



County of Frederick

Paula A. Nofsinger
Director of Human Resources

(540) 665-5668
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pnofsinger@fcva.us

TO: Board of Supervisors

FROM: Paula Nofsinger, Director of Human Resources

DATE: January 13, 2014

SUBJECT: Human Resources Committee Report

The HR Committee met in the First Floor Conference Room at 107 North Kent Street on Friday, January 10, 2014, at 12:00p.m. Committee members present were: Supervisor Robert Hess, Supervisor Robert Wells, and Citizen Member Dorrie Greene. Committee members absent were Supervisor Chris Collins, Citizen Member Beth Lewin and Citizen Member Barbara Vance. Also present were: County Administrator John R. Riley, Jr., County Attorney Rod Williams, Fire and Rescue Chief Dennis Linaburg, and Deputy Chief Bill Bowmaster.

***** Items Requiring Action*****

1. None.

*****Items Not Requiring Action*****

1. **Presentation by the Director of Fire and Rescue, Dennis Linaburg.**
At the request of the Committee, Mr. Linaburg presented an overview of the objectives and responsibilities of the Fire and Rescue department. The presentation also provided the Committee an understanding of his employee population, the skills required, and topics of importance within his department. Presentation Attached.
2. **Request from Fire & Rescue Director for new positions to staff our Star Tannery Station.**
The Committee supports the request to add 6 new positions at the station. Committee recommends forwarding request to Finance Committee for funding consideration.
3. **Annual review of Committee Charter.**

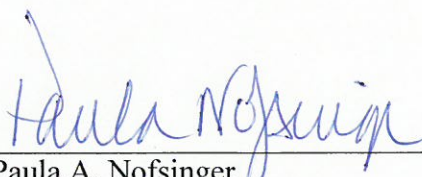
There being no further business, the meeting was adjourned.

The next HR Committee meeting is scheduled for Friday, February 7, 2014.

Respectfully Submitted,

Human Resources Committee

Robert Hess, Chairman
Robert Wells
Dorrie Greene

By: 
Paula A. Nofsinger
Director of Human Resources



FREDERICK COUNTY FIRE AND RESCUE



The Frederick County Fire & Rescue Department was established in 1990 to provide support and coordination for the volunteer fire and rescue companies that provide fire suppression and emergency medical services to the citizens of Frederick County. The Department consists of 11 volunteer fire and rescue companies operated by approximately 100 operational volunteer personnel, supported by 61 uniform career field staff and 9 uniformed office staff. The agency coordinates with our volunteer companies to deliver firefighting and emergency medical services within Frederick County.



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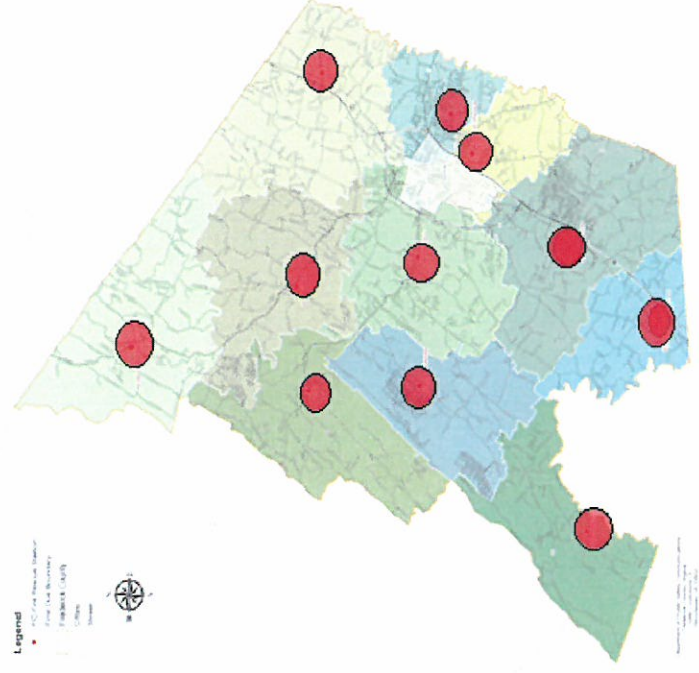


Combination System

Eleven Fire
& Rescue
Companies

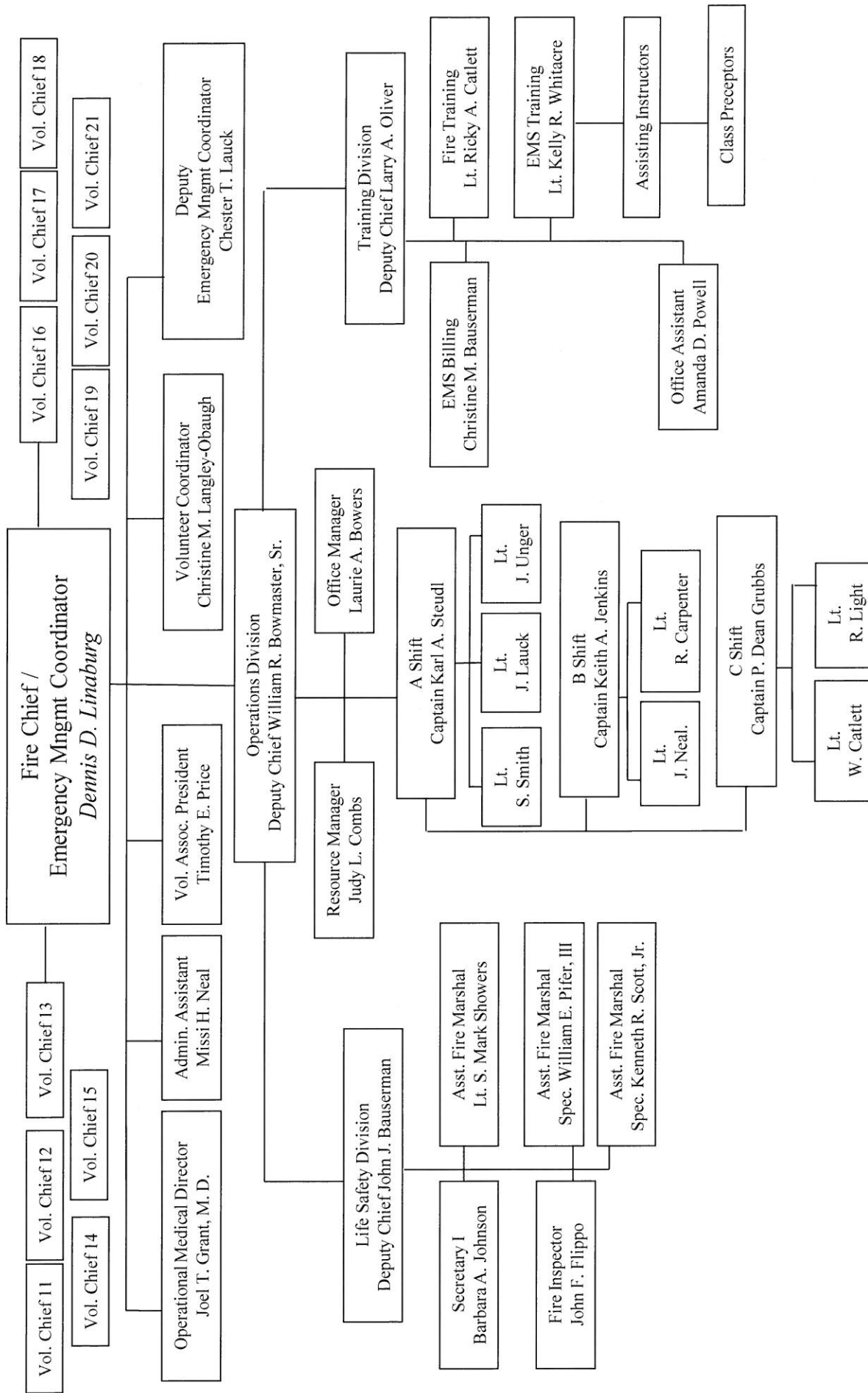
- Stephens City
- Middle Town
- Clear Brook
- Gore
- Round Hill
- Gainsboro
- Star Tannery
- Green Wood
- North Mountain
- Renoylds Store
- Millwood Station

Frederick County First Due Boundaries



COUNTY OF FREDERICK

FIRE AND RESCUE DEPARTMENT



Core Values

- PROFESSIONAL EXCELLENCE
- HEALTH & SAFETY
- DIVERSITY
- TEAMWORK AND SHARED LEADERSHIP
- EFFECTIVE COMMUNICATION
- INTEGRITY
- COMMUNITY SERVICE and INVOLVEMENT
- INNOVATION



Overseeing the operation of the Department is the Fire and Rescue Chief who is employed by the County as a Department Head. The Chief's responsibilities include the supervision of career staff, coordination of service delivery of the volunteer companies, overseeing emergency services planning, implementing volunteer and career training programs, disaster and hazardous materials coordination, and managing department resources.

The Fire and Rescue Department is divided functionally into four Divisions: **Operations**, **Life Safety**, **Training** and **Emergency Management**. There are currently 61 uniformed career staff and one Deputy Chief in Operations, three Assistant Fire Marshals and one Deputy Chief in Life Safety, and two Training Lieutenants and one Deputy Chief in Training. These three divisions are supported by three clerical staff, one resource manager, one volunteer coordinator and one billing manager for a total full-time staffing of 76 personnel within the career department.



The Operations Division has a multitude of functions. This includes being responsible for emergency service delivery, responding to hazardous materials releases, disaster response and mitigation, emergency services planning, and coordinating the service delivery of the volunteer fire and rescue companies.

The Frederick County Fire and Rescue Department has career personnel assigned to all stations except Star Tannery. Most stations are staffed 24 hours a day by career personnel. There are also three stations staffed from 6am until 4pm Monday through Friday. These include Gore, North Mountain and Reynolds Store stations. Volunteer personnel staff their stations when available.

The figure displays a 12-month calendar grid. Each month's calendar is a table with days of the week (S, M, T, W, T, F, S) as columns and dates as rows. The days are color-coded: Blue for A Shift, Red for B Shift, and Green for C Shift. The grid is organized into three columns (January-March, April-June, July-September, October-December) and three rows (A Shift, B Shift, C Shift).

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

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

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



The Life Safety Division / Fire Marshal's Office is responsible for enforcing the Virginia Statewide Fire Prevention Code, performing safety inspections for county businesses, investigating causes of fires and explosions, issuing burning and blasting permits, reviewing fire protection system plans, and ensuring and educating the public about fire safety.

In 2009, the Frederick County Fire Marshal's Office welcomed the first explosives detection canine, Chance to the division. Then in 2012, the addition of a new accelerant detection canine named Walker joined the Department. Both Chance and Walker are trained daily to detect different scents. They are required to re-certify with ATF yearly.



The Training Division is responsible for the coordination and delivery of training related to fire, EMS, technical rescue, and hazardous materials. The Training Division is responsible for maintaining continual knowledge of mandated laws, recommended standards, certification and training issues, course development issues and documentation / record keeping to assure that the volunteer and career staff are in compliance with local, state, and federal laws and regulations. They are also responsible for the administration and management of the Career Development Program within the Department.

The Training Division works extensively with the Virginia Department of Emergency management, Fire Programs, Office of Emergency Medical Services, US Dept. of Homeland Security and various other local, state, and federal agencies on training requirements, certification and curriculum development.



The Department and its Chief are also responsible for other non-Fire and EMS issues. The County **Emergency Management Division** is the responsibility of this Department along with the hazardous materials function. Many projects related to these non-fire and rescue functions are required to be completed by our office such as FEMA Grant Administration, Emergency Operations Plans, Hazard Mitigation Planning, Hazardous Material Planning, Environmental Management Programs and Comprehensive Planning to name a few.

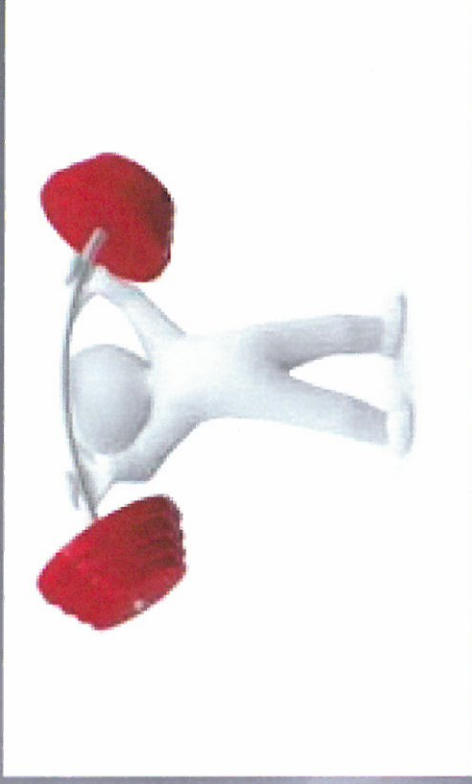
S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have an agency candidly identify their positive and less-than-desirable attributes. The agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.



Strengths

- Community Support
- Progressive EMS Program
- Excellent Training
- Teamwork



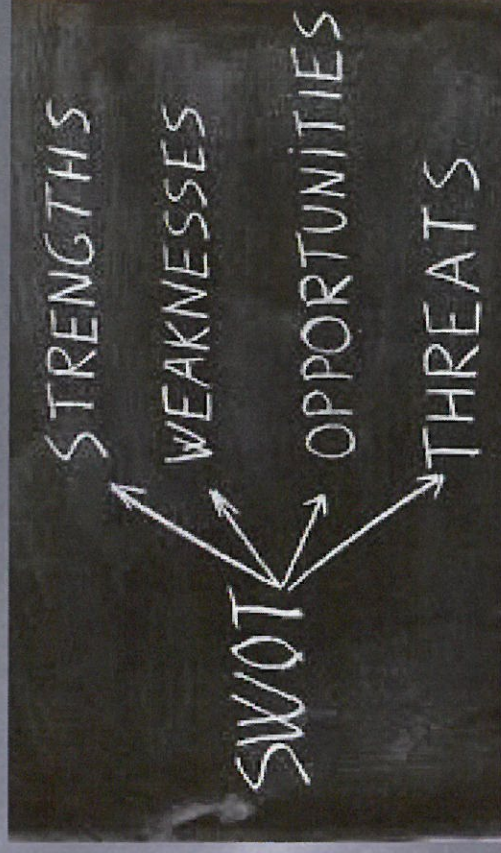
Weaknesses

- Aging Emergency Response Fleet
- Operational Costs
- Competition
- Leadership conflicts



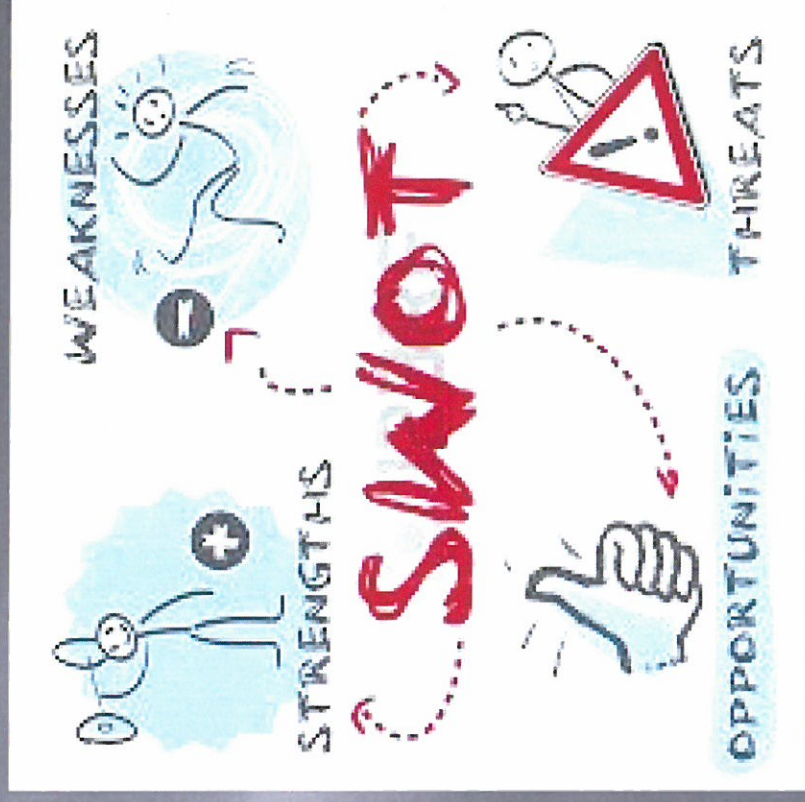
Opportunities

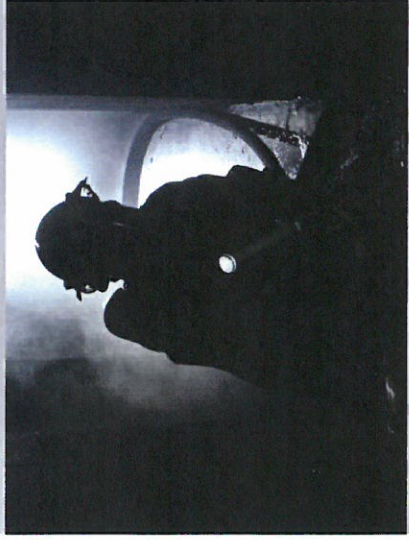
- Career development training
- Improved Accountability
- Participation in Focus Groups
- Community Involvement and Outreach



Threats

- Staffing Shortage
- Loss of Volunteers
- Too Rapid Change
- Politics





The Frederick County Fire and Rescue Department is dedicated to providing quality and cost effective services that protect our citizens, their property, and our environment from the effects of fire, medical emergencies, technological hazards, and man-made or natural disasters, which pose a threat to our community.

We are a unique organization to the county, as we encompass both career and volunteer staff, totaling over 300 active members, of which 76 are county employees.

QUESTIONS ?



COUNTY OF FREDERICK, VIRGINIA

FIRE AND RESCUE DEPARTMENT

1080 Coverstone Drive
Winchester, VA 22602

William R. Bowmaster, Sr.
Deputy Chief
Operations Division

MEMORANDUM

TO: Paula Nofsinger
HR Director

FROM: Dennis D. Linaburg, Chief *mgul / DL*
Fire & Rescue

SUBJECT: Staffing Request – Star Tannery Fire & Rescue

DATE: January 2, 2014

The Public Safety Committee met December 17, 2013 to discuss the need for career staffing at Company 17, Star Tannery. Currently, Star Tannery is the only station within the County without career staffing. The Committee recommended the hiring of six additional career staff to respond from Company 17. These six employees would work the current 24-hour shift schedule. This would allow two employees to be at the station at all times.

The lack of available volunteers currently at Star Tannery is taxing the surrounding companies and jurisdictions. To cover emergencies in Company 17's district, we must pull resources from other companies, leaving that first due area unprotected and threatening the lives and property of residents living elsewhere in Frederick County.

Star Tannery is also a dual dispatch company due to the overlapping coverage area, which includes both Frederick and Shenandoah Counties. We have met with Shenandoah County to discuss the mutual aid agreement and Shenandoah has indicated their willingness to assist Star Tannery. We are tentatively set for a board work session in Shenandoah on February 6.

We are now requesting the HR Committee's consideration for this proposal. We believe that once approved, the additional staff would be trained and released to respond with proper credentials upon hiring quickly. It is our hope that the addition of career personnel at the station will encourage others to volunteer with Star Tannery.



COUNTY OF FREDERICK, VIRGINIA

DEPARTMENT OF PUBLIC SAFETY COMMUNICATIONS
1080 Coverstone, Drive, Winchester, VA 22602

LeeAnna Pyles
Director
Public Safety
Communications

MEMORANDUM

TO: Board of Supervisors

FROM: LeeAnna Pyles, Director Public Safety Communications

SUBJECT: Public Safety Committee Meeting
Report for December 17, 2013

DATE: December 31, 2013

A meeting of the Public Safety Committee was held on Tuesday December 17, 2013 at 8:30 a.m. at the Frederick County Public Safety Building, 1080 Coverstone Drive, Winchester, VA. Committee members present were: Committee Chairman Gary Lofton, Ron Wilkins, Chuck Torpy, and Gene Fisher. Members Chris Collins and Michael Lindsay were absent. Also in attendance were County Administrator John R. Riley, Jr., Fire & Rescue Chief Denny Linaburg, Deputy Fire Chief Larry Oliver, County Attorney Rod Williams, Human Resources Director Paula Nofsinger, Sheriff Robert Williamson, Deputy Fire Chief Bill Bowmaster, Co.17 Chief Brian Shifflett and EMS Billing Manager Chrissy Bauserman. The following items were discussed:

*****Items Not Requiring Action*****

1. Star Tannery request for staffing (Attachment A)

Chief Linaburg and Chief Brian Shifflett addressed the need for career staffing at Star Tannery. Company 17 is the only company in the County that does not have career staffing. They are a dual dispatch company with Shenandoah County due to an overlap in coverage area between the two jurisdictions. With Star Tannery's geographical layout and lack of career staff and volunteers, the need to call other due companies (e.g. Strasburg, North Mountain, Tom's Brook, and Middletown) puts critical response times at 15-20 minutes in some cases which are unacceptable. It should also be noted that all 911 calls go to Shenandoah County for dispatch and are then transferred to Frederick County Emergency Communications for dispatch. In addition, responding to these calls by other companies diminishes those companies' availability. As an example a general illness call will last at least 4 hours due to the layout of the area, transport times, time spent at WMC completing reports, and time back to the station.

Currently there are three volunteers who are certified fire fighters and nine EMS personnel at Company 17. A full compliment "out the door" is needed to run every call. Within the past few months, at least two of the volunteers have moved out of the area resulting in diminished staffing. Chief Shifflett talked about various scenarios used to help recruit more personnel to his station. He noted biggest problem was the volunteer base, even though they promote and advertise within a wide area.

Mr. Fisher asked about a meeting with Shenandoah County regarding contributions (mutual aid) to Frederick County when running calls.

Deputy Chief Bowmaster advised that he has placed a call the Shenandoah County asking for figures and information on mutual aid.

Mr. Riley agreed that a meeting is warranted, but we need to act now on the current staffing situation.

Chief Linaburg stated he would be comfortable with two people on 24 hour shifts (six people total) for the moment with the cost totaling about \$300,000 for salaries/benefits. The additional six career staff personnel at the station would help encourage volunteer recruitment. The volunteers would be at the station more frequently for hands-on training taught by the career staff. It was noted the additional six staff could be cleared fairly quickly with proper credentials. In the interim, other current career staff could fill the station temporarily.

The Public Safety Committee unanimously recommended the hiring of six additional career staff at Star Tannery (Company 17). This recommendation will go before the HR committee in early January 2014 then to the Finance Committee before being going to the Board of Supervisors at the end of January 2014 for action.

2. Revenue Recovery program update (Attachment B)

EMS Billing Manager Chrissy Bauserman updated the committee on the current status of the Revenue Recovery program. The transactions and monies coming in between the vendor and insured are moving well. She reviewed the October totals, but noted those numbers do not reflect a large amount of Anthem payments. This was due to Anthem experiencing a computer glitch in their system. The glitch has since been resolved. Mrs. Bauserman stated by February/March staff should have a better idea of the money received. The projected returns should increase to 43-45% resulting in net revenue of around \$970,000 for the full year (October 2013-October 2014).

Next Meeting:

Tuesday January 14, 2014 8:30 a.m.

At the next Public Safety Committee meeting, FY14-15 budgets for Fire & Rescue, Sheriff's Department and Public Safety Communications will be presented. The department heads will highlight those areas where they are experiencing the greatest difficulties and those areas where

they are asking for increased funding.

Adjourn:

The meeting was adjourned at 9:30 a.m.

Respectfully submitted by,

Stefanie Salvato

Stefanie Salvato, Secretary
Frederick County Department of Public Safety Communications

cc:

G.Lofton

J. Riley

R. Williamson

D. Linaburg

G. Fisher

R. Williams

T. Price

M. Lindsay

C. Collins

B. Vance

A. Lloyd

R. Wilkins

G. Williamson

L. Pyles

C. Torpy



COUNTY OF FREDERICK, VIRGINIA



FIRE AND RESCUE DEPARTMENT

1080 Coverstone Drive
Winchester, VA 22602

Dennis D. Linaburg
Fire Chief

MEMORANDUM

TO: Public Safety Committee

FROM: Dennis D. Linaburg, Chief 
William R. Bowmaster, Deputy Chief 

SUBJECT: Career Staffing Request – Star Tannery

DATE: November 26, 2013

Star Tannery Volunteer Fire & Rescue (Company 17) requested career staffing due to low volunteer participation. After our initial presentation to the Public Safety Committee, we were asked to compile response statistics for review. The attached reports clearly show that Star Tannery's request is valid and staffing is necessary.

We compiled response data from both Frederick County and Shenandoah County for the period of January through August 2013. We chose this timeframe due to previous data collection errors resulting in skewed results. This data represents the most accurate response information, which progressively worsens throughout the reporting period.

During the first four months (Jan.-Apr.), there are 41 dispatched calls in Company 17's first due. Star Tannery, however did not respond to seven (7) of these calls, which accounts for 17% of the calls during the first four months of 2013. During the second half of the reporting period (May-Aug), there were 58 dispatched calls for Company 17. Star Tannery was unable to respond to 26 of these calls, which is 44.8% of all dispatched calls during the second half of the reporting period. This clearly indicates a significant decrease in the ability of Star Tannery to adequately respond to emergencies in their district.

The lack of available volunteer members at Star Tannery is also taxing the surrounding companies and jurisdictions. In order to cover emergencies in Company 17's district, we must pull resources from other companies, leaving that first due area unprotected and threatening the lives and property of residents living elsewhere in Frederick County.

Star Tannery originally requested daytime staffing. However, after reviewing the response data obtained for review, our Department is recommending four career members, 24/7, be placed at Star Tannery. This recommendation is based on the proximity of the closest automatic aid companies for Company 17. North Mountain (Company 19) is the second due company for Star Tannery. However, from time of dispatch to expected arrival on scene is approximately 15 minutes. Strasburg Company 51 in Shenandoah County would be the next dispatched company to assist Star Tannery, and it would take approximately 17 minutes for them to arrive on scene. These are only estimated times. However, they are based on the automatic aid companies responding immediately at time of dispatch. Typically,

there is a several minutes delay in responding. The physical address of Company 17 was used for the travel time estimates due to its centralized location within the response district.

These response times illustrates the amount of time that Company 17 staff will be operating on an incident before automatic aid companies arrive. For example, at the scene of a house fire, four members could respond with three on the engine and one on the tanker. Further, it would allow one member to operate the pumper, two to fight the fire, and one to provide water supply. Even in this scenario, there would not be enough staffing for a safe interior attack on the fire or search and rescue efforts.

In the case of an ALS call (i.e., cardiac arrest), a minimum of four members is still necessary. Two members would be performing CPR, one would operate the AED and one would be the driver. American Heart Association (AHA) studies have shown that the best chances of surviving an out-of-hospital cardiac arrest are early CPR and defibrillation. Brain death/damage occurs within four to six minutes without early life saving measures.

It is realized the total call volume for Star Tannery is significantly less than other Frederick County Companies, however, we must ask ourselves are the taxpayers living in the community of Star Tannery deserving of the same level of protection as residents living elsewhere in the County? In short, the answer is yes.

/attachments (5)

Star Tannery 1/1/13 - 8/31/13

Month	FredCo	Shen	Dispt	Self-Disp	Total Calls
Jan	2	9	11	0	11
Feb	6	6	12	0	12
Mar	8	3	11	0	11
Apr	2	5	7	0	7
May	10	5	15	0	15
June	5	5	10	0	10
July	10	6	16	0	16
Aug	8	9	17	0	17
Total	51	48	99	0	99

total	failed	% no response
41	7	17.07
58	26	44.83

avg Per Month: 14 dispatched calls.

9% accuracy rate

0600-1800hrs

Month	0-5mins	5-8mins	8+mins	11+mins	Cancelled	Fail/1st Due	Total	% of Total
Jan	3	4	1	1		0	9	14.75
Feb	0	2	0	0		2	4	6.56
Mar	0	1	2	1		2	6	9.84
Apr	2	1	1	1		1	6	9.84
May	1	2	4	3		2	12	19.67
June	1	1	1	1		2	6	9.84
July	2	1	1	1		4	9	14.75
Aug	1	0	0	1		7	9	14.75

61 100

Total	10	12	10	9	0	20	
% of Total	16.39	19.67	16.39	14.75	0.00	32.79	100

1800-0600hrs

Month	0-5mins	5-8mins	8+mins	11+mins	Cancelled	Fail/1st Due	Total	% of Total
Jan	2	1	0	0		0	3	8.11
Feb	1	2	2	1		1	7	18.92
Mar	1	2	0	0		1	4	10.81
Apr	1	0	0	0		0	1	2.70
May	2	1	0	0		0	3	8.11
June	1	1	0	1		2	5	13.51
July	1	0	1	0		4	6	16.22
Aug	1	2	0	0		5	8	21.62

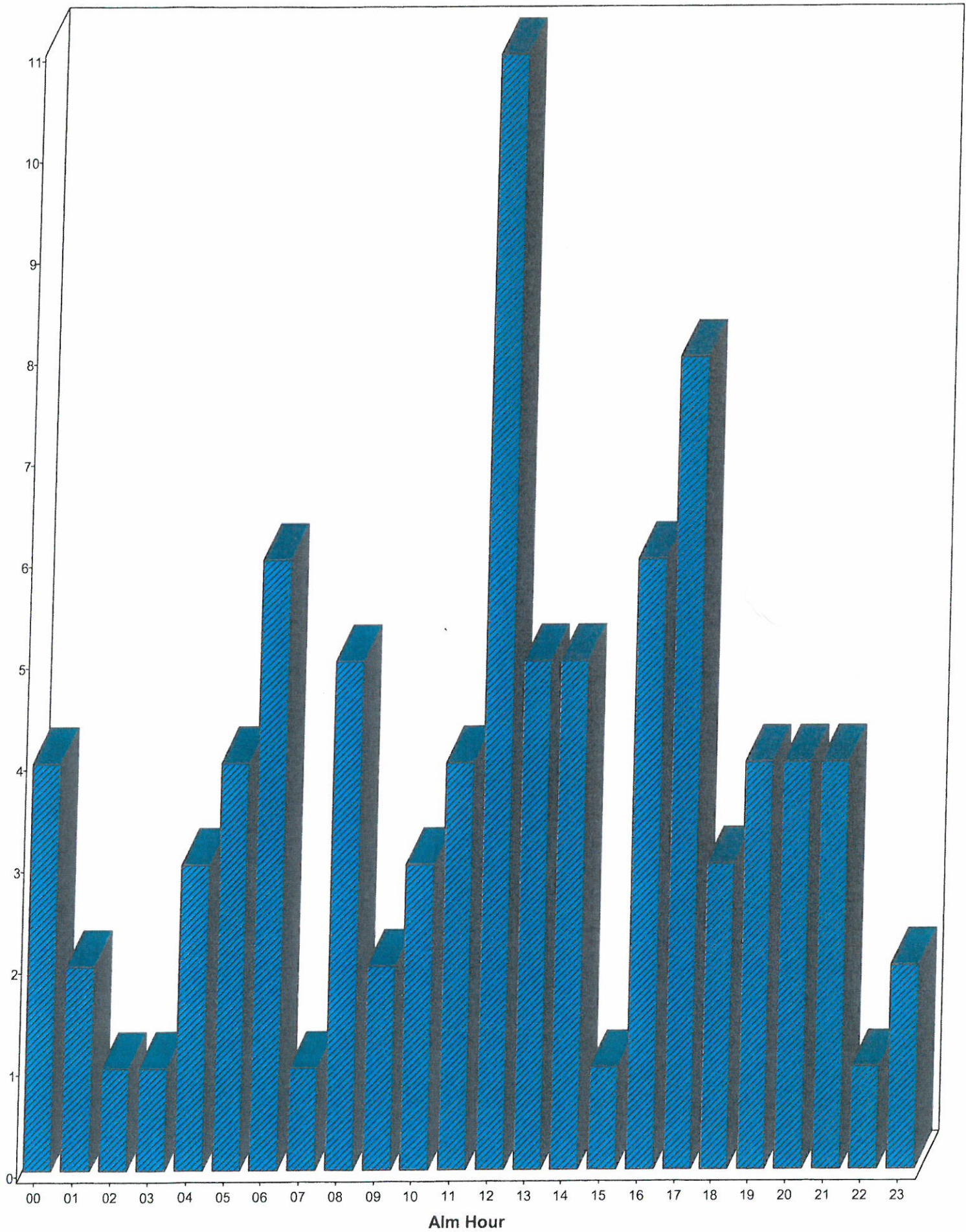
37 100

Total	10	9	3	2	0	13	
% of Total	27.03	24.32	8.11	5.41	0.00	35.14	100.00

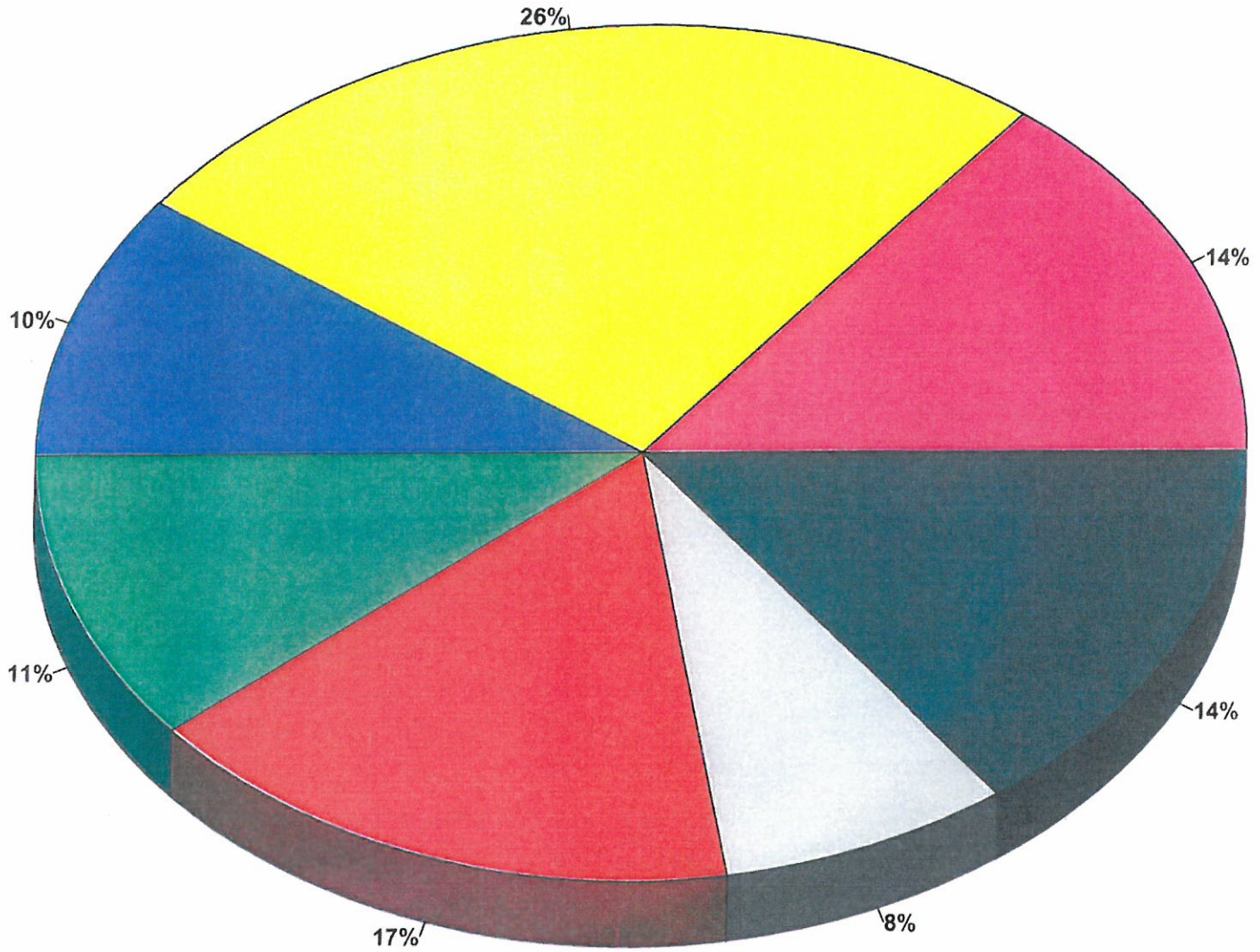
Total Reporting Calls: 98

Times are based on time of dispatch to time unit marks enroute to scene.

Count of Incidents by Alarm Hour
Alarm Date Between {01/01/2013} And {08/31/2013} and District = "17"

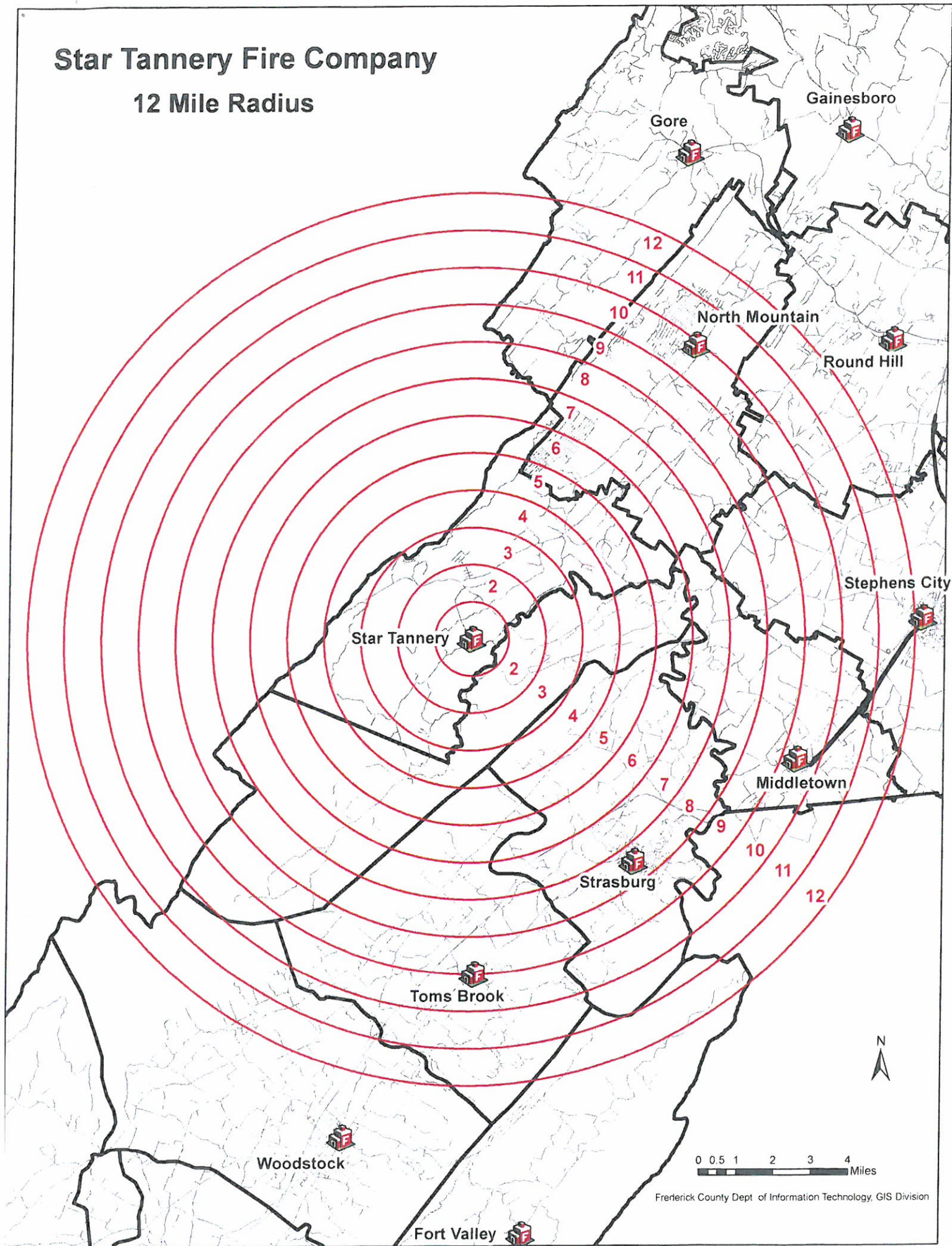


Incident Responses by Day of Week
Alarm Date Between {01/01/2013} And {08/31/2013} and District = "17"



Star Tannery Fire Company

12 Mile Radius



Frederick County Board of Supervisor's

Human Resources Committee Charter

I. Organization

There shall be a committee of the Board of Supervisors ("Board") of Frederick County, Virginia ("County") known as the Human Resources Committee ("Committee"). The Committee shall be comprised of three (3) members of the Board of Supervisors who will be appointed by the Chairman of the Board, with one appointed as Chair, and three (3) citizen members as appointed by the Chairman of the Board. This Charter shall govern the Committee with regard to its duties and responsibilities. The goal of the Committee shall be to promote programs, policies, and practices that attract and retain qualified employees.

II. Purpose

The primary function of the Committee is to assist the Board in fulfilling its oversight responsibilities by reviewing and evaluating the human resources programs, policies, and procedures of the County. The Committee's primary duties and responsibilities are as follows:

- To serve as an independent and objective party to monitor the human resources programs and policies of the County.
- To review and appraise the County's efforts to attract and retain a qualified and productive employee workforce.

The Committee will primarily fulfill these responsibilities by carrying out the activities enumerated in Section IV of this Charter.

III. Meetings

The Committee shall meet at least twelve (12) times annually or more or less frequently as circumstances dictate. The Chairman of the Board, the Chair of the Committee, or a majority of the Committee members may call or cancel meetings of the Committee. The Chair of the Committee shall prepare or approve an agenda in advance of each meeting. The County Administrator and the Director or Directors with the responsibilities for human resources shall be invited to all meetings. Other management officials and counsel to the Board may be invited as necessary. With the exception of Directors, the Chair may excuse any non-Committee members from attendance at any meeting or portion of any meeting.

IV. Responsibilities

The Committee shall have the following duties and responsibilities:

A. Human Resources

1. Review and advise the Board of Supervisors and senior management of the County with respect to human resources initiatives, policies and procedures, including activities relating to recruiting, retention and training of employees, as well as employee relations in general.

2. Establish, review, and recommend the County's compensation strategy to ensure that rewards are commensurate with County success and the creation of value for its employees, and that the strategy supports the achievement of the County's objectives. Review and recommend salary grade structures and guidelines, incentive plans, and merit plans, including the cumulative effect of awards made pursuant to such plans. Report the results of the review and any recommended action by the Committee to the Board of Supervisors for final approval.

3. Review the unclassified compensation plans to ensure that the County attracts, retains and rewards qualified Directors and other key employees, and that their interests are aligned with the long-term interests of the County. Report the results of such review to the Board of Supervisors.

4. Review and approve the major benefit plans and programs of the County to ensure that they support the County's objectives. Report the results of such review and any recommended action by the Committee to the Board of Supervisors.

5. Obtain advice and assistance from internal or external accounting, legal or other consultants to provide advice to the Committee on matters under its purview, including an annual independent review of the County's compensation and benefit plans and programs. The Committee shall recommend to the Board the fees and terms of engagement of those rendering external advice to the Committee.

6. Review annually the County's results and compliance with employee grievances and equal opportunity claims, and report the results of such review to the Board of Supervisors.

B. Other Duties Related to Review, Reports and Improvement Procedures

1. Review and reassess annually the adequacy of this Charter, and conduct an annual self-assessment of this Committee's performance.

2. Prepare minutes of all meetings of the Committee, and report to the Board on the matters discussed at each Committee meeting, as appropriate.

3. Perform any other activities consistent with this Charter, the County's goals, objectives and governing law, as the Committee or the Board deems necessary or appropriate.