./Yr.) \_\_\_\_\_

City, State, Zip: \_\_\_\_\_ Full-Time (30 + hrs./wk.) \_\_\_\_\_ Part-Time (< 30 hrs./wk.) \_\_\_\_\_

Supervisor's Name/Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Salary: \_\_\_\_\_

Related Duties:

Reason for Leaving: \_\_\_\_\_

Please state below any other information that would be helpful in determining your qualifications for this position. You may include significant accomplishments, previous career highlights, or any other information that is not included in this employment application.

I have over two decades of experience in the development and administration of museums. I am a graduate of the Seminar for Historical Administration at Colonial Williamsburg. I have developed some of the most entrepreneurial and interesting programs for small museums. From the description provided and my own research I believe I would be well suited for the needs of the Churchill County Museum.

**ACKNOWLEDGMENTS**

Please **READ ALL** of the following statements and **INITIAL EACH** of the lines to indicate you have read and understand each of the statements. If you have questions, contact Churchill County Human Resources at (775) 428-1311.

- Following an offer of employment, you will be required to submit verification of your legal right to work in the United States.
- All offers of employment and all information regarding compensation and other terms and conditions of employment will be made in writing. Verbal statements may not be relied upon.
- Employment will be *at-will* unless specifically stated to be otherwise. "*At-will*" means Churchill County may terminate my employment at any time with no advance notice and for any reason or no reason.
- This application is the property of the County and will become part of my personnel file if I am hired.

~~I authorize Churchill County to contact any employer or individual that I have listed on my employment application and/or resume or mentioned in job interviews, to obtain from them any relevant information regarding my previous employment, military service, criminal history, characteristics or traits, or other qualifications for employment and/or continued employment with Churchill County. I further authorize Churchill County to contact any institution and/or licensing authority for job related information regarding education, licenses, and/or certificates which I may currently hold or may have held in the past.~~

~~In exchange for Churchill County's consideration of my employment application, and/or my continued employment with Churchill County, if any, I authorize anyone possessing this information to furnish it to Churchill County upon request, and I release the individual company or institution and all individuals providing the information or acquiring the information, including Churchill County, from all claims, liability, and damages whatsoever in furnishing, obtaining, or using said information including, but not limited to, claims for defamation, libel, slander, infliction of emotional distress, and interference with current or prospective economic relations.\*~~

I further understand this consent will apply during the course of my employment with Churchill County, should I obtain such employment. I understand and agree this consent shall remain in effect indefinitely.

Additionally, my signature below certifies that the information provided is true and correct to the best of my knowledge.

- I am unable to grant this request owing to a confidentiality agreement with the \_\_\_\_\_ Heritage Association which I cannot unilaterally release.

- My current employer's policy allows the city only to acknowledge my employment and wage rate.

Signature of Applicant: \_\_\_\_\_

Date: 7-23-2015

### **Museum Coordinator/Historic Preservationist, May 2011- Present.**

- Coordinated relationship of \_\_\_\_\_ with Museum Center partners, primarily, the Joachim Museum and the \_\_\_\_\_ County Historical Society.
- Developed successful grant applications leading to the development of strategic and interpretive plans from the State Historical Society of \_\_\_\_\_ cultural grant program.
- Directed operations and development of the \_\_\_\_\_ Museum Center, including the Joachim Museum and the Prairie Outpost Park.
- Developed budget, exhibits, and oversaw development of digital archive project. This ongoing project has placed over 24,000 images on the Museum Center's Omeka website (<http://dmc.omeka.net>.)
- Increased Museum Center budget by 40%. Current Budget \$270,000 from the city, \$25,000 for the Historical Society and \$25,000 for the Joachim Museum.
- Developed innovative fundraising program based on archival collections, with sales of canvas prints from the museum collections.
- Created in gallery green screen coin operated photo booth to build awareness of the Museum Center's digital archive and raise funds.
- Created innovative exhibitions based on Museum Center Collections
  - *Strike Up the Band: A History of The \_\_\_\_\_ City Band*
  - *Over Here and Over There: World War I in Song and Stereo*
  - *Improving our Photographic Memory: Selections from the Southwestern Digital Archive*
  - *Ralph Doubleday: Rodeo Photographer*
  - *Obsoletely Entertaining: Objects Once Common Now Obsolete*
- Manage staff of 2 FTE and 4 Seasonal staff.
- Developed marketing and social media for the Museum Center.
- Oversee the maintenance and restoration of museum buildings
- Developed heirloom garden adjacent to the Ca. 1914 Heath-Steinmetz House based on WWI War Garden.
- Coordinated \_\_\_\_\_ Historic Preservation Commission, a Certified Local Government (CLG) program.

### **Curator and Director of Museum and Technical Services 1989-July 2010**

↓

Curator:

PA

- Flood Museum
- Heritage Discovery Center
- Wagner Ritter House and Garden
- Children's Museum

### **Management Experience**

- Supervised department including designer, archivist, historian/folklorist, historic preservation manager, educator, interns, Americorps staff and volunteers.
- Prepared departmental budget and established priorities for the year.
- Annual performance reviews of staff.
- Prepared budget for FolkFest, a three-day music festival, the region's largest free festival.
- Assisted with preparation of annual institutional budget and fundraising goals.

### **Collections Management**

- Selected first computerized collections database, Vernon System's Collection.
- Performed first comprehensive inventory of archival and object collections in institution's history.
- Systematically re-housed collections.
- Initiated digitization of collections.

### **Collections Development**

- Donor cultivation for significant collections acquired by the institution including planned gifts. Negotiated the purchase of the Reverend David Beale Collection, the largest and most significant collection of Flood related materials in the history of the organization.
- Implemented reproduction rights policies and charges resulting in greatly enhanced income from archives.

### **Exhibition Development**

#### **Project Manager/Curator** Children's Museum.

- Worked with exhibition development team to develop historical and educational content for exhibition.
- Oversaw architectural renovation of the Heritage Discovery Center to accommodate the Children's Museum, Iron and Steel Gallery, and Museum café designed around a historic soda fountain acquired during my tenure. Most interestingly, development of center's "Ethnic Club" bar. The "club" is both an interpretive venue, and also a working "bar" which functions as an income producing special events space.
- Curator of team which developed the long term exhibition for the Heritage Discovery Center, *America: Through Immigrant Eyes*. This highly interactive exhibition examines the life world of immigrants to industrial

America at the turn of the last century. As project manager worked with the exhibition developers to produce the exhibition's media and other content.

Curated variety of temporary exhibitions including:

- *What A Crock!:* *Nineteenth Century Potteries*. This exhibition traced the history of two potteries displaying over one hundred examples from the museum's collection and borrowed from a dozen private collections. Photographer for the exhibition catalog.
- 3-D multimedia presentation; *Victorian Virtual Reality: The Flood in 3-D*. This exhibition combined dramatic interpretation and narration of period accounts of 1889 flood survivors with 3-D lenticular slide presentation of period stereoviews.
- *The Patternmaker's Art*. This exhibition showcased foundry patterns salvaged from the local steel mill as works of industrial art.

### **Digital Production and Exhibit Maintenance**

- Implemented digital design and production of exhibition graphics in house, moving into the digital age. This included acquisition of a large format printer, Vinyl plotter and cutter, lamination/mounting press, digital camera back for large format camera, and worked with variety of graphics software programs.
- Oversaw development and maintenance of exhibition electronics and interactive systems. Systems used by included laser disc, interactive DVD programs, computer based touch screen programs both Mac and PC based, digital audio repeaters, and digital projection systems.

### **Education Program Development**

- Oversaw development of Flood History Trunk, a collection of primary and secondary source materials and activities for use in the classroom.
- Oversaw development of comprehensive educational enhancement programs for Flood Museum, Heritage Discovery Center, and Wagner Ritter House. This is a web based curriculum enhancement that encourages teachers to use web based resources as part of their field trips to facilities.

### **Development Experience**

- Team member for \$8 million Capital Campaign. (2009)
- Team Member fundraising team for successful \$6 million dollar capital campaign (2000).
- Assisted with the development of campaign materials and donor cultivation.
- Aided in development of two successful Kresge Challenge Grants.
- Chief user of development software Giftmaker Pro.

### **Event Based Fundraising**

- Assisted with the production and planning of Annual black tie gala.
- Assisted with the production and planning of FolkFest, an event involving over 600 volunteers. Worked with Development Director /FolkFest Coordinator with fundraising and logistics for the event.

### **Grant Writing**

Developed successful grant applications including grants from:

- Pennsylvania Historical and Museum Commission.
- National Endowment for the Humanities.
- Pennsylvania Humanities Council.
- Southwestern Pennsylvania Heritage Preservation Commission.
- Commonwealth of Pennsylvania Department of Economic Development.
- Pennsylvania State Heritage Parks Program.

### **Historic Building Restoration and Interpretation**

#### **Planning and restoration of Wagner Ritter House and Garden**

- Directed the architectural and interpretive development of an 1860's plank frame worker's house that served as home to three generations of the same family from the 1860s until its donation in 1990.
- Supervised preparation of historic structure report; wallpaper replication; public archeology project; furnishing plan; historic garden plan; and construction of visitor center adjacent to the structure.

#### **Restoration and Moving of "Oklahoma House"**

- Oversaw and directed the moving, restoration and interpretation of a prefabricated "Chicago Ready-Made" house brought to after the 1889 Flood to shelter flood victims.
- The house was placed on the grounds of the Flood Museum and opened to the public in 2000.

### **Previous Employment**

**Management Consultant**, Citicorp Dealer Finance, West Allis, Wisconsin, Spring and Summer 1989

- Worked on team responsible for the reorganization of dealer finance organization, assisting with development of process flows and reorganization of repossession procedures.

### **Education**

- **Master of Arts, American History**, University of Wisconsin-Milwaukee, 1989.
- **Certificate in Public History**, University of Wisconsin-Milwaukee, 1989.

- **Certificate in Museum Studies**,  
University of Wisconsin-Milwaukee/Milwaukee Public Museum, 1989.
- **Bachelor of Arts**, Major: American Studies,  
University of Iowa 1986.

#### **Fellowships**

- **Fellow**, Historic Deerfield Summer Fellowship Program in Early American Culture and Decorative Arts. Summer, 1985.
- **Theodore Salutos Research Fellowship** University of Wisconsin-Milwaukee for Master's thesis, *Handicraft and Educational Reform: Biltmore Estate Industries*, 1989.

#### **Internships**

- Biltmore Estate Curatorial Department, Summers 1987 and 1988

#### **Professional Activities**

- **Grant Reviewer**, Pennsylvania Historical and Museum Commission (PHMC) General Operating Support (GOS) Grants.
- **Founding Member**, Pennsylvania Coalition of Independent Museums. This group has lobbied effectively to fund Pennsylvania's museums by supporting the PHMC's GOS program.
- **Graduate**, Seminar for Historic Administration, Colonial Williamsburg, Class of 1992.

**Please describe the most innovative and creative museum- or history-related issue or project on which you have worked during the last five years. Discuss your role and how your actions influenced the outcome of the project.**

During the last five years, I believe that the innovative and create issue I have approached was the development of the Joachim Museum's *Obsoletely Entertaining* exhibition. In this exhibition one of our primary goals was to get visitors to see themselves in history. In history has been thought of as reflective of the "pioneering" period of the late 19<sup>th</sup> and early 20<sup>th</sup> Centuries, representing homesteaders and horse drawn vehicles. The idea for the exhibition originated with a group of 4<sup>th</sup> graders who in their visit to the museum revealed that they had never seen a photographic negative. In a world where their photos have been taken with a cell phone, they had no comprehension of the idea that you had to wait to have film developed and you were not immediately gratified with a digital image. Within the exhibition we traced changes in technology, featuring obsolete items like rotary phones, switch boards, pay phones, film projectors, recorded sound from wax cylinders, shellac records, vinyl LPs, Reel to reel, 8-track and cassette tapes. The reaction of adult visitors to the exhibition was to exhort that they felt old, they remembered many of these items from their youth, achieving our goal of helping visitors to see themselves as part of history.

The exhibition was also designed to be interactive, featuring opportunities for visitors to write with a quill, type on a typewriter, add on an adding machine, use a buttonhook, and imprint a check with a checkwriter. The most challenging element of the exhibition was our "Aural History" station. Here visitors had to push a button listen to an obsolete sound and match it to one of four different choices. This was a simple and inexpensive audio interactive which we produced in house which brought back memories for those who were familiar with the sound of a butter churn or cream separator or even a zippo lighter.

**Describe your experience in developing long- and short-range goals**

At both institutions, I was involved in the creation of long and short term goals. In we create a long range plan, the Heritage Development Plan, which we implemented over the 20 years I was there. The plan called for the development of the community's heritage based on linking its historic downtown, the home of the Flood Museum and the immigrant entry point neighborhood for successive waves of immigrants to the city and the site of the Heritage Discovery Center and the working class house restoration that we undertook during my tenure. The Plan outlined our organizational development and called for the development of the Wagner-Ritter House, the Heritage Discovery Center, and the Children's Museum. We developed annual plans for the implementation and slowly but surely studied or attempted everything in the plan, successfully implementing about 80% of the plan.

In , we have completed the development of our first strategic plan, and are currently putting the finishing touches on our interpretive plan. Both the strategic and interpretive plans are multiyear plans and each year we have been pursuing their goals and objectives. Our annual goals are based on the availability of resources (time, funding, and staff) and thus far are progressing nicely. The strategic planning at the Museum Center has helped to unify a fractured structure, building trust and cooperation among participating entities.

**Explain how you have utilized websites, social media and other technology to publicize, promote and encourage participation in museum activities and programs.**

In both \_\_\_\_\_ and \_\_\_\_\_, I have been very involved in the development of websites and the associated technology. In \_\_\_\_\_ we were early adopters of Web technology and had a website in the early 1990s. I must say it is a whole lot easier now to create website now than it was in then. I learned to use HTML and upload materials with our dial up connection.

Facebook is our primary social media outlet. Having the advantage of owning a digital archive of over 24,000 items thus far we try to post historic images to our site each day. We have 1400 likes, which is highly successful for \_\_\_\_\_, where the State Historical Society has only 2500 likes. We have successfully used Facebook to promote our summer programming in Prairie Outpost Park. We have promoted a family friendly “Picnic in the Park” encouraging families to pack a lunch or buy inexpensive concessions from us, visit our historic buildings, jump in our jumpy houses, and participate in historic activities like using a washboard and wringer, make rope, play with historic toys like yo-yos, wooden tops, and write with a quill. The first two events have attracted over 300 participants at each picnic.

Analysis of our Facebook metrics indicate that the majority of our friends are young mothers, in their 20s and 30s, so family friendly programing is important to this demographic. We so still believe in traditional marketing, each year we use direct mail, particularly the USPS every door direct program which allows us to deliver a “Flat” to each household in the target area for \$ 0.17.

In addition to a traditional website, we are also placing our digital archive in an Omeka site. Omeka is a program of George Washington University Center for History and New Technology. We have place 24,000 image and audio files on our site (dmc.omeka.net) which allows for searching of image database, which uses Dublin Core fields. Omeka allows us to create online exhibits and galleries very simply and we have elected to have them managed by Omeka, although the program is free if you choose to administer your own site.