

REPORT OF THE
JOINT SUBCOMMITTEE ON

**The Compensation Board
and
State Support of
Constitutional Offices**

TO THE
THE GENERAL ASSEMBLY OF VIRGINIA



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COMMONWEALTH OF VIRGINIA
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ON THE COMPENSATION BOARD AND
STATE SUPPORT OF CONSTITUTIONAL OFFICERS

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REPORT OF THE JOINT SUBCOMMITTEE
ON
THE COMPENSATION BOARD
AND
STATE SUPPORT OF CONSTITUTIONAL OFFICES

Authority for Study

Section 1 - 25 of Chapter 723 of the 1987 Acts of Assembly, the Appropriations Act, authorizes a joint subcommittee to study issues relevant to state financial support of Constitutional Officers and the composition of the Compensation Board. The examination is specifically to include a review of state support for the salaries and benefits afforded Constitutional Officers and their employees, state support of the operating expenses of Constitutional offices, and the method by which funds are distributed to these offices. The subcommittee is composed of eleven members, seven from the House of Delegates and four from the Senate, and is to complete its work in time to submit recommendations to the 1988 session of the General Assembly (Appendix 9).

Need for the Study

The need for the current study first surfaced in late 1986 as a result of a joint meeting of the Compensation and Retirement Subcommittee and the Compensation and General Government Subcommittee of the House Appropriations Committee and the Senate Finance Committee, respectively. The initial purpose of the Subcommittee's joint meeting was to provide the members with a summary of the current status of state assistance to locally elected Constitutional Officers. Issues raised during the joint meeting revealed several concerns, some of which became the subject of budget amendment proposals considered by the 1987 legislative session. Two major concerns related to the equity in the Compensation Board's implementation of pay plans for employees of Constitutional Officers and the need for chief deputy employees in each of the Constitutional offices. Deliberations on these issues revealed a lack of adequate information upon which to base decisions. These issues and related matters were therefore referred to the joint study committee for review prior to the 1988 session.

History of Constitutional Offices

Local administrative officers have been provided for in Virginia's constitutions since the establishment of the Commonwealth. These administrative officers are generally referred to as Constitutional Officers, because provision is made for them in the state Constitution. The Constitution of 1776 required all

counties to have five Constitutional Officers. The Constitution of 1851 expanded the number of officers to nine. The number of officers was increased again in 1870 when a total of 11 county-wide officers were called for. The 1870 Constitution also made provisions for a number of officers for the individual townships within each county.

City officers were not mentioned in Virginia's Constitution until 1851. Beginning with the Constitution of 1870, city officers have generally paralleled those in the counties.

The increasing number of Constitutional Officers led to calls for reform which were partially answered by Constitutional revisions in 1902. The need for further reform was addressed in the Constitution of 1928, when the current set of five elected Constitutional Officers was instituted and additional offices were provided for on an appointive basis. These five elective officers are the: Treasurer, Sheriff, Commonwealth's Attorney, Clerk of the Circuit Court, and Commissioner of Revenue.

The five Constitutional Officers called for by the 1928 Constitution have been continued by the Constitution of 1971 and the appointive offices have been eliminated. The 1968 Constitutional Commission had reviewed proposals for elimination of the officers and for making the officers appointive rather elective. Similar issues had been raised as early as 1902, with a resulting decline in the number of locally elected officials. The 1968 Commission, however, rejected the proposals as unnecessary since counties had possessed the option of adopting forms of government that did not make use of the enumerated officers since 1928. The Commission did recommend that similar authority be granted to cities and such a provision is contained in the new Constitution.

State financial support for these five locally elected Constitutional Officers is provided primarily based on the assumption that the officers provide services to both the Commonwealth and the locality. This state assistance is governed by statute and is administered by the State Compensation Board.

The forerunner of the modern Compensation Board was the Fee Commission. Established in 1924, the Fee Commission was authorized to fix the fee allowances of the various Constitutional Officers. In 1934 the compensation of Commonwealth Attorneys, Treasurers and Commissioners of Revenue was changed from a fee to a salary basis. In the same year the Fee Commission was abolished and the Compensation Board was established to set salaries and expenses for these officers. Sheriffs were removed from the fee system in 1942. Clerks of the Courts were removed from the fee system in 1982. The Compensation Board achieved its present structure, powers and duties through amendment of state laws in 1976.

Constitutional Officers Defined

The five constitutional officers used by local governments in Virginia are provided for in Article VII, Section 4 of the Constitution of Virginia. This section of the Constitution does not cite the duties to be performed by each officer. The specific duties are left to the determination of the General Assembly and are set out in either general or specific acts. (A city charter would be an example of a specific act.)

Generally, each of the Constitutional Officers can be broadly defined:

Treasurer: The collection agent of local taxes and locally filed income taxes;

Commissioners of the Revenue: The assessor of local taxes and those state income taxes that are filed locally;

Clerk of the Circuit Court: The administrative officer of the Circuit Court and, in some localities, the administrative officer of the local governing body. The Clerk maintains land records and other legal documents;

Commonwealth's Attorney: The prosecutor of violations of state law and local ordinances;

Sheriff: The broad definition of a local sheriff will vary within Virginia based on the scope of responsibilities assigned to the local officer:

- Enforcer of state laws and local ordinances, or
- Operator of the local jail, or
- Enforcer of state laws and local ordinances and operator of the local jail.

Regardless of the type of Sheriff's department, all Sheriffs are responsible for provision of courtroom security and the service of court papers.

These brief definitions should not be viewed as a comprehensive list of the duties performed by any particular officer. The specific duties can vary considerably from one

locality to another. It should be noted, for example, that five localities have chosen to replace the offices of Treasurer and Commissioner of the Revenue with a single Director of Finance. In these localities the Director of Finance both assesses and collects local taxes and those state income taxes that are filed locally.

A more comprehensive list of the duties performed by each officer has been developed from the survey of constitutional officers undertaken by the joint subcommittee. The lists of duties for each officer appear in Appendix 4.

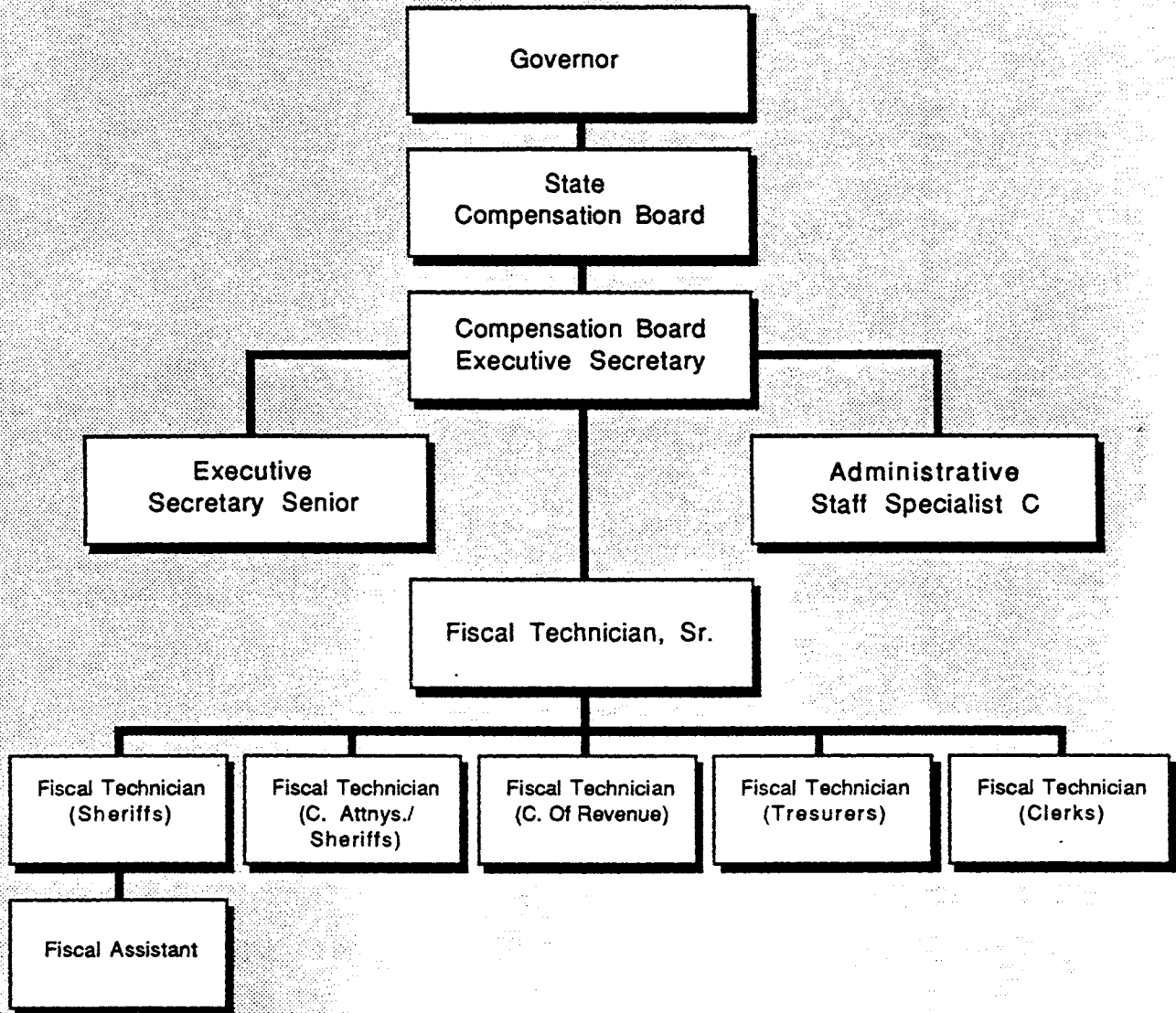
Current Situation Involving the Compensation Board and State Support of Constitutional Offices

The enabling legislation for the Compensation Board is contained in Chapters 1 and 2 of Title 14.1 of the Code of Virginia. The Compensation Board is composed of three members. The state Auditor of Public Accounts and the state Tax Commissioner are designated to serve on the Board ex officio and without salary by virtue of the offices to which they have been appointed. The third member and Chairman of the Board is appointed by the Governor. The Chairman is the administrative head of the agency, and is salaried for such services on an approximately 15% time devoted basis. The Board normally meets monthly. Budget review hearings, however, are often conducted by one member representative of the Board. The Fiscal Year 1987 - 88 budget for the Compensation Board is approximately \$213 million.

The Board is supported by an administrative staff totaling ten full time, state classified positions. The Board's Executive Secretary, included among the ten positions, is responsible for the day to day administrative operation of the agency. The Board staff coordinate and assist in the review of annual budget requests from the Constitutional offices, and otherwise maintain a complex financial system to account for and disburse funds for the various local offices. The organizational structure of the compensation board is displayed graphically in Chart A on the following page.

The Compensation Board's primary responsibility is the allocation of state financial assistance to support the work of locally elected Constitutional Officers and their employees. The number of Constitutional Offices operating in the state are as follow:

STAFFING AND ORGANIZATION



<u>Office</u>	<u>Number of Offices</u>
Sheriffs	125
Commonwealth Attorneys	121
Circuit Court Clerks	121
Commissioners of Revenue	131
Treasurers	132

In addition to these elected officials, the Board provides state financial assistance to four Regional Jails and five Director of Finance offices.

Other responsibilities of the Board include allocating state funds to the localities to defray the cost of confining prisoners in locally or regionally operated correctional facilities, providing financial relief for extraordinary costs of medical treatment of prisoners confined locally, and providing funding for Faithful Performance of Duty Bonds and Public Officials Liability Insurance for Constitutional Officers and their employees.

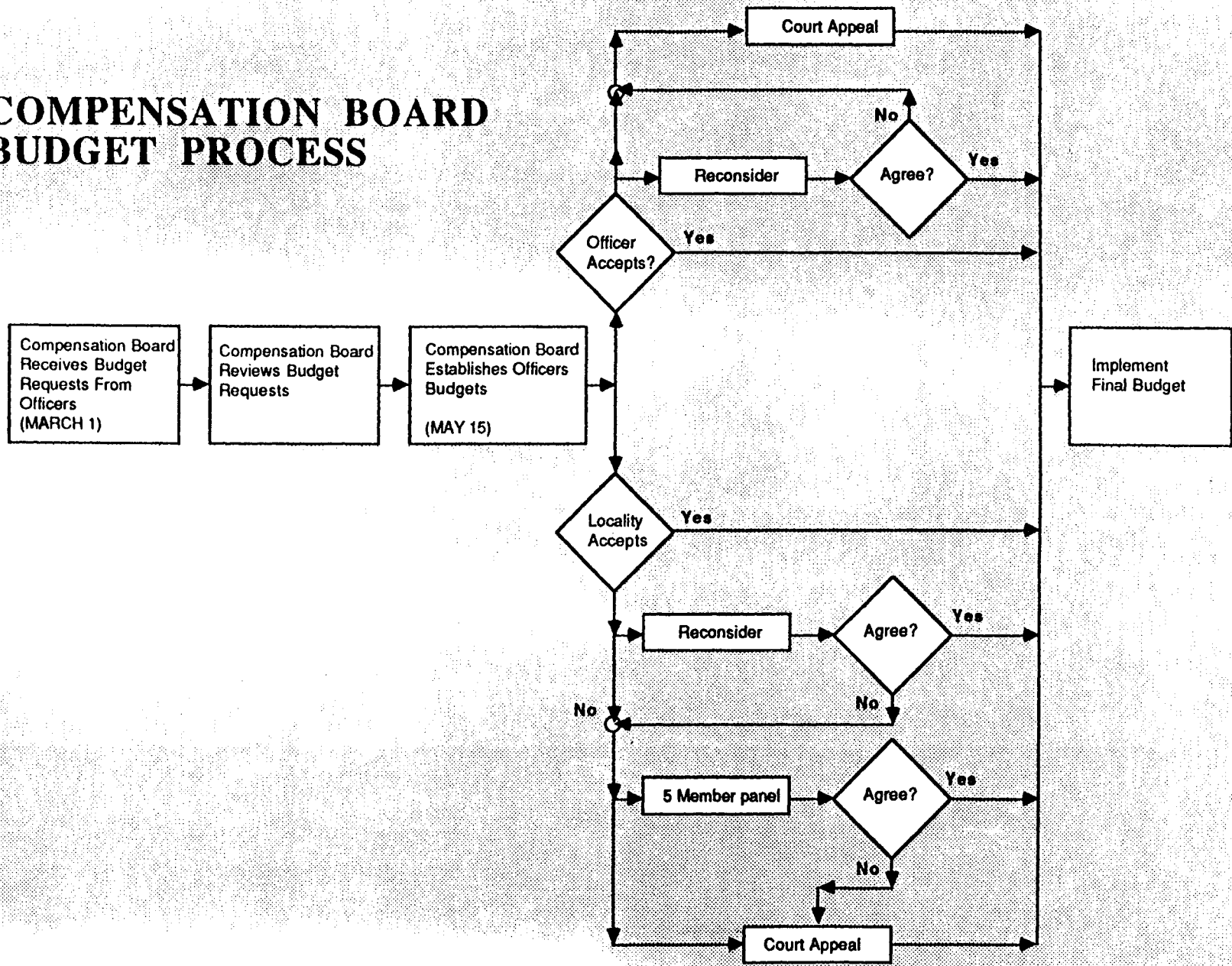
State financing made available for each office is guided by both statutory requirements and policies adopted by the Board. The proportion of funding provided for the office, the number of employees, allocations for officer and employee salaries, and the operating expenses which are allowed by the Board vary between classes and, in some cases, among different offices in the same classes (Appendix 3). In addition to Section 14.1 - 48 through 83, Sections 14.1 - 143.2, 51 - 111.6 and 51 - 111.36 of the Code guide the levels of state financial assistance to these offices.

The Compensation Board is obliged by statute to annually establish a "fair and reasonable" budget for the state financial contribution toward the total cost of each office, within the limits of state appropriations for these purposes. All officers are required to submit their budget proposals to the Board by March 1 of each year. The Board is required to act on these proposals and provide notice to the locality by May 15.

In establishing budgets for the respective offices the Board is required to evaluate the workload of the local office, the demands placed on the office by the locality, the amount of funds requested by the officer, the comparative compensation provided by the locality to its employees, and any general adjustments to state employee compensation plans. A local government, dissatisfied with the actions of the Board regarding the budget of an office, may file an objection with the Board within forty-five days. In such case,

the locality may appoint two members to sit jointly on the Board to hear the dispute. If the Board then fails to resolve the dispute to the satisfaction of the locality or the officer, a formal appeal may be filed with the circuit court. A three judge panel is appointed to hear the matter. The judicial panel's decision is final. This budget process is summarized in Exhibit 1 on the following page.

COMPENSATION BOARD BUDGET PROCESS



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The Compensation Board provides funding to the local offices for approved costs on a reimbursement basis monthly, inclusive of salaries and operating expenses. The offices are required to submit invoices as documentation of expenses.

Studies Involving the Compensation Board and State Support for Constitutional Officers

There have been several legislative and executive branch studies in recent years which are pertinent to the current subcommittee charge. In addition, several efforts are currently underway which directly or indirectly relate to issues the subcommittee will consider. These efforts are summarized in the exhibit on the following page, and are discussed in greater detail on the subsequent pages.

SUMMARY OF PREVIOUS STUDIES

	1972 Task Force	1973 VALC	1977 VALC	1979 Joint SubC'm	1981 Task Force	1983 Inst Gov't
FUNDING						
Substantially reduce State Funding of Offices	X					
Phase Out Local Supplements			X			
Make Salaries Consistent w/Local Scales			X			
Provide State Funds for Medical Benefits			X			
Increase State Support for Commonwealth Attorney's				X		
Change State Funding to Block Grant Formula					X	
COMPENSATION BOARD						
Abolish Board	X					
Maintian Board		X				
Expand Board to Five Members		X				
Increase Number of Board Staff		X				
PROCEDURES						
Amend Appeals Procedures	X					
Provide Fund Advance Rather Than Reimburse					X	
Make Budget Submission Date Earlier						X
Promulgate Regulations/Guidelines						X

1977 **Study of Pay and Fringe Benefits of
Constitutional Officers Report of the Virginia
Advisory Legislative Council (HD 11)**

Members: Delegate Robert R. Gwathmey, III, Chairman
Edwin B. Baker, Attorney
Beverly Beidler, City Council
Patrick J. Bynum, C'wealth Attorney
Senator Charles J. Colgan
Charles B. Covington, Treasurer
Delegate Richard W. Elliott
Senator Dudley J. Emick
Samuel S. Gusler, Board of Supervisors
Delegate Johnny S. Joannou
William S. Kerr, C'wealth Attorney
Alma Leitch, Commissioner of Revenue
Delegate C. Hardaway Marks
W. R. Moore, Board of Supervisors
Samuel W. Swanson, Clerk of the Circuit Court

Recommendations

Current Status

- | | | |
|---------|--|---|
| 11
1 | ◦ Constitutional Officers should request budgeted salaries which are consistent with the prevailing rates of compensation for local employees in their respective locality. The Compensation Board should strive to fund salaries for the offices which are consistent with comparable local scales. | Salary Scales Based on State Scales Rather Than Local Scales Have Been Adopted By The Board |
| 11 | ◦ Funding should be appropriated to the Compensation Board to provide full or partial payment of hospital and medical insurance benefit costs for employees of Constitutional offices. | Not Implemented |
| 11 | ◦ Funding provided the Compensation Board should be increased to provide for improved training and necessary equipment in Commonwealth Attorneys offices. | Partially Implemented Through Commonwealth Attorneys Services and Training Council |
| 11 | ◦ A study should be undertaken to review excess fee collection distribution by the Clerks of the Circuit Court, and pay supplements provided to Constitutional Officers generally. The committee concluded that supplements should be phased out as greater parity in local pay scales was achieved. | Not Implemented |

1977 Report of the State Compensation Board on the Feasibility of Establishing A Position Classification Plan for Law Enforcement Officers Whose Salary is Supported in Whole or in Part by the State. (HD 3)

Members: Fred G. Pollard, Chairman
W. H. Forst
Charles K. Tribble

Recommendations

The Compensation Board was charged by joint resolution of the 1975 legislature with completing a careful study of the desirability of establishing a pay plan for the classification "Deputy Sheriff". The Board concluded that statutory salary ranges stipulated for Deputy Sheriff, local correctional officers, and courtroom security officers provided sufficient general guidance for the Board to base its decisions. The Board reported that a statewide position classification plan would limit the flexibility of the Board in responding to the needs of local government, and therefore recommended no further legislative or administrative action at that time.

Current Status

The Board Completed Implementation of Pay Plans for Sheriffs Deputies by 1977

The Board Completed Implementation of Pay Plans for Clerks of the Circuit Court by 1984

The Board Completed Implementation of Pay Plans for All Other Officers by 1985

1977 Report on Full time Commonwealth's Attorneys —
(HD 19)

Members: Delegate George E. Allen, Chairman
Senator Hunter B. Andrews
Senator Howard P. Anderson
Senator A. Joe Canada, Jr.
Delegate C. Hardaway Marks
Delegate A. L. Philpott
Delegate Floyd C. Bagley
Delegate Raymond R. Robrecht
Martin F. Clark, C'wealth Attorney
Robert F. Horan, Jr., C'wealth Attorney
E. Carter Nettles, Jr., C'wealth Attorney
Royston Jester, III, C'wealth Attorney
Joseph A. Massie, Jr., Attorney
Stephen M. Phelps, Insurance Broker
Thomas S. Winston, Attorney
Sam Garrison, Attorney
Claudette B. McDaniel, Housewife

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13
-

Recommendations

Current Status

- Commonwealth Attorneys should be employed on a full time basis in each locality with a population greater than 35,000. Implemented

- Based on the availability of funds, the state should provide sixty percent support for the costs of Commonwealth Attorneys offices. Not Implemented

- Commonwealth attorneys should be relieved of any responsibilities for defense of Constitutional Officers in civil matters. Implemented

- That the state Attorney General should consider and provide an intrepertation of Article VII, Section 4 of the Constitution as it regards whether a single Constitutional Officer could serve more than one locality. Not Implemented

1979 Report of the Commission on State Aid to
Localities and the Joint Subcommittee on
Annexation (HD 26 & HD 40)

Members: Senator Thomas J. Michie, Jr., Chairman
Senator Peter K. Babalas
Delegate Robert B. Ball
Roderick J. Britton
Stuart W. Connock
Delegate C. Richard Cranwell
Senator Joseph V. Gartlan
Senator Virgil H. Goode, Jr.
Delegate Franklin P. Hall
Delegate George H. Helig, Jr.
William B. Hopkins
Delegate George W. Jones
R. L. Light
Senator Wiley F. Mitchell
Senator William F. Parkerson
J. Lewis Rawls, Jr.
Delegate C. Jefferson Stafford
Senator William A. Truban
Delegate Robert E. Washington
Senator Edward E. Willey

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Recommendations

Current Status

The study committees were charged by the 1978 legislature with developing recommendations on state assistance to localities, ultimately resulting in the introduction and adoption of HB 599. Among the recommendations pertinent to the current examination were the following:

- | | |
|---|-----------------|
| ◦ An objective formula should be used to determine the level of state aid to localities for support of law enforcement. | Not Implemented |
| ◦ Localities should not retain fees paid to the District Courts. | Implemented |
| ◦ The offices of Commonwealth Attorneys should be supported entirely with state funding. | Not Implemented |

1981 Compensation Board Task Force on the System of —
Funding of Constitutional Offices

Members: L. Gene Harding, Treasurer
Richard H. Barrick, C'wealth Attorney
Richard D. Brown, DPB
Cole Hendricks, City Manager
Donald N. Johnson, County Administrator
Ray B. Jones, Director of Finance
William E. Maxey, Circuit Court Clerk
Herbert Parr, DOC
Taylor C. Wilson, Commissioner of Revenue
Andrew J. Winston, Sheriff

Recommendations

Current Status

This Executive Branch study committee was established to make recommendations for improvement in the system of funding Constitutional offices. The committee's major finding was that there was a lack of clearly documented policies and procedures governing state funding of Constitutional offices. The committee made the following recommendations:

- State funding should be distributed to the offices on the basis of Block Grant Entitlements. Not Implemented
- Predetermined guidelines considering population, workload and other factors should be developed to establish the amounts of Block Grant funding. Not Implemented
- Each Constitutional Officer should be allowed to utilize state funds provided through the new system in his own discretion for operation of the office. Not Implemented
- The system of reimbursement for actual expenses should be abandoned and replaced with block grant advances. Year end balances of state funding would be retained by the locality. Not Implemented

1983 Report to the Virginia Association of County Administrators on The Funding Of Local Executive Constitutional Officers

Source: Institute of Government of the University of Virginia

Recommendations

Current Status

This study was commissioned by the Association of County Administrators to examine the problems associated with the Virginia system of financing constitutional offices and possible options if changes in the system were contemplated. Among the study's major findings and recommendations were the following:

- ° The schedule for annual submission of local budgets to the Compensation Board should be accelerated to permit better budgetary planning at the local level. Not Implemented
- ° The Compensation Board should develop and publish clear regulations or guidelines to govern the distribution of funds to the local offices. Not Implemented

COMPENSATION BOARD PAID EXPENSES OF CONSTITUTIONAL OFFICES
 =====

	COMMONWEALTH ATTORNEYS	SHERIFFS	CLERKS	TREASURERS	COMMISSIONERS OF REVENUE
SALARY-Officer	100%	100%	100%	80%	77%
BENEFITS-Officer	100%	100%	33%	80%	77%
SALARY-Employees	100%	100%	100%	50%	50%
BENEFITS-Employees	100%	100%	33%	50%	50%
TEMPORARY EMPL'S	100%	100%	100%	50%	50%
POSTAGE	100%	100%	100%	50%	50%
L60C MEETING	100%	100%	100%	50%	50%
LIABILITY INSURANCE	100%	100%	100%	100%	100%
STATIONERY	100%	100%		50%	50%
TELEPHONES	100%	100%		50%	50%
OFFICE EQUIP	100%	100%		33%	33%
DATA PROC EQUIP/WP	33%	100%		33%	33%
DATA PROC OPERATIONS				50%	50%
MILEAGE		100%			50%
CRIM LAW REPORTER	100%				
MAINTENANCE RADIOS		100%			
RADIO EQUIP		33%			
ERRORS & OMISSIONS			100%		
ASSOC. DUES			100%	50%	
COPY MACHINES			100%		
MICROFILM INDEX			varies		

NOTES

 Benefit Expenses Include Social Security, Retirement, Life Insurance - No Medical

Employees in 3 Treasurers Offices are supported 67% and 3 Offices 100%

State Contribution to Treasurer's Salary Increases Each Year Since 1980

JOINT SUBCOMMITTEE ON THE COMPENSATION BOARD
AND
STATE SUPPORT OF CONSTITUTIONAL OFFICERS
ISSUE PAPERS

Issue: EMPLOYEE SALARIES

Problem: Should the salaries of the employees of locally elected constitutional officers be increased at a greater rate than employees of the Commonwealth during the 1988-90 biennium?

Summary: The Compensation Board approved salaries paid to employees of local constitutional officers are linked to the salaries paid to state employees for similar jobs. This linkage is beneficial in that it provides for competitive and uniform salaries without the need for individualized market surveys for each office. In compliance with §14.1-73:2 Code of Virginia the salaries of deputy sheriffs are linked to those paid to state Corrections Officers. The salary range for deputy sheriffs is higher than the range for state Corrections Officers. On average, Deputy sheriffs' salaries exceed the salaries paid by local police departments for comparably sized localities.

Background: The Compensation Board's salaries for employees of locally elected constitutional officers are set in accordance with a pay plan for each officer. The typical pay plan for employees of local constitutional officers is based on the pay plan for classified state employees that is administered by the Department of Personnel and Training. The level of compensation for each job class in the constitutional officers' pay plans is tied to a corresponding job class in the state pay plan. For example the compensation of a Clerk Typist II in the pay plan for employees of the Treasurers is tied to the compensation authorized for an Office Services Assistant in the state classified pay plan. The job classes authorized for the employees of each constitutional officer and the corresponding state job classes are shown in Appendix 5.

The salaries in these pay plans are kept up to date and competitive with the private sector in two ways. First, each year the Department of Personnel and Training (DPT) conducts a market survey to determine the competitiveness of state salaries with those paid by the private sector. The results of this survey are used to establish the amount of the July 1 salary increases for state employees. Second, DPT conducts compensation analyses on specific state job classes at any time during the year that conditions indicate the existence of problems that might be related to compensation. Examples of such problems are high rate of turnover in the job class and difficulty in attracting qualified applicants. In both of these cases, the same percentage increase can also be applied to employees of constitutional officers since the pay plans used by the Compensation Board are linked to the plan used for state employees.

Discussion: With the exception of sheriffs deputies, no requests have been presented for exceptional salary adjustments. The

Virginia Sheriffs' Association has indicated the desire to see a one grade (9.3%) increase in compensation for all deputy sheriffs.

Despite the provisions of §14.1-73.1:2 of the Code which link the compensation of deputy sheriffs to that of Corrections officers, comparisons have been made with the compensation of local police departments. There are several reasons for such a comparison:

1. Virginia is unique in its funding of sheriffs' offices, making comparable data from other states unavailable.
2. The law enforcement aspects of the work done by local sheriffs departments overshadow the more mundane, but no less important work, of the jail operations, court room security and service of process.
3. Actual practice in many small localities makes it difficult to differentiate individual deputies according to the three categories of law enforcement, jail and court room security.

At present, 4,173 deputies are employed in the Commonwealth, 2,435 or 58.4% of them are considered jail officers, 515 or 12.3% are considered courtroom security officers, and 1,223 or 29.3% are considered law enforcement deputies.

In light of the overwhelming percentage (70%) of deputies who perform duties other than law enforcement, the Correctional Officer B appears to be a reasonable peer group. The FY1987-88 salary range for the Correctional Officer B is \$16,025 to \$21,889, with a midpoint of \$18,957. The salary range for a deputy sheriff is \$16,167 to \$23,093, with the midpoint at \$19,630. This comparison results in a positive salary deviation for sheriffs deputies of 0.9% at the minimum, 5.5% at the maximum, and 3.6% at the midpoint.

A comparison of state compensation paid to deputy sheriffs with that of local police officers is informative so long as the comparison is limited to deputies with law enforcement duties. The effect of this is to limit the comparisons to localities with less than 100,000 population. No sheriffs office presently performs law enforcement duties in localities with a population in excess of 100,000.

Exhibits 3 and 4 compare the data on police officers salaries to law enforcement deputies within the same population bracket. A salary deviation is calculated at the minimum, maximum, and midpoints. The exhibit also includes, when applicable, the local supplement paid to deputies in addition to the salaries established by the state. Complete data supporting this exhibit is provided in Appendix 6.

Exhibit 3 reveals that salaries paid to deputies in the population bracket under 10,000 are 10.3% greater at the minimum, 21.4% at the maximum and 16.8% at the midpoint. The number of sheriffs' offices with law enforcement duties is 15, which represents 17% of the total.

The next population bracket is 10,000 - 19,999. Here, salaries of deputies is 0.2% greater at the minimum, however, they lag by 1.6% at the maximum and 0.8% at the midpoint. There are 27 sheriffs' offices with law enforcement duties which represents 31% of the total.

The deviation in salaries for deputies in the population bracket between 20,000 and 39,999 begin to lag at all ranges. The lag is 0.4%, 8.4% and 5.3% at the minimum, maximum, and midpoint, respectively. A number of localities pay their deputies a supplement to the state salary. When this is averaged in, salaries for deputies is 0.3% greater at the minimum. The deviation improves somewhat at the maximum and midpoint to -7.3% and -4.3%. There are 29 law enforcement sheriffs' offices which represents 33% of the total.

The deviation in deputy salaries continues to improve in the 40,000 - 69,999 population bracket. Here, salaries lag 4.2% at the minimum, 7.0% at the maximum, and 5.9% at the midpoint. Again, a number of localities provide supplements to deputies. The deviation in salaries is more respectable at -1.8% at the minimum, -4.0% at the maximum, and 3.1% at the midpoint. The number of sheriffs departments with law enforcement duties is 15, which represents 17% of the total.

There is one sheriffs' office within the 70,000 - 99,999 population bracket. However, since there are no cities and subsequently no police departments for comparison, no deviation is calculated for this bracket.

Statewide, deputies with law enforcement duties fare better than local police officers by 1.5% at the minimum, 1.1% at the maximum, and 1.1% at the midpoint. When local supplements are averaged in, deputies salaries are greater than that of police officers by 2.2% at the minimum, and 2.1% at both the maximum and midpoint.

EXHIBIT 3

COMPARISON OF DEPUTY SHERIFFS' COMPENSATION TO LOCAL POLICE
DEVIATION BY POPULATION BRACKET (NO LOCAL SUPPLEMENT)

POPULATION BRACKET	MINIMUM	MAXIMUM	MIDPOINT
UNDER 10,000	10.3%	21.4%	16.6%
10,000 - 19,999	0.2%	(1.6%)	(0.8%)
20,000 - 39,999	(0.4%)	(8.4%)	(5.3%)
40,000 - 69,999	(4.2%)	(7.0%)	(5.9%)
70,000 - 99,999	N/A	N/A	N/A
100,000 - 249,999	N/A	N/A	N/A
OVER 250,000	N/A	N/A	N/A
TOTAL DEVIATION	1.5%	1.1%	1.1%

EXHIBIT 4

COMPARISON OF DEPUTY SHERIFFS' COMPENSATION TO LOCAL POLICE
DEVIATION BY POPULATION BRACKET (WITH LOCAL SUPPLEMENTS)

POPULATION BRACKET	MINIMUM	MAXIMUM	MIDPOINT
UNDER 10,000	10.3%	21.4%	16.6%
10,000 - 19,999	0.2%	(1.6%)	(0.8%)
20,000 - 39,999	0.3%	(7.3%)	(4.3%)
40,000 - 69,999	(1.8%)	(4.0%)	(3.1%)
70,000 - 99,999	N/A	N/A	N/A
100,000 - 249,999	N/A	N/A	N/A
OVER 250,000	N/A	N/A	N/A
TOTAL DEVIATION	2.2%	2.1%	2.1%

ISSUE: EMPLOYEE PAY PLANS

PROBLEM: What is the magnitude of the problem created by the lack of funds for full implementation of the pay plans for employees of local constitutional officers?

SUMMARY: The cost to the state for addressing the inequities resulting from implementation of pay plans for employees of local constitutional officers is estimated at \$874,291 for each year of the 1988-90 biennium, including Compensation Board approved employee benefits. Localities would incur an additional cost of \$247,434 for each year of the biennium, including Compensation Board approved employee benefits.

BACKGROUND: The compensation of all employees of locally elected constitutional officers is set in accordance with standardized pay plans. A separate pay plan exists for the employees of each constitutional officer. The plans for the employees of the Treasurers, Commissioners of the Revenue, Directors of Finance, Commonwealth's Attorneys and Sheriff's support personnel were implemented on July 1, 1985. The plan for employees of Clerks of the Court was implemented on July 1, 1984. The pay plan for Deputy Sheriffs was phased in between 1972 and 1976. The compensation of law enforcement deputies was standardized in a statewide pay plan in 1972. The compensation of jail deputies followed in 1975 and that of courtroom security deputies was standardized in 1976. Periodic adjustments have been made to each of these plans in an attempt to maintain the position relative to the state classified pay plan and respond to changes in the job market. These adjustments are summarized in Exhibits 5, 6 and 7. Appendix 3 provides an annual breakdown of the same information. Each pay plan sets out the job titles, or classes, that will be recognized by the State Compensation Board for budgetary and reimbursement purposes.

All of the pay plans for employees of constitutional officers were originally intended to have the eight step format of the state pay plan. In all but one case, the pay plan for employees of the Clerks of the Court, lack of sufficient funds to provide for full implementation of the eight step plans lead the Compensation Board to add an additional step at the bottom of each pay grade. As a result, with the exception already mentioned, the pay plans used by the Compensation Board utilize nine steps in each pay grade rather than the eight steps used by the state. For practical purposes this has two effects: 1.) the entry level salary for an employee of a local constitutional officer is one step (4.56%) less than the entry level for the corresponding state job class, and 2.) it takes nine years for an employee of a local constitutional officer to move from the entry level (step 1) of a job class to the maximum level for that job class (step 9).

A further, and more serious, implication of the lack of

funding for implementation of the pay plans was the need to place some employees in lower job classes or at a lower step within a job class than requested by the local officer, even though the requested classification may have been justified. This action lead to a correspondingly lower level of compensation for the affected individuals. An additional \$23,500 was provided by the 1987 General Assembly to partially address this problem.

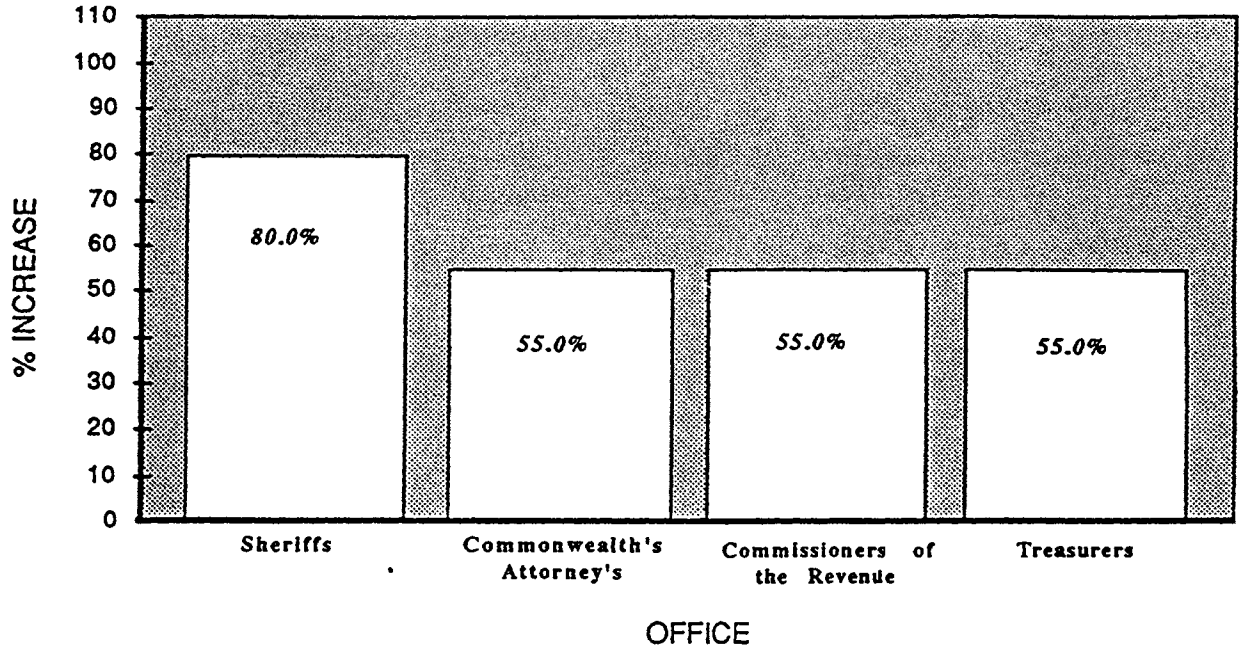
DISCUSSION: A review of the personnel files maintained by the State Compensation Board was conducted to determine effect of the lack of sufficient funds for full implementation of the pay plans. The files of each employee of all constitutional officers were examined individually in a multi-step process:

1. Those who were hired after the implementation of the respective pay plans were eliminated. Since they were hired into a job at a known rate of compensation, no inequity can be assumed.
2. Employees who were placed in the job classification and pay step as requested by the local constitutional officer were also eliminated, since granting of the request was assumed to be equitable.
3. Employees who have been promoted were eliminated from further consideration. The promotion to a higher job classification was assumed to have address any inequities that may have existed in the original placement in the pay plan.
4. Remaining employees were evaluated to determine if the job classification and the salary step within the classification appeared to be appropriate, given the incumbents duties and years of experience. The appropriateness of the requested job classification for the particular locality was also considered.

A summary table of this analysis is attached as Exhibit 8 on the following page.

EXHIBIT 5

**OFFICER'S SALARY INCREASES
FY 1981 TO PRESENT***



* Data for Clerk's of the Court begin with FY 1983.

EXHIBIT 6

**OFFICER'S SALARY INCREASES
FY 1983 TO PRESENT**

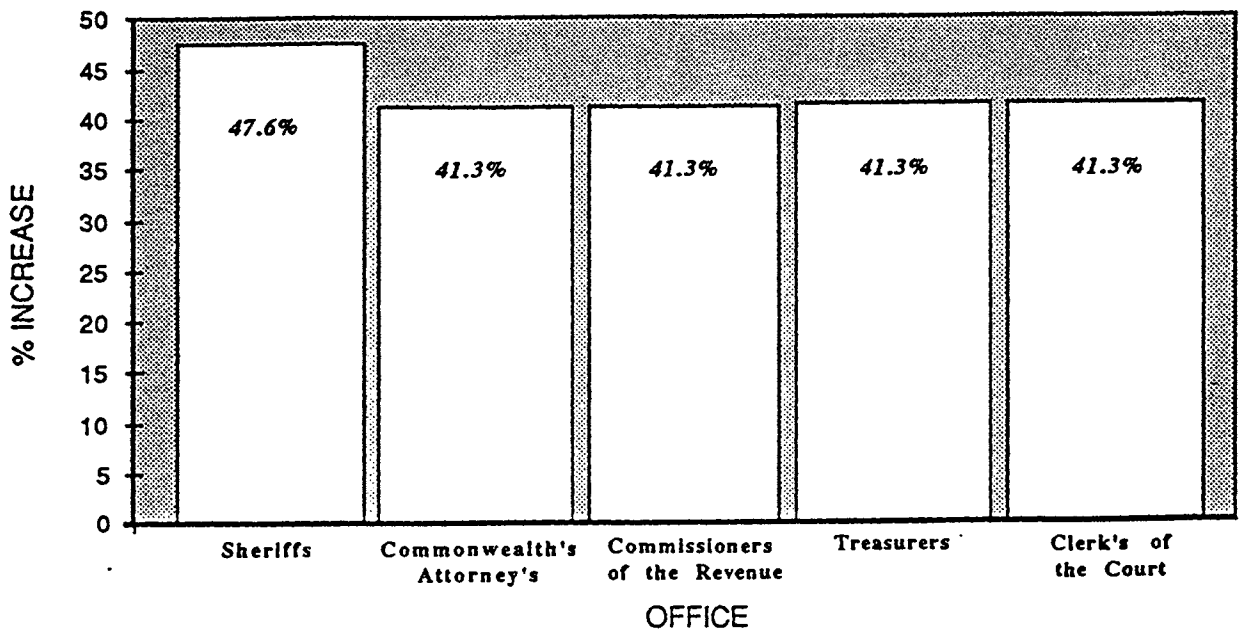


EXHIBIT 7

EMPLOYEES' SALARY INCREASES

FY 1981 TO PRESENT

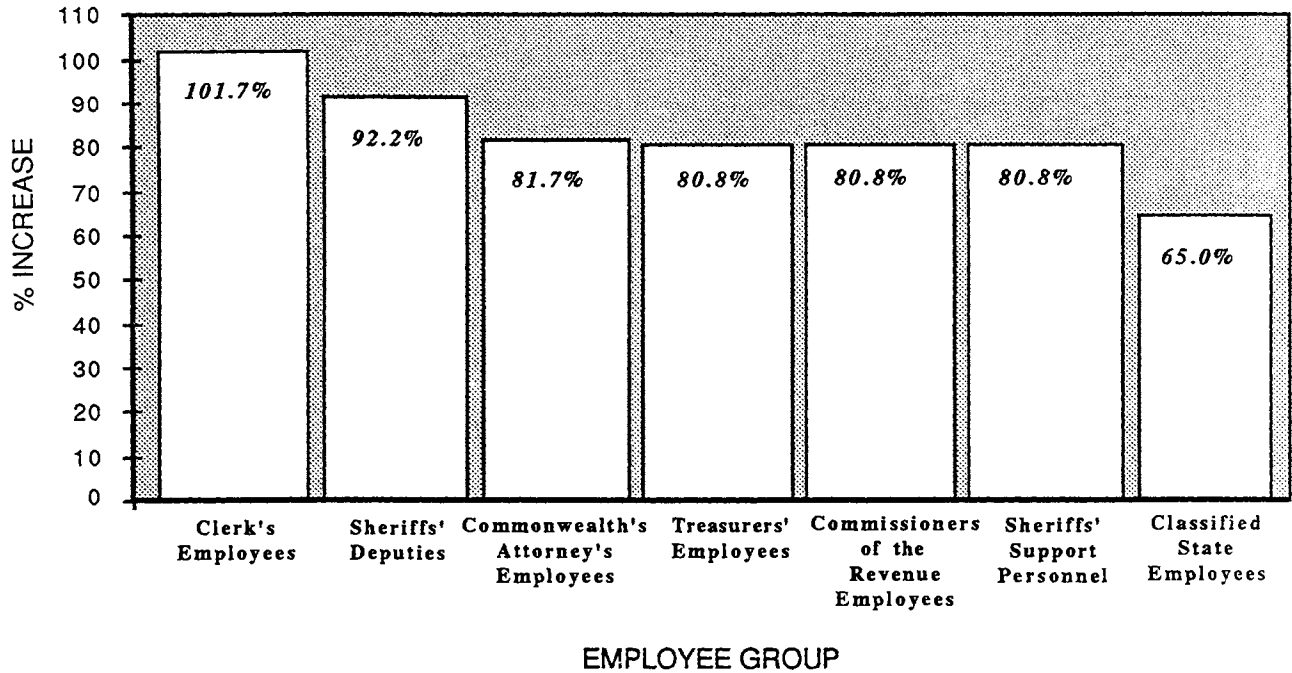


EXHIBIT 8
 IMPLEMENTATION OF PAY PLANS
 CORRECTION OF UNDER FUNDING

OFFICER	STATE COST	LOCAL COST	TOTAL COST
COMMONWEALTH'S ATTORNEYS	\$253,073	-0-	\$253,073
TREASURERS	152,332	152,332	304,664
COMMISSIONERS OF THE REVENUE	95,102	95,102	190,204
SHERIFFS' SUPPORT PERSONNEL	264,846	-0-	264,846
CLERKS OF THE COURT	108,938	-0-	108,938
TOTAL COST	<u>\$874,291</u>	<u>\$247,434</u>	<u>\$1,121,725</u>

ISSUE: EMPLOYEE BENEFITS

PROBLEM: Should the state assume the cost of the employee's share of retirement, life insurance and health insurance?

SUMMARY: The cost for the state assumption of all employee benefits is estimated at \$18,412,420 for each year of the 1988-90 biennium. A detailed breakdown of this cost is given in Exhibit 10.

BACKGROUND: Four employee benefits are commonly provided to employees of large organizations: 1. Health Insurance; 2. Life Insurance; 3. Retirement and; 4. Social Security. The last of these, Social Security, is of course required by Federal legislation, or in the case of a governmental unit by agreement with the Federal Government. The remaining three benefits are customarily provided by the employer through a group plan. The advantage of a group plan is that the cost of providing the benefit is cheaper on a unit basis. The cost of coverage may be borne entirely by the employee, entirely by the employer or it may be shared by the two. In the case of state employees all three are paid for by the state. Only in the case of family health insurance coverage is any cost borne by the individual state employee. In the case of employees of constitutional officers, these benefits are provided at the discretion of the locality.

Most localities provide for all three benefits on a group basis, with the cost borne either in whole or in part by the locality. The results of a survey of employee benefits conducted by the Center for Public Policy at Virginia Commonwealth University, and follow up by staff of the joint subcommittee is provided in Exhibit 9.

EXHIBIT 9 NUMBER OF LOCALITIES WITHOUT EMPLOYEE BENEFITS	
RETIREMENT 1	-0-
GROUP LIFE 2	3
HEALTH INSURANCE 3	4

1. Participation in retirement plans requires a varying degree of employee participation.
2. Two of these localities are currently investigating group life plans.
3. Six other localities offer group health insurance with full cost borne by the employee.

As the exhibit shows a small number of localities make no provision for employee benefits, beyond the legal requirement for Social Security payments. The Compensation Board reimburses localities for

the employers cost of Retirement and Life Insurance. At present the state rates for these benefits are 7.51% and 0.71% of salary, respectively. No provision is made to reimburse localities for the cost of health insurance.

Prior to FY 1984, the cost of these employee benefit programs was shared by the state with its employees. The approximate percentages of salary at that time were:

BENEFIT PROGRAM	STATE SHARE	EMPLOYEE SHARE
HEALTH INSURANCE ¹	100.00%	-0-
LIFE INSURANCE	0.71%	0.29%
RETIREMENT ²	3.75%	5.00%

Notes:

1. The cost of health insurance is not based on a percentage of salary, employee only coverage.
2. The state share of retirement costs as a percentage of salary varies yearly. For 1988 this state share will be 7.51%

At the time the state assumed the employee's share of the cost of these benefit programs, consideration was given to assumption of the same costs for employees of constitutional officers. The proposal was rejected; however, due the large number of differing programs administered by the 121 localities.

In lieu of the assumption of the employee's share of the cost of these benefit programs, which had been provided for state employees, the employees of constitutional officers received salary increases in FY1984 and FY1985. Employees of constitutional officers also continued to receive compensation increases during this period. The salaries of state employees were frozen at this time.

The Compensation Board continues to provide funding for the employer's cost of life insurance and retirement. These rates will be 7.51% for retirement and 0.71%. Localities with populations greater than 5,000 are required by § 51-111.31 and §51-111.67:2 of the Code of Virginia to allow the employees of constitutional officers to participate in retirement and group life insurance programs offered to the locality's own employees.

DISCUSSION: The main problem inherent in the state assumption of

the employee's share of benefit costs continues to be the multitude of health insurance programs administered at the local level. This could be overcome by setting a the standard reimbursement rate at either the average cost for state employees or the state cost for employee only coverage.

The earlier decision to forgo assumption of employee benefit costs in favor of continued salary increases for employees of constitutional officers has added another layer of difficulty with regard to retirement and life insurance. It forces the question of equity with state employees for whom payment of employee benefit costs was assumed in lieu of pay increases in 1984 and 1985. The question of whether to offset any benefit assumption for employees of constitutional officers with a corresponding decrease in the July 1 salary increase must be raised if equity is to maintained with state employees.

Finally there is the question of those few localities which offer no employee benefits beyond social security.

EXHIBIT 10
 ASSUMPTION OF EMPLOYEE BENEFIT COSTS
 ANNUAL COSTS

	STATE COST	LOCAL COST	TOTAL COST
LIFE INSURANCE			
TREASURERS	20,966	20,966	41,932
COMM OF REVENUE	17,669	17,669	35,338
COMM ATTORNEYS	50,424	-0-	50,424
CLERKS	3,704	7,480	11,184
SHERIFFS	343,454	-0-	343,454
TOTAL: LIFE INSURANCE	\$436,217	\$46,115	\$482,332
RETIREMENT			
TREASURERS	343,417	343,417	686,834
COMM OF REVENUE	304,645	304,645	609,290
COMM ATTORNEYS	869,393	-0-	869,393
CLERKS	60,671	121,342	182,013
SHERIFFS	5,921,635	-0-	5,921,635
TOTAL: RETIREMENT	\$7,499,761	\$769,404	\$8,269,165
HEALTH INSURANCE			
TREASURERS	809,856	809,856	1,619,712
COMM OF REVENUE	673,287	673,287	1,346,574
COMM ATTORNEYS	706,316	-0-	706,316
CLERKS	511,008	1,022,016	1,533,024
SHERIFFS	7,775,975	-0-	7,775,975
TOTAL: HEALTH INS.	10,476,442	2,505,159	12,981,601
GRAND TOTAL	18,412,420	3,320,678	21,733,098

Assumptions:

- 1.) Reimbursement at 100% for Sheriffs & Commonwealth's Attorneys.
- 2.) Reimbursement at 50% for Treasurers & Commissioners of the Revenue.
- 3.) Reimbursement at 33.33% for Clerks of the Court.
- 4.) 1988-90 requested salaries and FTE employees used as base.
- 5.) No benefit assumptions for temporary employees.

ISSUE: NORTHERN VIRGINIA DIFFERENTIAL

PROBLEM: Should the state authorize and fund a Northern Virginia differential for employee personnel costs?

SUMMARY: The cost to the state for a Northern Virginia salary differential is estimated at \$6,539,239 for the 1988-90 biennium. No additional local cost is anticipated since it is expected that the additional state funding will be used to supplant existing local government expenditures for differentials and/or supplements.

BACKGROUND: In order to attract and retain competent employees for their constitutional officers, Northern Virginia local governments have integrated constitutional officer employees in the local government personnel system. The employment procedures, salary levels and benefits, disciplinary and grievance process, and other personnel related issues for these personnel are in reality established by the local government. The constitutional officer employees are treated and viewed as local government employees. The local governing body then uses the state reimbursement to simply offset the major employee costs. The constitutional officer employee pay and benefit plans are then administered in the same manner as for other local employees. The net result of this practice is a differential and/or supplement funded by the local units of government. The midpoints of job classifications used in Northern Virginia are detailed in Appendix 6.

State Compensation Board reimbursements do not provide a salary differential for Northern Virginia constitutional officers and their employees. The Board has not been directed by the General Assembly to provide such nor does it possess sufficient funds to do so on its own. However, the Northern Virginia constitutional officers continue to request a funding differential from the Board.

DISCUSSION: The Commonwealth has long recognized that a higher wage is required in the Northern Virginia area if state government is to attract and retain a competent work force. This policy has resulted in salary differentials being provided to state employees working in the jurisdictions comprising Planning District 8 (Cities of Alexandria, Falls Church, Fairfax, Manassas and Manassas Park; Counties of Arlington, Fairfax, Prince William and Loudoun). The amount of the differential provided varies and is based on the prevailing area wage for comparable positions. For example, the amount for a Tax Examiner is 9.3% while an Office Services Aide receives a 19.6% differential.

It is possible to estimate the costs of a State funded Northern Virginia differential by applying the same percentage

differential to local constitutional officer employees that is provided to State employees whose job function and title are similar. However it should be noted that even with a differential, some state employees are still compensated at a level lower than their local government counterparts. Since a differential is already provided with local funds, a state funded differential would primarily be used to reduce the amount of local funding currently provided.

Using information supplied by the Compensation Board and the Department of Personnel and Training, it was determined that the additional cost to the Commonwealth of a Northern Virginia differential for constitutional officer employees in fiscal year 1988-89 is \$3,185,383. This amount includes the 15.73% required to cover increased fringe benefit costs caused by the salary adjustment. In fiscal year 1989-90, this amount will increase to \$3,353,856 due to projected annual step increases. These costs are summarized in Exhibit 11.

These amounts could increase should a higher differential be approved for individual employee classes or should the base salary for any constitutional officer employee class be adjusted upward by the General Assembly.

EXHIBIT 11 ESTIMATED COST OF NORTHERN VIRGINIA DIFFERENTIAL 1988-90 BIENNIUM			
OFFICER	STATE COST	LOCAL COST	TOTAL COST
COMMONWEALTH'S ATTORNEYS	\$785,718	-0-	\$785,718
TREASURERS	649,521	-0-	649,521
COMMISSIONERS OF THE REVENUE	619,003	-0-	619,003
SHERIFFS	3,238,291	-0-	3,238,291
CLERKS OF THE COURT	1,246,706	-0-	1,246,706
TOTAL COST	<u>\$6,539,239</u>	<u>-0-</u>	<u>6,539,239</u>

ISSUE: COMPENSATION OF COMMONWEALTH'S ATTORNEYS

PROBLEM: Are Commonwealth's Attorneys in jurisdictions of less than 35,000 population appropriately compensated?

SUMMARY: This problem is one element in a host of issues related to Commonwealth's attorneys in the state's smaller jurisdictions. Other concerns include increasingly complex criminal prosecutions, workload demands that extend beyond the courtroom and the use of part-time prosecutors. The limited data available suggests that a number of Commonwealth's attorneys may be devoting a high percentage of their total time to a position that is intended to be compensated as a part-time effort. These issues require a more detailed and comprehensive examination. The joint subcommittee may wish to continue its study or refer the issue to a legislative study group such as the Joint Legislative Audit and Review Commission for further review.

BACKGROUND: The Code of Virginia (§15.1-50.1) prohibits attorneys for the Commonwealth in counties with a population of more than 35,000 from engaging in the private practice of the law. Section 15.1-821 has a similar prohibition for Commonwealth's attorneys in cities except that in cities having a population of more than 17,000 and less than 35,000, private practice may be prohibited if the city council and the Compensation Board concur. The intent of these sections is to have the Commonwealth's attorney in the larger jurisdictions devote his full time to the office.

The survey conducted by Virginia Commonwealth University for the joint subcommittee found that in jurisdictions under 10,000 population, the percentage of the Commonwealth's attorneys' time spent in private practice ranges from 15 to 60 percent with an average of 41 percent. In jurisdictions of 10,000 to 20,000 population, it ranged from no time devoted to private practice to 50 percent of the time. The average time devoted to private practice by all in this grouping is 27 percent. Commonwealth's attorneys from areas with a population from 20,000 to 35,000 reported spending anywhere between zero and 50 percent of their time in private practice with an average of 24 percent.

DISCUSSION: The survey returns for these officers were incomplete with a return rate of only 71% . The majority of those failing to respond are counties in the population category of less than 35,000. Given the absence of complete data for the smaller offices, these numbers could be higher or lower. It may be inferred from the incomplete data that a number of the jurisdictions, where a full time effort is not prescribed by the Code, are devoting up to 100% of their time to the office. Thus, they are engaging in a greatly reduced private practice and in some cases have ceased private practice altogether. However these personnel are not compensated at a rate comparable with the increased or full time effort. The

appropriations act prescribes a sliding scale of compensation based on population for Commonwealth's attorneys. The rationale is that the offices in the smaller jurisdictions are operated on a part time basis and the incumbent will supplement his income with a private practice.

The survey was not designed to elicit further information on this particular issue and time did not permit further investigation by staff. There are number of possible reasons that could explain the survey findings. These include an increasing number of cases, more complex cases particularly in the area of criminal conspiracies and narcotics, additional time devoted to working with law enforcement agencies in developing cases and the increasing need for continuing education. It was noted that the presence of a state correctional facility also generates a substantial amount of additional work for prosecutors in the smaller jurisdictions.

This issue goes beyond financial considerations since various law enforcement agencies have begun to express concern about the ability of part-time prosecutors to devote the time and resources required to support major investigative efforts. The Governor's Commission on Efficiency in Government also raised questions about the continuing viability of part-time prosecutorial positions. It recently recommended that "Virginia's use of part-time prosecutors should be reviewed by the (Commonwealth's Attorneys Services and Training) Council, with the goal of assessing the continued viability of the approach, the impact of heightened statutory and ethical standards on the ability to maintain both a public and a private practice, and the Commonwealth's long-range prosecutorial needs." The Criminal Justice Services Board, in its annual report on Virginia's criminal justice system, has continually identified the need for specialized continuing education requirements for Commonwealth's attorneys.

The issues surrounding Commonwealth's attorneys are broader than compensation and require further examination. The joint subcommittee may wish to undertake such a study or refer the issue to a group such as the Joint Legislative Audit and Review Commission for further review.

ISSUE: CHIEF DEPUTY SALARIES

PROBLEM: Constituency associations have recommended the establishment of a chief deputy classification for the respective Constitutional Offices, the salary for which would be established in proportion to the principal officers salary.

SUMMARY: The extent of the need for chief deputy constitutional officers has not been determined. Further study of the issue is required before the scope and cost of this proposal can be determined.

BACKGROUND: The pay plans implemented by the Compensation Board for the various Constitutional Offices allocate position classifications based on locality population. Depending on the size of the locality, and the respective Constitutional Officer class, deputy or chief deputy positions are classifications established in the pay plans. The salaries authorized for these positions are not established on the basis of a percentage of the principal officer's salary. The salaries are instead generally based on the duties and responsibilities of the deputy position.

During the 1987 session of the General Assembly the Virginia Association of Locally Elected Constitutional Officers recommended the adoption of statutory or budgetary guidelines which would establish a minimum salary range for the chief deputy, or "second in command", classification. The minimum salary range was not addressed by the association, though the recommendation generally appeared to contemplate that the salaries for such classifications would be set as a substantial percentage of the level of salary paid the principal officer. Data presented by the association reflected a wide range of salaries for chief deputy positions.

DISCUSSION: Criteria for the establishment of a chief deputy classification have not been recommended to the Joint Subcommittee. Critical issues to be considered prior to acting on the proposal are:

- 1.) The size of office,
- 2.) The number of employees affected,
- 3.) The relationship of the chief deputy's duties to those of the principal officer, and;
- 4.) the cost to implement such a proposal.

COMPENSATION BOARD PROCEDURES

BACKGROUND: During the investigation of the issues summarized in this report a number of problem areas have been identified in Compensation Board procedures and organization. These procedural areas are documented in the following summaries.

ISSUE: AGENCY STAFFING

PROBLEM: The Compensation Board has inadequate administrative staffing to routinely conduct field visits and monitor officer budget implementation.

BACKGROUND: The Compensation Board is supported by a complement of ten positions, composed of the Executive Secretary, one other professional staff, and eight technicians. The agency provides budget review, approval and fund disbursement to over 600 Constitutional Offices. Previous studies have recommended increases in the administrative staffing of the Board in order to provide greater monitoring of field operations and the budgetary requests of the offices. Though the 1987 legislature approved the conversion of one temporary position to permanent status, the agency staffing has not appreciably changed in the past fifteen years. The agency has not requested any increase in administrative staffing for the 1988-90 biennium.

DISCUSSION: The addition of additional staff analyst positions could be considered for the purpose of increasing field monitoring visits and the depth of analysis involving officer budget requests. Increases in administrative staffing would likely place increasing demands on the management structure of the agency, potentially requiring changes in the Executive Secretary's responsibilities. Further review of the staffing needs of the Board may be required before a determination of exact staffing needs can be made.

ISSUE: BUDGET PLANNING, SUBMISSION DEADLINES & APPEALS

PROBLEM: Local interests and constituency associations have recommended changes in the budget submission schedule and methods of appeal of Compensation Board decisions.

BACKGROUND: Statutory provisions require Constitutional Officers to submit annual budget requests to the Compensation Board by March 1 each year. The Board is obliged, in so far as possible, to act on these requests by May 15. Final action by the Board frequently occurs later than this date, often after the beginning of the new fiscal year.

The budget submissions by the local offices is inconsistent with the Executive Budget process, which requires agencies, including the Compensation Board, to submit budget requests for the upcoming fiscal year by September 1 of the preceding fiscal year. Lacking specific budget requests, the Compensation Board is forced to make requests for funding in the executive budget which are not fully documented based on officer requests. Indeed, since these requests are not made until March 1 each year, the legislature also does not have the benefit of documented officer requests in its review of the Compensation Board's budget. Inconsistencies also exist in coordinating officers budget requests and funding decisions with local budget processes.

The statutes provide, after initial approval of officer budget requests by the Compensation Board, essentially two avenues for reconsideration. The first involves the filing of an administrative objection to the action of the Board. In such case a panel may be convened to review the matter, wherein the locality appoints two members to sit co-equally with the three Compensation Board members in the panel review. If a satisfactory agreement is not reached in this manner, or if the locality or the officer choose to forgo the administrative review, an appeal may be filed with the circuit court. This is the second reconsideration alternative. In the case of a request for judicial review a three judge panel is convened to settle the dispute. The judicial panel's ruling is final.

Review of objections and appeals filed regarding Compensation Board actions during the past five years reveals no clear pattern. On average about fifty to sixty objections and appeals are filed in any given year, though the year to year range has been twenty-seven to ninety. For the most part the appeals are resolved through compromise prior to a judicial panel ruling. Previous studies and testimony received by the joint subcommittee have suggested the need for changes in budget submission deadlines, publication of standards for budget review by the Board, and greater representation of the officers and localities in administrative appeals procedures.

DISCUSSION: Statutory changes could be proposed to accelerate submission deadlines for local offices. In order to have officer

requests received, reviewed and consolidated in time for inclusion in the Executive Budget process the deadline would need to be accelerated to approximately July 1 of the preceding fiscal year. The time lapse between submission and implementation might be mitigated if officer budgets were approved for a two year period, consistent with the state budget process. Final action on officer requests would need to remain in the Spring of each year in order to allow the Compensation Board adequate time to implement recommendations consistent with legislative budget actions.

Any changes to existing appeals procedures would likely only have the effect of lessening state control of fund approval. Statistics do not provide any clear indication of problems with existing procedures, since no objection or request for appeal is made in 85% to 95% of the cases. Indeed the statistics indicate that in the majority of cases a compromise is reached without need for judicial determination.

ISSUE: POSITION FUNDING

PROBLEM: The total employment levels for each of the several constitutional officers is not handled in the same manner as are the employment levels for state agencies.

BACKGROUND: The appropriations policy for the Compensation Board has been to fully fund approved positions. The agency Financial Proposal and such Addendum Requests as may be approved serve as the documentation for position levels. Previous operating experience of the Board demonstrates a 5% - 7% vacancy rate among the employees of the Constitutional Offices. Since funding is provided the offices on a reimbursement basis for actual expenses incurred, the existence of vacant positions allows the Board to begin accruing a fund surplus during the budget year. It is the Board's practice to monitor these accrued surpluses and at some point during the budget year, often in the last half or last quarter, to approve additional positions for selected offices. These additional positions are then funded from the surplus.

Analysis by the Department of Planning and Budget preparatory to the 1988-90 budget indicates that the Compensation Board has approved 241 more positions, or 7.4% more positions, than the number approved in the agency base budget. The annual value of these positions is estimated to be \$4.6 - \$4.8 million.

DISCUSSION: The Compensation Board exercises exclusive control statutorily for the approval of funding, and in practice positions, for each of the Constitutional Offices within the limits of funds appropriated by the General Assembly. The practice of approving additional positions utilizing accrued fund balances may be viewed as an effective management response, in order to maximize the use of available resources. At the same time, approval of positions during a portion of a budget year may be viewed as establishing a commitment to future funding where none has been appropriated. Over time such practices may inflate the funding requirements of the agency.

If desired, this practice could be eliminated or curtailed by the adoption of directive or limiting language within the Appropriations Act regarding the maximum number of funded positions established by the Compensation Board.

ISSUE: OFFICE AUTOMATION

PROBLEM: The Compensation Board has limited computer systems capability within its administrative office, requiring extensive manual recordation and retrieval of management information.

BACKGROUND: The Compensation Board's administrative staff maintains a computer assisted accounting system for processing of reimbursement requests from the local Constitutional Offices. The system is made up of a series of stand alone personal computers and a financial program connected to the state's central mainframe computer. Local offices submit hard copy vouchers and financial requests which are entered into the existing computer system by the technicians on staff. The system does not provide a full range of potential management information, particularly as it regards personnel data. Routine information inquiries to the Board often require extensive manual tabulation of data, which might otherwise be readily accessed with additional computer systems development.

DISCUSSION: Consideration of upgrading the existing information system appears reasonable, given the inadequacy of the existing personnel data maintained by the agency. Consideration could also be given to systems development which might assist local offices through reduction of manual paperwork transfer. The costs of systems development, however, are unknown, as no needs assessment or requirements analysis has been completed.

Completion of an independent needs assessment project will be required prior to development of a personnel management data system.

ISSUE: BUDGET MANUAL

PROBLEM: The Compensation Board does not issue a comprehensive set of instructions on budget preparation to the constitutional officers.

BACKGROUND: The Compensation Board provides budget instructions to the constitutional officers by means of letters. The majority of the instructions are included in two letters: one issued to cover budget requests and the other issued to cover budget implementation.

DISCUSSION: Most central state agencies compile comprehensive manuals for use by the agencies and organizations that make use of their services. Examples of these manuals are: the state budget manual, the state purchasing manual, the state personnel manual and the state accounting manual. Compilation of a budget manual by the compensation board would provide a central point of reference for the constitutional officers when making submissions to the Board. In keeping with the format of the other state manuals, a Compensation Board manual need not contain information on the internal procedures of the Board.

APPENDIXES

APPENDIX 1

Related Studies Undertaken During 1987

- SJR 174 Directing the Virginia State Crime Commission to examine the adequacy of law enforcement and related classes-salaries.
- SJR 162 Establishing a joint Subcommittee to examine courtroom security and the desirability of establishing uniform guidelines for assigning deputies within courtrooms.
- HB 1050 Directing the State Department of Planning and Budget to report on the scope of outstanding fees, fines and court costs owed to the Commonwealth, the responsibilities of the various agencies and entities regarding collections, and the methods by which collections can be improved and increased.
- HB 1050 Directing the State Department of Planning and Budget to examine the accuracy and methods used in the system of reporting local prisoner days for State reimbursement purposes.

APPENDIX 2

ORGANIZATIONS WHICH HAVE ASSISTED THE SUBCOMMITTEE

- Virginia Association of Counties
- Virginia Municipal League
- Virginia Commonwealth Attorneys Association
- Virginia State Sheriffs Association
- Virginia Circuit Court Clerks Association
- Virginia Commissioners of Revenue Association
- Virginia Treasurers Association
- Virginia Association of Locally Elected Constitutional Officers
- Compensation Board
- Center for Public Affairs, Virginia Commonwealth University
- Survey Research Laboratory, Virginia Commonwealth University
- The Department of Personnel and Training
- The Department of Planning and Budget

APPENDIX 3

OVERVIEW OF STATE ASSISTANCE TO
LOCALITIES FOR SUPPORT OF LOCALLY
ELECTED CONSTITUTIONAL OFFICERS

JOINT SUBCOMMITTEE
STUDYING COMPENSATION BOARD ISSUE

COMPENSATION BOARD BUDGETS (Major Categories)

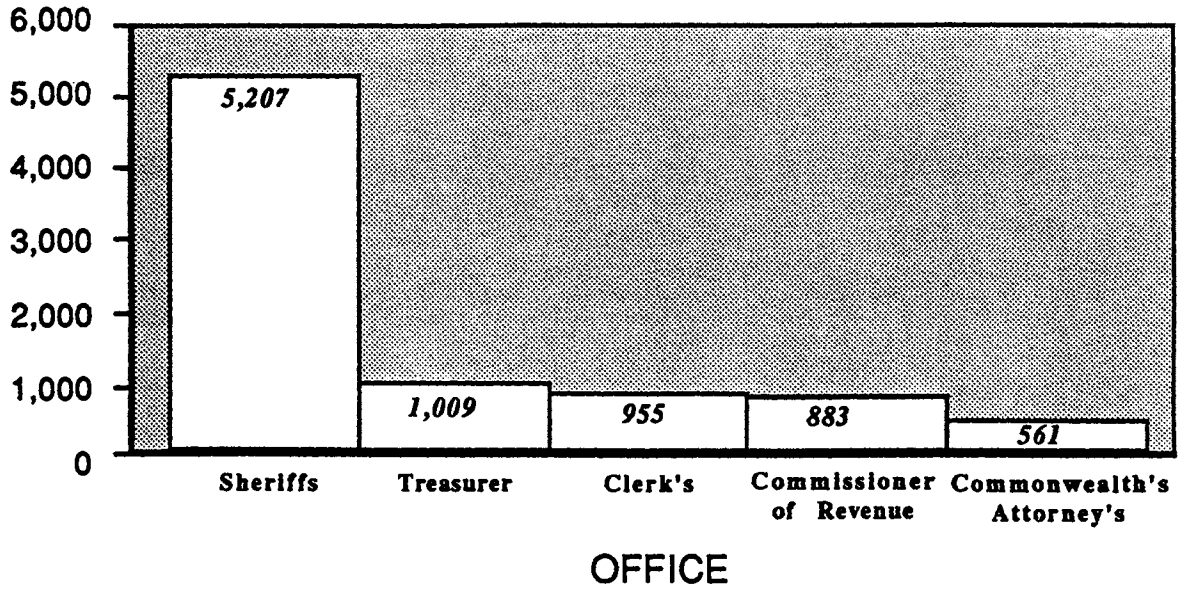
	<u>Commonwealth's Attorney's</u>	<u>Sheriffs</u>	<u>Clerks</u>	<u>Treasurer</u>	<u>Commissioner of Revenue</u>
Salary	100%	100%	100%	50%*	50%**
Benefits	100%	100%	33%	50%	50%
Temporary Employment	100%	100%	100%	50%	50%
Office Expenses	100%	100%	100%	50%	50%
Equipment	100%	100%	-0-	33%	33%

* 80% of Treasurer's salary and benefits.

** 77% of Commissioner's salary and benefits.

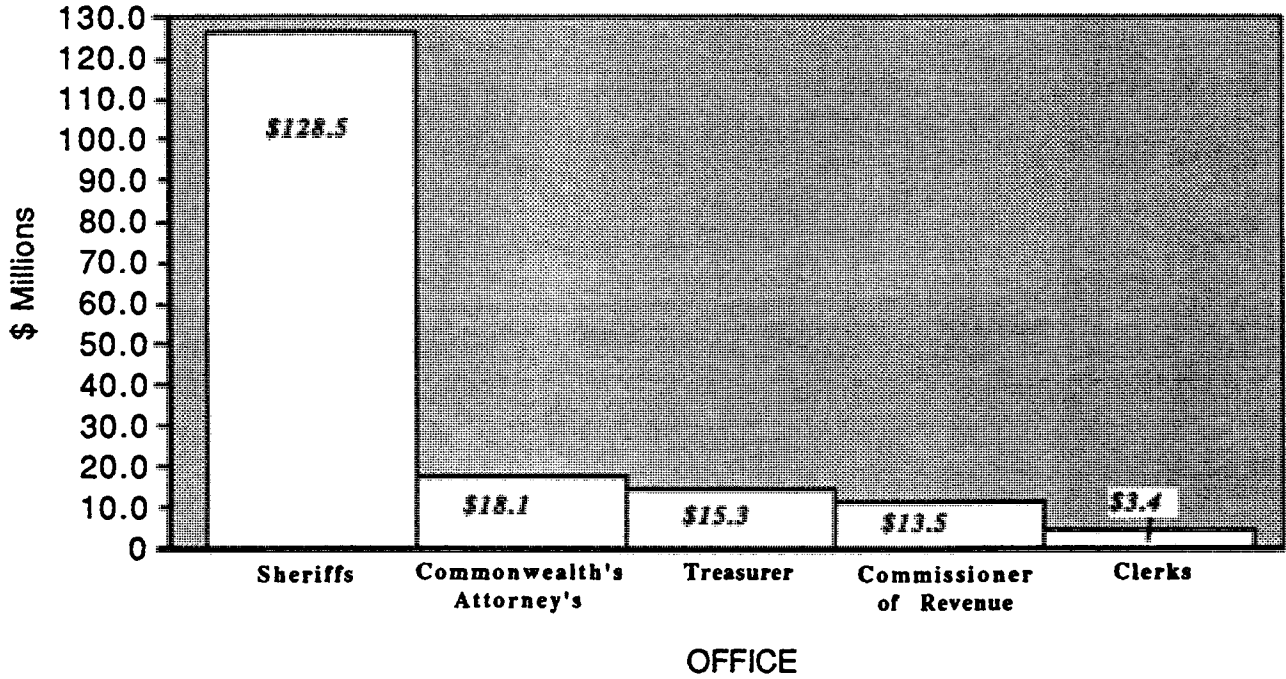
EMPLOYMENT OF OFFICES

(As of 7/1/87)



1987-88 GF BUDGETS OF OFFICERS

(\$ millions)



CAPITAL EXPENSES
CONSTITUTIONAL OFFICERS

DISTRIBUTION FORMULA IMPLEMENTED IN 1986-88
APPROPRIATIONS ACT CONSIDERS:

PRIORITY OF NEED

LOCALITIES FISCAL STRESS

APPLIES TO:

TREASURERS AND COMMISSIONERS -
DATA PROCESSING EQUIPMENT

COMMONWEALTH ATTORNEYS -
WORD PROCESSING EQUIPMENT

SHERIFFS- RADIO EQUIPMENT

TREASURERS

ITEMS PAID BY THE COMPENSATION BOARD

<u>ITEM</u>	<u>STATE PERCENTAGE</u>
<u>I. SALARIES AND BENEFITS:</u>	
1. TREASURERS' SALARY	80.00%
AND BENEFITS	
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
2. EMPLOYEES' SALARIES	
AND BENEFITS (SOCIAL	
SECURITY, VSRS RETIREMENT,	
VSRS GROUP LIFE INSURANCE)	
127 TREASURERS OFFICES	50.00%
5 FINANCE OFFICES	50.00%
2 TREASURERS OFFICES	66.67%
3 TREASURERS OFFICES	100.00%
3. TEMPORARY EMPLOYEES	50.00%
<u>II. OTHER EXPENSES (SEE #2 ABOVE FOR %):</u>	
1. POSTAGE	50.00%
2. STATIONARY	50.00%
3. TELEPHONES	50.00%
4. DATA PROCESSING	50.00%
5. ANNUAL ASSOCIATION AND	50.00% UP TO
LGOC MEETING EXPENSES	\$87.50 PER PERSON
6. MILEAGE	50.00%
7. CAPITAL OUTLAY	
OFFICE EQUIPMENT	33.33%
DATA PROCESSING EQUIPMENT	UP TO 33.33%
8. LIABILITY INSURANCE	50.00%

TREASURERS
FY 1988 SALARY RANGES

<u>Population Group</u>	<u>Treasurer's Salary</u>
0 -- 9,999	\$30,224
10,000 --19,999	\$34,876
20,000 --39,999	\$38,750
40,000 --69,999	\$41,074
70,000 --99,999	\$44,950
100,000--249,999	\$53,476
Over 250,000	\$65,875

Two treasurers receive a \$1,500 state salary supplement.

. **TREASURER'S SALARY INCREASES SINCE 1981**

<u>FISCAL YEAR</u>	<u>% Increase</u>
1981	PRESENT SYSTEM ADOPTED
1982	5.00%
1983	4.50%
1984	4.50%
1985	9.60%
1986	9.00%
1987	6.58%
1988	6.17%

SALARY INCREASES SINCE 1981
TREASURER'S EMPLOYEES

<u>FISCAL</u>	<u>%</u>		
<u>YEAR</u>	<u>INCREASE</u>	<u>PROF</u>	
1981	7.00%	3.98%	
1982	9.00%	3.98%	
1983	4.50%	3.98%	
1984	-0-	3.98%	
1985	9.60%	-0-	
1986	9.00%	-0-	PAY PLAN
1987	4.57%	3.98%	
1988	4.56%	3.98%	

TREASURERS
1987-88 APPROPRIATIONS
CHAPTER 723

ITEM	1987-88 APPROPRIATION (\$ MILLIONS)
1. TREASURERS' SALARIES AND BENEFITS	\$ 4.5
COMPENSATION BOARD	\$ 4.0
CENTRAL ACCOUNTS	.5
2. EMPLOYEES' SALARIES AND BENEFITS	\$ 9.3
COMPENSATION BOARD	\$8.1
CENTRAL ACCOUNTS	1.2
3. OTHER EXPENSES	\$ 1.5
COMPENSATION BOARD	\$1.5
CENTRAL ACCOUNTS	-0-
4. TOTAL: TREASURERS	\$15.3
COMPENSATION BOARD	\$13.6
CENTRAL ACCOUNTS	1.7

EMPLOYEES OF THE TREASURERS
1987-88 Classification and Pay Plan

<u>Class Title</u>	<u>Grade</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Clerk Typist I	2	9,903	10,356	10,824	11,320	11,842	12,380	12,945	13,537	14,144
General Clerk or Clerk Typist II	4	11,842	12,380	12,945	13,537	14,144	14,790	15,464	16,167	16,909
Fiscal Assistant, Deputy I or Secretary I	5	12,945	13,537	14,144	14,790	15,464	16,167	16,909	17,681	18,479
Fiscal Technician, Deputy II or Secretary II	6	14,144	14,790	15,464	16,167	16,909	17,681	18,479	19,321	20,203
Fiscal Tech. Sr., Deputy III or Admin. Assistant	8	16,909	17,681	18,479	19,321	20,203	21,124	22,088	23,093	24,154
Accountant/Dep. IV	9	18,479	19,321	20,203	21,124	22,088	23,093	24,154	25,255	26,398
Chief Deputy I	10	20,203	21,124	22,088	23,093	24,154	25,255	26,398	27,597	28,864
Chief Deputy II	11	22,088	23,093	24,154	25,255	26,398	27,597	28,864	30,170	31,548
Chief Deputy III	13	26,398	27,597	28,864	30,170	31,548	32,979	34,494	36,065	37,704
Chief Deputy IV	14	28,864	30,170	31,548	32,979	34,494	36,065	37,704	39,424	41,214

MAXIMUM GRADE ALLOWED BY POPULATION

<u>Population Group</u>	<u>Maximum Grade</u>	<u>Class Title</u>
0--9,999	6	Fiscal Technician/Dep. II
10,000--19,999	8	Fiscal Tech. Sr./Dep. III
20,000--39,999	9	Accountant/Dep. IV
40,000--69,999	10	Chief Deputy I
70,000--99,999	11	Chief Deputy II
100,000--249,999	13	Chief Deputy III
Over 250,000	14	Chief Deputy IV

CLERKS OF THE COURT
ITEMS PAID BY THE COMPENSATION BOARD

ITEM	STATE PERCENTAGE
 I. <u>SALARIES AND BENEFITS:</u>	
1. CLERKS' SALARY	100.00%
2. CLERKS' BENEFITS	33.33%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
3. EMPLOYEES' SALARIES	100.00%
4. EMPLOYEE BENEFITS	33.33%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
5. TEMPORARY EMPLOYEES	100.00%
 II. <u>OTHER EXPENSES:</u>	
1. POSTAGE	100.00%
2. ERRORS AND OMISSIONS	100.00%
3. CLERK'S ASSOCIATION DUES	100.00%
4. COPY MACHINES AND COPIES	100.00%
5. MICROFILM AND INDEXING	
LABOR COSTS	VARIES
6. ANNUAL ASSOCIATION AND	100.00% UP TO
LGOC MEETING EXPENSES	\$175 PER PERSON
7. MILEAGE TO ANNUAL ASSOCIATION	
AND LGOC MEETINGS	INCLUDED IN #6

CLERKS OF THE COURT
FY 1988 SALARY RANGES

<u>Population Group</u>	<u>Clerk's Salary</u>
0 - 9,999	\$39,554
10,000 - 19,999	\$48,736
20,000 - 39,999	\$55,801
40,000 - 69,999	\$58,625
70,000 - 99,999	\$63,568
100,000 -249,999	\$69,220
Over 250,000	\$73,458

CLERK'S SALARY INCREASES SINCE 1982

<u>FISCAL YEAR</u>	<u>% INCREASE</u>
1983	PRESENT SYSTEM ADOPTED
1984	4.5%
1985	9.6%
1986	9.0%
1987	6.58%
1988	6.17%

SALARY INCREASES SINCE 1980

CLERK'S EMPLOYEES

<u>FISCAL</u>	<u>%</u>		
<u>YEAR</u>	<u>INCREASE</u>	<u>PROF</u>	
1981	7.00%	3.98%	
1982	9.00%	3.98%	
1983	4.50%	3.98%	
1984	9.00%	-0-	PAY PLAN
1985	9.60%	-0-	
1986	6.00%	3.98%	
1987	4.57%	3.98%	
1988	9.56%	3.985	

CLERKS OF THE COURT
1987-88 APPROPRIATIONS
CHAPTER 723

<u>ITEM</u>	<u>1987-88 APPROPRIATION (\$ MILLIONS)</u>
1. CLERKS' APPROPRIATION	\$ 3.4
COMPENSATION BOARD	\$ 2.7
CENTRAL ACCOUNTS	.7

FEEES:

1) IF FEES - EXPENSES = POSITIVE THE CLERK PAYS MONTHLY EXPENSES, NOT INCLUDING BENEFITS. 1/3 OF THE AMOUNT IN EXCESS OF EXPENSES IS REMITTED TO THE COMMONWEALTH.

IF FEES - EXPENSES = NEGATIVE THE COMMONWEALTH PAYS NEGATIVE AMOUNT.

2) THREE LOCALITIES -- RICHMOND, NEWPORT NEWS AND ROANOKE CITY -- PAY ALL EXPENSES AND RETAIN ALL FEES OF CLERKS.

EMPLOYEES OF CIRCUIT COURT CLERKS
1987-88 Classification and Pay Plan

<u>Class Title</u>	<u>Grade</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>
Clerk typist I	2	10,851	11,342	11,861	12,409	12,972	13,564	14,185	14,820
Microfilm Technician	3	11,861	12,409	12,972	13,564	14,185	14,820	15,497	16,204
Gen. Office Clerk or Clerk typist II	4	12,972	13,564	14,185	14,820	15,497	16,204	16,940	17,718
Deputy Clerk I or Cashier	5	14,185	14,820	15,497	16,204	16,940	17,718	18,527	19,363
Bookkeeper or Senior Clerk Typist	6	15,497	16,204	16,940	17,718	18,527	19,363	20,244	21,169
Accounting Technician or Deputy Clerk II	7	16,940	17,718	18,527	19,363	20,244	21,169	22,134	23,145
Deputy Clerk III	8	18,527	19,363	20,244	21,169	22,134	23,145	24,197	25,309
Admin. Assistant	9	20,244	21,169	22,134	23,145	24,197	25,309	26,463	27,661
Deputy Clerk IV	10	22,134	23,145	24,197	25,309	26,463	27,661	28,916	30,244
Accountant	11	24,197	25,309	26,463	27,661	28,916	30,244	31,612	33,056
Ass't. Chief Deputy	12	26,463	27,661	28,916	30,244	31,612	33,056	34,556	36,144
Chief Dep. Clerk I	13	28,916	30,244	31,612	33,056	34,556	36,144	37,789	39,507
Comptroller	14	31,612	33,056	34,556	36,144	37,789	39,507	41,310	43,185
Chief Dep. Clerk II	15	34,556	36,144	37,789	39,507	41,310	43,185	45,149	47,212
Chief Dep. Clerk III	16	41,310	43,185	45,149	47,212	49,361	51,614	53,964	56,430

MAXIMUM GRADE ALLOWED BY POPULATION

<u>Population Group</u>	<u>Maximum Grade</u>	<u>Class Title</u>
0 - 9,999	7	DC II
10,000 - 19,999	8	DC III
20,000 - 39,999	10	DC IV
40,000 - 69,999	12	ACD
70,000 - 99,999	13	CDC I
100,000 - 249,999	15	CDC II
Over 250,000	16	CDC III

COMMONWEALTH ATTORNEYS
ITEMS PAID BY THE COMPENSATION BOARD

ITEM	STATE PERCENTAGE
 <u>I. SALARIES AND BENEFITS:</u>	
1. COMMONWEALTH	
ATTORNEYS' SALARY	100.00%
2. COMMONWEALTH	
ATTORNEYS' BENEFITS	100.00%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
3. EMPLOYEES' SALARIES	100.00%
4. EMPLOYEE BENEFITS	100.00%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
5. TEMPORARY EMPLOYEES	100.00%
 <u>II. OTHER EXPENSES:</u>	
1. POSTAGE	100.00%
2. STATIONARY	100.00%
3. TELEPHONES	100.00%
4. <u>CRIMINAL LAW REPORTER</u>	100.00%
5. ANNUAL ASSOCIATION AND	100.00% UP TO
LGOC MEETING EXPENSES	\$175 PER PERSON
6. MILEAGE INCLUDED IN #5	
7. CAPITAL OUTLAY	
OFFICE EQUIPMENT	100.00%
WORD PROCESSING EQUIPMENT	UP TO 33.33%
8. LIABILITY INSURANCE	100.00%

COMMONWEALTH ATTORNEYS

FY 1988 SALARY RANGES

<u>Population Group</u>	<u>Commonwealth Attorney's Salary</u>
0 -- 9,999	\$27,899
10,000 --19,999	\$31,002
20,000 --39,999	\$34,101
40,000 --69,999	\$55,802
70,000 --99,999	\$62,000
100,000--249,999	\$64,325
Over 250,000	\$66,650

COMMONWEALTH ATTORNEYS' SALARY INCREASES SINCE 1981

FISCAL

<u>YEAR</u>	<u>% Increase</u>
1981	PRESENT SYSTEM ADOPTED
1982	5.00%
1983	4.50%
1984	4.50%
1985	9.60%
1986	9.00%
1987	6.58%
1988	6.17%

SALARY INCREASES SINCE 1981
COMMONWEALTH ATTORNEYS' EMPLOYEES

FISCAL	%		
<u>YEAR</u>	<u>INCREASE</u>	<u>PROF</u>	
1981	7.00%	3.98%	
1982	9.00%	3.98%	
1983	4.50%	3.98%	
1984	-0-	3.98%	
1985	9.60%	-0-	
1986	9.50%	-0-	PAY PLAN
1987	4.57%	3.98%	
1988	4.56%	3.98%	

COMMONWEALTH ATTORNEYS
 1987-88 APPROPRIATIONS
 CHAPTER 723

ITEM	1987-88 APPROPRIATION (\$ MILLIONS)
1. COMMONWEALTH ATTORNEYS'	
SALARIES AND BENEFITS	\$ 5.9
COMPENSATION BOARD	\$ 5.2
CENTRAL ACCOUNTS	.7
2. EMPLOYEES' SALARIES AND BENEFITS	\$11.3
COMPENSATION BOARD	\$9.9
CENTRAL ACCOUNTS	1.4
3. OTHER EXPENSES	\$ 0.9
COMPENSATION BOARD	\$.9
CENTRAL ACCOUNTS	-0-
4. TOTAL: COMMONWEALTH ATTORNEYS	\$18.1
COMPENSATION BOARD	\$16.0
CENTRAL ACCOUNTS	2.1

EMPLOYEES OF THE COMMONWEALTH ATTORNEYS
1987-88 Classification and Pay Plan

<u>Class Title</u>	<u>Grade</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Clerk	2	9,903	10,356	10,824	11,320	11,842	12,380	12,945	13,537	14,144
Clerk Typist or General Clerk	4	11,842	12,380	12,945	13,537	14,144	14,790	15,464	16,167	16,909
Secretary I	5	12,945	13,537	14,144	14,790	15,464	16,167	16,909	17,681	18,479
Secretary II	6	14,144	14,790	15,464	16,167	16,909	17,681	18,479	19,321	29,203
Para Legal Ass't. or Admin. Assistant I	8	16,909	17,681	18,479	19,321	20,203	21,124	22,088	23,093	24,154
Admin. Assistant II	10	20,203	21,124	22,088	23,093	24,154	25,255	26,398	27,596	28,864
Attorney I	11	23,093	24,154	25,255	26,398	27,597	28,864	30,170	31,548	
Attorney II	12	25,255	26,398	27,597	28,864	30,170	31,548	32,979	34,494	
Attorney III*	15	32,979	34,494	36,065	37,704	39,424	41,214	43,088	45,057	
Attorney IV**	18	43,088	45,057	47,108	49,258	51,501	53,846	56,298	58,871	

*Normally for localities with population above 100,000

**Normally reserved for four largest localities

No other guideline maximums exist for Commonwealth Attorneys

SHERIFFS
ITEMS PAID BY THE COMPENSATION BOARD

ITEM	STATE PERCENTAGE
<u>I. SALARIES AND BENEFITS:</u>	
1. SHERIFFS' SALARY	100.00%
2. SHERIFFS' BENEFITS	100.00%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
3. EMPLOYEES' SALARIES	100.00%
4. EMPLOYEE BENEFITS	100.00%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
5. TEMPORARY EMPLOYEES	100.00%
<u>II. OTHER EXPENSES:</u>	
1. POSTAGE	100.00%
2. STATIONARY	100.00%
3. TELEPHONES	100.00%
4. MAINTENANCE ON RADIOS AND COPIERS	100.00%
5. ANNUAL ASSOCIATION AND LGOC MEETING EXPENSES	100.00% UP TO \$175 PER PERSON
6. MILEAGE	100.00%
7. CAPITAL OUTLAY	
OFFICE EQUIPMENT	100.00%
COMPUTER EQUIPMENT	100.00%
RADIOS	UP TO 33.33%
8. LIABILITY INSURANCE	100.00%

SHERIFFS
FY 1988 SALARY RANGES

<u>Population</u>	<u>No Law Enforcement or Jail</u>	<u>Law Enforcement or Jail</u>	<u>Law Enforcement and Jail</u>
0 - 9,999	\$30,082	\$31,237	\$31,623
10,000 - 19,999	\$34,709	\$37,024	\$37,793
20,000 - 39,999	\$38,566	\$40,879	\$41,653
40,000 - 69,999	\$42,423	\$43,194	\$43,965
70,000 - 99,999	\$44,287	\$47,049	\$47,822
100,000 - 249,999	\$52,406	\$55,535	\$56,304
250,000 and above	\$64,216	\$67,898	\$68,647

SHERIFF'S SALARY INCREASES SINCE 1982

<u>FISCAL YEAR</u>	<u>% Increase</u>
1982	PRESENT SYSTEM ADOPTED
1983	4.50%
1984	4.50%
1985	9.60%
1986	9.00%
1987	11.38%
1988	6.17%

SALARY INCREASES SINCE 1981

SHERIFFS' SUPPORT PERSONNEL

FISCAL	%		
<u>YEAR</u>	<u>INCREASE</u>	<u>PROF</u>	
1981	7.00%	3.98%	
1982	9.00%	3.98%	
1983	4.50%	3.98%	
1984	-0-	3.98%	
1985	9.60%	-0-	
1986 (1)	9.00%	-0-	PAY PLAN
1987	4.57%	3.98%	
1988	4.56%	3.98%	

(1) 11.50% for Communication Operators
 9.00% for other support personnel

SALARY INCREASES SINCE 1981

SHERIFFS' DEPUTIES

FISCAL	%	
<u>YEAR</u>	<u>INCREASE</u>	<u>PROF</u>
1981	7.00%	3.98%
1982	9.00%	3.98%
1983	4.50%	3.98%
1984	-0-	3.98%
1985	9.60%	-0-
1986	15.85%	-0-
1987	4.57%	3.98%
1988	4.56%	3.98%

SHERIFFS
 1987-88 APPROPRIATIONS
 CHAPTER 723

ITEM	1987-88 APPROPRIATION (\$ MILLIONS)
1. SHERIFFS SALARIES AND BENEFITS	\$ 5.9
COMPENSATION BOARD	\$ 5.0
CENTRAL ACCOUNTS	.9
2. EMPLOYEES' SALARIES AND BENEFITS	\$112.1
COMPENSATION BOARD	\$97.0
CENTRAL ACCOUNTS	15.1
3. OTHER EXPENSES	\$ 10.5
COMPENSATION BOARD	\$10.5
CENTRAL ACCOUNTS	-0-
4. TOTAL: SHERIFFS	\$128.5
COMPENSATION BOARD	\$112.5
CENTRAL ACCOUNTS	16.0

LAW ENFORCEMENT, CORRECTIONAL AND
COURT SECURITY DEPUTIES

1987-88 Pay Plan

	<u>Salary Range</u>
Scale 7 = Steps 1-09	\$ 16,167 - \$ 23,093
Scale 8 = Steps 3-11	17,681 - 25,255
Scale 9 = Steps 5-13	19,321 - 27,597
Scale 10 = Steps 7-15	21,124 - 30,170
Scale 11 = Steps 9-17	23,093 - 32,979
Scale 12 = Steps 11-19	25,255 - 36,071

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**SHERIFFS' SUPPORT PERSONNEL
1987-88 Classification and Pay Plan**

<u>Class Title</u>	<u>Grade</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Clerk Typist	2	9,903	10,356	10,824	11,320	11,842	12,380	12,945	13,537	14,144
General Clerk or Communications Oper.	4	11,842	12,380	12,945	13,537	14,144	14,790	15,464	16,167	16,909
Cook A, Secretary I or Communications Supt	5	12,945	13,537	14,144	14,790	15,464	16,167	16,909	17,681	18,479
Cook B, Secretary II	6	14,144	14,790	15,464	16,167	16,909	17,681	18,479	19,321	20,203
Process Server A	6A	14,790	15,464	16,167	16,909	17,681	18,479	19,321	20,203	21,124
Process Server B	7	16,167	16,909	17,681	18,479	19,321	20,203	21,124	22,088	23,093
Admin. Staff Spec. or Fiscal Tech. Sr.	8	16,909	17,681	18,479	19,321	20,203	21,124	22,088	23,093	24,154

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SHERIFFS' OFFICES

MAXIMUM RANK ALLOCATIONS

<u>Population</u>	<u>No Law Enforcement or Jail</u>	<u>Law Enforcement or Jail</u>	<u>Law Enforcement and Jail</u>
	<u>Grades</u>	<u>Grades</u>	<u>Grades</u>
0 - 10,000	8	8	9
Number of Each	1	1	1
10 - 20,000	8	9	8, 9
Number of Each	1	1	3, 1
20 - 40,000	8, 9	8, 10	8, 9, 10
Number of Each	3, 1	3, 1	5, 3, 1
40 - 100,000	8, 10	8, 10, 11	8, 9, 10, 11
Number of Each	3, 1	5, 3, 1	7, 5, 3, 1
1000,000 and above	8, 9, 10	8, 9, 10, 12	8, 9, 10, 11, 12
Number of Each	5, 3, 1	7, 5, 3, 1	9, 7, 5, 3, 1

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COMMISSIONERS OF THE REVENUE
ITEMS PAID BY THE COMPENSATION BOARD

ITEM	STATE PERCENTAGE
<u>I. SALARIES AND BENEFITS:</u>	
1. COMMISSIONERS' SALARY	77.00%
2. COMMISSIONERS' BENEFITS	77.00%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
3. EMPLOYEES' SALARIES	50.00%
4. EMPLOYEE BENEFITS	50.00%
SOCIAL SECURITY	
VSRS RETIREMENT	
VSRS GROUP LIFE INSURANCE	
5. TEMPORARY EMPLOYEES	50.00%
<u>II. OTHER EXPENSES:</u>	
1. POSTAGE	50.00%
2. STATIONARY	50.00%
3. TELEPHONES	50.00%
4. DATA PROCESSING	50.00%
5. ANNUAL ASSOCIATION AND	50.00% UP TO
LGOC MEETING EXPENSES	\$87.50 PER PERSON
6. MILEAGE	50.00%
7. CAPITAL OUTLAY	
OFFICE EQUIPMENT	33.33%
DATA PROCESSING EQUIPMENT	UP TO 33.33%
8. LIABILITY INSURANCE	50.00%

COMMISSIONERS OF THE REVENUE

FY 1988 SALARY RANGES

<u>Population Group</u>	<u>Commissioner's Salary</u>
0 - 9,999	\$30,224
10,000 - 19,999	\$34,876
20,000 - 39,999	\$38,750
40,000 - 69,999	\$41,074
70,000 - 99,999	\$44,950
100,000 -249,999	\$53,476
Over 250,000	\$65,875

THREE COMMISSIONERS RECEIVE A \$1,500 SALARY SUPPLEMENT.

COMMISSIONER'S SALARY INCREASES SINCE 1981

<u>FISCAL YEAR</u>	<u>% INCREASE</u>
1981	PRESENT SYSTEM ADOPTED
1982	5.00%
1983	4.50%
1984	4.50%
1985	9.60%
1986	9.00%
1987	6.58%
1988	6.17%

SALARY INCREASES SINCE 1981
 COMMISSIONER'S EMPLOYEES

FISCAL	%		
<u>YEAR</u>	<u>INCREASE</u>	<u>PROF</u>	
1981	7.00%	3.98%	
1982	9.00%	3.98%	
1983	4.50%	3.98%	
1984	-0-	3.98%	
1985	9.60%	-0-	
1986	9.00%	-0-	PAY PLAN
1987	4.57%	3.98%	
1988	4.56%	3.98%	

COMMISSIONERS OF THE REVENUE

1987-88 APPROPRIATIONS

CHAPTER 723

<u>ITEM</u>	<u>1987-88 APPROPRIATION (\$ MILLIONS)</u>
1. COMMISSIONERS' SALARIES AND BENEFITS	\$ 4.4
COMPENSATION BOARD	\$ 3.9
CENTRAL ACCOUNTS	.5
2. EMPLOYEES' SALARIES AND BENEFITS	\$ 8.0
COMPENSATION BOARD	\$7.0
CENTRAL ACCOUNTS	1.0
3. OTHER EXPENSES	\$ 1.1
COMPENSATION BOARD	\$1.1
CENTRAL ACCOUNTS	-0-
4. TOTAL: COMMISSIONERS OF THE REVENUE	<hr/> \$13.5
COMPENSATION BOARD	\$12.0
CENTRAL ACCOUNTS	1.5

**EMPLOYEES OF COMMISSIONERS OF THE REVENUE
1987-88 Classification and Pay Plan**

<u>Class Title</u>	<u>Grade</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Admin. Technician	2	9,903	10,356	10,824	11,320	11,842	12,380	12,945	13,537	14,144
General Clerk or Clerk Typist	4	11,842	12,380	12,945	13,537	14,144	14,790	15,464	16,167	16,909
Tax Examiner/ Assessor I/Deputy I TE/ AI/DI or Secretary I	5	12,945	13,537	14,144	14,790	15,464	16,167	16,909	17,681	18,479
Tax Examiner/ Assessor II/ Deputy II or Secretary II	6	14,144	14,790	15,464	16,167	16,909	17,681	18,479	19,321	20,203
Mapping Tech.	7	15,464	16,167	16,909	17,681	18,479	19,321	20,203	21,124	22,088
Tax Examiner/ Assessor III/ Deputy III or Admin. Assistant	8	16,909	17,681	18,479	19,321	20,203	21,124	22,088	23,093	24,154
Assessor/Deputy IV	9	18,479	19,321	20,203	21,124	22,088	23,093	24,154	25,255	26,398
Chief Deputy I	10	20,203	21,124	22,088	23,093	24,154	25,255	26,398	27,597	28,864
Chief Deputy II	11	22,088	23,093	24,154	25,255	26,398	27,597	28,864	30,170	31,548
Chief Deputy III	13	26,398	27,597	28,864	30,170	31,548	32,979	34,494	36,065	37,704
Chief Deputy IV	14	28,864	30,170	31,548	32,979	34,494	36,065	37,704	39,424	41,214

MAXIMUM GRADE ALLOWED BY POPULATION

<u>Population Group</u>	<u>Maximum Grade</u>	<u>Class Title</u>
0—9,999	6	T.E./Assess II/Dep II
10,000—19,999	8	T.E./Assess III/Dep III
20,000—39,999	9	Assessor/Dep IV
40,000—69,999	10	Chief Deputy I
70,000—99,999	11	Chief Deputy II
100,000—249,999	13	Chief Deputy III
Over 250,000	14	Chief Deputy IV

APPENDIX 4

DUTIES OF CONSTITUTIONAL OFFICERS

DUTIES OF DIRECTORS OF FINANCE

Collect state income tax payments
Collect estimated state income tax payments
Collect real estate taxes
Collect personal property taxes
Collect delinquent real estate taxes
Collect delinquent personal property taxes
Collect delinquent BPOL taxes
Collect motor vehicle decal fees
Collect dog license fees
Collect local utility fees
Collect meals and lodging tax
Assist citizens with completion of state income tax forms
Assist citizens with completion of estimated state income tax
Assess any new construction and general reassessments
Assess all items of personal property
Prepare land and personal property books
Assess business license fees
Assess meals and lodging taxes
General accounting activities
Budget preparation and administration
Oversee investment portfolio
Payment of vendor invoices
Prepare financial statements
Direct cash management
Procure goods and supplies
Process city payroll
Management of Debt Service Fund
Administer Land Use Program
Administer Tax Relief for Elderly
Administer grants and risk management

DUTIES OF COMMISSIONERS OF THE REVENUE

Assist citizens with completion of state income tax forms
Assist citizens with completion of estimated state income tax
Assess any new construction commenced between general
 reassessments
Assess all items of personal property
Prepare land and personal property books
Assess business license fees
Assess meals and lodging taxes
Audit state tax returns
Prepare weekly or monthly reports on state income tax
 returns and estimated forms
Read deeds and transfer properties
Assist citizens with real estate and personal property
 tax problems
Update maps
Assist in land use applications and process
Complete inquiries for social services and other
 questionnaires
Operate blue print machine
Prepare relief applications for elderly and handicapped
Administer will transfers
Administer housing grants
Maintain property identification book
Maintain SCC assessment books
Oversee mixed beverage licenses
Distribute tax forms and publications
Answer phone inquiries from lawyers, banks, realtors, etc.
DMV work
General management and administration of Commissioner's office
Answer correspondence
Administer severance tax

Duties of Commissioners of the Revenue (continued)

Prepare and confirm exonerations
Assist in county budget preparation
Issue city or county automobile decals
Administer exemption program for rehabilitation of old
 buildings
Prepare the escheators list
Collect oil an coal severance tax
Collect admissions and amusement tax
Assess mobile homes
Maintain and assess agriculture-forest districts program
Attend meetings, educational courses, seminars and conferences
Enter data on computer
Notify citizens of court appearances
Issue summonses
Issue bingo and raffle permits
Audit bingo and raffle records
Issue yard/garage, solicitation permits
Certify group certificate permits for Farmers' Market
Assess cigarette tax

DUTIES OF CIRCUIT COURT CLERKS

Serve as administrator to the local circuit court regarding cases involving criminal or civil matters

Maintain land and property records and indexes

Probate wills and administer estate laws regarding executors, guardians, etc., and process fiduciary accounts

Issue marriage licenses

General office administration

Record charters, partnerships, garnishments and fictitious names

Process passport applications

Issue hunting and fishing licenses

Bookkeeping

Microfilming and photographing,

Make copies

Administer oaths of office

Prepare reports

Record docket judgments and releases

Trace family histories, wills, marriage licenses

Go to Board meetings

Respond to general public inquiries

Qualify notary publics

Register trade names

Post and figure interest on court ordered restitution

Issue checks for disbursement and payroll

Do bank deposits

Record deeds, certificates of satisfaction

Issue subpoenas

Take bonds

Vault

Record and file financing statements

Administer Set-Off Debt Act

Divorce and adoption matters

Duties of Circuit Court Clerks (continued)

Schedule juries

Local, state and federal elections

Process criminal case and civil cast material not
court related

Issue gun permits

Authorize ministers to perform marriages

Authorize conservators of the peace

Process instruments under UCC

Judicial secretaries

Custodial support

DUTIES OF COMMONWEALTH'S ATTORNEYS

Prosecute misdemeanor and felony cases for the
Commonwealth of Virginia

Provide legal assistance to local law enforcement officials
investigating violations of the criminal statutes of the
Code of Virginia

Provide legal assistance to local governing bodies whose
population is under 15,000 and who do not employ a county
attorney

Provide legal assistance to the local governing board
regarding the conflict of interest statues of the Code
of Virginia

Provide legal assistance to School Board, Social Services,
Constitutional Officers, magistrates

Prosecute misdemeanors under county ordinances

Public education

Office administration

Victim/witness contact

Handle information requests from public
and give advice to citizens

Appear in traffic court

Juvenile and domestic relations cases

Handle appeals to Court of Appeals and Supreme Court

Handle detainers and extraditions (including habeas
corpus hearings)

Bond revocation and forfeitures

Inmate matters (extraditions, detainers, letters to
court, inmate death (Special Grand Jury)

Criminal complaints regarding building contractor fraud

Investigate welfare fraud

Vehicle forfeitures

Adjudication of habitual offenders

Expungement proceedings

Duties of Commonwealth's Attorneys (continued)

Virginia State Bar, LGAA and VACA - education and surveys

Trial preparation

Appellate briefs

Represent the Division of Child Support Enforcement

in civil actions under URESA

Collect unpaid fines, costs, restitution and enforcement

forfeitures

On-going legal training for police officers and sheriff's

deputies

Budget planning

Seek official advisory opinions from Attorney General

Continue legal education

Provide legal assistance involving election laws

Tax collection set-off

DUTIES OF SHERIFFS

Arrest or issue summons to persons suspected of committing criminal violations of the Code of Virginia

Provide courtroom security for circuit and district courts as provided for by state law

Serve all judicial documents issued by the court system (e.g., warrants, subpoenas, writs of possession, jury duty notices, DMV notices, etc.)

Arrest or issue summons to persons suspected of committing criminal violations of local ordinances

Supervise the operation of the jail for state prisoners, i.e., those charged with criminal violations of the Code of Virginia

Supervise the operation of the jail for local and federal prisoners, e.g., those charged with violations of local ordinances

Traffic control

Transport mental patients and prisoners to and from all parts of the state

Transport inmates to doctor's and dentist's offices

Dispatch all calls for service and answer phones

Conduct criminal and vandalism investigations

Handle domestic problems

Cook meals for prisoners

Do all secretarial work for office, investigations and jail

Patrol and answer complaints from citizens

Assist State Police with auto accidents

Assist local rescue squads and State Game Warden

Conduct training and traffic schools

Conduct programs for elementary schools

Supervise operation of work release and community service programs

Provide command supervision

Crowd control at public gatherings

Duties of Sheriffs (continued)

Supervise fleet of vehicles

Data Processing

Crime prevention and public relations

Filing reports

Provide traffic control for funerals

Conduct sheriff's sales

DUTIES OF TREASURERS

Collect state income tax payments
Collect estimated state income tax payments
Collect real estate taxes
Collect personal property taxes
Collect delinquent real estate taxes
Collect delinquent personal property taxes
Collect delinquent BPOL taxes
Collect motor vehicle decal fees
Collect dog license fees
Collect local utility fees
Collect meals and lodging tax
Deposit funds, reconcile bank accounts and sign checks
Accounting and bookkeeping duties
Collect utilities payments
Collect transient occupancy tax
Collect Land Use Tax
Collect Debt Set Off
Investment of funds
Collect traffic ticket fees
Prepare school, county or city payrolls and disburse funds
Check taxes for attorneys
Prepare reports (VSRS, FICA, group insurance, CARCAS)
Collect funds from building inspector's office
Collect receipts from concessions, Welfare Dept., and School Board
Prepare jury checks
Basic office duties including inventory and supervision
State cigarette stamps
Fiscal agent for Regional Control Board
Fiscal agent for Rapp Rapidan Community Services Board
Attend training seminars and meetings
Answer questions and resolve problems for citizens

Duties of Treasurers (continued)

Issue building and zoning permits
Collect recreation fees
Prepare purchase orders
Collect escrow accounts
Prepare state reports and surveys
Collect county business license fees
Prepare annual county budget
Prepare annual county financial report
Issue mobile home permits
Collect coal severance tax
Research cemetery deeds
Testify in court cases
Issue food stamps

APPENDIX 5

COMPARISON OF JOB CLASSIFICATIONS

LOCAL CLASS	RANGE	STATE CLASS	STATE RANGE	FP RANGE	# STEPS NOVA	% DIFFERENCE
COMMISSIONER OF THE REVENUE						
Admin. Technician	\$9,903-14,144	Office Services Aide	\$10,260-14,026	\$12,270-16,752	4	19.59%
General Clerk	\$11,842-16,909	Office Services Ass't	\$12,270-16,752	\$14,655-20,019	4	19.44%
Clerk Typist II	\$11,842-16,909	Office Services Ass't	\$12,270-16,752	\$14,655-20,019	4	19.44%
Tax Exam./Assessor I	\$12,945-18,479	Tax Examiner A	\$14,655-20,019	\$16,025-21,889*	2	9.35%
Deputy I	\$12,945-18,479	Office Services Spec.	\$13,412-18,321	\$16,025-21,889	4	19.48%
Secretary I	\$12,945-18,479	Secretary Senior	\$13,412-18,321	\$16,025-21,889	4	19.48%
Tax Exam./Assessor II	\$14,144-20,203	Tax Examiner B	\$17,521-23,929	\$19,147-26,169*	2	9.28%
Deputy II	\$14,144-20,203	Office Services Supv	\$14,655-20,019	\$17,521-23,929	4	19.56%
Secretary II	\$14,144-20,203	Executive Secretary	\$14,655-20,019	\$17,521-23,929	4	19.56%
Mapping Technician	\$15,464-22,088	Cartographic Draftsman B	\$16,025-21,889	\$19,147-26,169*	4	19.48%
Tax Exam./Assessor III	\$16,909-24,154	Tax Examiner C	\$19,147-26,169	\$20,933-28,594*	2	9.33%
Deputy III	\$16,909-24,154	Office Serv. Supv. Sr	\$16,025-21,889	\$18,321-25,027	3	14.33%
Admin. Assistant	\$16,909-24,154	Admin. Staff Spec. A	\$17,521-23,929	\$19,147-26,169	2	9.28%
Accountant/Deputy IV	\$18,479-26,398	Accountant	\$19,147-26,169	\$20,933-28,594	2	9.33%
Chief Deputy I	\$20,203-28,864	Admin. Staff Spec. B	\$20,933-28,594	\$22,887-37,370	2	9.33%
Chief Deputy II	\$22,088-31,548					
Chief Deputy III	\$26,398-37,704	Admin. Staff Spec. C	\$25,027-34,172	\$27,353-37,370*		9.29%
Chief Deputy IV	\$28,864-41,214					

* An FP range has not been established for this class. The information provided represents what the FP range would be.

LOCAL CLASS	RANGE	STATE CLASS	STATE RANGE	FP RANGE	# STEPS NOVA	% DIFFERENCE
SHERIFFS						
Clerk Typist	\$9,903-14,144	Office Services Aide	\$10,260-14,026	\$12,270-16,752	4	19.59%
General Clerk	\$11,842-16,909	Office Services Ass't	\$12,270-16,752	\$14,655-20,019	4	19.44%
Comm. Operator	\$11,842-16,909	Police Comm. Operator	\$13,412-18,321	\$16,025-21,889	4	19.48%
Cook A	\$12,945-18,479	Food Production Worker B	\$13,412-18,321	\$16,025-21,889	4	19.48%
Secretary I	\$12,945-18,479	Secretary Senior	\$13,412-18,321	\$16,025-21,889	4	19.48%
Comm. Supervisor	\$12,945-18,479					
Cook B	\$14,144-20,203	Food Operations Mgr Ass't	\$14,655-20,019	\$17,521-23,929	4	19.56%
Secretary II	\$14,144-20,203	Executive Secretary	\$14,655-20,019	\$17,521-23,929	4	19.56%
Process Server A	\$14,790-21,124					
Process Server B	\$16,167-23,093					
Adm. Staff Spec.	\$16,909-24,154	Admin. Staff Spec. A	\$17,521-23,929	\$19,147-26,169	2	9.28%
Fiscal Tech. Senior	\$16,909-24,154	Fiscal Technician Sr.	\$17,521-23,929	\$20,019-27,353	3	14.26%
Deputy Sheriff	\$16,167-23,093	Corrections Officer A/B	\$14,655-21,889	\$16,025-23,929	2	9.35%

LOCAL CLASS	RANGE	STATE CLASS	STATE RANGE	FP RANGE	# STEPS NOVA	% DIFFERENCE
CIRCUIT COURT CLERKS						
Clerk Typist I	\$10,851-14,820	Office Services Aide	\$10,260-14,026	\$12,270-16,752	4	19.59%
Microfilm Technician	\$11,861-16,204	Photocopy Technician	\$12,270-16,752	\$14,655-20,019	4	19.44%
General Office Clerk	\$12,972-17,718	Office Services Ass't	\$12,270-16,752	\$14,655-20,019	4	19.44%
Clerk Typist II	\$12,972-17,718	Office Services Ass't	\$12,270-16,752	\$14,655-20,019	4	19.44%
Deputy Clerk I	\$14,185-19,363	Office Services Spec.	\$13,412-18,321	\$16,025-21,889	4	19.48%
Cashier	\$14,185-19,363	Fiscal Assistant	\$13,412-18,321	\$16,025-21,889	4	19.48%
Bookkeeper	\$15,497-21,169	Fiscal Technician	\$14,655-20,019	\$17,521-23,929	4	19.56%
Senior Clerk Typist	\$15,497-21,169	Office Services Supv.	\$14,655-20,019	\$17,521-23,929	4	19.56%
Accounting Technician	\$16,940-23,145	Fiscal Technician Sr.	\$17,521-23,929	\$20,019-27,353	3	14.26%
Deputy Clerk II	\$16,940-23,145	Office Serv. Supv. Sr.	\$16,025-21,889	\$18,321-25,027	3	14.33%
Deputy Clerk III	\$18,527-25,309	Office Manager	\$19,147-26,169	\$20,933-28,594	2	9.33%
Administrative Assistant	\$20,244-27,661	Admin. Staff Spec. B	\$20,933-28,594	\$22,887-31,261	2	9.33%
Deputy Clerk IV	\$22,134-30,244	Office Manager Sr	\$20,933-28,594	\$22,887-31,261	2	9.33%
Accountant	\$24,197-33,056	Accountant Senior	\$22,887-31,261	\$25,027-34,172	2	9.35%
Assistant Chief Deputy	\$26,463-36,144					
Chief Deputy Clerk I	\$28,916-39,507					
Comptroller	\$31,612-43,185	Accounting Mgr. B	\$29,906-40,850	\$32,689-44,646	2	9.31%
Chief Deputy Clerk II	\$34,556-47,212					
Chief Deputy Clerk III	\$41,310-56,430					

LOCAL CLASS	RANGE	STATE CLASS	STATE RANGE	FP RANGE	# STEPS NOVA	% DIFFERENCE
TREASURERS						
Clerk Typist I	\$9,903-14,144	Office Services Aide	\$10,260-14,026	\$12,270-16,752	4	19.59%
General Clerk	\$11,842-16,909	Office Services Ass't	\$12,270-16,752	\$14,655-20,019	4	19.44%
Clerk Typist II	\$11,842-16,909	Office Services Ass't	\$12,270-16,752	\$14,655-20,019	4	19.44%
Fiscal Assistant	\$12,945-18,479	Fiscal Assistant	\$13,412-18,321	\$16,025-21,889	4	19.48%
Deputy I	\$12,945-18,479	Office Services Spec.	\$13,412-18,321	\$16,025-21,889	4	19.48%
Secretary I	\$12,945-18,479	Secretary Senior	\$13,412-18,321	\$16,025-21,889	4	19.48%
Fiscal Technician	\$14,144-20,203	Fiscal Technician	\$14,655-20,019	\$17,521-23,929	4	19.56%
Deputy II	\$14,144-20,203	Office Services Supv.	\$14,655-20,019	\$17,521-23,929	4	19.56%
Secretary II	\$14,144-20,203	Executive Secretary	\$14,655-20,019	\$17,521-23,929	4	19.56%
Fiscal Technician Sr	\$16,909-24,154	Fiscal Technician Sr.	\$17,521-23,929	\$20,019-27,353	3	14.26%
Deputy III	\$16,909-24,154	Office Serv. Supv. Sr.	\$16,025-21,889	\$18,321-25,027	3	14.33%
Administrative Assistant	\$16,909-24,154	Admin. Staff Spec. A	\$17,521-23,929	\$19,147-26,169	2	9.28%
Accountant/Deputy IV	\$18,479-26,398	Accountant	\$19,147-26,169	\$20,933-28,594	2	9.33%
Chief Deputy I	\$20,203-28,864	Admin. Staff Spec. B	\$20,933-28,594	\$22,887-31,261	2	9.33%
Chief Deputy II	\$22,088-31,548					
Chief Deputy III	\$26,398-37,704	Admin. Staff Spec. C	\$25,027-34,172	\$27,353-37,370*	2	9.29%
Chief Deputy IV	\$28,864-41,214					

* An FP range has not been established for this class. The information provided represents what the FP range would be.

LOCAL CLASS	RANGE	STATE CLASS	STATE RANGE	FP RANGE	# STEPS NOVA	% DIFFERENCE
COMMONWEALTH ATTORNEYS						
Book Clerk	\$9,903-14,144	Office Services Aide	\$10,260-14,026	\$12,270-16,752	4	19.59%
Book Typist	\$11,842-16,909	Office Services Ass t	\$12,270-16,752	\$14,655-20,019	4	19.44%
Book General	\$11,842-16,909	Office Services Ass t	\$12,270-16,752	\$14,655-20,019	4	19.44%
Secretary I	\$12,945-18,479	Secretary Senior	\$13,412-18,321	\$16,025-21,889	4	19.48%
Secretary II	\$14,144-20,203	Executive Secretary	\$14,655-20,019	\$17,521-23,929	4	19.56%
Paralegal Legal Assistant	\$16,909-24,154	Legal Assistant	\$17,521-23,929	\$19,147-26,169	2	9.28%
Admin. Assistant I	\$16,909-24,154	Admin. Staff Spec. A	\$17,521-23,929	\$19,147-26,169	2	9.28%
Admin. Assistant II	\$20,203-28,864	Admin. Staff Spec. B	\$20,933-28,594	\$22,887-31,261	2	9.33%
Attorney I	\$23,093-31,548					
Attorney II	\$25,255-34,494					
Attorney III	\$32,979-45,057					
Attorney IV	\$43,088-58,871					

APPENDIX 6

COMPARISON OF JOB CLASS MIDPOINTS
PAID BY LOCALITIES IN NORTHERN VIRGINIA
TO THE COMMONWEALTH'S NORTHERN VIRGINIA MIDPOINT
(\$ THOUSANDS)

LOCAL CLASS	VIENNA	PRINCE WILLIAM	FALLS CHURCH	FAIRFAX CO	ALEXANDRIA	LONDON CO	ARLINGTON	AVERAGE	LOCAL MIDPT	FP MIDPOINT
COMMISSIONER OF THE REVENUE										
Admin Technician	16.9	14.9	15.3	15.3	15.1	14.7	16.8	15.57	12	14.5
General Clerk		16.4		18.3	15.8	16.2	18.3	17.00	14.4	17.3
Clerk Typist II		16.4		18.3	15.8	16.2	18.3	17.00	14.4	17.3
Tax Exam /Assessor I										
Deputy I										
Secretary I		19.9	21.2	20		18.8	19.9	19.96	15.7	19
Tax Exam /Assessor II										
Deputy II										
Secretary II	20.3	22	23.2	21.5	20.3	19.2	21.6	21.16	17.2	20.7
Mapping Technician										
Tax Exam /Assessor III										
Deputy III										
Admin Assistant										
Accountant/Deputy IV	24.4	28		28.4	27	25.7	23.4	26.15	22.4	24.8
Chief Deputy I										
Chief Deputy II										
Chief Deputy III										
Chief Deputy IV										

NOTE: DATA REFLECTS MIDPOINTS EXPRESSED IN THOUSANDS OF DOLLARS

LOCAL CLASS	VIENNA	PRINCE WILLIAM	FALLS CHURCH	FAIRFAX CO	ALEXANDRIA	LOUDON CO	ARLINGTON	AVERAGE	LOCAL MIDPT	FP MIDPOINT
SHERIFFS										
Clerk Typist	16.9	14.9	15.3	15.3	15.1	14.7	16.8	15.57	12	14.5
General Clerk		16.4		18.3	15.8	16.2	18.3	17.00	14.4	17.3
Comm Operator										
Cook A		14.9		18.8	17.7	16.2		16.90	15.7	19
Secretary I		19.9	21.2	20		18.8	19.9	19.96	15.7	19
Comm Supervisor										
Cook B										
Secretary II	20.3	22	23.2	21.5	20.3	19.2	21.6	21.16	17.2	20.7
Process Server A										
Process Server B										
Adm Staff Spec										
Fiscal Tech Senior										
Deputy Sheriff										

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NOTE: DATA REFLECTS MIDPOINTS EXPRESSED IN THOUSANDS OF DOLLARS

LOCAL CLASS	VIENNA	PRINCE WILLIAM	FALLS CHURCH	FAIRFAX CO	ALEXANDRIA	LONDON CO	ARLINGTON	AVERAGE	LOCAL MIDPT	FP MIDPOINT
CIRCUIT COURT CLERKS										
Clerk Typist I	16.9	14.9	15.3	15.3	15.1	14.7	16.8	15.57	12.8	14.5
Microfilm Technician										
General Office Clerk		16.4		18.3	15.8	16.2	18.3	17.00	15.3	17.3
Clerk Typist II		16.4		18.3	15.8	16.2	18.3	17.00	15.3	17.3
Deputy Clerk I										
Cashier										
Bookkeeper	19.4	24.2	23.2	20.5	18.5		19.9	20.95	18.3	20.7
Senior Clerk Typist		20.9		21.5	22.3	20.7	22.3	21.54	18.3	20.7
Accounting Technician										
Deputy Clerk II										
Deputy Clerk III										
Administrative Assistant										
Deputy Clerk IV										
Accountant										
Assistant Chief Deputy										
Chief Deputy Clerk I										
Comptroller										
Chief Deputy Clerk II										
Chief Deputy Clerk III										

NOTE: DATA REFLECTS MIDPOINTS EXPRESSED IN THOUSANDS OF DOLLARS

LOCAL CLASS	VIENNA	PRINCE WILLIAM	FALLS CHURCH	FAIRFAX CO.	ALEXANDRIA	LOUDON CO	ARLINGTON	AVERAGE	LOCAL MIDPT	FP MIDPOINT
TREASURERS										
Clerk Typist I	16.9	14.9	15.3	15.3	15.1	14.7	16.8	15.57	12	14.5
General Clerk		16.4		18.3	15.8	16.2	18.3	17.00	14.4	17.3
Clerk Typist II		16.4		18.3	15.8	16.2	18.3	17.00	14.4	17.3
Fiscal Assistant										
Deputy I										
Secretary I		19.9	21.2	20		18.8	19.9	19.96	15.7	19
Fiscal Technician	19.4	24.2	23.2	20.5	18.5		19.9	20.95	17.2	20.7
Deputy II		20.9		21.5	22.3	20.7	22.3	21.54	17.2	20.7
Secretary II	20.3	22	23.2	21.5	20.3	19.2	21.6	21.16	17.2	20.7
Fiscal Technician Sr										
Deputy III										
Administrative Assistant										
Accountant/Deputy IV	24.4	28		28.4	27	25.7	23.4	26.15	22.4	24.8
Chief Deputy I										
Chief Deputy II										
Chief Deputy III										
Chief Deputy IV										

NOTE: DATA REFLECTS MIDPOINTS EXPRESSED IN THOUSANDS OF DOLLARS

LOCAL CLASS	VIENNA	PRINCE WILLIAM	FALLS CHURCH	FAIRFAX CO	ALEXANDRIA	LONDON CO	ARLINGTON	AVERAGE	LOCAL MIDPT	FP MIDPOINT
COMMONWEALTH ATTORNEYS										
Clerk	16.9	14.9	15.3	15.3	15.1	14.7	16.8	15.57	12	14.5
Clerk Typist		16.4		18.3	15.8	16.2	18.3	17.00	14.4	17.3
Clerk General		16.4		18.3	15.8	16.2	18.3	17.00	14.4	17.3
Secretary I		19.9	21.2	20		18.8	19.9	19.96	15.7	19
Secretary II	20.3	22	23.2	21.5	20.3	19.2	21.6	21.16	17.2	20.7
Para Legal Assistant										
Admin Assistant I										
Admin Assistant II										
Attorney I										

APPENDIX 7

COMPARISON OF COMPENSATION OF
LOCAL LAW ENFORCEMENT DEPUTIES
TO LOCAL POLICE DEPARTMENTS
BY POPULATION BRACKET

Locality	POPULATION		Salary Range With Local Supplement-Sheriff's Dept	
	Under 10,000		Min	Max
	Salary Range Min	Salary Range Max		
Police Dept:				
Buena Vista	\$14,740	\$19,098	n/a	n/a
Bedford	\$15,888	\$23,863	n/a	n/a
Clifton Forge	\$11,461	\$11,461	n/a	n/a
Covington	\$15,870	\$20,254	n/a	n/a
Emporia	\$13,298	\$21,528	n/a	n/a
Franklin	\$16,483	\$22,106	n/a	n/a
Galax	\$13,080	\$17,642	n/a	n/a
Lexington	\$15,875	\$20,261	n/a	n/a
Norton	\$12,867	\$17,213	n/a	n/a
South Boston	\$16,104	\$20,544	n/a	n/a
Law Enforcement Sheriff Dept:				
Amelia	\$16,167	\$23,093	\$16,167	\$23,093
Bath	\$16,167	\$23,093	\$16,167	\$23,093
Bland	\$16,167	\$23,093	\$16,167	\$23,093
Charles City	\$16,167	\$23,093	\$16,167	\$23,093
Craig	\$16,167	\$23,093	\$16,167	\$23,093
Cumberland	\$16,167	\$23,093	\$16,167	\$23,093
Essex	\$16,167	\$23,093	\$16,167	\$23,093
Greene	\$16,167	\$23,093	\$16,167	\$23,093
Highland	\$16,167	\$23,093	\$16,167	\$23,093
King & Queen	\$16,167	\$23,093	\$16,167	\$23,093
Mathews	\$16,167	\$23,093	\$16,167	\$23,093
Middlesex	\$16,167	\$23,093	\$16,167	\$23,093
Rappahannock	\$16,167	\$23,093	\$16,167	\$23,093
Richmond Co.	\$16,167	\$23,093	\$16,167	\$23,093
Surry	\$16,167	\$23,093	\$16,167	\$23,093
Average-Police Officers	\$14,658	\$19,027	\$14,658	\$19,027
Midpoint	\$16,842		\$16,842	
Deputy Sheriff	\$16,167	\$23,093	\$16,167	\$23,093
Midpoint	\$19,630		\$19,630	
Deviation Minimum	10.3%		10.2%	
Deviation Maximum	21.4%		21.4%	
Deviation Midpoint	16.6%		16.6%	

POPULATION
10,000-19,999

Police Dept:				
Fredericksburg	\$17,015	\$26,931	n/a	n/a
Bristol	\$13,962	\$19,700	n/a	n/a
Martinsville	\$17,760	\$25,764	n/a	n/a
Radford	\$15,938	\$20,341	n/a	n/a
Colonial Heights	\$16,502	\$23,218	n/a	n/a
Waynesboro	\$15,552	\$23,942	n/a	n/a

Williamsburg	\$16,200	\$24,350	n/a	n/a
Law Enforcement Sheriff Dpt				
Appomattox	\$16,167	\$23,093	\$16,167	\$23,093
Brunswick	\$16,167	\$23,093	\$16,167	\$23,093
Caroline	\$16,167	\$23,093	\$16,167	\$23,093
Charlotte	\$16,167	\$23,093	\$16,167	\$23,093
Clarke	\$16,167	\$23,093	\$16,167	\$23,093
Floyd	\$16,167	\$23,093	\$16,167	\$23,093
Fluvanna	\$16,167	\$23,093	\$16,167	\$23,093
Giles	\$16,167	\$23,093	\$16,167	\$23,093
Gochland	\$16,167	\$23,093	\$16,167	\$23,093
Greensville	\$16,167	\$23,093	\$16,167	\$23,093
King George	\$16,167	\$23,093	\$16,167	\$23,093
King William	\$16,167	\$23,093	\$16,167	\$23,093
Lancaster	\$16,167	\$23,093	\$16,167	\$23,093
Louisa	\$16,167	\$23,093	\$16,167	\$23,093
Lunenburg	\$16,167	\$23,093	\$16,167	\$23,093
Madison	\$16,167	\$23,093	\$16,167	\$23,093
Nelson	\$16,167	\$23,093	\$16,167	\$23,093
New Kent	\$16,167	\$23,093	\$16,167	\$23,093
Northampton	\$16,167	\$23,093	\$16,167	\$23,093
Northumberland	\$16,167	\$23,093	\$16,167	\$23,093
Nottoway	\$16,167	\$23,093	\$16,167	\$23,093
Orange	\$16,167	\$23,093	\$16,167	\$23,093
Patrick	\$16,167	\$23,093	\$16,167	\$23,093
Powhatan	\$16,167	\$23,093	\$16,167	\$23,093
Prince Edward	\$16,167	\$23,093	\$16,167	\$23,093
Sussex	\$16,167	\$23,093	\$16,167	\$23,093
Westmoreland	\$16,167	\$23,093	\$16,167	\$23,093
Average Police Salary	\$16,133	\$23,464	\$16,133	\$23,464
Midpoint	\$19,798		\$19,798	
Average Deputy Sheriff	\$16,167	\$23,093	\$16,167	\$23,093
Midpoint	\$19,630		\$19,630	
Deviation-Maximum	-1.6%		-1.6%	
Deviation-Minimum	0.2%		0.2%	
Deviation-Midpoint	-0.8%		-0.8%	

POPULATION
20,000-39,999

Police Dept:				
Harrisonburg	\$15,712	OPEN		
Hopewell	\$14,319	\$29,762	n/a	n/a
James City	\$16,874	\$24,694	n/a	n/a
Petersburg	\$17,700	\$22,593	n/a	n/a
Prince George	\$17,204	\$28,024	n/a	n/a
Salem	\$16,515	\$24,378	n/a	n/a
Staunton	\$15,356	\$21,168	n/a	n/a
Winchester	\$16,203	\$25,917	n/a	n/a
Law Enforcement Sheriff Dpt				
Accomack	\$16,167	\$23,093	\$16,167	\$23,093

Alleghany	\$16,167	\$23,093	\$16,167	\$23,093
Amherst	\$16,167	\$23,093	\$16,167	\$23,093
Botetourt	\$16,167	\$23,093	\$16,167	\$23,093
Buchanan	\$16,167	\$23,093	\$16,167	\$23,093
Carroll	\$16,167	\$23,093	\$16,167	\$23,093
Culpeper	\$16,167	\$23,093	\$16,167	\$23,093
Dickinson	\$16,167	\$23,093	\$16,167	\$23,093
Dinwiddie	\$16,167	\$23,093	\$16,167	\$23,093
Franklin	\$16,167	\$23,093	\$16,167	\$23,093
Frederick	\$16,167	\$23,093	\$16,167	\$23,093
Gloucester	\$16,167	\$23,093	\$16,167	\$23,093
Grayson	\$16,167	\$23,093	\$16,167	\$23,093
Halifax	\$16,167	\$23,093	\$16,167	\$23,093
Isle Of Wight	\$16,167	\$23,093	\$16,167	\$23,093
Lee	\$16,167	\$23,093	\$16,167	\$23,093
Mecklenburg	\$16,167	\$23,093	\$16,167	\$23,093
Page	\$16,167	\$23,093	\$16,167	\$23,093
Prince George	\$16,167	\$23,093	\$17,204	\$28,024
Pulaski	\$16,167	\$23,093	\$16,167	\$23,093
Rockbridge	\$16,167	\$23,093	\$16,167	\$23,093
Russell	\$16,167	\$23,093	\$16,167	\$23,093
Scott	\$16,167	\$23,093	\$16,167	\$23,093
Shenandoah	\$16,167	\$23,093	\$16,167	\$23,093
Smyth	\$16,167	\$23,093	\$16,167	\$23,093
Southampton	\$16,167	\$23,093	\$16,167	\$23,093
Spotsylvania	\$16,167	\$23,093	\$18,430	\$26,326
Warren	\$16,167	\$23,093	\$16,167	\$23,093
Wythe	\$16,167	\$23,093	\$16,167	\$23,093

Average Police Salary	\$16,235	\$25,219	\$16,235	\$25,219
Midpoint	\$20,727		\$20,727	

Average Deputy Sheriff	\$16,167	\$23,093	\$16,281	\$23,375
Midpoint	\$19,630		\$19,828	

Deviation-Maximum	-8.4%		-7.3%	
Deviation-Minimum	-0.4%		0.3%	
Deviation-Midpoint	-5.3%		-4.3%	

POPULATION
40,000-69,999

Police Dept:				
Albemarle	\$17,052	\$24,094	n/a	n/a
Charlottesville	\$17,924	\$25,579	n/a	n/a
Danville	\$16,919	\$25,378	n/a	n/a
Lynchburg	\$15,444	\$26,849	n/a	n/a
Suffolk	\$17,037	\$22,258	n/a	n/a

Law Enforcemt Sheriff Dpt				
Augusta	\$16,167	\$23,093	\$16,167	\$23,093
Bedford	\$16,167	\$23,093	\$16,167	\$23,093
Campbell	\$16,167	\$23,093	\$16,167	\$23,093
Fauquier	\$16,167	\$23,093	\$16,167	\$23,093
Hanover	\$16,167	\$23,093	\$17,388	\$26,478
Henry	\$16,167	\$23,093	\$16,167	\$23,093

Loudoun	\$16,167	\$23,093	\$18,455	\$27,233
Montgomery	\$16,167	\$23,093	\$16,167	\$23,093
Pittsylvania	\$16,167	\$23,093	\$16,167	\$23,093
Rockingham	\$16,167	\$23,093	\$16,167	\$23,093
Stafford	\$16,167	\$23,093	\$18,754	\$26,788
Tazewell	\$16,167	\$23,093	\$16,167	\$23,093
Washington	\$16,167	\$23,093	\$16,167	\$23,093
Wise	\$16,167	\$23,093	\$16,167	\$23,093
York	\$16,167	\$23,093	\$16,167	\$23,093
Average-Police Salary	\$16,875	\$24,852	\$16,875	\$24,852
Midpoint	\$20,853		\$20,853	
Average-Deputy Sheriff	\$16,167	\$23,093	\$16,572	\$23,841
Midpoint	\$19,630		\$20,206	
Deviation-Maximum	-7.0%		-4.0%	
Deviation-Minimum	-4.2%		-1.8%	
Deviation-Midpoint	-5.9%		-3.1%	

POPULATION
70,000-99,999

Police Dept:
None

Law Enforcemt Sheriff Dpt Roanoke Co.	\$16,167	\$23,093	\$18,146	\$25,533
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POPULATION
100,000-249,999

Police Dept:				
Chesapeake	\$17,628	\$26,823	n/a	n/a
Chesterfield Co.	\$18,267	\$26,784	n/a	n/a
Henrico Co.	\$19,528	\$32,706	n/a	n/a
Newport News	\$16,850	\$27,295	n/a	n/a
Roanoke City	\$17,350	\$25,172	n/a	n/a
Hampton	\$15,647	\$25,034	n/a	n/a
Portsmouth	\$16,702	\$22,464	n/a	n/a
Richmond	\$18,590	\$26,286	n/a	n/a

Law Enforcemt Sheriff Dpt
None

Average-Police Salary	\$17,570	\$26,571		
Midpoint	\$22,070			

No deviation exists-Coulties have Police Depts,there are no
Sheriff Depts with law enforcement duties in this population category

POPULATION
250,000-749,999

Police Dept: Norfolk	\$17,676	\$22,176	n/a	n/a
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APPENDIX 8

SUMMARY OF STATE ASSISTANCE FOR THE FUNCTIONS OF LOCAL CONSTITUTIONAL OFFICERS IN OTHER STATES

	KY	WV	SC	NC	MD
SHERIFF	y ¹	N	N	N	N
COMM OF REVENUE	y ²	N	N	N	y ⁸
TREASURER	N	N	y ⁴	N	N
COMM ATTORNEY	y ³	N	y ⁵	y ⁷	N
CLERK OF COURT	N	N	N ⁶	y ⁷	y ⁹

NOTES:

1. LAW ENFORCEMENT AND REAL ESTATE TAX COLLECTION. STATE ASSISTANCE WITH SALARIES ONLY.
2. ASSISTANCE WITH SALARIES ONLY.
3. ALL EXPENSES PAID BY STATE.
4. ASSISTANCE LIMITED TO \$5,000.
5. GRANT FORMULA.
6. STATE COURT SYSTEM.
7. STATE SYSTEM, LOCALLY ELECTED.
8. STATE ASSESSES LOCAL TAXES.
9. ALL FEES TO GF BEGINNING 1/1/88.

APPENDIX 9

AUTHORITY FOR STUDY

Attachment A

Item	Item Details(\$)		Appropriations(\$)	
	First Year	Second Year	First Year	Second Year
Maximum Employment Level	103.00	103.00 107.00		
Fund Sources: Trust and Agency	\$7,790,858	\$7,623,167		
§ 1-25 COMPENSATION BOARD (157)				
70. Administrative and Support Services (7490000)			\$368,645	\$1,169,645
General Management and Direction (7490100)	\$368,645	\$1,169,645	\$996,255	\$1,801,395
Fund Sources: General	\$368,645	\$1,169,645		
	\$996,255	\$1,801,395		

Authority: Title 14.1, Chapter 1, Articles 7, 8 and 9; Title 14.1, Chapter 2, Article 3, Code of Virginia.

A. In determining the salary of any officer specified in Items 71, 72, 73, 74 and 75 of this act, the Compensation Board shall use the most recent population estimate from the United States Bureau of the Census or the Tayloe Murphy Institute of the University of Virginia available when fixing the officer's annual budget and shall adjust such population estimate, where applicable, for any annexation or consolidation order by a court when such order becomes effective. There shall be no reduction in salary by reason of a decline in population during the terms in which the incumbent remains in office.

B. The Compensation Board may approve additional temporary positions in the offices of the sheriffs of the Commonwealth in lieu of making overtime payments to permanent personnel. The Compensation Board shall submit a quarterly report, beginning October 1, 1986, to the Governor and the Chairmen of the Senate Finance and House Appropriations Committees on the number of nonpermanent positions so approved and the cost savings resulting therefrom.

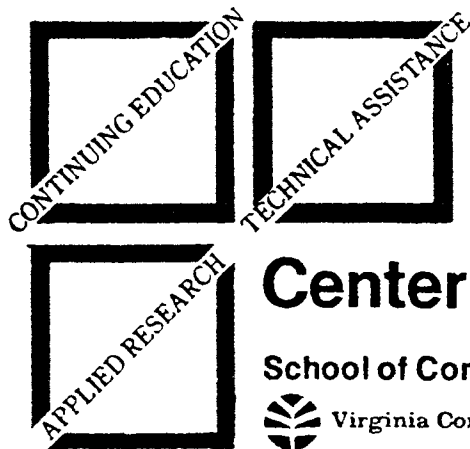
C. The Compensation Board shall transfer to the Division of Risk Management an amount estimated at \$900,000 in the second year for the premium cost of the Faithful Performance of Duty Blanket Bond for constitutional officers and their employees : ; and, \$627,610 each year for the premium cost of the Public Officials Liability Insurance Program. To recover to the general fund the locality's proportionate share of this expense for Treasurers, Commissioners of Revenue, and their employees, the Compensation Board is hereby authorized to deduct from the first reimbursement due to each locality in the second fiscal each year an amount equal to 50% of the per capita premium payable for each office.

A joint subcommittee composed of seven members of the House of Delegates shall be appointed by the Speaker, five from the Appropriations Committee, and two from the Courts of Justice Committee; four members of the Senate to be appointed by the Senate Committee on Privileges and Elections, three from the Senate Finance Committee, and one from the Senate Committee on Courts of Justice, to study issues relevant to state support for Constitutional Officers and their employees and the composition of the Compensation Board. The study shall include but not be limited to: state support for salaries, benefits, operating expenses, and the method by which funds are distributed to each local office.

The joint subcommittee shall make its recommendations to

Appendix 10

Constitutional Officers Survey



Center for Public Affairs

School of Community and Public Affairs



Virginia Commonwealth University

CONSTITUTIONAL OFFICERS SURVEY

Final Report

Prepared for:

The
Joint Subcommittee on the Compensation of Constitutional Officers
Senate Finance Committee/House Appropriations Committee
The Honorable Stanley C. Walker, Chairman

Prepared by:

Dr. Gary T. Johnson, Director
Center For Public Affairs
Virginia Commonwealth University

Research Assistance provided by:

Dr. Neil W. Henry, Chief Statistician
Survey Research Laboratory
Virginia Commonwealth University

December 15, 1987

EXECUTIVE SUMMARY

This study was designed to gain insight into: 1) the funding of the offices of constitutional officers within Virginia; 2) levels of effort within such offices devoted to state and locally related tasks and duties; 3) the availability of fringe benefits for employees of such offices; and 4) other officer specific issues of interest to the joint subcommittee.

This investigation was accomplished through the use of mail survey techniques. Separate survey instruments were developed for each category of constitutional officer. The instruments were administered to every officer in the State, with written and telephone follow-ups at approximately weeks two and four of the survey, respectively, to increase response rates.

High response rates were achieved for every category of constitutional officer. All commissioners of revenue returned the survey. Sheriffs, clerks, and treasurers all had response rates in excess of 90%. Commonwealth's attorneys had the lowest response rate, with 94 of the 121 officers responding (a 78% response rate).

Table 1, below, presents an overview of findings from the survey related to levels of state support for the offices of constitutional officers, and the amount of time devoted by such offices to state oriented duties and tasks. As indicated, there was wide variation among offices related to the amount of time they spent on state oriented duties and tasks. The time devoted on the state's behalf ranged from a low of approximately 19% for treasurers, to a high of approximately 90% for the typical Commonwealth's attorney's office.

Table 1: State Oriented Duties and Tasks, and Levels of Support for Typical Offices of Constitutional Officers

Type of Office	X FTE's Per Office	Percent of State Oriented Tasks & Duties	Percent of Total Office Budget Paid by the State
Commonwealth			
Attorneys	4.9	90.4%	85.9%
Sheriffs	42.6	77.1%	78.6%
Clerks of the Circuit Court	7.8	60.4%	69.9%
Commissioners of the Revenue	8.6	32.9%	48.9%
Treasurers	7.3	18.9%	49.4%

Similarly, levels of state support for offices of constitutional officers varied widely, ranging from a low of approximately 49% for commissioners of revenue, to a high of almost 86% for Commonwealth's attorneys. Overall, funding percentages appear to correspond fairly well to the percentage of time each office devotes to state related duties and tasks, although the gap between these two varies by type of office.

Fringe benefits are widely available within the offices of constitutional officers. Nearly all of the respondents (about 95%) reported that there was a VSRS retirement plan for their employees, while slightly fewer (about 90%) reported a VSRS life insurance plan. Group health insurance plans were in effect in about 90% of the offices, with the locality picking up a large share of the cost of each employee's coverage (usually over 90%).

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8.	Appendix B: Availability of Fringe Benefits	

Chapter 1:

INTRODUCTION

Purpose of the Study

Virginia's system of funding offices of constitutional officers is somewhat unique. It is a system which has evolved over time, with funding levels being based more upon political compromise, than upon quantitative data linking the state related efforts of constitutional officers to levels of state support for them.

Recognizing a lack of quantitative data on which to base their decisions, this investigation was undertaken at the behest of the "Joint Subcommittee on the Compensation of Constitutional Officers." The purpose of the study was essentially fourfold:

1. To obtain insights into the levels and sources of funding for the offices of constitutional officers within the Commonwealth;
2. To examine the tasks and duties of such offices, and the level of effort devoted to them;
3. To determine what proportion of localities within the Commonwealth provide health insurance, VSRS life insurance, and VSRS retirement; and
4. To examine several specific issues related to certain offices, which were of particular interest to the Joint Subcommittee, but on which heretofore little data was available.

Methodology

This investigation was accomplished through the use of a mail survey. The survey plan involved three distinct but interrelated phases: survey instrument development, survey administration, and survey analysis.

Survey Instrument Development. With the assistance of staff from the Senate Finance Committee, the House Appropriations Committee, and the State Compensation Board, separate survey instruments were developed for each category of constitutional officer. Copies of the survey instruments utilized through this investigation are contained in Appendix A of this document.

Survey Administration. The survey instruments were administered by mail to a 100% sample of constitutional officers within the State. Approximately two weeks after the initial mailing, a letter of reminder was mailed to each officer over the signature of the Chairman of the Joint Subcommittee, in order to increase response rates. At approximately the fourth week of the survey, nonrespondents were contacted by telephone by officers of their respective professional associations.

Survey Analysis. Results from the survey were analyzed with the use of VCU's mainframe computer and a standard software statistical package.

Report of Findings

Findings from this investigation are presented in the chapters which follow. For each category of constitutional officer, the following types of information are provided:

- **Response Rate** -Information within this subsection of each chapter looks at both the levels of response, and where necessary, how representative responses were by population category.

- **Funding** -This subject is examined from two perspectives. First, we examined how the typical or "average" office of each constitutional officer was funded. This was accomplished by determining what percent of the "Personal Service" and "Non-Personal Service" budgets of each responding jurisdiction came from state, local, and other sources (i. e., block grants, fees, etc.), and by calculating a statewide mean for each of these categories.

The second type of analysis examines how state funding of the offices of constitutional officers varies by size of jurisdiction.

Before leaving the subject of funding, one cautionary note needs to be mentioned. Local contributions to non-personal service budgets within the tables which follow are somewhat conservative. This is due to the fact that most localities failed to provide

estimates on "operating space and support costs." It appears that in almost all jurisdictions office space is provided by the locality, but a dollar amount does not appear as a separate item on the officer's budget. Thus, this item was frequently left blank on the survey forms. Clearly, additional research is needed in this area.

- Duties

-The survey form asked each constitutional officer to estimate the percentage of time spent by employees of his/her office on a variety of duties and tasks. For each category of officer, a list of duties was drawn up (numbering 4 for commonwealth attorneys and clerks of court, six for sheriffs, seven for commissioners of revenue, and 11 for treasurers). Respondents could add additional items, and many did.

Our analysis focused on duties from two perspectives: 1) we looked at how the average office utilized its time; and 2) we examined the primary beneficiary of such efforts (that is, what proportion of time was spent on state versus local duties).

It should be pointed out that while many officers went to great lengths to provide detailed budgetary breakdowns, we cannot expect as much precision in an evaluation of how much time each office devotes to particular types of tasks. Information on the time devoted to particular tasks were "estimates" in the truest sense of the word.

- Fringe Benefits

-Information on fringe benefits is fairly consistent for each type of constitutional officer. Nonetheless, for each officer type we examined what proportion of localities provided health insurance, VSRS Life Insurance, and VSRS Retirement. In addition, we examined how such benefits were funded. Appendix B of this document provides additional information related to the availability of fringe benefits within offices of constitutional officers.

This basic information for each type of constitutional officer supplemented, as appropriate, with information on other issues of interest to the Joint Subcommittee.

Chapter 2:

COMMONWEALTH'S ATTORNEYS

Response Rate

The overall response rate for Commonwealth's attorneys was 78%. An indication of how these responses were distributed by population category is presented in Table A1, below. While this is considered a good response rate by survey standards, it is nonetheless the lowest response rate received of any constitutional officer category.

The non-responding Commonwealth's attorneys were not concentrated in any particular type of jurisdiction, but there was a higher response rate from larger cities and counties. We obtained data from all but 6 of the 42 localities with populations over 35,000 (an 86% response rate), while only 58 of the 79 smaller jurisdictions responded (73% response).

TABLE A1: Survey Response of Commonwealth's Attorneys by Population Category

Population Category	Total Officers	Number Responding	Percent Responding
Under 10,000	17	13	76.5%
10 - 20,000	35	26	74.3%
20 - 35,000	27	19	70.4%
35 - 45,000	11	9	81.8%
45 -100,000	17	16	94.1%
100-250,000	11	8	72.7%
Over 250,000	3	3	100.0%
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TOTAL	121	94	77.7%

Funding

As indicated by Table A2, approximately 90% of the "Personal Services" budget, and 58% of the "Non-personal Services" budget for the average Commonwealth's attorney's office came from the State. The State contributed approximately 86% of the total budget of these offices.

Table A2: Percent of Funds Received From State, Local, and Other Sources for the Average Commonwealth's Attorneys Office, by Budget Category

Budget Category	Source of Funds			Total
	State	* Local	Other	
Personal Services	89.7%	9.4%	.9%	100%
Non-Personal Services	58.0%	40.8%	1.3%	100%
TOTAL BUDGET	85.9%	13.1%	1.0%	100%

As Table A3 indicates, there was some variation in funding patterns of Commonwealth's attorney offices, with smaller jurisdictions on average receiving a higher percent of their total budgets from state sources than their more populous counterparts. Jurisdictions with less than 10,000 inhabitants received almost 95% of their budgets from the state, for example, while those with more than 100,000 residents received less than 70% from this source.

Table A3: State Percent of Funding and Duties of Commonwealth's Attorney Offices, by Population Category

Population Category	State Percent of			Duties and Tasks
	Personal Services Budget	Non-Personal Services Budget	Total Budget	
Under 10,000	94.3%	77.9%	94.4%	77.5%
10 - 20,000	92.1%	55.5%	87.1%	87.5%
20 - 35,000	95.6%	76.9%	93.4%	92.5%
35 - 45,000	90.1%	50.8%	84.6%	96.7%
45 - 100,000	86.8%	51.1%	82.9%	96.9%
100- 250,000	74.0%	29.2%	68.7%	95.9%
Over 250,000	72.6%	25.4%	68.2%	85.3%
All	89.7%	58.0%	85.9%	90.4%

Duties

Table A4 presents a breakdown on how the "average" Commonwealth's attorney's office utilized its time during the past fiscal year. As indicated, by far the largest time-consumer was the prosecution of misdemeanor and felony cases for the Commonwealth. Such activities took approximately two-thirds of the effort of the average office.

In looking at the primary beneficiary of the duties and tasks (see Table A3, above), we found that approximately 90% of all effort within the typical office was devoted to state and 10% to local duties. These figures varied somewhat by population category, with state related efforts ranging from a low of 78% (in the under 10,000 population class) to a high of 97% (in the 35 - 45,000 population class).

Table A4: Percent of Time Devoted to Duties of the Average Office of Commonwealth's Attorneys

July 1, 1986 - June 30, 1987

Duties	Percent of Time	
	Median	Mean
Prosecute misdemeanor and felony cases for the Commonwealth of Virginia	70.0%	67.0%
Provide legal assistance to local law enforcement officials investigating violations of the criminal statutes of the Code of Virginia	15.0%	17.0%
Provide legal assistance to local governing bodies whose population is under 15,000 and who do not employ a county attorney	0%	4.1%
Provide legal assistance to the local governing board regarding the conflict of interest statutes of the Code of Virginia	1.0%	2.1%
Other State related duties	0%	6.4%
Other local duties	0%	3.2%
TOTAL		99.8%

Fringe Benefits

As indicated by Table A5, almost 85% of all jurisdictions responding indicated that basic health insurance was provided for employees within the Commonwealth's attorney's office. Further analysis indicates that in almost half (46%) of the cases where there was no basic health coverage, arrangements had been made for employees to purchase low cost group health insurance at their own expense.

VRS Life Insurance and VRS Retirement were being offered in 80.4% and 89.3% of all responding jurisdictions, respectively. The contributions for these benefits came primarily from the localities. In fact, 58% of the localities responding indicated that employees made no contribution to the life insurance program, while 63% indicate no employee contribution was made to VRS Retirement.

Appendix B of this document contains additional information on the availability of fringe benefits within this office.

Table A5: Availability of Fringe Benefits in Offices of Commonwealth's Attorneys, by Type of Benefit

Type of Benefit	N	Availability of Fringe Benefits (in percents)	
		Available	Not Available
Basic Health Insurance	91	84.6	15.4
VRS Life Insurance	92	80.4	19.6
VRS Retirement	93	89.3	10.8

Other Issues

Two other issues were also raised related to Commonwealth's attorneys. The first issue related to such individuals conducting both a public and a private practice. The Commonwealth's attorneys were asked two questions in this regard. First, they were asked: "Is the Commonwealth's Attorney a full-time position?" Fifty of the 93 attorneys responding to this question indicated that it was not. All but one of these individuals served jurisdictions with 35,000 inhabitants or less, the point at which a full-time CA is authorized.

Individuals serving communities for which a full-time Commonwealth's Attorney was not authorized, were then asked:

"What percent of the C. A. 's time is spent in private practice?" Finding from this question are contained in Table A6. As indicated, the average part-time Commonwealth's Attorney spent approximately 29% of his/her time in private practice. In looking at individual responses, we found that over 75% of those with a private practice said that they spent between 25% and 50% of their time at it. The rest spent less than 25%.

Table A6: Average Percent of Time Spent in Private Practice, by Part-Time Commonwealth's Attorneys

Population Category	N	Average Time Spent in Private Practice
Under 10,000	9	41.1%
10 - 20,000	22	26.7%
20 - 35,000	15	23.8%
35 - 45,000	1	25.0%
All	47	25.5%

The second issue related to Commonwealth's Attorneys serving simultaneously as either a county or city attorney, hence a potential for conflict of interest. Only 23 of the 94 attorneys responding to this question had such dual responsibilities. All of these individuals were from jurisdictions with populations of less than 35,000.

Chapter 3:

CIRCUIT COURT CLERKS

Response Rate

The overall response rate for Circuit Court Clerks was 93%. An indication of how these responses were distributed by population category is presented in Table B1, below. As suggested by this table, overall, responding jurisdictions appear to be highly representative of the state as a whole.

TABLE B1: Survey Response of Circuit Court Clerks by Population Category

Population Category	Total Officers	Number Responding	Percent Responding
Under 10,000	17	17	100.0%
10 - 20,000	35	34	97.1%
20 - 40,000	34	31	91.2%
40 - 70,000	19	17	89.5%
70 -100,000	2	1	50.1%
100-250,000	11	10	90.9%
Over 250,000	3	3	100.0%
TOTAL	121	113	93.4%

Funding

As indicated by Table B2, approximately 82% of the "Personal Services" budget, and 26% of the "Non-personal Services" budget for the average Circuit Court Clerk's office came from the State. The State contributed approximately 70% of the total budget of these offices.

As indicated by Table B3, there does not appear to be a great deal of variation among localities in regard to the funding patterns of circuit court clerks. There is one exception to this, however. The 10 reporting localities within the 100-250,000 population range, reported receiving on average about 38% of their total budget from the state. This was significantly lower than the level of funding reported within other population classes, which ranged from approximately 69 to 77% of total budgets.

Table B2: Percent of Funds Received From State, Local, and Other Sources for the Average Circuit Court Clerk's Office, by Budget Category

Budget Category	Source of Funds			Total
	State	Local	Other	
Personal Services	81.5%	15.0%	3.4%	99.9%
Non-Personal Services	26.0%	71.7%	2.4%	100.1%
TOTAL BUDGET	69.9%	26.6%	3.3%	99.8%

Table B3: State Percent of Funding and Duties of Circuit Court Clerk Offices, by Population Category

Population Category	State Percent of			
	Personal Services Budget	Non-Personal Services Budget	Total Budget	Duties and Tasks
Under 10,000	77.8%	24.0%	68.5%	49.1%
10 - 20,000	86.7%	34.3%	76.8%	60.0%
20 - 40,000	85.7%	19.8%	70.8%	63.3%
40 - 70,000	88.6%	29.1%	73.3%	58.5%
70 - 100,000	87.7%	16.7%	70.0%	67.4%
100- 250,000	44.6%	10.9%	38.4%	72.0%
Over 250,000	82.3%	36.9%	69.8%	69.4%
All	81.5%	26.0%	69.9%	60.4%

Duties

Table B4 presents a breakdown on how the "average" circuit court clerk's office utilized its time. There appear to be two primary time-consumers within such offices: 1) the clerk's role as administrator to the local circuit court regarding cases involving criminal or civil matters; and 2) the clerk's role in maintaining land and property records and indexes.

In looking at the primary beneficiary of the duties and tasks (see Table B3, above), we found that approximately 60% of all effort was devoted to state and 40% to local duties and tasks. This figure varies somewhat by population category, ranging from 49 - 72 percent, but no clear pattern emerges related to this variation.

Table B4: Percent of Time Devoted to Duties of the Average Office of Circuit Court Clerks

July 1, 1986 - June 30, 1987

Duties	Percent of Time	
	Median	Mean
Serve as administrator to the local circuit court regarding cases involving criminal or civil matters	30%	31.1%
Maintain land and property records and indexes	30%	32.8%
Probate wills and administer estate laws regarding executors, guardians, etc., and process fiduciary accounts	10%	9.1%
Issue marriage licences	3%	3.8%
Other State related duties	11%	16.4%
Other local duties	6%	6.8%
TOTAL		100.0%

Fringe Benefits

As indicated by Table B5, almost 88% of all jurisdictions responding indicated that basic health insurance was provided for employees within the Circuit Court Clerk's Office. Further analysis indicates that more than half (60%) of the cases where there was no basic health coverage, arrangements had been made for employees to purchase low cost group health insurance at their own expense.

VSRS Life Insurance and VSRS Retirement was being offered in 90% and 97% of all responding jurisdictions, respectively. In most localities the entire amount being contributed for such fringe benefits was contributed by the employer. In fact, in only about 39% of the localities do employees contribute to their retirement program. This figure increases to approximately 49% in the case of life insurance.

Additional information related to the availability of fringe benefits within the offices of circuit court clerks, is contained in Appendix B of this document.

Table B5: Availability of Fringe Benefits in Offices of Circuit Court Clerks, by Type of Benefit

Type of Benefit	N	Availability of Fringe Benefits (in percents)	
		Available	Not Available
Basic Health Insurance	113	88.5	11.5
VSRS Life Insurance	112	90.2	9.8
VSRS Retirement	113	97.4	2.7

Chapter 4:

COMMISSIONERS OF REVENUE

Response Rate

Every commissioner of revenue within the Commonwealth responded to this survey, achieving a 100% response rate.

Funding

As indicated by Table C1, approximately 51% of the "Personal Services" budget, and 37% of the "Non-personal Services" budget for the average commissioner of revenue's office came from the State. The State contributed approximately 49% of the total budget of these offices.

Table C1: Percent of Funds Received From State, Local, and Other Sources for the Average Commissioner of Revenue Office, by Budget Category

Budget Category	Source of Funds			Total
	State	Local	Other	
Personal Services	51.4%	48.3%	0.3%	100%
Non-Personal Services	36.9%	63.1%	0.0%	100%
TOTAL BUDGET	48.9%	50.8	0.3%	100%

As indicated by Table C2, smaller jurisdictions received a higher percentage of their total budgets from the State than did their more populous counterparts. For example, jurisdictions with less than 10,000 inhabitants on average received approximately 55% of their total budget from the State, while those with more than 250,000 inhabitants only received approximately 30% of theirs from this source.

Table C2: State Percent of Funding and Duties of Commissioner of Revenue Offices, by Population Category

Population Category	State Percent of			
	Personal Services Budget	Non-Personal Services Budget	Total Budget	Duties and Tasks
Under 10,000	57.4%	41.3%	55.2%	38.2%
10 - 20,000	55.1%	40.8%	52.8%	31.1%
20 - 40,000	48.1%	37.5%	46.7%	32.5%
40 - 70,000	47.7%	33.1%	45.1%	32.3%
70 - 100,000	42.4%	17.5%	33.1%	35.0%
100- 250,000	38.1%	13.1%	32.5%	26.5%
Over 250,000	30.9%	24.5%	30.1%	24.5%
All	51.4%	36.9%	48.9%	32.9%

Duties

Table C3 presents a breakdown on how the "average" commissioner of revenue's office utilized its time. Three items appear to be the major time-consumers of such offices: 1) providing assistance with state income tax forms; 2) assessing personal property; and 3) to a slightly lesser extent, preparing land and personal property books.

In looking at the primary beneficiary of the duties and tasks, we found that approximately 33% of all effort was devoted to state and 67% to local duties. State related efforts varied from a low of 24% in localities with 250,000 or more inhabitants, to a high of 38% in localities under 10,000 in population (see Table C2).

Table C3: Percent of Time Devoted to Duties of the Average Office of Commissioners of Revenue

July 1, 1986 - June 30, 1987

Duties	Percent of Time	
	Median	Mean
Assist citizen with completion of state income tax forms	25%	23%
Assist citizens with completion of estimated income tax forms	3%	4%

Table C3: continued

Assess any new construction commenced between general reassessments	9%	8%
Assess all items of personal property	25%	25%
Prepare land and personal property books	20%	17%
Assess business license fees	5%	6%
Assess meal and lodging taxes	0%	0%
Other State related duties	0%	5%
Other local duties	7%	11%

TOTAL		100%

Fringe Benefits

As indicated by Table C4, approximately 93% of all jurisdictions responding indicated that basic health insurance was provided for employees within the commissioner of revenue offices. Further analysis indicates that in two thirds of the cases where there was no basic health coverage, arrangements had been made for employees to purchase low cost group health insurance at their own expense.

VSRS Life Insurance and VSRS Retirement were being offered in 90% and 95% of all responding jurisdictions, respectively. As with the other constitutional officers discussed, localities are frequently picking up the entire contribution where such benefits are available. Forty-eight percent of the employees of commissioners of revenue, within jurisdictions where retirement is an option, pay nothing toward their retirement program. The same is true in 53% of the cases regarding VSRS Life insurance.

Table C4: Availability of Fringe Benefits in Offices of Commissioner of Revenue, by Type of Benefit

Type of Benefit	N	Availability of Fringe Benefits (in percents)	
		Available	Not Available
Basic Health Insurance	130	92.3	7.7
VSRS Life Insurance	130	90.0	10.0
VSRS Retirement	130	94.6	5.4

Chapter 5:

SHERIFFS

Response Rate

The overall response rate for sheriffs was 98%. An indication of how these responses were distributed by population category is presented in Table D1, below. With such a high response rate in virtually every population category, it is clear that the sample was highly representative of the State as a whole.

TABLE D1: Survey Response of Sheriffs by Population Category

Population Category	Total Officers	Number Responding	Percent Responding
Under 10,000	20	20	100.0%
10 - 20,000	36	36	100.0%
20 - 40,000	34	32	94.1%
40 - 70,000	19	19	100.0%
70 -100,000	2	2	100.0%
100-250,000	11	10	90.9%
Over 250,000	3	3	100.0%
TOTAL	125	122	97.6%

Funding

As indicated by Table D2, on the following page, approximately 88% of the "Personal Services" budget, and 49% of the "Non-personal Services" budget for the average sheriffs office came from the State. The State contributed approximately 79% of the total budget of these offices.

As Table D3 indicates, larger localities are receiving less from the state, on average, than smaller jurisdictions. Communities with more than 250,000 in population only received approximately 49% of their total budgets from the State, while communities with less than 10,000 residents received approximately 88% of theirs from this source.

Table D2: Percent of Funds Received From State, Local, and Other Sources for the Sheriff's Office, by Budget Category

Budget Category	Source of Funds			Total
	State	Local	Other	
Personal Services	88.2%	11.5%	.4%	100.1%
Non-Personal Services	49.3%	46.8%	3.9%	100.0%
TOTAL BUDGET	78.6%	20.0	1.3%	99.9%

Table D3: State Percent of Funding and Duties of Sheriff's Offices, by Population Category

Population Category	State Percent of			
	Personal Services Budget	Non-Personal Services Budget	Total Budget	Duties and Tasks
Under 10,000	95.0%	62.2%	88.2%	74.7%
10 - 20,000	93.0%	49.7%	82.1%	77.3%
20 - 40,000	90.7%	56.6%	81.8%	76.4%
40 - 70,000	83.4%	45.5%	73.3%	78.8%
70 - 100,000	73.8%	39.9%	67.8%	72.0%
100- 250,000	72.4%	11.9%	58.0%	83.9%
Over 250,000	52.7%	36.8%	49.2%	68.4%
All	88.2%	49.3%	78.6%	77.1%

Duties

Table D4 presents a breakdown on how the "average" sheriff's office utilized its time. As indicated, supervising jail operations, serving judicial documents, and providing courtroom security are the largest time-consumers of such offices.

In looking at the primary beneficiary of the duties and tasks, we found that approximately 77% of all effort was devoted to State and 23% to local duties.

Table D4: Percent of Time Devoted to Duties of the Average Sheriff's Office

July 1, 1986 - June 30, 1987

Duties	Percent of Time	
	Median	Mean
Arrest or issue summons to persons suspected of committing criminal violations of the Code of Virginia	10%	13%
Provide courtroom security for circuit and district courts as provided for by state law	12%	16%
Serve all judicial documents issued by the court system (e.g., warrants, subpoenas, writs of possession, jury duty notices, DMV notices, etc.)	20%	24%
Arrest and issue summons to persons suspected of committing criminal violation of local ordinances	2%	3%
Supervise the operation of the jail for state prisoners, i.e., those charged with criminal violations of the Code of Virginia	19%	20%
Supervise the operation of the jail for local and federal prisoners, e.g., those charged with violations of local ordinances	1%	5%
Other State related duties	0%	5%
Other local duties	5%	14%
TOTAL		100%

Fringe Benefits

As indicated by Table D5, approximately 89% of all jurisdictions responding indicated that basic health insurance

was provided for employees within the Sheriff's office. Further analysis indicates that in almost 85% of the cases where there was no basic health coverage, arrangements had been made for employees to purchase low cost group health insurance at their own expense.

VSRS Life Insurance and VSRS Retirement was being offered in 88.5% and 95.1% of all responding jurisdictions, respectively. Where these benefits are available, they are generally paid for entirely by the employer. Fifty two percent of the employees in participating sheriffs offices pay nothing toward their retirement, for example, while 51% pay nothing toward life insurance.

Appendix B of this document contains additional information on the availability of fringe benefits within sheriff's offices.

Table D5: Availability of Fringe Benefits in the Offices of Sheriffs, by Type of Benefit

Type of Benefit	N	Availability of Fringe Benefits (in percents)	
		Available	Not Available
Basic Health Insurance	122	89.3	10.7
VSRS Life Insurance	122	88.5	11.5
VSRS Retirement	122	95.1	4.9

Chapter 6:

TREASURERS

Response Rate

The overall response rate for treasurers (including directors of finance) was 91.7%. An indication of how these responses were distributed by population category is presented in Table E1, below. Good rates of response were received in every population category.

TABLE E1: Survey Response of Treasurers by Population Category

Population Category	Total Officers	Number Responding	Percent Responding
Under 10,000	28	25	89.3%
10 - 20,000	41	38	92.7%
20 - 40,000	34	32	94.1%
40 - 70,000	17	16	94.1%
70 -100,000	1	1	100.0%
100-250,000	8	7	87.5%
Over 250,000	3	2	66.7%
TOTAL	132	121	91.7%

Funding

As indicated by Table E2, approximately 55% of the "Personal Services" budget, and 36% of the "Non-personal Services" budget for the average treasurer's office came from the State. The State contributed approximately 49% of the total budget of these offices.

The level of State funding ranged from 53.3% of the total budget within communities with less than 10,000 inhabitants, to a low of approximately 32.4% of the total budget in jurisdictions with 250,000 or more residents (see Table E3). In general, State contributions declined as population increased.

Table E2: Percent of Funds Received From State, Local, and Other Sources for the Average Treasurer's Office, by Budget Category

Budget Category	Source of Funds			Total
	State	Local	Other	
Personal Services	54.7%	45.0%	0.4%	100.1%
Non-Personal Services	36.1%	63.9%	0.1%	100.1%
TOTAL BUDGET	49.4%	50.3%	0.4%	100.1%

Table E3: State Percent of Funding and Duties of Treasurer's Offices, by Population Category

Population Category	State Percent of			Duties and Tasks
	Personal Services Budget	Non-Personal Services Budget	Total Budget	
Under 10,000	61.1%	35.6%	53.3%	19.4%
10 - 20,000	53.5%	38.2%	50.2%	16.9%
20 - 40,000	53.5%	38.9%	49.7%	16.4%
40 - 70,000	54.2%	32.5%	47.9%	27.5%
70 - 100,000	54.4%	10.1%	32.5%	7.0%
100- 250,000	52.6%	34.5%	46.4%	26.8%
Over 250,000	39.5%	18.8%	32.4%	10.5%
All	54.9%	36.3%	49.7%	19.0%

Duties

Table E4 presents a breakdown on how the "average" treasurer's office utilized its time. As indicated, most time is consumed in the collection of real estate, personal property, and income tax payments. Collection of motor vehicle decal fees also consumed more than 10% of the average office's time.

In looking at the primary beneficiary of the duties and tasks, we found that approximately 19% of all effort was devoted to state and 81% to local duties (see Table E3).

Table E4: Percent of Time Devoted to Duties of the Average Treasurer's Office

July 1, 1986 - June 30, 1987

Duties	Percent of Time	
	Median	Mean
Collect State income tax payments	5%	6.9%
Collect estimated state income tax payments	9%	10.1%
Collect real estate taxes	20%	19.9%
Collect personal property taxes	15%	16.5%
Collect delinquent real estate taxes	5%	7.1%
Collect delinquent personal property taxes	6%	7.6%
Collect delinquent BPOL taxes	0%	0.8%
Collect motor vehicle decal fees	10%	10.7%
Collect dog license fees	2%	3.2%
Collect local utility fees	1%	4.1%
Collect meal and lodging tax	1%	.6%
Other State related duties	0%	2.2%
Other local duties	9%	10.3%
TOTAL		100.0%

Fringe Benefits

As indicated by Table E5, almost 93% of all jurisdictions responding indicated that basic health insurance was provided for employees within the treasurer's office. Further analysis indicates that in 71% of the cases where there was no basic health coverage, arrangements had been made for employees to purchase low cost group health insurance at their own expense.

VRSR Life Insurance and VRSR Retirement was being offered in 90% and 97% of all responding jurisdictions, respectively. In 47% of the instances where VRSR Retirement was available, employees made no contributions to the programs. The same was true in 57% of the cases where VRSR Life Insurance was available.

Additional information on the availability of fringe benefits is contained in Appendix B of this document.

Table E5: Availability of Fringe Benefits in Treasurer's Offices, by Type of Benefit

Type of Benefit -----	N ---	Availability of Fringe Benefits (in percents)	
		Available -----	Not Available -----
Basic Health Insurance	120	92.5	7.5
VRSR Life Insurance	121	90.1	9.9
VRSR Retirement	121	97.5	2.5

Appendix A:
SURVEY INSTRUMENTS

**SURVEY OF STATE ASSISTANCE TO
COMMONWEALTHS ATTORNEYS**



1. NAME of individual completing this survey:

2. TITLE:

3. TELEPHONE: ()

4. LOCALITY:

5. Please provide the following information regarding the operating budget for your office for the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Break down each item total according to the source of funds: the state, your locality, and other sources.

SOURCE OF BUDGET ITEMS

	Paid by Compensation Board	Paid By Locality	Paid By Others	Total Expenditure
<hr/>				
PERSONAL SERVICES				
Salary of Principal Officer	\$	\$	\$	\$
All Other Salaries	\$	\$	\$	\$
Wages	\$	\$	\$	\$
Health Insurance	\$	\$	\$	\$
All Other Salary and Wage- Related Employee Benefits	\$	\$	\$	\$
<hr/>				
TOTAL PERSONAL SERVICES	\$	\$	\$	\$
<hr/>				
NON-PERSONAL SERVICES				
Data Processing Equipment	\$	\$	\$	\$
Data Processing Operating Expenses	\$	\$	\$	\$
Motor Vehicles	\$	\$	\$	\$
Mileage Allowances	\$	\$	\$	\$
Office Space and Support Cost	\$	\$	\$	\$
All Other Equipment	\$	\$	\$	\$
All Other Operating Expense	\$	\$	\$	\$
<hr/>				
TOTAL NON-PERSONAL SERVICES	\$	\$	\$	\$
<hr/>				

6. What was the total number of full-time-equivalent employees (FTE) budgeted for your office at the end of the last fiscal year (i.e., June 30, 1987)? _____

How much of this total is

A. Approved by the Compensation Board? _____

B. Approved by your locality? _____

C. Approved from other sources? _____

NOTE: A full-time-equivalent employee is one who works 40 hours per week on a regular basis. For example, if an employee works 20 hours per week he or she would count as .50 of an FTE employee.

7. Please provide the following information about the benefits provided for the employees in your office.

A. HEALTH INSURANCE

Is basic, employee only, health insurance coverage provided by the employer?

YES

NO

If the answer is YES, what percentage of the cost of health insurance coverage is paid by the:

EMPLOYER _____% EMPLOYEE _____%

If the answer is NO, have any arrangements been made for employees to purchase low cost group health insurance at their own expense?

YES

NO

B. RETIREMENT BENEFITS

Is retirement coverage provided through a policy administered by the Virginia Supplemental Retirement System (VSRS)?

YES

NO

What percentage of the employee's salary is paid into the retirement plan by the

EMPLOYER _____% EMPLOYEE _____%

C. GROUP LIFE INSURANCE

Is group life insurance provided through a policy administered by VSRS?

YES

NO

What percentage of the employee's salary is paid into the life insurance plan by the

EMPLOYER _____% EMPLOYEE _____%

8. Please provide the following information regarding the tasks and duties carried out by your office during the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Please give your best estimate of the PERCENTAGE OF TIME spent by you and your staff on each type of activity during that time period.

Prosecute misdemeanor and felony cases for the Commonwealth of Virginia _____%

Provide legal assistance to local law enforcement officials investigating violations of the criminal statutes of the Code of Virginia _____%

Provide legal assistance to local governing bodies whose population is under 15,000 and who do not employ a county attorney _____%

Provide legal assistance to the local governing board regarding the conflict of interest statutes of the Code of Virginia _____%

Other Duties and Activities of the Office (please specify) _____%

_____%

_____%

_____%

TOTAL PERCENT (Must equal 100%) 100.00%

9. Is the Commonwealth's Attorney a full-time position?

YES

NO

If NO, what percent of the C.A.'s time is spent in private practice? _____%

10. Does the Commonwealth's Attorney serve as a county or city attorney on a regular basis?

YES

NO

**SURVEY OF STATE ASSISTANCE TO
CIRCUIT COURT CLERKS**



1. **NAME of individual completing this survey:**

2. **TITLE:** _____

3. **TELEPHONE:** () _____

4. **LOCALITY:** _____

5. Please provide the following information regarding the operating budget for your office for the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Break down each item total according to the source of funds: the state, your locality, and other sources.

	SOURCE OF BUDGET ITEMS			
	Paid by Compensation Board	Paid By Locality	Paid By Others	Total Expenditure
PERSONAL SERVICES				
Salary of Principal Officer	\$	\$	\$	\$
All Other Salaries	\$	\$	\$	\$
Wages	\$	\$	\$	\$
Health Insurance	\$	\$	\$	\$
All Other Salary and Wage- Related Employee Benefits	\$	\$	\$	\$
TOTAL PERSONAL SERVICES	\$	\$	\$	\$
NON-PERSONAL SERVICES				
Data Processing Equipment	\$	\$	\$	\$
Data Processing Operating Expenses	\$	\$	\$	\$
Motor Vehicles	\$	\$	\$	\$
Mileage Allowances	\$	\$	\$	\$
Office Space and Support Cost	\$	\$	\$	\$
All Other Equipment	\$	\$	\$	\$
All Other Operating Expense	\$	\$	\$	\$
TOTAL NON-PERSONAL SERVICES	\$	\$	\$	\$

6. What was the total number of full-time-equivalent employees (FTE) budgeted for your office at the end of the last fiscal year (i.e., June 30, 1987)? _____

How much of this total is

- A. Approved by the Compensation Board? _____
- B. Approved by your locality? _____
- C. Approved from other sources? _____

NOTE: A full-time-equivalent employee is one who works 40 hours per week on a regular basis. For example, if an employee works 20 hours per week he or she would count as .50 of an FTE employee.

7. Please provide the following information about the benefits provided for the employees in your office.

A. HEALTH INSURANCE

Is basic, employee only, health insurance coverage provided by the employer?

YES

NO

If the answer is YES, what percentage of the cost of health insurance coverage is paid by the:

EMPLOYER _____% EMPLOYEE _____%

If the answer is NO, have any arrangements been made for employees to purchase low cost group health insurance at their own expense?

YES

NO

B. RETIREMENT BENEFITS

Is retirement coverage provided through a policy administered by the Virginia Supplemental Retirement System (VSRS)?

YES

NO

What percentage of the employee's salary is paid into the retirement plan by the

EMPLOYER _____% EMPLOYEE _____%

C. GROUP LIFE INSURANCE

Is group life insurance provided through a policy administered by VSRS?

YES

NO

What percentage of the employee's salary is paid into the life insurance plan by the

EMPLOYER _____% EMPLOYEE _____%

8. Please provide the following information regarding the tasks and duties carried out by your office during the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Please give your best estimate of the PERCENTAGE OF TIME spent by you and your staff on each type of activity during that time period.

Serve as administrator to the local circuit court regarding cases involving criminal or civil matters _____%

Maintain land and property records and indexes _____%

Probate wills and administer estate laws regarding executors, guardians, etc., and process fiduciary accounts _____%

Issue marriage licences _____%

Other Duties and Activities of the Office (please specify) _____%

_____%

_____%

_____%

TOTAL PERCENT (Must equal 100%) 100.00%

**SURVEY OF STATE ASSISTANCE TO
COMMISSIONERS OF THE REVENUE**



1. NAME of individual completing this survey:

2. TITLE: _____

3. TELEPHONE: () _____

4. LOCALITY: _____

5. Please provide the following information regarding the operating budget for your office for the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Break down each item total according to the source of funds: the state, your locality, and other sources.

SOURCE OF BUDGET ITEMS

	Paid by Compensation Board	Paid By Locality	Paid By Others	Total Expenditure
PERSONAL SERVICES				
Salary of Principal Officer	\$	\$	\$	\$
All Other Salaries	\$	\$	\$	\$
Wages	\$	\$	\$	\$
Health Insurance	\$	\$	\$	\$
All Other Salary and Wage- Related Employee Benefits	\$	\$	\$	\$
TOTAL PERSONAL SERVICES	\$	\$	\$	\$
NON-PERSONAL SERVICES				
Data Processing Equipment	\$	\$	\$	\$
Data Processing Operating Expenses	\$	\$	\$	\$
Motor Vehicles	\$	\$	\$	\$
Mileage Allowances	\$	\$	\$	\$
Office Space and Support Cost	\$	\$	\$	\$
All Other Equipment	\$	\$	\$	\$
All Other Operating Expense	\$	\$	\$	\$
TOTAL NON-PERSONAL SERVICES	\$	\$	\$	\$

6. What was the total number of full-time-equivalent employees (FTE) budgeted for your office at the end of the last fiscal year (i.e., June 30, 1987)? _____

How much of this total is

- A. Approved by the Compensation Board? _____
- B. Approved by your locality? _____
- C. Approved from other sources? _____

NOTE: A full-time-equivalent employee is one who works 40 hours per week on a regular basis. For example, if an employee works 20 hours per week he or she would count as .50 of an FTE employee.

7. Please provide the following information about the benefits provided for the employees in your office.

A. HEALTH INSURANCE

Is basic, employee only, health insurance coverage provided by the employer?

YES NO

If the answer is YES, what percentage of the cost of health insurance coverage is paid by the:

EMPLOYER _____% EMPLOYEE _____%

If the answer is NO, have any arrangements been made for employees to purchase low cost group health insurance at their own expense?

YES NO

B. RETIREMENT BENEFITS

Is retirement coverage provided through a policy administered by the Virginia Supplemental Retirement System (VSRS)?

YES NO

What percentage of the employee's salary is paid into the retirement plan by the

EMPLOYER _____% EMPLOYEE _____%

C. GROUP LIFE INSURANCE

Is group life insurance provided through a policy administered by VSRS?

YES NO

What percentage of the employee's salary is paid into the life insurance plan by the

EMPLOYER _____% EMPLOYEE _____%

8. Please provide the following information regarding the tasks and duties carried out by your office during the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Please give your best estimate of the PERCENTAGE OF TIME spent by you and your staff on each type of activity during that time period.

Assist citizens with completion of state income tax forms	_____%
Assist citizens with completion of estimated state income tax forms	_____%
Assess any new construction commenced between general reassessments	_____%
Assess all items of personal property	_____%
Prepare land and personal property books	_____%
Assess business license fees	_____%
Assess meals and lodging taxes	_____%
Other Duties and Activities of the Office (please specify)	
	_____%
	_____%
	_____%
	_____%
<hr/>	
TOTAL PERCENT (Must equal 100%)	100.00%

**SURVEY OF STATE ASSISTANCE TO
SHERIFFS**



1. NAME of individual completing this survey:

2. TITLE: _____

3. TELEPHONE: () _____

4. LOCALITY: _____

5. Please provide the following information regarding the operating budget for your office for the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Break down each item total according to the source of funds: the state, your locality, and other sources.

SOURCE OF BUDGET ITEMS

	Paid by Compensation Board	Paid By Locality	Paid By Others	Total Expenditure
<hr/>				
PERSONAL SERVICES				
Salary of Principal Officer	\$	\$	\$	\$
All Other Salaries	\$	\$	\$	\$
Wages	\$	\$	\$	\$
Health Insurance	\$	\$	\$	\$
All Other Salary and Wage- Related Employee Benefits	\$	\$	\$	\$
<hr/>				
TOTAL PERSONAL SERVICES	\$	\$	\$	\$
<hr/>				
NON-PERSONAL SERVICES				
Data Processing Equipment	\$	\$	\$	\$
Data Processing Operating Expenses	\$	\$	\$	\$
Motor Vehicles	\$	\$	\$	\$
Mileage Allowances	\$	\$	\$	\$
Office Space and Support Cost	\$	\$	\$	\$
All Other Equipment	\$	\$	\$	\$
All Other Operating Expense	\$	\$	\$	\$
<hr/>				
TOTAL NON-PERSONAL SERVICES	\$	\$	\$	\$
<hr/>				

6. What was the total number of full-time-equivalent employees (FTE) budgeted for your office at the end of the last fiscal year (i.e., June 30, 1987)? _____

How much of this total is

- A. Approved by the Compensation Board? _____
- B. Approved from Block Grants? _____
- C. Approved by your locality? _____
- D. Approved from other sources? _____

NOTE: A full-time-equivalent employee is one who works 40 hours per week on a regular basis. For example, if an employee works 20 hours per week he or she would count as .50 of an FTE employee.

7. Please provide the following information about the benefits provided for the employees in your office.

A. HEALTH INSURANCE

Is basic, employee only, health insurance coverage provided by the employer?

YES NO

If the answer is YES, what percentage of the cost of health insurance coverage is paid by the:

EMPLOYER _____% EMPLOYEE _____%

If the answer is NO, have any arrangements been made for employees to purchase low cost group health insurance at their own expense?

YES NO

B. RETIREMENT BENEFITS

Is retirement coverage provided through a policy administered by the Virginia Supplemental Retirement System (VSRS)?

YES NO

What percentage of the employee's salary is paid into the retirement plan by the

EMPLOYER _____% EMPLOYEE _____%

C. GROUP LIFE INSURANCE

Is group life insurance provided through a policy administered by VSRS?

YES NO

What percentage of the employee's salary is paid into the life insurance plan by the

EMPLOYER _____% EMPLOYEE _____%

8. Please provide the following information regarding the tasks and duties carried out by your office during the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Please give your best estimate of the PERCENTAGE OF TIME spent by you and your staff on each type of activity during that time period.

Arrest or issue summons to persons suspected of committing criminal violations of the Code of Virginia _____%

Provide courtroom security for circuit and district courts as provided for by state law _____%

Serve all judicial documents issued by the court system (e.g., warrants, subpoenas, writs of possession, jury duty notices, DMV notices, etc.) _____%

Arrest or issue summons to persons suspected of committing criminal violations of local ordinances _____%

Supervise the operation of the jail for state prisoners, i.e., those charged with criminal violations of the Code of Virginia _____%

Supervise the operation of the jail for local and federal prisoners, e.g., those charged with violations of local ordinances _____%

Other Duties and Activities of the Office (please specify) _____%

_____%

_____%

_____%

_____%

TOTAL PERCENT (Must equal 100%)

100.00%

**SURVEY OF STATE ASSISTANCE TO
TREASURERS**



1. **NAME** of individual completing this survey:

2. **TITLE:** _____

3. **TELEPHONE:** () _____

4. **LOCALITY:** _____

5. Please provide the following information regarding the operating budget for your office for the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Break down each item total according to the source of funds: the state, your locality, and other sources.

	SOURCE OF BUDGET ITEMS			
	Paid by Compensation Board	Paid By Locality	Paid By Others	Total Expenditure
PERSONAL SERVICES				
Salary of Principal Officer	\$	\$	\$	\$
All Other Salaries	\$	\$	\$	\$
Wages	\$	\$	\$	\$
Health Insurance	\$	\$	\$	\$
All Other Salary and Wage- Related Employee Benefits	\$	\$	\$	\$
<hr/>				
TOTAL PERSONAL SERVICES	\$	\$	\$	\$
<hr/>				
NON-PERSONAL SERVICES				
Data Processing Equipment	\$	\$	\$	\$
Data Processing Operating Expenses	\$	\$	\$	\$
Motor Vehicles	\$	\$	\$	\$
Mileage Allowances	\$	\$	\$	\$
Office Space and Support Cost	\$	\$	\$	\$
All Other Equipment	\$	\$	\$	\$
All Other Operating Expense	\$	\$	\$	\$
<hr/>				
TOTAL NON-PERSONAL SERVICES	\$	\$	\$	\$
<hr/>				

6. What was the total number of full-time-equivalent employees (FTE) budgeted for your office at the end of the last fiscal year (i.e., June 30, 1987)? _____

How much of this total is

A. Approved by the Compensation Board? _____

B. Approved by your locality? _____

C. Approved from other sources? _____

NOTE: A full-time-equivalent employee is one who works 40 hours per week on a regular basis. For example, if an employee works 20 hours per week he or she would count as .50 of an FTE employee.

7. Please provide the following information about the benefits provided for the employees in your office.

A. HEALTH INSURANCE

Is basic, employee only, health insurance coverage provided by the employer?

YES

NO

If the answer is YES, what percentage of the cost of health insurance coverage is paid by the:

EMPLOYER _____% EMPLOYEE _____%

If the answer is NO, have any arrangements been made for employees to purchase low cost group health insurance at their own expense?

YES

NO

B. RETIREMENT BENEFITS

Is retirement coverage provided through a policy administered by the Virginia Supplemental Retirement System (VSRS)?

YES

NO

What percentage of the employee's salary is paid into the retirement plan by the

EMPLOYER _____% EMPLOYEE _____%

C. GROUP LIFE INSURANCE

Is group life insurance provided through a policy administered by VSRS?

YES

NO

What percentage of the employee's salary is paid into the life insurance plan by the

EMPLOYER _____% EMPLOYEE _____%

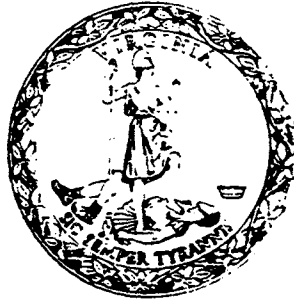
8. Please provide the following information regarding the tasks and duties carried out by your office during the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Please give your best estimate of the PERCENTAGE OF TIME spent by you and your staff on each type of activity during that time period.

Collect state income tax payments	_____%
Collect estimated state income tax payments	_____%
Collect real estate taxes	_____%
Collect personal property taxes	_____%
Collect delinquent real estate taxes	_____%
Collect delinquent personal property taxes	_____%
Collect delinquent BPOL taxes	_____%
Collect motor vehicle decal fees	_____%
Collect dog license fees	_____%
Collect local utility fees	_____%
Collect meals and lodging tax	_____%
Other Duties and Activities of the Office (please specify)	
	_____%
	_____%
	_____%
	_____%

TOTAL PERCENT (Must equal 100%)

100.00%

**SURVEY OF STATE ASSISTANCE TO
DIRECTORS OF FINANCE**



1. NAME of individual completing this survey:

2. TITLE: _____

3. TELEPHONE: () _____

4. LOCALITY: _____

5. Please provide the following information regarding the operating budget for your office for the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Break down each item total according to the source of funds: the state, your locality, and other sources.

SOURCE OF BUDGET ITEMS

	Paid by Compensation Board	Paid By Locality	Paid By Others	Total Expenditure
PERSONAL SERVICES				
Salary of Principal Officer	\$	\$	\$	\$
All Other Salaries	\$	\$	\$	\$
Wages	\$	\$	\$	\$
Health Insurance	\$	\$	\$	\$
All Other Salary and Wage- Related Employee Benefits	\$	\$	\$	\$
TOTAL PERSONAL SERVICES	\$	\$	\$	\$
NON-PERSONAL SERVICES				
Data Processing Equipment	\$	\$	\$	\$
Data Processing Operating Expenses	\$	\$	\$	\$
Motor Vehicles	\$	\$	\$	\$
Mileage Allowances	\$	\$	\$	\$
Office Space and Support Cost	\$	\$	\$	\$
All Other Equipment	\$	\$	\$	\$
All Other Operating Expense	\$	\$	\$	\$
TOTAL NON-PERSONAL SERVICES	\$	\$	\$	\$

6. What was the total number of full-time-equivalent employees (FTE) budgeted for your office at the end of the last fiscal year (i.e., June 30, 1987)? _____

How much of this total is

A. Approved by the Compensation Board? _____

B. Approved by your locality? _____

C. Approved from other sources? _____

NOTE: A full-time-equivalent employee is one who works 40 hours per week on a regular basis. For example, if an employee works 20 hours per week he or she would count as .50 of an FTE employee.

7. Please provide the following information about the benefits provided for the employees in your office.

A. HEALTH INSURANCE

Is basic, employee only, health insurance coverage provided by the employer?

YES

NO

If the answer is YES, what percentage of the cost of health insurance coverage is paid by the:

EMPLOYER _____% EMPLOYEE _____%

If the answer is NO, have any arrangements been made for employees to purchase low cost group health insurance at their own expense?

YES

NO

B. RETIREMENT BENEFITS

Is retirement coverage provided through a policy administered by the Virginia Supplemental Retirement System (VSRS)?

YES

NO

What percentage of the employee's salary is paid into the retirement plan by the

EMPLOYER _____% EMPLOYEE _____%

C. GROUP LIFE INSURANCE

Is group life insurance provided through a policy administered by VSRS?

YES

NO

What percentage of the employee's salary is paid into the life insurance plan by the

EMPLOYER _____% EMPLOYEE _____%

8. Please provide the following information regarding the tasks and duties carried out by your office during the LAST FISCAL YEAR (July 1, 1986 to June 30, 1987). Please give your best estimate of the PERCENTAGE OF TIME spent by you and your staff on each type of activity during that time period.

Collect state income tax payments	_____%
Collect estimated state income tax payments	_____%
Collect real estate taxes	_____%
Collect personal property taxes	_____%
Collect delinquent real estate taxes	_____%
Collect delinquent personal property taxes	_____%
Collect delinquent BPOL taxes	_____%
Collect motor vehicle decal fees	_____%
Collect dog license fees	_____%
Collect local utility fees	_____%
Collect meals and lodging tax	_____%
Assist citizens with completion of state income tax forms	_____%
Assist citizens with completion of estimated state income tax forms	_____%
Assess any new construction commenced between general reassessments	_____%
Assess all items of personal property	_____%
Prepare land and personal property books	_____%
Assess business license fees	_____%
Assess meals and lodging taxes	_____%
Other Duties and Activities of the Office (please specify)	_____%
	_____%
<hr/> TOTAL PERCENT (Must equal 100%)	100.00%

Appendix B:

AVAILABILITY OF FRINGE BENEFITS

NOTE: The information within this appendix needs to be viewed with caution. Based upon our survey responses, it indicates those localities in which there were no employer contributions to these selected benefits. In some cases these benefits were available, but were paid for entirely by the employees of the jurisdiction. Moreover, it should be pointed out, that the questions on our survey instruments related to retirement and life insurance dealt strictly with those programs available through VSRS. Other types of programs may have been available to some employees of constitutional officers within the State.

JURISDICTIONS INDICATING NO EMPLOYER CONTRIBUTIONS TO SELECTED
FRINGE BENEFITS

Commonwealth's Attorneys

	Health Insurance -----	VSRS Retirement -----	VSRS Life Insurance -----
Amelia County	X		
Amherst County		X	
Bland County	X		
Carroll County	X	X	X
Craig County	X	X	X
Cumberland County	X		
Dinwiddie County	X	X	X
Fairfax County		X	X
Fluvanna County	X	X	X
Franklin County		X	X
Giles County		X	
Goochland County			X
Greene County		X	X
Greensville County	X		X
Hanover County	X		
Highland County	X	X	X
King & Queen		X	X
Louisa County			X
Lunenburg County	X		
Northampton County			X
Northumberland Co.	X		X
Page County	X	X	X
Patrick County	X		
Pittsylvania Co.		X	X
Powhatan County	X	X	X
Shenandoah County			X
Southampton County			X
Spotsylvania County		X	
Surry County	X		
Warren County		X	X
Washington County		X	
Buenavista		X	X
Charlottesville	X		
Chesapeake			X
Clifton Forge	X	X	
Colonial Heights	X		
Danville	X	X	X
Hampton	X		
Newport News		X	X
Radford	X	X	X
Roanoke	X	X	X
Waynesboro		X	X
Winchester	X	X	X

NOTE: At the date of this run (October 30), no data was available from Alleghany, Appomatox, Bath, Bedford, Brunswick, Buckingham, Caroline, Clarke, Culpepper, Dickenson, Essex, Frederick, Grayson, Henrico, Lee, Madison, Mecklenburg, Nottoway, Orange, PrinceGeorge, Prince William, Rappahannock, Rockingham, Russell, or Smyth Counties, nor from the cities of Bristol or Richmond.

 Circuit Court Clerks

	Health Insurance -----	VSRS Retirement -----	VSRS Life Insurance -----
Amelia County	X		
Amherst County		X	
Arlington County		X	X
Augusta County		X	X
Bath County			X
Bland County	X		
Buchanan County			X
Buckingham County	X		
Caroline County		X	X
Carroll County		X	
Charlotte County		X	
Craig County	X	X	X
Cumberland County	X		
Fairfax County	X		
Floyd County			X
Fluvanna County	X		
Frederick County			X
Grayson County			X
Greensville County	X		
Henrico County	X		
Isle Of Wight Co.	X		
Loudon County			X
Mathews County			X
Mecklenburg County			X
Middlesex County	X		X
Northumberland	X	X	X
Nottoway County	X		
Patrick County		X	X
Pittsylvania Co.			X
Powhatan Co.			X
Rappahannock Co.		X	
Richmond County	X		
Southampton County			X
Stafford County	X	X	X
Tazewell County		X	X
Alexandria			X
Charlottesville	X	X	X

Clifton Forge		X
Colonial Heights	X	
Danville	X	X
Fredericksburg		X
Roanoke	X	
Suffolk		X

NOTE: At the date of this run (October 30), no data was available for Campbell, Chesterfield, Dickenson, Hanover, Lancaster, Prince George, or Rockingham Counties. Nor was it available for the cities of Hampton or Petersburg.

Commissioners of Revenue

	Health Insurance	VSRS Retirement	VSRS Life Insurance
	-----	-----	-----
Arlington County		X	X
Bland County	X		
Buchanan County		X	
Buckingham County	X		
Carroll	X		X
Craig County		X	
Cumberland County	X	X	X
Dickenson County	X		X
Fairfax County		X	
Grayson County			X
Greensville County	X		
King George County		X	X
Lunenburg County	X	X	X
Matthews County			X
Mecklenberg County			X
Middlesex County			X
Nelson County			X
Northumberland Co.	X		X
Nottoway County	X		
Page County		X	
Powhatan County			X
Prince Edward Co.		X	X
Russell County		X	X
Southampton			X
Spotsylvania			X
Washington County		X	
Fairfax County			X
Hampton	X	X	X
Manassas Park			X
Newport News		X	X
Norfolk	X		

Norton	X	X
Va Beach	X	
Winchester		X

Sheriffs

	<u>Health Insurance</u>	<u>VSRS Retirement</u>	<u>VSRS Life Insurance</u>
Accomack County			X
Albermarle County	X	X	
Amelia County	X		
Amherst County	X		
Appomatox County			X
Bland County	X		
Buchanan County		X	X
Buchingham County	X	X	
Carroll County	X		
Craig County	X		
Cumberland County	X		
Dickenson County	X		X
Fairfax County		X	X
Fauquier County	X		X
Fluvanna County	X		
Grayson County			X
Greensville County	X		
King & Queen County	X		
Lunenburg County	X		
Mecklenburg County			X
Northampton		X	
Northumberland Co.		X	X
Nottoway County	X		
Orange County		X	X
Pittsylvania County	X		
Powhatan County			X
Prince Edward Co.	X		
Pulaski County	X		
Scott County	X		
Southampton County			X
Buena Vista		X	
Charlottesville		X	X
Clifton Forge			X
Colonial Hts.	X		
Danville			X
Emporia			X
Hopewell			X
Newport News		X	X
Norfolk	X		
Norton			X

Richmond	X
Staunton	X

NOTE: At the date of this run (October 30), no data was available for Isle of Wight or Lee Counties, or for the City of Alexandria.

Treasurers

	Health Insurance	VSRS Retirement	VSRS Life Insurance
Bath County			X
Bedford County	X		
Bland County	X		
Campbell County			X
Carroll County	X		
Craig County	X		X
Cumberland County	X		
Dickenson County	X		X
Floyd County			X
Fluvanna County	X		
Giles County	X		
Grayson County			X
Greensville County	X		
Lunenburg County	X		
Mathews County	X	X	X
Mecklenburg County			X
Middlesex County	X	X	X
Northumberland Co.			X
Nottoway County	X		
Page County			X
Pittsylvania Co.	X		
Powhatan County		X	X
Southampton County			X
Surry County			X
Sussex County			X
Charlottesville		X	X
Clifton Forge			X
Colonial Heights	X		
Danville			X
Galax	X	X	X
Lynchburg			X
Manassas Park			X
Norfolk			X
Norton	X		X
Poquoson			X
Roanoke	X	X	

NOTE: At the date of this run (October 30), no data was available for Amelia, Brunswick, Buckingham, Fairfax, Frederick,

Highland, Prince George, or Tazewell Counties. Nor was data available for Chesapeake, South Boston, or Manassas.