

Staffing Standards
REVISED 9-17-2008

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 Dog Licenses:		
13	Duplicate reports for personal property relief (PPTRA) Number of dog licenses sold	0.36 0.10
14	PPTRA compliance audit Dog license notices	0.53 0.14
15	PPTRA records submitted for reimbursement Rabies certificates sent to other localities	0.00 0.01
Collection Actions:		
16	Number of accounts in debt set off program based on number of claims filed	0.02
17	Number of warrants in debt issued	0.15
18	Number of parcels in judicial sale proceedings	2.01
19	Number of 3952 tax liens issued (includes bank, wage, and other third party liens)	0.40
20	Number of Treasurers' summons	1.13
21	Number of distress warrants actions to seize property	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 (include ACH payments)	0.69
25	Number of meals tax enforcement actions by distress taken to "padlock" business	4.03
26	Number of other collections	0.28
Fees, Permits, and Other Licenses:		
27	Number of vehicle decals issued license sold	0.04
28	Number of other vehicle registrations	0.06
29	Number of dog licenses sold Number of vehicle license fees billed (include abatements)	0.10 0.01
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 (BPOL)	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
45A	Number of titles processed for DMV	0.25
46	Total number of transactions for which fees are collected for DMV	0.07
Financial Management:		
47	Bank reconciliations Number checks/ACH issued	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 = $y = 1.594 + 0.0005x + -3e-9x^{1.95}$

Note: Compensation Board approved revisions as presented by Workload Staffing Committees:

1. Revised Staffing Standards 1/25/06
2. Revised 8/16/06
 - a. Renamed Item 45A
 - b. Staffing need Formula
3. Revised 09/17/08
 - a. Removed PPTRA – Added Dog licenses
 - b. Renamed item and/or 13, 14 & 15
 - c. Renamed and/or clarified Items 17, 19, 21, 24, 25, 27, 29, 36 & 47
 - d. Definition added and/or changed for Items 2, 13, 14, 15, 27
 - e. Changed and/or added weights for items 14, 15, 29

Treasurers FY15 Staffing Standards

RANK	FIPS	LOCALITY	POP GRP	POPULATION	TOTAL FULL TIME	FTE TOTAL	FTE REQUIRED	FTE VARIANCE	WEIGHTED WKLD	NEED PERCENT	REQUEST NEW
1	595	Emporia	A	6,170	2	0.50	2.54	2.03	1,900	404.42%	1
2	195	Wise	D	41,452	8	4.04	19.34	15.30	41,586	378.69%	2
3	101	King William	B	16,148	3	0.91	3.90	3.00	4,705	330.86%	1
4	081	Greensville	B	12,243	3	0.81	3.47	2.66	3,816	327.85%	3
5	097	King And Queen	A	7,410	3	1.35	5.56	4.20	8,181	310.96%	1
6	051	Dickenson	B	15,903	4	1.28	4.61	3.33	6,171	259.92%	2
7	127	New Kent	B	19,791	3	1.53	5.11	3.58	7,229	234.95%	5
8	191	Washington	D	55,207	7	4.16	13.61	9.45	26,573	227.43%	4
9	630	Fredericksburg	C	27,945	4	1.91	6.14	4.23	9,426	221.53%	1
10	033	Caroline	C	29,481	5	2.65	8.36	5.71	14,285	215.24%	1
11	025	Brunswick	B	17,434	4	1.78	5.33	3.55	7,701	199.27%	1
12	105	Lee	C	25,665	4	1.85	5.51	3.66	8,089	197.89%	2
13	091	Highland	A	2,321	2	0.82	2.34	1.52	1,498	186.80%	0
14	017	Bath	A	4,756	3	1.14	3.14	1.99	3,123	174.71%	1
15	163	Rockbridge	C	22,338	4	1.88	5.13	3.25	7,283	172.94%	1
16	053	Dinwiddie	C	28,864	4	2.04	5.46	3.43	7,978	168.29%	10
17	600	Fairfax City	C	23,938	5	2.29	6.00	3.71	9,137	161.97%	2
18	750	Radford	B	17,139	4	1.85	4.85	3.00	6,678	161.81%	1
19	115	Mathews	A	8,978	3	1.86	4.82	2.96	6,618	158.84%	5
20	169	Scott	C	23,223	5	1.89	4.89	3.00	6,761	158.55%	2
21	057	Essex	B	11,151	3	1.25	3.21	1.96	3,282	156.08%	0
22	540	Charlottesville	D	46,623	7	3.69	9.37	5.68	16,560	153.96%	2
23	685	Manassas Park	B	15,174	3	1.24	3.14	1.90	3,131	152.69%	1
24	107	Loudoun	H	347,969	18	12.43	30.81	18.38	80,581	147.80%	7
25	179	Stafford	F	135,141	13	9.17	22.62	13.45	51,186	146.67%	5
26	620	Franklin City	J	8,655	3	1.12	2.74	1.62	2,317	144.61%	0
27	031	Campbell	D	56,136	7	3.76	9.12	5.37	16,008	142.78%	0
28	740	Portsmouth	E	96,871	17	10.07	24.04	13.97	55,665	138.71%	15
29	181	Surry	A	7,058	3	1.30	3.09	1.79	3,028	137.80%	1
30	069	Frederick	E	81,207	8	4.69	11.15	6.46	20,664	137.77%	3
31	037	Charlotte	B	12,586	4	1.68	3.98	2.30	4,873	136.63%	1
32	770	Roanoke City	E	98,913	16	9.50	22.41	12.91	50,542	135.91%	3
33	683	Manassas	D	40,690	5	2.38	5.54	3.16	8,145	133.06%	1
34	183	Sussex	B	12,159	3	1.59	3.68	2.09	4,249	131.00%	1
35	175	Southampton	B	18,872	4	2.08	4.73	2.65	6,432	127.34%	0
36	137	Orange	C	34,143	4	2.22	5.04	2.82	7,081	127.06%	5
37	177	Spotsylvania	F	125,555	11	7.26	16.08	8.82	32,806	121.42%	7
38	800	Suffolk	E	87,831	11	6.37	14.10	7.73	27,795	121.24%	2
39	099	King George	C	24,460	4	1.83	4.04	2.21	4,985	120.46%	0
40	029	Buckingham	B	17,185	4	1.61	3.55	1.93	3,965	119.97%	0

Treasurers FY15 Staffing Standards

RANK	FIPS	LOCALITY	POP GRP	POPULATION	TOTAL FULL TIME	FTE TOTAL	FTE REQUIRED	FTE VARIANCE	WEIGHTED WKLD	NEED PERCENT	REQUEST NEW
41	650	Hampton	F	139,032	18	12.46	26.76	14.31	64,831	114.83%	5
42	049	Cumberland	B	10,191	3	1.58	3.38	1.80	3,629	114.00%	0
43	011	Appomattox	B	15,270	4	1.94	4.14	2.20	5,188	113.28%	2
44	113	Madison	B	13,333	3	1.81	3.83	2.02	4,561	111.73%	1
45	135	Nottoway	B	15,975	4	2.37	4.99	2.63	6,986	111.01%	1
46	147	Prince Edward	C	23,368	4	2.02	4.25	2.23	5,419	110.68%	1
47	187	Warren	C	38,387	5	3.24	6.79	3.55	10,841	109.36%	4
48	550	Chesapeake	G	232,977	23	16.55	34.61	18.06	99,356	109.10%	3
49	021	Bland	A	6,824	3	1.46	3.05	1.59	2,941	108.51%	1
50	730	Petersburg	C	32,781	6	3.56	7.41	3.84	12,185	107.88%	0
51	015	Augusta	E	74,504	8	4.51	9.26	4.75	16,323	105.33%	3
52	171	Shenandoah	D	42,889	7	3.84	7.88	4.04	13,222	105.31%	5
53	071	Giles	B	17,446	5	2.55	5.22	2.67	7,457	104.87%	0
54	610	Falls Church	B	13,315	4	2.23	4.55	2.33	6,064	104.57%	1
55	063	Floyd	B	15,726	4	1.98	4.05	2.07	5,016	104.23%	1
56	660	Harrisonburg	D	52,127	5	2.53	5.14	2.61	7,299	103.21%	2
57	670	Hopewell	C	22,707	5	2.19	4.43	2.24	5,808	102.51%	2
58	119	Middlesex	B	11,089	4	1.89	3.82	1.93	4,530	101.91%	1
59	131	Northampton	B	12,389	4	1.98	3.96	1.98	4,828	100.12%	1
60	085	Hanover	F	101,702	10	7.69	15.37	7.68	30,977	99.83%	3
61	530	Buena Vista	A	6,836	3	1.38	2.75	1.37	2,340	99.75%	1
62	141	Patrick	B	18,737	4	2.10	4.20	2.09	5,314	99.62%	1
63	061	Fauquier	D	66,573	8	5.51	10.97	5.46	20,255	99.22%	4
64	093	Isle Of Wight	C	36,462	6	3.58	7.12	3.54	11,548	98.93%	1
65	036	Charles City	A	7,268	3	1.37	2.68	1.32	2,200	96.49%	0
66	075	Goochland	C	21,717	5	2.54	4.97	2.43	6,935	95.41%	1
67	023	Botetourt	C	33,423	6	3.08	5.95	2.88	9,028	93.49%	1
68	197	Wythe	C	29,390	5	3.02	5.84	2.82	8,780	93.28%	2
69	678	Lexington	A	7,332	2	1.09	2.10	1.01	1,010	93.11%	1
70	690	Martinsville	B	13,821	4	1.80	3.47	1.67	3,803	92.58%	1
71	103	Lancaster	B	11,391	4	2.09	3.98	1.90	4,870	90.96%	1
72	820	Waynesboro	C	21,015	4	1.99	3.75	1.76	4,380	88.71%	1
73	720	Norton	A	4,057	2	1.11	2.09	0.98	991	88.69%	0
74	167	Russell	C	28,897	5	3.28	6.12	2.85	9,394	86.82%	2
75	570	Colonial Heights	B	17,411	4	2.23	4.15	1.92	5,225	85.91%	0
76	133	Northumberland	B	12,387	5	3.26	6.06	2.80	9,251	85.90%	1
77	095	James City	D	70,231	9	5.60	10.32	4.72	18,744	84.27%	3
78	143	Pittsylvania	D	63,506	10	6.61	12.18	5.57	23,103	84.23%	2
79	047	Culpeper	D	48,223	5	3.34	6.12	2.78	9,388	83.23%	2
80	009	Amherst	C	32,476	6	3.29	5.97	2.68	9,055	81.33%	1

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81	199	York	D	66,955	9	5.18	9.25	4.07	16,294	78.50%	2
82	840	Winchester	C	26,961	5	2.46	4.37	1.91	5,667	77.56%	1
83	117	Mecklenburg	C	32,727	6	3.86	6.77	2.92	10,797	75.61%	0
84	067	Franklin	D	56,574	7	5.08	8.87	3.79	15,436	74.49%	0
85	145	Powhatan	C	28,451	5	2.73	4.72	1.98	6,403	72.58%	2
86	077	Grayson	B	15,533	4	2.26	3.90	1.64	4,695	72.57%	2
87	157	Rappahannock	A	7,470	3	1.49	2.58	1.08	1,984	72.56%	1
88	007	Amelia	B	12,759	4	2.06	3.55	1.49	3,970	72.01%	0
89	161	Roanoke Co	E	92,703	11	6.84	11.63	4.78	21,796	69.90%	1
90	073	Gloucester	C	37,232	7	4.07	6.85	2.78	10,966	68.41%	2
91	079	Greene	B	19,320	4	2.04	3.41	1.37	3,689	67.18%	0
92	580	Covington	A	6,259	3	1.50	2.49	0.99	1,814	66.32%	1
93	013	Arlington	G	227,146	27	18.08	30.06	11.98	77,414	66.27%	33
94	027	Buchanan	C	24,098	6	3.34	5.51	2.18	8,089	65.28%	1
95	710	Norfolk	G	246,392	31	17.89	29.56	11.67	75,374	65.27%	5
96	155	Pulaski	C	34,872	6	3.40	5.61	2.21	8,285	64.99%	1
97	193	Westmoreland	B	17,656	5	3.27	5.36	2.09	7,763	63.75%	0
98	111	Lunenburg	B	12,914	4	2.15	3.52	1.36	3,904	63.44%	1
99	035	Carroll	C	30,042	6	4.20	6.81	2.61	10,877	62.15%	1
100	045	Craig	A	5,305	3	1.49	2.40	0.91	1,622	60.71%	0
101	109	Louisa	C	34,211	6	4.24	6.78	2.54	10,819	60.01%	2
102	125	Nelson	B	15,031	5	2.71	4.32	1.61	5,575	59.47%	0
103	001	Accomack	C	33,612	7	4.33	6.89	2.56	11,056	59.15%	1
104	700	Newport News	G	183,412	25	17.07	27.06	10.00	65,901	58.58%	10
105	139	Page	C	24,079	6	3.22	5.09	1.87	7,182	58.03%	1
106	121	Montgomery	E	96,867	11	6.33	9.99	3.66	17,985	57.92%	6
107	775	Salem	C	25,274	5	2.84	4.47	1.63	5,885	57.42%	1
108	083	Halifax	C	36,241	6	4.48	6.91	2.43	11,099	54.36%	0
109	041	Chesterfield	H	326,950	29	20.75	31.23	10.48	82,403	50.49%	15
110	590	Danville	J	43,055	5	2.60	3.90	1.30	4,704	50.13%	0
111	173	Smyth	C	32,208	5	3.44	5.09	1.65	7,191	48.07%	1
112	165	Rockingham	E	78,102	10	6.59	9.69	3.11	17,303	47.15%	2
113	149	Prince George	C	35,986	6	3.17	4.63	1.47	6,229	46.28%	1
114	790	Staunton	C	24,577	6	3.15	4.57	1.42	6,100	45.11%	0
115	89	Henry	D	54,151	9	5.79	8.26	2.46	14,066	42.54%	3
116	065	Fluvanna	C	26,019	8	5.11	7.19	2.09	11,717	40.92%	1
117	159	Richmond Co	A	9,254	4	2.28	3.17	0.90	3,202	39.43%	0
118	810	Virginia Beach	H	449,628	41	28.44	37.89	9.45	123,575	33.22%	5
119	043	Clarke	B	14,148	5	2.81	3.70	0.89	4,292	31.57%	1
120	520	Bristol	B	17,835	4	2.20	2.84	0.63	2,509	28.67%	4

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121	830	Williamsburg	J	14,893	2	1.71	2.10	0.39	1,015	22.77%	1
122	005	Alleghany	B	16,250	6	4.19	5.14	0.95	7,304	22.75%	0
123	735	Poquoson	B	12,150	5	2.68	3.19	0.51	3,240	18.92%	0
124	019	Bedford	E	76,309	12	8.34	9.90	1.56	17,764	18.72%	1
125	760	Richmond City	J	211,172	3	1.68	1.99	0.31	794	18.61%	1
126	680	Lynchburg	J	77,376	3	1.88	1.90	0.02	607	0.96%	0
127	185	Tazewell	D	45,078	10	7.52	7.43	-0.09	12,244	-1.18%	3
TOTALS					857	511.35	978.76	467.41	1,833,704		277