

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 FY18 Staffing Standards

RANK	FIPS	LOCALITY	POP GRP	POPULATION	TOTAL FULL TIME	FTE TOTAL	FTE REQUIRED	FTE VARIANCE	WEIGHTED WKLD	NEED PERCENT	REQUEST NEW
1	570	Colonial Heights	B	17,411	2	0.23	2.31	2.07	1,434	885.70%	1
2	195	Wise	D	41,452	8	4.04	24.26	20.22	56,368	500.55%	2
3	051	Dickenson	B	15,903	4	1.28	6.03	4.75	9,199	371.45%	5
4	595	Emporia	A	5,927	2	0.50	2.28	1.78	1,376	352.97%	0
5	730	Petersburg	C	32,420	4	1.56	7.08	5.51	11,462	352.64%	0
6	081	Greensville	B	12,243	3	0.81	3.67	2.86	4,217	351.81%	4
7	097	King And Queen	A	6,945	3	1.35	6.01	4.66	9,151	344.50%	1
8	101	King William	B	15,935	3	0.91	3.90	2.99	4,695	330.35%	1
9	590	Danville	J	43,055	5	2.60	10.27	7.67	18,627	295.11%	0
10	630	Fredericksburg	C	24,286	4	1.91	7.42	5.51	12,216	288.78%	1
11	127	New Kent	C	18,429	3	1.53	5.36	3.84	7,766	251.56%	1
12	167	Russell	C	28,897	5	3.28	11.46	8.19	21,409	249.73%	2
13	191	Washington	D	54,876	7	4.16	14.10	9.95	27,793	239.30%	4
14	750	Radford	B	16,408	4	1.85	5.68	3.83	8,442	206.75%	1
15	600	Fairfax City	C	22,565	5	2.29	7.01	4.71	11,305	205.70%	5
16	163	Rockbridge	C	22,307	4	1.88	5.72	3.84	8,540	204.38%	1
17	053	Dinwiddie	C	28,001	4	2.04	5.98	3.95	9,089	193.83%	3
18	155	Pulaski	C	34,872	6	3.40	9.71	6.31	17,343	185.86%	1
19	169	Scott	C	23,177	5	1.89	5.39	3.50	7,822	185.09%	2
20	031	Campbell	D	54,842	7	3.76	10.57	6.81	19,312	181.17%	0
21	105	Lee	C	25,587	4	1.85	5.15	3.30	7,310	178.05%	1
22	091	Highland	A	2,321	2	0.82	2.25	1.44	1,328	176.48%	0
23	033	Caroline	C	28,545	5	2.65	7.32	4.67	11,995	176.18%	2
24	137	Orange	C	33,481	4	2.22	6.07	3.85	9,271	173.39%	5
25	115	Mathews	A	8,978	3	1.86	5.03	3.17	7,072	170.43%	5
26	107	Loudoun	H	312,311	18	12.43	33.12	20.68	91,294	166.34%	11
27	025	Brunswick	B	17,434	4	1.78	4.73	2.95	6,430	165.50%	1
28	017	Bath	A	4,731	3	1.14	2.98	1.84	2,810	161.32%	1
29	069	Frederick	E	78,305	8	4.69	12.10	7.41	22,910	158.02%	3
30	057	Essex	B	11,151	3	1.25	3.23	1.98	3,324	157.72%	1
31	683	Manassas	D	37,821	5	2.38	6.10	3.72	9,334	156.45%	1
32	685	Manassas Park	B	14,273	3	1.24	3.16	1.92	3,169	154.17%	1
33	075	Goochland	C	21,717	5	2.54	6.43	3.89	10,057	152.93%	4
34	740	Portsmouth	E	95,535	17	10.07	25.47	15.40	60,360	152.88%	15
35	670	Hopewell	C	22,591	5	2.19	5.49	3.30	8,036	150.78%	3
36	620	Franklin City	J	8,582	3	1.12	2.78	1.66	2,398	148.15%	1
37	011	Appomattox	B	14,973	4	1.94	4.69	2.75	6,348	141.91%	2
38	179	Stafford	F	128,961	13	9.17	22.07	12.90	49,511	140.67%	5
39	183	Sussex	B	12,087	3	1.59	3.82	2.23	4,535	139.67%	0
40	037	Charlotte	B	12,586	4	1.68	4.03	2.34	4,960	139.11%	1

Treasurers FY19 Staffing Standards

RANK	FIPS	LOCALITY	POP GRP	POPULATION	TOTAL FULL TIME	FTE TOTAL	FTE REQUIRED	FTE VARIANCE	WEIGHTED WKLD	NEED PERCENT	REQUEST NEW
41	177	Spotsylvania	F	122,397	11	7.26	17.30	10.04	36,017	138.25%	11
42	540	Charlottesville	D	43,475	7	3.69	8.75	5.07	15,176	137.35%	1
43	063	Floyd	B	15,279	4	1.98	4.69	2.71	6,358	136.59%	1
44	580	Covington	A	5,961	3	1.50	3.52	2.02	3,916	134.80%	1
45	099	King George	C	23,584	4	1.83	4.27	2.44	5,468	133.11%	0
46	800	Suffolk	E	84,585	11	6.37	14.70	8.33	29,292	130.63%	3
47	181	Surry	A	7,058	3	1.30	2.99	1.69	2,822	130.04%	2
48	171	Shenandoah	D	41,993	7	3.84	8.75	4.91	15,164	128.00%	5
49	840	Winchester	C	26,203	5	2.46	5.59	3.13	8,244	127.22%	1
50	015	Augusta	E	73,750	8	4.51	10.16	5.65	18,374	125.23%	2
51	029	Buckingham	B	17,146	4	1.61	3.63	2.02	4,138	125.15%	0
52	141	Patrick	B	18,490	4	2.10	4.67	2.56	6,299	122.02%	1
53	061	Fauquier	D	65,203	8	5.51	12.21	6.71	23,192	121.77%	5
54	550	Chesapeake	G	222,209	23	16.55	36.36	19.80	110,572	119.63%	3
55	049	Cumberland	B	10,052	3	1.58	3.47	1.89	3,802	119.29%	1
56	650	Hampton	F	137,436	18	12.46	27.01	14.55	65,702	116.80%	6
57	113	Madison	B	13,308	3	1.81	3.91	2.10	4,713	115.76%	1
58	147	Prince Edward	C	23,368	4	2.02	4.31	2.30	5,562	114.06%	1
59	079	Greene	B	18,403	4	2.04	4.36	2.32	5,658	113.70%	2
60	770	Roanoke City	E	97,032	16	9.50	20.26	10.76	44,197	113.31%	2
61	660	Harrisonburg	D	48,914	5	2.53	5.36	2.83	7,773	112.06%	1
62	021	Bland	A	6,824	3	1.46	3.10	1.63	3,040	111.80%	1
63	071	Giles	B	17,286	5	2.55	5.38	2.83	7,796	111.15%	1
64	197	Wythe	C	29,235	5	3.02	6.32	3.30	9,824	109.37%	1
65	187	Warren	C	37,575	5	3.24	6.71	3.47	10,670	106.93%	4
66	093	Isle Of Wight	C	35,270	6	3.58	7.36	3.78	12,082	105.74%	1
67	175	Southampton	B	18,570	4	2.08	4.28	2.20	5,488	105.67%	0
68	023	Botetourt	C	33,148	6	3.08	6.16	3.09	9,476	100.28%	0
69	690	Martinsville	B	13,821	4	1.80	3.60	1.80	4,068	99.74%	1
70	157	Rappahannock	A	7,373	3	1.49	2.98	1.49	2,809	99.65%	0
71	530	Buena Vista	A	6,650	3	1.38	2.74	1.36	2,317	98.92%	5
72	135	Nottoway	B	15,853	4	2.37	4.69	2.33	6,358	98.42%	0
73	820	Waynesboro	C	21,006	4	1.99	3.93	1.95	4,769	98.17%	3
74	678	Lexington	A	7,042	2	1.09	2.15	1.07	1,121	98.17%	1
75	047	Culpeper	D	46,689	5	3.34	6.58	3.24	10,375	96.93%	2
76	036	Charles City	A	7,256	3	1.37	2.68	1.31	2,191	96.14%	0
77	077	Grayson	B	15,533	4	2.26	4.43	2.17	5,799	96.03%	4
78	119	Middlesex	B	10,959	4	1.89	3.68	1.79	4,244	94.59%	1
79	117	Mecklenburg	C	32,727	6	3.86	7.49	3.64	12,373	94.30%	0
80	133	Northumberland	B	12,330	5	3.26	6.31	3.06	9,804	93.77%	1

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81	083	Halifax	C	36,241	6	4.48	8.66	4.18	14,961	93.40%	4
82	103	Lancaster	B	11,391	4	2.09	3.99	1.90	4,877	91.13%	1
83	720	Norton	A	3,958	2	1.11	2.11	1.00	1,034	90.62%	1
84	131	Northampton	B	12,389	4	1.98	3.73	1.75	4,351	88.51%	0
85	109	Louisa	C	33,153	6	4.24	7.80	3.56	13,054	84.07%	2
86	199	York	D	65,464	9	5.18	9.50	4.32	16,858	83.29%	2
87	095	James City	D	67,009	9	5.60	10.21	4.61	18,484	82.26%	2
88	143	Pittsylvania	D	63,506	10	6.61	12.04	5.43	22,774	82.15%	2
89	145	Powhatan	C	28,046	5	2.73	4.92	2.19	6,835	80.09%	2
90	193	Westmoreland	B	17,454	5	3.27	5.85	2.58	8,806	78.71%	1
91	007	Amelia	B	12,690	4	2.06	3.68	1.62	4,239	78.33%	0
92	161	Roanoke Co	E	92,376	11	6.84	11.97	5.12	22,603	74.87%	1
93	067	Franklin	D	56,159	7	5.08	8.80	3.72	15,280	73.13%	0
94	085	Hanover	F	99,863	10	7.69	13.11	5.42	25,346	70.44%	5
95	009	Amherst	C	32,353	6	3.29	5.59	2.30	8,248	69.85%	0
96	700	Newport News	G	180,719	25	17.07	28.26	11.20	70,318	65.61%	10
97	775	Salem	C	24,802	5	2.84	4.70	1.86	6,367	65.51%	5
98	139	Page	C	24,042	6	3.22	5.31	2.10	7,667	65.15%	1
99	045	Craig	A	5,190	3	1.49	2.46	0.96	1,735	64.44%	0
100	610	Falls Church	B	12,332	4	2.23	3.66	1.43	4,192	64.17%	2
101	125	Nelson	B	15,020	5	2.71	4.43	1.72	5,802	63.49%	0
102	013	Arlington	G	207,627	27	18.08	29.18	11.10	73,854	61.39%	37
103	035	Carroll	C	30,042	6	4.20	6.73	2.53	10,713	60.35%	1
104	121	Montgomery	E	94,392	11	6.33	10.13	3.80	18,295	60.05%	6
105	710	Norfolk	G	242,803	31	17.89	28.49	10.60	71,184	59.29%	2
106	073	Gloucester	C	36,858	7	4.07	6.47	2.40	10,141	59.05%	2
107	001	Accomack	C	33,164	7	4.33	6.83	2.50	10,929	57.80%	1
108	165	Rockingham	E	76,314	10	6.59	10.39	3.80	18,898	57.69%	2
109	173	Smyth	C	32,208	5	3.44	5.42	1.98	7,885	57.60%	1
110	111	Lunenburg	B	12,914	4	2.15	3.37	1.22	3,607	56.73%	1
111	027	Buchanan	C	24,098	6	3.34	5.21	1.88	7,449	56.25%	1
112	089	Henry	D	54,151	9	5.79	8.50	2.70	14,601	46.67%	2
113	149	Prince George	C	35,725	6	3.17	4.59	1.42	6,141	44.96%	2
114	790	Staunton	C	23,746	6	3.15	4.50	1.35	5,948	42.81%	0
115	041	Chesterfield	H	316,236	29	20.75	28.67	7.92	71,875	38.17%	18
116	043	Clarke	B	14,034	5	2.81	3.89	1.07	4,676	38.16%	1
117	159	Richmond Co	A	9,254	4	2.28	3.14	0.87	3,140	38.12%	1
118	810	Virginia Beach	H	437,994	41	28.44	39.14	10.70	141,356	37.62%	7
119	520	Bristol	B	17,835	4	2.20	3.01	0.81	2,874	36.77%	5
120	019	Bedford	E	68,676	12	8.34	10.95	2.62	20,210	31.40%	1

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121	065	Fluvanna	C	25,691	8	5.11	6.56	1.45	10,326	28.40%	1
122	680	Lynchburg	J	75,568	3	1.88	2.34	0.47	1,510	24.78%	2
123	735	Poquoson	B	12,150	5	2.68	3.34	0.66	3,543	24.42%	0
124	830	Williamsburg	J	14,068	2	1.71	2.04	0.33	903	19.54%	1
125	005	Alleghany	B	16,250	6	4.19	5.00	0.81	7,003	19.35%	0
126	760	Richmond City	J	204,214	3	1.68	1.90	0.22	604	13.00%	1
127	185	Tazewell	D	45,078	10	7.52	8.14	0.62	13,801	8.18%	2
TOTALS					853	507.35	1,025.78	518.44	1,962,351		313