

City of Bristol Virginia —  
**Community Development**  
City Comparison



*“enhancing economic opportunity, building strong neighborhoods, and ensuring a dynamic framework for quality growth and development”*

City of Bristol Virginia

# Community Development

City Comparison

Summary

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Staff Services Description

Staff Comparison

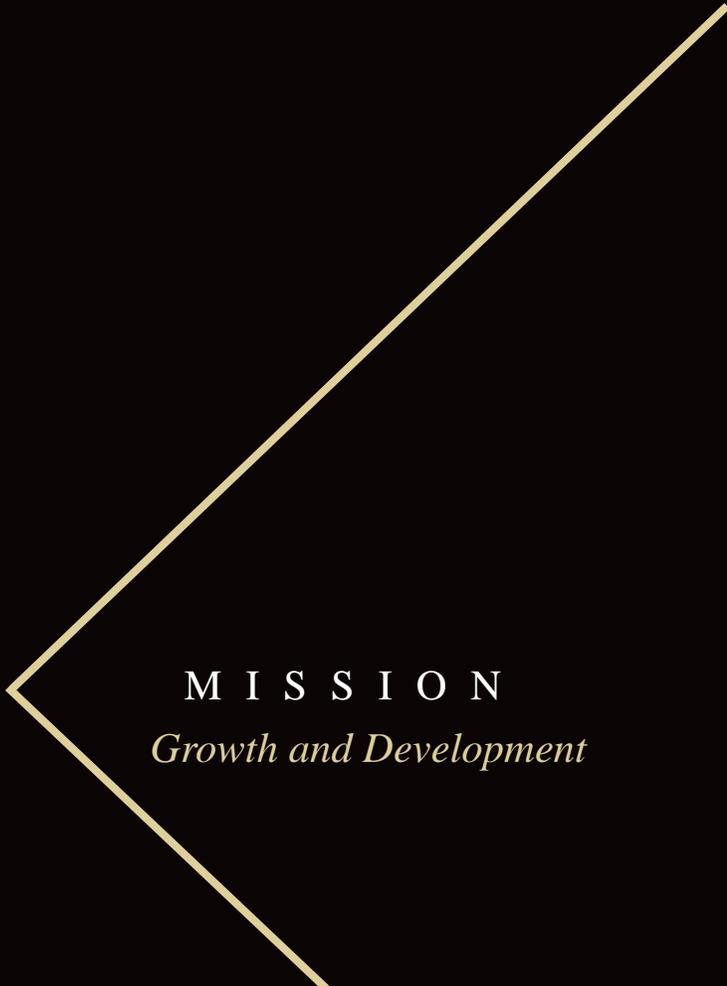
City Comparison Metrics Chart

- Staunton
- Radford
- Waynesboro

Questions

# Community Development — Divisions

- Planning and Zoning
- Community Development Block Grant (CDBG)
- Environs (Code Enforcement)
- Building Inspection
- Geographic Information Systems (GIS)



MISSION  
*Growth and Development*

# The TEAM

## Staff Chart

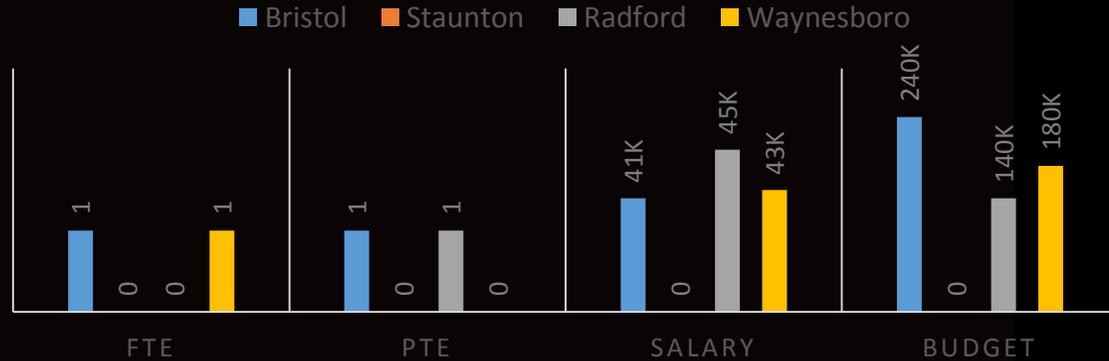


## Mandate for Service

The Community Development Block Grant falls under Title I of the Housing and Community Development Act of 1974, and this department ensures compliance with federal regulations to ensure the City is eligible for these funds.

*“Not only do I ensure the continued annual \$230,000 in federal CDBG funds, which the City has used for needed infrastructure projects, recreation improvements, and blight reduction, but I also have written proposals for the City amounting to over \$400,000 in grant awards.”*

## City Comparison



## Data and Cause for Discrepancies

- FTE & PTE shows number of positions paid for with CDBG allocation.
- Staunton does not receive any Community Development Block Grant Funds.
- Percent of salary paid by CDBG fund: Bristol 90% -- Radford 40% -- Waynesboro 75%

## Operating cost reductions

- Complete as many documents and reviews, required by the federal government to receive the funding, in house so consultant and contracting fees are limited.
- For projects that require newspaper notices, when possible, combine into a single notice.
- For projects that require public advertising, when possible, rely on the City's website and other free media before fee advertising.

*“Because my salary is almost entirely paid by the CDBG program, the \$400,000 in grant awards received last year cost the City less than \$5,000 .”*

# CDBG Coordinator

## Lauren Calhoun

## Services Statement

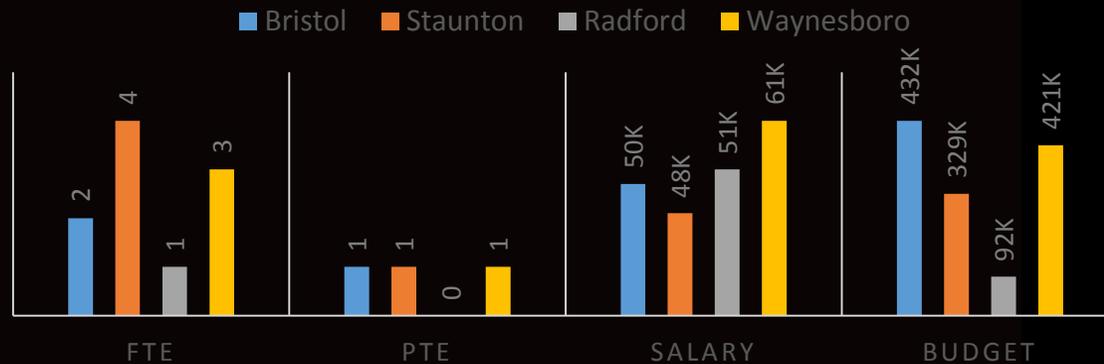
- Administer all aspect of Community Development Block Grant Program, which are federal funds provided to the City.
- Review subrecipients for eligibility and compliance with CDBG program regulations.
- Complete environmental reviews and eligibility determination for all projects.
- Develop and administer contracts or agreements with subrecipients.
- Review required reporting from subrecipients to ensure they are in compliance with their contract and with federal regulations and are achieving their accomplishment projections.
- Access and maintain HUD's Income Disbursement and Information System (IDIS) by entering accomplishment data contained in agency reports.
- Develop and submit grant applications for multiple funding sources (including CDBG).
- Serve on the Northeast Tennessee/Virginia HOME Consortium Executive Committee.
- Assist other agencies and entities by providing information for grants, demographics, housing information and other data.
- Serve as the fair housing contact person for the City.
- Assist Director and other departments in research, data collection, etc.



## Mandate for Service

- VA Code requires localities to have a Planning Commission and Board of Zoning Appeals, and requires a Subdivision Ordinance.
- VA Code requires that every locality have a Comprehensive Plan and it is to be reviewed at least every five years.
- City of Bristol zoning ordinance requires administration by this department.

## City Comparison



## Data and Cause for Discrepancies

- Staunton and Waynesboro are larger in population and land area, and do have considerably larger staffs to perform the same planning responsibilities as Bristol.
- Radford has a very comparable staffing level to Bristol but is smaller in land area.
- Radford's population numbers are misleading due to an annual influx of nearly 10,000 students.
- Bristol's budget includes Office Manager, CDBG Coordinator, GIS, Planner, and 75% Director of Community and Economic Development

## Operating cost reductions

- Requiring applicants pay directly for the cost of legal ads in newspaper, rather than the City paying and being reimbursed, will allow us to reduce the City's budget for advertising.

# City Planner

## Sally Morgan



## Services Statement

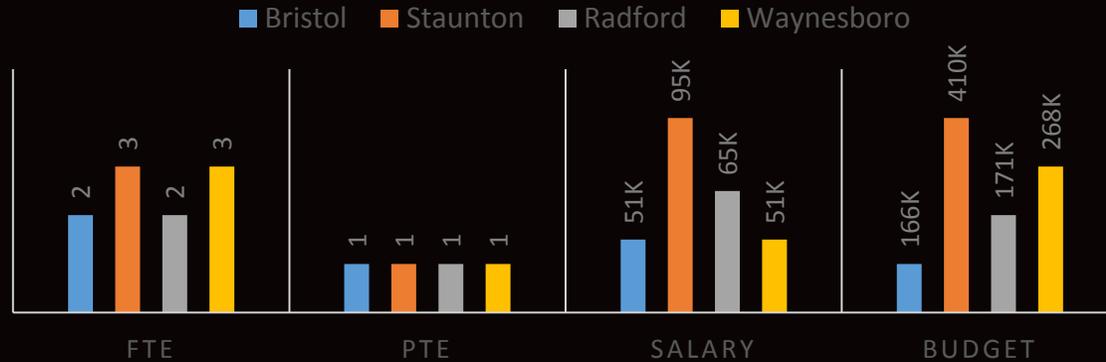
- Provide accurate and timely information to citizens, businesses, realtors, and developers regarding City land use regulations, property information, mapping, and permitting processes
- Process land use applications and permits for the following: signs, home occupations, special exceptions, variances, zoning appeals, administrative modifications, rezonings, and subdivision plats.
- Enforce zoning regulations of the City
- Coordinate the development of a new Comprehensive Plan for the City
- Develop and recommend zoning amendments to City Code
- Participate in other planning studies and special projects including developing a way-finding signage program
- Organize and direct Planning Commission meetings.
- Assist interim department head with economic development activities, including industrial site and building inventory, existing business assistance, and Believe in Bristol, Inc. activities



## Mandate for Service

The formation of the Building Inspection Department is required by Section 7.07 of the Bristol Virginia City Code. Section 36-105 of the Code of Virginia also mandates that municipalities establish a Building Inspection Department or enter into an agreement with another municipality to perform its functions.

## City Comparison



## Data and Cause for Discrepancies

- The Staunton Building Inspection Department is comparable with Bristol's, with the exception being the incorporation of a Deputy Building Official. The Deputy Building Official assists the Building Official in performing his duties and lends assistance to inspectors when needed.
- The Waynesboro Building Inspection Division operates as part of the Building & Zoning Department. It is comparable with Staunton's as it includes a Deputy Building Official. The Deputy Building Official assists the Building Official in performing his duties and lends assistance to inspectors when needed.

## Operating cost reductions

Building permit fees were recently raised and that had a very positive affect. The increased revenue has allowed for substantially offsetting the operating cost of the department.

# Building Official

## Scott Bowen

## Services Statement

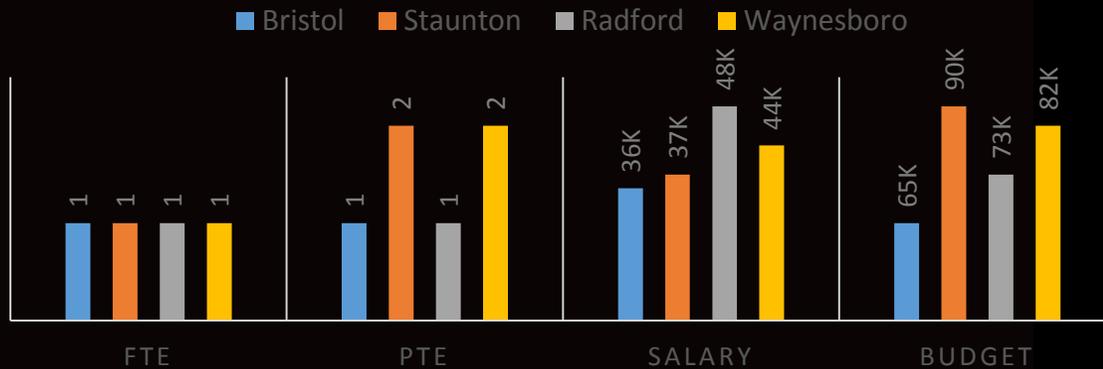
- The main objective of the Bristol Building Inspection Division is to help assure the safety of the general public in regard to safe buildings and structures.
- Ensure the safety of the public through inspections of all phases of construction from the beginning of a project until its completion.
- Help the city maintain a strong ISO rating for insurance purposes.
- Maintain a good building inspection program, helping assure affordable insurance rates for the citizens of Bristol, Virginia.
- Protect property owner investments by assuring that jobs are code compliant and that their contractors are properly credentialed through the Virginia Department of Occupational Regulations.
- Review contractor credentials to ensure that contractors have the skills necessary for the project and have met the insurance and financial qualifications required by Virginia.
- Conduct commercial project plan reviews and inspections.
- Acts as the supervisor of the Residential Inspector.



## Mandate for Service

- The Environs Control Officer is mandated by City Code as adopted by the City of Bristol VA.
- The City adheres to the Virginia Maintenance Code developed by the Commonwealth.

## City Comparison



## Data and Cause for Discrepancies

- Radford does not enforce the Virginia Maintenance Code, only the City Codes.
- Waynesboro & Staunton have support staff that help with research of property owners and also with inspections.
- Staunton's Environs budget is mutual with the building department and as such is very difficult to get an accurate figure.

## Operating cost reductions

- Since this is a department of one and operates a very slim budget at this time, the choices are few. Removal of the VA. Property Maintenance requirements from the City Charter and enforcing only local nuisance codes for grass, trash, vehicles, etc. may produce a cost savings.
- I feel reviewing and updating our codes to a more modern standard would definitely produce favorable results.

# Environs Officer

## Ron Philbrick

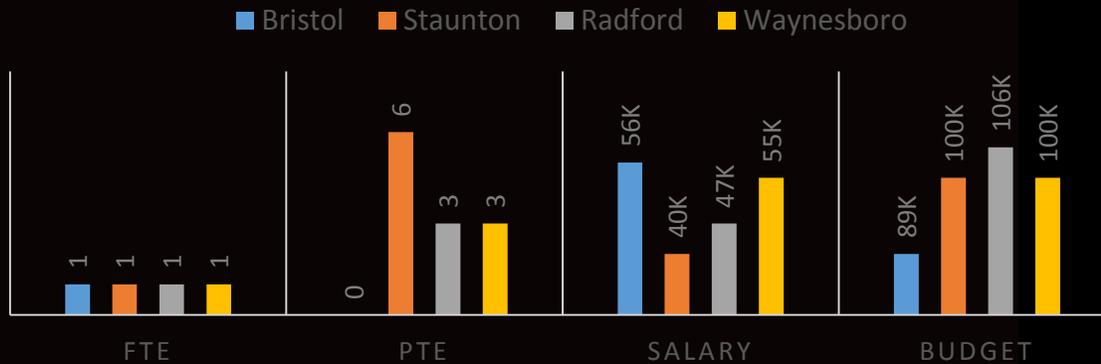
## Services Statement

- Enforces the Bristol VA City codes for trash, junk, overgrown vegetation, inoperative vehicles, and the like.
- Enforces the Virginia Maintenance Code adopted by the City of Bristol VA.
- Assists and works with several other departments in the city, such as the Department of Social Services, Animal Control, Solid Waste, Sheriff's Department, and Parks & Recreation.
- Finds property owners (many are not residents of the city and city records are not up to date), compiles letters on violation issues, schedules departments to do work & follows up to see that it gets completed, sends bills to property owners, files liens on bills for Environs Dept. & Solid Waste Dept.
- Works with CDBG funds to demolish structures that are unsafe, blight, and nuisance to the city.
- Compiles information to send to the City Attorney for cases that are going to court, processes the warrant, and goes to court with the Attorney.
- Manages 449 active 2016 Environs cases.

## Mandate for Service

- Required by the Federal and State government to meet the national standard for compliance.
- The existing E-911 system will stop functioning nationwide in 2022. The State of Virginia requires that every City, County, Town, etc. be fully compliant by 2020.

## City Comparison



## Data and Cause for Discrepancies

- Stanton, Radford and Waynesboro all have a GIS Coordinators that use college interns and part time staff from other departments and outside sources to create new layers and update existing data.
- The Radford GIS coordinator operates under the direction of the City's Electric Network Administrator.
- The Staunton GIS Coordinator operates under the direction of the IT Director.

## Operating cost reductions

- Accurate details and reports generated by this office and provided to the Commissioner of Revenue will improve the accuracy of tax generating land parcels.
- 2016 was the first year of the GIS division and required several startup costs that will be eliminated or restructured with the use of grants and interns in the future.

# GIS Coordinator

## Kelly Miller



## Services Statement

- Create and verify all attribute data for every land parcel, structure, address, roadway, and natural feature within the City of Bristol, VA.
- Validation and adjustment made to correct every street and address within the City to the required NG-911 system.
- Parcel & Land Record Mapping: creation, editing, maintenance of all land and infrastructure for the purpose of information, taxation, public safety, emergency services City wide.
- Zoning Maps, Flood Mapping, Property Values, Property layouts, School Zones, Infrastructure and Utilities,
- Voting Districts, Transportation Routes, Snow Removal Mapping, Topographic Mapping Trash Removal Routes, etc.
- GIS is the national/state standard mapping/address method for Police Dispatch to send help to all 911 calls in relation to the location from where the call is made

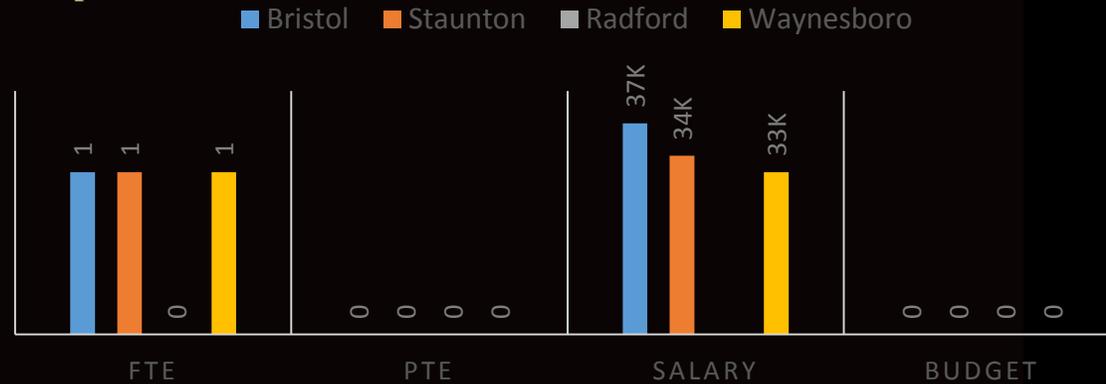


## Mandate for Service

- Office Managers are indispensable but not mandated.

*“I coordinate essential services for several departments within the City. It is my job to ensure that the jobs of everyone else on the hallway run as smoothly as possible. I ensure that they have the office supplies they need; that the item they just purchased is appropriately requisitioned with the Finance Department; that the conference room is reserved and clean for their meeting; that the City car is clean and full of gas when they have an important guest; that appointments and meetings are scheduled properly; that customers’ questions get answered promptly and accurately; and that all of this happens without them having to think about it. My job is to make everyone else’s job easier and to keep each department running smoothly.”*

## City Comparison



## Data and Cause for Discrepancies

- No part time Office Managers were found in any locations.
- Office Manager budgets were always spread across many departments.

## Operating cost reductions

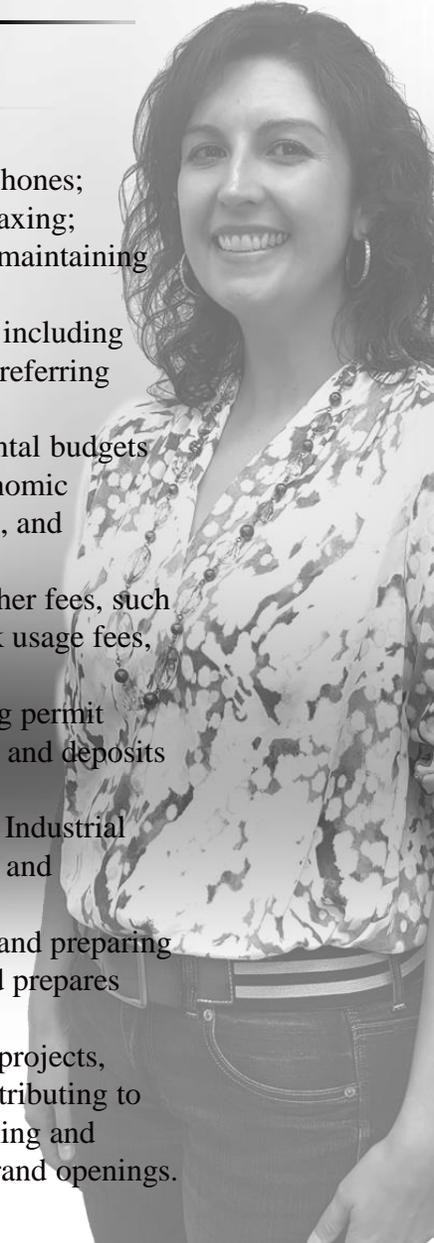
*“Rescheduling meetings of the IDA and Planning Commission for a time other than noon would eliminate the need to provide lunch, which could easily trim the budget.”*

# Office Manager

## Melanie Fleenor

## Services Statement

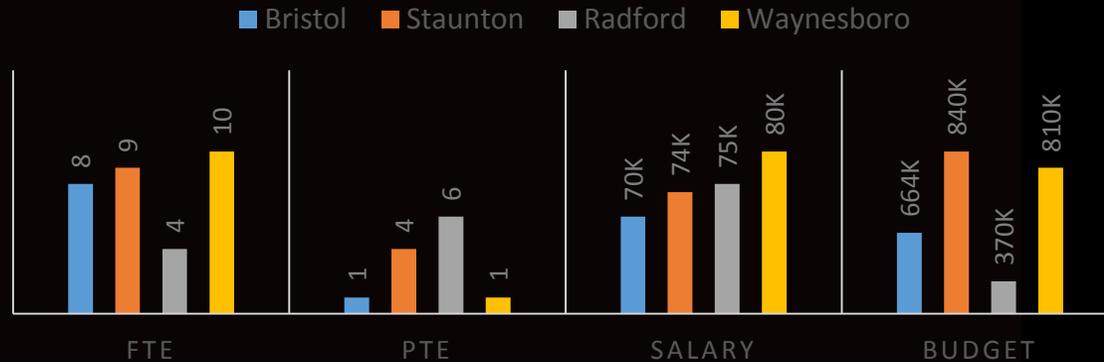
- Provides clerical support including answering phones; maintaining compliance certificates; copying; faxing; preparing and mailing letters; and creating and maintaining spreadsheets.
- Provides customer service to City Hall visitors, including receiving inquiries, providing information, and referring inquiries to appropriate personnel.
- Prepares requisition forms and tracks departmental budgets for Community Development & Planning, Economic Development, Building Inspections & Environs, and Information Technology Departments.
- Processes payments for building permits and other fees, such as home occupation permits, site plan fees, park usage fees, etc.
- Prepares monthly, quarterly, and annual building permit reports and other departmental financial reports and deposits for City Treasurer
- Serves as Secretary for City of Bristol, Virginia Industrial Development Authority, Planning Commission, and Transportation Safety Commission.
- Coordinates meetings, including ordering food and preparing necessary documentation. Attends meetings and prepares minutes for all committees listed above.
- Assists in coordinating economic development projects, including meeting with potential prospects, contributing to and appearing in promotional videos, and planning and executing events such as announcements and grand openings.



## Mandate for Service

City charter requires a director of the Planning department but makes no mention of the specific title of Community Development Director.

## City Comparison



## Data and Cause for Discrepancies

- Staunton Community Development department includes Economic Development, Tourism Office, Welcome Center and even a Trolley Divisions.
- Radford's massive student population is glaringly evident by the median age numbers: Bristol M.A.= 42 Staunton M.A.= 42 Waynesboro M.A.= 39 Radford M.A.= 22 and this makes accurate comparisons very unlikely.

## Operating cost reductions

- A re-evaluation in our inclusion in programs such as the Free Trade Zone and the a-Corridor may yield savings opportunities.
- Having the ability to place liens on code violations is productive but I feel having fines levied would be much more cost effective and even encourage more compliance in the long term.

# Interim Director

Bart Poe



## Services Statement

- Coordinates and supervises activities in the departments of Planning, Building Inspections, Code Enforcement, GIS, and Community Development Block Grant.
- Maintains responsibility for preparation and implementation of the strategic plan.
- Reviews site plans and development plans for conformity to design criteria and ordinance requirements.
- Provides regular staff assistance to the City Council and other boards and commissions.
- Prepares ordinances, develops strategies, and designs programs to implement growth, development, and preservation of policies.
- Consults with officials of the City, County, State and Federal government in order to coordinate all phases of community and economic development.
- Advises public and private bodies on new or contemplated plans, projects or programs, prepares speeches, articles, reports and other presentations dealing with the development of the city.
- Represents the City by appointment to various boards of directors, commissions, and committees.



# The Staff Comparison

## Bristol

### Community Development:

*Interim Director  
City Planner*

### Building / Inspections:

*Building Official  
Building Inspector*

### Environs Control:

*Environs Control Officer*

### Administrative:

*Office Manager*

### GIS:

*GIS Coordinator*

### Community Block Grant:

*CDBG coordinator*

8 F T E

## Staunton

### Planning:

*Director of Planning & Zoning  
City Planner*

### Building / Inspections:

*Building Official  
Codes Inspector 1  
Codes Inspector 2*

### Zoning:

*Environmental Inspector  
Zoning Technician*

### Permits / Administrative:

*Permit Technician*

### GIS:

*GIS Coordinator*

9 F T E

## Radford

### Planning:

*Director of Planning & Zoning*

### Building / Inspections:

*Building Official  
Codes Enforcement Officer*

### GIS:

*GIS Coordinator*

4 F T E

## Waynesboro

### Planning:

*Director of Planning  
Associate Planner*

### Building and Zoning:

*Building Official  
Deputy Building Official  
Codes Enforcement Officer  
Zoning Officer  
Property Maintenance Inspector*

### Permits / Administrative:

*Permit Technician*

### GIS:

*GIS Coordinator*

### Community Block Grant:

*CDBG Coordinator*

10 F T E

Locality	Population	Land Area Sq. Miles	Median Age	House Income	FTE	Budget	Housing Units	Cost Per Capita	FTE	Budget	Revenues	Land Use Permits	Cost Per Permit	Net Cost Per Capita
Bristol	17,690	13.17	42	33616	8	\$664,000	8831	\$ 37.54	2	\$ 308,000	\$10,925	26	\$11,426	\$ 16.79
Waynesboro	21,269	15.21	39	45500	10	\$810,000	9717	\$ 38.08	3	\$421,000	\$6,500	15	\$27,633	\$ 19.49
Staunton	24,538	20.04	42	39982	9	\$840,000	11738	\$ 34.23	4	\$329,000	\$9,900	17	\$18,771	\$ 13.00
Radford	17,441	9.63	22	30284	4	\$370,000	6427	\$ 21.21	1	\$ 92,000	\$1,600	9	\$10,044	\$ 5.18
					Community Development				Planning					

FTE	Budget	Revenue	Permits	Cost Per Permit	Net Cost Per Capita	FTE	Budget	Cases	Cost Per Case	Net Cost Per Capita	FTE	Budget	Parcels	Cost Per Parcel	Net Cost Per Capita	Locality
2	\$166,000	\$150,000	558	\$ 28.67	\$ 0.90	1	\$65,000	449	\$144.77	\$ 3.67	1	\$ 88,427	13731	\$ 6.44	\$ 5.00	Bristol
3	\$268,000	\$ 97,769	171	\$995.50	\$ 8.00	1	\$82,107	334	\$245.83	\$ 3.86	1	\$100,000	14800	\$ 6.76	\$ 4.70	Waynesboro
3	\$410,000	\$253,000	718	\$218.66	\$ 6.40	1	\$90,956	546	\$166.59	\$ 3.71	1	\$100,000	11700	\$ 8.55	\$ 4.08	Staunton
2	\$171,000	\$ 33,300	975	\$141.23	\$ 7.90	1	\$73,474	325	\$226.07	\$ 4.21	1	\$106,000	10422	\$ 10.17	\$ 6.08	Radford
Building Inspections						Environs Control					GIS					



Questions?

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## *Conclusion*

I hope this presentation has provided everyone with a better understanding of the Community Development Staff and their focus. We are fortunate to have 2 staff members with 20+ years of experience and several more with 10+ years. Everyone's willingness to data mine and explore options for cost savings of their positions is a testament to the overall attitude and dedication the Community Development team demonstrates.

*Bart Poe*

*Interim Director*



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**Community Development**

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