

COUNTY OF YORK

MEMORANDUM

DATE: July 18, 2025
TO: York County Board of Supervisors
FROM: Mark L. Bellamy, Jr., County Administrator



SUBJECT: Staffing Study Review – Administrative Comments and Current Status

Following direction from the Board in June of 2024, the County engaged the Berkley Group to conduct Phase I of a staffing study to evaluate staffing levels across selected County departments. Departments included in this phase were: Human Resources, Community Services, Commissioner of the Revenue, Treasurer, Finance, Public Works, Economic and Tourism Development, Information Technology, Library Services, and Planning and Development Services. Notably, this phase did not include any Public Safety departments.

The Berkley Group completed their assessment and presented findings and recommendations to the Board at the February 4, 2025, meeting. At that time, the Board requested that County Administration provide comments on the recommendations following the adoption of the FY 2026 Budget.

Over the past several weeks, I have met with staff to review the study's recommendations and to evaluate department structures, position vacancies, and current operational needs and opportunities. As a result of this process, I am hoping to reallocate six positions to better align with the Board's priorities, specifically around public safety. These positions were either long vacant, associated with shifting responsibilities, or no longer aligned with evolving service demands.

Although the staffing study did not include Public Safety, the Board is aware of the Fire Department's longstanding goal to increase minimum staffing to three firefighters per truck. While this level remains below the National Fire Protection Association (NFPA) and International Association of Fire Fighters (IAFF) standard of four firefighters per truck, it represents a meaningful step forward. This staffing increase has long been a priority, but previous budgets did not support the necessary resources. In addition to enhancing operational safety, maintaining staffing parity with the Sheriff's Office continues to be an important consideration.

Other staffing adjustments include the conversion of two Work-as-Required (WAR) Library positions into a full-time Marketing Coordinator role, as well as the reclassification of a Librarian Supervisor to Assistant Director to support succession planning. While several additional positions were recommended in the staffing study, and others have been on County Administration's priority list for some time, we will revisit those during the FY 2027 budget process. Specifically, I plan to recommend staffing additions in Human Resources and Information Technology at that time.

These initial adjustments reflect thoughtful consideration of the study's recommendations, the Board's Strategic Priorities, current needs, and available resources. County Administration will continue to evaluate staffing and operational recommendations as we prepare for future budget cycles.

Attached is the Staffing Study Implementation Matrix, which includes my comments and the current status of each recommendation.

The table below defines the status categories used in the matrix:

Status	Description
Complete	The recommendation is complete; no further action is required.
In-process	The recommendation has been implemented or is actively being implemented. In some cases, work is still underway; in others, the recommendation has been put into practice and continues as a regular or recurring activity.
Under Consideration	The recommendation is currently being reviewed and evaluated. No decision has been made regarding implementation, and further analysis or discussion is underway.
Not Recommended	The recommendation has been reviewed and will not be implemented, as it is not operationally practical, fiscally feasible, or aligned with current priorities or organizational needs.

Attachment:

- Staffing Study Implementation Matrix

Staffing Study Recommendations						County Response	
Department	Recommendation	Study Recommendation Reference Number	Timeframe	Berkley Fiscal Impact	FTE	Status	Comments
Community Services	Fill vacant positions.	PR-2	ASAP	None		Complete	All positions have been filled.
COR	Provide Tax Auditors a VPN	C-4	ASAP	\$		Complete	This request is complete.
DPW	Move the Outreach Coordinator from the Waste Management Division to the supervision of the Deputy Director (or Director).	PW-8	FY26	None		Complete	Outreach Coordinator reports directly to one of two Assistant Directors.
DPW	Reclassify up to four administrative positions to other PW positions such as Grounds Maintenance or Facilities (wherever the needs are greatest)	PW-12	FY26	\$		Complete	Positions have been reallocated.
ETD	Fill vacant Economic Development Specialist position.	ETD-3	ASAP	None		Complete	This position has been filled.
Finance	Adjust the hiring range, and evaluate any hiring incentives, for vacant payroll positions or contract out payroll services.	F-8	ASAP	\$\$		Complete	All payroll positions have been filled.
HR	Implement the new performance evaluation system organization wide.	HR-5	ASAP	\$		Complete	Training on the new Performance Management system has been completed and the system was launched on April 1, 2025. Annual evaluations based on job start date began on July 1, 2025.
IT	Fill vacant technician and software engineer positions.	IT-1	ASAP	None		Complete	These positions have been filled.
Library	Conduct a survey to better understand patron needs and preferences.	L-5	FY26	\$		Complete	A Flash Vote Survey was conducted in December 2024 with additional periodic programmatic surveys conducted throughout the year.
Library	Update YCPL's Strategic Plan and develop an implementation plan.	L-7	FY26	\$\$		Complete	YCPL's Strategic Plan was updated in January 2025. Ongoing monitoring of goal achievement is in place.
Library	Promote a current high performing manager to a deputy or assistant director dual position.	L-6	FY26	\$		Complete	Reclassification of the position is underway with internal recruitment to follow.
Library	Convert two (2) WAR positions to part-time status.	L-8	FY27	\$\$	1	Complete	Reclassification of 2 WAR positions to PT is underway.
Library	Convert two (2) WAR positions to a Marketing Coordinator position.	L-9	FY27	\$\$	1	Complete	Two WAR positions are currently being converted, with recruitment to follow.
PDS	Create Deputy Director position.	PDS-9	Complete	\$	1	Complete	Positions were reallocated within the department to create this position which is now filled in an acting capacity.
Community Services	Gather community input on an indoor multi-use facility.	PR-5	FY26	\$		In-process	A Parks & Recreation Comprehensive Plan is currently underway and will include community input as part of the process.

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COR	Maintain positive working relationships with the Treasurer's Office and County Government.	C-2	ASAP	None		In-process	The Treasurer and Commissioner along with their respective staffs maintain positive working relationships and work closely together.
COR	Identify staff training needs and opportunities for staff development along with the Annual Review of the Tax Year.	C-3	ASAP	\$		In-process	We have enrolled our mandatory employee amount dictated by the State to our Career Development Program (certification through the Compensation Board and UVA).
COR/County Admin	Improve operational efficiency and security in the Commissioner of the Revenue's Office Building.	C-8	FY26	\$\$\$		In-process	A space study is underway and includes the Finance Building.
DPW	Regularly assess and allocate resources to address changing mandates urgent requests.	PW-1	Ongoing	None		In-process	Department continually does this now, working with County Admin and Budget as needed.
DPW	Maintain and increase succession planning efforts; enlist staff within two years of retirement to actively transfer skills and institutional knowledge; appropriately motivate them to do so.	PW-9	ASAP	\$		In-process	DPW continuously evaluates personnel risks and develop plans ahead of time for succession or transition.
DPW	Maintain and increase efforts to encourage staff/employees to further develop their skills through acquisition of licenses/certifications (e.g., APWA); appropriately reward them for doing so.	PW-10	ASAP	\$		In-process	The existing certification program has been successful. The County will continue to support the program and look for opportunities to enhance it.
DPW/Finance	Assess fees related to enterprise funds.	PW-2	Ongoing	None		In-process	Fees are evaluated annually as part of the budget process. A sewer rate study performed by the County's Financial Advisor is currently underway with planned implementation in FY 27.
ETD	Develop a comprehensive solution for the waterfront staff's workspace and storage requirements.	ETD- 7	FY26	\$\$\$		In-process	The FY 26 CIP includes the IT consolidation project. This project will move the IT staff that are currently located in the Post Office to the space vacated by Building Safety, making the Post Office space available for Waterfront Operations.

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ETD	Revise the Department's Mission Statement to include a "quality of life" and "placemaking" component of the department core purpose in addition to its economic development and tourism.	ETD-1	ASAP	None		In-process	ETD has begun the process of merging Economic Development and Tourism mission statements to incorporate "quality of life" and "placemaking". These themes are being integrated across departmental documents and the website.
ETD	Expand cross-training and task sharing between staff in economic development, tourism and administration; and between Waterfront staff members; to provide stronger backup when short- or long-term vacancies occur, and to enhance career development.	ETD-4	ASAP	None		In-process	With a relatively small staff, this Department routinely cross-trains between divisions and will continue to do so.
ETD	Reinforce proper lines of authority between the governing and appointed bodies and the ETD staff.	ETD-5	ASAP	None		In-process	ETD follows appropriate chain of command by communicating through County Administration. When contacted by a Supervisor, ETD staff ensures County Administration is copied for awareness and transparency.
ETD/Finance	Rewrite the departmental Annual Budget presentation to cover all components of the new ETD Department – Economic Development, Tourism and Waterfront – showing all staffing and expenses in one place for greater clarity and transparency. Expand the suite of "Key Performance Indicators" tracked and reported.	ETD-6	FY26	None		In-process	Will be implemented in FY 27 Budget. A preliminary meeting has been set to begin discussions.
Finance	Conduct regular check-ins with staff on a quarterly basis.	F-6	ASAP	None		In-process	In addition to annual reviews as part of the new performance management system, Supervisors to begin quarterly check-ins with staff.
Finance/IT	Work collaboratively with IT and other Departments to improve the use and training methods of various software systems.	F-4	ASAP	None		In-process	Finance Director is working closely with IT on various systems (timesheets, ERP, tax) to enhance training.
HR	Work with departments to rapidly fill critical positions and reduce the onboarding process.	HR-1	ASAP	None		In-process	Human Resources is continually working to fill critical positions as rapidly as possible including leveraging technology where possible to maximize efficiency.

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HR	Work with supervisors to address performance issues immediately and uniformly across the organization.	HR-2	ASAP	None		In-process	Recent and continued supervisor training, implementation of the performance management system, and consultation with Departments from HR have contributed to a culture of accountability across the organization. This is further reinforced by the County Administrator.
HR	Conduct a County-wide pay study with a commitment from the Board of Supervisors to fund the results.	HR-7	FY26	\$\$\$		In-Process	On April 17, 2025, the Board of Supervisors reached consensus to proceed with issuing an RFP for a County-wide compensation study, to be conducted in FY26 and implemented in FY27. In the interim, a mid-year pay adjustment is being considered for FY26 to support employee retention, improve market competitiveness, and help offset the financial impact of the study's anticipated recommendations.
IT	Create a technology center, housing all IT employees.	IT-6	FY30+	\$\$\$\$		In-process	The FY 26 CIP includes the IT consolidation project. This project will move the IT staff that are currently located in the Post Office to the space vacated by Building Safety, providing a central location for IT.
Library	Continue to look for opportunities to expand automation to improve and enhance the customer experience.	L-1	Ongoing	None		In-process	Library continues to enhance its E-Book collection, digital resources, and online registration for rooms, programs, and book requests.
Library	Conduct monthly "all staff" meetings.	L-2	ASAP	None		In-process	In May 2025, the library held an all-staff in-service day. Each division also conducts monthly meetings, and the Library Director meets monthly with division chiefs to support communication and coordination.
Library	Supervisors/branch manager meet monthly to identify cross-training and multi-disciplinary projects opportunities.	L-3	ASAP	None		In-process	Each division chief has monthly meetings with their staff and the library director meets monthly with division chiefs.
PDS	Improve staff communication with a formal monthly department meeting.	PDS-1	ASAP	None		In-process	While each division holds regular meetings, the new PDS building will allow for regular department wide meetings.

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PDS	Adopt a 45/30 day review policy for development applications (first/second reviews).	PDS-4	ASAP	None		In-process	As of July 1, the Code of Virginia requires a 40/30 day plan review.
PDS	Hire WAR staff (or transfer WAR staff from Public Works Administration) to work with the Administrative Coordinator (and consultant) to get paper plans into electronic format.	PDS-12	ASAP	\$		In-process	Recruitment of WAR staff is underway.
Treasurer	Maintain positive working relationships with the Commissioner of the Revenue's Office and County Government.	T-2	ASAP	None		In-process	The Treasurer and Commissioner along with their respective staffs maintain positive working relationships and work closely together.
Treasurer	Continue cross-training and conduct back-up duties weekly.	T-3	ASAP	None		In-process	Due to the limited number of positions in the Treasurer's Office, all positions are cross-trained. This practice will continue.
Treasurer	Conduct regular formal meetings, including front-line staff, monthly.	T-4	ASAP	None		In-process	While not conducted on a fixed schedule, the Treasurer communicates with all staff to ensure consistent information is provided and that all staff are focused on department goals. In addition, important information is also shared through written correspondence and reinforced through ongoing, on-the-job training.
Treasurer	Work with County staff and department heads to provide timely deposits and accurate deposit documentation.	T-5	ASAP	None		In-process	Directors of departments whose employees fail to submit timely or accurate deposits will be notified by the Treasurer regarding the non-compliance. The Assistant County Administrator will be copied on all such notifications to ensure awareness and resolution.
Treasurer	Improve the physical space and security in the Treasurer's building.	T-10	FY26	\$\$\$		In-process	A space study is underway and includes the Finance Building.
Community Services	Work with IT to troubleshoot user and client issues related to Kronos and RecTrac.	PR-1	Ongoing	None		Under Consideration	Implementation of UKG, a replacement of the Kronos system, occurred in May 2025. Review of RecTrac to be performed when IT resources are available.
Community Services	Develop a career ladder (RS-III) in collaboration with Human Resources.	PR-3	FY26	None		Under Consideration	Our goal is to develop career ladders in all departments. This will be reviewed as part of the compensation study and implemented when fiscally feasible.
Community Services	Transition Parks and Recreation back to a department.	PR-4	FY26	None		Under Consideration	Department structure is under review.

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Community Services	Hire a Recreation Supervisor II.	PR-6	FY26	\$\$\$	1	Under Consideration	This position is essential for the oversight and coordination of programs that promote community engagement, wellness, and lifelong learning. This position would not only enhance the quality of existing offerings but also support the development and expansion of additional programs to better serve the needs of County residents. Recommend addition of this position when fiscally feasible.
Community Services	Hire two (2) Recreation I positions.	PR-7	FY26	\$\$\$	2	Under Consideration	Adding these positions would significantly strengthen the delivery of programs and services that promote community health, youth development, and social connection. These positions are critical to maintaining the high quality of recreational opportunities and are essential to supporting the strategic expansion of programs in response to increasing demand and growing community interest. Recommend addition of this position when fiscally feasible.
COR	Conduct regular bi-monthly meetings with the County Assessor.	C-1	ASAP	None		Under Consideration	Will be implemented once Assessor position is filled.
COR	Identify and implement software to expedite Business Tangible Property (BTP) tax assessments.	C-5	FY26	\$\$		Under Consideration	We are currently looking into the cost and feasibility of our "wants" and "needs" to conduct BTP filings and make them easier for taxpayers. County Admin and IT have been looped into this discussion.
DPW	Move the Deputy Director position back into the "chain of command" after the current Deputy Director retires.	PW-3	ASAP	None		Under Consideration	Proposed internal Public Works reorganization presented to County and Deputy Administrator is under consideration.
DPW	Move the Stormwater Manager (1 FTE) and Stormwater Engineer (2 FTE) to the Engineering Division.	PW-4	ASAP	None		Under Consideration	Proposed internal Public Works reorganization presented to County and Deputy Administrator is under consideration.

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DPW	Add one (1) Fleet Maintenance technician position.	PW-15	FY26	\$\$	1	Under Consideration	Will consider addition of this position in a future budget when fiscally feasible.
DPW & HR	Establish "career ladders" to provide opportunities for advancement to retain quality employees.	PW-11	ASAP	\$		Under Consideration	Our goal is to develop career ladders in all departments. This will be reviewed as part of the compensation study and implemented when fiscally feasible.
DPW, PDS, IT	Perform a review of the Infor system to determine areas of underutilization - and the reasons for - and take necessary actions to correct.	PW-6	ASAP	None		Under Consideration	Will be implemented once IT resources are available.
DPW/County Admin	Relocate the Utility Division construction crew from northern satellite office to main Public Works facility and assign a Grounds Maintenance crew to that satellite office for northern operations. This will require a new storage facility on or near the main Public Works campus.	PW-14	FY26	\$\$		Under Consideration	This recommendation will be considered during the annual budget process.
ETD	Revise the Department's Organization Chart to show lines of accountability between Director via the Deputy Director.	ETD-2	ASAP	None		Under Consideration	While the department revised its organizational chart last year, we will work with County Administration to further clarify lines of accountability and ensure the reporting structure, particularly from staff through the Deputy Director and Director is accurately reflected.
Finance	Restructure the department to have Chief of Payroll report to the Deputy Director rather than the Director.	F-2	ASAP	None		Under Consideration	Department structure is under review.
Finance	Streamline the purchasing process.	F-3	ASAP	None		Under Consideration	New Chief of Procurement started in May 2025. Review of existing processes and procedures and recommendations for improvements will be performed.
Finance	Prepare for succession planning by updating the SOP and cross-training of critical employee positions.	F-7	ASAP	None		Under Consideration	A comprehensive review and update of SOPs for all processes will be performed to ensure consistency, improve efficiency, and align with current operational standards.
Finance/IT	Explore modifications to Avenity or other software to improve financial reports and data imports.	F-5	ASAP	None		Under Consideration	Will be implemented once IT resources are available.
HR	Train supervisors to conduct stay interviews to increase connection with employees and reduce turnover.	HR-3	FY26	None		Under Consideration	This can be considered once current staffing levels increase in HR.

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Department	Recommendation	Study Recommendation Reference Number	Timeframe	Berkley Fiscal Impact	FTE	Status	Comments
HR	Conduct a needs assessment to determine an organization-wide employee development plan.	HR-4	FY26	None		Under Consideration	This can be considered once current staffing levels increase in HR and funding becomes available to implement the results.
HR	Hire an HR Analyst I / Recruiter.	HR-8	FY 26	\$\$\$	1	Under Consideration	The addition of this position would enhance recruitment activity which is critical for improving vacancy rates. Recommend addition of this position in a future budget.
HR	Hire a HR Analyst I / Classification and Compensation Analyst.	HR-9	FY27	\$\$\$	1	Under Consideration	The addition of this position would enhance the ability to address classification and compensation matters across the County. Recommend addition of this position in a future budget.
IT	Hire Financial Systems Specialist.	IT-2	FY26	\$\$\$	1	Under Consideration	Recommend addition of this position in a future budget.
IT	Hire Computer Support Specialist.	IT-3	FY27	\$\$\$	1	Under Consideration	While the IT department did receive an additional Computer Support Specialist position in FY26, this was directly due to the transfer of the Sheriff's Office IT support. The Berkley Group's recommendation was outside of the consideration of the Sheriff IT migration. This will be evaluated in the FY27 budget as proposed.
IT	Hire Systems Administrator.	IT-4	FY27	\$\$\$	1	Under Consideration	While the IT department did receive an additional System Administrator position in FY26, this was directly due to the transfer of the Sheriff's Office IT support. The Berkley Group's recommendation was outside of the consideration of the Sheriff IT migration. This will be evaluated in the FY27 budget as proposed.

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IT	Hire position focused on Innovation.	IT-5	FY28	\$\$\$	1	Under Consideration	This position would benefit the ongoing automation and AI integration within the County as well as other innovation projects. Current plans are to outsource this function as a proof of concept with an associated ROI analysis leading up to FY28.
Library	Establish formal career ladders for staff.	L-4	ASAP	None		Under Consideration	Our goal is to develop career ladders in all departments. This will be reviewed as part of the compensation study and implemented when fiscally feasible.
Library	Hire a Development Coordinator position to support the Friends of the Library and enhance fundraising efforts for expanded programming needs.	L-10	FY27	\$\$\$	1	Under Consideration	Recommend addition of this position in a future budget when fiscally feasible.
PDS	Fill vacant positions (Principal Planner and Assistant Building Official).	PDS-7	ASAP	None		Under Consideration	Given the recent change in PDS leadership, this recommendation will be revisited in the future to evaluate its feasibility.
PDS	Cross-train all building inspectors for erosion & sediment control (ESC) inspections.	PDS-10	ASAP	\$		Under Consideration	Given the recent change in PDS leadership, this recommendation will be revisited in the future to evaluate its feasibility.
PDS	Work collaboratively with IT to accelerate the upgrade of Infor with existing technologies.	PDS-6	ASAP	None		Under Consideration	Will be implemented once IT resources are available.
PDS	Train all building inspectors as combination inspectors.	PDS-11	ASAP	\$		Under Consideration	Given the recent change in PDS leadership, this recommendation will be revisited in the future to evaluate its feasibility.
PDS	Convert PTE Building Plan Reviewer to FTE.	PDS-14	FY26	\$	1	Under Consideration	This will be evaluated as part of the FY 2027 Budget process.
PDS	With the renovated building, ensure the permitting process is customer friendly (one main entrance, clear signage, etc.).	PDS-15	FY26	\$		Under Consideration	Although each division has separate functional areas and entrances, consideration is being given to streamlining the building entrance.
PDS/County Admin	Move Public Works environmental reviewers (Ches Bay and stormwater) to PDS.	PDS-2	ASAP	None		Under Consideration	Given the recent change in PDS leadership, this recommendation will be revisited in the future to evaluate its feasibility.
PDS/DPW	Move four Construction Inspectors from Public Works to PDS.	PDS-8 & PW-7	FY26	None		Under Consideration	Given the recent change in PDS leadership, this recommendation will be revisited in the future to evaluate its feasibility.

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Treasurer	Develop a marketing campaign to help customers complete payments online.	T-7	ASAP	\$		Under Consideration	The Treasurer has previously initiated efforts to update the County's software to improve the accuracy of citizen-submitted e-check payments made online. Preliminary work on this enhancement has been completed as IT resources have allowed. Full implementation will proceed once the necessary IT support becomes available.
Treasurer/Finance	Develop a MOU with the YCSD CFO.	T-6	ASAP	None		Under Consideration	County Finance Director to work with Treasurer and YCSD CFO to develop SOP's on joint processes.
Treasurer/IT	Use technology to improve cash management, cash investment and monthly bank reconciliations.	T-9	FY26	\$\$		Under Consideration	The Treasurer's Office has sought to utilize technology to improve processes. Implementation of these enhancements will begin once the necessary IT resources become available. Preliminary work has been done as resources allow.
COR	Convert two (2) WAR Administrative Assistants to 1FTE.	C-6	FY26	\$\$	1	Not Recommended	We have found a way to fill the need without any additional expense of adding a full-time staff member.
COR	Add a Tax Auditor position.	C-7	FY26	\$\$\$	1	Not Recommended	We have found a way to fill the need without any additional expense of adding a full-time staff member (Conversion of existing position in progress)
DPW	Move Utility Location (1 FTE) to the Engineering Division and cross-train their duties. Relocate Inventory Control (2 FTE) to Engineering as well.	PW-5	ASAP	None		Not Recommended	Based on operational needs, this is not recommended.
DPW	Develop and implement a plan to expand operating space for Fleet Services.	PW-16	FY26 for plan - add to CIP; FY28-FY29 to build	\$\$\$\$		Not Recommended	This recommendation is not fiscally feasible within the Fleet Management Fund.
DPW/County Admin	Reclassify one (1) administrative position to a Grants Administrator/Coordinator position.	PW-13	FY26	\$		Not Recommended	County Administration will continue to evaluate this need. If recommended in the future, the position would report to County Admin, not DPW.

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Finance	Develop a cost sharing agreement with YCSD.	F-1	ASAP	Revenue		Not Recommended	While we concur that YCSD should share the Administrative cost of services provided, this will increase YCSD operating cost and in turn the County's contribution to YCSD and is therefore not recommended at this time.
HR	Identify and prioritize departments where a targeted pay study is needed to address recruitment and retention issues.	HR-6	FY26	\$		Not Recommended	A County-wide compensation study will be performed.
PDS	Hire a PT Zoning Inspector position or contract out services as necessary.	PDS-13	FY26	\$	0.5	Not Recommended	The division is currently staffed with one Supervisor, two Inspectors and one WAR Inspector. We are not recommending an increase at this time.
PDS	Move Development Coordinator function to Planning Division and reassign current employee as a Plan Reviewer.	PDS-3	ASAP	None		Not Recommended	The Director, Deputy Director, Principal Planner, and all Planners support development facilitation efforts. The majority of inquiries currently handled by the Development Facilitator are directly related to Development Services functions, such as subdivision and site plan review, and accordingly, this recommendation is not recommended.
PDS	Assign Zoning Administrator title to Chief of Development Services.	PDS-5	ASAP	None		Not Recommended	The Zoning Administrator has been reassigned to the position of Zoning and Code Enforcement Supervisor.
Treasurer	Increase the fee for using FORTE.	T-1	ASAP	Revenue		Not recommended	Per discussion with the Treasurer, FORTE should be used exclusively for emergency situations involving utility bill-related water cutoffs. However, it is frequently used in error. Rather than increasing the associated fee, we will work with the vendor and IT to remove FORTE payment information from the utility bill, as it is not an appropriate payment method for non-emergency situations.

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Treasurer	Mentor and Develop the Senior Deputy Treasurer to help with staff supervision.	T-8	FY26	\$		Not Recommended	<p>The Senior Deputy Treasurer is not responsible for supervising staff unless the Treasurer and Chief Deputy are unavailable. Due to the nature and volume of the SDT's assigned duties, they are not available to provide daily oversight or manage personnel matters.</p> <p>Front-line staff (e.g., those assisting the public directly) are supervised by the Collections Supervisor. Back-office staff (e.g., those handling bank work, adjustments, and other functions) report directly to the Treasurer and the Chief Deputy Treasurer.</p> <p>This structure ensures that supervision responsibilities are clearly defined and properly managed within the operational workflow.</p>