

Staffing Standards
REVISED 1-25-06

Compensation Board Criteria for Allocating New Positions in Treasurers' Offices

In determining the allocations of additional positions, the Compensation Board considers the following criteria:

1. The position (or positions) must be requested by the Treasurer as part of the Compensation Board's annual budget process.
2. The position requested must perform only statutorily prescribed duties of the Treasurer.
3. The Treasurer's office must have a PC, or be connected to the city/county system or have such systems scheduled for installation within 12 months.
4. Funds and positions must be appropriated by the General Assembly.
5. The Compensation Board will use the staffing methodology and weighted three-year average workload criteria developed by the Workload Study Committee to determine the appropriate level of Compensation Board staff support for each office requesting additional positions.
6. The Compensation Board shall determine the number of additional positions to be allocated to any one office based upon criteria 1-5, inclusive, and additional positions shall be allocated in the order of percentage of need, where the offices with the highest percentage of need will receive positions first. The percentage of need is determined by calculating the percentage that the number of additional positions needed is of the total number of current positions.
7. Any office receiving a new position shall not have its hourly-wage funds reduced equivalent to the salary of the new position.

Staffing Methodology

The methodology used to determine appropriate staffing levels in each treasurer's office was developed by the Workload Study Committee and adopted by the Compensation Board.

The methodology considers current Compensation Board funded positions, adjusted for salary reductions. By dividing the annualized amount of FY04 reductions to salaries by the most recent average salary of a Compensation Board approved Treasurer's staff position, an FTE adjustment is ascertained. This is subtracted from the current Compensation Board approved full-time employees for the total personnel. A three year weighted average of workload, as reported by Treasurers, is calculated.

The workload was weighted to take into account the difficulty or ease of performing the duties. The transactions for each of the categories were totaled and averaged. Then the percentage was calculated, with 100% as the total number of reported transactions in all categories. Similarly, the amount of time spent by the offices on each function was totaled and averaged, and a percentage of total time was then calculated for each category.

The number of transactions for each category was divided by the amount of time for that category. This resulted in the weighted factor used in the analysis of workload.

The Treasurers' duties which were deemed to be local, such as vehicle decal issuance and those in the "other duties" category were removed from the total weighted transactions used in performing the statistical analysis.

Linear regression was used to assess the relationship between workload and current Compensation Board approved FTEs. Regression analysis is a statistical technique used to explain the relationship between factors, such as workload and current Compensation Board approved FTEs.

Treasurer's Workload Elements		Weighted Factor
Real Estate Tax:		
1	Number of taxable parcels	0.09
2	Number of parcels maintained for mortgage companies	0.04
3	Number of real estate abatements	0.21
4	Number of real estate tax bills processed per year	0.00
5	Number of real estate transfers	0.02
6	Number of real estate parcels in relief to the elderly/disabled program	0.14
7	Number of parcels in the land use program	0.01
Personal Property:		
8	Number of personal property items in relief to the elderly/disabled program	0.10
9	Number of items on which personal property tax is assessed each year	0.05
10	Number of personal property tax bills processed per year	0.00
11	Number of personal property address changes updated	0.05
12	Number of personal property abatements	0.03
PPTRA:		
13	Duplicate reports for personal property relief (PPTRA)	0.36
14	PPTRA compliance audit	0.53
15	PPTRA records submitted for reimbursement	0.00
Collection Actions:		
16	Number of accounts in debt set off program based on number of claims filed	0.02
17	Number of warrants issued	0.15
18	Number of parcels in judicial sale proceedings	2.01
19	Number of 3952 tax liens issued	0.40
20	Number of Treasurers' summons	1.13
21	Number of distress warrants	4.03
22	Total of delinquent notices for real estate and personal property	0.02
23	Number of DMV stops issued	0.23
24	Number of monthly payment plans maintained for prepayment of taxes and delinquent collections	0.69
25	Number of meals tax enforcement actions taken to "padlock" business	4.03
26	Number of other collections	0.28
Fees, Permits, and Other Licenses:		
27	Number of vehicle license sold	0.04
28	Number of other vehicle registrations	0.06
29	Number of dog licenses sold	0.10
30	Number of utility bills collected	0.00
31	Number of trash collection bills collected	0.00
32	Number of annual trash decals issued	0.00
33	Number of parking tickets collected	0.00
34	Number of zone permit parking fees collected	0.00
35	Number of building permits processed	0.00
36	Number of local businesses on which license tax is collected	0.00
37	Number of business accounts on which local excise tax is collected	0.00
38	Number of utility tax and consumer utility tax accounts	0.00
39	Number of parks and recreation fees processed	0.00

Treasurer's Workload Elements		Weighted Factor
40	Number of other local bills collected	0.00
State Income Tax and Other State Duties:		
41	Number of state income tax memoranda received/processed	0.16
42	Number of collection actions initiated against state income tax returns	0.15
43	Number of accounts maintained on estimated state income tax returns	0.12
44	Number of estimated state income tax payments collected	0.07
	Number of transactions processed for DMV	
45A	Number of titles processed for DMV (REVISED 8/16/06)	0.25
46	Total number of transactions for which fees are collected for DMV (ADDED 8/16/06)	0.07
Financial Management:		
47	Bank reconciliations	0.02
48	Returned checks	0.64
49	Preparation of payroll and administration	0.00
50	Number of bankruptcy claims filed	0.92

Staffing Need =	$y = 1.594 + 0.0005x + -3e-9x^{1.95}$	REVISED 8/16/06
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Treasurers FY07 Staffing Standards - After Position Allocations

REVISED STAFFING FORMULA ADOPTED 8/16/06

RANK	FIPS	LOCALITY	POP GRP	POPULATION	TOTAL FTE	FTE REQUIRED	FTE DIFFERENCE	WEIGHTED WKLD	NEED %	REQ NEW
1	009	AMHERST	C	31,900	4.10	13.81	9.71	27,073.58	236.69%	0
2	065	FLUVANNA	C	24,900	5.34	15.44	10.10	31,164.30	189.24%	2
3	735	POQUOSON	B	11,900	4.14	9.47	5.33	16,796.34	128.65%	1
4	165	ROCKINGHAM	E	71,600	8.36	17.90	9.54	37,626.15	114.15%	0
5	001	ACCOMACK	C	39,100	6.09	12.80	6.71	24,594.08	110.17%	1
6	185	TAZEWELL	D	44,100	7.76	14.94	7.18	29,884.33	92.55%	2
7	595	EMPORIA	A	5,500	1.68	3.15	1.47	3,143.45	87.39%	0
8	540	CHARLOTTESVILLE	C	39,900	5.95	10.35	4.41	18,816.18	74.11%	0
9	740	PORTSMOUTH	E	98,800	12.61	20.03	7.42	43,535.51	58.83%	0
10	770	ROANOKE CITY	E	93,600	12.58	19.88	7.30	43,118.57	57.99%	1
11	117	MECKLENBURG	C	32,600	4.59	7.04	2.46	11,385.61	53.54%	0
12	031	CAMPBELL	D	51,300	5.75	8.72	2.97	15,099.31	51.64%	0
13	107	LOUDOUN	G	252,300	15.61	23.28	7.67	53,231.62	49.11%	3
14	043	CLARKE	B	13,900	3.17	4.73	1.56	6,437.15	49.08%	0
15	590	DANVILLE	D	46,400	4.41	6.46	2.05	10,125.61	46.52%	0
16	179	STAFFORD	F	117,300	9.98	14.62	4.64	29,080.85	46.47%	0
17	135	NOTTOWAY	B	15,800	3.00	4.31	1.31	5,553.93	43.69%	0
18	057	ESSEX	B	10,300	2.38	3.39	1.01	3,641.83	42.63%	0
19	083	HALIFAX	C	36,700	6.00	8.43	2.43	14,453.94	40.55%	1
20	063	FLOYD	B	14,800	3.42	4.78	1.37	6,541.77	39.96%	1
21	109	LOUISA	C	28,700	5.00	6.99	1.99	11,271.17	39.81%	1
22	177	SPOTSYLVANIA	F	114,000	11.00	14.94	3.94	29,901.01	35.84%	5
23	079	GREENE	B	16,900	2.26	3.05	0.79	2,943.73	35.07%	0
24	550	CHESAPEAKE	G	213,400	22.49	29.61	7.12	75,583.12	31.68%	4
25	019	BEDFORD	D	63,600	7.61	9.95	2.34	17,894.19	30.72%	2
26	067	FRANKLIN	D	50,100	6.00	7.76	1.76	12,954.35	29.29%	0
27	069	FREDERICK	D	67,600	7.92	10.23	2.31	18,533.92	29.15%	3
28	091	HIGHLAND	A	2,400	1.68	2.17	0.48	1,150.57	28.61%	0
29	015	AUGUSTA	D	68,900	7.15	9.18	2.04	16,142.96	28.51%	1
30	163	ROCKBRIDGE	C	21,500	3.22	4.09	0.87	5,094.37	27.04%	0
31	125	NELSON	B	15,000	3.34	4.24	0.90	5,407.74	26.86%	1
32	187	WARREN	C	34,300	4.89	6.15	1.26	9,450.08	25.88%	1
33	073	GLOUCESTER	C	35,700	5.63	7.06	1.44	11,431.69	25.57%	5
34	127	NEW KENT	B	15,700	2.94	3.70	0.75	4,278.75	25.56%	1
35	025	BRUNSWICK	B	18,400	3.06	3.84	0.78	4,584.34	25.46%	1
36	155	PULASKI	C	34,400	5.10	6.39	1.29	9,976.93	25.33%	1
37	143	PITTSYLVANIA	D	61,800	9.74	12.17	2.43	23,090.22	25.01%	2
38	101	KING WILLIAM	B	14,400	2.76	3.44	0.68	3,738.40	24.68%	1
39	097	KING AND QUEEN	A	6,900	2.31	2.87	0.55	2,571.49	23.96%	1
40	141	PATRICK	B	19,400	3.42	4.23	0.82	5,392.33	23.93%	1
41	137	ORANGE	C	29,300	4.00	4.96	0.96	6,910.40	23.93%	1
42	175	SOUTHAMPTON	B	17,900	3.35	4.15	0.80	5,213.63	23.89%	0
43	111	LUNENBURG	B	13,100	3.37	4.17	0.80	5,258.60	23.87%	1
44	021	BLAND	A	7,100	2.44	3.01	0.58	2,871.38	23.73%	1
45	710	NORFOLK	G	235,500	26.10	32.16	6.06	86,659.41	23.22%	0
46	119	MIDDLESEX	B	10,200	3.24	3.99	0.75	4,889.97	23.06%	1
47	027	BUCHANAN	C	25,300	5.27	6.48	1.21	10,167.19	23.03%	2

Treasurers FY07 Staffing Standards - After Position Allocations

RANK	FIPS	LOCALITY	POP GRP	POPULATION	TOTAL FTE	FTE REQUIRED	FTE DIFFERENCE	WEIGHTED WKLD	NEED %	REQ NEW
48	095	JAMES	D	56,600	8.25	10.12	1.87	18,281.70	22.70%	3
49	099	KING GEORGE	B	20,000	3.21	3.91	0.70	4,725.28	21.84%	0
50	195	WISE	D	41,700	6.42	7.82	1.40	13,089.13	21.80%	1
51	197	WYTHE	C	27,700	4.93	5.98	1.05	9,091.39	21.35%	6
52	800	SUFFOLK	E	77,100	9.61	11.62	2.01	21,774.61	20.91%	7
53	071	GILES	B	16,500	3.09	3.73	0.64	4,346.82	20.70%	1
54	023	BOTETOURT	C	31,800	4.89	5.90	1.00	8,905.22	20.51%	0
55	085	HANOVER	E	95,100	10.00	12.03	2.03	22,762.18	20.34%	7
56	105	LEE	C	25,300	3.22	3.86	0.64	4,610.51	19.72%	1
57	720	NORTON	A	3,900	1.85	2.20	0.35	1,221.64	18.75%	0
58	113	MADISON	B	13,500	3.00	3.55	0.55	3,971.78	18.29%	1
59	685	MANASSAS PARK	B	13,100	2.31	2.73	0.41	2,283.47	17.93%	0
60	103	LANCASTER	B	11,500	3.35	3.92	0.57	4,745.87	16.98%	0
61	013	ARLINGTON	G	195,600	25.76	29.99	4.22	77,111.53	16.40%	0
62	199	YORK	D	62,100	7.27	8.45	1.19	14,498.98	16.34%	0
63	650	HAMPTON	F	145,500	16.51	19.10	2.59	40,920.42	15.69%	3
64	683	MANASSAS	C	36,700	4.18	4.80	0.61	6,569.65	14.67%	1
65	520	BRISTOL	B	17,400	3.46	3.96	0.50	4,823.79	14.49%	1
66	161	ROANOKE CO	E	90,000	9.94	11.33	1.39	21,089.41	13.99%	1
67	061	FAUQUIER	D	62,900	7.97	8.99	1.03	15,711.71	12.87%	4
68	678	LEXINGTON	A	7,000	1.84	2.07	0.23	957.11	12.74%	1
69	690	MARTINSVILLE	B	14,700	3.01	3.39	0.38	3,641.76	12.70%	1
70	193	WESTMORELAND	B	16,700	4.79	5.39	0.60	7,826.94	12.44%	1
71	171	SHENANDOAH	C	38,900	5.82	6.54	0.72	10,294.62	12.42%	3
72	730	PETERSBURG	C	31,300	5.04	5.65	0.62	8,390.33	12.30%	0
73	750	RADFORD	B	15,500	3.17	3.55	0.39	3,984.38	12.18%	2
74	115	MATHEWS	A	9,400	3.00	3.36	0.36	3,579.20	11.94%	1
75	047	CULPEPER	C	41,200	5.00	5.58	0.58	8,228.96	11.58%	3
76	790	STAUNTON	C	23,100	4.82	5.34	0.52	7,730.16	10.84%	1
77	033	CAROLINE	C	24,300	4.20	4.63	0.43	6,219.06	10.18%	1
78	035	CARROLL	C	29,700	6.00	6.61	0.61	10,445.58	10.18%	4
79	181	SURRY	A	6,900	2.38	2.62	0.24	2,071.98	9.98%	0
80	147	PRINCE EDWARD	C	20,400	3.53	3.88	0.35	4,649.99	9.82%	1
81	660	HARRISONBURG	D	43,500	4.46	4.90	0.44	6,787.93	9.79%	2
82	183	SUSSEX	B	12,000	2.92	3.20	0.28	3,261.37	9.70%	1
83	029	BUCKINGHAM	B	16,200	3.10	3.39	0.29	3,637.92	9.24%	0
84	191	WASHINGTON	D	52,100	6.99	7.62	0.63	12,641.54	8.99%	2
85	133	NORTHUMBERLAND	B	12,900	5.00	5.43	0.43	7,910.77	8.59%	2
86	081	GREENSVILLE	B	12,300	2.66	2.89	0.23	2,609.92	8.58%	3
87	600	FAIRFAX	C	22,700	3.82	4.14	0.33	5,200.07	8.55%	0
88	630	FREDERICKSBURG	C	21,200	4.00	4.31	0.31	5,560.27	7.85%	2
89	139	PAGE	C	24,000	5.03	5.41	0.38	7,867.80	7.63%	2
90	077	GRAYSON	B	16,600	4.00	4.28	0.28	5,492.68	7.04%	1
91	167	RUSSELL	C	29,100	5.00	5.35	0.35	7,745.40	7.03%	2
92	017	BATH	A	4,900	2.30	2.46	0.16	1,741.67	6.74%	0
93	049	CUMBERLAND	A	9,500	3.00	3.20	0.20	3,257.22	6.71%	1
94	093	ISLE OF WIGHT	C	32,200	5.42	5.78	0.36	8,651.94	6.61%	1
95	011	APPOMATTOX	B	13,900	3.28	3.48	0.21	3,838.24	6.34%	0

Treasurers FY07 Staffing Standards - After Position Allocations

RANK	FIPS	LOCALITY	POP GRP	POPULATION	TOTAL FTE	FTE REQUIRED	FTE DIFFERENCE	WEIGHTED WKLD	NEED %	REQ NEW
96	157	RAPPAHANNOCK	A	7,000	2.55	2.67	0.12	2,173.06	4.59%	0
97	775	SALEM	C	25,100	3.50	3.65	0.15	4,182.13	4.19%	1
98	149	PRINCE GEORGE	C	36,900	4.97	5.14	0.18	7,305.15	3.55%	1
99	037	CHARLOTTE	B	12,700	3.15	3.25	0.10	3,357.46	3.32%	2
100	051	DICKENSON	B	16,500	3.48	3.59	0.11	4,057.88	3.30%	1
101	830	WILLIAMSBURG	B	13,400	1.93	1.98	0.05	776.15	2.67%	1
102	840	WINCHESTER	C	25,700	4.07	4.17	0.10	5,256.69	2.52%	1
103	530	BUENA VISTA	A	6,500	2.35	2.40	0.05	1,629.21	2.23%	1
104	131	NORTHAMPTON	B	13,200	3.20	3.27	0.07	3,394.69	2.08%	1
105	053	DINWIDDIE	C	25,800	3.38	3.43	0.05	3,734.97	1.61%	1
106	075	GOOCHLAND	B	19,300	4.08	4.09	0.01	5,102.16	0.26%	1
107	145	POWHATAN	C	25,800	4.45	4.45	0.01	5,849.51	0.15%	2
108	173	SMYTH	C	32,300	4.65	4.65	0.01	6,269.53	0.14%	1
109	121	MONTGOMERY	E	87,900	9.23	9.23	-0.01	16,238.64	-0.08%	5
110	007	AMELIA	B	12,100	3.40	3.37	-0.03	3,607.09	-0.89%	1
111	159	RICHMOND CO	A	9,500	3.43	3.36	-0.07	3,590.61	-1.97%	1
112	041	CHESTERFIELD	H	286,500	28.27	27.28	-0.99	66,677.27	-3.49%	15
113	670	HOPEWELL	C	22,500	4.37	4.21	-0.16	5,340.96	-3.61%	1
114	169	SCOTT	C	23,600	4.01	3.83	-0.18	4,543.35	-4.57%	1
115	570	COLONIAL HEIGHTS	B	17,300	3.50	3.29	-0.21	3,445.33	-5.92%	1
116	089	HENRY	D	55,100	8.42	7.92	-0.50	13,309.24	-5.95%	2
117	515	BEDFORD	A	6,200	2.46	2.28	-0.18	1,373.60	-7.44%	0
118	580	COVINGTON	A	5,800	2.58	2.36	-0.22	1,541.41	-8.49%	1
119	036	CHARLES CITY	A	6,800	3.00	2.70	-0.30	2,229.02	-10.05%	1
120	700	NEWPORT NEWS	G	182,200	22.66	20.00	-2.66	43,447.23	-11.74%	10
121	045	CRAIG	A	5,100	2.63	2.30	-0.33	1,423.72	-12.58%	1
122	005	ALLEGHANY	B	17,200	5.74	5.01	-0.73	7,026.73	-12.66%	0
123	680	LYNCHBURG	D	68,000	2.44	2.03	-0.41	876.72	-16.84%	2
124	610	FALLS CHURCH	B	10,800	3.40	2.79	-0.61	2,413.47	-18.05%	0
125	620	FRANKLIN	A	8,400	2.38	1.94	-0.44	689.24	-18.49%	0
126	820	WAYNESBORO	B	20,000	3.31	2.62	-0.69	2,060.95	-20.93%	1
127	760	RICHMOND CITY	J	192,900	2.74	1.96	-0.77	739.52	-28.25%	0
128	810	VIRGINIA BEACH	H	435,600	40.25	27.47	-12.77	67,374.77	-31.74%	0
TOTALS					748.93	905.66	156.73	1,590,463.41		181