



AGENDA

COUNCIL OF THE TOWN OF WARRENTON

WORKSESSION

Monday, April 24, 2017

6:00 PM

1. Call to Order
2. Budget Work Session
3. Adjourn



Town Council Work Session

April 24, 2017

Budget Work Session

Agenda Memorandum

Submitted by: Brannon Godfrey, Town Manager

Discussion:

The following items are attached as information for the April 24 Budget Work Session:

Budget Summary – This file provides the increases in the proposed FY18 Budget with a breakout of the General Fund Operating and Capital Budgets.

- Note that the 11.7% total increase figure on pp. 12 & 13 of the draft budget document is incorrect. This number and the total \$24,994,679 did not adjust for the internal service fund sub-totals. Therefore the transfer is not \$2,283,837, but \$3,125,114, which reduces the All Funds Total to \$24,153,402, which is an 8% increase over FY17 (not 11.7%).

- The proposed FY18 General Fund Budget Operating Budget is 2.1% over the amended FY17 Budget.

- The proposed FY18 General Fund Budget Capital Budget is 66.6% over the amended FY17 Budget.

Staffing Justifications – This file provides the information requested justifying each position, along with the breakdown of benefits calculations.

Items discussed at the April 17 work session.

Town Manager

ATTACHMENTS:

Description	Type	Upload Date
Updated FY18 Budget Summary	Backup Material	4/24/2017
Staffing Justifications	Backup Material	4/24/2017
April 17 Items	Backup Material	4/24/2017

REVENUES

	FY 2017	FY 2018	Increase/(Decrease)	
	Amended	Proposed	\$	%
General Fund				
General Property Taxes	1,229,450	1,279,339	49,889	4.1%
Other Local Taxes	6,381,063	6,882,677	501,614	7.9%
Licenses, Permits and Fees	187,100	191,100	4,000	2.1%
Fines and Forfeitures	180,000	210,000	30,000	16.7%
Use of Money/Property	22,500	58,500	36,000	160.0%
Charges for Services	1,286,588	1,344,872	58,284	4.5%
Miscellaneous Revenue	180,650	188,400	7,750	4.3%
State Revenue	2,982,642	2,932,802	(49,840)	-1.7%
Federal Revenue	335,882	4,500	(331,382)	-98.7%
Transfers/Proffers	-	12,000	12,000	
Use of Fund Balance	918,604	1,449,750	531,146	57.8%
General Fund Total	13,704,479	14,553,940	849,461	6.2%
Capital Projects	1,492,313	1,531,161	38,848	2.6%
WS Operating	5,421,672	5,562,138	140,466	2.6%
WS Capital	2,631,894	4,790,000	2,158,106	82.0%
Motor Pool	477,403	473,307	(4,096)	-0.9%
Information Technology	360,029	367,970	7,941	2.2%
Total All Funds	24,087,790	27,278,516	3,190,726	13.2%
Less Transfers	(1,713,585)	(3,125,114)	(1,411,529)	82.4%
Total estimated revenues	22,374,205	24,153,402	1,779,197	8.0%

EXPENDITURES

	FY2017	FY 2018	Increase/(Decrease)	
	Amended	Proposed	\$	%
General Fund				
General government	1,104,891	1,226,252	121,361	11.0%
Public safety	3,754,339	4,064,709	310,370	8.3%
Public works	4,086,464	3,558,619	(527,845)	-12.9%
Parks and recreation	2,043,252	2,189,015	145,763	7.1%
Community Development	1,018,852	1,256,193	237,341	23.3%
Contributions	183,937	165,892	(18,045)	-9.8%
Debt service	636,590	633,598	(2,992)	-0.5%
Transfers	876,153	1,459,661	583,508	66.6%
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Total estimated expenditures	22,374,204	24,153,402	1,779,198	8.0%

	Increase/(Decrease)			
General Fund Operating	FY 2017	FY 2018	\$	%
Current Year Revenue	12,785,875	13,104,190	318,315	2.5%
Expenditures	12,828,325	13,094,279	265,954	2.1%
	(42,450)	9,911		
General Fund Capital	Increase/(Decrease)			
Revenue	FY 2017	FY 2018	\$	%
Current Year Revenue	-	9,911	9,911	0.0%
Use of Fund Balance	876,153	1,449,750	573,597	65.5%
Transfer	876,153	1,459,661	583,508	66.6%
	-	-		

Recommended New or Upgraded Positions in FY18 Budget

Customer service is one of the three priorities of Town Council. Our organization is small – most Town employees must have a comprehensive knowledge of their field and are ‘generalists’ out of necessity. They are cross-trained to perform the duties and tasks of their teammates during their absences – scheduled and unscheduled – so that services to citizens are timely and responsive.

This budget proposes to add three (3) new full-time positions, upgrade four (4) existing part-time positions to full-time status, and add one (1) new part-time positions to more effectively deliver services to citizens. In total, these amount to \$386,927 in new salaries and benefits expenditures.

This report provides a detailed justification for each position, including:

- Position, Department, Salary and Benefit expense
- Justification of Need
 - Duties to be performed, and how they are currently performed
 - Impact of not adding the position
- Alternatives to funding a full-time position
 - Part-time
 - Independent Contract

<u>Position</u>	<u>page</u>
Executive Assistant	2
Accounting Technician	3
Planner	4
Parking Enforcement Officer	5
Parks Maintenance Technician	6
Aquatics Coordinator	7
Permit Technician	8
MS4 Coordinator	9
Benefits Calculations	10

Position Title: Executive Assistant

Department: Town Manager

Salary & Benefits: \$49,217 + \$24,751

Justification of Need - Duties to be performed and how they are currently performed

A full-time Executive Assistant in the Town Manager's office is proposed to complement the part-time Executive Assistant/Town Clerk. This position will provide full-day availability to citizens for general inquiries, serve as a source for Town information and maintain administrative, clerical and scheduling support for the Town Manager and Council. With the implementation of the Council committee system, there are now many more meetings for which to prepare and assemble information for publishing agendas and minutes. Currently, the responsibility for updating information on the website is a shared responsibility by several departments, which leads to old information or missed opportunities to use the website as a reliable source for current news and calendar postings.

As many of the policies and recommendations progress through various committees to the full Council, there is a need produce draft minutes in a short turnaround for review. Also, the Planning Commission and ARB hold work sessions with greater frequency. These minutes are currently taken by part-time Permit Technicians, which takes time away from their regular duties of timely processing permits and providing information.

The duties of the Executive Assistant are currently performed by the part-time Town Recorder, Town Manager, Department Heads and administrative staff in other departments.

Impact of Not Adding the Position

During the 20 hours each week when the part-time Town Recorder is not on duty, the Town Manager will continue to be without an administrative assistant. Draft minutes will continue to be produced on a 10 - 14 day basis. Even though the Novus platform helps to prevent pending agenda items from being dropped, there will continue to be agenda matters and other scheduling details that are occasionally missed.

Alternatives to Funding a Full-Time Position

Part-time: This is a possible alternative to save salary and benefits cost. It is a partial solution to the demand for a full-time position.

Independent Contractor: The demands for this position are continuous and will not abate in the future.

Position Title: Accounting Technician
Department: Finance
Salary & Benefits: \$36,727 + \$22,051

Justification of Need - Duties to be performed and how they are currently performed

This position will be responsible for administering annual general property tax billings, monthly Meals and Lodging Tax filings, BPOL filings, and collection of delinquent taxes. Currently, these duties are divided among the staff in the department and are secondary to their primary assigned job role. For example, the Accounting Supervisor administers the annual general property tax billings, processes supplements and abatements throughout the year, and attempts to collect delinquent amounts through the Virginia Department of Taxation's Debt Set-off program. With the elimination of decals, the department will also begin processing DMV holds on vehicle registrations.

Our monthly Meals and Lodging Tax Filings are currently handled by a part-time employee. This job involves reviewing and processing the monthly filings and payments, sending non-filer letters and delinquent notices, establishing payment plans when businesses fall behind, and processing bank liens when all else fails. BPOL renewals are filed annually, but issuing licenses to new businesses occurs throughout the year. Both renewals and new business licenses are primarily handled by the front desk staff. Non-filer letters and delinquent notices are sent several times a year for various types of taxes. Our department handles the assessment, treasury, purchasing, budget, finance, human resources and risk management functions for the town. Because the staff members handling each of these taxes also perform many other functions, we do not have the ability to successfully implement an audit function.

Impact of Not Adding the Position

Some businesses will continue to ignore non-filer letters and delinquent notices. The department will be unable to audit business tax returns due to the limited amount of time available to accomplish such a task. The attempts to collect amounts owed will be handled, but perhaps not as quickly or effectively as they could by a delinquent tax collector.

Alternatives to Funding a Full-Time Position

Part-time: This position could be filled at a part-time level. However, we currently have a part-time person administering the Meals and Lodging Tax and that alone consumes the bulk of her available hours each month.

Independent Contractor: Tax filings and collection of delinquent taxes is an annual and in some cases, monthly, activity. Desk audits and collection activities will be ongoing. Hiring an independent contractor could be a solution, but would be a continuing expense. This would likely be for collections only, although we could investigate contracting for audit services.

Position Title: Planner
Department: Planning & Community Development
Salary & Benefits: \$70,000 + \$28,819

Justification of Need - Duties to be performed and how they are currently performed

For many years the Town employed a dedicated Zoning Administrator that was responsible for Zoning Ordinance enforcement, amendments, interpretations, proffer administration, and land use applications. The Town eliminated the Zoning Administrator position during the most recession when the need for zoning interpretations and enforcement declined with the development activity. The responsibilities fell to the Planning and Community Development Director, who at the time, had previously served as the dedicated Zoning Administrator.

Zoning Administrators produce legal rulings and, as such, are required to be conversant in specific land use laws, federal requirements, and local needs. Now development is on the rise again with a 60% increase in permits in the last 3 years, an increase in land development applications, and the need to update the Zoning Ordinance. The Zoning Administrator previously updated the code to ensure the current legal requirements for land use and environment are met, as well as the needs of the community. Most jurisdictions find it important to separate the Planning Director from the Zoning Administrator to allow one to function on a policy; while the other functions on a legal, enforcement plane. For example, Leesburg, Culpeper, and Manassas all have separate Community Development Directors and Zoning Administrators. Fauquier County employs 5 planners dedicated solely to zoning issues. While the County is larger in land mass and population, it is also more rural. The Town has a built environment with a high demand for the zoning coverage.

Impact of Not Adding the Position

The Town has no planner dedicated to zoning which requires a special training and expertise. Instead, the various needs of zoning have fallen to multiple others in the Department making those employees less effective in doing the jobs they were hired to do and produce less effective zoning products. As a result, needed items are delayed or missed. Needed Code updates, notice of violations, site plan review, proffer management, and customer service all suffer.

Alternatives to Funding a Full-Time Position

Part-time: N/A

Independent Contractor: Currently, portions of the position are being handled by an independent contractor who was brought in to help enforce code violations. However, the scope of the position is much greater than the contractor can or should assume.

Position Title: Part-Time (29 hrs. per week) Parking Enforcement Officer
Department: Police Department
Salary & Benefits: \$29,000 + \$2,119
Approximate Start Date: July 2017

Justification of Need

The part time Parking Enforcement Officer resigned in July 2015, and was replaced by the Department's Motor Officer to handle parking enforcement as an additional duty. In December 2015, the Motor Officer assigned to parking enforcement was reassigned to a patrol squad based on operational necessity. Since that time parking regulations have not been consistently enforced in the area of Old Town and other commercial locations within the town on a regular basis. This has resulted in a pattern of timed parking abuse by some drivers on a consistent basis and has created a concern for some of the business owners. The perception is that parking is not regularly enforced and obedience to parking regulations is not scrutinized. The current response to parking complaints is reactive and not proactive.

General duties and responsibilities for the position include:

- a. Patrols Town streets, parking lots, commercial and residential areas to enforce parking regulations.
- b. Assists in traffic control including directing traffic.
- c. Prepares parking enforcement cases for giving testimony and testifies in court proceedings.
- d. Writes tickets for traffic violations.
- e. Sends notices for unpaid parking tickets.
- f. Answers inquiries from public.
- g. Enters citation and related information into computer.
- h. Maintains parking ticket records and prepares reports.

Impact of Not Adding the Position

Based on the foregoing it is feasible to argue that the lack of a dedicated Parking Enforcement Officer has had an adverse impact on ensuring parking laws are followed in Warrenton.

Alternatives to Funding a Full-Time Position

Part-time: The proposed position is part-time.

Independent Contractor: An independent contractor is not an option for this position, as the need for parking enforcement will steadily increase over time and will not change with economic cycle.

Position Title: Parks Maintenance Technician
Department: Parks & Recreation
Salary & Benefits: +\$2,819(salary) + \$19,891(benefits)

Justification of Need - Duties to be performed and how they are currently performed

Replace one year round part-time and one seasonal Parks Maintenance Technicians with one full-time Parks Maintenance Technician in the Parks & Recreation Department for an increase of \$22,710 in salary and benefits. With growth in park patronage and increasing demand for routine repair and facility maintenance, there is a year-round need for a maintenance technician.

Currently, the Department maintains the WARF, Fun for All Playground, Skate Park and surrounding grounds, as well as Sam Tarr Park, Rady Park, Eva Walker Park, and Academy Hill Park. The Department will also be adding maintenance responsibilities for the new dog park. The low pay and hours for the part-time and seasonal positions results in frequent turnover in those positions. Over the course of the past seven years, almost twenty people have cycled through these positions. They leave for full time jobs with benefits. We believe a single full-time position will attract a better pool of applicants and result in improved staffing reliability. This is a critical position for the department.

Parks and Recreation operates seven days a week. The Parks Maintenance Technician plays a key role in customer satisfaction by keeping parks, shelters, and restrooms clean and in good repair. The Parks Maintenance Technician is required to work on weekends on their own, so having a reliable employee is essential.

Impact of Not Adding the Position

The impact of not adding this position will be continued issues with keeping a dependable employee for any length of time. When the position turns over, there are significant impacts on other staff in trying to maintain a high level of customer service. As the parks and fields are continually used, we cannot skip a day of maintenance. Finding people to fill the part time position has been challenging, so other employees have to fill in every time the position becomes vacant. This takes those employees away from their other duties. Over the years, the turnover in this position has resulted in quite a few instances of the management team having to go out and clean toilets and pull trash on the weekends. In addition, without having a consistent employee in the position, we are regularly spending time training new employees only to have them leave in a few months.

Alternatives to Funding a Full-Time Position

Part-time: This position replaces two part time positions, as this solution is not working well.

Independent Contractor: An independent contractor is not an option for this position, as park maintenance is a ongoing, year-round need, not a cyclical one.

Position Title: Aquatics Coordinator
Department: Parks & Recreation
Salary & Benefits: + \$10,680 (salary) + \$19,933 (benefits)

Justification of Need - Duties to be performed and how they are currently performed

Upgrade the part-time Aquatics Coordinator to full-time in the Parks & Recreation Department for an increase of \$10,680 in salary and \$19,933 in benefits. This position was requested in the FY17 budget but not funded. The Coordinator is responsible for: scheduling approximately 50 lifeguards, 10 Aquatics Supervisors and Head Guards, and 20 Water Safety Instructors; teaching certification classes for the facility, including CPR, Lifeguarding, Coaches Safety training, and Water Safety Instructor training; year-round in-service training for all staff; preparation of payroll spreadsheets; and designing the offerings for the swim lesson program.

The Aquatics Coordinator is a key player in ensuring the safety of patrons in our pools. The function is also key for smooth operations of the pools. The demands of the position are full time. Similar facilities in the area (such as Freedom Center, Claude Moore, Manassas Park Center) all have full-time Aquatics Coordinators.

Impact of Not Adding the Position

The impact of not funding the position will be that the position remains part-time and that parts of the work load will continue to be shifted to other staff when necessary. It will also mean that program development will move at a slower pace.

Alternatives to Funding a Full-Time Position

Part-time: Position is currently part time.

Independent Contractor: While independent contractors do exist in this field, typical results are not up to the standards we need and expect at the WARF.

Position Title: Permit Technician
Department: Planning & Community Development
Salary & Benefits: + \$14,776 (salary) + \$19,363 (benefits)

Justification of Need - Duties to be performed and how they are currently performed

Upgrade one of the part-time Permit Technicians to full-time. Prior to the recession, the Department was staffed with 1.5 FTEs for the Permit Technician. The full-time Permit technician was downgraded to a job-share arrangement between 2 part-time staff. The last 3 years have seen a 60% increase in permit processing. Additionally, the Department is working to be more responsive to the public and Town decision makers by providing information on a timely and accurate basis. Due to the 29 hour per week cap on any part time employee, they are unable to keep up with the work load demands. For example, in addition to providing high quality customer service, the Permit Technicians must find time to produce meeting minutes. The current demand on staff requires a full- plus a part-time position to provide complete coverage of the permit desk during business hours as well as to provide support in the preparation of Planning Commission and ARB minutes and agendas.

Impact of Not Adding the Position

If this position is not fulfilled, the level of customer service will decline as demand is increasing. This will result in higher frustration on the part of residents, businesses, and companies seeking to invest in land development within the Town. Permits and documents produced by the Permit Technicians will also be delayed and likely result in the inability of the Department to provide information on a timely basis. Lastly, the absence of any devoted administrative help in Community Development often leads to the role of the Permit Technicians to fill in when possible in between front desk, phones, permits and minutes. As such, the Community Development filing and proper document handling is compromised. FOIA and other laws are not being met due to the lack of administrative and clerical support. The Permit Technicians eventually need to be separated from the front desk services. All other full time front counters in other Town Departments contain a full time staff person(s).

Alternatives to Funding a Full-Time Position

Part-time: N/A, position is already part time.

Independent Contractor: N/A This request is only for ten additional hours, it is not a new full time position, just an upgrade. Contractor help on filing and other items should be considered to help catch up on the backlog as this staffing is merely to meet current demands.

Position Title: MS4 Coordinator

Department: Public Works & Utilities

Salary & Benefits: + \$30,343 (salary) + \$23,528 (benefits)

Justification of Need – Upgrade the position from part-time (25 – 28 hrs./week) to full-time. In 2013 the Town was designated a Municipal Separate Storm Sewer System (MS4), a mandated program under the EPA's Stormwater Phase II Rule. The program at the state level is administered by the Virginia Department of Environmental Quality under the oversight of the EPA. Currently the Town is under the first of three- five year permit cycles very similar to the operating permits for the wastewater and water treatment plants. The town is under a nationwide discharge permit for its stormwater. The program requires extensive community education and outreach, interaction with the erosion/sedimentation and stormwater management (SWM) programs and post development the inspection and auditing of HOA SWM facilities. The Town must develop a Total maximum Daily Limit (TMDL) Action plan for nutrient removal for DEQ approval this year as part of the permit and once approved will have to meet permit limits in follow on years. The request is to upgrade of the current part-time (MS4) Coordinator to full-time in the Public Works Department. The limitations of part-time cannot cover the program requirements.

The program is here to stay and the permit requirements increase every year.

Impact of Not Adding the Position: Currently the program is falling behind and will not be able to meet the regulatory requirements with the limitations of only a part time employee. The program is under close scrutiny by the DEQ requiring periodic reports and subject to both DEQ and EPA audits. Non compliance will trigger DEQ enforcement actions.

Alternatives to Funding a Full-Time Position

Part-time: Currently the position is part-time and not able to cover program requirements. Adding additional PT is not an option. The coordinator needs to own the program and be the link between the Public Works and Community Development Departments for stormwater program elements.

Independent Contractor: The MS4 Program is a permanent DEQ/EPA program. The need for consistency over the coming years and someone to take ownership of the program does not lend to contracting out. Relationships are going to need to be developed and maintained with the community and staff. The various elements consisting of community education and outreach/involvement with the interaction with HOA's and property management companies requires flexible hours.

Position Title	SALARY	7.65%	\$125/ea	125	14,456	flat	BENEFITS					TOTAL BENEFITS	TOTAL SALARY + BENEFITS	CURRENT SALARY + BENEFITS FOR PT	NET INCREASE
							Virginia Retirement System								
							Health **	Retirement	Disability	Group Life Insurance					
Executive Assistant	49,217	3,765		125	14,456		5,311	290		645		24,592	73,809		73,809
Account Technician	36,727	2,810		125	14,456		3,963	217		481		22,051	58,778		58,778
Zoning Planner	70,000	5,355		125	14,456		7,553	413		917		28,819	98,819		98,819
Parking Enforcement	29,000	2,219		125								2,344	31,344		31,344
Parks Maintenance Worker	26,104	1,997		125	14,456		2,817	154		342		19,891	45,995	(23,285)	22,710
Aquatics Coordinator	36,727	2,810		125	14,456		3,963	217		481		22,051	58,778	(28,164)	30,614
Permit Technician	28,776	2,201		125	14,456		3,105	170		377		20,434	49,210	(15,071)	34,139
MS4 Coordinator	47,840	3,660		125	14,456		5,162	282		627		24,312	72,152	(35,371)	36,781

* Miscellaneous - covers costs associated with third-party COBRA administrator, employee awards banquet and luncheons.

** Health insurance is budgeted for all new/vacant positions at the highest level, family coverage option that the Town offers.

April 17 Budget Work Session

FY18 Budget Issues for Follow-Up Discussion:

1. Staffing - \$386,927 in additional spending
 - a. FT Executive Assistant \$49,217 + \$24,751
 - b. FT Accounting Technician \$36,727 + \$22,051
 - c. FT Zoning Planner \$70,000 + \$28,819
 - d. PT Parking Enforcement Officer \$29,000 + \$2,119
 - e. Upgrade to FT Park Maintenance Technician + \$22,710
 - f. Upgrade to FT Aquatics Coordinator \$10,680 + \$19,933
 - g. Upgrade to FT Permit Technician \$14,776 + \$19,363
 - h. Upgrade to FT MS4 Coordinator + \$30,343 + \$23,528
2. FY18 Capital Projects
 - a. FY17 Capital Project Status Report
 - b. FY18 Recommended Projects & Prioritization Options
3. Police Replacement Vehicles – Cash vs. Financing
 - a. Vehicles (6) scheduled for replacement
 - b. Replacement vehicles itemized cost
 - c. Difference in financing vs. cash
4. Planning Professional Services FY17 Actual and FY18 Recommended
5. Budget Formatting and Presentation
 - a. Individual Organizational Charts for each Department Description
 - b. Total Staffing Table – All Funds
 - c. Enhanced Dollar Chart – Where it Comes from... Where it Goes ...
 - d. Draft Budget Policy to be considered by Council for Adoption
 - e. Move Inspections from Public Safety to Community Development
6. Outside Agency Requests
 - a. Boys & Girls Club Additional Request
7. Other Items for Discussion or research for April 24 Budget Work Session