



County of Frederick

Michael J. Marciano
Director of Human Resources

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TO: Human Resources Committee and Board of Supervisors
FROM: Michael J. Marciano
DATE: January 4, 2019
SUBJECT: HR Committee Agenda

The HR Committee will meet in the First Floor Conference Room at 107 North Kent Street on **Friday, January 11, 2019** at 9:00 a.m.

The agenda for the meeting is as follows:

1. **Fiscal Year 2019-2020 Requests for New Positions** – Presentation by Department Representatives.
 - a. Finance Department
 - i. Purchasing Manager
 - b. Fire & Rescue
 - i. Assistant Chief

2. **Employee of the Month**, see attached.

County of Frederick, Virginia

Position Details

Position Title: PURCHASING MANAGER Date Position Created:

Department: FINANCE Reports To: FINANCE DIRECTOR

Exempt Non-Exempt Date Prepared: Prepared By: SHARON KIBLER

Range: 10 Grade: Salary: \$69,759 - \$111,741

G/L Line Item: 4-010-012140-

Job Description

Job Purpose: Provides strategic leadership in initiating best practices in purchasing and implementing efficient and effective business processes. Performs advanced professional and administrative work planning, directing and overseeing the procurement of a variety of professional and non-professional services, supplies, materials, equipment, vehicles, and construction. Work is performed under minimal supervision.

Essential Functions

- Recommends and leads the formulation, implementation, maintenance, updating, interpretation and enforcement of procurement policies/procedures; establishes standards; ensures compliance with all applicable laws, rules, regulations, standards and best procurement practices; presents changes to established policy/procedures to management via resolution; investigates and coordinates problems of a complex nature and designs corrective procedures;
- Supervises procurement programs in purchasing large volume of goods/services; develops and implements progressive procurement programs to improve effectiveness and efficiency of procurement activities; executes, supervises and communicates aspects of procurement programs to staff and user departments; develops and implements training programs for end users and external customers; develops and maintains vendor brochures outlining procurement procedures;
- Assists user departments in developing specifications, scope of work, invitation for bid/request for proposal criteria; prepares formal solicitation packages and opens at a predetermined time; prepare shipments of bid packages to vendors; records tabulation of bids; analyzes results for compliance to original solicitation package specifications, terms and conditions; prepares recommendation of acceptance or rejection of bids/proposals based on analysis.
- Examines contract documents, including special provisions contained therein for acceptable legal terms and conditions and compliance to public procurement standards; seeks advice from County Attorney if needed; negotiates any required changes with contractors; signs contracts;
- Processes purchase orders, change order requests, and order cancelations;
- Manages surplus property and materials to include oversees County auction, keeps aware of departmental needs for possible use of surplus items, sells or otherwise disposes of surplus items;
- Provides assistance to outside auditors by preparing work papers and reports as required;
- Provides assistance with implementation and testing of enhancements to purchasing software;
- Performs related tasks as required.

Job Requirements:

Education: Any combination of education and experience equivalent to graduation from a four-year accredited college with a degree in Business or Public Administration, Accounting, Finance, or any comparable work experience performed in a similar professional environment which would provide the required knowledge, skills and abilities.

Experience: Considerable purchasing experience, preferably in the public sector. Possess or obtain a professional certification from a recognized purchasing related organization such as Virginia Contracting Officer (VCO) or Certified Professional Public Buyer/Officer (CPPB/CPPO). General knowledge of insurance and bonding requirements and contractor licensing is desirable.

Knowledge/Skills: Comprehensive knowledge of business methods, markets and purchasing practices; comprehensive knowledge of the laws relating to public purchasing; ability to write clear and concise specifications; ability to analyze and develop solutions to complex issues, procedural and operational issues, communicate complex information, regulations, and policy, both orally and in written format; comprehensive knowledge of various grades and qualities of a variety of materials, supplies and equipment. Thorough knowledge and use of standard office practices and procedures. General knowledge of modern office methods, practices and equipment. Ability to establish and maintain effective working relationship with co-workers and the general public and possess professional telephone etiquette.

Working Conditions:

Physical Demands: This is sedentary work requiring the exertion of up to 10 pounds of force occasionally, and a negligible amount of force frequently or constantly to move objects; work requires reaching, fingering, and repetitive motions; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels; visual acuity is required for preparing and analyzing written or computer data, operation of machines, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is not subject to adverse environmental conditions.

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:

Frederick County Finance
Request for Purchasing Manager

(all funds)	FY	2018	2017	2016	2015	2014
# POs PROCESSED		191	170	168	157	142
\$ GOODS & SERVICES PROCURED (million)		\$25.3	\$22.9	\$27.5	\$22.9	\$17.2

What will a dedicated Purchasing Manager do for the County?

- Apply specific knowledge of best practices and codified processes, i.e. VPPA, to establish and maintain procurement policies and procedures that support County goals and comply with laws.
- Standardize and streamline County purchasing procedures and processes to improve effectiveness and efficiency.
- Approach procurement matters strategically rather than as they arise.
- Assist in developing specifications for formal procurement.
- Calculate and consider life cycle costing.
- Manage contracts.
- Negotiate.
- Leverage purchase volume, when possible.
- Establish and maintain supplier relationships.
- Train County departmental staff on purchasing policies and procedures.
- Manage surplus property and its disposition.

	PURCHASE FOR SCHOOLS ?	# PURCHASING STAFF	PURCHASING STAFF (MGR) SALARY	# FINANCE STAFF (TOTAL)
FREDERICK pop: 86,484 G/F budget: \$181.5m	N	0	n/a	7
FREDERICK CO SCHOOLS student pop: 13,500 School Operating: \$168.5m		2	\$60-\$122k	10
CITY OF WINCHESTER pop: 28,000 G/F budget: \$93.7m	N	1	\$53-\$82k	6
CLARKE pop: 14,000 G/F budget: \$42.1m student pop: 1,973 School Operating: \$23.3m	Y	1	\$63k no range – current salary of 15 yr employee	6
FAUQUIER pop: 65,000 G/F budget: \$184.1m student pop: 10,948 School Operating: \$140.7m	Y	6	\$63-\$112k	18 (a)
LOUDOUN pop: 413,612 G/F budget: \$1.6b	N	14	\$67-\$127k	44 (a)
MONTGOMERY pop: 98,509 G/F budget: \$122.2m	N	2	\$57-\$93k	11
AUGUSTA pop: 75,000 G/F budget: \$187.0m	N	1	\$38-\$59k* (assistant)	7
JAMES CITY CO pop: 86,484 G/F budget: \$181.5m student pop: 11,468 School Operating: \$137.8m	Y	6	\$73-\$117k	20
HARRISIONBURG CITY pop: 53,000 G/F budget: \$116.0m	N	2	\$53-\$89k	7 (a)
ROCKINGHAM pop: 80,227 G/F budget: \$133.3m	N	0	n/a	10
ROANOKE CO pop: 93,730 G/F budget: \$221.9m student pop: 13,937 School Operating: \$151.5m	Y	5	\$54-\$87k	22 (a)
YORK pop: 68,890 G/F budget: \$137.7m student pop: 12,552 School Operating: \$140.4m	Y	5	\$70-\$117k	25

(a) Budget not prepared in Finance Department.



Dennis D. Linaburg
Fire Chief

MEMORANDUM

TO: Blaine Dunn
Chairman, HR Committee

THRU: Michael Marciano
HR Director

FROM: Dennis D. Linaburg, Chief
Fire & Rescue 

SUBJECT: Staffing Request – FY20

DATE: December 19, 2018

The Frederick County Fire and Rescue Department is requesting one new position not currently listed on the County Position List for the upcoming FY2020 Budget, Assistant Chief.

True leadership requires a Fire Chief to prepare their department for the future while solving issues that affect today's operations. Realization of our Department's shortcomings and how to correct them requires inner strength and vision, but this vision is not limited to the Fire Chief alone. Having chief officers, especially an Assistant Chief, can provide a wealth of knowledge to assist the Fire Chief in moving the department into the future. Creating the Assistant Chief position will promote a true and beneficial team approach to problem-solving and vision-development. This collaboration will improve our Department immediately through a sense of shared responsibility.

The Assistant Chief will allow for better oversight of the Operations Division, which includes station staffing and management. Currently the Fire Chief and Deputy Chief of Operations manage all administrative and personnel matters, hiring processes, budgetary needs and manage and coordinate all aspects of the Fire and Rescue Strategic Planning Committee. Due to the increased and continuous demands these tasks have placed on the Fire Chief and the Deputy Chief of Operations, the Operations Division cannot be properly managed. The Assistant Chief would relieve the Deputy Chief of Operations from these tasks which would allow for more oversight and interaction with the station personnel. The Assistant Chief will allow for improved communication and interaction with the Volunteer Companies, ensuring future success of the combination system. The position would also ensure there is consistency within the Department and allow for policies and decisions to be better handled throughout the system.

As the Department continues to grow, greater demands are placed on executive staff. Additional field personnel and industry regulations equates to an exponential increase in the provision of routine tasks

and services, which in turn can negatively impact the effectiveness of the Department. The Assistant Fire Chief would be second in command of the Department and would take the lead in the absence of the Fire Chief. This position shall assist the Fire Chief in setting goals for the Department, establishing policies and procedures, handling grievances, assisting with budgetary issues, reviewing equipment and safety standards, and ensuring consistency throughout the System. The addition of an Assistant Fire Chief will allow for improved Department oversight, better communication and ensure system success while also improving the morale of the department's employees through increased leadership exposure and availability.

Within the next five years, all our senior officers will be eligible to retire. They have the institutional knowledge, the commitment and the passion to maintain the high standards the community has come to know. Now, as an organization that has matured and is in a transition process, the leaders we have come to rely on to guide the Department are planning for retirement. Research from the National Fire Academy shows there is a correlation between success within an organization that can be directly attributed to the amount of emphasis placed on professional development of personnel and formal succession planning. The Department has been successful promoting employee career development and now must focus on the creation of a succession plan to take the Department into the next chapter.

Job descriptions for the Fire Chief, Assistant Chief and Deputy Chief are included for your review and outline how the shift in several responsibilities will better serve the Department, Frederick County and the citizens we serve.

If you have any questions, comments or would like to discuss this request in more detail, please do not hesitate to contact me.

/attachments

County of Frederick, Virginia

Position Details

Position Title: Fire and Rescue Chief		Date Position Created:	
Department: Fire and Rescue		Reports To: County Administrator	
<input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt	Date Prepared:	Prepared By: Administrative Assistant	
Range: NC	Grade:	Salary: NC	
G/L Line Item: 4-010-035050-1001-000-050			

Job Description

Job Purpose: Performs complex administrative and supervisory work in the management of fire protection, fire injury, pre-hospital emergency medical services, rescue and fire suppression activities, protection from hazardous materials, emergencies and disaster services of the County. Work involves serving as the System Chief of the Combination Fire and Rescue System, which include the responsibility for staffing, training, budgeting and all other administrative matters for a wide variety of emergency prevention; and considerable liaison work with other County agencies, the volunteer fire and rescue companies and the County's Fire and Rescue Association, as outlined in Chapter 89 of the Frederick County Code.

Essential Functions

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily and maintain a satisfactory attendance. Other duties may also be necessary for successful department leadership.

- Provide the general management of the Frederick County Fire & Rescue Combination System and may delegate authority to other officials and staff of the combined system;
- Establish and enforce systemwide regulations; The system chief shall establish and enforce training standards; equipment specifications for all systemwide equipment, both mobile and nonmobile, and determine the department's fleet size, function and replacement needs;
- Oversee station operations, relating to the provision of fire and rescue services, including staffing, and shall ensure the regulations are applied to all fire and rescue personnel, staff or volunteer.
- Provide general management, planning, preparation and response for any disaster that occurs in the county and requires the implementation of the county's emergency response plan and shall function as the coordinator of emergency services pursuant to Code of Virginia, Title 44;
- Take all actions, on behalf of the County Administrator, necessary to implement and carry out the terms of agreements for mutual aid, disaster preparedness and provision of services related to hazardous materials, rescues, fire suppression, investigation, medical services or other emergency response services deemed necessary in the judgment of the fire and rescue chief in events exceeding the capabilities of an individual locality or government agency;
- Manage the development and progress of the Department's Strategic Plan;
- Serves on the Fire and Rescue Association and Chiefs Work Group to develop goals, objectives, policies and procedures for the Countywide Fire and Rescue System;
- Coordinates in conjunction with the Fire and Rescue Association and Chiefs Work Group, the efforts of many volunteer fire and rescue organizations to provide effective service for the citizens of the County;
- Planning, directing, supervising, and coordinating public safety activities, services and staff, including career and volunteer emergency medical and fire service members;
- Participates in civic programs, disaster preparedness activities, and fire and injury prevention and safety campaigns; attends meetings and conferences and gives talks before large groups and through communications media;
- Prepares and justifies the annual department budget; accounts for expenditures of funds for Fire and Rescue Department; and keeps records of fund expenditures by the volunteer services;
- Makes recommendations to numerous committees and the Board of Supervisors for the establishment and maintenance of an adequate fire and rescue department;
- Directs the preparation of reports for County officials;
- Prepares long-range plans for the development of the department;
- Prepares specifications for fire and rescue apparatus, equipment and stations;
- Reviews reports on departmental activities;
- Attends conferences and meetings on fire prevention and extinguishment problems and to stay

informed of current trends in the field;

- Represents the Department in a variety of local, county, state, and other meetings.

Job Requirements:

Education: Any combination of education and/or experience equivalent to a Bachelor's degree in Fire Administration, Business Administration or applicable field; and 7-10 years of progressive command and administrative experience.

Applicants must satisfy all other training, experience, and physical requirements established by the Frederick County Fire and Rescue Department, as outlined in the Career Development Program.

NOTE Personnel certified at the AEMT, Intermediate, or Paramedic levels are eligible for ALS Incentive Pay if all requirements listed in the Professional Development Program are met.

Experience: A minimum of 12 years of fire and emergency medical service experience which includes serving in a like-sized combination department for a minimum of 6-years as a Chief Officer. Must have considerable experience of a wide and progressively responsible nature in the fire and emergency medical services and emergency management operations and procedures.

Knowledge/Skills: Knowledge of principles and practices of effective employee supervision, including selection, training, work evaluation, and discipline; administrative practices, including planning budget needs, monitoring expenditures, and purchase and requisition processes; principles, techniques, strategy, materials and equipment used in fire suppression, investigation and prevention, rescues and related emergency responses; methods and practices of providing emergency medical response; hazardous material and chemical spill response, and considerable knowledge of applicable laws, ordinances, standards, and regulations.

Thorough knowledge of modern fire suppression and prevention and emergency medical services, principles, procedures, techniques and equipment. Thorough knowledge of emergency management, hazard mitigation methods, and emergency medicine techniques and their applications. Skill in the operation of fire and EMS tools and equipment.

Ability to train, supervises, and leads subordinate personnel. Ability to inspect the effectiveness of the Department and to institute improvements. Ability to perform work requiring good physical condition. Ability to communicate effectively, both orally and in writing. Ability to exercise sound judgment in evaluating situations and in making decisions. Ability to establish and maintain effective working relationships with other employees, supervisors and the public.

Working Conditions:

Physical Demands: Walking, talking, stooping, kneeling, bending, reaching, and gripping; work long periods at a desk; must be willing and have the ability to work such hours as are necessary to accomplish the job requirements often during off hours, remain on-call 24 hours a day, attend meetings, seminars and conferences during or after work hours, travel out of town or out of state for several days at a time, work under adverse conditions such as those inherent in emergency firefighting situations.

Supervisory Responsibilities:

Number of Employees Supervised:
varies (Career) + Volunteer Personnel

Number of Subordinate Supervisors Reporting to Job:
varies

Approvals:

Department Director:

Date:

HR:

Date:

Finance:

Date:

County Administrator:

Date:

Board of Supervisors Approval:

Date:

County of Frederick, Virginia

Position Details

Position Title: Assistant Chief		Date Position Created:
Department: Fire and Rescue		Reports To: Fire and Rescue Chief
<input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt	Date Prepared:	Prepared By:
Range: 12	Grade:	Salary: \$90,750 - \$145,242
G/L Line Item: 4-010-035050-1001-000-__ __		

Job Description

Job Purpose: Performs complex professional and difficult administrative work assisting the Fire and Rescue Chief in providing direction and leadership to fire and rescue personnel and other Department staff in fire and rescue operations, fire prevention, protection of life and property, emergency management, and the administration of all Fire and Rescue systems and activities in the County.

Work is performed under general supervision of the Fire and Rescue Chief. Exercises supervision over various levels of uniformed and non-uniformed staff. Responsible for the overall management and day-to-day operations and activities of the Fire and Rescue Department. Assumes full responsibility of the Fire and Rescue Department in the absence of the Fire and Rescue Chief.

Essential Functions

To perform the job successfully, and individual must be able to perform each essential duty satisfactorily and maintain a satisfactory attendance. Other Duties may also be assigned.

- Ensure operations are carried out according to legal and ethical requirements in a manner that fosters a culture of cooperation among career and volunteer providers;
- Work together with the Fire Chief to coordinate the divisions of the Department and the Volunteer Companies to achieve a concerted effort in fire prevention, suppression and emergency medical services;
- Participate in development and management of the Department's Strategic Plan;
- Establishes and implements departmental rules and regulations, work methods and policies and procedures;
- Serves as the liaison and point of contact with other County agencies and civic, business, and community groups, and appears before various groups as senior spokesperson for the department or as a personal representative of the Fire and Rescue Chief;
- Assist the Deputy Chiefs in the planning, directing and reviewing of activities and operations of the Department including fire suppression, hazardous material mitigation, fire and life safety code compliance, emergency medical services and administrative support services;
- Directs and supervises personnel, material and facility resource management operations;
- Assists in the development and administration of the department's budget;
- Participate in the development of the Department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.
- Oversees training of administrative and supervisory ranks in methods, procedures and duties, assigning and instructing work and providing guidance in overcoming difficulties;
- Continuously studies, analyzes and plans programs assuring that the performance of units is efficient and effective;
- Oversees overall human resources of the Department;
- Recommends personnel actions (staffing, transfers, promotions and commendations) to the Fire and Rescue Chief;
- Coordinates all hiring and promotional process activities;
- Recommends and enforces disciplinary measures when necessary;
- Directs provisions for the use of mutual aid services among agencies through cooperative agreements;
- Establishes and maintains an effective liaison with counterparts in other Departments and jurisdictions in order to develop plans and coordinate activities of mutual concern;
- Provides oversight and assist with coordination activities for personnel assigned to the various Department divisions;
- May direct large-scale or emergency operations, such as major incidents or disasters.

Job Requirements:

Education: Any combination of education and/or experience equivalent to a Bachelor's degree in Fire Administration, Business Administration or applicable field.

Applicants must satisfy all other training, experience, and physical requirements established by the Frederick County Fire and Rescue Department, as outlined in the Career Development Program.

NOTE Personnel certified at the AEMT, Intermediate, or Paramedic levels are eligible for ALS Incentive Pay if all requirements listed in the Professional Development Program are met.

Experience: A minimum of 10 years of fire and emergency medical service experience which includes serving in a like-sized combination department; 5-7 years of progressive command and administrative experience, with a minimum of 4-years as a Chief Officer.

Knowledge/Skills: Knowledge of principles and practices of effective employee supervision, including selection, training, work evaluation, and discipline; administrative practices, including planning budget needs, monitoring expenditures, and purchase and requisition processes; principles, techniques, strategy, materials and equipment used in fire suppression, investigation and prevention, rescues and related emergency responses; methods and practices of providing emergency medical response; hazardous material and chemical spill response, and considerable knowledge of applicable laws, ordinances, standards, and regulations.

Thorough knowledge of modern fire suppression and prevention and emergency medical services, principles, procedures, techniques and equipment. Thorough knowledge of emergency management, hazard mitigation methods, and emergency medicine techniques and their applications. Skill in the operation of fire and EMS tools and equipment.

Ability to train, supervises, and leads subordinate personnel. Ability to inspect the effectiveness of the Department and to institute improvements. Ability to perform work requiring good physical condition. Ability to communicate effectively, both orally and in writing. Ability to exercise sound judgment in evaluating situations and in making decisions. Ability to establish and maintain effective working relationships with other employees, supervisors and the public.

Working Conditions:

Physical Demands: Walking, talking, stooping, kneeling, bending, reaching, and gripping; work long periods at a desk; must be willing and have the ability to work such hours as are necessary to accomplish the job requirements often during off hours, remain on-call 24 hours a day, attend meetings, seminars and conferences during or after work hours, travel out of town or out of state for several days at a time, work under adverse conditions such as those inherent in emergency firefighting situations.

Supervisory Responsibilities:

Number of Employees Supervised:
Varies

Number of Subordinate Supervisors Reporting to Job:
3+

Approvals:

Department Chief:

Date:

HR:

Date:

Finance:

Date:

County Administrator:

Date:

Board of Supervisors Approval:

Date:

County of Frederick, Virginia

Position Details

Position Title: Section Head - Deputy Chief		Date Position Created:
Department: Fire and Rescue		Reports To: Assistant Chief
<input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt	Date Prepared:	Prepared By:
Range: 10	Grade:	Salary: \$69,759 - \$111,741
G/L Line Item: 4-010-035050-1001-000- _ _ _ (multiple positions)		

Job Description

Job Purpose: The Section Head - Deputy Chief is a member of the emergency services team that is composed of career and volunteer fire and rescue personnel. The Deputy Chief shall be responsible for the management of each of the Department's Divisions. They are responsible for budget preparation and management and establishing policies and procedures within the Divisions.

Work is performed under the general supervision of an Assistant Fire & Rescue Chief. May serve as an Acting Assistant Fire & Rescue Chief in their absence. Supervision is exercised over subordinate professional, technical, clerical, and emergency response personnel. Work also includes coordination of various aspects of operations and department management with the volunteer component of the service.

Essential Functions

To perform the job successfully, an individual must be able to perform each essential duty satisfactorily and maintain a satisfactory attendance. Other Duties may also be assigned.

Operations Deputy Chief: The Deputy Chief assigned to the Operations Division will perform the following:

- Performs oversight for the different programs within the Operations Division;
- Serves as a liaison between the department and volunteer fire and rescue component and meets regularly with volunteer fire and rescue chiefs or their representatives;
- Responsible for the oversight and management of fire, rescue, EMS and special operations;
- Makes assignments and supervises subordinate officers in the care and maintenance of stations and equipment;
- Assumes duties necessary to mitigate emergency incidents;
- Provides an environment through leadership and examples where customer service is the highest priority activity;
- Recommends and administers policies and procedures;
- Assists with short and long-range planning and recommends strategies to improve effectiveness of the functions within the Department;
- Provides technical assistance and advice to the Fire and Rescue Assistant Chief;
- Assists volunteer fire and rescue officers or in their absence, directs and oversees multi-company response to emergency fire, medical aid, hazardous material, rescue, and other emergency operations and directs staff responding to emergencies;
- Manages emergency incidents of all types and sizes;
- Supervises, trains, and evaluates assigned staff;
- Confers with and advises the Fire and Rescue Assistant Chief on issues related to division activities;
- Plans and coordinates work programs and projects; assists subordinate staff in establishing programs and objectives;
- Interprets and explains regulations, policies, and procedures to staff;
- Assists in the development and administration of the division budget; develops, prepares, and implements budgets related to assigned activities;
- Participates in the forecast of additional funds needed for staffing, equipment, materials, and supplies; plans for existing and future equipment and facility needs;
- Evaluates recommendations for purchase of equipment, secures and evaluates bids;
- Oversees and assists with the management of personnel and employee relations issues and acts as a department resource for employee relations issues;
- Recommends, develops and implements changes in policies, rules and regulations;
- Performs research and analysis of administrative or operational functions by gathering data,

studies and preparing reports.

Training Division Deputy Chief: The Deputy Chief assigned to the Training Division will perform the following:

- Performs oversight for the different programs within the Training Division;
- Supervises Assistant Training Officers and other subordinate positions as assigned;
- Serves as the Career Development Program Advisor and is responsible for the delivery and maintenance of the program;
- Schedules all initial certification courses, continuing education courses, and related informational classes for the fire and rescue system based upon the annual training plan and other necessary training programs as identified;
- Develops and facilitates course delivery components associated with training programs delivered in the fire and rescue system (i.e. syllabuses, lesson plans, audio visual materials, practical skills components and evaluation instruments, written examinations, practical examinations, lead and assistant instructor evaluations);
- Develops, schedules, and facilitates the Career Recruit School based upon the number of hired new employees and their associated needs;
- Creates recruitment/new hire record development and monitors the progress of probationary personnel and confers with supervisors on the progress made by probationary;
- Evaluates and develops educational goals, objectives, policies, and procedures including program content, methods, and instructional materials and techniques;
- Attends meetings at the local, regional, state, and federal levels as they relate to training of public safety personnel within our fire and rescue system;
- Participates on assigned committees and work groups related to the training of public safety personnel within our fire and rescue system;
- Responsible for the inventory and maintenance of the apparatus, equipment, and materials assigned to the Training Division;
- Research industry trends to ensure Training Programs are up-to-date;
- Schedules, tracks and oversees coordination of fire and emergency medical service training for shift personnel;
- Perform a variety of administrative, technical, and supervisory tasks related to education and training;
- Assists in the development and administration of the division budget; develops, prepares, and implements budgets related to assigned activities;
- Participate in emergency, EMS, fire suppression, and hazardous materials activities when needed;
- Participants in meetings with representatives of other jurisdictions regarding education and training issues;
- Serves as a resource for volunteer fire and rescue officers.

Life Safety Division Deputy Chief: The Deputy Chief assigned to the Life Safety Division/Fire Marshal's Office will perform the following:

- Performs oversight for the different programs within the Life Safety Division;
- Supervises Assistant Fire Marshals and other subordinate positions as assigned;
- Performs all duties as the Fire Code Official;
- Provide feedback and technical code interpretations and technical fire investigation expertise to staff to resolve complex situations;
- Schedule staff to ensure response to complaints and investigations on a 24-hour basis;
- Perform inspections and or investigations as needed to ensure the Division meets service needs and to maintain proficiency;
- Ensure response to citizen concerns regarding violations of fire, explosives and hazardous materials is prompt and mitigated according to the laws, regulations, and codes of the United States, Virginia, and Frederick County;
- Research laws and codes to produce technical reports;
- Provide fire and life safety education to the public and conducting professional presentations;
- Develop fire prevention codes and code amendments for approval and implementation;
- Oversee the plans review and inspection process of fire protection systems;
- Perform a variety of administrative, technical, and supervisory tasks related to fire inspections and prevention, interpret complex code requirements, inspects public facilities for compliance with applicable codes;

- Assists in the development and administration of the division budget; develops, prepares, and implements budgets related to assigned activities;
- Monitor compliance with state and local fire plans and protection regulations and standards;
- Participants in and provides specialized training in code enforcement and fire investigation;
- Participants in meetings with contractors, developers, architects, engineers and county officials prior to and during construction;
- Conducts supplemental investigations including witness or suspect interviews, searches, report writing, and diagrams;
- Serves as a resource for volunteer fire and rescue officers;
- Coordinates with law enforcement, Commonwealth's Attorney, insurance companies, and private investigators in the investigation and/or prosecution of fires and fire-related crimes
- Functions as a sworn law enforcement officer with local police (arrest) powers as it pertains to those offenses involving a violation of fire prevention and life safety laws and related ordinances, hazardous materials, fires, fire bombings, bombings, attempts or threats to commit such offenses, possession and manufacture of explosive devices, substances and fire bombs;
- Regular carrying of an assigned firearm and weapon(s).

Job Requirements:

Education: Any combination of education and/or experience equivalent to an Associate's degree in Fire Science Administration, Fire Protection, EMS Management or applicable field.

Applicants must satisfy all other training, experience, and physical requirements established by the Frederick County Fire and Rescue Department, as outlined in the Career Development Program.

NOTE Personnel certified at the AEMT, Intermediate, or Paramedic levels are eligible for ALS Incentive Pay if all requirements listed in the Professional Development Program are met.

Experience: A minimum of 8 years of fire and emergency medical service experience which includes serving in a like-sized combination department with a minimum of 2-years as a Battalion Chief or equivalent.

Knowledge/Skills: Knowledge of Fire and Rescue operations, policies, procedures, and organizational relationships; knowledge of correct English usage, spelling, and punctuation; knowledge of training and supervisory techniques; Knowledge of employee policies and procedures; Possess exceptional organizational skills; strong communication, leadership, and supervisory skills; ability to apply the overall mission of the department to make executive decisions; ability to make decisions and take necessary actions; ability to maintain composure during stressful situations; ability to efficiently handle multiple tasks requiring a high degree of attention to detail; thorough knowledge and understanding of the budget process; thorough knowledge of administrative and management techniques; ability to communicate orally and in writing in an effective manner; ability to analyze, research, and evaluate data to use as a decision making and management tool; ability to determine strategies; ability to be impartial and objective when evaluating subordinates' work; ability to coach and motivate others for professional improvement.

Comprehensive knowledge of incident command system, fireground and rescue operations; thorough knowledge of building construction; general knowledge of potential hazards in electrical and heating systems; general knowledge of services provided by other divisions, departments, or agencies; thorough knowledge of areas of specialization: fire suppression, EMS, training, fire prevention, safety, hazardous materials, and apparatus and equipment; thorough knowledge of the County and State fire prevention code, the County building code, and modern fire prevention standards and methods; thorough knowledge of all federal, state, and local laws that pertain to the delivery of fire, rescue, and emergency medical services; ability to work well with personnel from the department and volunteer companies, other government agencies, and other jurisdictions; ability to maintain awareness of capabilities of equipment, apparatus, and staffing on scene; ability to coordinate emergency activities with other units; ability to interpret fire prevention regulations and apply proper enforcement; ability to understand Department goals, set goals, and the vision to obtain them; ability to lead, manage and perform utilizing the department values.

Working Conditions:

Physical Demands: Walking, talking, stooping, kneeling, bending, reaching, and gripping; work long periods at a desk; must be willing and have the ability to work such hours as are necessary to accomplish the job requirements often during off hours, remain on-call 24 hours a day, attend meetings, seminars and conferences during or after work hours, travel out of town or out of state for several days at a time, work under adverse conditions such as those inherent in emergency firefighting situations.

Supervisory Responsibilities:**Number of Employees Supervised:**

Varies by Division

Number of Subordinate Supervisors Reporting to Job:

3+

Approvals:

Department Chief:

Date:

HR:

Date:

Finance:

Date:

County Administrator:

Date:

Board of Supervisors Approval:

Date:



County of Frederick Employee of the Month Nomination Form

Received: (HR use)

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. Nominations are not judged on how well you write. However, they are judged on the facts presented. Employee of the Month selection will be based on the following criteria:

1. Providing exceptional customer service.
2. Performing an act that is above and beyond normal duties.
3. Excellence in safe work practices.
4. Being innovative/creative.
5. Identifying areas of monetary savings to the County.
6. Cooperative effort between County departments.

Employee Name : _____ Department: _____

Nomination Submitted By: _____ Department: _____

Nominator's Signature: _____ Date: _____

Describe the employee's accomplishments/contributions that were above and beyond the normal duties expected of their position. Include as much specific information as possible:

Explain how the employee provided outstanding and exceptional service through his/her work:

Describe the employee's recent achievement(s) that positively impacted the department (contribution to established goals, promoted cost-conscious or cost-cutting measures, etc.).



Frederick County, VA Salary Administration Program

Title	Department	Range
ACCOUNT ANALYST	TREASURER'S OFFICE	6
ACCOUNT CLERK	FREDERICK COUNTY	3
ACCOUNTING SUPERVISOR	FINANCE	9
ACCOUNTING TECHNICIAN	NRADC	4
ADMINISTRATIVE ASSISTANT	FREDERICK COUNTY	6
AIRPORT EXECUTIVE DIRECTOR	WINCHESTER REGIONAL AIRPORT	NC
ANIMAL CARETAKER	PUBLIC WORKS/ANIMAL SHELTER	2
ANIMAL SHELTER MANAGER	PUBLIC WORKS/ANIMAL SHELTER	8
ASAP CASE MANAGER	NRADC/DCS	5
ASAP CASE MANAGER ASSISTANT	NRADC/DCS	4
ASSESSOR I	COMMISSIONER OF THE REVENUE	7
ASSESSOR II	COMMISSIONER OF THE REVENUE	8
ASSESSOR III	COMMISSIONER OF THE REVENUE	9
ASSISTANT COUNTY ADMINISTRATOR	COUNTY ADMINISTRATION	NC
ASSISTANT COUNTY ATTORNEY	COUNTY ATTORNEY'S OFFICE	10
ASSISTANT COURT SERVICES DIRECTOR	NRADC/DCS	9
ASSISTANT DIRECTOR	PLANNING & DEVELOPMENT	12
ASSISTANT DIRECTOR, TRANSPORTATION	PLANNING & DEVELOPMENT	12
ASSISTANT FINANCE DIRECTOR	FINANCE	12
ASSISTANT PUBLIC WORKS DIRECTOR	PUBLIC WORKS/ADMINISTRATION	11
ASSISTANT REGISTRAR	REGISTRAR'S OFFICE	4
ASSISTANT SUPERINTENDENT	NRADC	12
ASST ANIMAL SHELTER MANAGER	PUBLIC WORKS/ANIMAL SHELTER	6
ASST COMMONWEALTH ATTY	COMM ATTORNEY'S OFFICE	10
ASST CONVENIENCE SITE SUPERVISOR	PUBLIC WORKS/LANDFILL	4
ASST NURSING DIRECTOR	NRADC	8
AUDITOR	COMMISSIONER OF THE REVENUE	8
BASICREC MANAGER	PARKS & RECREATION	7
BENEFITS ADMINISTRATOR	HUMAN RESOURCES	6
BLDG OFFICIAL CODE ADMIN	PUBLIC WORKS/INSPECTIONS	10
BOOKING TECHNICIAN	NRADC	3
BUSINESS DIVISION/CHIEF ADMIN	COMMISSIONER OF THE REVENUE	8
BUSINESS MANAGER	NRADC	8
BUSINESS RETENTION MANAGER	EDA	9
CAPTAIN	SHERIFF'S OFFICE/NRADC	10
CASHIER	TREASURER'S OFFICE	3
CHIEF CC	NRADC/DCS	10
CIRCUIT COURT CLERK	CLERK'S OFFICE	NC
CIVIL ENGINEER	PUBLIC WORKS/ADMINISTRATION	9
CMA	NRADC	2
COLLECTOR	TREASURER'S OFFICE	8
COMMISSIONER OF THE REVENUE	COMMISSIONER OF THE REVENUE	NC
COMMONWEALTH'S ATTORNEY	COMM ATTORNEY'S OFFICE	NC
COMMUNICATION OFFC I	PUBLIC SAFETY COMMUNICATIONS	4
COMMUNICATION OFFC II	PUBLIC SAFETY COMMUNICATION	5
COMMUNICATION OFFC III	PUBLIC SAFETY COMMUNICATION	6
COMMUNICATIONS SHIFT SUPERVISOR	PUBLIC SAFETY COMMUNICATIONS	7
COMMUNITY OUTREACH COORDINATOR	SHERIFF'S OFFICE	5
CONVENIENCE SITE ATTENDANT	PUBLIC WORKS/LANDFILL	1
CONVENIENCE SITE SUPV	PUBLIC WORKS/LANDFILL	5
CORRECTIONAL INVESTIGATOR	NRADC	5
CORRECTIONAL NURSE I	NRADC	6
CORRECTIONAL NURSE II	NRADC	6.5
CORRECTIONAL NURSE III	NRADC	7
CORRECTIONAL OFFICER I	NRADC	5
CORRECTIONAL OFFICER II	NRADC	6
CORRECTIONAL OFFICER III	NRADC	7
CORRECTIONAL SYSTEM TECH.	NRADC	5
CORRECTIONAL SYSTEMS OFFC	NRADC	7
COUNTY ADMINISTRATOR	COUNTY ADMINISTRATION	NC
COUNTY ATTORNEY	COUNTY ATTORNEY'S OFFICE	NC
COURT SERVICES DIRECTOR	NRADC/DCS	10
CRIME ANALYST	SHERIFF'S OFFICE	6
CSA ACCOUNT SPECIALIST	CHILDREN'S SERVICES	4
CSA COORDINATOR	CHILDREN'S SERVICES	8
CSR (CUSTOMER SERVICE REPRESENTATIVE	FC-ALL DEPT'S EXCEPT AIRPORT	2
CUSTODIAN	MAINTENANCE	1
CUSTODIAN SUPERVISOR	MAINTENANCE	3
CUSTOMER SERVICE REPRESENTATIVE	WINCHESTER REGIONAL AIRPORT	2
CUSTOMER SERVICE TECHNICIAN	PARKS & RECREATION	3
DATA COLLECTOR	COMMISSIONER OF THE REVENUE	4

Frederick County Salary Administration Program - December 2018

Title	Department	Range
DATABASE ADMINISTRATOR/DEVELOPER	INFORMATION TECHNOLOGY	8
DEPUTY CHIEF	FIRE & RESCUE	10
DEPUTY CLERK TO THE BOARD OF SUPERVISORS	COUNTY ADMINISTRATION	10
DEPUTY CLERK/OPERATIONS	CLERK'S OFFICE	6
DEPUTY COMMONWEALTH ATTORNEY	COMM ATTORNEY'S OFFICE	12
DEPUTY COUNTY ADMINISTRATOR	COUNTY ADMINISTRATION	NC
DEPUTY I	SHERIFF'S OFFICE	5
DEPUTY II	SHERIFF'S OFFICE	6
DEPUTY III	SHERIFF'S OFFICE	7
DEPUTY TREASURER	TREASURER'S OFFICE	12
DEPUTY TREASURER OPS	TREASURER'S OFFICE	12
DEPUTY REGISTRAR	REGISTRAR'S OFFICE	5
DESIGN REVIEW SPECIALIST	PUBLIC WORKS/INSPECTIONS	6
DIRECTOR OF ELECTIONS/GEN REGISTRAR	REGISTRAR'S OFFICE	NC
EDA DIRECTOR	EDA	NC
EMS BILLING MANAGER	FIRE & RESCUE	4
EMS BILLING SPECIALIST	FIRE & RESCUE	2
ENVIRONMENTAL INSPECTOR	PUBLIC WORKS/ADMINISTRATION	5
ENVIRONMENTAL MANAGER	PUBLIC WORKS/LANDFILL	9
ENVIRONMENTAL PROGRAM ADMINISTRATOR	PUBLIC WORKS/ADMINISTRATION	8
ENVIRONMENTAL SAFETY TECH	PUBLIC WORKS/LANDFILL	6
EVIDENCE CLERK	SHERIFF'S OFFICE	4
EXTENSION TECHNICIAN	VIRGINIA COOP EXTENSION	5
F&R BATTALION CHIEF	FIRE & RESCUE	9
F&R CAPTAIN	FIRE & RESCUE	9
F&R LIEUTENANT	FIRE & RESCUE	8
F&R SPECIALIST	FIRE & RESCUE	7
F&R TECHNICIAN	FIRE & RESCUE	6
FINANCE DIRECTOR	FINANCE	NC
FINANCE SPECIALIST	FINANCE	6
FINANCE TECHNICIAN	AIRPORT	3
FIRE CHIEF	FIRE & RESCUE	NC
FIREFIGHTER/EMT	FIRE & RESCUE	5
FLIGHT LINE TECH	WINCHESTER REGIONAL AIRPORT	4
FOOD SERVICES MANAGER	NRADC	8
FOOD SERVICES SUPERVISOR	NRADC	3
GAS PLANT OPERATOR	PUBLIC WORKS/LANDFILL	7
GIS ANALYST	COMMISSIONER OF THE REVENUE	9
GIS ANALYST/PROGRAMMER	INFORMATION TECHNOLOGY	9
GIS MANAGER	INFORMATION TECHNOLOGY	10
GIS TECHNICIAN	INFORMATION TECHNOLOGY/PLANNING	6
HEAD CUSTODIAN	MAINTENANCE	2
HEAVY EQUIPMENT MECHANIC	PUBLIC WORKS/LANDFILL	8
HR ASSISTANT	HUMAN RESOURCES	3
HR DIRECTOR	HUMAN RESOURCES	NC
HR GENERALIST	HUMAN RESOURCES	6
HR MANAGER	HUMAN RESOURCES	10
HR SPECIALIST	HUMAN RESOURCES	4
INMATE PROGRAM SPECIALIST	NRADC	5
INMATE PROGRAMS COORD	NRADC	6
INSPECTOR	PUBLIC WORKS/INSPECTIONS	7
INVESTIGATOR	SHERIFF'S OFFICE	8
IT DIRECTOR	INFORMATION TECHNOLOGY	NC
LABORER	PUBLIC WORKS/LANDFILL SHAWNEELAND	2
LANDFILL MANAGER	PUBLIC WORKS/LANDFILL	10
LANDFILL OPERATIONS SUPERVISOR	PUBLIC WORKS/LANDFILL	7
LANDFILL OPERATIONS MANAGER	PUBLIC WORKS/LANDFILL	8
LANDFILL SPOTTER	PUBLIC WORKS/LANDFILL	3
LANDFILL TECHNICIAN	PUBLIC WORKS/LANDFILL	4
LEGAL SECRETARY	COMM ATTY/CNTY ATTORNEY'S OFFICE	4
LIDS TECH/RECORDS SUPV	NRADC	8
LIEUTENANT	NRADC/SHERIFF'S DEPT	9
LITIGATION SUPPORT MANAGER	COMM ATTORNEY'S OFFICE	9
MAINTENANCE MECHANIC ASST	WINCHESTER REGIONAL AIRPORT	4
MAINTENANCE SPECIALIST	PARKS & REC/MAINTENANCE	6
MAINTENANCE SUPERVISOR	MAINTENANCE/NRADC	8
MAINTENANCE SUPERVISOR ASSISTANT	MAINTENANCE	7
MAINTENANCE TECHNICIAN	AIRPORT/NRADC	4
MAINTENANCE WORKER	MAINTENANCE	3
MAJOR/CHIEF DEPUTY	SHERIFF'S OFFICE	11
MARKETING COORDINATOR	PARKS & RECREATION	6
MARKETING MANAGER	EDA	9
MENTAL HEALTH CONSULTANT	NRADC	7
MENTAL HEALTH DIRECTOR	NRADC	9

Frederick County Salary Administration Program - December 2018

Title	Department	Range
MIS DIRECTOR	INFORMATION TECHNOLOGY	NC
MIS PROGRAMMER	MIS DEPARTMENT	11
MORTGAGE SPECIALIST	TREASURER'S OFFICE	7
MOTOR EQUIP OPERATOR	PUBLIC WORKS/SHAWNEELAND	4
NETWORK ADMINISTRATOR	INFORMATION TECHNOLOGY	9
NETWORK OPERATIONS MANAGER	INFORMATION TECHNOLOGY	10
NURSING DIRECTOR	NRADC	9
OPERATIONS MANAGER	PARKS & RECREATION	8
OPERATIONS SUPERVISOR	AIRPORT/Public Safety Communications	9
OPERATIONS SUPERINTENDENT	PARKS & RECREATION	9
P&R ASSISTANT DIRECTOR	PARKS & RECREATION	10
P&R DIRECTOR	PARKS & RECREATION	NC
P&R MARKETING MANAGER	PARKS & RECREATION	7
P&R PROGRAM COORDINATOR	PARKS & RECREATION	5
PARK & STEWARDSHIP PLANNER	PARKS & RECREATION	8
PARK CARETAKER	PARKS & RECREATION	2
PARK MANAGER	PARKS & RECREATION	8
PARK TECHNICIAN	PARKS & RECREATION	3
PARKS & RECREATION MARKETING MANAGER	PARKS & RECREATION	7
PARKS SUPERINTENDENT	PARKS & RECREATION	9
PAYROLL MANAGER	FINANCE	10
PC TECHNICIAN	INFORMATION TECHNOLOGY	4
PERMIT MANAGER	PUBLIC WORKS/INSPECTIONS	7
PERMIT TECHNICIAN	PUBLIC WORKS/INSPECTIONS	4
PERSONAL PROPERTY SUPV	COMMISSIONER OF THE REVENUE	8
PLANNER	PLANNING & DEVELOPMENT	9
PLANNING DIRECTOR	PLANNING & DEVELOPMENT	NC
POST DISPOSITIONAL CASE MANAGER	JUVENILE PROBATION OFFICE	4
PROBATE CLERK	CLERK'S OFFICE	9
PROBATION OFFICER	NRADC/DCS	5
PROGRAM COORDINATOR	INFORMATION TECHNOLOGY	10
PROGRAM SUPERVISOR	PARKS & RECREATION	7
PROJECT MANAGER	PUBLIC WORKS/ADMINISTRATION	8
PROPERTY CLERK	NRADC	3
PTS CASE MANAGER	NRADC/DCS	5
PTS/PROBATION OFFICER	NRADC/DCS	5
PUBLIC INFORMATION OFFICER	COUNTY ADMINISTRATION	9
PUBLIC SAFETY DIRECTOR	PUBLIC SAFETY COMMUNICATION	NC
PUBLIC WORKS DIRECTOR	PUBLIC WORKS/ADMINISTRATION	NC
REAL EST ASSESS CHIEF ADMIN	COMMISSIONER OF THE REVENUE	11
RECORDS CLERK	FREDERICK COUNTY	3
RECREATION SUPERINTENDENT	PARKS & RECREATION	9
RECREATION TECHNICIAN	PARKS & RECREATION	3
REVENUE ANALYST	TREASURER'S OFFICE	7
RISK MGR BUDGET ANALYST	FINANCE	9
SANITARY DISTRICT MANAGER	PUBLIC WORKS/SHAWNEELAND	8
SCALE OPER/CONVEN SITE ASST	PUBLIC WORKS/LANDFILL	4
SCALE OPERATOR	PUBLIC WORKS/LANDFILL	5
SCANNING TECHNICIAN	CLERK'S OFFICE	4
SECRETARY	FREDERICK COUNTY	3
SERGEANT	SHERIFF'S OFFICE/NRADC	8
SHERIFF	SHERIFF'S OFFICE	NC
SOLID WASTE COORDINATOR	PUBLIC WORKS/LANDFILL	7
SOLID WASTE MANAGER	PUBLIC WORKS/LANDFILL	8
SR ACCOUNT ANALYST	TREASURER'S OFFICE	7
SR ACCOUNT CLERK	FREDERICK COUNTY	4
SR ANIMAL CARETAKER	PUBLIC WORKS/ANIMAL SHELTER	4
SR ASAP CASE MANAGER	NRADC/DCS	7
SR COLLECTOR	TREASURER'S OFFICE	10
SR DESIGN REVIEW SPECIALIST	PUBLIC WORKS/INSPECTIONS	8
SR INSPECTOR	PUBLIC WORKS/INSPECTIONS	8
SR LANDFILL TECHNICIAN	PUBLIC WORKS/LANDFILL	5
SR LEGAL SECRETARY	COMM ATTY/CNTY ATTORNEY'S OFFICE	5
SR MOTOR EQUIP OPERATOR	PUBLIC WORKS/SHAWNEELAND	5
SR PERMIT TECHNICIAN	PUBLIC WORKS/INSPECTIONS	5
SR PLANNER	PLANNING & DEVELOPMENT	10
SR PROBATION CASE OFFC	NRADC/DCS	4
SR PROGRAM COORDINATOR	INFORMATION TECHNOLOGY	11
SR PROJECT MANAGER	PUBLIC WORKS/ADMINISTRATION	10
SR RECORDS CLERK	FREDERICK COUNTY	5
SR SECRETARY	FREDERICK COUNTY	4
SUPERINTENDENT	NRADC	NC

Frederick County Salary Administration Program - December 2018

Title	Department	Range
TREASURER	TREASURER'S OFFICE	NC
VW PROGRAM ASST. MANAGER	VICTIM/WITNESS PROGRAM	5
VW PROGRAM MANAGER	VICTIM/WITNESS PROGRAM	7
VW PROGRAM OFFICE ASSISTANT	VICTIM/WITNESS PROGRAM	3
WORK RELEASE SPECIALIST	NRADC	5
ZONING ADMINISTRATOR	PLANNING & DEVELOPMENT	8
ZONING INSPECTOR	PLANNING & DEVELOPMENT	5

SALARY RANGES					
Adopted July 2018					
Range	Minimum	Progress	Midpoint	Advance	Maximum
13	\$101,988	\$117,254	\$132,520	\$147,787	\$163,053
12	\$90,750	\$104,426	\$117,996	\$131,566	\$145,242
11	\$81,420	\$93,612	\$105,804	\$117,996	\$130,188
10	\$69,759	\$80,254	\$90,750	\$101,245	\$111,741
9	\$60,323	\$69,441	\$78,452	\$87,463	\$96,581
8	\$53,114	\$61,065	\$69,017	\$76,968	\$84,919
7	\$47,919	\$55,128	\$62,337	\$69,547	\$76,756
6	\$42,831	\$49,191	\$55,658	\$62,125	\$68,486
5	\$39,014	\$44,845	\$50,676	\$56,507	\$62,337
4	\$34,243	\$39,438	\$44,527	\$49,616	\$54,810
3	\$31,275	\$35,939	\$40,604	\$45,269	\$49,934
2	\$27,352	\$31,487	\$35,621	\$39,756	\$43,891
1	\$23,536	\$27,140	\$30,639	\$34,137	\$37,742