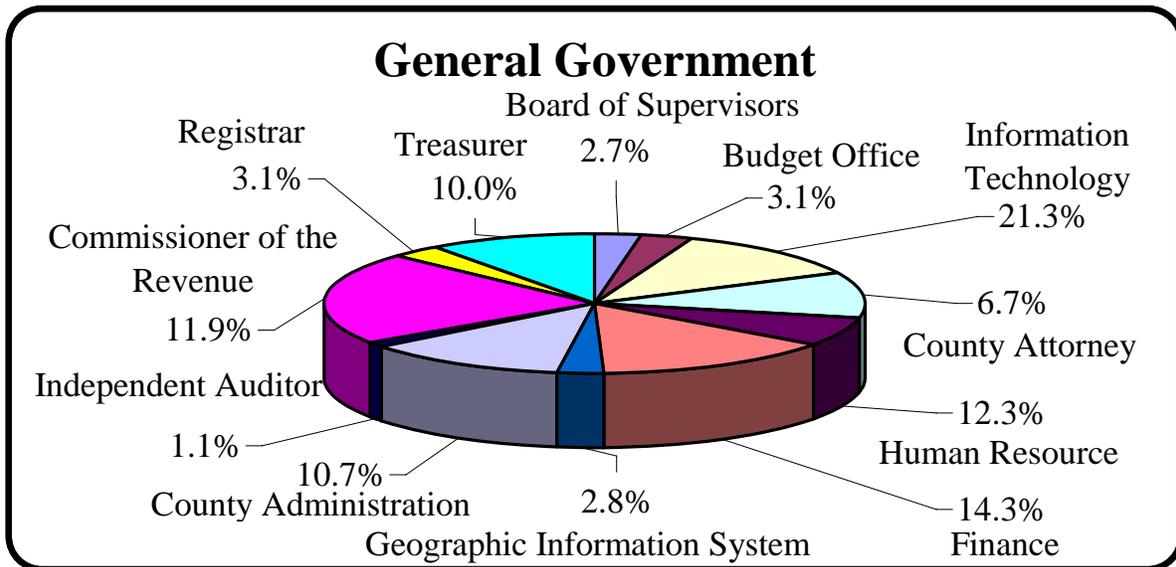
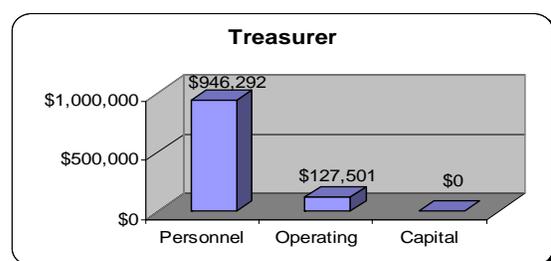
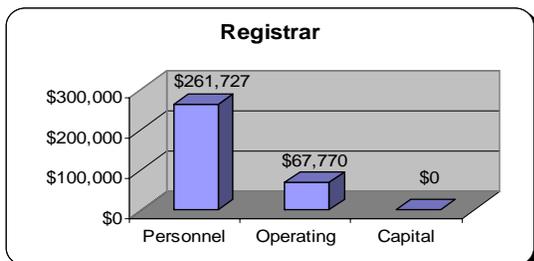
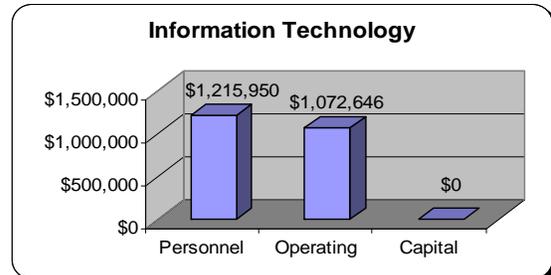
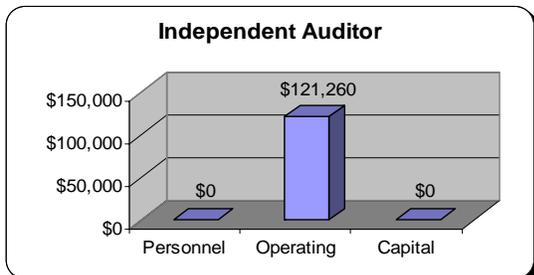
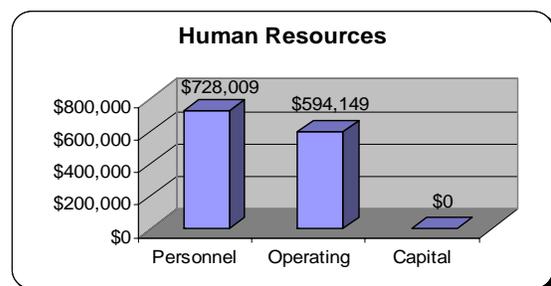
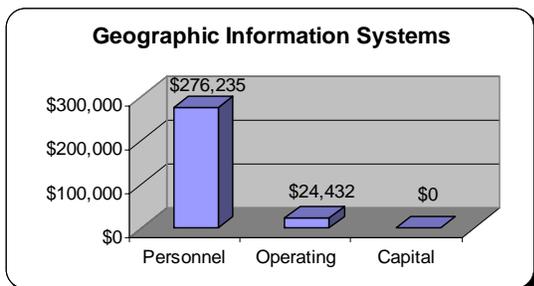
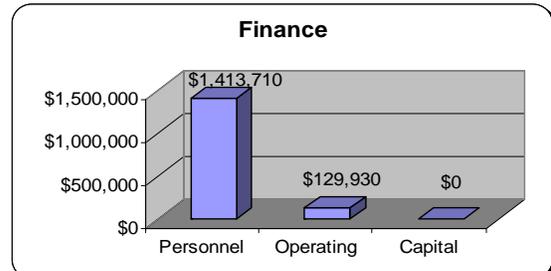
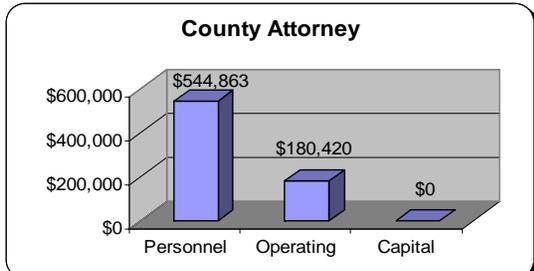
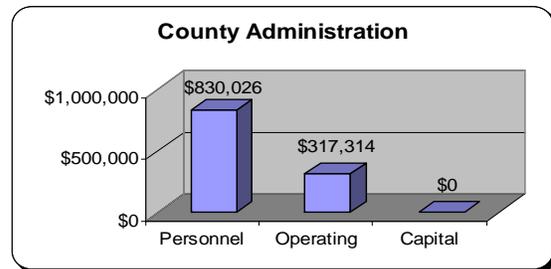
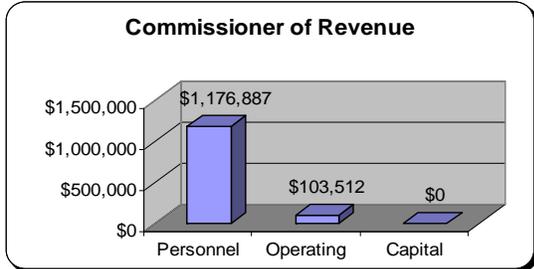
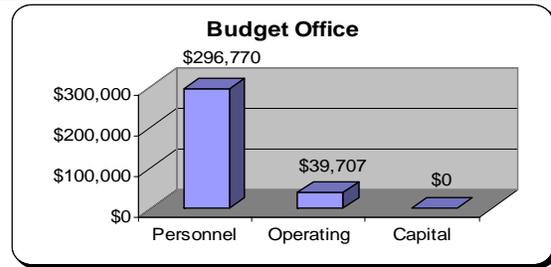
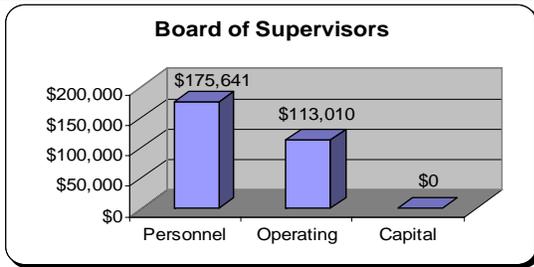


GENERAL GOVERNMENT

Board of Supervisors	\$288,651
Budget Office	\$336,477
Commissioner of the Revenue	\$1,280,399
County Administration	\$1,147,340
County Attorney	\$725,283
Finance	\$1,543,640
Geographic Information System	\$300,667
Human Resource	\$1,322,158
Independent Auditor	\$121,260
Information Technology	\$2,288,596
Registrar	\$329,497
Treasurer	<u>\$1,073,793</u>
	\$10,757,761



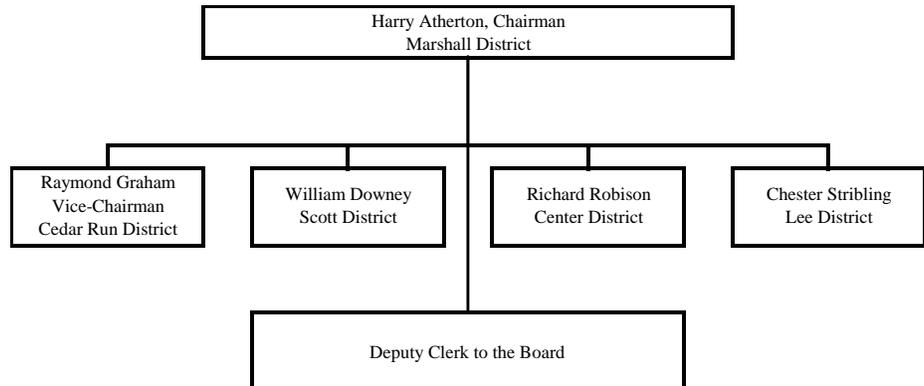
GENERAL GOVERNMENT EXPENDITURES



BOARD OF SUPERVISORS

MISSION/PURPOSE

The Board of Supervisors, elected by the people, serves, by law, as the governing body of the County. The Board sets goals and objectives; establishes priorities for County programs and services; establishes County legislative and administrative policies through the adoption of ordinances and resolutions; appoints the County Administrator and members of various boards and commissions; adopts the annual budget; appropriates funds; and sets tax rates.



GOALS

- Enable County government to transact business expeditiously and efficiently
- Implement planning and programs to ensure that population growth and development are positive contributions to the general welfare of the community
- Protect and promote the health, safety, welfare and quality of life of all County residents
- Promote the interests of Fauquier County at the regional, state and federal levels

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$345,046	\$324,161	\$201,937	\$196,058	\$175,641
Operating	\$114,804	\$113,201	\$119,210	\$119,637	\$113,010
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$459,850	\$437,362	\$321,147	\$315,695	\$288,651
Revenue:	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$459,850	\$437,362	\$321,147	\$315,695	\$288,651
Full-time Staff	9*	9*	1	1	1
Part-time Staff	0	0	0	0	0
Full-time Equivalents	9*	9*	1	1	1

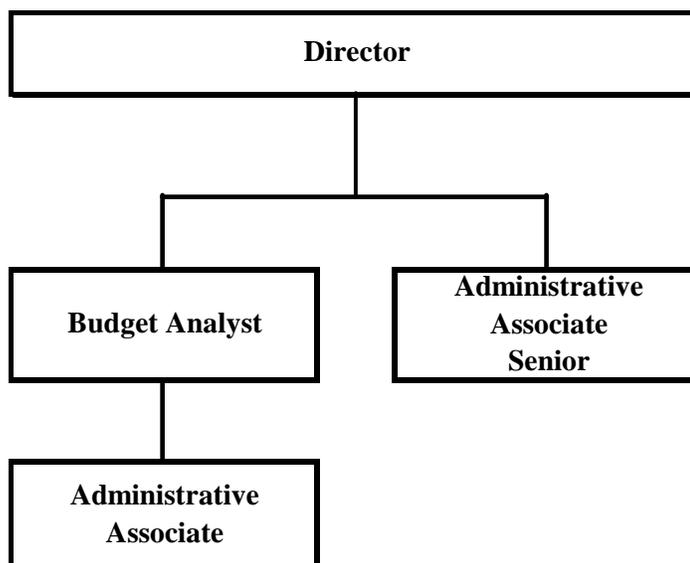
*The five (5) Board of Supervisors in previous years were counted as Full time Staff; because they are not full time, this information is being corrected.

Service Levels, Management Objectives and Performance Measures are included in the overall intended use and outcome of the Adopted Budget. Board of Supervisors' Goals have been identified earlier in this document.

BUDGET OFFICE

MISSION/PURPOSE

The primary function of the Budget Office is to provide budget support, information, control and guidance to the Board of Supervisors through the County Administrator. The Department also manages the development and execution of all phases of the County's Operating Budget; performs evaluation, research and analysis for the County Administrator and Board of Supervisors; oversees all Capital project appropriations and expenditures for the General County Government, Schools and Volunteer Fire and Rescue;



performs as Departmental consultants on resource issues; responsible for the County's Revenue and Finance Committees; serves an internal control for all financial operations and provides resource related trend analysis reports as needed. The Budget Office also serves as primary staff in the development of the Capital Improvements Program Plan.

GOALS

- Ensure fiscal integrity in resource allocation
- Produce a Five Year General Funding Financial Plan
- Increase citizen involvement in the budget process
- Produce County Administrator's Recommended Budget and Budget Summary, Fauquier County Adopted Budget, Mid-year Budget Review and Quarterly Revenue and Expenditure Analysis
- Produce the Ten Year Capital Improvements Program Plan

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$232,162	\$250,882	\$286,972	\$290,053	\$296,770
Operating	\$29,269	\$17,365	\$43,035	\$39,947	\$39,707
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$261,431	\$268,247	\$330,007	\$330,000	\$336,477
Revenue:	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$261,431	\$268,247	\$330,007	\$330,000	\$336,477
Full-time Staff	3	3	4	4	4
Part-time Staff	1	1	0	0	0
Full-time Equivalents	3.5	3.8	4	4	4

BUDGET OFFICE

SERVICE LEVELS	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>
Budget Submissions Reviewed	31	40	54	69
Staff Support of Committee Meetings: Finance, Capital Improvement, Revenue	17	24	30	36
Budgets Prepared	3	3	3	3

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Attain the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

PERFORMANCE MEASURES	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Goal</u>
Attain GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes

MANAGEMENT OBJECTIVE:

Provide quarterly (4) budget reports to County Administration and Board of Supervisors.

PERFORMANCE MEASURES	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Goal</u>
Budget Reports	2	2	2	3

MANAGEMENT OBJECTIVE:

Complete analysis of all budget submissions.

PERFORMANCE MEASURES	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Goal</u>
Budget Submission Analysis	79%	82%	85%	90%

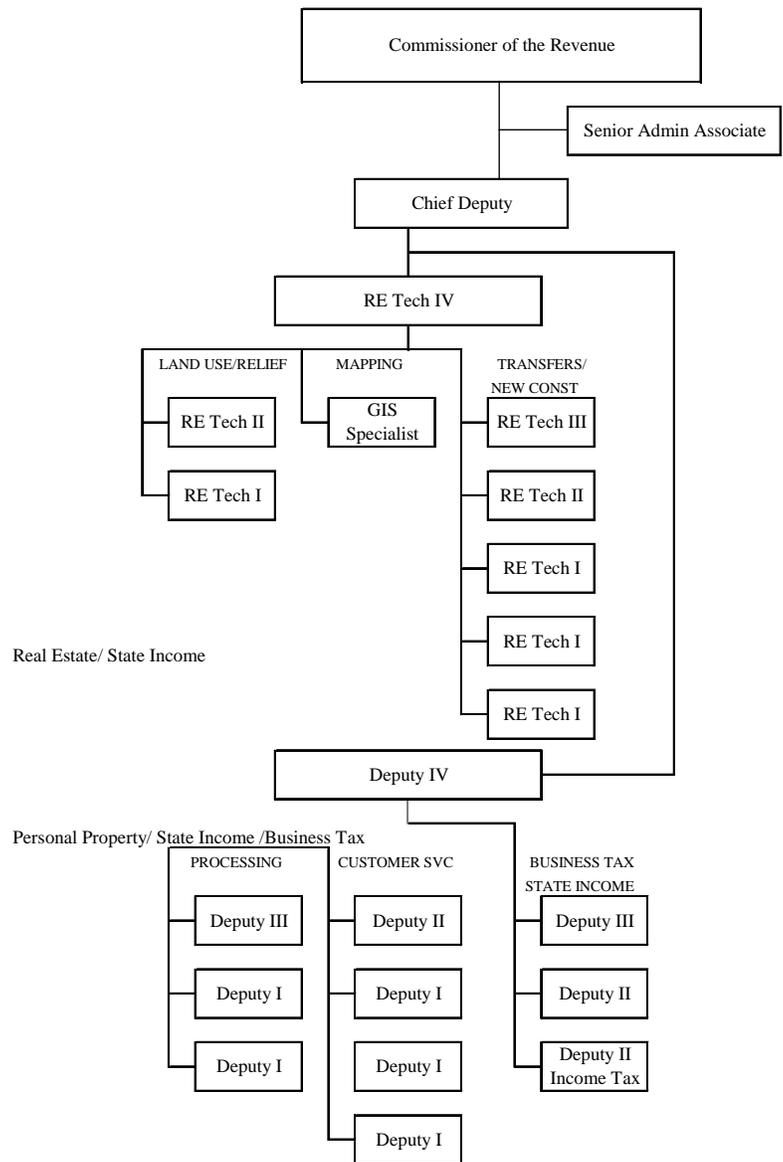
COMMISSIONER OF THE REVENUE

MISSION/PURPOSE

The Commissioner of the Revenue strives to provide efficient and effective taxpayer services through diligent and careful maintenance of taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly & Disabled programs, Personal Property, Business Taxation and State Income taxes. The department serves the public by providing assistance in a competent manner when dealing with their tax matters. The citizens of Fauquier County are provided with timely processing of tax returns and other records in order to deliver the annual assessments to the Treasurer as prescribed by law. All duties are performed as prescribed by the laws of the Commonwealth relating to assessment of property and taxes; and uphold the constitution of Virginia as well as serve as a “watchdog” and assessor for the property tax revenue of Fauquier County.

GOALS

- To provide efficient and effective taxpayer services through diligent and careful maintenance of taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly & Disabled programs, Personal Property, Business Taxation and State Income taxes
- To complete all property transfers and enter into the system within 2 business days of recordation date
- To refine and expand the Land Records System in order to take advantage of the improved functionality for the real estate area



COMMISSIONER OF THE REVENUE

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$1,029,175	\$1,169,483	\$1,105,969	\$1,175,731	\$1,176,887
Operating	\$512,752	\$342,488	\$116,326	\$109,686	\$103,512
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$1,541,927	\$1,511,971	\$1,222,295	\$1,285,417	\$1,280,399
Revenue:	\$181,070	\$189,938	\$200,683	\$195,628	\$221,697
Net Tax	\$1,360,857	\$1,322,033	\$1,021,612	\$1,089,789	\$1,058,702
Full-time Staff	23	23	23	23	23
Part-time Staff	0	0	0	0	0
Full-time Equivalents	23	23	23	23	23

PROGRAM 1: Real Estate

DESCRIPTION

The Real Estate Division of the Commissioner's Office is responsible for maintaining all real property records for the purpose of assessment and taxation. Transfers of ownership of property are performed by obtaining deed transfers, deeds of correction, wills and other records from the Clerk of the Circuit Court. Research must be conducted by the Commissioner's Office on problems, unknown properties, and escheated property which involves in-depth title searches. The Commissioner's Office maintains maps of property within the localities, adding new subdivisions, easements and rights of way. The office works closely with the public; other local agencies and all property records are accessible to the public. The Commissioner's Office confirms all exonerations, supplements, and requests for refunds. All new construction is appraised and calculated and a pro-rated assessment is made on complete structures through October of each year. The Commissioner's mapping section maintains the cadastrals and land use layers. Railroads, pipelines and utility property are assessed by the State Corporation Commissioner or Department of Taxation and reported to the Commissioner of the Revenue for inclusion in the local tax roll. The Commissioner of the Revenue verifies this information and maintains these records in the office.

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Mapping Changes	2,982	2,972	4,600	2,900
Record Revisions on Appraisal Module	6,181	6,005	6,500	6,000
Record Assessments – New Construction	2,632	2,849	2,900	2,600
Transfers	4,992	4,464	5,600	5,000

COMMISSIONER OF THE REVENUE

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Improve services to County citizens and other government agencies by completing land transfers quickly.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Process of Recording Complete Transfers within 48 Hours	75%	70%	80%	90%

MANAGEMENT OBJECTIVE:

Improve revenue forecasting by completing new construction data entry by January 31st.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
New Construction Data Entry Completed	50%	60%	80%	90%

PROGRAM 2: Land Use/Tax Relief for the Elderly

DESCRIPTION

The Commissioner of the Revenue is responsible for administering the Use Value Assessment Program. This program, approved by the State of Virginia, permits agricultural, horticultural, forest, and open space land to be assessed at “use value” rather than its “market value.” Revalidations must be filed annually. This assessment is revised when the use of the land changes. At that time, a “roll back” assessment is made. The “roll back” period covers five years plus the current year. As a result of Reassessment, Single Parcel Overlays are required to be completed on all parcels in Land Use. A change in the law effective July 1, 1993, mandated that all properties that have an open space easement pursuant to the Open Space Land Act, such as with Virginia Outdoors Foundation, is to be assessed at “use value” rather than “market value” with no deferment and no filing. The Commissioner of the Revenue is responsible for generating these assessments and maintaining files.

The Real Estate Tax Relief Program is a program available to senior citizens and permanently disabled persons. It allows these individuals to take advantage of a reduction or total exemption of real estate taxes based on income and net worth. It is a program administered by the Commissioner of the Revenue’s office and must be applied for annually. Effective January 1, 1998, an ordinance was adopted to grant a three-year cycle in which the application is filed the first year of the cycle and a certification is required if there are no changes that would exceed the limits for income and financial worth the next two years. This program has been a very valuable one to the community in assisting senior citizens and the disabled.

COMMISSIONER OF THE REVENUE

During FY 2003 the Board of Supervisors increased the threshold limitations for qualification in the Tax Relief program. This change increased the application workload significantly.

SERVICE LEVELS	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>
LAND USE:				
Number of Parcels	3,829	3,861	4,100	3,850
New Apps & Revalidation Receipts	161	231	30	100
Rollbacks Calculated	120	82	250	100
Land Use Inspection	13	15	50	25
RELIEF FOR THE ELDERLY:				
Number of Applicants	790	839	950	950
Exonerations	774	1,226	950	1,300

PROGRAM 3: Personal Property

DESCRIPTION

Personal Property tax applies at varying rates to the assessed value of tangible personal property, i.e., autos, trucks, campers, trailers, mobile homes, air craft, motorcycles, motor homes, boats, outboard motors, business machinery and tools. This office is on-line with the Department of Motor Vehicles assisting in the accuracy of individual personal property assessments. The Commissioner of the Revenue's Office is the only office that has authority to make an adjustment to an assessment.

Beginning with FY 2004, this office has been assigned a more comprehensive task regarding the qualification of motor vehicles for Personal Property Tax Relief. Legislation passed in 2003 requires the establishment of a formal personal property tax relief audit process. This required the development of a documented process and an audit procedure to be implemented by this office and audited by the State Department of Taxation. No funding was provided for this function; therefore, duties have been added to the existing staff members to accomplish this mandate.

SERVICE LEVELS	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>
Exonerations	10,076	10,653	10,580	11,185
Supplements	11,045	10,649	11,597	11,181
PPTRA Qualifying Vehicles	72,644	69,280	76,276	72,744
Qualifying Leased Vehicles	251	300	264	315
Audit Letters	200	300	200	200
Personal Property Returns	48,537	49,836	50,964	52,328
Vehicles Disqualified	347	84	364	88

COMMISSIONER OF THE REVENUE

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

To improve revenue projections and tax relief distribution, complete all Personal Property returns by July 30th.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Personal Property Returns Processed by July 30th	75%	85%	90%	90%

PROGRAM 4: Business Taxation/State Income Tax

DESCRIPTION

Business License Tax and Business Personal Property: Every individual, partnership or corporation engaged in any business within the county may be required to file a business, occupational and professional license. Most businesses require a gross receipts amount in excess of \$100,000 before a license is required. Licenses are purchased in advance of the business year based on exact gross receipts or sales of the preceding year. A new business may declare an estimate from the opening date through the remainder of the calendar year. The license year runs from July 1 through June 30 of each year. Estimates of new businesses are subject to audit after a full calendar year of business has been conducted. Uniform classification of revenue for rate application purposes is another area which must be constantly monitored by the division. The Office must ensure that all local requirements are met before a business license can be issued. It is the responsibility of the Commissioner of the Revenue's Office to see that all businesses are licensed. It is also the responsibility of the Commissioner of the Revenue's Office to see that delinquent accounts are followed up on a routine basis. A listing of businesses licensed in Fauquier County can be provided upon request.

State Income Tax: Every resident income earner of Virginia is subject to the State Individual Income Tax. This means that the individual's entire income is subject to compliance with established tax codes whether it comes from within Virginia or from outside sources. Individual State Income Taxes are due on or before May 1 of each year. The nature of the initial processing of State Income Tax Returns requires that a major portion of the staff be wholly dedicated to this function from January through May of each year. All returns are screened, audited and processed. Also, all initial estimated income tax payments are processed and estimated payments are transmitted to the Treasurer and reports are compiled weekly and monthly. All prior year and amended returns are also handled and a taxpayer assistance service is provided by the Commissioner of Revenues Office. In addition, Consumer Utility Tax and Transient Occupancy Tax returns are reviewed.

COMMISSIONER OF THE REVENUE

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Business License Applications				
Mailed	2,871	3,328	3,015	3,494
VA Workers Comp Forms	1,305	1,400	1,370	1,300
Business Personal Property				
Returns	3,976	4,195	4,175	4,405
State Income Returns Processed	13,015	12,498	13,000	12,000
State Estimated Returns Processed	2,037	2,097	2,050	2,000
Accelerated Refunds Processed	5,821	5,190	6,100	5,100

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

To ensure the maximum receipt of revenue from Business and Occupation License (BOL) complete the BOL tax roll by May 30th.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
BPOL Tax Roll Complete by May 30th	95%	96%	98%	98%

MANAGEMENT OBJECTIVE:

To ensure the maximum receipt of revenue for Business Personal Property (BPP) taxes, complete the BPP tax roll by July 30th.

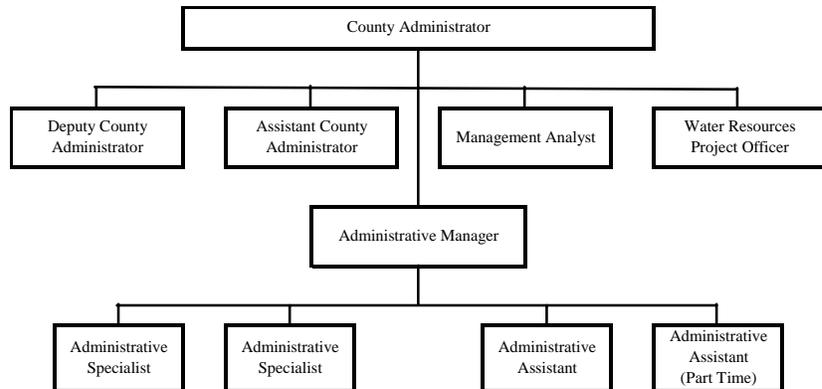
PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
BPP Tax Roll Complete by July 30 th	75%	90%	90%	95%



COUNTY ADMINISTRATION

MISSION/PURPOSE

The County Administration is to effectively serve the citizens of Fauquier County by initiating strategies to make significant, quantifiable progress toward the Board of Supervisors' identified priorities including managing departmental activities and special projects in a manner which promotes the highest quality of services and the continuous operation of efficient and open government.



The Water Resources Management Program is to collect, review, develop and analyze data related to Fauquier County's ground and surface water so that informed decisions can be made regarding the use and protection of this natural resources.

GOALS

- Provide leadership and direction to staff in conducting the business of the County
- Provide administrative and managerial support, and professional advice to the Board of Supervisors
- Develop and implement programs, policies and procedures to ensure the provision of effective and efficient government services
- Provide an organized framework and culture which is progressive, results-oriented, customer service focused and pro-active in meeting the current and future needs of Fauquier County and its citizens
- To maintain a highly competent, well-trained and motivated public work force
- To implement the strategies outlined in the Water Resource Management Plan to meet Fauquier County's overarching public safety, environmental, legislative, growth and education goals

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$535,879	\$530,721	\$710,789	\$816,206	\$830,026
Operating	\$25,997	\$17,261	\$155,857	\$409,684	\$317,314
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$561,876	\$547,982	\$866,646	\$1,225,890	\$1,147,340
Revenue:	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$561,876	\$547,982	\$866,646	\$1,225,890	\$1,147,340
Full-time Staff	5	5	8	9	9
Part-time Staff	.53	.53	.60	.60	.60
Full-time Equivalents	5.5	5.5	8.6	9.6	9.6

COUNTY ADMINISTRATION

PROGRAM 1: County Administration

DESCRIPTION

County Administration provides guidance and assistance to the Board of Supervisors and the County staff in conducting the business of County Government.

SERVICE LEVELS

None

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Coordinate efforts to meet the Board of Supervisors' goals and objectives.

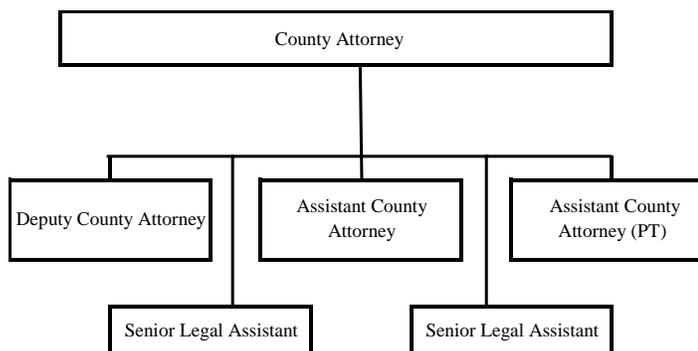
PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Complete Public Safety Space Assessment	N/A	N/A	New	25%
Develop Utility Plans for Service Districts	N/A	N/A	New	20%
Research and Implement New Financial Software	N/A	N/A	New	20%
Implement Records Management Technology	N/A	N/A	New	15%
Overhaul and Prepare New Timeline for Next Reassessment Process	N/A	N/A	New	15%
Conduct Management and Board of Supervisors' Retreats to Determine Long-Term Future Goals	N/A	N/A	N/A	Yes
Implement the Water Resource Management Plan	N/A	N/A	New	5%
Develop Water Supply Plan	N/A	N/A	N/A	Yes
Partner with Rappahannock River Basin Commission to Conduct Summit	N/A	N/A	N/A	Yes



COUNTY ATTORNEY

MISSION/PURPOSE

The mission of the Office of the County Attorney is to provide timely and effective legal representation and advice to the County of Fauquier, the Board of Supervisors, the Board of Zoning Appeals, and all other boards, commissions, departments and employees of the County.



GOALS

- Provide timely and effective advice and representation to the Board of Supervisors of Fauquier County and all other boards, commissions, departments, and employees of the County
- Effectively handle civil litigation by and for the County of Fauquier, its boards, commissions, departments and employees
- Competently and ethically fulfill all duties and responsibilities placed upon this office and its attorneys by the Code of Virginia, Code of Fauquier County, and the Canon of Ethics and Disciplinary Rules of the Virginia State Bar

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$437,701	\$459,955	\$480,179	\$536,741	\$544,863
Operating	\$64,392	\$149,698	\$169,499	\$168,012	\$180,420
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$502,093	\$609,653	\$649,678	\$704,753	\$725,283
Revenue:	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$502,093	\$609,653	\$649,678	\$704,753	\$725,283
Full-time Staff	5	5	5	6	5
Part-time Staff	0.64	0.64	0.64	0	0.64
Full-time Equivalent	5.6	5.6	5.6	6	5.6

COUNTY ATTORNEY

PROGRAM 1: General Legal Services

DESCRIPTION:

The general legal services program provides legal services to all boards, commissions, agencies and employees of the county. The provision of general legal services involves the handling of litigation and administrative hearings before state and federal courts along with administrative tribunals. In addition staff members perform a variety of other legal and representational actions including contract review, real estate closings, and the rendering of legal advice and opinions on local government issues of concern to the boards, commissions and employees of the county.

SERVICE LEVELS	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>
Board, Commission & Agency				
Meetings Attended	1,120	1,135	1,200	1,250
Files Opened	84	201	80	150
Document Review & Opinion				
Requests	900	925	950	1,000
Real Estate Settlements	6	14	10	12
Total Litigation Files Opened	40	73	45	45

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Need to respond in a timely fashion to requests for advice and opinions within 2 working days.

PERFORMANCE MEASURES	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Goal</u>
Respond to Requests for Opinions	75%	75%	75%	80%

MANAGEMENT OBJECTIVE:

Respond to requests for document review within 4 working days.

PERFORMANCE MEASURES	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Goal</u>
Respond to Requests for Document Reviews	75%	75%	75%	80%

COUNTY ATTORNEY

MANAGEMENT OBJECTIVE

Return telephone calls within the same working day.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Telephone Calls Returned within Same Working Day	75%	75%	90%	80%

PROGRAM 2: Delinquent Tax Collections

DESCRIPTION:

The delinquent tax collection program seeks to collect all forms of delinquent taxes including, but not limited to real estate, personal property and business license taxes through litigation in state and federal bankruptcy courts. In addition to the collection of taxes the program also collects unpaid fees and fines including landfill tipping fees and library assessments. Finally, the program renders administrative assistance to the Treasurer and Commissioner of Revenue's office in their tax collection efforts.

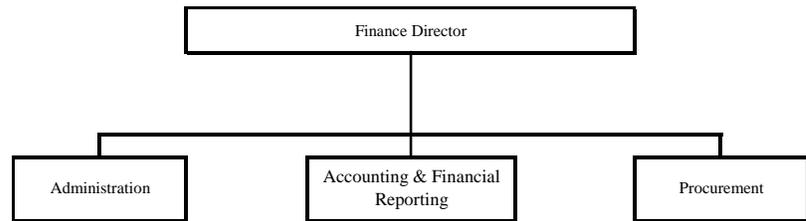
SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Taxes Collected	\$450,000	\$828,164	\$540,000	\$400,000
Costs, Warrants & Judgment				
Fees Collected	\$8,998	\$7,033	\$4,000	\$4,000
Attorney's Fees Collected (Real Estate)	\$8,114	\$6,800	\$3,000	\$3,000
Tax Collection Letters Sent	672	880	500	500



FINANCE

MISSION/PURPOSE

The mission of the Finance Department is to provide quality financial and administrative support services to all users in a professional, proactive and effective manner and in conformance with the highest standards set for similar operations.



The Finance Department is a consolidated department, serving both the county government and public schools. The primary functions of the department include maintenance of financial reporting system, preparation of Comprehensive Annual Financial Report, debt management, accounting, accounts payable and receivable, Federal and State grants reporting, payroll processing, fixed asset reporting, and procurement. As a shared service unit, the Finance Department strives to provide a quality of service to all departments, agencies, and schools in a cost effective manner.

GOALS

- Prepare accurate and timely financial transactions and reports to assist customers in the delivery of their services
- Prepare and publish the Comprehensive Annual Financial Report (CAFR) in a timely manner and in accordance with the Government Finance Officers Association guidelines for the Certificate of Achievement in Financial Reporting
- Manage the issuance and administration of debt to optimize the cost and ensure compliance with legal requirements
- Implement procurement policies and procedures for the purchase of goods and services, while encouraging competition, compliance, accountability, and fairness; and providing quality customer service
- Update and maintain a comprehensive listing of capital assets, and implement appropriate controls to safeguard the assets
- Serve as a resource to user departments, and schools to enhance staff access to financial information in an effective and efficient manner
- Provide training to user departments and schools on using the financial reporting system; using the payroll system; and Finance policies and procedures
- Challenge employees to grow through cross-training and external training opportunities

FINANCE

BUDGET:

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$859,862	\$1,063,858	\$1,215,103	\$1,403,903	\$1,413,710
Operating	\$99,734	\$122,794	\$139,400	\$146,700	\$129,930
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$959,596	\$1,186,652	\$1,354,503	\$1,550,603	\$1,543,640
Revenue:	\$0	\$0	\$0	\$6,250	\$6,250
Net Local Revenue	\$959,596	\$1,186,652	\$1,354,503	\$1,544,353	\$1,537,390
Full-time Staff	21	22	23	21	21
Part-time Staff	.7	.6	.6	.6	.6
Full-time Equivalents	21.7	22.6	23.6	21.6	21.6

PROGRAM 1: Administration and Financial Reporting

DESCRIPTION

Develops financial reports for County Government and Public Schools. Coordinates annual external audit and prepares Comprehensive Annual Financial Report. Processes general ledger transactions, manages debt and capital assets, maintains the integrity of all financial data and the internal control structure, and acts as fiscal agent for organizations and County agencies as required.

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Outstanding Debt Issues	13	14	17	17
Journal Transactions	1,351	1,561	1,400	1,740
Managed Debt Issuance	1	1	N/A	3
Volunteer Fire & Rescue Audits	N/A	N/A	N/A	4
School Activity Funds Audits	N/A	18	N/A	18

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

To annually publish accurate and informative financial documents in compliance with Government Finance Officers Association (GFOA) standards and meet State and GFOA submission deadlines.

FINANCE

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Receive GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes
Consolidated Annual Financial Report Prepared and Submitted to the State Auditor of Public Accounts (APA) on time	No	No	Yes	Yes

PROGRAM 2: Accounts Payable

DESCRIPTION

Processes payment of vendor invoices for goods and services purchased for the County Government and Public Schools; maintains and updates vendor files; and issues federal tax Form 1099 MISC to comply with IRS regulations.

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Invoices Paid – County	31,681	31,306	33,000	32,000
Invoices Paid - Schools	22,753	21,702	26,000	22,000
Checks Issued – County	14,149	13,153	14,000	13,000
Checks Issued – Schools	7,415	6,774	7,400	6,500
New Vendors	1,734	1,842	N/A	2,000

QUANTIFIABLE MEASURE

Improve Accounts Payable staff's knowledge of current IRS guidelines and 1099 Tax Forms vendor processing to identify companies and business that are to receive the 1099 Tax Form.

MANAGEMENT OBJECTIVE:

Train Accounts Payable staff on IRS standards for 1099 Tax Form process with respect to vendor management.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Develop 1099 Training Materials and Conduct One Training Session for Accounts Payable staff. Provide Refresher Training Sessions on an Annual Basis	N/A	N/A	Finalize Materials	1

FINANCE

QUANTIFIABLE MEASURE

Improve the efficiency of County and School staff in processing vendor payments to eliminate incomplete submissions.

MANAGEMENT OBJECTIVE:

Conduct training seminars for County and School personnel involved with vendor invoice processing.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Develop Training Materials to Conduct Training Sessions to Ensure Departments Submit Invoices that Comply with County and School Guidelines. Update Training Materials on an Annual Basis	NA	N/A	Training Materials Prepared	Training Materials Update
Training Sessions Provided on Site and Held on an Individual School and County Department Basis	N/A	N/A	Conduct Two Training Sessions	Conduct Three Training Sessions

PROGRAM 3: Payroll

DESCRIPTION

The Payroll Division processes payroll for employees of the County Government and Public Schools; files taxes and reports with State and Federal agencies as required; maintains leave records; and prepares and processes Internal Revenue Service (IRS) W2 Form for all employees.

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Employees Paid Monthly	1,755	1,801	1,800	1,900
Employees paid Bi-weekly	923	973	1,000	1,000
Annual Checks/Direct Deposits	44,676	46,900	45,000	49,000

FINANCE

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Provide quality service to County and School employees by responding to questions related to employee salary issues within 24 hours, and develop a plan for resolution within three working days.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Log Maintained of Payroll Questions/Concerns	N/A	Yes	Yes	Yes
Contact Initiated with Employee within 24 Hours	N/A	97%	100%	100%
Plan for Resolution Completed within 3 Working Days	N/A	98%	99%	99%

PROGRAM 4: Procurement

DESCRIPTION

Provides purchasing support for goods and services for County Government and Public Schools, including encumbrance of Po's; prepares and issues invitations for Bid and Requests for Proposals; seeks contract opportunities open to County and Schools; negotiates contracts as needed and ensures all purchases are in compliance with most recently adopted policy, procedures and the Code of Virginia requirements.

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Purchase Orders Issued - County	3,457	3,313	3,500	3,400
Purchase Orders Issued – Schools	5,958	5,073	6,000	6,200
IFB/RFP's Issued – County	147	78	100	100
IFB/RFP's Issued – Schools	26	53	30	40

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Improve School and County departmental contract compliance with procurement policy and procedure function.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Establish Power-Point Seminar with Training Materials for Contract Administration	N/A	N/A	In Progress	Program Established

FINANCE

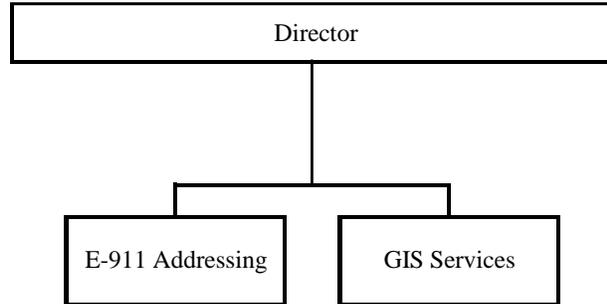
PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Establish Administratively- Approved Procedures for Audits, Including Consequences of Non- Compliance	N/A	N/A	N/A	Program Established
Perform at Least Three Random Contract Audits Per Quarter	N/A	N/A	N/A	New



GEOGRAPHIC INFORMATION SYSTEMS (GIS)

MISSION/PURPOSE

It is the mission of the GIS Office to provide support and assistance to County agencies and departments in their goal to serve the Board of Supervisors and the public with respect to supplying accurate computer-generated mapping data and accompanying database information, to aid in the study of geographic related matters, and to provide access and service to citizens.



GOALS

- Provide support and assistance to County agencies, departments and the public
- Supply accurate computer-generated mapping and accompanying database information
- Provide public access and services to the public
- Administer the E-911 Street Addressing, and GIS Services

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$232,132	\$279,982	\$318,539	\$308,770	\$276,235
Operating	\$28,701	\$73,965	\$284,332	\$26,632	\$24,432
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$260,833	\$353,947	\$602,871	\$335,402	\$300,667
Revenue:	\$35,528	\$43,778	\$46,000	\$46,000	\$46,000
Net Local Revenue	\$225,305	\$310,169	\$556,871	\$289,402	\$254,667
Full-time Staff	4	4	5	5	4
Part-time Staff	0	0	0	0	0
Full-time Equivalents	4	4	5	5	4

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Reports and Files Produced	58	54	50	50
Custom Maps Produced	663	515	600	550
Training/Installations Provided	83	27	100	30
Street Address Requests Processed	947	588	800	600
Street Name Changes Processed	3	4	5	5
Type I Soils Maps Digitized	45	38	40	40
Graphics Support	6	123	8	100
Digital File Requests Processed	2,893	3,008	3,000	3,000

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Decrease percentage of staff time spent on external requests for mapping services by providing public access to GIS information.

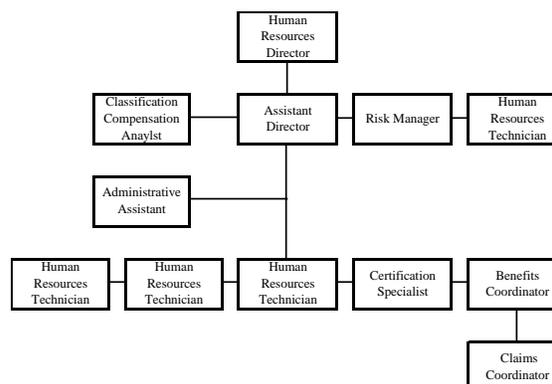
PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Average % Staff Time on External Requests	48%	55%	45%	40%
Number of Public Access Terminals	4	5	5	6
Number of GIS Mapping CD Subscriptions Purchased by Public	40	42	45	50
Number of GIS Layers/Databases Available through Online Application	20	20	25	30



HUMAN RESOURCE

MISSION/PURPOSE

The Human Resource Department will provide quality services for the General Government and School Division in achieving strategic; recruiting, selecting, and retaining quality employees; and administering a comprehensive Human Resources program that is consistent with federal, state, and local laws/regulations which meets the needs of the divisions and the citizens of Fauquier County.



GOALS

- To streamline systems and programs to increase efficiency and effectiveness of service delivery
- To incorporate the use of technology and automation to decrease reliance on manual systems and operations
- To identify and incorporate full capabilities of Human Resource Information systems to enhance work flow and operation
- To implement diversified strategies that will address challenges associated with employee recruitment, retention and development
- To provide opportunities for staff to participate in job specific training courses/ programs.
- To ensure staff is abreast of current trends in Human Resource administration that will enhance specific functional operations

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$472,591	\$462,315	\$575,354	\$833,256	\$728,009
Operating	\$113,718	\$173,295	\$139,035	\$830,351	\$594,149
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$586,309	\$635,610	\$714,389	\$1,663,607	\$1,322,158
Revenue:	\$0	\$0	\$0	\$6,250	\$6,250
Net Local Revenue	\$586,309	\$635,610	\$714,389	\$1,657,357	\$1,315,908
Full-time Staff	9	9	10	13	10
Part-time Staff	0	0	0	0	0
Full-time Equivalents	9	9	10	13	10

One position, Certification Specialist, is funded by the School Division and not reflected above.

HUMAN RESOURCE

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Number of Employment Applications Received	4,755	7,775	6,500	10,000
Number of New Employees Orientated	995	1,027	1,000	1,100
Number of Employees Separating from Employment	468	257	450	300
Number of Workers' Compensation Claims Processed	156	113	135	110
Percentage of Employees Participating in Flexible Spending Accounts.	7.5%	10.8%	7%	15%
Percentage of Employees Participating in a Deferred Compensation Account	41%	32.1%	30%	40%
Percentage of Employees Participating in the Health Insurance Program:				
Medical	77%	77%	63%	80%
Dental	N/A	78.6%	N/A	80%

MANAGEMENT OBJECTIVE

Complete an exit interview for all separating employees. Track data to determine if separation was due to controllable factors.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Number of Employees Separating - County Government	138	73	150	62.5
Number of Employees Separating - School Division	333	184	300	200
Percentage of Exit Interviews Completed – County Government	80%	82%	85%	92%
Percentage of Exit Interviews Completed – School Division	65%	80%	85%	92%

MANAGEMENT OBJECTIVE

To increase employee education and enrollment in the Section 125 plan and employee retirement savings accounts (457 and 403b). Prepare two educational seminars for employees.

HUMAN RESOURCE

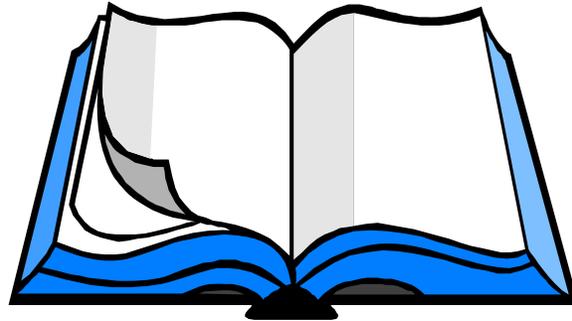
PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Goal</u>
Percentage of Employees Participating in Flexible Spending Accounts	7.5%	10.8%	30%	30%
Percentage of Employees Participating in a Deferred Compensation Account	41%	32.1%	45%	45%
Prepare Two Educational Seminars a Year	N/A	N/A	Developing	Yes



INDEPENDENT AUDITOR

MISSION/PURPOSE

The mission of the Independent Auditor is to audit all funds in accordance with the standards for financial audits as specified by the State of Virginia Auditor of Public Accounts in the specifications of audits of counties, cities and towns; and the provisions of the Office of Management; audit the County's Comprehensive Annual Financial Report to ensure compliance with Governmental Accounting Standards Board standards and Government Finance Officers' Association guidelines; and audit the Federal grants (single audit) based on the United States Office of Management and Budget Circular A-133, audits of State and Local Governments.



The auditor shall report on all financial statements and internal controls. This function also includes the County's annual cost allocation study utilized for grants billings and the audit of two fire and rescue facilities selected on a rotating basis.

GOALS

- Evaluate financial and internal controls, and express an opinion on the County's compliance with established standards
- Provide recommendations to management for continued adherence to excellence in financial controls and reporting
- Provide information useful in assessing potential demands on future cash flows

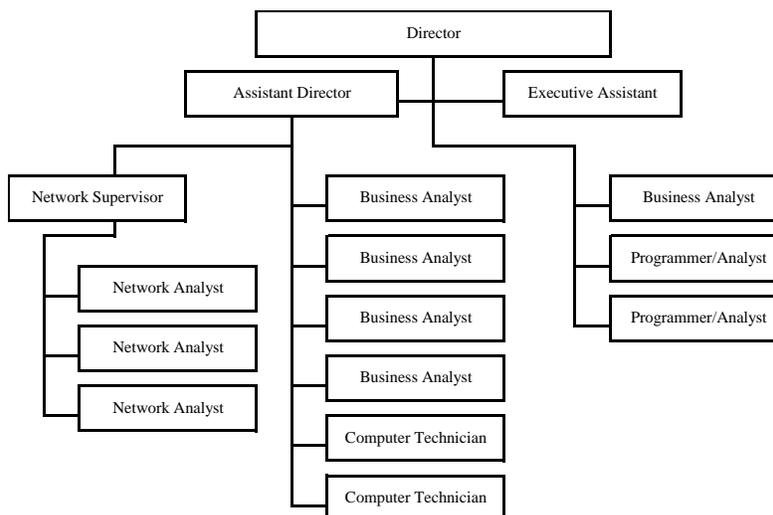
BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$74,227	\$83,856	\$93,000	\$144,760	\$121,260
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$74,227	\$83,856	\$93,000	\$144,760	\$121,260
Revenue:	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$74,227	\$83,856	\$93,000	\$144,760	\$121,260
Full-time Staff	0	0	0	0	0
Part-time Staff	0	0	0	0	0
Full-time Equivalents	0	0	0	0	0

INFORMATION TECHNOLOGY

MISSION/PURPOSE

The mission of Information Technology is to foster and support the functions of the County government by providing efficient and reliable technology. Special emphasis is placed on using technology where it adds the most value to increase the productivity of the County government, serve the internal and external customers, and deliver information and services to citizens at work, at home and in the community.



GOALS

- Continuously strive to provide excellent service and satisfy the existing and emerging needs and requirements of internal and external customers
- Be guided by a Technology Review Board whose purpose is to receive and review all major new technology project requests affecting processes or systems used by multiple departments
- Define e-Government services to address the growing expectations of the Fauquier community within a framework that identifies and implements the applications and services that most appropriately fit Fauquier County’s needs
- Continue its efforts to build and manage a reliable, scalable, and secure network infrastructure to serve as a foundation for the delivery of services to internal and external customers

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$1,059,444	\$1,080,443	\$1,179,193	\$1,384,379	\$1,215,950
Operating	\$683,901	\$1,050,762	\$832,916	\$1,093,830	\$1,072,646
Capital	\$340,733	\$0	\$0	\$0	\$0
Total	\$2,084,078	\$2,131,205	\$2,012,109	\$2,478,209	\$2,288,596
Revenue:	\$0	\$0	\$0	\$0	\$0
Net Tax	\$2,084,078	\$2,131,205	\$2,012,109	\$2,478,209	\$2,288,596
Full-time Staff	16	16	17	18	17
Part-time Staff	0	0	0	0	0
Full-time Equivalents	16	16	17	18	17

INFORMATION TECHNOLOGY

PROGRAM 1: Applications Services

DESCRIPTION

Applications Services provides software planning, acquisition, implementation and support services to all agencies of the General Government. Financial software support is provided to the School Division. Application Services is responsible for the County web site including design, maintenance and content. Also responds to inquiries from web site users and administers Internet mail.

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Users Supported	400	400	420	420
Web Pages Updated	2,500	2,500	2,500	3,200
Web Site Hits	7,000,000	7,000,000	13,000,000	14,500,000
Web Pages Created	2,000	2,000	2,500	3,000

PROGRAM 2: Infrastructure Services

DESCRIPTION

Infrastructure Services provides technology hardware planning, acquisition, implementation and support services to all agencies of General Government. Infrastructure Services maintains the County computer center and is responsible for all computer and digital data network operations.

SERVICE LEVELS	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Adopted</u>	FY 2008 <u>Projected</u>
Service Requests	2,500	2,500	2,700	3,000
New PC Installations	100	100	150	250

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Implement a County information land records database for the Community Development Department in order to improve service to County citizens.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Percentage of Database Completed	0%	15%	35%	75%

INFORMATION TECHNOLOGY

MANAGEMENT OBJECTIVE:

Implement a County-wide voice over internet protocol phone system to replace current systems.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Percentage of Phone System Replaced	N/A	30%	80%	95%

MANAGEMENT OBJECTIVE:

Implement Microsoft Sharepoint Service for indexing of all network stored documents and provide search capabilities to County employees.

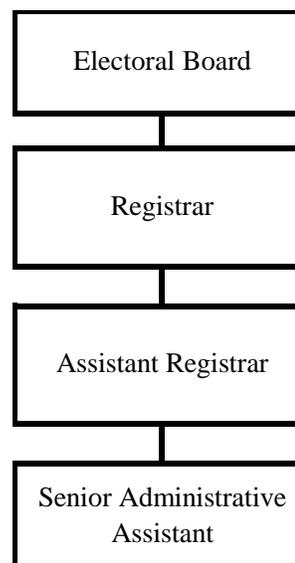
PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Implement Microsoft Share-Point Service	N/A	N/A	25%	50%



REGISTRAR

MISSION/PURPOSE

The mission of the Registrar's Office is to plan, develop, monitor and evaluate the voter registration program. Provide all registration transaction services required by the Constitution and Code of Virginia. Monitor the registration program to assure that it is in compliance with law, cost effective, convenient to registrants and executed with courtesy and accuracy. Manage preparation for elections including absentee voting materials, voting machines, ballots, voting precincts, recruit and train officers of election.



GOALS

- Compliance with the *Constitution of Virginia* and *Code of Virginia*, promote a customer friendly environment for both the public and candidates

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$249,865	\$232,150	\$243,701	\$266,876	\$261,727
Operating	\$79,787	\$151,514	\$70,470	\$67,770	\$67,770
Capital	\$5,476	\$0	\$0	\$0	\$0
Total	\$335,128	\$383,664	\$314,171	\$334,646	\$329,497
Revenue:	\$72,682	\$130,494	\$58,943	\$61,300	\$61,300
Net Local Revenue	\$262,446	\$253,170	\$255,228	\$273,346	\$268,197
Full-time Staff	3	3	3	3	3
Part-time Staff	2	2	0	0	0
Full-time Equivalents	4.6	4.6	3	3	3

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Improve the safety and security of voting equipment.

PERFORMANCE MEASURES

Have all Voting Equipment Moved to a Centralized Location that Meets the Highest Level of Security.

FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
N/A	N/A	N/A	Yes

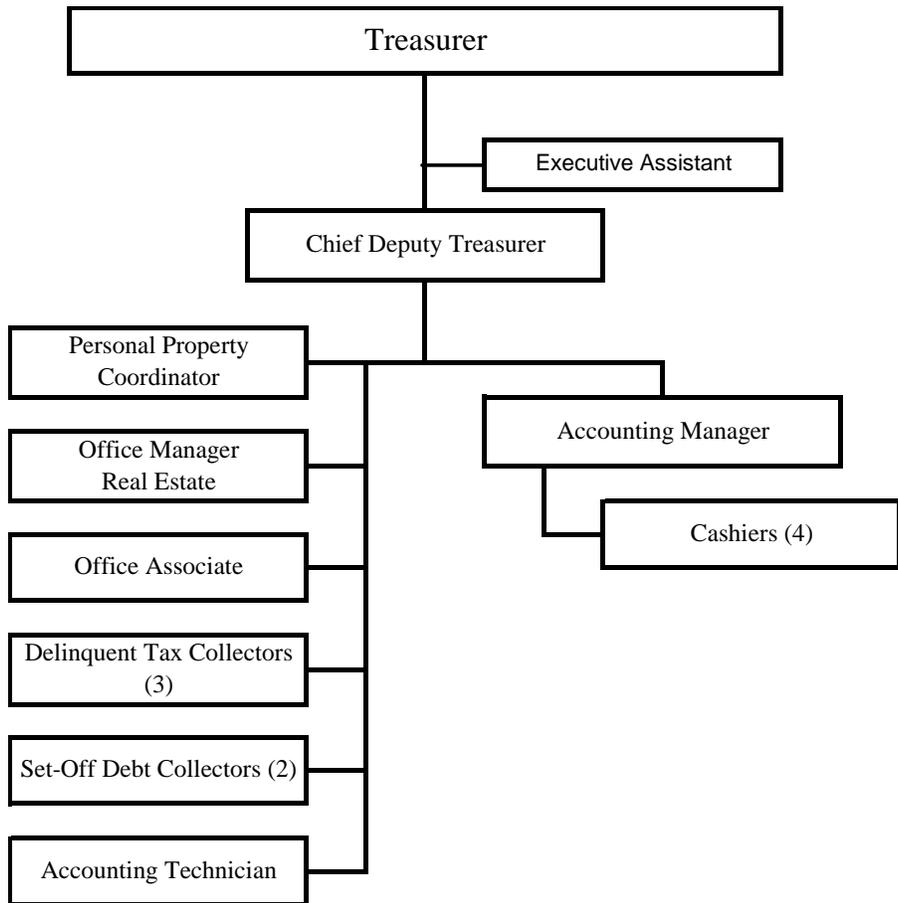
TREASURER

MISSION/PURPOSE

The Treasurer's office is responsible for the custody and guardian-ship of all county funds; maintenance of all bank accounts; billing, collection, and recording of all county taxes and licenses; collection of state incomes and estimates; receipt and collection of all other revenues; safekeeping and investment of all revenues; appropriate accounting for and disbursement of revenues; and completion of all other related duties.

The Treasurer's Office mission is to provide efficient, accurate, prompt, and courteous service to the public; to treat all taxpayers fairly and equally through standard office procedures in

accordance with the Code of Virginia and the Code of Fauquier County.



GOALS

- To process real estate and personal property tax payments in an expeditious manner
- To be innovative and resourceful in creating new methods of collecting delinquent taxes

BUDGET

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted	FY 2008 Requested	FY 2008 Adopted
Costs:					
Personnel	\$744,404	\$794,026	\$879,680	\$942,661	\$946,292
Operating	\$128,497	\$161,074	\$147,757	\$162,497	\$127,501
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$872,901	\$955,100	\$1,027,437	\$1,105,158	\$1,073,793
Revenue:					
Net Local Revenue	\$677,551	\$765,490	\$838,895	\$886,918	\$839,321
Full-time Staff	16	16	16	16	16
Part-time Staff	0	0	0	0	0
Full-time Equivalents	16	16	16	16	16

TREASURER

PROGRAM 1: General Revenue Collections

DESCRIPTION

This office bills, collects and records personal property tax, real estate tax and business license tax payments; collects and records miscellaneous receipts, state income, estimate tax payments, funds received from other county departments; and sells vehicle decals and dog licenses. Also processes, deposits and invests funds, assists the public in title searches and posts daily to the cash receipts journal and other journal entries. All financial statements and Treasurer's inventory are reconciled monthly.

SERVICE LEVELS	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>
Number of Real Estate Bills Mailed	59,652	61,172	63,350	62,395
Number of Personal Property Bills Mailed	59,843	61,498	62,100	65,188
Number of Refunds Issued	8,089	3,777	2,000	3,500
Number of Vehicle Decals Issued	65,085	67,401	68,000	70,000
Number of Dog Tags Issued	773	874	750	1,034
State Income/Estimated Tickets Processed	13,516	13,623	14,000	13,800

PROGRAM 2: Delinquent Tax Collections

DESCRIPTION

This office collects delinquent taxes through debt set-off, third-party liens, seizures, etc; processes bankruptcies and represents the Treasurer in court cases; and provides follow-up and statistical information on delinquent tax collection.

SERVICE LEVELS	FY 2005	FY 2006	FY 2007	FY 2008
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>
\$ Collected from Debt Set-Off	240,290	223,832	250,000	240,000
\$ Collected from Follow-Up	2,326,107	2,897,446	2,500,000	2,600,000
Debt Set-Off Accounts Collected	1,235	1,204	1,400	1,400
Accounts Sent to Debt Set-Off	13,518	13,518	15,000	14,000
Third Party Liens Issued	1,446	1,076	1,600	1,600
Payment Plans Established	35	11	50	40
Number of New Bankruptcies Filed	35	28	40	40

TREASURER

QUANTIFIABLE MEASURE

MANAGEMENT OBJECTIVE:

Reduce the delinquent tax liability by offering more convenient means of making payments.

PERFORMANCE MEASURES	FY 2005 <u>Actual</u>	FY 2006 <u>Actual</u>	FY 2007 <u>Estimated</u>	FY 2008 <u>Goal</u>
Number of Accounts Paid by use of Automated Clearing House (ACH) Debit Cards*	N/A	N/A	N/A	10%
Number of Accounts Paid by use of Credit Cards (via third party)**	N/A	N/A	N/A	30%
Number of Matches on Delinquent Accounts through the use of the Integrated Revenue Management System (IRMS) Program***	879	1,520	1,653	1,818

*The ACH debit card program refers to payments being made by use of a debit card instead of cash or check.

**Other than the Discover card, all credit card payments must be made through a third party vendor.

***Through the IRMS program, the Treasurer's Office is able to collect delinquent taxes by attaching the taxpayer's state income tax refund.

