



**County of Frederick**

**Paula A. Nofsinger**  
Director of Human Resources

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[pnofsinger@fcva.us](mailto:pnofsinger@fcva.us)

TO: Board of Supervisors  
FROM: HR Committee  
DATE: December 23, 2014  
SUBJECT: Human Resources Committee Report

The HR Committee met in the First Floor Conference Room at 107 North Kent Street on Friday, December 10<sup>th</sup>, 2014, at 8:00a.m. All members were present with the exception of Beth Lewin.

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

1. The Committee recommends approval for the Parks & Rec Director Jason Robertson to hire a Recreational Technician. The funding request for the position will be forwarded to the Finance Committee for consideration. (See attachment).
2. The Committee recommends approval of the Employee of the Month award for December. (See attachment).

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

1. The Parks & Rec Director presented the Committee with of an Incentive Pay Policy. After discussion, the Committee recommended that the HR Department draft a County level policy for the Committee to review in February (See attachment).
2. Presentation by the Treasurer, C. William Orndoff.  
At the request of the Committee, Mr. Orndoff presented an overview of the objectives and responsibilities of the Treasurer's Office. The presentation also provided the Committee an understanding of his department's role, authority, projects, and topics of importance within his department; presentation attached.

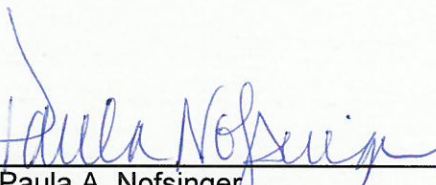
There being no further business, the meeting was adjourned.

The next HR Committee meeting is scheduled for Friday, January 9<sup>th</sup>, 2015.

Respectfully Submitted,

**Human Resources Committee**

Robert Hess, Chairman  
Robert Wells  
Chris Collins  
Don Butler  
Dorrie Greene  
Beth Lewin

By:   
Paula A. Nofsinger  
Director of Human Resources





## COUNTY of FREDERICK

Parks and Recreation Department  
540-665-5678  
FAX: 540-665-9687  
www.fcprd.net  
e-mail: fcprd@fcva.us

# MEMO

**To:** Human Resource Committee  
**From:** Jason Robertson, Director  
**Subject:** Recreation Technician  
**Date:** November 25, 2014

The Parks and Recreation Commission is seeking the endorsement of the Human Resource Committee to fund one unfunded Recreation Technician position (there are two) in the fiscal 2015 budget to effectively manage the growth of the before and after school program (basicREC) this year.

Frederick County Parks and Recreation operates basicREC at all eleven Frederick County Public School elementary schools and also conducts a full day summer program (Camp basicREC) at three locations. These programs are supervised on site by Recreation Technicians and part time employees. All direct costs associated with basicREC, including Recreation Technician salaries and benefits, are recovered in revenue.

There were ten Recreation Technicians as recently as 2009. Attendance at the program dropped from 2008 through 2013, resulting in bussing children from three smaller sites to larger locations and not filling two Recreation Technician positions. There were approximately 374 daily attendees at eight locations managed by eight Recreation Technicians in the fall of 2013.

Attendance in the basicREC program has surged this school year due to a new daily option for parents, becoming an unlicensed daycare provider for the Virginia Department of Social Services, and an overall improvement in local employment. There are currently 453 daily attendees attending basicREC this year. The sudden increase in children enabled shuttered locations of the last three years to reopen and the need for the funding of one Recreation Technician position for the remainder of fiscal 2015. The cost of the position, \$27,052 in annual salary and \$15,372 in benefits, will be recovered by revenue.

This request will be on the December 17<sup>th</sup> Finance Committee agenda. Please contact me at 722-8294 should you have any questions prior to your meeting.

# Employee of the Month Resolution

*Awarded to:*

## Wade M. Taylor, Jr.

WHEREAS, the Frederick County Board of Supervisors recognizes that the County's employees are a most important resource; and,

WHEREAS, on September 9, 1992, the Board of Supervisors approved a resolution which established the Employee of the Month award and candidates for the award may be nominated by any County employee; and,

WHEREAS, the Board of Supervisors selects one employee from those nominated, based on the merits of outstanding performance and productivity, positive job attitude and other noteworthy contributions to their department and to the County; and,

WHEREAS, Wade M. Taylor, Jr. an Officer who serves as the Home Electronic Monitoring Coordinator for the Northwestern Regional Adult Detention Center was nominated for Employee of the Month; and,

WHEREAS, Officer Taylor is being awarded for his achievement of going above and beyond what his job entails. On many occasions he has the willingness to fill in at a moment's notice ensuring the mission at Community Corrections is accomplished. Officer Taylor took on added responsibility by during another employee's absence and came to the facility in the late evening and re-organized the remaining inmates so that the commitments would be met without incident. Whether he is filling in as a security officer at the Community Corrections Center, or assisting with buildings and grounds maintenance, his attention to detail, selfless dedication, energy, and hard work is not only an asset to the NRADC, but to the citizens of Frederick County whom we serve;

NOW, THEREFORE BE IT RESOLVED, by the Frederick County Board of Supervisors this 14<sup>th</sup> day of January, 2015, that Officer Wade Taylor is hereby recognized as the Frederick County Employee of the Month for December 2014; and,

BE IT FURTHER RESOLVED that the Board of Supervisors extends gratitude to Officer Taylor for his outstanding performance and dedicated service and wishes continued success in his future endeavors; and,

BE IT FURTHER RESOLVED, that Wade Taylor is hereby entitled to all of the rights and privileges associated with her award.



County of Frederick, VA  
Board of Supervisors

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Richard C. Shickle, Chairman



Dedication

# *County of Frederick*

Employee of the Month

December 2014

*Wade M. Taylor, Jr.*

Hardworking

Excellence

Professional

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Richard C. Shickle  
Chairman, Board of Supervisors

December



## County of Frederick Employee of the Month Nomination Form

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 : Wade Taylor Department: NRADC

Nomination Submitted By: Lt. E. S. Sturdivant Department: NRADC

Nominator's Signature: [Signature] Date: 09/05/2014

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

Officer Wade Taylor is assigned as the Home Electronic Monitoring Coordinator at the NRADC. These duties keep him quite busy, but in the past few months he has gone above and beyond what that job entails.

He has had to fill in as a security officer at the Community Corrections Center on numerous occasions due to staffing issues. On many occasions he has come in early and gone right back to the work station and assisted the staff with deliveries, preparing inmates for court, and helping with inmate movement. His willingness to fill in at a moment's notice has gone a long way ensuring that our mission at Community Corrections is accomplished.

He has also been instrumental in assisting with buildings and ground maintenance. He assisted getting mulch and other landscaping issues taken care of. This entailed going out and purchasing mulch and then assigning and directing the inmate work force in placing the mulch where it needed to go. In addition he has worked to ensure the removal of brush, and has worked with the Community Inmate Workers in getting the produce from the garden picked and processed. He has also been assisting Sgt. D. Cooper with preparation of food stuffs related to the facility Green House.

During Sgt. Coopers leave Ofc. Taylor took on the added responsibility of the Community Inmate Work Force ensuring that adequate coverage was maintained for the agencies that we support. During one instance where numerous inmates were removed from the program he came into the facility late in the evening and re-organized the remaining inmates so that all our commitments would be met without incident.

There are many employees working here at NRADC. They are a dedicated group of folks however it is employees such as Wade Taylor that set the benchmark for the rest of us to follow. His selfless dedication to duty is a shining example for the rest of us. He is an energetic and hard working employee. It is a joy to supervise such a fine officer. His attention to detail, selfless dedication to duty, and his willingness to go above and beyond is not only an asset to the Northwestern Regional ADC, but to the citizens of Frederick County whom we serve.

[Signature]  
9/30/14

HR Section: Received: 10/1/14 Emailed to HR Committee: \_\_\_\_\_



## COUNTY of FREDERICK

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e-mail: fcprd@fcva.us

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# MEMO

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**To:** Human Resource Committee  
**From:** Jason Robertson, Director  
**Subject:** Incentive Pay Policy  
**Date:** November 25, 2014

The Parks and Recreation Commission is requesting approval of the attached Incentive Pay Policy.

The Incentive Pay Policy rewards employees attaining certain certifications with an annual bonus. The eligible positions and certifications are included in the policy. Funds for the bonus and employee training will be included in the Parks and Recreation fiscal 2016 budget request.

Please call me at 722-8294 should you have any questions prior to your meeting.

## **INCENTIVE PAY POLICY**

### **100.29**

#### **PURPOSE:**

To establish guidelines for developing, recommending, and implementing incentive/bonus pay programs for full-time employees.

#### **GOAL:**

To provide a program that allows for staff to be recognized for obtaining work-related certifications that exceed standard job requirements and that will benefit the department.

#### **POLICY:**

Employees will be compensated based on their current position and level of certification.

Park Caretakers will receive five hundred (\$500) per year per current certification for possessing any of the following:

- Aquatic Facility Operator
- Certified Playground Safety Inspector
- Pesticide Application

Park Technicians will receive five hundred (\$500) per year for possessing a certification in Pesticide Application.

Maintenance Supervisors will receive five hundred (\$500) per year for possessing a certification in Aquatic Facility Operator.

All certifications must remain current or forfeiture of incentive compensation will occur.

Incentive pay will be determined by current certifications held as of June 30.

Training and bonus for certification programs are subject to funding in the operating budget.

*Approved: November 2014*



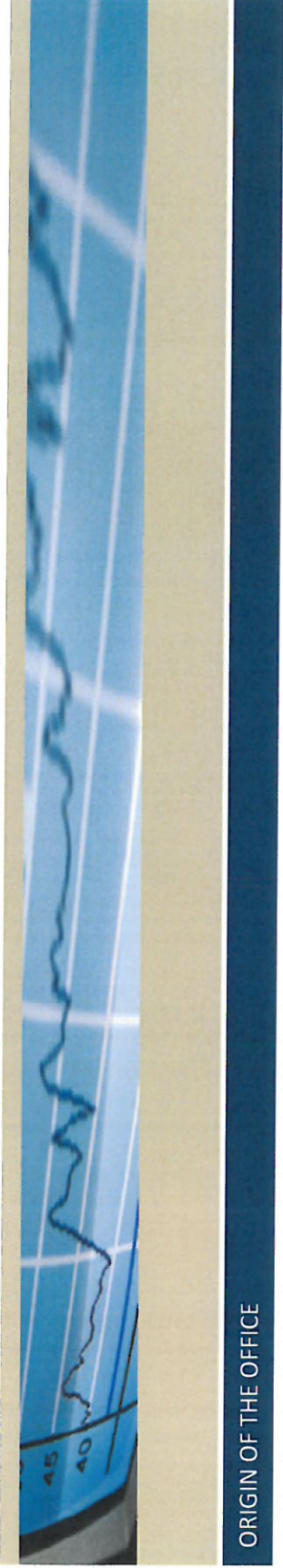


COUNTY OF FREDERICK



TREASURER'S OFFICE HR REPORT





ORIGIN OF THE OFFICE



**C. William Orndoff, Jr.,**

**MGT**

Year elected 1988

Term expires 2016



**Office/Drive-thru Hours:**

Monday - Friday

8:30 am - 5:00 pm

Phone: 540-665-5607

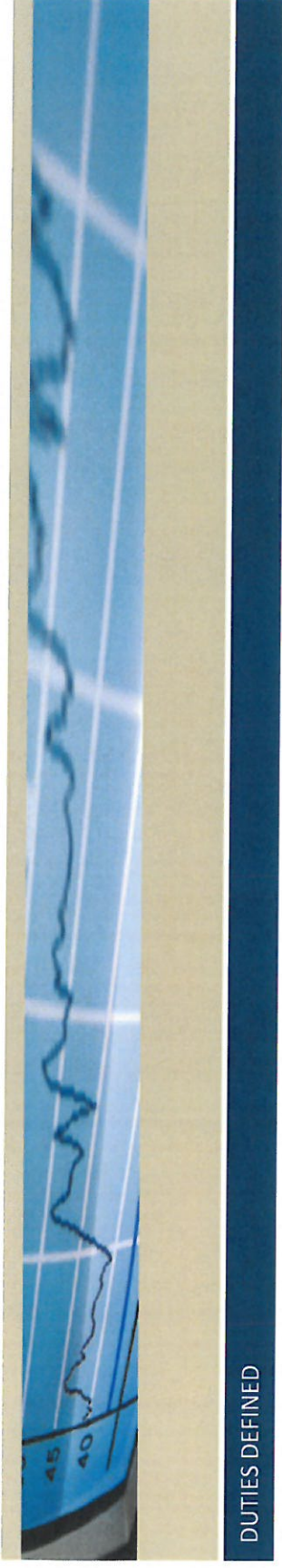


**DMV Kiosk-  
Kernstown**







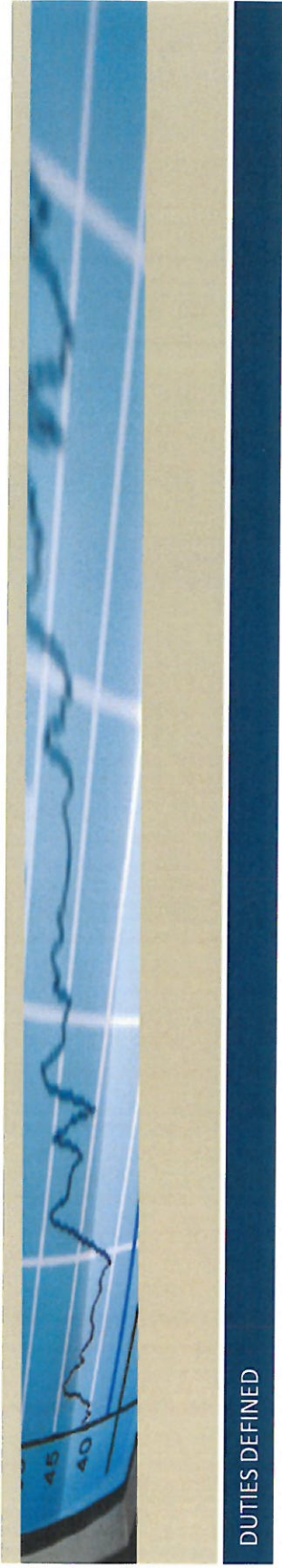


### State and local revenue collection

- State revenue- sheriff's fees, estimated income tax, income tax
- Local revenue- real estate, personal property, public service, dog tags, business equipment, business license, meals and lodging, rollback, and vehicle licensing
- Additional local revenue (by court order, agreement , or contract)- Shawneeland sanitary district, Lake Holiday sanitary district, Star Fort ,parking tickets, and landfill payments
- Departmental revenue- revenue collected by all County departments, including schools and agencies where Frederick County serves as fiscal agent (ex. Jail, Airport), must be deposited to our office.
- Delinquent collections- all County revenues, and others by request
  - currently work with DSS to collect fraud claims
  - pilot program with VA Dept of Taxation for delinquent State taxes





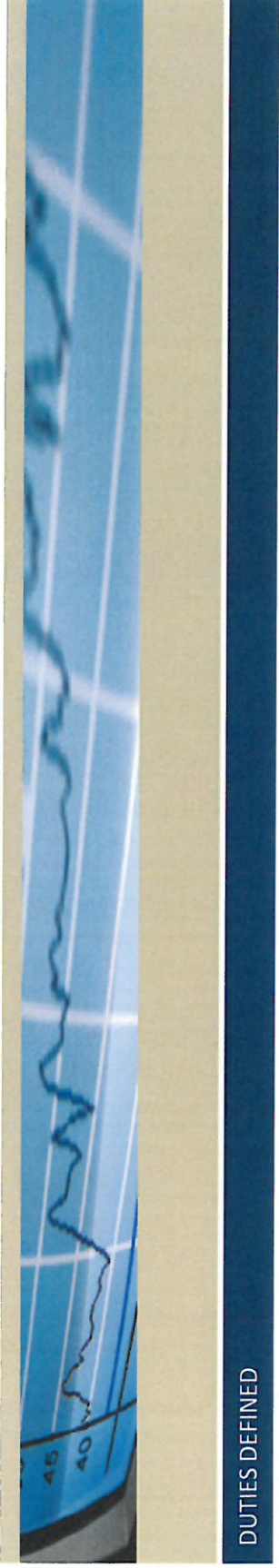


### Safekeeping and investment of revenue

- Office has investment policy that complies with the Virginia Public Deposits Act
- Purchase and maintenance of all County investments
- Investment research, including daily monitoring of financial markets and economic conditions
- Cash flow analysis and projections to provide for necessary liquidity (which necessitate monitoring of Department level, BOS, and School Board actions), since office is rarely consulted for fund availability

Office utilizes resources such as the Federal Reserve, particularly the Richmond Fed for regional economic conditions. Also, labor data and inflation stats from the Bureau of Labor and Statistics, and GDP data from the Commerce Dept., and stock market conditions provide a picture of current economic conditions





### Accurate accounting and disbursement

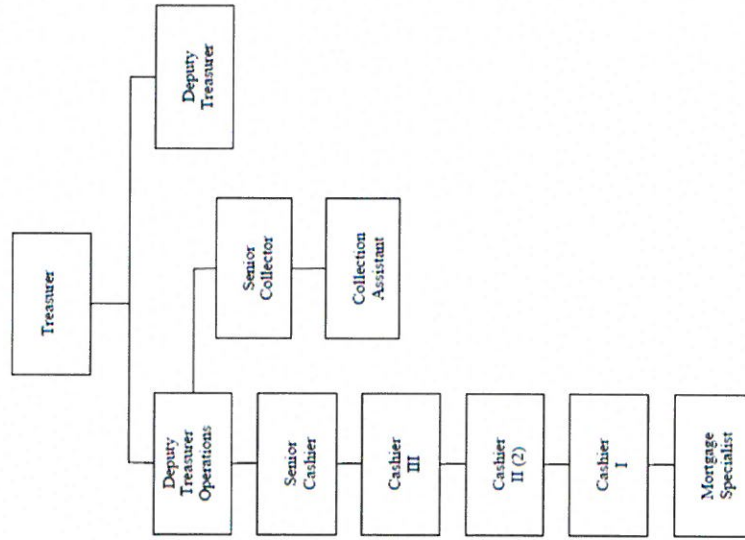
- Three major audits – Robinson, Farmer, and Cox (external), Brown and Edwards (internal), and Auditor of Public Accounts (State audit)
- All county monies must flow through Treasurer's office. No other Dept. can have bank accounts without our permission/oversight. Treasurer's office is essentially "bank of the county"
- Disbursements, as well as deposits, come through our office, including all County checks/ACHs, schools system checks/ACHs, and DSS checks/ACHs.
- Office is responsible for bidding and contracting banking services agreement
- Office maintains accounts for Planning performance bonds
- Office maintains accounts for all credit card merchants services accounts countywide
- Office coordinates PCI compliance certifications for merchant accounts

For FY2014, the Frederick County Treasurer's Office provided accounting and safekeeping for over 40 banking/merchant accounts, totaling over \$378 million dollars in deposits and over \$260 million dollars in withdrawals.(balanced to w/in 10 cents)

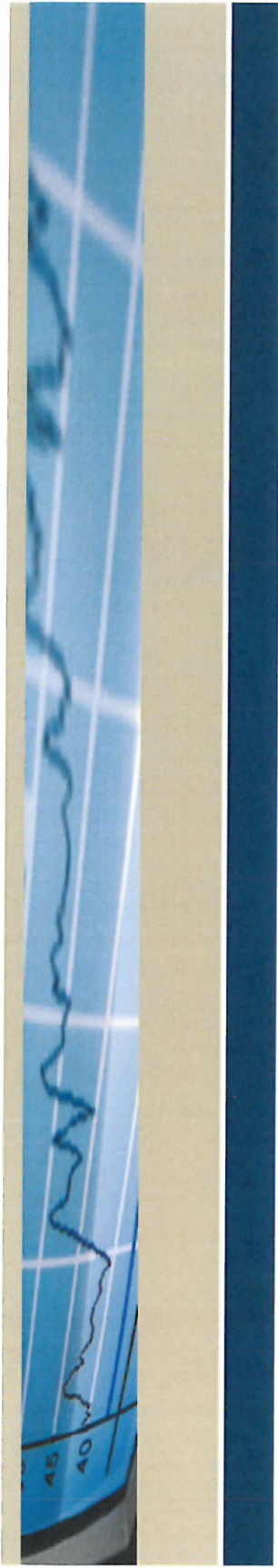




## Treasurer

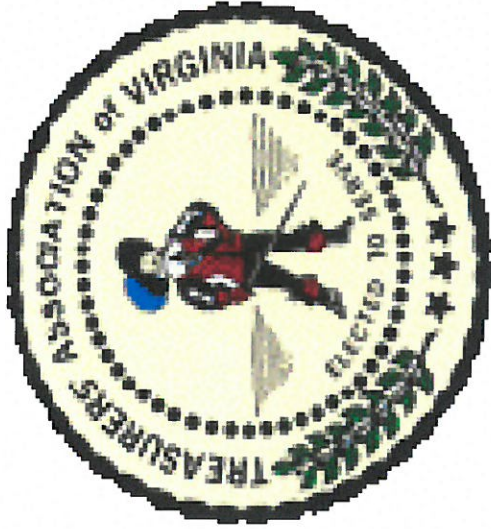
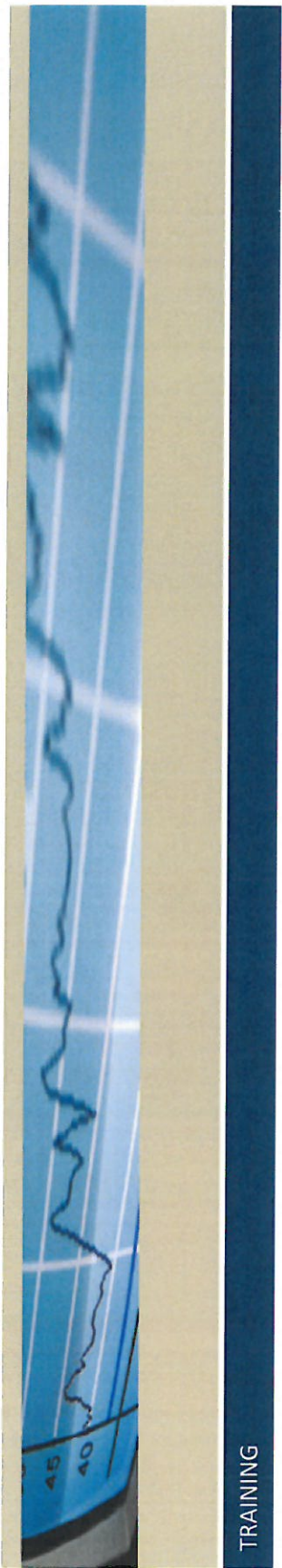






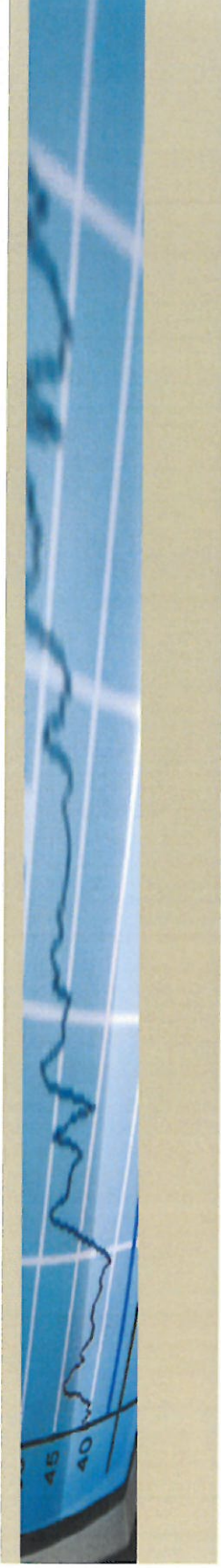
### Technology => Efficiency

- with BOS, eliminated County decal and cumbersome decal process (mailing notices, mailing decals, etc), while maintaining revenue stream through DMV stop program. Yearly, our office places over 6,000 DMV registration renewal stops through an all electronic process that our office developed with our software vendor. We also created a DMV kiosk to pay Frederick County taxes at the DMV in Kernstown, eliminating the need to travel to our office to have the DMVstop removed. Our DMVkiosk is the only one in the Virginia.
- First County department with internet payment capability (over 15years ago). Developed current pay online software, so other County departments could pay online through our site (F&R classes, parking tickets, etc.) Currently, over \$13 million dollars and 22,000 transactions are paid online, greatly reducing in-office visits.
- Developed online delinquent collections module with in-house programming. This allows all of our front-line office staff to work delinquent collections when in-office foot traffic is light.
- Contracted with our Bank to utilize their lockbox service, eliminating the need to purchase \$100,000 machine (old machine needed replacing). This freed office staff to work exception mail and digitized tax payments records that go through lockbox system.



- Master Governmental Treasurer (1)
- Master Governmental Deputy Treasurer (2)
- 5 additional enrollees
- Office Accreditation





BY THE NUMBERS

- real estate bills 88,427
- personal property bills 142,835
- pay plans 996
- distress warrants 294
- bank, wage, and 3rd party liens 951
- DMV vehicle registration stops 6,270
- web payments 32,092
- dog licenses 4,473
- vehicle registration fees 86,761
- parcels in judicial sale 31
- delinquent notices 20,218





BY THE NUMBERS

# Current Collections

Current collections are collections made prior to or during the month the taxes are due. This is because delinquent collection action cannot be taken until 30 days after the due date. Penalty and interest still apply after the due date, but are not included in the tax collection figures.

Since our taxes are due in June and December, and the end of the calendar year and the fiscal year are also within those months, current collections rates are not the most effective forecasting method.

These numbers do tell you how much of the levy typically is collected without additional effort.

at 12/31/13		billed	uncollected	%
re2013-1		\$ 22,181,319.24	\$ 393,987.10	1.78%
re2013-2	due 12/5/13	\$ 22,383,606.42	\$ 812,018.14	3.63%
pp2013-1		\$ 44,564,925.66	\$ 1,206,005.24	2.71%
pp2013-2	due 12/5/13	\$ 20,887,694.43	\$ 615,385.31	2.95%
		\$ 24,741,325.91	\$ 2,174,901.70	8.79%
		\$ 45,629,020.34	\$ 2,790,287.01	6.12%

In the chart above, the current collections are highlighted. Over 90% of the levy is collected by the due date.





BY THE NUMBERS

## Delinquent Collections

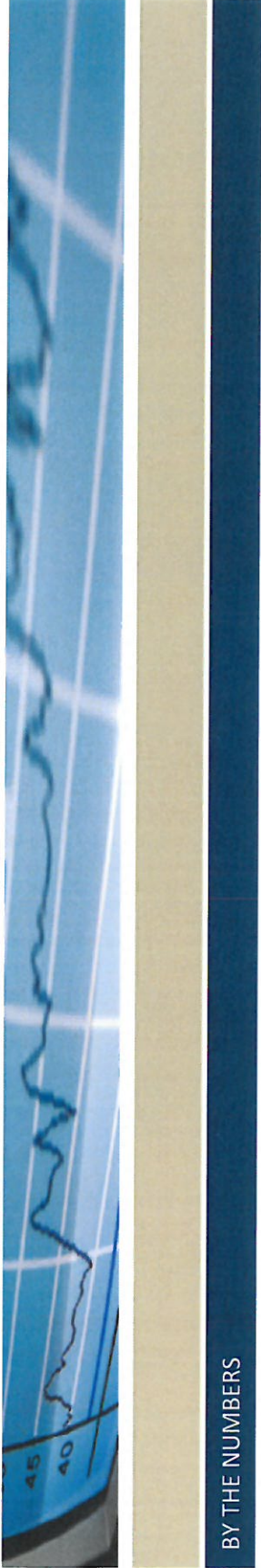
Delinquent collections are collections that are over 30 days delinquent. These usually require collection action. Delinquent collection figures are important in comparison to revenue projections. If delinquent collections are prolonged or ineffective, revenue projections can be skewed. It is one thing to bill and budget based on a revenue figure, but whether that revenue can be collected within that budget cycle is also essential.

at 12/31/13		billed	uncollected	%
re2013-1		\$ 22,181,319.24	\$ 393,987.10	1.78%
re2013-2	due 12/5/13	\$ 22,383,606.42	\$ 812,018.14	3.63%
		<b>\$ 44,564,925.66</b>	<b>\$ 1,206,005.24</b>	<b>2.71%</b>
pp2013-1		\$ 20,887,694.43	\$ 615,385.31	2.95%
pp2013-2	due 12/5/13	\$ 24,741,325.91	\$ 2,174,901.70	8.79%
		<b>\$ 45,629,020.34</b>	<b>\$ 2,790,287.01</b>	<b>6.12%</b>

Using the same chart as before, we see that at 6 months delinquent, over 97% of the levy has been collected.







## Collections over the life of the levy

Collections over the life of the levy are how much of the original tax levy is collected before the statute of limitations expires. The SOL for real estate is 20 years (plus the original tax year) and personal property is 5 years (plus the original tax year). Example: As of 2014, the 2008 personal property taxes and 1993 real estate taxes will have reached the statute of limitations.

at	12/31/13	billed*	uncollected	%
pp2008-1	\$	18,711,838.69	\$ 78,427.22	0.42%
pp2008-2	\$	22,075,294.20	\$ 104,853.17	0.47%
	\$	<b>40,787,132.89</b>	<b>\$ 183,280.39</b>	<b>0.45%</b>
re1993	\$	<b>13,148,748.52</b>	<b>\$ 13,534.07</b>	<b>0.10%</b>

\*include supplementals

In the chart above, you notice that over the life of the levy, over 99% is accounted for. Collection formulas do not distinguish abatements from actual revenue since both are valid results of the billing/collection process. Abatements typically account for 3-5% of the levy.

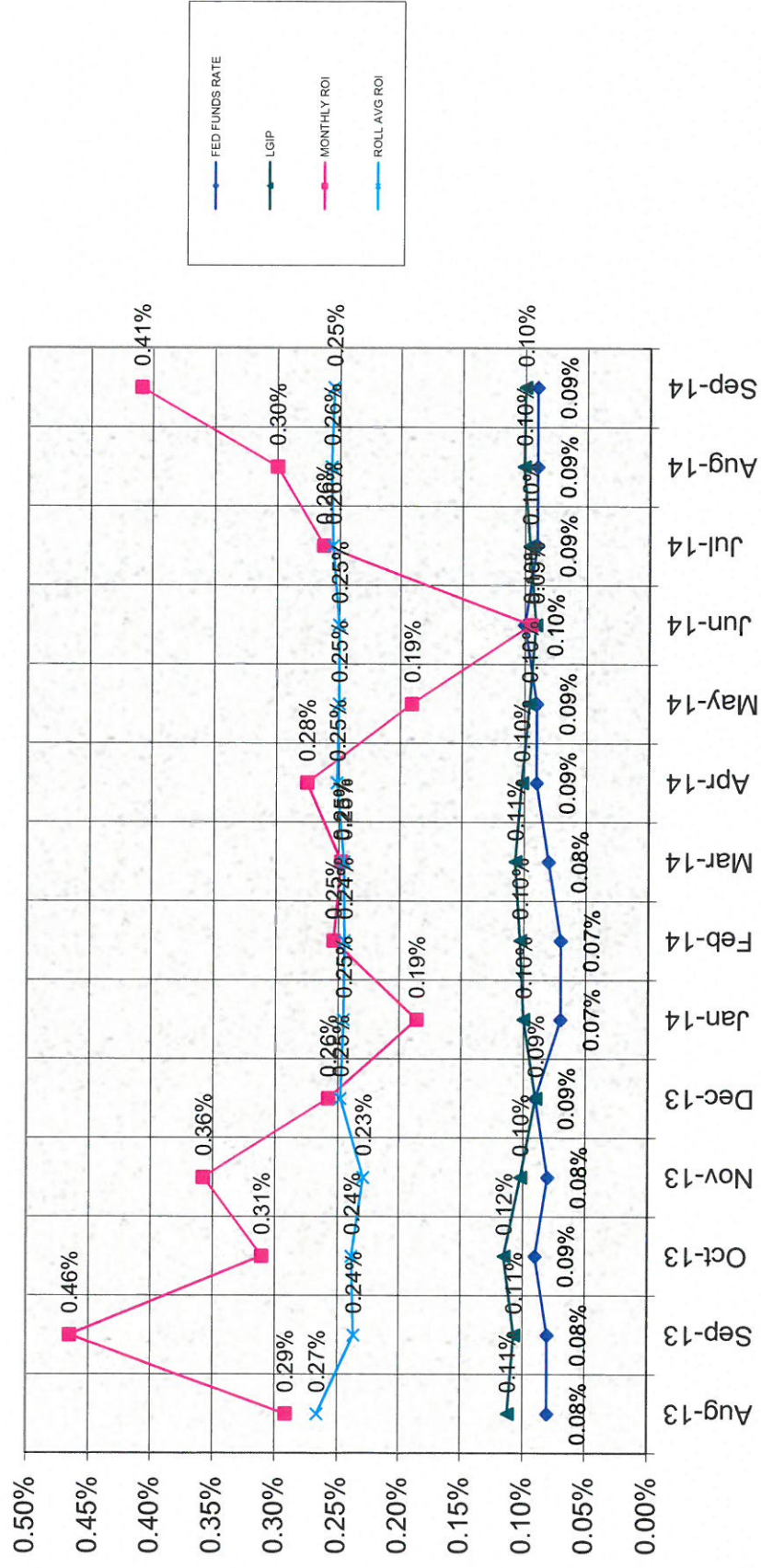


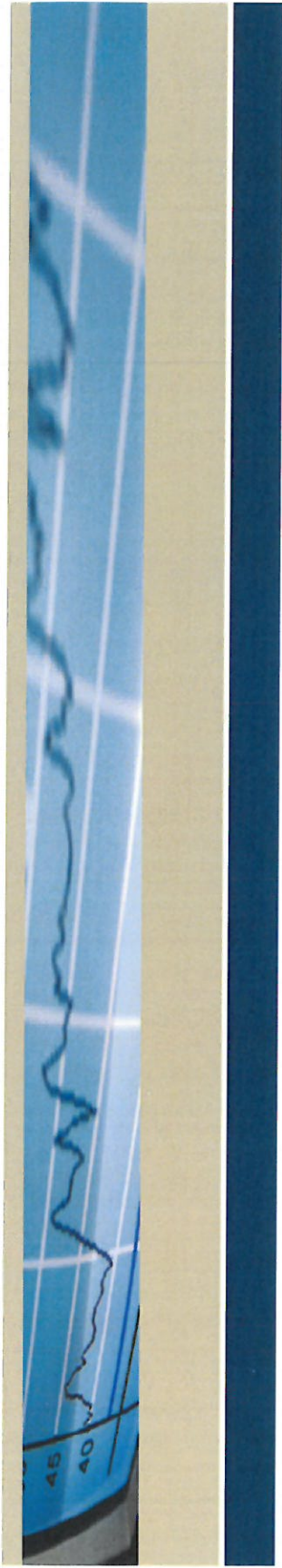




BY THE NUMBERS

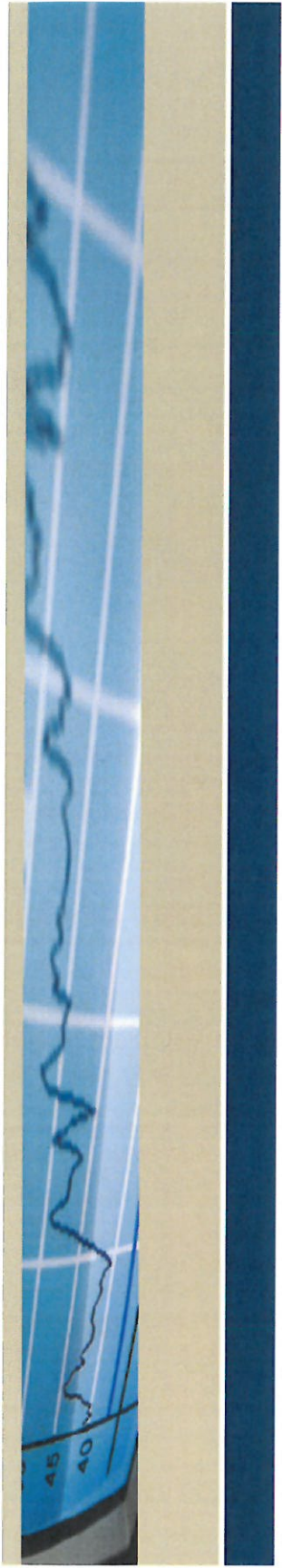
## ROI vs OTHER RATES





questions





**Taxation with representation ain't so hot either.**

-- Gerald Barzan, humorist