

**Regular Meeting #49 - 2018**  
**Fairfield County Commissioners' Office**  
**November 6, 2018**

**Review**

The Commissioners met at 9:03 a.m. to review legal issues and pending or future action items and correspondence. Commissioner Davis called the meeting to order with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Josh Horacek, Amy Brown-Thompson, Branden Meyer, Jeff Porter, Tony Vogel, Rick Szabrak, Jon Kochis, Tony Vogel, Loudan Klein, Lisa Notestone, Lt. Churchill, Jeff Fix, David Miller, Jon Slater, and Cassie Stricker.

- Legal Update

Mr. Horacek did not have a legal update.

- Administration and Budget Update/Carri's List

- a. Announcements

We are thankful for many things in Fairfield County and in our local government. During the month of November, employees and members of the public are welcome to express their thanks on our tree of gratitude located in the hearing room. We are beginning to collect leaves for the tree now. Everyone is welcome to write on a leaf something for which he or she is grateful.

The offices are closed on November 12<sup>th</sup> to observe Veterans Day.

The next roundtable meeting is November 15.

There is no meeting on November 20, and the offices are closed on November 22 and 23 for Thanksgiving.

On December 11, we will have swearing in ceremonies and the annual "sweets and treats" celebration.

- b. Highlights of Resolutions

There were 13 resolutions in queue for the voting meeting.

We proposed approval of the Cashner vacation viewed and heard last week.

There were *financial resolutions* to approve, such as:

- Approval of a CDBG grant;
- A repayment of an advance from Juvenile Court;
- Account to account transfers of appropriations relating to proper classification of expenditures within the general fund for the Recorder and Commissioners;
- Five financial resolutions from JFS relating to grant accounting (and conducted in coordination with the County Auditor's Office, including a repayment of an advance);
- A fund to fund transfer relating to debt; and
- Appropriations from unappropriated funds for the County Engineer (two resolutions for projects).

On November 8, 2018, there will be a short, regular meeting in Commissioner Levacy's Office at 1 pm. This is a regular meeting scheduled next to budget hearings. We have resolutions in queue for reappointing a Port Authority Board Member and for issuing a proclamation.

There is also a resolution in progress (for a later meeting) for an amendment to the MOU with the Airport allowing for a general review of allocation to be based on

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need and an annual assessment, given there are changes with the accounting procedures with the Airport related funds.

c. **Administrative Approvals & Budget Update**

**Administrative Approvals**

The review packet contained a list of administrative approvals for the week. No questions were posed.

**Budget Update**

Dr. Brown reported budget hearings were progressing efficiently. There have been some post budget hearing adjustments to handle administratively prior to the voting, such as insurance adjustments (for the Prosecutor and the Recorder, for example) and implementation of security recommendations. The hearings, though, should be completed on November 8, unless there is a need for additional hearings within the last round of hearings.

The budget hearing schedule was adjusted to accommodate a press conference that is to be led by the state at Buckeye Lake. Congratulations to Commissioner Levacy for participating in the press conference with state officials and for reaching the milestone of rededicating Buckeye Lake.

Mr. Davis stated he appreciated the new budget structure and thanked Dr. Brown and Ms. Knisley for their work.

Mr. Levacy thanked everyone for the changes to the schedule on Thursday to allow him to attend the Buckeye Lake Dam Dedication. He believes the project was finished so early due to the local effort.

Mr. Davis stated he met with Dr. Brown prior to the meeting, and she expressed her appreciation for Clerk Meyer's cooperation.

Mr. Levacy stated that the Clerk of Court's Title surplus is indicative of the great work they do in Clerk Meyer's office.

d. **Roundtable Meeting – November 15<sup>th</sup>**

Dr. Brown sent email requesting topics for the next roundtable meeting on November 15<sup>th</sup>. Thanks to everyone who sent input. A draft agenda was in the review packet. We hope to see everyone at the roundtable.

e. **BRAVOs**

Thank you to Tammy Smith, Maintenance Supervisor, for her sense of urgency and helpfulness. There have been many to show appreciation for her work.

Bravo to the multiple departments thus far who have been so cooperative with budget hearings, providing good information in a concise way. The hearings have been very efficient.

Thank you to the ESS payroll work group for the wonderful improvements within the payroll processes.

Bravo to HR for their leadership in helping to ensure the open enrollment process goes smoothly.

Mr. Davis asked how open enrollment went.

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Mr. Porter replied that they had only four individuals (out of over 900) to not complete the open enrollment and would be reaching out to them.

Mr. Davis stated he thought the process was very smooth.

- Old Business (none)
- New Business (none)
- General Correspondence Received
  - a. Regional Planning Commission Packet
- Calendar Review/Invitations Received
  - a. Buckeye Lake State Park Dam Dedication – Thursday, November 8<sup>th</sup> at 9:45 a.m. at the North Shore Boat Ramp
    - 1. Commissioner Levacy will attend.
  - b. Fairfield County Township Trustees Association Annual Dinner – Sunday, December 9<sup>th</sup> at 6:00 p.m. at the Liberty Center
    - 1. Commissioners Levacy and Davis will attend.
  - c. Pickerington Chamber Lunch – Thursday, November 15<sup>th</sup> at 11:30 a.m.
    - 1. Commissioner Levacy will attend.

- FYI

- a. The jail population is 267.

Mr. Davis stated he would like to revisit the jail staffing numbers and asked Lt. Churchill for a staff analysis based on inmate population. While we believe that 300-384 is a level in which the new staffing works well based on recent conversations, we do not know the lower level in which there is a different issue to address in terms of the jail staffing not matching with the inmate population level. We do not know the lower number in which staffing might be directed to other areas beyond the jail itself.

- b. Thank you from Rev. Mark Raddatz, Emanuel Lutheran Church

We received a nice note of thanks from Rev. Raddatz for our work on common missions to serve others.

- Issues Bin (none)
- Open Items

Mr. Levacy attended a Foster Care recognition event hosted by the Pickerington Church of the Nazarene. He thought the church did a wonderful job recognizing the foster parents and those supporting foster parents.

**Report of Valuing Employees Strategic Planning Group**

The Commissioners met at 9:30 a.m. for a report from the Valuing Employees Strategic Planning Group. Commissioner Davis called the meeting to order with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Josh Horacek, Amy Brown-Thompson, Branden Meyer, Jeff Porter, Tony Vogel, Rick Szabrak, Jon Kochis, Tony Vogel, Loudan Klein, Lisa Notestone, Lt. Churchill, Jeff Fix, David Miller, Jon Slater, Kelly Turben, Dennis Keller, Cindy Hillberry, Jill Boone, and Cassie Stricker.

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Mr. Porter reviewed the attached report. The workgroup met with the understanding that the improving economy meant the county must focus on its recruitment and retention tools. The presentation included a review of Fairfield County values; why the process was completed; effective recruitment and retention strategies; benefits most important to employees; and recommendations to the Commissioners.

The recommendations were summarized:

1. Add at least six new public meeting dates in 2018-2020 to engage employees at multiple county buildings or locations, beginning with the all-staff meeting in December 2018 at Job and Family Services.
2. Advertise opportunities for employees to be involved in work groups, such as the environmental stewardship work group. This should be done twice a year.
3. Ask employees what they want.
4. Implement a centralized onboarding program to communicate benefits to new employees.
5. Increase opportunities for merit-based financial rewards.
6. Implement a vacation leave conversion program.
7. Implement new performance assessment tools. Conduct training in 2019 so that the tools can be used for the budget period beginning January 1, 2020.
8. Increase opportunities for merit-based rewards, such as an additional personal day, knowing financial rewards in the public sector are restricted.
9. In 2019, provide an array of tools for supervisors and managers to review, such as written documents to help with implementing job shadowing programs, leadership development programs, mentoring programs, supervisory training and various training modules (soft skills and technical skills).
10. Adjust the travel and expense reimbursement limits for professional conferences or events held in metropolitan areas if expenditure levels are approved by the appointing authority and documented prior to the attendance at the professional conference or event.
11. Place in the policy manual multiple options for departments to institute for employee recognition programs.
12. Continue the tuition reimbursement program.
13. Update the vacation accrual schedule to allow employees to use and accrue vacation earlier in their career.
14. Adjust the sick leave conversion policy to allow employees using up to 56 hours of sick leave to convert sick leave to personal hours on a scaled program.
15. Add a holiday to the county approved holiday schedule for the Friday of the Fairfield County Fair, to encourage attendance at the fair, improve business opportunities, honor agricultural values and promote social and family activities.
16. Encourage elected officials and department heads to examine flexible work schedules and the concept of working at home.
17. Continue to improve health and well-being through exercise equipment offerings. Communicate locations of the equipment to all employees in 2019 and annually.
18. Pilot the use of filtered water machines as part of the wellness program.
19. Introduce a new Health Advocate program to help members and their families understand available benefits.
20. Annually, communicate full compensation and benefits to employees in an employee specific manner.

Mr. Davis asked if the recommendations were general fund only or system wide.

Mr. Porter replied they were system wide.

Mr. Davis asked for a statement with the number of participants and annualized cost for the tuition reimbursement program.

Mr. Porter replied he would get that together.

Mr. Davis asked if there were any additional comments from the members of the committee.

Mr. Szabrak stated he has heard several businesses state that the benefits and flexible schedules are important to younger employees.

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Mr. McCullough stated that the Fairfield County Fair holiday was of interest to the committee. This is unique to the community and can help single parents not have to worry about child care on a day when their kids are not in school.

Magistrate Boone stated that from the Court's perspective it was a balancing factor between making sure the recommendations still provide for enough employees to work, especially for the smaller departments. The group continuously weighed all recommendations, and with the additional holiday, the smaller offices would not have to worry about coverage for the public.

Mr. Porter added that many of employees, including those with the Engineer's office, already did take the Friday of Fair off.

Mr. Meyer stated he liked stressing the health benefits and wellness aspects to employees.

Mr. Hillberry stated that the committee had great, thoughtful conversations. While Amazon may be paying \$15 or more out the gate, it is good for the county to look at other incentives so they can compete.

Mr. Davis asked if there were comments from others in attendance.

Mr. Slater urged everyone to allow enough time for payroll to implement the changes.

Dr. Brown reported the group examined the scholarly evidence and practical experience in would be valued by employees and managers. They were very encouraged by the broad participation with the committee. They wanted to recommend strategies that could work well overall for county employees.

Mr. Levacy stated he agreed with almost everything, but thought it may be better to have a floating day off the week of the fair to prevent the offices from closing.

Mr. Meyer stated that fair week in the courthouse was very quiet this year with most of the attorneys taking time off to be with their families.

Mr. Davis stated he sensed there could be manageability issues with so many individuals taking that day off.

Mr. Porter replied that the group went back and forth on a floating day verses a single day. Smaller offices will have a staffing issue with a floating day, whereas that is not a concern if they are just closed for the day. The group is not married to the Friday, but a single day would be more manageable for those smaller offices.

Mr. Slater stated when he became Treasurer the office had a floating holiday for the fair. He has continued this practice. Senior staffers have first pick for vacation days, taking the entire week and leaving the younger and newer staff members (with families) stuck in the office at times not able to take the day off. This is not an ideal situation.

Mr. Davis stated he was reminded of a budget issue the city had 20 years ago in which the problem was not addressed by the minor details. He stated the issue at hand requires high level thinking as the economy is doing well, but the general fund isn't faring as well. They want to improve upon retention and recruitment in an environment where the general fund isn't doing as well because of the MCO sales tax. He added that this Commission has dedicated itself to understanding a problem, evaluating solutions, and making decisions.

**Motion to authorize HR with the cooperation of County Administrator Brown to communication the recommendations through changes in the personnel policy manual and brought to the Commission for approval prior to the end of the year.**

On the motion of Dave Levacy and the second of Steve Davis, the Board of Commissioners voted to authorize HR with the cooperation of County Administrator Brown to communication the recommendations through changes in the personnel policy manual and brought to the Commission for approval prior to the end of the year.

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Discussion: Mr. Davis stated he can imagine a scenario where the department or supervisor has an aversion to the performance evaluation process. He looks favorably upon merit based increases (at levels of 1%, 2%, and 3%) for departments who complete the evaluation processes and document it properly. The absence of the documentation of the evaluation process will not result in straight 3% increases across the board. Rather, increases based on merit pay must be justified and supported.

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

Mr. Davis thanked the committee participants for their incredible and thoughtful recommendations. He noted this was a huge effort in the right direction.

Mr. Porter added that not everyone will like everything, but hopefully, everyone should like something.

### **Commissioners' Regular Meeting**

A regular meeting of the Fairfield County Board of Commissioners was held on Tuesday, October 23, 2018 beginning at 10:02 a.m., with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Staci Knisley, Josh Horacek, Amy Brown-Thompson, Branden Meyer, Jeff Porter, Tony Vogel, Rick Szabrak, Jon Kochis, Tony Vogel, Loudan Klein, Lisa Notestone, Lt. Churchill, Jeff Fix, David Miller, Jon Slater, and Dennis Keller.

### **Pledge of Allegiance**

Commissioner Davis asked everyone to rise as able, and he led the Pledge of Allegiance.

### **Announcements**

Commissioner Davis asked if there were any announcements.

Commissioner Davis reminded everyone to vote.

### **Public Comment**

Commissioner Davis asked if anyone from the public who would like to speak or offer comments.

There were no public comments.

### **Approval of Minutes for Thursday, November 1, 2018.**

On the motion of Dave Levacy and the second of Steve Davis, the Board of Commissioners voted to approve the minutes for the Thursday, November 1, 2018 Regular Meetings.

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

### **Approval of the Commissioners Resolutions**

On the motion of Dave Levacy and the second of Steve Davis, the Board of Commissioners voted to approve the following Commissioners resolutions:

2018-11.06.a	A resolution approving a vacation request to vacate a part of a public road, Channel Street in Walnut Township. [Commissioners]
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- 2018-11.06.b      A resolution approving the grant agreement with the Ohio Development Services Agency, State of Ohio for the State Community Development Block Grant (CDBG) FY2018, Grant # B-F-18-1AV-1 – Fairfield County Commissioners [Commissioners]
- 2018-11.06.c      A resolution approving an account to account transfer into a major expense category – Fairfield County Commissioners [Commissioners]
- 2018-11.06.d      A resolution authorizing fund to fund transfer from the General Fund # 1001 to Debt Service Fund# 4483 [Commissioners]

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

**Approval of the Engineer's Office Resolutions**

On the motion of Dave Levacy and the second of Steve Davis, the Board of Commissioners voted to approve the following Engineer's Office resolutions:

- 2018-11.06.e      A resolution to appropriate from unappropriated in a major expenditure object category County Engineer 2580-Subdivisions for inspections of various subdivisions [Engineer]
- 2018-11.06.f      A resolution to appropriate from unappropriated in a major expenditure object category County Engineer 2024-Motor Vehicle for overtime [Engineer]

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

**Approval of the Job & Family Services Resolutions**

On the motion of Dave Levacy and the second of Steve Davis, the Board of Commissioners voted to approve the following Job & Family Services resolutions:

- 2018-11.06.g      A resolution to approve a memo receipt and expenditure for Fairfield County Job & Family Services, Sub Fund 8185 reimbursing Fund 2018 [JFS]
- 2018-11.06.h      A resolution to approve a memo receipt and expenditure for Fairfield County Job & Family Services, Fund 2072 reimbursing Sub Fund 8182 [JFS]
- 2018-11.06.i      A resolution authorizing the approval to extend the repayment date of an advance of funds – Sub-Fund (8185) 30 Days to Family [JFS]
- 2018-11.06.j      A resolution to approve a memo receipt and expenditure for Fairfield County Job & Family Services, Sub Fund 8182 reimbursing Fund 2018 [JFS]
- 2018-11.06.k      A resolution authorizing the approval to extend the repayment date of an advance of funds – Fund (2843) Ohio START Grant [JFS]

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

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**Approval of the Juvenile/Probate Court Resolution**

On the motion of Dave Levacy and the second of Steve Davis, the Board of Commissioners voted to approve the Juvenile/Probate Court resolution authorizing the approval of repayment of an advance to the General Fund from Fund #2856 Child Abuse & Neglect Discretionary Fund; see resolution 2018-11.06.l.

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

**Approval of the Recorder's Office Resolution**

On the motion of Dave Levacy and the second of Steve Davis, the Board of Commissioners voted to approve the Recorder's Office resolution approving an account to account transfer for a major expense object category; 2018-11.06.m.

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

**Closing Comments**

Mr. Davis stated there were departments that had grown in their management over the last few years. When the departments aim high, it changes the way you look at everything else. He believes the 20 recommendations from the Retention and Recruitment Workgroup set the bar even higher and make Fairfield County a more desirable place to live and work.

Mr. Levacy is thankful for the cooperation throughout the county.

Commissioner Davis stated at 10:07 a.m. that the Commission would be in recess until the 10:30 a.m. Budget Hearing.

**Budget Hearing – Clerk of Courts**

The Commissioners met at 10:30 a.m. for the Clerk of Courts 2019 Budget Hearing. Commissioner Davis called the meeting to order with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Staci Knisley, Branden Meyer, and Todd McCullough.

Mr. Davis thanked Mr. Meyer for attending. He noted that Dr. Brown spoke favorably about the Clerk of Courts budget when they met earlier that day.

Mr. Meyer reviewed the attached presentation. Court filings are up, and title numbers are down. There was a surge in titles statewide in 2016, and 2018 is only slightly down from 2017. Passport applications are also slightly down from last year. They hope to purchase a camera to take passport photos in the Pickerington Office.

Mr. Davis asked who can process passport application.

Mr. Meyer replied that interested offices need to apply to the State Department. There is annual training for employees and bi-annual inspections by the State Department.

Mr. Meyer also reviewed accomplishments, current progress, adherence to budget parameters, challenges, status of historical records, goals, objectives, and Certificate of Title Administration funds.

Mr. Davis asked if they tracked the error rate in title processing.

Mr. Meyer replied that his predecessor did for personnel file reasons, but he does not as the numbers are so low.



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Mr. Meyer stated the biggest accomplishment for the year was putting the civil and criminal documents on CourtView. This was paid for by a grant obtained by Magistrate Boone.

The office has obtained \$33,800 to date in collections from the Attorney General. The physical size of titles is changing in the spring of 2019. They will hire an intern to assist with moving stored records and helping to set up things at the new Records Center. The intern will be through iForce and assigned to the Clerk of Courts, but he or she will assist all departments. Mr. Meyer mentioned he would be president of the Clerks Association next year.

He also reviewed an issue with CourtView's billing. He has worked with the Prosecutor and Magistrate Boone to present a fee schedule to CourtView that makes sense for their office based on their usage.

Mr. Davis thanked Mr. Meyer for his presentation.

Dr. Brown asked if the intern would be sufficient for the entire year of 2019, planning for staff changes in 2020.

Mr. Meyer replied that was the plan despite the positive change in the construction schedule, which is moving along very well.

Mr. Davis stated there was no need for an additional budget hearing and thanked Mr. Meyer for his time.

**Budget Hearing – Dog Shelter**

The Commissioners met at 11:02 a.m. for the Dog Shelter 2019 Budget Hearing. Commissioner Davis called the meeting to order with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Staci Knisley, and Todd McCullough.

Mr. Davis thanked Mr. McCullough for attending.

Mr. McCullough reviewed his attached presentation which included a review of the compliance with parameters; 2018 review of goals and challenges; the OSU students tour; the medical intake facility; 2019 challenges; intake numbers; euthanasia numbers; and placement numbers.

They hope to open the new medical intake facility open in December.

Mr. Davis asked if they were maintaining the improved license estimate for next year.

Mr. McCullough replied that they were as this year is currently tracking as expected. They do not want to withdraw their efforts for enforcement, though.

Mr. Davis asked what percentage makes a facility a no-kill facility.

Mr. McCullough replied that it is generally 10% or less; there are multiple definitions, though. This is the first time since Mr. McCullough has been in his position where the euthanasia rate is higher than the transfer out rate; although the rate is still well below 10%. The most common reason for euthanasia is medical.

Mr. McCullough went on to explain some changes to the table of organization.

Mr. Davis stated there was no need for an additional hearing and thanked Mr. McCullough for his work.

**Adjournment**

With no further business, on the motion of Dave Levacy and a second of Steve Davis the Board of Commissioners voted to adjourn at 11:27 a.m.

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Roll call vote of the motion resulted as follows:  
Voting aye thereon: Dave Levacy and Steve Davis  
Absent: Mike Kiger

The next Regular Meeting is scheduled for Thursday, November 8, 2018 at 1:00 p.m.

Motion by: \_\_\_\_\_ Seconded by: \_\_\_\_\_  
that the November 6, 2018, minutes were approved by the following vote:

YEAS: NAYS: None

ABSTENTIONS: None

\*Approved on November 8, 2018

*Sharon*

Steven A. Davis  
Commissioner

  
Dave Levacy

Dave Levacy  
Commissioner

**Absent**

Mike Kiger  
Commissioner

Rachel A. Elise, Clerk

Rachel A. Elsea, Clerk



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Report of Recommendations, October 16, 2018  
Fairfield County Strategic Plan Theme: **Valuing Employees**

### ***Introduction- Strategic Plan, Mission, and Values***

Fairfield County adopted a strategic plan in May 2018 to document priorities, focus resources, strengthen operations, and to ensure that employees and other stakeholders are working toward common goals. The strategic plan is a helpful tool for the organization to reach the vision: secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community where each person is important. The plan is found in its entirety here: <https://www.co.fairfield.oh.us/COMMISH/pdf/Strategic-Plan-for-Fairfield-County.pdf> A strategic plan is a flexible, living document that should be adapted to internal and external changes that are inherent in a complex environment, such as Fairfield County.

### ***Mission of Fairfield County***

***The mission of local government is to improve the quality of life in Fairfield County while supporting businesses, protecting citizens, and planning for the future.***

The mission of the Fairfield County executive leadership team is to provide professional recommendations for vision and policy. We work to ensure high quality services at exceptional value to taxpayers. We foster economic and financial sustainability, and we enhance the county's reputation as a high-performing, learning, and caring organization. Departmental mission statements are included in the links for departmental strategic plans, if available.

### ***Values of Fairfield County***

Fairfield County values professionalism (taking pride in our work, communicating effectively, projecting positivity, respecting one another in the workplace, delivering service at the highest standards, and maintaining a strong, skilled organizational knowledge base). Fairfield County also values conservatism (keeping costs down for taxpayers, as well as honoring tradition and history). Teamwork, collaboration, cooperation, and acknowledging the ideas of others are commonly noted values. Accountability and integrity are strong values, as well.

### ***Strategic Themes***

Following a SWOT analysis with employee involvement, five strategic themes emerged for the strategic plan.

1. **Fighting the opioid epidemic & implementing community responses**
2. **Valuing employees & improving recruitment and retention of employees**
3. **Improving technology and records retention services**
4. **Improving business opportunities**
5. **Securing funding and monitoring expenditures to help provide for resources to meet growing demands on services**

### **Report of Recommendations: Purpose**

Fairfield County values employees, its greatest assets. To demonstrate Fairfield County values employees and the services they provide to the public, a work group designed comprehensive recommendations to support and engage employees. The purpose of this report is to outline the recommendations as they relate to the strategic plan theme of valuing employees. We desire to retain employees and recruit new employees to meet our mission and serve the public. We know we are in a competitive environment, and we want to improve our efforts in recruiting and retaining employees. For this reason, we formed a work group to research our current state and develop recommendations based in evidence and in our own experience. We expect ongoing evaluation to assess how the recommendations, if implemented, are working, and to develop new recommendations for continued improvement.

Job satisfaction comes from working for an organization that values employees' talents, expertise, and qualifications. From research, we know motivated employees generally are engaged employees who find their work fulfilling and satisfying (De Vos and Meganck, 2009). Job satisfaction is important to both employees and organizations as it can reduce employee turnover and employee stress (Hayes et al., 2012) and increase organizational effectiveness (Spector, 1997; Yang, 2010). Various research studies conducted over time have suggested multiple factors align with the concept of valuing employees.

Not surprisingly, those factors include: favorable working environment; management support; caring attitudes toward employees; training and career development; financial incentives and benefits; job enrichment initiatives; promotion opportunities; flexible work schedules; effective performance appraisals; and family-friendly benefits (Ghosh, Satyawadi, Joshi, & Shodman, 2013). In addition, De Vos and Meganck (2009) found management spends time and effort on retention factors while employees are more concerned with factors of career development opportunities, social atmosphere, job content, financial rewards, and work-life balance. Further, Schwartz (2007) found that supervisory and peer supports influenced organizational commitment, organizational culture, and intention to stay or leave.

For Fairfield County, initial recommendations were developed under the categories of organizational culture, communications, and employee involvement; financial rewards; performance assessment; career development, training, and recognition; work-life balance; and health, wellness, and benefits. Some of the recommendations require approval of policy, while others do not. (Those that require policy changes are highlighted in yellow and are listed together in the exhibits.) Additional recommendations will likely arise for the future, yet these broad categories focused on what managers and employees both find important based on the extant literature.

Report of Recommendations, October 16, 2018  
Fairfield County Strategic Plan Theme: **Valuing Employees**

### **Organizational Culture, Communications and Employee Involvement**

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave. These shared values have a strong influence on people in the organization and dictate how they act and perform their jobs. In Fairfield County, the organizational culture appears to be strong, yet the codified structure of a county can present challenges in consistency. In addition, the size of the organization presents challenges. Based on evidence which supports increased communications and employee engagement, we believe we can improve organizational culture with three initial recommendations.

Simultaneously with these recommendations, we are giving the communication plan a fresh look. We will continue communication with annual surveys, emails, newsletters, the intranet, and departmental meetings. In addition, we will continue the recognition of employees with the HR led recognition breakfast, the customer service related resolutions, and the GEM program (in addition to multiple departmental actions). However, we recommend adding new opportunities for the Board of Commissioners to communicate with employees. The communication opportunities should be tailored to the audience.

#### **Recommendation 1**

**Add at least six new public meeting dates in 2018 - 2020 to engage employees at multiple county buildings or locations, beginning with the all-staff meeting in December 2018 at Job and Family Services.**

#### **Recommendation 2**

**Advertise opportunities for employees to be involved in work groups, such as the environmental stewardship work group. This should be done twice a year.**

The first two recommendations are already works in progress.

#### **Recommendation 3**

**Ask employees what they want.**

We know it is impractical to believe one report of recommendations will cover all bases. We propose we ask employees what they value in the workplace and then effectively respond to that input. To improve organizational culture, we need to know what people want their work experience to be, how they want to learn, and how they want to be rewarded or acknowledged. We need to know how they want to grow in their positions. This recommendation demonstrates management authenticity. While we know there are observations relating to unionized and non-unionized departments, we want to survey all and take the input, knowing the implementation of some recommendations, including those within this report, might be affected by negotiations. Overall, we respect employees and desire the input from all.

#### **Recommendation 4**

**Implement a centralized onboarding program to communicate benefits to new employees.**

#### **Financial Rewards**

In Fairfield County, providing merit based incentives is a goal. Some departments based on size and resources provide merit based increases within current budget parameters. Some non-general fund departments have additional resources to support this effort. Smaller departments are typically unable to provide merit based performance incentives. To increase consistency for the opportunity for merit based increases, the following recommendation is made.

#### **Recommendation 5**

**Increase opportunities for merit-based financial rewards.**

For departments conducting performance based assessments (with the county approved assessment tool) and following the county compensation plan, a budget proposal may be justified to incorporate the following levels for annual increases:

Exceeds expectations – 3%  
Meets expectations – 2%  
Partially meets expectations – 1%  
Does not meet expectations – 0%

Performance evaluations shall be documented at the department level, and a summary should be maintained or presented to the County Administrator and/or Board of Commissioners for budget justification purposes.

This recommendation is effective for the budget period beginning January 1, 2020. The estimated annual cost is about \$200,000 for the general fund.

#### **Recommendation 6**

**Implement a vacation leave conversion program.**

Annually, an employee should be permitted to be paid at the straight-time hourly rate up to a maximum of eighty (80) hours of vacation leave. This will allow for additional financial compensation and control of accruing balances. It also allows for payouts at current rates, which may be lower than rates at the time of retirement or separation.

This recommendation is effective for the calendar year of 2019, as the conversion is envisioned for the end of the year. It is not known how many employees will elect to be paid for vacation time, and it is recommended that \$100,000 be reserved in 2019.

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### **Performance Assessment**

Performance assessments (or performance evaluations) are inherently connected to financial rewards and can be effective tools for establishing goals, rewarding work behaviors, and coaching and developing employees. To make the performance assessment process more consistent and efficient, there are recommendations for improving county-wide performance assessment.

### **Recommendation 7**

**Implement new performance assessment tools.**

**Conduct training in 2019 so that the tools can be used for the budget period beginning January 1, 2020.**

The new performance assessment tools will be automated for increased efficiency. There will be a tool for employee performance and one for manager (or supervisor) performance. The leadership qualities founded in the research of Kouzes and Posner (2003) are included in the assessments. The tools are two-page forms that can be expanded with comments. The “thirty-day” performance tool can continue to be used as needed for a probationary assessment. In addition, a goal setting template will be available for coaching and development. The forms are found in the exhibits for reference.

### **Recommendation 8**

**Increase opportunities for merit-based rewards, such as an additional personal day, knowing financial rewards in the public sector are restricted.**

For departments conducting performance based assessments (with the county approved assessment tool) and following the county compensation plan, an additional personal day is approved for employees who earn a rating of exceeds expectations on their annual performance evaluation.

Performance evaluations shall be documented at the department level, and the tracking of the merit based personal days is maintained at the department level.



### **Career Development, Training, and Recognition**

Career development and training are important goals based on the research. To provide tools for managers to review, the work group will develop an outline of available resources. In addition, we will ask employees what they want in this category.

#### **Recommendation 9**

**In 2019, provide an array of tools for supervisors and managers to review, such as written documents to help with implementing job shadowing programs, leadership development programs, mentoring programs, supervisory training, and various training modules (soft skills and technical skills).**

We respect varying needs of departments and desire the opportunity to provide an array of tools for managers to review. We will also provide contact information of leaders who will be available to help with implementation.

Then, we will assess if additional career development or training tools are needed following the employee survey within Recommendation 3.

#### **Recommendation 10**

**Adjust the travel and expense reimbursement limits for professional conferences or events held in metropolitan areas if expenditure levels are approved by the appointing authority and documented prior to the attendance at the professional conference or event.**

This travel and expense reimbursement adjustment is helpful to employees representing Fairfield County at national conferences or events. The use of this policy is expected to be rare and must always be approved by the appointing authority prior to the attendance of the professional conference or event, with the approval accompanied by a purchase order obtained prior to the expense being occurred.

#### **Recommendation 11**

**Place in the policy manual multiple options for departments to institute for employee recognition programs.**

This recommendation highlights the importance of recognition for a job well done. While there are multiple efforts in place to recognize employees (such as the customer service resolutions, the Going the Extra Mile program, and departmental efforts), employees deserve recognition for their work, and the inclusion of options in the policy manual draws attention to creative alternatives and highlights management expectations for employee recognition.

#### **Recommendation 12**

**Continue the tuition reimbursement program.**

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### **Work-Life Balance**

Work-life balance is an important part of a healthy work environment. Maintaining work-life balance helps reduce stress and prevent burnout. Burnout and turnover are problematic issues for many public -sector agencies, and turnover costs are high in these types of organizations (Barak, Nissly, & Levin, 2001; Rittschhof & Fortunato, 2016). For these reasons, there are multiple recommendations in this category.

#### **Recommendation 13**

**Update the vacation accrual schedule to allow employees to use and accrue vacation earlier in their career.**

The proposed schedule allows employees to use vacation at the end of the probationary period of 6 months and to reach new levels at intervals of 5, 10, and 15 years. Please see the exhibits for the policy language.

#### **Recommendation 14**

**Adjust the sick leave conversion policy to allow employees using up to 56 hours of sick leave to convert sick leave to personal hours on a scaled program.**

This would allow the use of an additional 16 hours of sick leave to participate in the wellness conversion program, furthering the opportunity for personal leave hours ranging from 1-48 hours, depending on the employee circumstance. Please see the exhibits for the policy language.

#### **Recommendation 15**

**Add a holiday to the county approved holiday schedule for the Friday of the Fairfield County Fair, to encourage attendance at the fair, improve business opportunities, honor agricultural values, and promote social and family activities.**

This additional holiday would be effective for 2019 forward.

### **Recommendation 16**

**Encourage elected officials and department heads to examine flexible work schedules and the concept of working at home.**

Obviously, not every position is one in which working at home will result in good service for the public. Also, there may be opportunities for technology improvements to help put flexible schedules in place. In any event, we encourage each department to evaluate requests for flexibility in an open-minded way and to determine what would be needed to increase flexibility for employees.

### **Health and Wellness**

These next six recommendations are for Human Resources relating to health, wellness, and benefits initiatives.

#### **Recommendation 17**

**Continue to improve health and well-being through exercise equipment offerings. Communicate locations of the equipment to all employees in 2019 and annually.**

#### **Recommendation 18**

**Pilot the use of filtered water machines as part of the wellness program.**

#### **Recommendation 19**

**Introduce a new Health Advocate program to help members and their families understand available benefits.**

#### **Recommendation 20**

**Annually, communicate full compensation and benefits to employees in an employee specific manner.**

### **Conclusion – Valuing Employees**

Employees are our best assets. To demonstrate Fairfield County values employees and the services they provide to the public, a work group designed comprehensive recommendations to support and engage employees. The overarching goal is to improve the county's ability to attract and retain talent. This report outlines 20 initial recommendations in the categories of:

- organizational culture, communications, and employee involvement;
- financial rewards;
- performance assessment;
- career development and training;
- work-life balance; and
- health, wellness, and benefits.

Additional recommendations will likely arise for the future, yet these broad categories focused on what managers and employees both find important. There will be ongoing evaluation and monitoring of the recommendations as they are implemented.

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Fairfield County Strategic Plan Theme: **Valuing Employees**

**List of Exhibits**

- **Work Group Members**
- **Recommendation by Number**
- **Recommendations Requiring Policy Changes**
- **Proposed Policy Changes**
- **Proposed Performance Assessment Tools**

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**Work Group Members**

Jeff Porter, HR and Risk Management Director - Chairman

Jill Boone, Common Pleas Court Magistrate and Court Administrator

Carri Brown, County Administrator

Aunie Cordle, JFS Director

Cindy Hillberry, Developmental Disabilities HR Director

Dennis Keller, Facilities Manager

Jon Kochis, EMA Director

Todd McCullough, Dog Adoption Center and Shelter Director

Branden Meyer, Clerk of Courts

Cassie Stricker, HR Officer

Rick Szabrak, Economic and Workforce Development Director

Kelly Turben, Clerk of Courts Administrative/Fiscal Manager

Tony Vogel, Utilities Director and Sanitary Engineer

**Recommendation by Number**

**Recommendation 1**

Add at least six new public meeting dates in 2018 - 2020 to engage employees at multiple county buildings or locations, beginning with the all-staff meeting in December 2018 at Job and Family Services.

**Recommendation 2**

Advertise opportunities for employees to be involved in work groups, such as the environmental stewardship work group. This should be done twice a year.

**Recommendation 3**

Ask employees what they want.

**Recommendation 4**

Implement a centralized onboarding program to communicate benefits to new employees.

**Recommendation 5**

Increase opportunities for merit-based financial rewards.

**Recommendation 6**

Implement a vacation leave conversion program.

**Recommendation 7**

Implement new performance assessment tools.

Conduct training in 2019 so that the tools can be used for the budget period beginning January 1, 2020.

**Recommendation 8**

Increase opportunities for merit-based rewards, such as an additional personal day, knowing financial rewards in the public sector are restricted.

**Recommendation 9**

In 2019, provide an array of tools for supervisors and managers to review, such as written documents to help with implementing job shadowing programs, leadership development programs, mentoring programs, supervisory training, and various training modules (soft skills and technical skills).

**Recommendation 10**

Adjust the travel and expense reimbursement limits for professional conferences or events held in metropolitan areas if expenditure levels are approved by the appointing authority and documented prior to the attendance at the professional conference or event.

**Recommendation 11**

Place in the policy manual multiple options for departments to institute for employee recognition programs.

**Recommendation 12**

Continue the tuition reimbursement program.

**Recommendation 13**

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**Recommendation 14**

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**Recommendation 19**

Introduce a new Health Advocate program to help members and their families understand available benefits.

**Recommendation 20**

Annually, communicate full compensation and benefits to employees in an employee specific manner.

#### **Recommendations Requiring Policy Changes**

##### **Recommendation 5**

**Increase opportunities for merit-based financial rewards.**

##### **Recommendation 6**

**Implement a vacation leave conversion program.**

##### **Recommendation 8**

**Increase opportunities for merit-based rewards, such as an additional personal day, knowing financial rewards in the public sector are restricted.**

##### **Recommendation 10**

**Adjust the travel and expense reimbursement limits for professional conferences or events held in metropolitan areas if expenditure levels are approved by the appointing authority and documented prior to the attendance at the professional conference or event.**

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**Proposed Policy Changes**



## **Recommendation 5**

### **Fairfield County Compensation Plan Policies and Procedures Addendum "A" to the Fairfield County Personnel Policy Manual**

**Effective February 28, 2017**

1. All employees of Fairfield County should be paid a salary or wage consistent with the Compensation Plan adopted by the Board of County Commissioners. Such plan was developed in accordance with market rates as identified in independent studies and identified in multiple association wage surveys. The Compensation Plan identifies a minimum and a maximum range for job classifications. The compensation schedule for job classifications is on file with Fairfield County Human Resources.
2. The implementation of the February 28, 2017 plan provides for employees who are currently in a classification that is being moved to a higher pay range to receive an increase to either the minimum of the new pay range or an increase of 5%, whichever is greater for classifications in pay ranges 1-6 and an increase to either the minimum of the new pay range or an increase of 10%, whichever is greater for pay ranges 7 and above.
3. Redlining at the maximum rate of the pay range will go into effect January 1, 2018. Redlining occurs when an employee reaches the maximum hourly rate in their range. The employee is not eligible for increases to their hourly rate beyond the maximum for their assigned pay range.
4. The pay schedule of all employees shall be bi-weekly in accordance with the Ohio Revised Code. Amounts will be computed on an hourly basis, including employees exempt from the overtime provisions of the Fair Labor Standards Act. Employees who are considered exempt from overtime will certify a minimum of eighty hours worked each bi-weekly pay period. Supervisors will confirm with employees whether they are exempt from overtime. Employees eligible for overtime will accrue overtime and/or compensatory time in accordance with the Personnel Policy Manual of Fairfield County.
5. New employees shall be hired at the minimum rate of the appropriate pay range. New employees may be hired up to the maximum of the pay range based upon exceptional qualifications and/or experience for the classification.
6. When an employee is promoted or re-assigned to a classification in a higher pay range, up to pay range 6, the employee will receive an increase to either the minimum of the new pay range or an increase of 5%, whichever is greater. When an employee is promoted to a classification in pay ranges 7 and above, the employee will receive an increase to either the minimum of the new pay range or an increase of 10%, whichever is greater. No increase in pay will exceed the maximum rate of pay in the range for the new

classification. A promoted employee may be hired at the midpoint of the new pay range, if the midpoint is greater than the 5% or 10% increase in pay for promotions, based upon exceptional qualifications.

7. When an employee is involuntarily demoted to a classification in a lower pay range, the employee's rate of pay shall be reduced to a rate of pay that represents the employee's former rate of pay in the lower pay range. This is the rate that the employee received prior to the promotion.
8. When an employee is voluntarily demoted to a classification in a lower pay range, the employee's rate of pay shall be reduced to a rate of pay that represents either the maximum rate of pay for the new range or the employee will receive a 5% decrease in pay, whichever results in a lower rate of pay.
9. When an employee transfers to a position in the same pay range, the employee will continue to receive the same rate of pay.
10. When an employee is temporarily appointed to a classification in a higher pay range for a period of more than two weeks, the appointing authority or designee will approve a temporary increase in pay equal to the minimum of the higher pay range or a 5% increase in pay, whichever is greater. The employee will revert back to their original rate of pay when the temporary assignment terminates.
11. No decrease will occur for employees temporarily filling a position in a lower pay range.
12. Employees must have successfully completed their new hire probationary period before the end of the review period in order to be eligible for any annual merit increase.
13. Annually, each employee should receive a performance evaluation which will result in merit based increases within the budget constraints of the departments, with no increase that will result in a rate of pay that exceeds the maximum of their respective pay range after January 1, 2018. Merit based increases shall be 3% for exceeding standards, 2% for meeting standards and 1% for partially meeting standards on the annual performance appraisals. Each appointing authority shall file a summary document with Human Resources that must include employee name, date of performance appraisal and rating on the appraisal.
14. No hourly increases above the maximum will be granted after the 2017 review period. After this period, all redlined employees will receive a one-time supplement to their pay

based upon the outcome of their performance evaluation. Supplements will not exceed the percentage of increase provided for merit based increases. Redlined employees will not experience an increase in their hourly rate of pay.

15. At the discretion of the appointing authority, merit based increases may be suspended when the annual salary increase authorized by the Board of Commissioners ~~is less than~~ 2% does not support merit based increases.

The compensation plan recognizes that compensation may be set by contract for certain county boards and offices.

Recommendation 6

Recommendation 13

SECTION: 4:3  
SUBJECT: VACATION

All full-time employees of the County shall be entitled to vacation after completion of ~~one full year of public employment in Ohio~~ a 6-month probationary period with Fairfield County.

Vacation time is credited each bi-weekly pay period at rates as established below ~~in accordance with O.R.C. section 325.19 and 124.13 as applicable:~~

80 Hour Employee Table

<u>Completed Years of Service</u>	<u>Credit Earned Per</u>	<u>Vacation</u>	<u>Credit</u>
	<u>Earned</u>	<u>Yearly Hours</u>	
<u>Less than 1 year</u> <del>6 months</del> of completed service	0	0	
<u>1-6 months</u> through <u>75</u> years of completed service	3.1	80	(10
work days)			
<u>8-6</u> through <u>14-10</u> years of completed service	4.6	120	(15
work days)			
<u>15-11</u> through <u>24-15</u> years of completed service	6.2	160	(20
work days)			
<u>25-16</u> and above years of completed service	7.7	200	(25
work days)			

70 Hour Employee Table

<u>Completed Years of Service</u>	<u>Credit Earned Per</u>	<u>Vacation</u>	<u>Credit</u>
	<u>Earned</u>	<u>Yearly Hours</u>	
<u>Less than 6 months</u> of completed service	0	0	
<u>6 months</u> through <u>5</u> years of completed service	2.7	70	(10 work
days)			
<u>6</u> through <u>10</u> years of completed service	4.0	105	(15 work
days)			
<u>11</u> through <u>15</u> years of completed service	5.4	140	(20 work
days)			
<u>16</u> and above years of completed service	6.7	175	(25 work
days)			

After service of ~~one year~~6 months with the county ~~or any political subdivision of the state,~~ employees shall have earned and will be due upon attainment of ~~the first year~~6 months of employment ~~80~~40 hours of vacation leave while continuing to accrue at the 3.1 rate in order to

attain 80 hours of leave at the end of the first year. Each subsequent step increase in vacation leave shall be similarly awarded. For instance, an employee who has 75 years of service will continue to earn 3.1 hours of vacation until the anniversary of their 86<sup>th</sup> year of employment. On their anniversary date, they will be awarded one year's worth of step increase and begin to earn vacation leave at the new rate going forward as outlined above. Employees who work less will have rates prorated for hours worked. See the 70 hour employee table as an example.

Vacation leave shall be taken by the employee during the year in which it accrued and prior to the next recurrence of the anniversary date of the employee's employment, provided that the appointing authority may, in special and meritorious cases, permit such employee to accumulate and carry over the employee's vacation leave to the following year. No vacation leave shall be carried over for more than three (3) years. In accordance with O.R.C. section 9.44, employees are entitled to prior service credit for time spent with the State of Ohio or any political subdivision of the State. For purposes of vacation leave accrual only, the county shall prospectively recognize military service credit and service credit with the federal government, its subdivisions or agencies. It is the employee's responsibility to provide necessary documentation of prior service. Documentation must be provided within ninety (90) days of employment with the County or within 90 days of any modifications to service credit provisions contained within this section.

Vacation leave does not accrue during time spent on a leave of absence without pay; however, time spent on authorized leave of absence counts toward the number of years of service in determining vacation accumulation. Vacation requests should be received by the employee's immediate supervisor at least ten (10) work days in advance, the approval of which is subject to operational needs. If an Appointing Authority cannot honor all employees' requests for vacation for a particular period, vacation shall be granted based on the date of the request and seniority. In emergency situations, vacation requests with less than two (2) weeks advance notice may be approved. Such situations will be scrutinized carefully and may require appropriate supporting documentation. Each Appointing Authority shall determine the number of employees within each work unit that may be on vacation leave at any given time. Vacation time may be taken in one quarter (1/4) hour increments. The Appointing Authority may revoke vacation leave that has been approved if required by operational reasons.

#### Vacation Leave Conversion

On the first pay date in November of each year, every employee not in a probationary status shall elect one of the following:

1. To be paid, at his/her regular straight-time hourly rate in effect on the first pay date in November of the current calendar year, up to a maximum of eighty (80) hours of vacation leave, on a one-for-one basis; or
2. To carry over, subject to departmental approval, unused vacation leave hours to the next year as part of the employee's vacation leave bank subject to the maximum accrual level of 3 years in accordance with Section 4:3 and O.R.C. section 9.44.

Election for payment must be made in full on-hour increments.

After the first pay date in November of each year, all eligible employee will be provided a conversion form provided by Human Resources to make their vacation leave conversion payment election. If elected, the payout will appear on the first paycheck in December.



## **Recommendation 8**

**SECTION: 4:19**

**SUBJECT: PERSONAL LEAVE**

All county employees (except seasonal employees) shall be granted three personal leave days per calendar year. There will be no carryover of personal leave days. Personal leave days will be prorated based upon an employee's actual working schedule, for example, a part-time employee working 30 hours a week will receive a total of 18 hours, a full-time employee working 40 hours will receive 24 hours. Prior approval will be required to utilize personal leave and use must be reflected in employee timekeeping. New employees hired before July 1<sup>st</sup> shall be entitled to the full three days of personal leave. New employees hired after July 1<sup>st</sup> shall receive one day of personal leave.

One additional day of personal leave may be granted to an employee who receives an overall Exceeds Standards on their annual performance appraisal. The employee's appraisal must be on an approved appraisal tool and be included within the employee's personnel file. Use of the additional personal day must occur as outlined above.

### Recommendation 10

**SECTION: 2:11**

**SUBJECT: TRAVEL, AND EXPENSE REIMBURSEMENT**

An employee may be reimbursed for mileage at the established applicable rate per mile for the use of privately owned automobiles for County business, provided sufficient funds are available, and a written request is submitted in advance indicating the reasons for the travel. However, such reimbursement may be made only if the employee carries motor vehicle liability insurance as required by law.

An employee must file an itemized expense report within thirty (30) days of returning to work showing the purpose, benefit to the County, and the origin and destination of each trip in sufficient detail for the mileage claimed.

Mileage is payable to only one of two or more employees traveling on the same trip and in the same vehicle. The names of each such person must be listed on the travel voucher. Charges for parking are reimbursable on any day when an employee is entitled to claim reimbursement for mileage.

Only "ordinary and necessary" business expenses for travel (including, for example, reimbursement for meals and lodging) may be reimbursed to the employee who incurred them without that employee paying income tax on the amount of the reimbursement. The Appointing Authority may approve additional expenditures beyond the limits if there is a justified, estimate approved prior to travel to metropolitan areas. Grant term and conditions must still be met.

In order for meal reimbursements to NOT be taxable income to the employee the expenses must have been incurred in connection with overnight travel away from home.

Reimbursement for ordinary and necessary expenses must be "substantiated" through detailed, itemized, and dated receipts.

Reimbursement is authorized in accordance with the current limits established by the County Commissioners. Such limits may be changed from time-to-time. Meal costs which exceed the current limits will be reimbursed if the meal is an integral part of a meeting or conference. Proof of attendance shall be attached to the employee's request for reimbursement.

If meal charges occur during an overnight stay, meal reimbursement for employees shall be the actual cost of the meal up to a maximum of \$10.00 for a meal occurring any time after midnight but no later than 11:00 a.m., \$20.00 for a meal occurring anytime from 11:00 a.m. to 4:00 p.m., and \$30.00 for a meal occurring anytime from 4:00 p.m. to midnight. Only one meal per stated time period will be reimbursed. If meals are included in the registration fee, employees will not be reimbursed for an "outside" meal unless exigent circumstances can be demonstrated. If meals are not incurred in connection with an overnight stay, the reimbursement will be counted as

income and the employee is responsible for paying income tax on the amount of the reimbursement. Reimbursement of meal gratuities is authorized at the actual expense but not to exceed 20% of the actual meal expense and must be evidenced in the meal receipt. The amount of gratuity shall count against the applicable meal reimbursement rate.

Personal expenses incurred in traveling are not reimbursable, including but not limited to personal telephone calls, laundry, entertainment and alcoholic beverages.

### **CREDIT & VENDOR CARDS**

Employees who are issued a County credit card may only use it for work related purposes. No employee may use a County credit card for personal use.

#### **General Rules Applicable to all Cards**

1. Two forms must be completed in order to be in compliance with County policy on Credit Cards/Vendor (company specific) cards: 1.) Credit Card Key Department Contact Agreement, and 2.) Credit Cardholder User Agreement. Both forms are on the Fairfield County Intranet under Auditor's Office forms, or by calling the Auditor's Office Finance Department at 681-5509.
2. An appointing authority must designate a key department contact that will review, reconcile, approve, insure sufficient funding is available, and match supporting documentation to the vendor's billing statement. The key department contact will also be the primary contact person with the vendor and receive the monthly billing statements addressed to them directly. The contact person will work directly with the vendor to resolve erroneous charges, disputed items, and in tracking credits. The purchaser(s) will provide the invoices to the key department contact in sufficient line item detail and notes to determine the business purpose of the transaction. The key department contact will forward the statement and supporting documentation for payment, in the prescribed time frame to pay the vendor without late fees or interest charged. Most typically, the key department contact will be the person with an established relationship with the Auditor's Office in paying bills.
3. The key department contact will notify the Auditor's Office of all credit cards taken out and in circulation, along with the authorized user(s) of the card. Any cards issued in the name of the department and available for multiple users must be stored in a secure area with limited access.
4. Misuse of the card will result in revocation and the County will seek restitution for any inappropriate charges. The department/employee must accept responsibility for protection and proper usage of the card for work-related purposes only. All transactions must be for a proper public purpose.
5. Every effort should be made when establishing vendor accounts to insure the County is treated as tax-exempt, as well by purchasers at the actual point of sale.
6. If an individual cardholder is terminating from the department, the card must be returned to the key department contact which will then cancel the account and destroy the card.

#### **Credit Cards**

Credit cards such as (Visa, MasterCard, and Discover, etc.) are governed by ORC 301.27, require Board of Commissioner approval, are for very specific and limited categories of work-related expenses listed below, and do not permit late fees or finance charges as allowable expenses, unless authorized by Board of Commissioners. Allowable expenses include:

1. Food expenses
2. Transportation expenses
3. Gasoline and oil expenses
4. Motor vehicle repair and maintenance expenses
5. Telephone expenses
6. Lodging expenses
7. Internet service provider expenses
8. Expenses for children being provided temporary emergency care by the agency

**NOTE: Use of a county credit card for any use other than permitted above is a violation of ORC 2913.21.**

Under no circumstances shall the “cash back” or “cash withdrawal” option be used and alcohol, entertainment, personal services expenditures are strictly prohibited.

#### **Vendor (company specific) Cards**

An appointing authority may authorize employees to make small purchases with a Vendor card (used only with a specific company) for administrative convenience. An appointing authority will establish reasonable dollar limits by transaction or period of time with each vendor according to need, minimizing the County liability and exposure to misuse. Cards are not to be used to circumvent the bidding process. No card may ever be used for cash advances.

Cards may be issued in the name of the department allowing multiple employees to sign out, or in the name of a specific individual. In both cases, safekeeping of the card, and usage limited to an authorized individual(s) is paramount. Any items ordered must be shipped to a Fairfield County work location, as shipments to home addresses are never allowed. All charges are to be paid in the current billing period avoiding any late fees or interest charges.

Employees may not use frequent flyer miles earned for County travel for personal use.

Employees who earn frequent flyer miles while on travel for the County shall turn those miles in to their appointing authority.

## Recommendation 11

**SECTION: 4:17**

**SUBJECT: EMPLOYEE RECOGNITION**

Fairfield County understands that acknowledgement of exemplary employee performance is important and serves a public purpose in creating an excellent customer service environment. Employees may be recognized for specific work performance, employee motivation, and attitude, and other qualities that demonstrate exemplary employee performance and excellent customer service.

We strongly support recognizing employees for their good work and excellent customer service, but recognize that all appointing authorities and employees must do their part to use every available cost-saving measure to ensure that vital services are not impaired. We encourage and favor finding creative ways to recognize employees in ways that do not cost money or are of de minimis cost. Some examples of this are:

- Office Mascot or Trophy – Share the mascot with someone when they've gone above and beyond the call of duty
- Let employees reward one another and express their appreciation
- Give little surprises, such as a letter or note of appreciation
- Employee of the Month – Allow staff nominations and reward with a special parking spot and a certificate
- Tuition Reimbursement Program
- Regularly tell our employees how much you appreciate them!

All appointing authorities, establishing employee recognition programs, should submit proposed policies to Fairfield County Human Resources for comment and review for policy consistency.

### **Recommendation 14**

**SECTION: 4:1**

**SUBJECT: SICK LEAVE**

All employees shall be entitled to sick leave in accordance with Sections 124.38 and 124.39 of the Ohio Revised Code as follows:

#### **Accumulation**

Each employee shall be entitled for each eighty hour pay period on active status to sick leave of four and six-tenths hours of pay, and unused sick leave may be accumulated without limit. Part-time employees and employees with less than an eighty hour pay period are credited proportionately. Hours over eighty per pay period are not computed for sick leave purposes. Sick leave is used in ¼ hour increments, and cannot be used to put you into an overtime situation. Previous accumulated sick leave of an employee who has separated from public service shall be re-credited if reemployment in public service takes place within ten (10) years of the last termination from public service and the employee provides proof of the prior leave balance. An employee is expected to provide proof of a prior sick leave balance within 90 days of commencing employment with Fairfield County. An employee who transfers from one public agency to another shall be credited with up to the maximum of sick leave accumulation permitted in the public agency to which the employee transfers.

#### **Use**

Sick leave may be used by employees and upon approval of the Appointing Authority for absences due to the following:

1. Illness, injury, or pregnancy-related medical condition of the employee.
2. Exposure of an employee to a contagious disease which could be communicated to and jeopardize the health of other employees.
3. Examination of the employee, including medical, psychological, dental, or optical examination, by an appropriate practitioner.
4. Death of a member of the employee's immediate family. Such usage shall be limited to reasonably necessary time, not to exceed three (3) days. The Appointing Authority may grant additional time off on a case by case basis.
5. Illness, injury, or pregnancy-related medical condition of a member of the employee's immediate family where the employee's presence is reasonably necessary for the health and welfare of the employee or affected family member.
6. Medical, dental or optical examinations or treatments of an employee or of a member of an employee's immediate family where the employee's care and attendance is reasonably required.
7. Elective cosmetic surgeries that are not medically necessary do not constitute an appropriate usage of sick leave. Other appropriate leaves of absence, such as vacation, may be requested for such purposes.

For purposes of sick leave, immediate family is defined as: grandparent; great-grandparents; brother; sister; brother-in-law; sister-in-law; daughter-in-law; son-in-law; father; mother; father-in-law; mother-in-law; spouse; child; step-child; step-parent; grandchild; legal guardian; or another person who stands in place of a parent.

Grandparent-in-law, aunts and uncles shall also be considered immediate family for bereavement leave purposes. Such usage shall be limited to reasonably necessary time, not to exceed one (1) day. The appointing authority may grant additional time off on a case by case basis not to exceed three (3) days.

### **Employee Notification**

When an employee is unable to report to work due to illness or other acceptable sick leave reason, he or she shall notify his or her supervisor of such reason as reasonably in advance of the absence as possible but in no event later than fifteen (15) minutes after the scheduled start of the employee's shift. An employee must continue such notification each succeeding day of absence except in cases of prolonged illness or absence where the employee has been granted a set period of leave. Failure of an employee to make proper notification may result in denial of sick leave and/or appropriate disciplinary action.

### **Written Statement**

In order to justify the use of sick leave, an employee must submit a satisfactory written signed statement. Anytime medical attention is required an employee must submit a certificate from a licensed physician stating the nature of the illness and the specific date(s) the employee was under physician care. In addition, if an employee is off sick for more than three (3) consecutive work days, the employee must obtain a physician's statement in order to be paid for sick leave. Finally, if an employee uses sick leave on more than eight (8) occasions during any calendar year, subject to compliance with the requirements of the Attendance Policy, he/she must provide a certificate from a licensed physician in order to be paid. For purposes of this section, the written statement must provide sufficient detail to explain the reason for the employee to be off on sick leave. The Appointing Authority reserves the right to request additional justification for sick leave use. Failure to provide the necessary written statement could result in denial of leave and/or disciplinary action.

### **Sick Leave Abuse**

Application by an employee for sick leave through fraud or dishonesty will result in denial of such leave together with disciplinary action up to and including dismissal. Patterns of sick leave usage immediately prior or subsequent to holidays, vacation, days off and/or weekends or excessive sick leave usage may result in sick leave denial and appropriate disciplinary action. The appointing authority reserves the right to investigate allegations of sick leave abuse. The Appointing Authority reserves the right to question employees concerning their sick leave use. Whenever an employee is on sick leave he/she must be at home during his/her scheduled work hours or obtaining treatment or medication. Payout of sick leave shall be in accordance with Section 4:18 of this manual.

### Wellness Incentive Program

The Employer shall maintain a Wellness Incentive Program as an incentive to minimize sick leave and increase attendance. The wellness period runs from December 1 through November 30 the first payroll beginning date in November through the last payroll ending date in October. In order to be eligible, an employee must be a full-time employee for the entire wellness period. All new full-time employees hired after December 1 the first payroll beginning date in November, of each year, are eligible for the program beginning with the next twelve (12) month wellness period following their date of hire where they are employed for the entire wellness period. Based upon the following schedule, eligible full-time employees will be permitted to convert a determined amount of unused sick leave to an equal number of personal leave hours. Sick leave used for bereavement purposes during the wellness period, in accordance with sections 4:1 and 4:2 will not be considered in the calculation of sick time used.

1. If a full-time employee uses 816 hours or less of sick or unpaid leave during a wellness period, the employee may convert up to 4048 hours of sick leave to personal leave hours.
2. If a full-time employee uses between 82516.25 and 1624 hours of sick or unpaid leave during a wellness period, the employee may convert up to 3240 hours of sick leave to personal leave hours.
3. If a full-time employee uses between 162524.25 and 2432 hours of sick or unpaid leave during a wellness period, the employee may convert up to 2432 hours of sick leave to personal leave hours.
4. If a full-time employee uses between 242532.25 and 3240 hours of sick or unpaid leave during a wellness period, the employee may convert up to 1624 hours of sick leave to personal leave hours.
5. If a full-time employee uses between 322540.25 and 4048 hours of sick or unpaid leave during a wellness period, the employee may convert up to 816 hours of sick leave to personal leave hours.
6. If a full-time employee uses between 48.25 and 56 hours of sick or unpaid leave during a wellness period, the employee may convert up to 8 hours of sick leave to personal leave hours.

If an employee elects to convert the hours to personal leave days, the employee must utilize the personal days within the wellness period that immediately follows the wellness period in which the personal days were earned.

After December 1 the last payroll ending date in October, the agency's payroll department will notify all employees who are eligible for the sick leave conversion program and provide them with a "Request to Convert Sick Leave to Personal Leave" form.



## Recommendation 15

**SECTION: 4:4**

**SUBJECT: HOLIDAYS**

All full-time employees are entitled to the holidays as determined annually by the Board of County Commissioners through resolution. Generally, these will consist of the following:

1. New Year's Day (January 1<sup>st</sup>)
2. Martin Luther King Day (3<sup>rd</sup> Monday of January)
3. President's Day (3<sup>rd</sup> Monday of February)
4. Good Friday at Noon (Recognized Friday)
5. Memorial Day (Last Monday in May)
6. Independence Day (July 4<sup>th</sup>)
7. Labor Day (1<sup>st</sup> Monday of September)
- 7-8. Fairfield County Fair Day (Friday of the Fair)
- 8-9. Veterans Day (November 11<sup>th</sup>)
- 9-10. Thanksgiving Day (4<sup>th</sup> Thursday of November)
- 10-11. Day after Thanksgiving (4<sup>th</sup> Friday of November)
- 11-12. Christmas (December 25<sup>th</sup>)

If the holiday falls on a Saturday, it shall be observed on the preceding Friday; if the holiday falls on a Sunday, it shall be observed on the following Monday. If the holiday occurs while an employee is on vacation leave, the vacation day will not be charged against such leave. Holiday pay will not be given to any employee who is on a leave of absence without pay. An employee must be in active pay status, approved paid leave or on a flexible work schedule status before and after the holiday in order to be eligible for holiday pay.

Each part-time or seasonal employee shall be entitled to holiday pay if the holiday falls on a day that the employee is scheduled to work. Such part-time or seasonal employees shall receive holiday pay for the number of hours that he/she would have been scheduled to work, not to exceed eight hours.

An employee in a non-exempt position who is required to work on a day designated as a holiday shall be entitled to pay for such time worked at overtime rates in addition to his/her regular holiday pay.

An employee in an exempt position, who is required to work on a holiday, shall be granted compensatory time off at time and one-half within thirty (30) days thereafter. An employee shall receive holiday pay rather than paid sick leave for any holiday which occurs when he is absent on sick leave.



**Proposed Performance Assessment Tools**



GOALS/DEVELOPMENT GUIDE

Development objectives are established with each employee in an effort to promote their continued growth and advancement within their position and the department. In establishing these objectives, the supervisor should consider: (1) job assignments which will optimize the use of the employee's talents, provide appropriate broadening experience and capitalize on the job interests of the employee; and (2) training activities and development experiences which will help the employee to do the present job better, as well as prepare the employee for future assignments.

A meeting to outline the goals, development objectives and training plans for this employee for the next review period will be held on . These objectives should be mutually agreed upon.

Objectives or Key Job Responsibilities (What You Will Do)	Measurement/Timing (How Will You Quantify, Verify, or Observe Success? What Critical Milestones Should Be Considered?)	Outcomes (A Summary of Your Progress to Date)	Results
			<div><input type="checkbox"/> Exceeded</div> <div><input type="checkbox"/> Met</div> <div><input type="checkbox"/> Partially Met</div> <div><input type="checkbox"/> Did Not Meet</div> <div><input type="checkbox"/> N/A</div>
			<div><input type="checkbox"/> Exceeded</div> <div><input type="checkbox"/> Met</div> <div><input type="checkbox"/> Partially Met</div> <div><input type="checkbox"/> Did Not Meet</div> <div><input type="checkbox"/> N/A</div>
			<div><input type="checkbox"/> Exceeded</div> <div><input type="checkbox"/> Met</div> <div><input type="checkbox"/> Partially Met</div> <div><input type="checkbox"/> Did Not Meet</div> <div><input type="checkbox"/> N/A</div>
			<div><input type="checkbox"/> Exceeded</div> <div><input type="checkbox"/> Met</div> <div><input type="checkbox"/> Partially Met</div> <div><input type="checkbox"/> Did Not Meet</div> <div><input type="checkbox"/> N/A</div>

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2.

3.

4.

5.

6.

7.

8.

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10.

11.

Fairfield County Employee Performance Assessment



**Employee Name:** Click or tap here to enter text.

**Department:** Click or tap here to enter text.

**Title:** Click or tap here to enter text.

**Supervisor:** Click or tap here to enter text.

**Review Type:** Click or tap here to enter text.

**Review Period Begin:** Click or tap here to enter text.

**Review Date:** Click or tap here to enter text.

**Review Period End:** Click or tap here to enter text.

1. Quality and Quantity of Work	Exceeds	Meets	Partially Meets	Does Not Meet
<input type="radio"/> Works accurately and ensures follow-up is made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Completes assignments thoroughly and within required time frames	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Maintains an acceptable volume of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Looks for better ways to perform the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Works independently when necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Demonstrates an extremely low error ratio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Accepts and acts of feedback when improvement is needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Prioritizes work and is prepared to deal with unscheduled situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

2. Cooperation and Teamwork	Exceeds	Meets	Partially Meets	Does Not Meet
<input type="radio"/> Responds to suggestions and criticism with minimal defensiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Assists and shares knowledge with customers, co-workers and supervisors without being prompted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Keeps supervisors and others advised of problems or practical ideas/solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Adheres to guidelines and regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Accepts and embraces change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Works to build positive relationships with other entities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Takes an active interest in performance of the team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Respects others and honors diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

3. Knowledge of Work and Technical Application	Exceeds	Meets	Partially Meets	Does Not Meet
<input type="radio"/> Fully uses job-relevant technical skills and appropriate computer systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Refrains from making repeated mistakes which are similar in nature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Maintains and updates knowledge and technical skills as required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Understands and applies departmental policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

4. Dependability and Attendance	Exceeds	Meets	Partially Meets	Does Not Meet
<input type="radio"/> Consistently arrives to work and meetings on time and prepared to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Meets deadlines for projects and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Accepts responsibility and works with minimal direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Adheres to established guidelines and rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Plans for scheduled absences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				

Comments	Click or tap here to enter text.
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5. Communication and Customer Service	Exceeds	Meets	Partially Meets	Does Not Meet
o Clearly and professionally conveys information in verbal and written formats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Is positive in communication and develops rapport with customers and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Listens attentively to ideas, questions, and concerns expressed by customers and co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Develops a sense of trust with the customer by showing an attitude of caring, patience, and sincere empathy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

6. Problem Solving and Good Judgement	Exceeds	Meets	Partially Meets	Does Not Meet
o Demonstrates the ability to clearly identify and define problem areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Formulates realistic solutions in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Participates constructively in group problem solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Adheres to the confidentiality policy at all times and avoids potential conflicts of interest or an appearance of impropriety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Considers alternatives and consequences before making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Refrains from gossip and does not make derogatory remarks about others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

7. Overall Assessment of Performance
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards

8. Additional Contributions/Accomplishments
Click or tap here to enter text.

**SUPERVISOR:** I have prepared this performance review and discussed it with the employee.

Printed Name	Signature	Date
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**EMPLOYEE:** I have reviewed the evaluation and have discussed it with my supervisor. My signature does not necessarily indicate my full agreement. I understand that I may make comments and that I may also attach a separate statement of agreement/disagreement.

Printed Name	Signature	Date
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Fairfield County Manager Performance Assessment



Employee Name: Click or tap here to enter text.

Department: Click or tap here to enter text.

Title: Click or tap here to enter text.

Supervisor: Click or tap here to enter text.

Review Type: Click or tap here to enter text.

Review Date: Click or tap here to enter text.

Review Period Begin: Click or tap here to enter text.

Review Period End: Click or tap here to enter text.

1. Management	Exceeds	Meets	Partially Meets	Does Not Meet
o Interprets and responds quickly to new situations, methods, and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Recognizes and clearly defines problems and areas to improve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Solves issues and follows up on decisions, taking corrective action within limits of authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Shows flexibility for new ideas, programs, technology, and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Suggests new ways to improve processes, policies, work flows, and the work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Establishes, monitors, and adapts well developed short and long-term plans to meet goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Prioritizes tasks, duties, and assignments, while able to deal with unscheduled situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Properly assigns personnel and effectively uses resources of the work unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Makes decisions in a timely manner and considers the impact on customers, employees, and stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

2. Organizational Relationships	Exceeds	Meets	Partially Meets	Does Not Meet
o Inspires a shared vision; communicates in a way that shows others how they contribute to department goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Encourages others and offers help to further the mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Implements directions and plans received from leadership independent of personal likes/dislikes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Accepts criticism and feedback from management with minimal defensiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Shows professional communication in expressing and advocating points of view	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Respects others and honors diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Responds to current and anticipates future needs of customers and employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

3. Supervision	Exceeds	Meets	Partially Meets	Does Not Meet
o Delegates assignments commensurate with an employee's capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Holds employees accountable for acceptable levels of performance and adherence to work rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Exhibits fair and impartial exercise of authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Effectively motivates employees and develops teamwork to accomplish goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Acts as a positive role model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Adjusts management techniques and styles when working with employees with different skills and abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Maintains two-way communication and regularly meets with staff to share information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o Clearly defines performance standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input type="radio"/> Evaluates employee job performance regularly based on measurable and objective criteria and results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Identifies and provides coaching, training, leadership opportunities, and appropriate resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

4. Budget & Expense Management	Exceeds	Meets	Partially Meets	Does Not Meet
<input type="radio"/> Makes sound decisions exhibiting an awareness of costs, benefits, and alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Shows innovation in reducing expenses and/or increasing resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Offers suggestions for controlling costs and treats resources with proper public purpose in mind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

5. Communication	Exceeds	Meets	Partially Meets	Does Not Meet
<input type="radio"/> Demonstrates skill in written and oral communications; conducts effective presentations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Develops listening skills and works to comprehend others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Adapts communication techniques to meet needs of the audience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Professionally interacts with other employees and the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

6. Job Knowledge	Exceeds	Meets	Partially Meets	Does Not Meet
<input type="radio"/> Demonstrates a thorough knowledge of defined area of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Uses technical and professional knowledge to meet job requirements and improve work unit activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Challenges processes to benefit internal and external stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Directs effort toward personal improvement and remains up to date on technical knowledge related to the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Understands the function of the department and applies current laws, regulations, policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Shares knowledge with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards				
Comments	Click or tap here to enter text.			

7. Overall Assessment of Performance
<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Partially Meets Standards <input type="checkbox"/> Does Not Meet Standards

8. Additional Contributions/Accomplishments
Click or tap here to enter text.

SUPERVISOR: I have prepared this performance review and discussed it with the employee.

Printed Name	Signature	Date
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EMPLOYEE: I have reviewed the evaluation and have discussed it with my supervisor. My signature does not necessarily indicate my full agreement. I understand that I may make comments and that I may also attach a separate statement of agreement/disagreement.

Printed Name	Signature	Date
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Fairfield County 30 Day Probationary Assessment

- The assessment should be conducted by the employee’s supervisor in consultation with other employees, supervisors, and HR if appropriate.
- Clear and measurable training objectives should be developed for the first 30 days and the employee should be apprised of them.

(3) Exceeds Standards: Fully meets & regularly exceeds requirements    (2) Meets Standards: Meets requirements as expected  
(1) Partially Meets Standards: Occasionally meets requirements    (0) Does Not Meet Standards: Does not meet requirements

Assessment Feedback Areas		Assessment Rating Scale
1. Training		
A.	Comprehends, follows, and is able to utilize training materials	Choose an item.
B.	Shows initiative to seek additional knowledge and understanding	Choose an item.
C.	Incorporates training materials relative to the job to be performed	Choose an item.
D.	Completes reading and other assignments accurately and on time	Choose an item.
E.	Overall satisfaction with employee performance of training objectives	Choose an item.
2. Cultural Adaptation		
A.	The employee is able to establish appropriate working relationships	Choose an item.
B.	The employee is on time for work, training, meetings, etc.	Choose an item.
C.	Employee shows initiative and enthusiasm for the job	Choose an item.
D.	Communicates effectively with other workers and the supervisor	Choose an item.
3. Attitude and Demeanor		
A.	Exhibits a positive and supportive attitude about the organization and the unit	Choose an item.
B.	The employee is open and receptive to feedback and direction	Choose an item.
C.	The employee exhibits patience and is able to control and regulate emotions	Choose an item.
D.	The employee conforms with dress code and complies with other policy protocols	Choose an item.
4. Rating Total (total the values that appear in the right hand column)		Click here to enter text.
5. Overall Probationary Assessment		Choose an item.

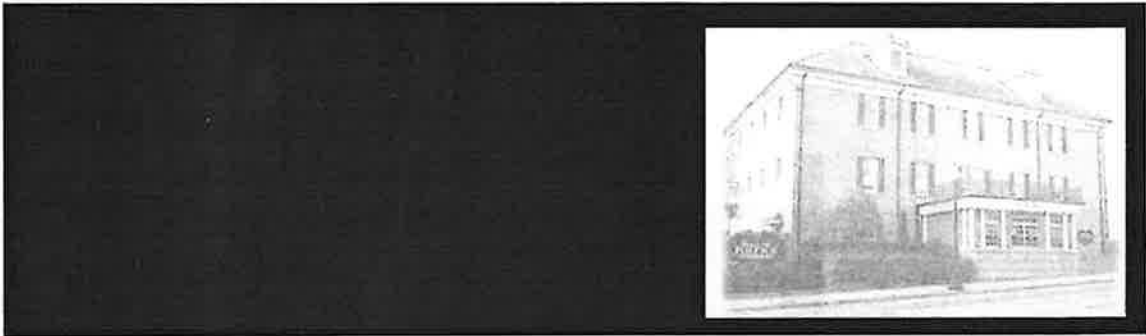
Assessment Comments: Click here to enter text.

<div>Print Employee Name</div> <div>Position</div>	<div>Employee Signature</div> <div>Date</div>
<div>Print Supervisor Name</div>	<div>Supervisor Signature</div> <div>Date</div>
<div>Print Manager Name</div>	<div>Manager Signature</div> <div>Date</div>



# CLERK OF COURTS 2019 BUDGET HEARING

NOVEMBER 6, 2018 AT 10:30 A.M.  
BRANDEN C. MEYER



## CLERK OF COURTS OFFICE

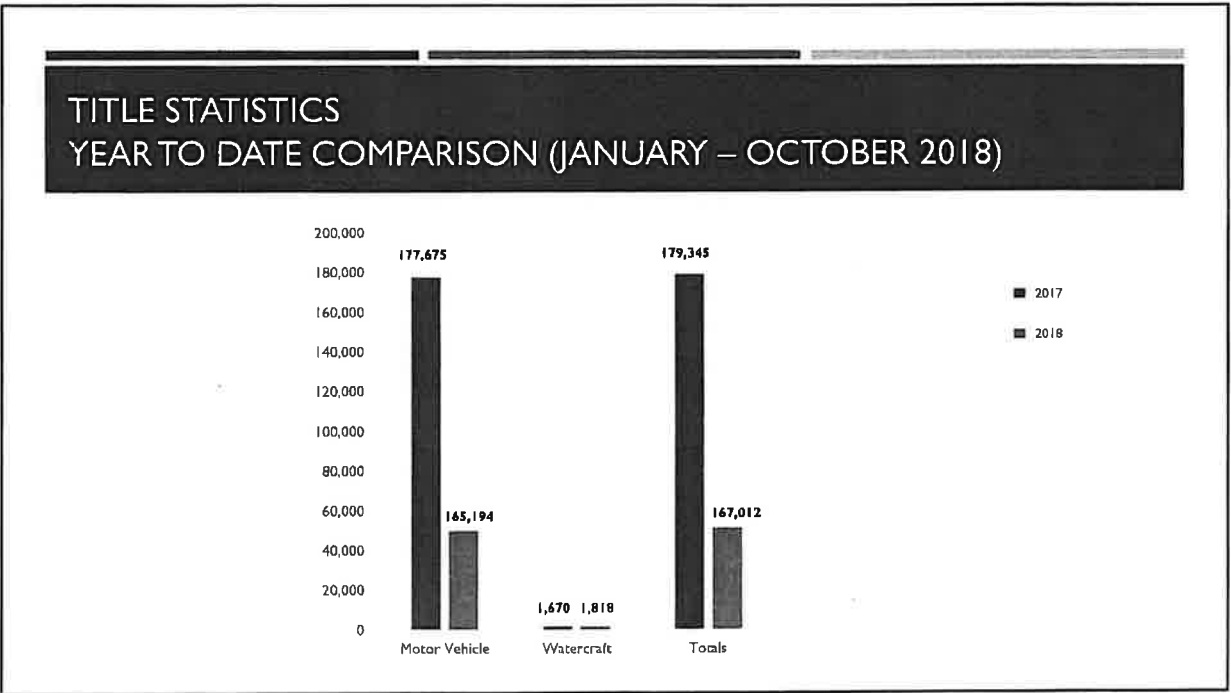
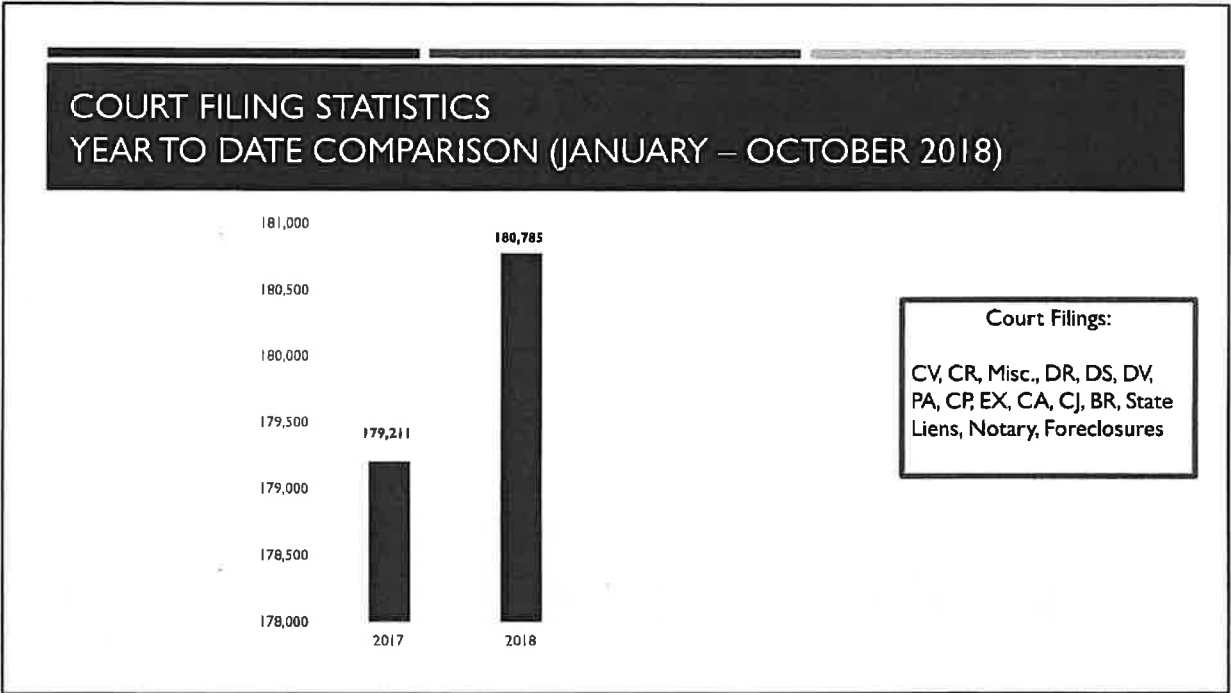
### Mission Statement

- The Fairfield County Clerk of Courts Office is honored with the responsibility of serving the public by maintaining the records for the Common Pleas Court, the 5<sup>th</sup> District Court of Appeals, and issuing/preserving all motor vehicle and watercraft titles in Fairfield County. Through our continuous quality improvement efforts, our team is dedicated to providing efficient, courteous, and professional customer service.

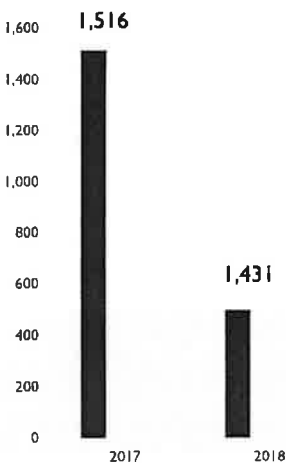
### Vision Statement

- The vision of the Clerk is to anticipate, meet, and exceed the expectations of our customers. We vow to remain compliant with the law, promise to hold our fiduciary responsibility to the highest possible standard, and pledge to honor the trust bestowed upon this office with the upmost integrity, pride, and respect.

11/6/2018



PASSPORT STATISTICS  
YEAR TO DATE COMPARISON (JANUARY – OCTOBER 2018)



ACCOMPLISHMENTS  
AND CURRENT PROGRESS

- Currently working on the renovations for the new County Records Center.
- 100% positive feedback on all returned Lancaster and Pickerington Title Office customer surveys.
- Total 2018 collections received from partnership with the Ohio Attorney Generals Office Debt Collection Program is **\$33,853.37** as of November 5, 2018 (Domestic, Civil, and Criminal).
  - Collections began at the end of calendar year 2015.
- All pleadings filed in 2018, with the exception of DR, are now viewable online.
- Continue to update and standardize all forms.

Please write any comments or concerns below. Date of visit \_\_\_\_\_

Departmental Division or Staff Member I was assisted by today: \_\_\_\_\_

Admin. Front Department \_\_\_\_\_ Legal Department \_\_\_\_\_ Domestic Div \_\_\_\_\_ Records, Info \_\_\_\_\_

Lancaster Title \_\_\_\_\_ Pickerington Title \_\_\_\_\_ Staff Member \_\_\_\_\_

Rate your experience at the Clerk of Courts Office (5 being the best):

Time Waited	1	2	3	4	5
Accuracy and Efficiency	1	2	3	4	5
Courteous and Professional	1	2	3	4	5
Overall Service	1	2	3	4	5

Additional Comments (optional): \_\_\_\_\_

Name (Company, Please, if for mail (optional): \_\_\_\_\_

11/6/2018

ACCOMPLISHMENTS  
AND CURRENT PROGRESS

▪ Created and distributed the 2017 Fairfield County Clerk of Courts Annual Report.

▪ Continue Saturday hours at the Lancaster and Pickerington Title Offices with no salary increase due to flextime.

▪ Continue over the phone and online credit card payment capabilities so that paying Court costs will be more convenient for our customers and to increase collections.

▪ Continue to serve as custodian for all exhibits formerly in the custody of the Common Pleas Court were transferred to the Clerk of Courts January 20, 2017.

▪ Upgraded security cameras at the Lancaster and Pickerington Title Offices.

▪ Continue to image documents in MAPSYS for safe record keeping and to prepare for the move to the Chestnut Street Property.

ACCOMPLISHMENTS  
AND CURRENT PROGRESS

▪ Continue to update and create new office policies and procedures (Cash Handling) and update current department related manuals (ASAP/COOP Plan and Disaster Recovery).

▪ Continue to use Employee Self Service (ESS) and shared office calendars for all leave requests.

▪ As of January 2017, Lancaster and Pickerington Title Office employees implemented the new statewide ATPS Blue System.

▪ Participate in the Hall of Justice Roundtable to improve communication and workflow.

▪ Continue to implement staff training for more efficient Court services, heightened productivity, and procedural accountability (Annual Mandatory Ethics Training, Workplace Harassment, Computer Security Basics, Preventing Accidents in the Workplace, Supervisor 101, Certified Public Records Training, CREST, and FMLA).

▪ Continue to participate in various workgroups initiated by the Fairfield County Commissioners and the Clerk of Courts Office (Records Center Initiative and Chestnut Street Workgroup).



## ACCOMPLISHMENTS AND CURRENT PROGRESS

- All felony cases are now filed with the Common Pleas Court instead of Municipal Court.
- Standardized bond forms have been implemented to be used by Common Pleas Court, Juvenile Court, and Municipal Court.
- Bail bondsmen are now required to register with the Common Pleas Court Clerk if they wish to work in Fairfield County.
- Detailed training presentation for the Fairfield County Sheriff's Office regarding the new bond forms and procedures.
- A shared drive was created between the Clerk's Office and the Sheriff's Office to store:
  - One Bail Bondsman List
  - The Magistrate's Monthly Calendar
  - Training Documents

## REVIEW OF BUDGET PARAMETERS

- The Clerk of Court's Office has factored in a 2% salary increase for 2019.
- We are not planning to increase staff levels during 2019.
- We have estimated a 5% increase in health insurance expenditures over 2019.
- Allocations to special revenue funds and other expenditure areas were adjusted to meet 2019 goals.

11/6/2018

RESULTS OF OUR 2018 CHALLENGES	
CHALLENGE	RESULT
1. Lack of Space for Records Storage	Purchase of Chestnut Street Property
2. Scanning of Court Records	To Continue into 2019
3. Microfilming Project	To Continue into 2019
4. Redacting Court Records	To Continue into 2019
5. Keeping Up with Technology	Research Upgraded Software
6. Online Images	Technology Grant Received by Common Pleas Court and 2018 Images Online (excluding DR)

STATUS OF HISTORICAL RECORDS	
▪ Historical Records Scanning Project	
Microfilm:	1801 – 1975 (Chancery Record 1813 - 1963; Direct Index 1853 – 1922; Common Pleas Record 1803 – 1818; Minute Book 1801 – 1838; Appearance Docket 1838 – 1972; Misc. Items 1973 – 1975).
Microfiche:	1945 – 1997 (CR: 1945 – 1996, CV: 1987 – 1997) Not all in CourtView – Only existing record of these cases.
Digital Images:	Misc. land document dated 1780 with Thomas Jefferson's name. 1800 – 1900 (Not in CourtView) October 1999 – Present (In CourtView)

STATUS OF HISTORICAL RECORDS CONT'D

- Historical Records Re-Scanning Project (Fireproof):
  - 1800's – 20 boxes scanned and indexed by Fireproof (picked up 5/23/2017); 15 boxes taken to Fireproof – 11 boxes indexed, not scanned but prepped (picked up 7/28/2017)
  - 1800's – 27 boxes left (scanned by 3SG – not indexed. Not scanned by Fireproof)
  - 1900's – scanned by 3SG – not indexed but legible
  - 2018: 37 boxes to be scanned – took 10 prepped boxes to Fireproof (picked up)
- Redaction Project:
  - Completed:
    - 1900 – 1979 DS
    - 2013 DS
    - 2013 – 2014 EX
    - 1900 – 1989 JD
    - 2013 CR

STATUS OF HISTORICAL RECORDS CONT'D

- Completed Projects:
  - 1965 – Current RC-3 lists noted on CourtView cases
  - 1984 Civil cases (8 boxes) old case added, quality controlled, and RC-3
  - 2000 - 2001 Civil processed for RC-3/Land
  - 2013 – 2014 CR, SL, DS, DR, PA redacted
  - 2013 – 2014 CV redacted but 2 pages of case printouts listing several cases
  - 2014 – 2015 Civil CPO's processed for RC-3/Land
  - Confidential address Domestic cases – redacted address and Domestic Department added ticklers
  - 359 CA cases have been added to CourtView – Not all images yet imported from 3SG
  - All Expunged/Sealed cases imaged into CourtView
  - Transcripts – boxes from RC-3 list
  - Processed BCI cards and BOE Form 10

11/6/2018

## STATUS OF HISTORICAL RECORDS CONT'D

- To Be Completed
  - Additional 1993 and below cases into CourtView
  - Complete redaction of all cases
  - Currently in process of old case add 1995 and below CA's into CourtView
  - 1900 old cases – 144 boxes scanned by 3SG – readable – not taken to Fireproof
  - 2015 CV, PA, DR, DS, CR need redacted
  - 651 CA cases were already in CourtView – need images imported from 3SG
  - 732 cases need added to CourtView from 3SG images after images are imported, redacted, and indexed on spreadsheet, can then begin quality control and RC-3 process

## GOALS AND OBJECTIVES

- Continue to enhance current archiving capabilities and preservation of Court records through the new County Records Center.
- Remain vigilant to technological advancements
  - On-line access to Court Records
  - Electronic filing capabilities
- Increase money/collections
  - Over the phone and on-line credit card payment
  - Continue to increase Ohio Attorney General Debt Collection
- Continue participation with outside organization
  - Ohio Clerk of Courts Association (OCCA); United Way of Fairfield County, Local Area Chambers of Commerce, County Archivists and Records Managers Association (CARMA), Fairfield County Protective Services Holiday Donation Drive

## GOALS AND OBJECTIVES CONT'D

- Continue to improve employee's knowledge, skills, and abilities by:
  - Urging managers to conduct monthly staff meetings with their respective employees
  - Offering on-going computer training opportunities for all Clerk of Courts staff
  - Mandating staff cross-training for more efficient workload, workflow, and productivity
  - Encouraging employees to take advantage of county services such as tuition reimbursement, the health and wellness program, career advancement opportunities, etc.
  - Management training for current supervisors
  - Mandatory yearly ethics training for all Clerk of Courts employees

## GOALS AND OBJECTIVES CONT'D

- Purchase a specific camera for the ability to take passport photos at the Pickerington Title Office. This will make the passport process more convenient for our customers.
- Consider replacing the use of certified mail with Fed-Ex to eliminate the cost of expensive Walz mailers.
- Continue to expand the date range for images available online.

11/6/2018

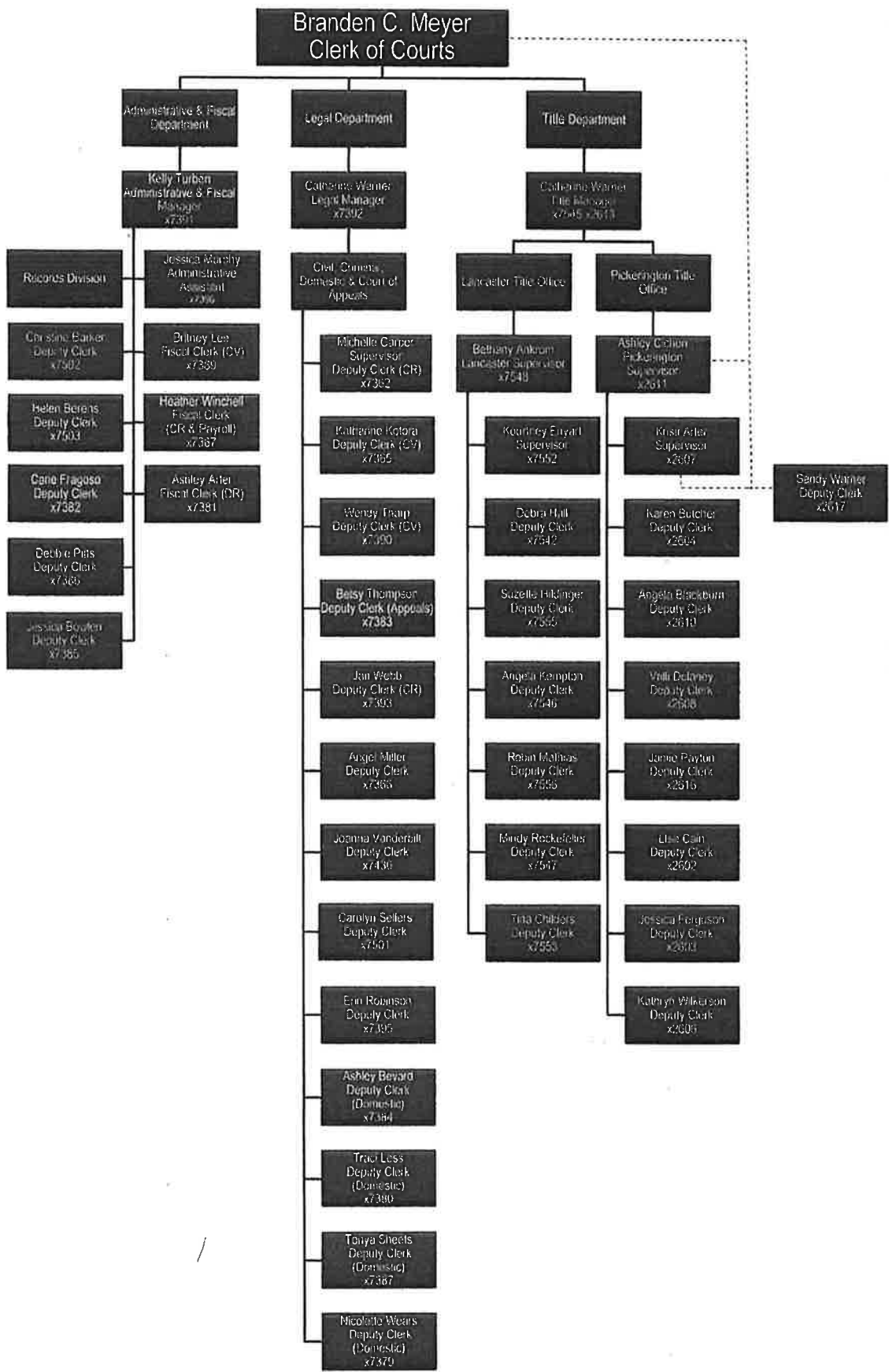
CERTIFICATE OF TITLE

- 2017 Transfer of \$1,000,000.00 to the General Fund
- 2018 Transfer of \$1,000,000.00 to the General Fund
  - \$642,000.00 has been transferred
  - Remaining balance of \$358,000.00 will be transferred the week of November 12, 2018

THANK YOU,  
FOR ALLOWING US TO SHARE THE ACHIEVEMENTS, PROGRESS, AND GOALS OF THE CLERK OF COURTS OFFICE.

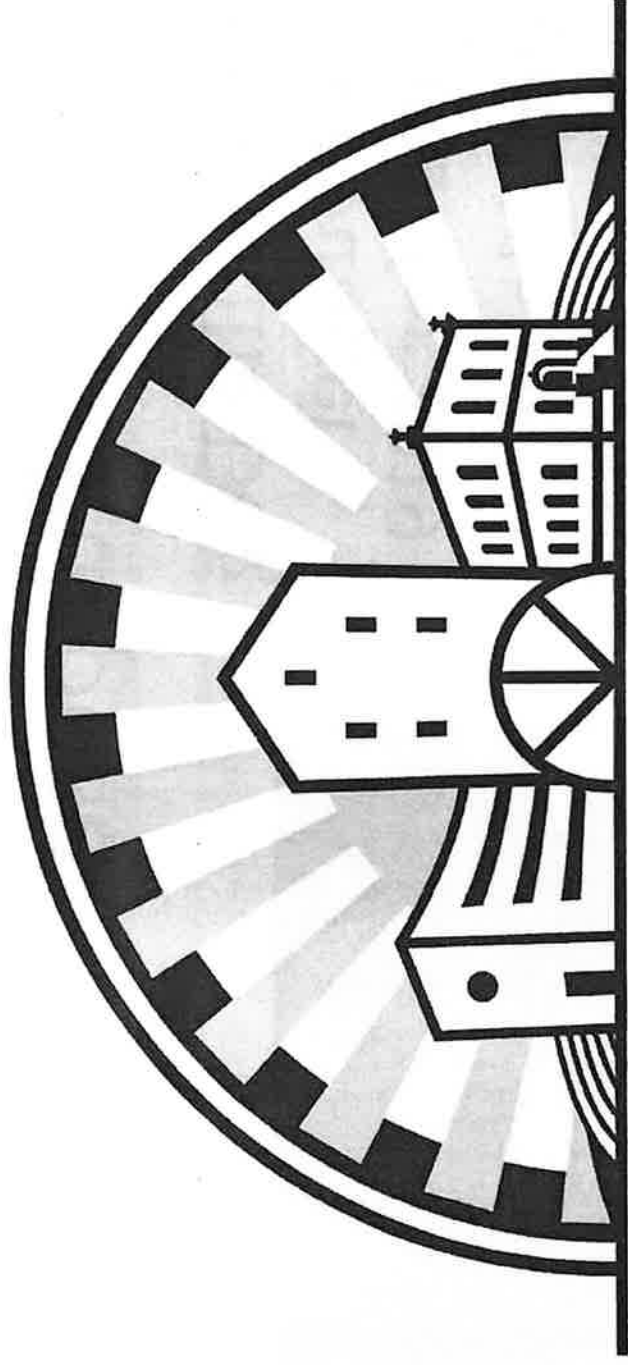
Fairfield County Clerk of Courts

Table of Organization









# FAIRFIELD

## COUNTY • OHIO

SERVE • CONNECT • PROTECT

# Purpose

- To review the Dog Shelter budget proposal for 2019
- To provide an overview of what is new
- To allow a time for questions and answers



# Review of Parameters



- In compliance with 2019 budget parameters
  - No monies from GRF



SERVE • CONNECT • PROTECT

# Review of Proposed Budget

- Review the proposed budget

\$ 218,886 (2018 Carry Over)

651,500 (2019 Est. Revenue)

\$870,386

- 654,675 (2019 Est. Expenses)

\$ 215,711 (2019 Carry Over)



# Review of Proposed Budget

## Revenues

- 1 Year License: \$494,000
- 3 Year License: \$38,000
- Late Fees: \$45,000
- Adoptions: \$33,000
- Donations: \$8,000

## Expenditures

- Salaries: 2% increase over previous year. \*Greater with filled positions (\$241,689)
- Contractual Services: Decrease with increase in salaries. Reclassification of some expenses (\$93,500)
- Animal Care: Costs will decline as medical care is internalized (\$20,000)



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# Department Mission

- It is the mission of the Fairfield County Dog Shelter to provide an environment of continuous improvement; emphasizing excellent service and safety for the community; showing dogs under our protection care and compassion with innovative, yet sustainable means; all while maintaining a standard of the utmost integrity.



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# 2018 Review

## Goals

- Identify additional opportunities to improve revenues
- Complete the renovation and open the new intake facility
- Publish Strategic Plan

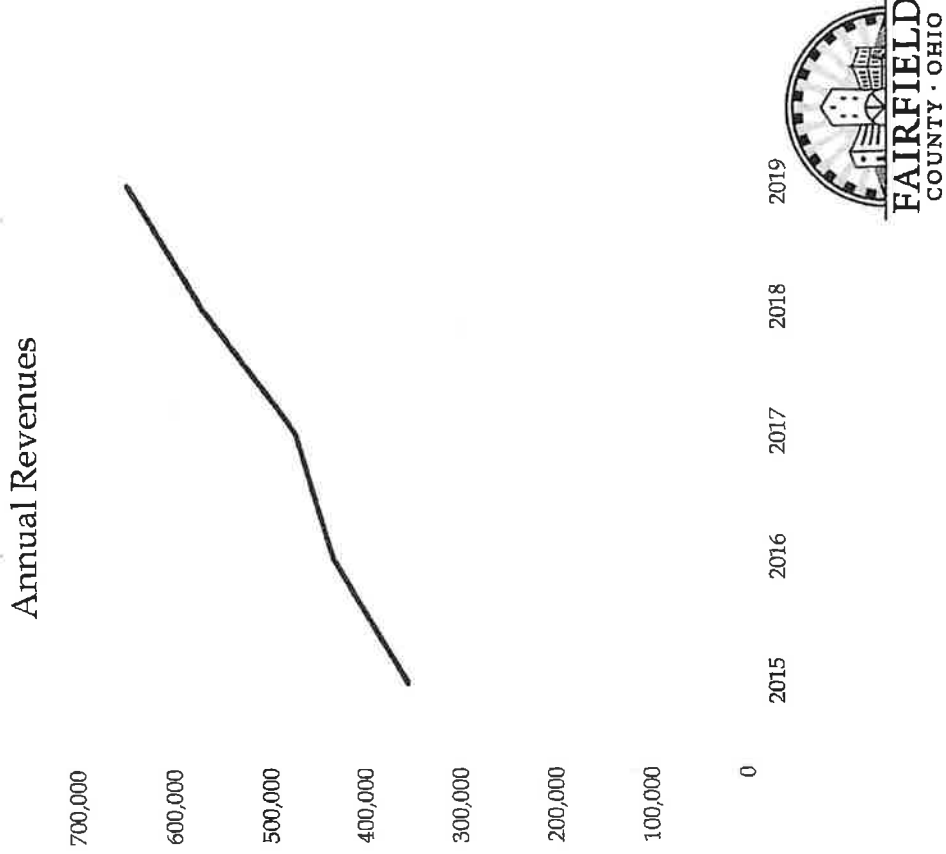
## Challenges

- Staff turnover
- Population and demand on services
- Closely monitor impact of license change
- Carefully manage spending to ensure proper account balances during improvements



# 2018 Review

- We have improved revenues by \$97,000 so far in 2018 with December licensing yet to come
- Increased licensing compliance throughout Fairfield County





# 2018 Review

## 2018 Outcomes

## OSU Tour

- Published Strategic Plan
- Weathered population increases while maintaining performance standards
- Managed staff turnover and continued to find improved talent



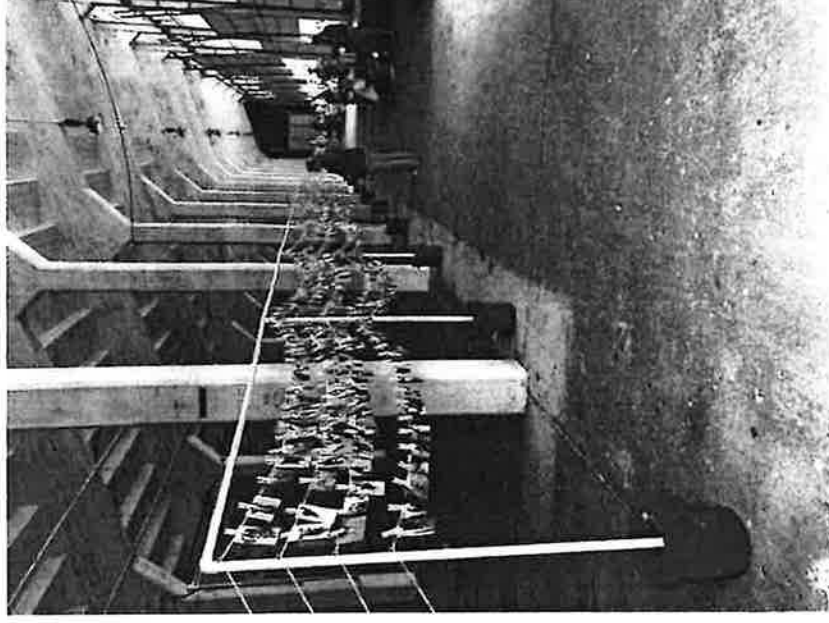
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# 2018 Review

## Medical Intake Facility

Open December 1, 2018

- Offsite intake facility located on West Fair Avenue
- Plan to internalize medical care
- Added Safety and Security
  - Prevent disease outbreak and more tightly controlled environment

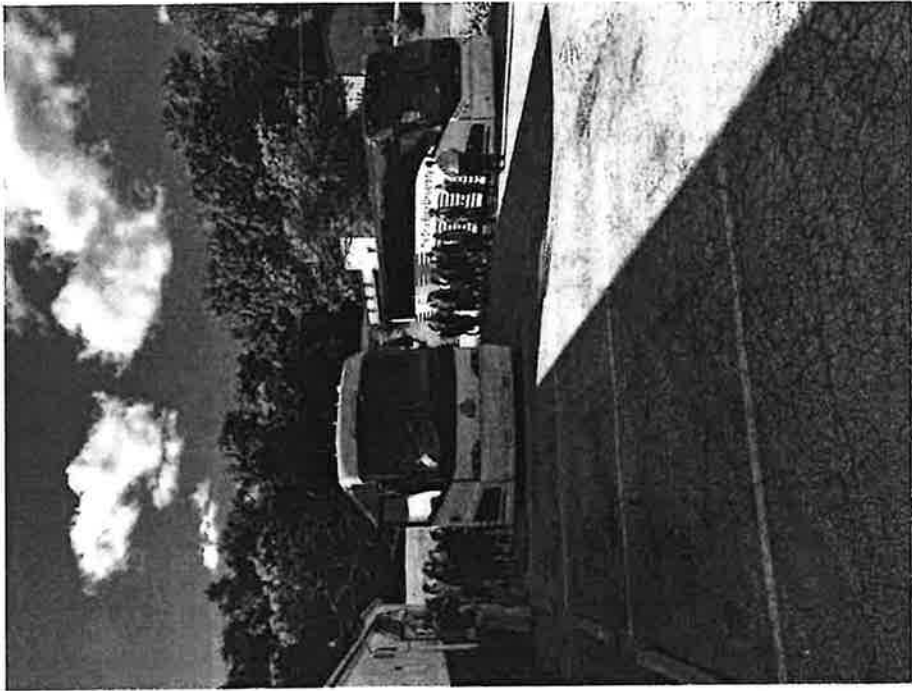


# 2019 Challenges

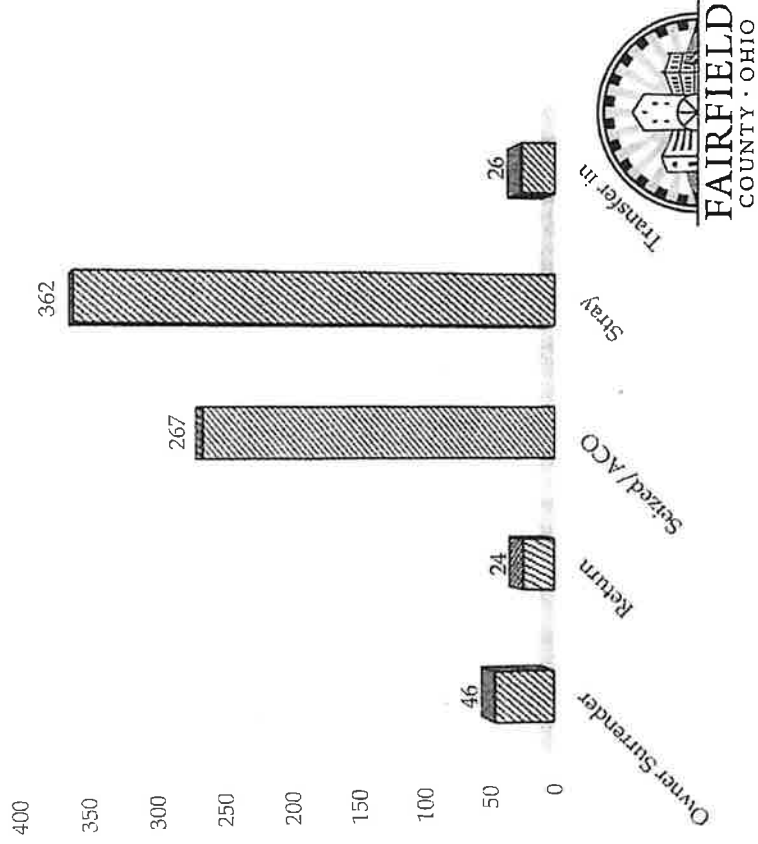
- Manage the challenges associated with two locations (staffing, communications, operations)
- Carefully manage spending to ensure proper account balances
- Continue to manage the demands of increasing service requests
- Continue the process of internalizing medical care



# News of Note

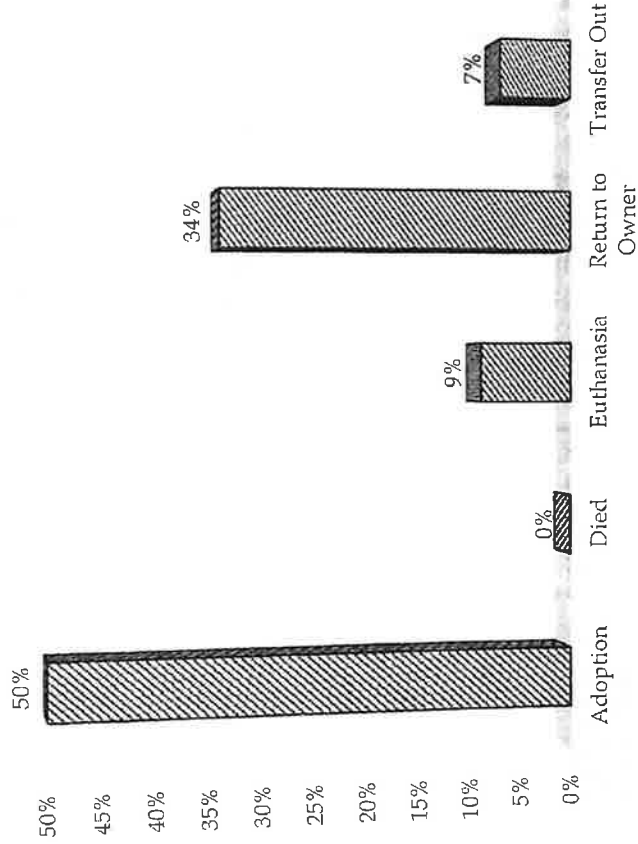


INTAKES BY REASON  
2018

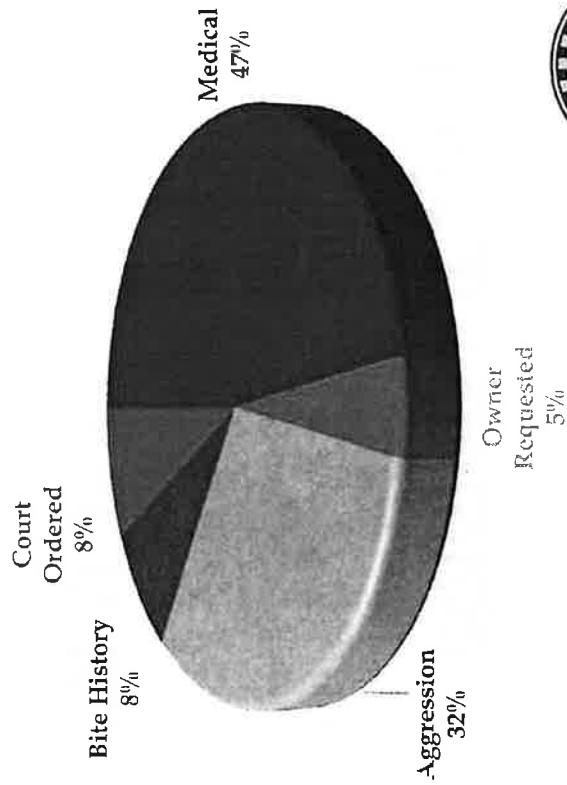


# News of Note

OUTCOMES BY TYPE 2018



EUTHANASIA BY REASON  
2018



# Contact Information

Todd McCullough- Dog Warden

Phone: (740)687-DOGS (3647)

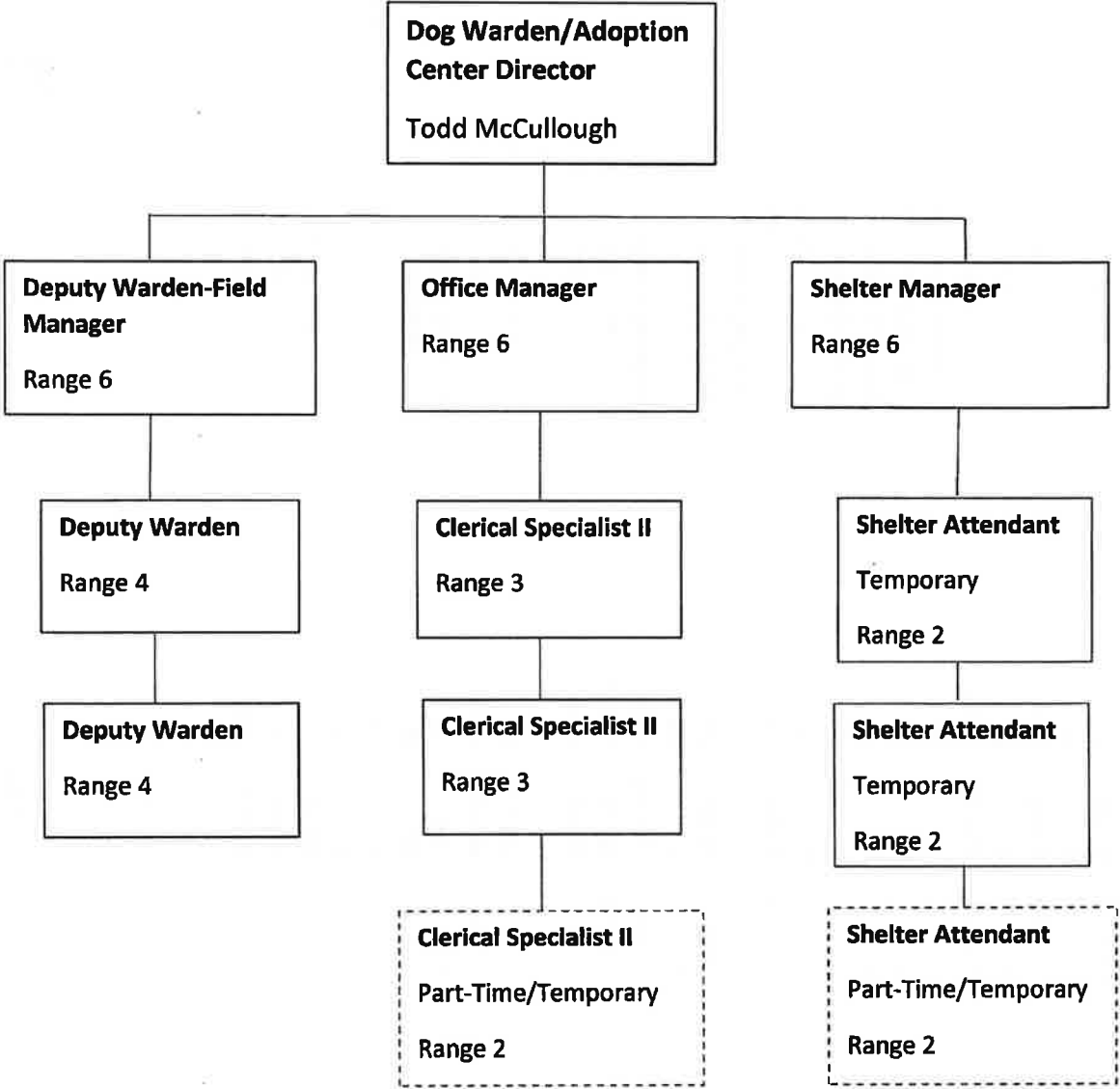
Email:

[Todd.mccullough@fairfieldcountyohio.gov](mailto:Todd.mccullough@fairfieldcountyohio.gov)



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Fairfield County Dog Adoption Center & Shelter



FOR PERIOD 99

ACCOUNTS FOR:  
DOG AND KENNEL

		PRIOR FY3	PRIOR FY2	LAST FY1	CY	CY REV	PROJECTION	PCT
		ACTUALS	ACTUALS	ACTUALS	ACTUALS	BUDGET	LEVEL 3	CHANGE
0 UNDEFINED								
12200200	432260	-263120	-320304	-349678	-431077	-467000	-494000	5.80%
12200200	432261	-19991	-30727.5	-29025	-24210	-46000	-38000	-17.40%
12200200	432262	-8370	-7350	-10250	-10800	-10000	-11000	10.00%
12200200	433000	-9986.25	0	0	0	0	0	0.00%
12200200	433110 PETGR	-2000	-2500	0	-2500	-2000	-2500	25.00%
12200200	434000	0	0	-20	-1020	-7000	-7000	0.00%
12200200	434100	-8261.5	-10222.5	-9750	-9808.5	-10000	-10000	0.00%
12200200	434550	-25210.5	-23480	-35949	-35807.5	-33000	-33000	0.00%
12200200	434570	0	0	-1425	0	-1500	0	-100.00%
12200200	434999	0	0	0	0	0	0	0.00%
12200200	435100	-2865.5	-2014.9	-1872.5	-2995	-1000	-2500	150.00%
12200200	435110	-10754	-25505	-22235	-50146.5	-41000	-45000	9.80%
12200200	436400	-4193.4	-8159.55	-12175.5	-6704.39	-8000	-8000	0.00%
12200200	438005	-796.44	-1293.58	0	0	-500	0	-100.00%
12200200	438007	0	-241.38	-185.57	-35.91	0	0	0.00%
12200200	438014	0	-2392.3	0	0	0	0	0.00%
12200200	438019	-801.32	-435.31	-1611.3	-1421.24	-500	-500	0.00%
12200200	438020	0	0	0	0	0	0	0.00%
12200200	438024	0	0	0	0	0	0	0.00%
12200200	439000	0	0	0	0	0	0	0.00%
12200200	439100	0	0	0	0	0	0	0.00%
12200200	439200	0	0	0	0	0	0	0.00%
12200200	511010	125456.72	129225	180195.6	117442.8	144875	241689	66.80%
12200200	511110	0	0	0	0	0	5000	0.00%
12200200	513000	6416.09	3584.37	7906.6	4885.86	7000	5000	-28.60%
12200200	513040	0	0	0	0	0	0	0.00%
12200200	514010	4335.22	0	886.16	2784.13	2785	0	-100.00%
12200200	514020	136.23	0	0	0	0	0	0.00%
12200200	514030	0	0	0	0	0	0	0.00%



12200200	521000	HEALTH INSURANCE	45719.1	53380.96	72468.56	45030.17	57000	96000	68.40%
12200200	521025	HLTH INS - EAP	0	0	8.2	2.05	175	175	0.00%
12200200	521100	LIFE INSURANCE	167.16	240.8	357.33	211.26	504	504	0.00%
12200200	521200	DISABILITY INSURANCE LONG TERM	0	12.42	182.05	237.23	800	800	0.00%
12200200	521201	DISABILITY INSURANCE SHORT TER	0	17.48	265.29	254.66	1000	1000	0.00%
12200200	522000	MEDICARE	1859.97	1791.32	2559.84	1666.45	3445	3762	9.20%
12200200	523000	RETIREMENT-PERS	18462.12	18593.33	26334.26	17126.05	21549	35000	62.40%
12200200	525000	UNEMPLOYMENT	0	0	0	0	0	0	0.00%
12200200	526000	WORKERS COMP	2843.57	2091.24	2009.74	3190.89	3191	3000	-6.00%
12200200	530000	CONTRACTUAL SERVICES	125135.6	160034.9	179864.8	249030.6	270000	93500	-65.40%
12200200	530313	ANIMAL CARE	3161.21	21641.35	30694.58	39260.95	47000	20000	-57.40%
12200200	530314	DONATIONS/SPONSORSHIP	0	378.38	0	0	0	0	0.00%
12200200	531040	WITNESS EXPENSES	0	0	0	0	0	0	0.00%
12200200	541001	ELECTRIC/UTILITES	2851.76	21009.65	10127.28	12987.73	15000	17000	13.30%
12200200	543000	REPAIR AND MAINTENANCE	44041.13	9656.84	4189.76	6453.94	7000	6000	-14.30%
12200200	543011	MUNIS MAINTENANCE SUPPORT	0	0	0	0	0	0	0.00%
12200200	550450	TRAINING-EMPLOYEE	3935	500	486.64	2395	2500	0	-100.00%
12200200	558000	TRAVEL REIMBURSEMENT	4111.94	169.74	0	0	500	0	-100.00%
12200200	558002	MEAL REIM NON OVRNGT TRAVEL	0	0	0	0	0	0	0.00%
12200200	560000	SUPPLIES-AUDITOR	0	0	0	0	0	0	0.00%
12200200	560601	ANIMAL CARE	24574	9917.87	13501.66	11983.91	12000	12000	0.00%
12200200	560602	LICENSES/TAGS	8372.94	9630.39	5354.38	9542.95	9542.95	7000	-26.60%
12200200	560603	KENNEL SUPPLIES	3050	3646.42	1988.68	2959.23	3000	2000	-33.30%
12200200	560604	FIELD SUPPLIES	3513.58	2401.81	1482.55	9412.5	9957.05	2000	-79.90%
12200200	561000	GENERAL OFFICE SUPPLIES	3000	4272.45	2881.87	3525	3800	3000	-21.10%
12200200	561060	CLOTHING	0	1270.28	0	0	0	0	0.00%
12200200	561061	CLOTHING-TAXABLE	0	146.91	0	196.74	500	0	-100.00%
12200200	562000	ENERGY	10589.87	0	0	0	0	0	0.00%
12200200	562600	FUEL (GASOLINE/DIESEL)	13394.94	6510.35	5908.61	10000	10000	10745	7.50%
12200200	572000	BUILDINGS	0	0	0	63898.56	69320	68000	-1.90%
12200200	573000	IMPROV OTH THAN BLDGS	0	0	0	0	0	0	0.00%
12200200	574000	EQUIPMENT, SOFTWARE & FIXTURES	24965.7	6380.3	11056.38	3296	3680	17000	362.00%
12200200	574200	VEHICLES	3007.34	3200.72	25420.4	6513.35	6687.63	0	-100.00%
12200200	574300	FURNITURE & FIXTURES	0	0	10415.42	312.37	312.37	4500	1340.60%
12200200	590000	OTHER EXPENSES	0	100	0	0	0	0	0.00%
12200200	590200	GRANT REIMBURSEMENT	0	0	0	0	0	0	0.00%
12200200	590300	REFUNDS/REIMBURSEMENT	0	0	0	0	0	0	0.00%

TOTAL	DOG AND KENNEL	126751.28	35179.26	122369.7	48074.28	85624	3175	-96.30%
	GRAND TOTAL	126751.28	35179.26	122369.7	48074.28	85624	3175	-96.30%

\*\* END OF REPORT - Generated by Todd J McCullough \*\*