



County of Frederick

Paula A. Nofsinger
Director of Human Resources

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TO: Human Resources Committee and Board of Supervisors

FROM: Paula Nofsinger, HR Director *Paula Nofsinger*

DATE: July 26, 2013

SUBJECT: HR Committee Agenda

The HR Committee will meet in the First Floor Conference Room at 107 North Kent Street on Friday, August 2nd, at 8:00a.m. The agenda for the meeting is as follows:

1. Discussion of the mandatory Virginia Local Disability Plan under the VRS Hybrid Retirement Plan beginning January 1, 2014.
2. Discussion of retention solutions for the Fire & Rescue Department. The Public Safety Committee unanimously referred the attached executive summary and memorandum packet for our review and discussion.
3. Discussion of the Billing Manager position's salary range.
4. Discussion of Public Information Officer Job description.
5. Employee of the Month Award for August.



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TO: Human Resources Committee and Board of Supervisors

FROM: Paula Nofsinger, HR Director *Paula Nofsinger*

DATE: July 26, 2013

SUBJECT: General Assembly Legislation mandating Local Disability Plans

As you may know, the General Assembly has passed significant pension reform measures that will affect the Virginia Retirement System (VRS) programs. As a VRS covered employer, we are preparing for the next change that is scheduled to take place on January 1, 2014.

VRS has informed political subdivision employers about the upcoming additions of a VRS Hybrid Retirement Plan and a Virginia Local Disability Plan (VLDP).

This recent legislation created the Virginia Local Disability Program (VLDP), a disability benefit for political subdivisions (including towns) and school division employees who will be covered under the VRS Hybrid Retirement Plan effective January 1, 2014. The VRS Hybrid Retirement Plan combines the features of a defined benefit plan and a defined contribution plan. The plan will apply to most members hired on or after January 1, 2014, and current employees who elect to opt into the plan during a special election window.

The current VRS Disability Retirement will not be available to Hybrid Retirement Plan members. These employees will automatically be covered by VLDP through the state plan unless our governing body elects to opt out by November 1, 2013 and provide a comparable employer-paid program. The comparable coverage must include components that are mandated in the Virginia Code. The decision to participate or opt out is irrevocable.

The state has partnered with Unum to offer the VLDP plan to jurisdictions that wish to participate. They are offering their plan at a rate of 0.91 percent of monthly insured earnings with the rate guaranteed for six months. Fortunately, VACoRP has partnered with The Standard Insurance Company to offer an opt-out solution that meets or exceeds the requirements of the Code of Virginia. VACoRP, through The Standard, is offering their plan at a rate of 0.79 percent of monthly insured earnings with the rate guaranteed for three years. I have included The Standard proposal for your review.

I am respectfully requesting that the Committee recommend to the Finance Committee that Frederick County elect to opt out of the state plan and partner with VACoRP and The Standard plan.

Thank you for your support and please contact me directly with any questions.



VACORP



Virginia Local Disability Program (VLDP) Opt Out Solution

VACoRP and Standard Insurance Company (The Standard) are pleased to present our proposal for an opt-out solution to the Virginia Local Disability Plan effective January 1, 2014. VACoRP and The Standard have worked to create a comparable plan that meets or exceeds the requirements of § 51.1-169 of the Code of Virginia. The program will be available to all Virginia Public Entities participating in the Hybrid Retirement System.

We developed our program by creating a plan that addressed each provision of § Section 51.1-1150-1183 of the Code of Virginia. Customized contracts have been created addressing the sections of the Code to create a plan that is not only comparable to the VLDP plan offering but exceeds the requirements of the Code of Virginia. Our coverage provides benefits for occupational and non occupational disabilities including first day coverage for catastrophic disabilities, 80% income replacement for catastrophic disabilities, and LTD coverage that begins when STD ends.

We have also included the following enhancements in our plan:

- Rehabilitation Incentive: To help claimants focus on recovery, we've increase the LTD benefit by 10% of Predisability earnings while a claimant is participating in an approved rehabilitation program.
- Reasonable Accommodation Benefit: The Standard is committed to helping disabled employees overcome obstacles to going back to work. We will reimburse an employer up to \$25,000 for making approved worksite modifications that help a claimant return to work.
- Survivor Benefit: If an employee dies while the LTD benefit is payable and the employee has been continuously disabled for 6 months, we will pay a lump sum survivor benefit in the amount of 3 times the monthly benefit.

The proposed rate structure is similar to VLDP with combined rates for the administration of the Short Term Disability program on an Advice to Pay basis and a fully insured Long Term Disability program. The rates are guaranteed for three years through December 31st, 2016.

We have included the participation agreement to join the VACORP program. If you have questions regarding our proposal please contact me at 888-309-7772.

Stephen Lovings
Standard Insurance Company
3951 Westerre Parkway, Suite 120
Richmond, Va. 23233
slovings@standard.com

SHORT TERM DISABILITY PLAN ADVANCE TO PAY RATE	Standard Insurance Company VLDP Std. Day (STD-APP)	VA Code 51.1	STANDARD COMPARABLE	STANDARD BETTER
Pre-disability earnings- Creditable Compensation	Employee Salary or Wage plus Salary increases during period of Short term Disability	51.1-1155 C	YES	
Member Definition	20+ hours and VLDP defined eligibility	51.1-1155	YES	
Participation Requirements	Non-Contributory = 100% of the eligible employees	51.1-1155	YES	
Benefit Percentage:	First 60 months of Participation In Hybrid Retirement- 60% See Table In Va. Code for Benefit Percentage after 60 months	51.1-1155	YES	
Maximum Benefit:	None	51.1-1155	YES	
Minimum Benefit:	None	51.1-1155	YES	
Benefit Waiting Period:	1st day Catastrophic/Chronic conditions. Otherwise 7 calendar days	51.1-1155	YES	
Maximum Benefit Period:	125 work days	51.1-1155	YES	
Definition of Disability:	Unable to perform all of the essential duties of the own occupation. No earnings loss required.	51.1-1150- Definitions	YES	
Maternity	Included- 6 weeks for normal, uncomplicated deliveries, C-Sections	VLDP Handbook	YES	
Partial Disability	Earning less than 80% of his pre-disability earnings and unable to perform one or more, but not all, of essential job functions	51.1-1150- Definitions	YES	
Non-Occ or 24-hour Coverage	24 hour coverage	51.1-1154 51.1-1163	YES	
Pre-existing Condition Limitation	None		YES	
100% Backdoor sick pay offset	Employee may supplement Disability benefit with accumulated Sick pay up to 100% of Pre-Disability earnings			YES
Return to work Responsibility	The STD benefit is reduced by 50 percent if the employee fails to cooperate with the prescribed rehab program.	VLDP Handbook Chapter 1: Pg. 8	YES	
Is Benefit Taxable?	YES	VLDP Handbook	YES	
Successive Periods of Short term Disability	Disability related to the same cause of a prior disability shall be a continuation of the prior disability if employee returns to work for less than 45 consecutive calendar days.	51.1-1156	YES	
Catastrophic Condition- 80% Benefit	Unable to perform at least 2 Activities of Daily Living (Bathing, Dressing, Eating, Controlling bladder or bowel, Toileting, Transferring	51.1-1171	YES	

Long Term Disability Plan		Plan Description - Disability Benefits and Amounts		VA Code	STANDARD COMPARISON	STANDARD REFERS
Pre-disability earnings- Creditable Compensation	Employee Salary or Wage		51.1-1155 C	YES		
Monthly Salary Maximum	\$41,666					
Monthly Benefit Maximum	\$25,000					
Catastrophic Condition- 80% Benefit	Increases Plan Percentage to 80% up to an additional \$5,000 if disabled is unable to perform at least 2 Activities of Daily Living (Bathing, Dressing, Eating, Controlling bladder or bowel,	51.1-1171		YES		
Benefit Waiting Period	LTD Benefits begin when STD benefits end	51.1-1157 A	YES			
Maximum Benefit Period	SSNRA: Disabled Age 60-64=5 years; Age 65 to 68= till Age 70; Age 69 or older= 1 year	51.1-1161	YES			
Minimum Benefit	\$100 min				YES	
Is Benefit Taxable?	YES	VLDP Handbook	YES			
Definition of Disability						
Definition of Total Disability - Own Occupation	Unable to perform all of the essential job functions for the first 24 months. No earnings loss required.	51.1-1150-Definitions	YES			
Definition of Total Disability - Any Occupation	After 24 months; unable to perform any job for which you are reasonably qualified and earning less than 80% of Pre-disability earnings	51.1-1150-Definitions	YES			
Partial Disability	Earning less than 80% of his pre-disability earnings and unable to perform one or more, but not all, of essential job functions	51.1-1150-Definitions	YES			
Successive Periods of Longterm Disability Recurrent Disabilities	Disability related to the same cause of a prior disability shall be a continuation of the prior disability if employee returns to work for less than 125 consecutive work days. 125 or more consecutive work days will begin a new period of disability.	51.1-1158	YES			
Amounts to Consider in Benefits						
Military disability benefits	No offset	51.1-1159	YES			
Social Security Payments	Employee and Family Benefits payable	51.1-1159 3	YES			
Individual Disability Plans	No offset		YES			
Workers Compensation Benefits	YES	51.1-1159 5	YES			
Group Insurance Disability Plans	YES- If provided by employer	51.1-1159 4	YES			
Exceptions to Deductible Income	COLA Increases to above income	51.1-1159 C	YES			
Work Earnings First 12 months	Amount of work earnings exceeding 100% of Pre-Disability Earnings	51.1-1159 1		YES		
Work Earnings after 12 months	50% of Work Earnings	51.1-1159 2		YES		
Definition of Rehabilitation						
Return to Work Responsibility	Failure to cooperate with a rehabilitation program will reduce benefits payable to an employee by 50%	51.1-1160	YES			
Reasonable Accommodation Expense Benefit	Up to \$25,000 payable to ANY employer, for reimbursement of approved work site modifications.				YES	
Rehabilitation Plan Provision	Expenses may include: Training and education expenses; Family (child and elder) care expenses; Job-related and job search expenses				YES	
Rehabilitation Incentive	While participating in an approved Rehabilitation Plan, the LTD benefit will be increased by 10% of pre-disability earnings.				YES	
Provisions						
Waiver of Premium	Yes - included		YES			
Survivor Benefit	3 month non-integrated, lump sum				YES	
Funding						
Social Security Assistance	Yes; through Allsup		YES			
FICA/Medicare taxes and W-2s	Yes		YES			
Exclusions and Limitations						
Substance Abuse/Alcohol Use and Drug Use	No benefits unless EE is actively receiving treatment, and, in the judgment of the case manager, is fully complying with the treatment plan is making substantial progress toward	51.1-1176 B	YES			
Commission of a felony	Benefits are not payable for disabilities resulting from: commission of a felony or during any period when employee	51.1-1176 A	YES			
Mental Disorder Limitation	Not Limited		YES			
Subjective Conditions	Not Limited		YES			

Employee Benefits

Proposal And Cost Summary

Presented by:
The Standard

Prepared for:
Virginia Association of Counties
Risk Pool
June 2013

Participating Entity:
County of Frederick



Virginia Standard Opt Out Plan:

- **Group STD Advice to Pay**
- **Group Long Term Disability Insurance**

Standard Insurance Company



How The Standard's Focused Expertise Can Benefit Your Business

At Standard Insurance Company, group Life and Disability insurance aren't add-ons. They're our primary business. For you, our focused expertise means people who understand your needs and employee benefits that work harder to support your goals.

From fast, responsive claims handling to flexible plan designs that help you control costs, we're here to partner with you for the long term. Our proactive approach and solutions can help reduce the workload for your HR team and help you maintain a more efficient and productive workplace.

Key Reasons To Choose The Standard

Partnership Focus	With The Standard's 40-plus fully-staffed sales and service offices across the country, you can count on a smooth, hassle-free transition, local account resources and personal, responsive service. We're here to minimize your administrative burden and simplify claim management. With access that works the way you work – online, phone or in person – we're easy to reach and quick to follow through.
Long-Term Perspective	We've tailored this proposal to address your needs, today and for the long-term. Need more options? Just ask. We offer millions of possible plan design combinations. We also emphasize giving you the "right rate" from the beginning to avoid a big increase later.
Proactive Approach	We focus on helping employers prevent disabilities, increase employee well-being and maintain a more productive workplace through innovative solutions that deliver measurable results, including: <ul style="list-style-type: none">• Industry-leading Workplace PossibilitiesSM program• Exclusive partnership with Health AdvocateTM• Employee Assistance Program included with our LTD plans• Comprehensive Absence Management services• Flexible Dental and Vision plans

We Keep Our Promises

At The Standard, doing the right thing for our customers is in our DNA. More than 100 years of history and our long track record of financial strength back up our commitment to you and your employees.

Employee Benefits Proposal and Cost Summary

Prepared for: Virginia Standard Opt Out Plan
Proposed Effective Date of January 1, 2014

Presented By: The Standard

STD Plan – Advice to Pay (ATP)

Covered Members

You are a member if you are a regular employee of the Employer actively working at least 20 hours each week, a citizen or resident of the United States or Canada, and either 1) hired on or after January 1, 2014 and who is participating in the Virginia hybrid retirement program described in § 51.1-169 of the Code of Virginia, or 2) made an irrevocable election to participate in the Virginia hybrid retirement program described in § 51.1-169 of the Code of Virginia on or before April 30, 2014. You are not a member if you are a temporary or seasonal employee, a full-time member of the armed forces, a leased employee or an independent contractor.

Plan

STD Weekly Benefit

Months of Continuous Service	Workdays at 100% Replacement	Workdays at 80% Replacement	Workdays at 60% Replacement
Less than 12	0	0	0
13 - 59	0	0	125
60 - 119	25	25	75
120 - 179	25	50	50
180 or more	25	75	25

Accident/Sickness Benefits begin on day	8
Major/Catastrophic Conditions Benefits begin on day	1
Maximum Benefit Period	125 work days

Features

- Sick leave pay is not deductible unless STD benefits plus sick leave exceeds 100% of predisability earnings. Only the excess will be used to offset benefits.
- An Assisted Living Benefit is included for non-occupational disabilities. An additional 20% of your Predisability Earnings, not to exceed a total STD Benefit of 100%. The Assisted Living Benefit is not reduced by Deductible Income.
- Plan includes a Partial Disability provision.
- Administrative services, reports and Consolidated DisabilitySM claim management
- Communication with the Claimant, Employer and Physician
- Seamless transition to LTD of the Virginia Standard Opt Out Plan, when appropriate

Employee Benefits Proposal and Cost Summary

Prepared for: Virginia Standard Opt Out Plan
Proposed Effective Date of January 1, 2014

Presented By: The Standard

LTD Plan

Covered Members

You are a member if you are a regular employee of the Employer actively working at least 20 hours each week, a citizen or resident of the United States or Canada, and either 1) hired on or after January 1, 2014 and who is participating in the Virginia hybrid retirement program described in § 51.1-169 of the Code of Virginia, or 2) made an irrevocable election to participate in the Virginia hybrid retirement program described in § 51.1-169 of the Code of Virginia on or before April 30, 2014. You are not a member if you are a temporary or seasonal employee, a full-time member of the armed forces, a leased employee or an independent contractor.

Class 1: Members with fewer than 12 months continuous participation in the Virginia hybrid retirement program described in § 51.1-169 of the Code of Virginia

Class 2: Members with at least 12 months continuous participation in the Virginia hybrid retirement program described in § 51.1-169 of the Code of Virginia

Plan

LTD Income Benefit	60%
Insured Predisability Earnings	\$41,667
Maximum Monthly Benefit	\$25,000
Minimum Monthly Benefit	\$100
Benefit Waiting Period	The period for which benefits are payable under the Employer's short term disability benefits program, including any benefit waiting period under that plan
Maximum Benefit Period	59 or younger... To age 65 SSNRA 60 through 64... 5 years 65 through 68... To age 70 69 or older.....1 year
Own Occupation Period	24 Months
Guarantee Issue (benefit)	Full Benefit
Eligibility Waiting Period	One year of continuous employment for non work related disabilities
Employer Contribution	100%
Benefit Taxation	100% Taxable

Features

- An Assisted Living Benefit is included. This is an additional benefit that, when added to the LTD benefit, provides income replacement equal to 80% of predisability earnings. To qualify, disabled members must be unable to perform two or more activities of daily living, and/or suffer from a severe cognitive impairment expected to last 90 days or more.
- Rates are guaranteed until January 1, 2017.
- A Rehabilitation Plan Benefit is included. This pays for approved expenses incurred by a disabled member as part of a rehabilitation plan in preparation for a return to work. Expenses may include: training and education, family care, job search and other job-related expenses.
- AdminEASE service is included. These time-saving online tools are the fastest, easiest and most secure way to administer your plan.

Employee Benefits Proposal and Cost Summary

Prepared for: Virginia Standard Opt Out Plan
Proposed Effective Date of January 1, 2014

Presented By: The Standard

- To simplify administration, The Standard will pay your matching FICA and Medicare taxes and prepare W-2s for members who are receiving LTD benefits.
- The plan includes a Reasonable Accommodation Expense Benefit that is among the most generous in the industry. This benefit reimburses your expenses toward approved workplace modifications that help members return to work or remain at work.
- The plan includes E-Contract document service for efficient, convenient online contract document delivery. Printed documents are available on request. Certificates must be distributed to insured members. Note: Under ERISA, plan administrators may deliver Summary Plan Descriptions/certificates electronically, but must implement measures to ensure participants actually receive them. Please consult legal counsel to clarify your delivery or recordkeeping requirements.
- For the first 12 months after returning to work, the employee's LTD benefit will not be reduced until work earnings plus the LTD benefit exceed 100% of Predisability earnings. After the first 12 months, only 50% of work earnings are deducted.

Plan Design

- A Rehabilitation Incentive Benefit is included. The LTD benefit amount will be increased by 10% of predisability earnings as long as a disabled member is participating in an approved rehabilitation plan. The LTD benefit may still not exceed the plan maximum benefit amount.
- Partial disability is covered from the first day of disability.
- A Survivors Benefit is included. This provides a lump sum payment equal to three times the LTD benefit without reduction by deductible income.
- None of the following plans/resources will be used as deductible income: Profit sharing, thrift or savings plans, 401(k), 403(b), 408(k), 408(p), 457 plans, IRAs, TSAs, stock ownership, Keogh, or deferred compensation plans.
- Primary and dependents Social Security benefits will be used as deductible income.
- The plan includes a 24-month own occupation definition of disability where you are disabled when you are unable to perform your own occupation duties.
- Sick leave pay will not be used as deductible income unless the LTD benefit plus the sick leave pay exceed 100% of indexed predisability earnings. Only the excess above 100% will be used as deductible income.
- Deductible Income includes Social Security, SSDI, Self Employment income, Benefits received from any other state employer sponsored group insurance contract, Workers Comp, Severance and Unemployment Compensation. COLA increases are not included in deductible income.

Assumptions

- The proposed rates assume the group participates in Social Security.
- The proposed rates do not include commissions.
- The proposed rates assume you participate in a Workers' Compensation plan.
- Proposed rate includes electronic documents.
- Rates assume 100% enrollment of those hired on or after January 1, 2014.

Cost:

Rate: Percent of Monthly Insured Earnings
0.79

Employee Benefits Proposal and Cost Summary

Prepared for: Virginia Standard Opt Out Plan
Proposed Effective Date of January 1, 2014

Presented By: The Standard

Producer Compensation Disclosure

We recognize the valuable role of Insurance advisors, consultants and brokers ("producers") in helping their clients design an employee benefits program, and we support reasonable and fair compensation for these services. Producers may be eligible to receive compensation from The Standard. Any questions regarding the compensation connected with this proposal should be directed to the producer. Please visit our website at www.standard.com/compensation/eb/ to view our normal commission scales. If this proposal is quoted with a non-standard scale or override it is noted below. An override if noted is compensation paid in addition to or in lieu of commissions. Please consult with your producer for details.

Non-standard commission scale: **Rates are net of commission**
Override: **N/A**

Unless participation is declined by the producer or client, contingent compensation is additional compensation that may also be paid and is contingent on the satisfaction of one or more minimum requirements, such as a specified amount of new premium volume or persistency in connection with the producer's block of business. For information about our customary producer rewards program visit www.standard.com/compensation/eb/. Some producers may have a contingent compensation arrangement that differs from our customary program. Please consult with your producer for additional details.

Additionally, fees for administrative, marketing or consulting services may apply. If applicable, fees are noted below.

Fees: TPA fees payable to Virginia Association of Counties Risk Pool are included

Employee Benefits Proposal and Cost Summary

Prepared for: Virginia Standard Opt Out Plan
Proposed Effective Date of January 1, 2014

Presented By: The Standard

We appreciate the opportunity to provide you with this benefit and cost summary proposal from The Standard. This document outlines certain important features of the group insurance coverages available. This is not a contract or an offer to contract for such coverages. Detailed information about other important features of the coverage proposed is available on request. Just ask your broker/consultant or Standard representative.

A completed application must be submitted before a group can be considered for coverage. Insurance will be effective after the application is accepted by The Standard. If approved, we will issue a contract containing our customary language. It will not duplicate existing policy language, if any. The group contract will contain provisions and defined terms not described in this Benefit and cost summary proposal. The group contract will control if there are discrepancies between it and this proposal.

The proposed premium rate and plan design for each coverage are based on the underwriting data received by The Standard. Final premium rates and plan provisions will be determined by The Standard on the basis of: applicable state laws, policyholder contributions, confirmation of occupations, the actual composition of the group of persons who will become insured, and our current underwriting rules and practices.

This benefit and cost summary proposal expires on December 31, 2016, unless replaced or withdrawn by The Standard.

RESOLUTION

Irrevocable Election Not to Participate in Virginia Local Disability Program

WHEREAS, by enacting Chapter 11.1 of Title 51.1 of the *Code of Virginia*, the Virginia General Assembly has established the Virginia Local Disability Program (“VLDP”) for the payment of short-term and long-term disability benefits for certain participants in the hybrid retirement program described in Virginia Code § 51.1-169; and

WHEREAS, for purposes of VLDP administration, an employer with VLDP-eligible employees may make an irrevocable election on or before September 1, 2013, requesting that its eligible employees not participate in VLDP as of the VLDP effective date of January 1, 2014, because it has or will establish, and continue to maintain, comparable employer-paid disability coverage for such employees that meets or exceeds the coverage set out in Chapter 11.1 of Title 51.1 of the *Code of Virginia*, with the exception of long term care coverage, by January 1, 2014; and

WHEREAS, it is the intent of County of Frederick, Virginia,
55134, to make this irrevocable election to request that its eligible employees not participate in VLDP;

NOW, THEREFORE, IT IS HEREBY RESOLVED that
County of Frederick, Virginia irrevocably elects not to participate in VLDP because it has or will establish, and continue to maintain, comparable employer-paid disability coverage for such employees; and it is further

RESOLVED that, as an integral part of making this irrevocable election,
County of Frederick, Virginia certifies that it has or will establish, and continue to maintain, comparable employer-paid disability coverage for such employees.

Adopted in Winchester, Virginia this Day Month, 2013.

Authorized Signature

Title

EXECUTIVE SUMMARY

The Fire and Rescue Department is committed to providing the best possible service to the citizens and community. With this in mind our staff is our most valuable resource. The Executive Staff is dedicated to providing a transparent, balanced cutting edge workforce.

The following is a summary of the recommendations prepared for the Public Safety Committee. Staff has identified the issues and provided potential solutions. Information was gathered and compared to various other departments throughout the Commonwealth of Virginia. The document provides an in-depth look into the cessation of the Kelly Day scheduling for 24-hour shift personnel.

The aforementioned cessation of the Kelly Day schedule is recommended to serve several purposes that we feel will justify the annual increase in overtime for the Fire and Rescue Department.

Among the advantages are:

- Moderate financial gain that will help stem the flow of Fire and Rescue staff leaving employment with Frederick County for higher paying departments in Northern Virginia. Hopefully, this will buy us some time until salaries can be adjusted across the board. (However, this proposal will only help 24-hour shift employees. The Captains, day shift personnel, and office staff will not see any financial benefit from this proposal.)
- Daily staffing will increase by approximately five (5) personnel per day if they no longer observe Kelly Days. Considering the fact that we are short staffed on a daily basis, this will be beneficial to the entire fire and rescue system. With increasing the daily staffing by five (5) personnel, this will provide the Department with a savings of salaries, benefits, uniform costs, and ancillary supplies for the need of hiring additional personnel in the immediate future.
- With the daily staffing increase listed above, the proposal to implement a Recruit School/Training Academy for career personnel will be easier to facilitate by taking two (2) field personnel and reassigning them to the Training Division. This process will eliminate the need to hire any additional personnel in the immediate future for this proposal. These two additional Assistant Training Officers will also be able to facilitate annual training programs adopted by the Department when a Recruit School is not in session. These two additional Assistant Training Officers will also allow the Training Division to implement the Advanced Emergency Medical Technician program once the Department receives Accreditation.

- Maintaining the Shift Training Days will allow the Department to continue to provide all of the mandated training for existing personnel that is required by local, state, and federal authorities based upon specific policies and procedures from the certifying organizations.
- The cessation of Kelly Day's will also result in the reduction in the usage of part-time employees for coverage in fire and rescue stations. This will allow the Department to utilize part-time personnel to maintain and support many of the existing projects where the funding as well as some of the part-time money can be moved to the overtime line item to cover some of these expenses.

MEMORANDUM

TO: John R. Riley, Jr. County Administrator

FROM: Dennis D. Linaburg, Chief
Frederick County Fire and Rescue

SUBJECT: Public Safety Committee

DATE: June 24, 2013

The most valuable resource in any fire and rescue department is the personnel—people make the organization what it is. If a strong fire department is desired, then strong people are needed. We must understand how to manage people to obtain the highest of performance. The retention of staff is directly related to job satisfaction. In other words, firefighters who feel good about the work they do, the environment in which they work, the nature of the work preformed, and the relationship they have with other firefighters, they tend to stay in their positions. In addition, the relationship that firefighters have with leadership and the community is very important to job satisfaction as well. Do firefighters feel valued? These days many departments are running “lean” meaning that staffing levels are low. Communities are looking to the fire department to provide more and more services with fewer resources, and this creates more pressures on the staff. As requested, I offer the following options for consideration:

1. In the past, all departments within public safety have been treated somewhat equally based upon salary, benefits, etc. However, if you compare the three department’s hourly rates they differ because Fire and Rescue works a fifty hour work week not a forty hour work week. For example: (See Attachment A)

	Fire and Rescue	Sheriff	Jail
Annual Salary	\$34,777	\$34,777	\$34,777
Hours Per Year	2,600	2,080	2,080
Hourly Rate	\$13.36	\$16.70	\$16.70

In theory, firefighters work more hours for the same annual salary. If you compare the hourly rate for a firefighter, they make 25% less than a Sheriff's Deputy or Correctional Officer.

The proposal would be to raise the hourly rate to align with the other departments. This would increase their annual salary. This would be more competitive regionally and nationally based upon salary averages. The new annual starting salary would be \$43,462.

2. The Department currently works a twenty four hour on twenty four off schedule. This is based on an FLSA compliant "Kelly Day" schedule. (See Attachment B – What is a Kelly Day?) This schedule limits the staff to a 200 hour work cycle to avoid overtime compensation. Station coverage is accomplished by additional built in staff, part-time personnel, and lastly overtime. The proposal would be to do away with the Kelly Day or adjusted work schedule and fund the automatic overtime as most other departments do. The benefits would be extra staffing without hiring staff, a savings in personnel protective equipment, fringes, and benefits. The net cost to the Department will be \$567,146 above the current amounts in the overtime and part-time line items. (See Attachment C)
3. The Department requires minimum training to apply for employment: Firefighter I, EMT-B, Hazardous Materials Operations, and EVOC. This was an option in lieu of providing a Recruit School. However, during the last several employment testing processes, we have seen a dramatic reduction in qualified candidates. As requested, I offer the following proposal. (See Attachment D)
4. Develop a formal staff recruitment and retention program that will marry well with our current volunteer effort.

DDL:jlC

Attachments: (4)

Cc: File

Frederick County Fire and Rescue Department 2013 Shift Calendar

JANUARY							FEBRUARY							MARCH						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5			1	2						1	2					
6	7	8	9	10	11	12	3	4	5	6	7	8	9	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	11	12	13	14	15	16	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28			24	25	26	27	28	29	30

APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6		1	2	3	4				1	2	3	4	5	6	7
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29

JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6		1	2	3	4	5	6		1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11	12	13	14	15	16	17	15	16	17	18	19	20	21
21	22	23	24	25	26	27	18	19	20	21	22	23	24	22	23	24	25	26	27	28
28	29	30	31				25	26	27	28	29	30	31	29	30	31				

OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5			1	2						1	2	3	4	5	6	7
6	7	8	9	10	11	12	3	4	5	6	7	8		8	9	10	11	12	13	14
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31				

A SHIFT

B SHIFT

C SHIFT

----- Timesheet Ending Date

What is a Kelly Day?

A Kelly day is a means of adjusting an employee's schedule to avoid him/her from working overtime. Anything over 200 hours in a 28 day pay-period is overtime.

How does it work?

First of all, let me point out that the Kelly day only affects Fire and Rescue employees that work 24 hour shifts. We have three (3) 24 hour shifts; A Shift, B Shift, and C Shift. Depending on how the shifts fall in the 28 day pay period, two (2) shifts are scheduled for nine (9) 24 hour days per pay-period and one (1) shift will work ten (10) 24 hour days per pay-period. This will occur every 28 day pay-period. Please refer to Attachment "A" that shows the shifts and how they fall within the 28 day pay-period.

The "9 day" shifts equate to $9 \times 24 = 216$ hours, so the employee is scheduled 16 hours off without pay "Kelly Day" to keep his/her total hours at 200 maximum for the 28 day pay-period.

In a "10 day" pay-period, the schedule will reflect ten (10) 24 hour shifts per pay-period. $10 \times 24 = 240$ hours. Again, the employee's schedule is adjusted not to exceed 200 hours. This is accomplished the same way as a "9 day" pay-period, with the addition of a full 24 hour shift scheduled off without pay (Kelly Day/ furlough day).

Attachment C

Shift Schedule Proposal

				Costs
Eliminate Kelly Days				
	A Shift	B Shift	C Shift	
Additional Hours (FY14)	328	304	304	
# Overtime Eligible Employees	19	18	18	
Avg. Overtime Rate	30.23	30.23	30.23	
Total	188,393.36	165,418.56	165,418.56	519,230.48
Maintain 13 Training Days				
	A Shift	B Shift	C Shift	
Additional Hours (FY14)	104	104	104	
# Overtime Eligible Employees	19	18	18	
Avg. Overtime Rate	30.23	30.23	30.23	
Total	59734.48	56590.56	56590.56	172,915.60
				692146.08
Current Expenditures				
Part Time Costs (2011)				76,602.00
Current Overtime Costs (2012)				55,383.34
Total				131,985.34
				560,160.74
Benefits				
Staffing Increases	5	5	5	
New FF Salary/Benefits	45,167.54	45,167.54	45,167.54	
Total	225,837.70	225,837.70	225,837.70	677,513.10
				117,352.36
Breakdown of Benefits				
Health Insurance	466/mo		15	83,880.00
VRS Employer Contribution		11.39%	15	58,799.55
				142,679.55
Savings				
	Costs			
Avoid Addtl' Floaters		3		135,502.62
PPE	2,890.80	15		43,362.00
Uniforms	500	15		7,500.00
Pre Employment Testing/Background	2,030.00	15		30,450.00
PTO	20.15	15	210	63,472.50
				280,287.12
Total Savings				397,639.48

Attachment "D"

Frederick County Fire and Rescue Department Recruit School Information and Projected Needs

Background

The Fire and Rescue Department has offered two (2) Recruit Schools during its history which was based upon hiring a large number of employees at one time. The first Recruit School was held in 2004 for eighteen (18) new employees and the second one was held in 2005 for twelve (12) new employees. Both of these Recruit Schools were not full Recruit Schools since all of the new employees were already certified as Emergency Medical Technicians in the Commonwealth of Virginia. The Recruit Schools did review emergency medical service topics and then the employees completed the fire suppression and hazardous materials components during the remainder of the course. These Recruit Schools were twelve (12) weeks and fourteen (14) weeks in length respectively.

Current Situation

Since the completion of Recruit School #2 in 2005, the Department has hired several new employees but only in numbers of one (1) and two (2) at a time to replace existing employees that have resigned to go to other Fire and Rescue Departments, termination from employment, and most recently a retirement. Conducting a Recruit School for this low number of employees is not feasible functionally or financially for the Department. During the past two (2) years with the most recent hiring's, the Department has assigned these new employees to a Station Lieutenant who has overseen the orientation and evaluation of their training levels and abilities. Additional training opportunities were provided to the employees for areas that they were deficient in as well as ensuring that they understood the components that are specific to Frederick County.

The last two (2) employment testing processes that the Department has conducted has created some concerns based upon the number of candidates that registered for the process, the number of candidates that actually started the process, the number of candidates that actually completed the process, and their required prerequisite certifications and abilities. The last couple of employees hired had the required prerequisite certifications but had no experience in multiple areas. Due to time constraints as well as staffing issues, they were assigned to their respective fire and rescue stations while not having all of the abilities they need to function in all aspects of the job requirements. Due to only having two (2) personnel assigned per shift at each of the staffed fire and rescue stations, the Department wants to ensure that we have capable and functional personnel to perform all of the necessary tasks during emergency responses.

Proposal

With the current number of vacancies in the Department, potential loss of fourteen (14) plus personnel to other fire and rescue departments, anticipated retirements in the near future, and additional projected staffing needs, the Department needs to take a proactive approach to ensure that all new employees are adequately trained and certified to function within the Fire and Rescue System. The Department needs to establish a consistent Recruit School for new employees that will provide them with the education and certifications required by the Department as well as the Commonwealth of Virginia. The following table represents the minimum education and training requirements for each employee as well as the projected timeframe to achieve these educational components. The minimum number of new recruits is eight (8) based upon established policies and procedures by the certifying agencies.

Certification	Sponsoring Agency	Minimum Required Hours	Functional Hours	Weeks/Days Needed To Accomplish
Emergency Medical Technician (Includes Mass Casualty Incident Management Levels I and II, A.I.S. Assist, and Helicopter Operations)	V.O.E.M.S.	162	200	5 Weeks, 3 Days
Emergency Vehicle Operator's Course	V.D.F.P.	16	20	2 Days
National Incident Management System	U.S.D.H.S./V.D.F.P.	4	4	0.5 Day
National Response Framework	U.S.D.H.S./V.D.F.P.	4	4	0.5 Day
Firefighter Level I	V.D.F.P.	220	260	6 Weeks, 2 Days
Firefighter Level II	V.D.F.P.	60	100	2 Weeks
Hazardous Materials Operations	V.D.F.P./V.D.E.M.	40	60	1 Week, 1 Day
Mayday! Firefighter Down! Awareness	V.D.F.P.	6	8	1 Day
Mayday! Firefighter Down! Operations	V.D.F.P.	24	24	3 Days
Vehicle Rescue Awareness/Operations (Includes Introduction To Technical Rescue Module I Course)	V.D.F.P.	16	24	3 Days
Basic Incident Command System (Includes I.C.S.-100 and I.C.S.-200)	U.S.D.H.S./V.D.F.P.	16	16	2 Days
Driver/Operator – Pumper	V.D.F.P.	72	90	1 Week, 3 Days
Driver/Operator – Aerial	V.D.F.P.	48	60	1 Week, 1 Day
Certification Testing For Above	All	30	30	1 Week, 1 Day
Total		718	900	22 Weeks

U.S.D.H.S. – United States Department of Homeland Security

V.D.E.M. – Virginia Department of Emergency Management

V.D.F.P. – Virginia Department of Fire Programs

V.O.E.M.S. – Virginia Office of Emergency Medical Services

The Recruit School schedule was developed utilizing our existing Basic Fire Academy, Emergency Medical Services Academy, and annual training programs converting them into a Monday through Friday format. All of these training program courses and associated schedules have proven beneficial to the fire and rescue system therefore affording us good data to develop a Course Schedule. This process will allow consistent educational offerings of these certification courses for both career and volunteer personnel allowing them to function as one on emergency incident scenes.

Projected Needs

The Training Division consists of a Deputy Chief, two (2) Lieutenants, and a part-time Secretary (receptionist) that is currently responsible for administering and facilitating the Career Shift Training and Annual Training Plan as adopted by the Department and the Frederick County Volunteer Fire and Rescue Association. In addition to these staff positions, the Training Division also utilizes instructors from the full-time roster, part-time roster, volunteer personnel, and Winchester Fire and Rescue Department personnel (career and volunteer). The number of volunteer instructors from both Frederick County and Winchester has decreased dramatically during the past three (3) years. The demand for fire and rescue related courses has increased dramatically over the past five (5) years with the majority of our course offerings at maximum student capacity as allowed by the various certifying agencies.

The list below projects the needs of the Training Division and Department to implement and sustain a consistent Recruit School, maintain the established Annual Training Plan adopted by the Department, and implement the Advanced Emergency Medical Technician certification process for career and volunteer E.M.S. providers.

- Add two (2) full-time Assistant Training Officers to the Division (Specialists and/or Technicians from the Operations Division would be transferred to the Division and those positions backfilled with new employees.)
- Upgrade part-time Secretary to full-time Secretary (Documentation and paperwork requirements for educational purposes has increased for the Annual Training Programs but will double with Recruit Schools.)
- Increase the amount of funding in Overtime and Part-Time line items (Assistant Instructors will be required for all practical components with specific instructor-to-student ratios identified by the various certifying agencies. These positions will exceed the number of Training Division Staff that are available to conduct the evolutions.)
- Replace and upgrade existing equipment and materials (More specifically targeted towards the E.M.S. equipment due to the current age and life expectancy of the equipment. With the addition of Advanced Emergency Medical Technician Course, the need for high-fidelity simulation manikins are in-place based upon the requirements for facilitation of the program. A large portion of funding the equipment may be possible through various grant opportunities during the next year.)
- Replace and upgrade existing apparatus (The pumper that the Training Division acquired from Fairfax City is twenty seven (27) years old, two (2) years past its life expectancy. The ambulance that was acquired from Clear Brook is ten (10) years old but is still serviceable for another couple of years.) Volunteer fire and rescue apparatus will be needed in addition to the above for training purposes.
- Need for training facilities for both classroom and practical evolutions (While this is not an immediate need, the strategic planning for a Regional Public Safety Training Center needs to be initiated in the near future. The Winchester Fire Training Center is surrounded on three sides with residential neighborhoods with a very limited water supply, and a burn building that is not certified by the Virginia Department of Fire Programs to support Firefighter Level I and II Courses.)



COUNTY OF FREDERICK, VIRGINIA

FIRE AND RESCUE DEPARTMENT

1080 Coverstone Drive
Winchester, VA 22602

Dennis D. Linaburg
Fire Chief

MEMORANDUM

TO: Paula Nofsinger, Director
Human Resource Department

FROM: Dennis D. Linaburg, Fire Chief
Fire and Rescue Department 

SUBJECT: EMS Billing Manager

DATE: July 24, 2013

With the EMS Expense Recovery Memorandum of Understanding in place, it is now time to move forward with hiring of an EMS Billing Manager. Advertising has been completed and it is now time to begin the interview process. This will be a new position to the County of Frederick within the Fire and Rescue Department. It is at this time that I request the EMS Billing Manager position be set as a Range 7. I also respectfully request that there be latitude to hire at the lower end of the scale based on the candidates qualifications.

This position will be responsible for the technical work planning, managing, organizing and directing of the County's EMS billing program. All of this while maximizing revenue and minimizing the impact on citizens. The job will include but not be limited to HIPPA compliance, coordination of patient care reporting, coordinate public and internal educational activities, and manage the contract for billing services. Position will perform auditing and compliance, supervise the preparation of reports, development and implement policies and procedures, and respond to inquiries and complaints from the public, insurance companies, etc. The Billing Manager will also work with the Finance Department to ensure all collection and disbursement of revenues associated with the program.

We recommend at this time the approval to move forward with the filling of this position. This will allow the EMS Expense Recovery to move forward. If you have any questions or comments, please do not hesitate to contact me.

DDL/jlc

Attachments: as stated

Cc: File

County of Frederick, Virginia

Position Details

Position Title: EMS Billing Manager	Date Position Created: April 2013	
Department: Fire & Rescue Department	Reports To: Fire Chief/F&R Director	
<input type="checkbox"/> Exempt <input checked="" type="checkbox"/> Non-Exempt	Date Prepared: 4/25/2013	Prepared By: HR Generalist
Range: 7	Grade: A-E	Salary: \$36,240.68-\$45,151.72

G/L Line Item: TBD

Job Description

Job Purpose: Performs difficult, technical work planning, managing, organizing and directing the County's EMS billing program to maximize revenue while minimizing the impact on citizens. Work is performed under direct supervision of the Department Director or his/her designee.

Essential Functions

- Ensure HIPAA compliance throughout the EMS billing program;
- Coordinate and develop electronic patient care reporting and related operational services;
- Coordinate public and internal educational activities;
- Manage the contract for billing services;
- Perform auditing and compliance/program reviews of related Department regulations and procedures;
- Supervise the preparation of reports and other accounting aspects of the program;
- Develops and implements policies and procedures;
- Coordinate all aspects of contract oversight with billing vendor;
- Ensure efficient service is provided to customers and insurance companies, and all Medicare and Medicaid requirements are met, as well as private insurance requirements;
- Work with County's Information Technology Department to manage and oversee program information systems, database and statistical programs operations;
- Respond to inquiries and complaints from the public, insurance companies, lawyers, etc. while maintaining HIPAA compliance;
- Establish controls to be required of the vendor to ensure accurate accounting for ambulance fee payments;
- Work with the Finance Department to ensure all revenues are appropriately collected and posted to proper general ledger accounts.

Job Requirements:

Education: Associate's Degree in accounting or business administration is required; bachelor's preferred.

Experience: Minimum two years experience in a finance office or doing medical billing.

Knowledge/Skills: Thorough knowledge and use of the principles and practices of accounting; basic knowledge and use of the principles, underlying general laws and administrative policies governing municipal financial practices and procedures. Possess strong communication and leadership skills. Thorough knowledge and use of standard office practices and procedures. Experienced in the use of standard office and accounting equipment including general knowledge and use of data processing practices and data entry through a computer terminal. Ability to maintain a high level of confidentiality. Ability to establish and maintain effective working relationships with co-workers, departments, agencies and officials and possess professional telephone etiquette.

Working Conditions:

Physical Demands: Walking, talking, stooping, kneeling, bending, reaching, and gripping. Incumbent may be required on occasion to move and lift up to 30 lbs. (boxes, files, etc.); work long periods at a desk; walk over rough terrain on occasion. Must fully participate as required as a civilian member of an emergency response organization.

Supervisory Responsibilities:	
Number of Employees Supervised: 0	Number of Subordinate Supervisors Reporting to Job: 0
Approvals:	
Department Director:	Date: 5/1/2013
HR Director:	Date: 5/1/2013
Finance Director:	Date:
County Administrator:	Date:
Board of Supervisors Approval:	Date:



COUNTY of FREDERICK

John R. Riley, Jr.
County Administrator

540/665-5666

Fax 540/667-0370

E-mail:
jriley@co.frederick.va.us

MEMORANDUM

TO:	Members of the Frederick County Business Climate Assessment Citizens Committee
FROM:	John R. Riley, Jr., County Administrator
SUBJECT:	Business Friendly Recommendations
DATE:	July 3, 2013

On behalf of Frederick County, I want to thank all of the committee members and staff for their time and energy and for the serious and thoughtful approach they brought to this initiative.

We believe this was the ultimate demonstration in government transparency, as Frederick County allowed members of the business community to review and critique our organization and processes. We hope you found it to be a rewarding and educational experience. We look forward to evaluating all of the recommendations and working together to ensure Frederick County remains open for business.

Attached please find the executive summary and full list of recommendations developed by the various subcommittees during Frederick County's business friendly exercise.

Public Outreach and Promotion of Frederick County

Many of the recommendations did not focus on Frederick County operations, but rather promotion of Frederick County as a business destination. Examples include: hiring a PR firm to promote Frederick County, hire an advertising agency to promote Frederick County interests in various media, and studying the need to create a public information officer position.

One of the common themes found in the Business Attraction and Retention Subcommittee's recommendations was one of public outreach and promotion of Frederick County. One of the more cost effective approaches to promoting Frederick County was the recommendation to install signage along Interstate 81 and major routes entering Frederick County stating Frederick County is Open for Business. This initiative would show Frederick County is a positive business partner and could help provide the County with a marketing advantage.

Should the Board wish to evaluate this recommendation, staff would recommend this item be referred to the Transportation Committee for further consideration.

County of Frederick, Virginia

Position Details

Position Title: Public Information Officer	Date Position Created:	
Department: County Administration	Reports To: County/Assistant County Administrator	
<input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt	Date Prepared: 7/24/2013	Prepared By: Assistant County Administrator
Range: R12	Grade: up to C	Salary: \$60,000-\$65,000
G/L Line Item: TBD		

Job Description

Job Purpose: Under the direction of the County Administrator, the POI manages, coordinates and provides leadership for the County's public information and engagement initiatives. Performs specialized work involving the preparation, publication and distribution of multi-media materials and press releases for the County. Responsibilities include assisting in establishing and maintaining cooperative relationships with community representatives, employees, public interest groups and the media. Provides expert advice, consultation, training and facilitation to all levels of county management in developing and implementing communication strategies and public participation programs.

Essential Functions

- Serves as primary county liaison to media, oversees and manages communications with the public, including local press, radio and television media.
- Coordinates responses by County departments, offices, and agencies in accordance with the Virginia Freedom of Information Act (FOIA) and, as appropriate, prepares responses to such inquiries.
- Plans and manages dissemination of information regarding county programs, services and general information to citizens, including oversight of the County's website and supervision of web content staff.
- Oversees and manages the development, writing, design, production and editing of programming for the County's cable channel.
- Assists county administration, constitutional officers and department heads in planning and arranging various promotional activities and special events including arranging press conferences for elected and appointed county officials.
- Works with the county administrative staff in the preparation of complex reports, executive summaries, speeches and correspondence, formulates message and articulates the County's response to sensitive, controversial community issues.
- Provides strategic and technical assistance to the County Administrator and elected officials relating to all aspects of public relations and the dissemination of public information.
- Works closely with public safety and emergency services departments and serves as the media representative for the Emergency Operations Center when activated.
- Develops and manages department budget.

Job Requirements:

Education: Bachelor's degree in Public Administration, Public Relations, Communication, Journalism or English, or substantially similar field required.

Experience: Minimum of five years of experience in designing and implementing community based information programs, editing and writing publications, preparing media releases.

Knowledge/Skills: Extensive knowledge of modern principles and practices of public relations as applied to local government. Exceptional written and oral communication skills; proven ability to work effectively, productively, and diplomatically with and maintain effective working relationships with elected and appointed officials, employees, members of the media, community organizations, and citizens. Ability to perform under pressure and make effective presentations to civic/business organizations. Working knowledge of local government; including, criminal justice, emergency service systems, and FOIA. Substantial knowledge of word processing and web content management and computer graphics. Basic knowledge of television production and broadcast processes and techniques.

Working Conditions:

Physical Demands: Walking, talking, stooping, kneeling, bending, reaching, and gripping. Incumbent may be required on occasion to move and lift up to 30 lbs. (boxes, files, etc.); work long periods at a desk; walk over rough terrain on occasion.

Supervisory Responsibilities:

Number of Employees Supervised: 0	Number of Subordinate Supervisors Reporting to Job: 0
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Approvals:

Department Director:	Date:
HR Director:	Date:
Finance Director:	Date:
County Administrator:	Date:
Board of Supervisors Approval:	Date:



County of Frederick Employee of the Month Nomination Form

1805
SHH/BS

Outstanding service can be demonstrated in many ways, but it always involves more than just good job performance. An employee can be outstanding for suggesting improvements that result in greater efficiency, improved service, or cost savings; for leadership in departmental activities, for the department's goals or for the goals of the county as a whole. Outstanding service includes job performance that clearly exceeds requirements.

The Board of Supervisors must discount generalities not supported by specific examples of activities which support the nomination. Remember, there is no way to know whether specifics are missing by accident or because they do not exist. If you believe an employee has made an outstanding contribution, give specific examples of what they have done.

Nominations are not judged on how well you write. However, they are judged on the facts presented.

Employee Name : Pam Baber

Department: Public Safety Communication

Nomination Submitted By: Michael Dehaven/LeeAnna Pyles

Department: Public Safety Communication

Nominator's Signature:

Date: 05/13/2013

Reason for Nomination (please be specific, precise, and definite):

Pam Baber is a supervisor with the Public Safety Communications Department. She has been employed by the County for 15 years. She has been a supervisor for the past 10 years. I have had the privilege of working with Pam the past couple years and have seen the things she does first hand. Often the role of supervisor and the duties that it entails goes unnoticed. Pam does all the scheduling for the Communications Department, which is a task in itself for a 24/7 department. But she makes sure the shifts are covered appropriately and fairly. She accomplishes this, always keeping overtime in mind. Pam is an outstanding supervisor. She is always willing to assist other dispatchers, with any need, while dealing with day-to-day issues. She keeps a positive attitude which is sometimes difficult in a high stress, face paced environment such as the dispatch center. Pam is willing to work over or come in on her days off to cover a shift. She rarely leaves work on time. Making sure that the oncoming shift is aware of what has been going on. She cares about the citizens of Frederick County and her fellow first responders. They are always utmost on her mind. Pam has been a trainer for several years. Her knowledge and experience shows in her ability to train and mentor new employees. Often the time and energy that it takes to train a new employee is overlooked. Pam is someone to look up to in the department.

HR Section: Received:

Emailed to HR Committee: _____