



**BUDGET WORK SESSION AGENDA
BOARD OF SUPERVISORS
WEDNESDAY, FEBRUARY 26, 2020
5:00 PM
BOARD MEETING ROOM
107 NORTH KENT STREET, WINCHESTER, VIRGINIA 22601**

- 1. Call to Order**
- 2. Joint Board of Supervisors/School Board Work Session – School Superintendent presentation of School Board Budget**
 - FY 2021 Budget
 - Chairmen’s Comments
 - Comments/Questions
 - Confirmation of March 4, 2020 joint Board of Supervisors/School Board Work Session 5:00 PM
- 3. Information requested/discussed at February 19, 2020 work session:**
 - A. Tammy Green, DSS Director – to discuss importance of requested position
 - B. Scenario Update
 - C. Update from February 25, 2020 Public Works Committee meeting
 - Shawneeland
 - Recycling
 - Land Disturbance/Stormwater Fees
- 4. Additional Information:**
 - Meeting Reminders
 - March 11, 2020 Budget Work Session 6:00 PM, final budget meeting prior to Public Hearing
 - March 12, 2020 Deadline for public hearing advertisement
 - March 17, 2020 Budget Public Hearing advertisement in newspaper
 - March 25, 2020 Budget Public Hearing 7:00 PM
- 5. Adjourn**



Tamara Green
Director

FREDERICK COUNTY DEPARTMENT OF SOCIAL SERVICES

107 N. KENT STREET, THIRD FLOOR
WINCHESTER, VA 22601

(540) 665-5688

(540) 535-2146 FAX

MEMORANDUM

TO: Frederick County Finance Committee

FROM: Tamara Green

DATE: February 24, 2020

RE: Request for Benefit Program Manager Position

In 2013, Frederick County Department of Social Services (FCDSS) had 18 full time benefit program specialists, 1 part time benefit program specialist and 2 supervisors responsible for timely and accurate benefit determination for its citizens. In 2020, that number has increased to 29 full time, 4 part time and 3 supervisors.

While the caseload size for the SNAP and TANF programs has stayed relatively flat over the past 3 years, the agency has seen a 26% increase in the number of Medicaid applications from 2018 until 2019 largely due to Medicaid expansion. Policy continues to evolve at a rapid pace and the complexity of the cases is also at an all-time high.

Turnover has been a struggle for FCDSS over the past several years as unemployment rates have dropped and opportunity for trained workers to go to other agencies and potentially earn more money. As the agency hires new staff, more and more they are not trained in social services programs and must learn all programs. The ability to get staff trained and self-sufficient can take up to a year before they are able to maintain a full caseload. 55% of the current staff has been in their position 2 years or less. All three supervisors have been in their position 6 months or less.

The Assistant Director has been responsible for oversight of the Eligibility team. In many ways, she has operated as a Benefit Program Manager in order to keep the agency in compliance and to ensure clients from Frederick County are receiving their benefits as timely as possible.

There is a desperate need for a Benefit Program Manager who would be able to give their full attention to see to the development of the supervisors, to develop a coordinated training plan for all staff, to oversee and update processes and to analyze data and identify trends. As mentioned previously, policy continues to change and the need for consistency in a leadership role to ensure communication across all units is essential to making sure FCDSS meets its targets for the State.

There is continuing conversation at the State level about the local financial responsibility when cases are out of compliance; specifically, when there is a financial error that is deemed "agency fault". FCDSS has always provided a high level of quality and quantity when determining eligibility but as the span of control continues to grow for the Supervisors it is our opinion that there is a risk of more things falling through the cracks than would normally be considered acceptable.

Once FCDSS becomes fully staffed it will be officially considered a Level III agency in the eyes of the State. A level three agency is any agency that has 80 staff or more. It has become increasingly difficult for the Assistant Director to do the strategic work that must be done in order to ensure the agency continues to thrive, the addition of the Benefit Program Manager is the next logical step to make sure the support and structure are in place as the agency continues to grow.

In closing, FCDSS has increased benefits staff by 58% since 2013 which requires a great deal more oversight to include the need for training, quality control, overall supervision and analyzing data. FCDSS needs to avoid any possible financial penalties that might be assessed due to agency error which requires someone who can dedicate their full time and attention on ensuring the quality of the work done by staff. We believe strongly that there is a need for a Benefit Program Manager position and respectfully ask that it be approved in the upcoming fiscal year budget.

PROPOSED

Scenario A - Traditional Allocation (Allocates 43% of Growth)	3.8 million	Scenario B - Non-Traditional Allocation (Allocates 100% of Growth)	6.5 million	Scenario C - Traditional Allocation (Allocates 43% of growth and 43% .05 tax increase)	6.1 million	Scenario D - Non-Traditional Allocation (Allocates 100% of growth and 43% .05 tax increase)	8.8 million	Scenario E -Traditional Allocation (Allocates 43% of growth and 43% .04 tax increase)	5.7 million
Funded		Funded		Funded		Funded		Funded	
VRS rate increase	0.7	VRS rate increase	0.7	VRS rate increase	0.7	VRS rate increase	0.7	VRS rate increase	0.7
3% Health Insurance Increase	0.3	3% Health Insurance Increase	0.3	3% Health Insurance Increase	0.3	3% Health Insurance Increase	0.3	3% Health Insurance Increase	0.3
2% Merit/Cola Increase	1.0	3% Merit/Cola Increase	1.5	3% Merit/Cola Increase	1.5	3% Merit/Cola Increase	1.5	3% Merit/Cola Increase	1.5
NG 911 Increase	0.1	NG 911 Increase	0.1	NG 911 Increase	0.1	NG 911 Increase	0.1	NG 911 Increase	0.1
Foster Care/Adoption	0.3	Foster Care/Adoption	0.3	Foster Care/Adoption	0.3	Foster Care/Adoption	0.3	Foster Care/Adoption	0.3
Homeland Security Grant	0.1	Homeland Security Grant	0.1	Homeland Security Grant	0.1	Homeland Security Grant	0.1	Homeland Security Grant	0.1
Sheriff Taser/Body Cam Contracts	0.2	Sheriff Taser/Body Cam Contracts	0.2	Sheriff Taser/Body Cam Contracts	0.2	Sheriff Taser/Body Cam Contracts	0.2	Sheriff Taser/Body Cam Contracts	0.2
Basic Rec PT staff at Jordan Springs	0.2	Basic Rec PT staff at Jordan Springs	0.2	Basic Rec PT staff at Jordan Springs	0.2	Basic Rec PT staff at Jordan Springs	0.2	Basic Rec PT staff at Jordan Springs	0.2
IT Deputy Director/Security	0.1	IT Deputy Director/Security	0.1	IT Deputy Director/Security	0.1	IT Deputy Director/Security	0.1	IT Deputy Director/Security	0.1
Detention Facility Funding Increase	0.6	Detention Facility Funding Increase	0.6	Detention Facility Funding Increase	0.6	Detention Facility Funding Increase	0.6	Detention Facility Funding Increase	0.6
Contractual Services - Sunnyside	0.1	Contractual Services - Sunnyside	0.1	Contractual Services - Sunnyside	0.1	Contractual Services - Sunnyside	0.1	Contractual Services - Sunnyside	0.1
Environmental Inspector	0.1	Environmental Inspector	0.1	Environmental Inspector	0.1	Environmental Inspector	0.1	Environmental Inspector	0.1
		Increase in Hauling/Recycling Contract	0.3	Increase in Hauling/Recycling Contract	0.3	Increase in Hauling/Recycling Contract	0.3	Increase in Hauling/Recycling Contract	0.3
		Property Tax Relief	0.1	Property Tax Relief	0.1	Property Tax Relief	0.1	Property Tax Relief	0.1
		Outside Agency Increases	0.1	Outside Agency Increases	0.1	Outside Agency Increases	0.1	Outside Agency Increases	0.1
		SRO - Jordan Springs	0.1	SRO - Jordan Springs	0.1	SRO - Jordan Springs	0.1	SRO - Jordan Springs	0.1
		IT Switches/Backup	0.1	IT Switches/Backup	0.1	IT Switches/Backup	0.1	IT Switches/Backup	0.1
		6 FF/EMT's (10/20 Hire)	0.4	6 FF/EMT's (10/20 Hire)	0.4	6 FF/EMT's (10/20 Hire)	0.4	6 FF/EMT's (10/20 Hire)	0.4
		BUDGET DIFFERENCES		BUDGET DIFFERENCES		BUDGET DIFFERENCES		BUDGET DIFFERENCES	
		Contingency Funding	0.3	Contingency Funding	0.3	Contingency Funding	0.8	Contingency Funding	0
		Sheriff - Investigator/Deputy	0.2	Sheriff - Investigator/Deputy	0.2	Sheriff - Investigator/Deputy	0.2	Sheriff - Investigator/Deputy	0.2
		Network Monitoring	0.1	Network Monitoring	0.1	Network Monitoring	0.1	Network Monitoring	0.1
		DSS Benefit Manager	0.1	DSS Benefit Manager	0.1	DSS Benefit Manager	0.1		
		3 Additional Deputies/Investigator (10/20 Hire date)	0.4			4 Additional Deputies	0.6		
						Replacement Vehicles/Capital	1.6		
	3.8		6.5		6.1		8.8		5.7
Positions		Positions		Positions		Positions		Positions	
37 Positions Requested 2 Positions Funded		37 Positions Requested 14 Positions Funded		37 Positions Requested 11 Positions Funded		37 Positions Requested 15 Positions Funded		37 Positions Requested 10 Positions Funded	
Capital 15.3 Million Requested		Capital 15.3 Million Requested		Capital 15.3 Million Requested		Capital 15.3 Million Requested		Capital 15.3 Million Requested	
Only Fund 6.38 million for Radios out of Capital Fund		Only Fund 6.38 million for Radios out of Capital Fund		Only Fund 6.38 million for Radios out of Capital Fund		Fund 6.38 million for Radios out of Capital Fund Fund 1.6 million for Replacement Vehicles/Capital - Operating Budget		Fund 6.38 million for Radios out of Capital Fund	
Remove		Remove		Remove		Remove		Remove	
None		Outside Agency	0.1	Outside Agency	0.1	Outside Agency	0.1	Outside Agency	0.1
		Reduce Contingency	0.1	Change Hire date on FF/EMT	0.2	Change Hire date on FF/EMT	0.2	Contingency	0.1
		Change Hire date on FF/EMT	0.2						
Other Changes		Other Changes		Other Changes		Other Changes		Other Changes	
Increase Inspection Fees	0.1	Increase Inspection Fees	0.1	Increase Inspection Fees	0.1	Increase Inspection Fees	0.1	Increase Inspection Fees	0.1
Added		Added		Added		Added		Added	
Environmental Inspector	0.1	3 Additional Deputies (10/20 Hire Date)	0.4	Sheriff/Investigator	0.2	Contingency	0.4	Added 2 Firefighters and change Hire Date	0.0
		DSS Benefits Manager	0.1	Network Monitoring	0.1			Network Monitoring	0.1
				DSS Benefits Manager	0.1			Added Sheriff - Investigator/Deputy	0.2
Increased School Funding		Increased School Funding		Increased School Funding		Increased School Funding		Increased School Funding	
\$2.7 Million		None		\$5.8 Million		\$3.1 Million		\$5.2 Million	

PROPOSED SCENARIO SUMMARY

Scenario A - Traditional Allocation (Allocates 43% of Growth - No Tax Increase) RECAP	3.8 M	Scenario B - Non-Traditional Allocation (Allocates 100% of Growth - No Tax Increase) RECAP	6.5 M	Scenario C - Traditional Allocation (Allocates 43% of growth and 43% .05 Tax Increase) RECAP	6.1 M	Scenario D - Non-Traditional Allocation (Allocates 100% of growth and 43% .05 Tax Increase) RECAP	8.8 M	Scenario E - Traditional Allocation (Allocates 43% of growth and 43% .04 Tax Increase) RECAP	5.7 M
Operating Revenue Shared Revenue Growth (43% of \$4.7m) Program Specific Revenue Increase	2.0 <u>1.8</u> 3.8	Operating Revenue Revenue Growth (100%) Program Specific Revenue Increase	4.7 <u>1.8</u> 6.5	Operating Revenue Shared Revenue Growth (43% of \$4.7m) Program Specific Revenue Increase 43% of RE Tax Increase	2.0 1.8 <u>2.3</u> 6.1	Operating Revenue Revenue Growth (100%) Program Specific Revenue Increase 43% of RE Tax Increase	4.7 1.8 <u>2.3</u> 8.8	Operating Revenue Shared Revenue Growth (43% of \$4.7 m) Program Specific Revenue Increase 43% of RE Tax Increase	2.0 1.8 <u>1.9</u> 5.7
Operating Expenditures Increase in Operating Budget Revenue from Scenario Additional Budget Cuts Needed	8.3 <u>3.8</u> 4.5	Operating Expenditures Increase in Operating Budget Revenue from Scenario Additional Budget Cuts Needed	8.3 <u>6.5</u> 1.8	Operating Expenditures Increase in Operating Budget Revenue from Scenario Additional Budget Cuts Needed	8.3 <u>6.1</u> 2.2	Operating Expenditures Increase in Operating Budget Revenue from Scenario Additional Budget Cuts Needed (8.8 million allocation reduced by 1.6 million for captial)	8.3 <u>7.2</u> 1.1	Operating Expenditures Increase in Operating Budget Revenue from Scenario Additional Budget Cuts Needed	8.3 <u>5.7</u> 2.6
Color Coding Funding only in Scenario A Funding in all Scenarios the same		Funding in all Scenarios the same Funding the same in Scenario B, C, D and E Various Funding in Scenario B, C, D and E		Funding in all Scenarios the same Funding the same in Scenario B, C, D and E Funding differences in Scenario B, C, D and E		Funding in all Scenarios the same Funding the same in Scenario B, C, D and E Funding differences in Scenario B, C, D and E Funding only in Scenario D		Funding in all Scenarios the same Funding the same in Scenario B, C, D and E Funding differences in Scenario B, C, D and E	
Positions 37 Positions requested 2 Positions Funded 35 Positions NOT Funded	3.9 <u>0.1</u> 3.8	Positions 37 Positions requested 14 Positions Funded 23 Positions NOT Funded	3.9 <u>1.4</u> 2.5	Positions 37 Positions requested 11 Position Funded 26 Positions NOT Funded	3.9 <u>1.0</u> 2.9	Positions 37 Positions requested 15 Positions Funded 22 Positions NOT Funded	3.9 <u>1.6</u> 2.3	Positions 37 Positions requested 10 Positions Funded 27 Positions NOT Funded	3.9 <u>0.9</u> 3.0
Capital 15.3 Million Requested Only Fund 6.38 million for Radios out of Capital Fund		Capital 15.3 Million Requested Only Fund 6.38 million for Radios out of Capital Fund		Capital 15.3 Million Requested Only Fund 6.38 million for Radios out of Capital Fund		Capital 15.3 Million Requested Only Fund 6.38 million for Radios out of Capital Fund Fund 1.6 million for Capital/Replacement Vehicles from Operating Budget		Capital 15.3 Million Requested Fund 6.38 million for Radios out of Capital Fund	
Local School Operating/Debt Proposed Superintendent Increase Scenario funding Additional Budget Cuts Needed	11.7 <u>2.7</u> 9.0	Local School Operating/Debt Proposed Superintendent Increase Scenario funding Additional Budget Cuts Needed	11.7 <u>0.0</u> 11.7	Local School Operating/Debt Proposed Superintendent Increase Scenario funding Additional Budget Cuts Needed	11.7 <u>5.8</u> 5.9	Local School Operating/Debt Proposed Superintendent Increase Scenario funding Additional Budget Cuts Needed	11.7 <u>3.1</u> 8.6	Local School Operating/Debt Proposed Superintendent Increase Scenario funding Additional Budget Cuts Needed	11.7 <u>5.2</u> 6.5
Local School Capital Proposed Superintendent Request Scenario funding Budget Cuts Needed	3.7 <u>0.0</u> 3.7	Local School Capital Proposed Superintendent Request Scenario funding Budget Cuts Needed	3.7 <u>0.0</u> 3.7	Local School Capital Proposed Superintendent Request Scenario funding Budget Cuts Needed	3.7 <u>0.0</u> 3.7	Local School Capital Proposed Superintendent Request Scenario funding Budget Cuts Needed	3.7 <u>0.0</u> 3.7	Local School Capital Proposed Superintendent Request Scenario funding Budget Cuts Needed	3.7 <u>0.0</u> 3.7

PUBLIC WORKS COMMITTEE REPORT to the BOARD OF SUPERVISORS
Tuesday, February 25, 2020
8:00 a.m.
107 NORTH KENT STREET, SUITE 200, WINCHESTER, VIRGINIA

PUBLIC WORKS COMMITTEE ATTENDEES:

Committee Members Present: Robert W. Wells; Gene E. Fisher; Whitney “Whit” L. Wagner; and Harvey E. “Ed” Strawsnyder, Jr.

Committee Members Absent: J. Douglas McCarthy, Gary E. Longerbeam

Note: Because Chairman McCarthy was not present, Supervisor Robert Wells was acting Chairman.

Staff and others present: Joe C. Wilder, Director of Public Works; Kris Tierney, County Administrator; Gloria Puffinburger, Solid Waste Manager; Ron Kimble, Landfill Manager; Mike Stewart, Senior Project Manager; Rod Williams, County Attorney; Joseph Johnson, P.E.; Kevin Alderman, Shawneeland Manager; Kathy Whetzel, Animal Shelter Manager; Holly Grim, Assistant Shelter Manager; C. William Orndoff, Jr., Treasurer; Wayne Lee, Frederick County Public Schools

Attachment 1 – Agenda Packet

ITEM FOR INFORMATION ONLY

1-New Animal Shelter Training Facility.

Due to high construction costs at this time, we are going to reject the bids for construction of the new facility.

2-Budget scenarios for the Shawneeland Sanitary District.

The committee discussed at length about the budget scenarios provided by staff. The committee felt it is very important to keep up the maintenance of roads and to not cut any staff. Therefore, committee member Strawsnyder recommended budget scenario 2A which is the original budget submitted by staff with no fee increase. The motion was seconded by Supervisor Fisher and unanimously approved by the committee. This information will be passed on to the Board of Supervisors for final discussion.

3-Land Disturbance/Stormwater permit fee increases.

Staff presented some proposed fee increases for the Engineering budget related to land disturbance and stormwater permit fees. We have proposed funding an additional Environmental Inspector in the Fiscal Year 2021 budget. We indicated to the committee that fees could be increased to offset the cost of an additional position. Since these funds are shared with the Department of Environmental Quality (DEQ), we would need to seek approvals from DEQ on any fee schedule revisions. DEQ has verbally indicated they can work with Frederick County as we move forward with the proposed fee increases. Therefore, Supervisor

Fisher made a motion to support moving forward with revising the fee schedule to increase departmental revenue to offset funds for a new position. The motion was seconded by committee member Strawsnyder and unanimously approved by the committee. This information will be passed on to the Board of Supervisors for further discussion.

4-Recycling transportation costs and landfill impacts.

There was a lengthy discussion about the state of recycling in Frederick County. Staff presented different options that could cut overall costs to the budget including:

- a. Cutting the plastics recycling program would save approximately \$134,000 per year. However, the impact this would have on the community as a whole would be larger. The big concern is cost impacts at the Landfill by filling up valuable air space with plastics. It would send a negative message to the community that recycling is not as important as it should be and if citizens stop recycling now, it would be difficult to get the program going again. The message to the local industry would also be very negative and could indirectly cause industry to slow down or stop recycling altogether. This could lead to even more plastics being sent to the landfill.
- b. We could eliminate another day that the citizen convenience centers are open to save staff and operational costs. We proposed closing all sites on Sunday or another day during the week.

After more discussion including one local waste/hauler, Ross Hewitt with RCS Container Service, it became clearer that eliminating or reducing the recycling program would have a ripple affect in the region. Continuing our current program of recycling will keep local consistency as we try to determine our best options in the future. The committee did not do a motion regarding this issue, but the committee recommends continuing the recycling program for Fiscal Year 2021.

5-Update on projects.

Staff presented an update on the Albin Convenience Center project. The contractor, General Excavation, Inc. (GEI) began site work this week. Also, Staff informed the committee that the bridge beams for the Crossover Boulevard project have been completed. They will continue to work to complete the project on time or possibly ahead of schedule.

6-Sunnyside Plaza updates.

Recently, Frederick County purchased Sunnyside Plaza located on North Frederick Pike and Fox Drive. The property is approximately 10 acres with several existing buildings. The county has contracted with OWPR, Inc. to provide architectural/engineering services to assist with the future use of this property as county office space along with the School Board. OWPR presented a PowerPoint presentation which is included with Attachment 1. We went over multiple options as provided in the report.

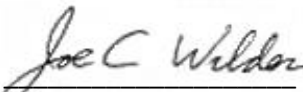
Another option provided by committee member Wagner, was to include an option where no parking deck is proposed and determine based on local codes and space, how large a building could be placed on-site. We have determined this as option #4. Also, Supervisors Wells

offered the option of possibly using the old Robert E. Aylor Middle School as a possible site for office space in the future once the new school is constructed. The committee recommends that a joint works session be held with the Board of Supervisors and the Public Works Committee to discuss the different options to provide direction for staff and OWPR. It is imperative that we provide clear direction to the design team in the beginning of the process for what the future of Sunnyside Plaza will be in regard to county office space.

Respectfully submitted,

Public Works Committee

J. Douglas McCarthy, Chairman
Robert W. Wells
Whitney "Whit" L. Wagner
Gene E. Fisher
Harvey E. "Ed" Strawsnyder, Jr.
Gary E. Longerbeam

By 
Joe C. Wilder
Public Works Director

JCW/kco

Attachments: as stated

cc: Kris Tierney, County Administrator
Jay Tibbs, Deputy County Administrator
Ron Kimble, Landfill Manager
Gloria Puffinburger, Solid Waste Manager
Rod Williams, County Attorney
Erin Swisshelm, Assistant County Attorney
Wayne Lee, Frederick County Public Schools
file