

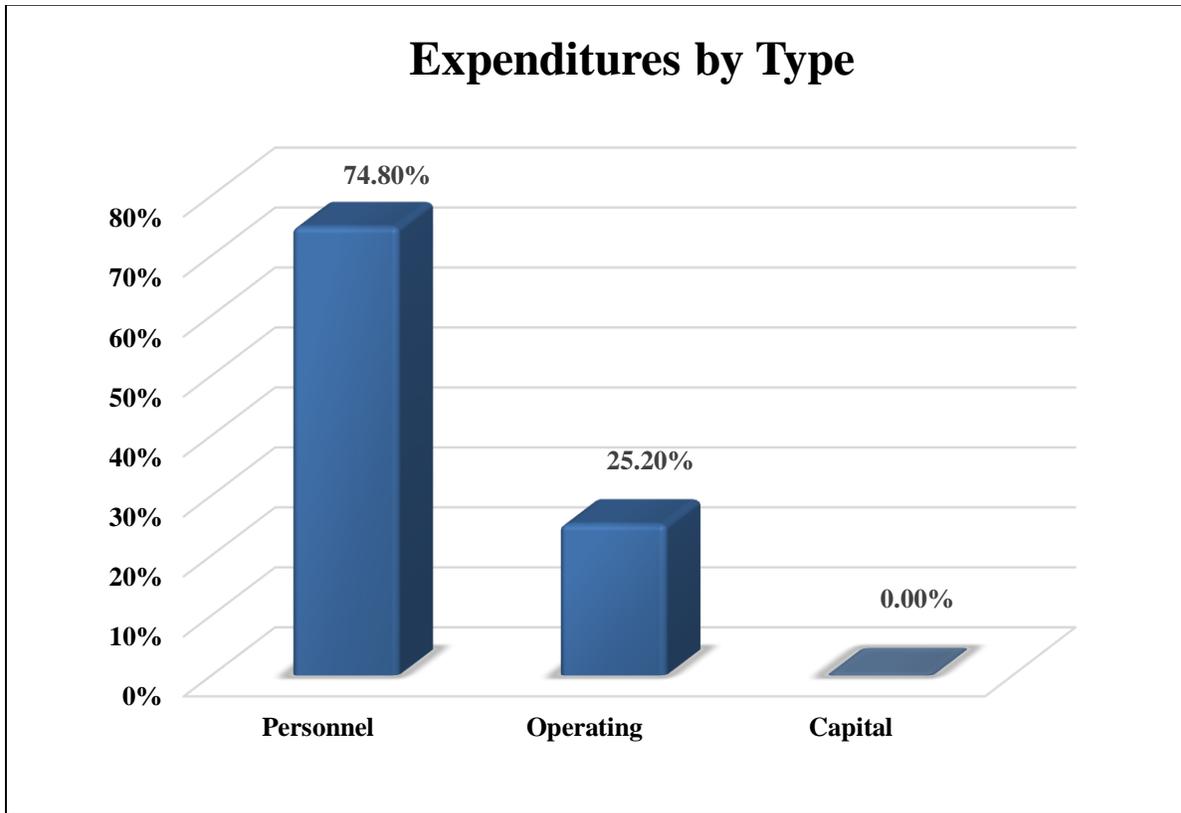
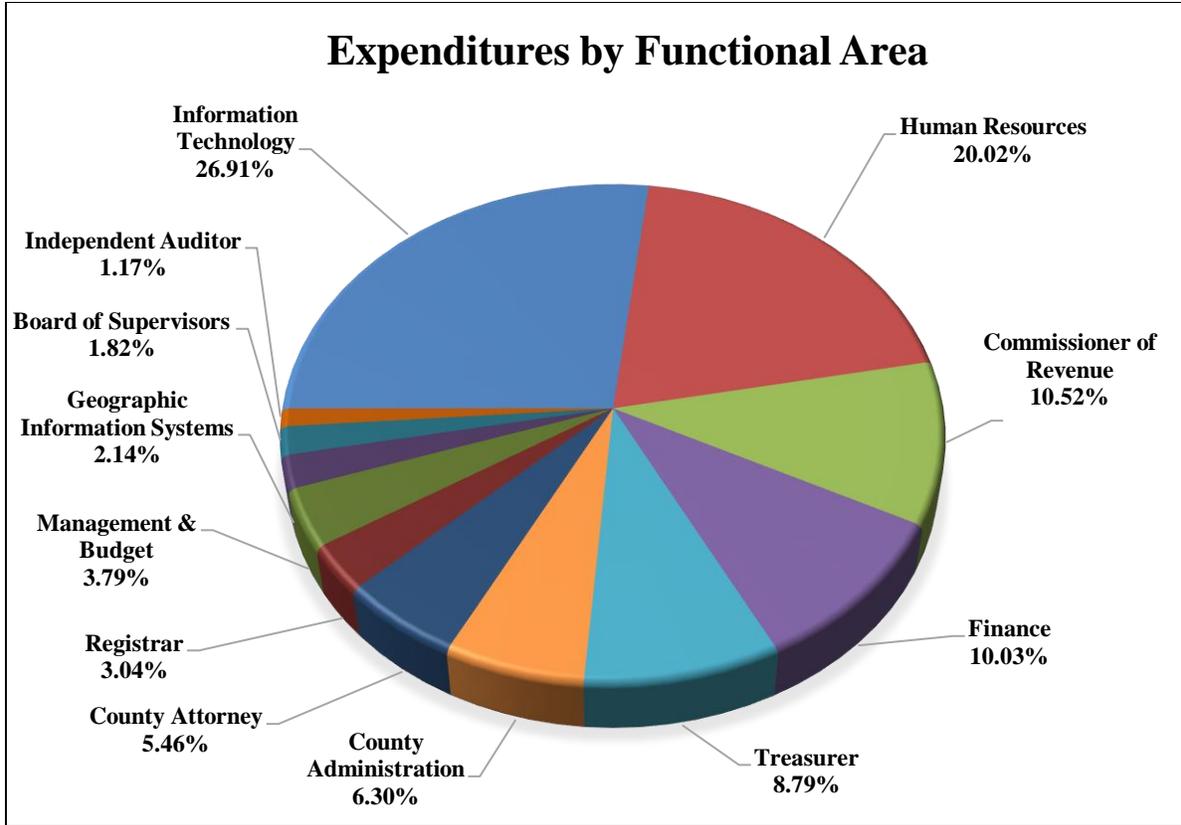
General Government



**Warren Green Building
Warrenton, Virginia**

<u>Department/Agency</u>	<u>Amount</u>
Board of Supervisors	\$ 296,300
Commissioner of the Revenue	1,709,428
County Administration	1,023,348
County Attorney	887,911
Finance	1,629,481
Geographic Information Systems	348,304
Human Resources	3,252,848
Independent Auditor	189,375
Information Technology	4,372,546
Management & Budget	615,960
Registrar	493,359
<u>Treasurer</u>	<u>1,428,617</u>
Total	\$ 16,247,477

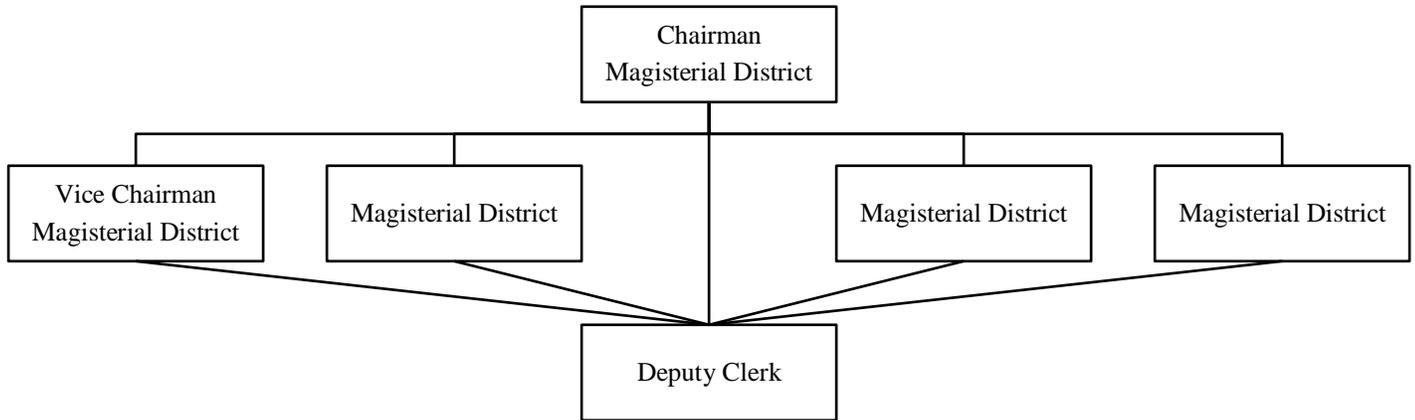
General Government



Board of Supervisors

ORGANIZATIONAL PURPOSE:

The Fauquier County Board of Supervisors (BOS), 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, County Attorney, 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.
- Protect the rights of every citizen.
- Preserve the physical beauty, heritage, and environmental integrity of the County.
- Plan and implement programs to ensure 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 County residents.
- Promote the interests of Fauquier County at the regional, State, and Federal levels.

KEY LEGISLATIVE PRIORITIES FOR FY 2021:

Revenue Impacts for Local Governments:

- Fauquier County opposes the imposition of any additional unfunded state mandates upon localities.
- Fauquier County urges the General Assembly to return to paying \$14 per day for all state responsible inmates incarcerated in local jails, for whom they are now paying \$12 per day.

Board of Supervisors

- Fauquier County supports continued funding for local day placement programs under the Children’s Services Act. The largest expenditure for Fauquier County is special education day placement, for which the Commonwealth only provides funding for two-thirds of expenditures. Local day placement programs would allow children to remain in their communities, allow local school personnel to track the progress of the child, allow community services to be provided to families and children beyond the day placement, and achieve savings for taxpayers through a shorter length of stay.

Education:

- Fauquier County urges the state to be a reliable funding partner in accordance with the Virginia Constitution and state statutes. The Standards of Quality should recognize the resources, including positions, required for a high-quality public education system. Any changes in methodology and changes in the division of financial responsibility that result in a shift of funding responsibility from the state to localities is unacceptable.
- Fauquier County urges the General Assembly to take a thorough and broad look at reforming public education funding and the structure of state and local taxation. Any such reformation must recognize the unintended consequences of revenue sources not aligning with service delivery. For example, the current Commonwealth policy of using full assessed value in the calculation of the Composite Index penalizes localities that employ Land Use Value Taxation to incentivize land conservation consistent with Virginia’s land preservation goals and policies.

Land Use and Zoning Authority:

- Fauquier County seeks legislative authority to relocate its Circuit Courthouse up to 1,000 feet in any direction without public referendum, provided that the courthouse remains within the boundaries of the Town of Warrenton.
- Fauquier County opposes any measure that would eliminate or reduce any local government zoning, land use or revenue authority.
- Fauquier County supports legislation that grants localities additional tools to adequately meet increasing needs for public services driven by new development without burdening current residents with the cost of new growth through increased real estate taxes. Such additional tools may include broad impact fee authority for all counties, and adequate public facilities provisions in subdivision ordinances.
- Fauquier County supports additional funding for the Stormwater Local Assistance Fund to assist localities in meeting their Total Maximum Daily Load (TMDL) goals.
- Fauquier County supports legislation providing for tighter regulation of fill dirt purported to be for “agricultural purposes”.

Board of Supervisors

Purchase of Development Rights and Conservation:

- Fauquier County supports increased State funding for the purchase of conservation easements and other land conservation needs.

Libraries:

- Fauquier County seeks an increase to the state aid formula for public libraries. Funding available for public libraries currently falls short of the amount needed to fully fund the formula as defined by the Code of Virginia. Funds are needed, as more and more Virginians turn to their public libraries to help bridge the gap between those with access to electronic resources and those without.

Registrar:

- Fauquier County is concerned with managing the volume of voters and additional local expense resulting from recent “early/no excuse voting” legislation and urges the General Assembly to delay implementation for one year to an “off year” election year.

Transportation Priorities:

- Fauquier County seeks support from the Virginia General Assembly to encourage the Virginia Department of Transportation to construct a traffic light at the intersection of Route 29 North and Mill Run Industrial Park.
- Fauquier County requests the General Assembly to encourage the Virginia Department of Transportation to realign Independence Avenue in Bealeton to be adjacent to Lafayette Lane with an all-way traffic signal in order to increase traffic safety, provide savings in school bus fuel and enhance transportation efficiency.

Broadband/Wireless Telecommunications

- Fauquier County supports additional funding to expand broadband capabilities in underserved and rural areas including protecting and enhancing local authority to deploy or partner with others, public or private.

Health, Safety and Welfare:

- Fauquier County strongly supports legislation increasing statewide penalties and restrictions on a driver’s use of technology, or other distraction, while operating a motor vehicle. The numbers of accidents and deaths nationwide that are caused by distracted driving are increasing at alarming rates. In an effort to protect the health and safety of our citizens and public that travel by roads within our jurisdiction, the County further supports legislation that would provide clear authority for the County to adopt and enforce a local ordinance requiring drivers to pay full attention while driving.

Board of Supervisors

- Fauquier County seeks the General Assembly to strongly encourage the Virginia Department of Health to promote harvested rainwater as potable for human consumption.
- Fauquier County strongly opposes any legislative attempts to undermine or limit legal and Constitutional gun ownership in the County and Commonwealth of Virginia.

KEY PROJECTS FOR FY 2022:

- Fauquier County has a variety of issues and interests that require legislative action by the Virginia General Assembly. The Board of Supervisors will review and revise its legislative program to include additional priorities for consideration in the Virginia Association of Counties (VACo) Legislative Program as part of its calendar year 2022 package for the General Assembly.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$179,063	\$181,118	\$183,051	\$185,730	\$186,207
Operating	97,108	112,170	110,570	110,570	110,570
Capital	0	0	0	0	0
Total	\$276,171	\$293,288	\$293,621	\$296,300	\$296,777
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$276,171	\$293,288	\$293,621	\$296,300	\$296,777
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Board of Supervisors includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

PROGRAM 1: *Board of Supervisors*

As the local governing body, the Board of Supervisors serves to protect the public health, safety, and welfare of the citizens of Fauquier County. The following are examples of routinely scheduled meetings that occur in the normal course of public business. It should be noted that this schedule does not include individual Board members' meetings with a wide array of citizens, staff members, community leaders, and business leaders, attendance at public events, or involvement with civic organizations.

Board of Supervisors

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Regularly scheduled public meetings	12	12	12	12	12
Work Sessions conducted	37	52	47	47	47
Consent / Regular Agenda items considered	125	165	144	144	144
Public Hearings conducted	50	70	56	56	56
Proclamations & Awards presented	36	38	32	32	32
Citizen appointments made to Committees, Boards and Commissions	51	21	29	29	29
Legislative priorities submitted to the General Assembly	23	20	23	23	23
Committees, Commissions and Boards on which BOS members serve	20	20	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	9	8	11	11	11

OBJECTIVES:

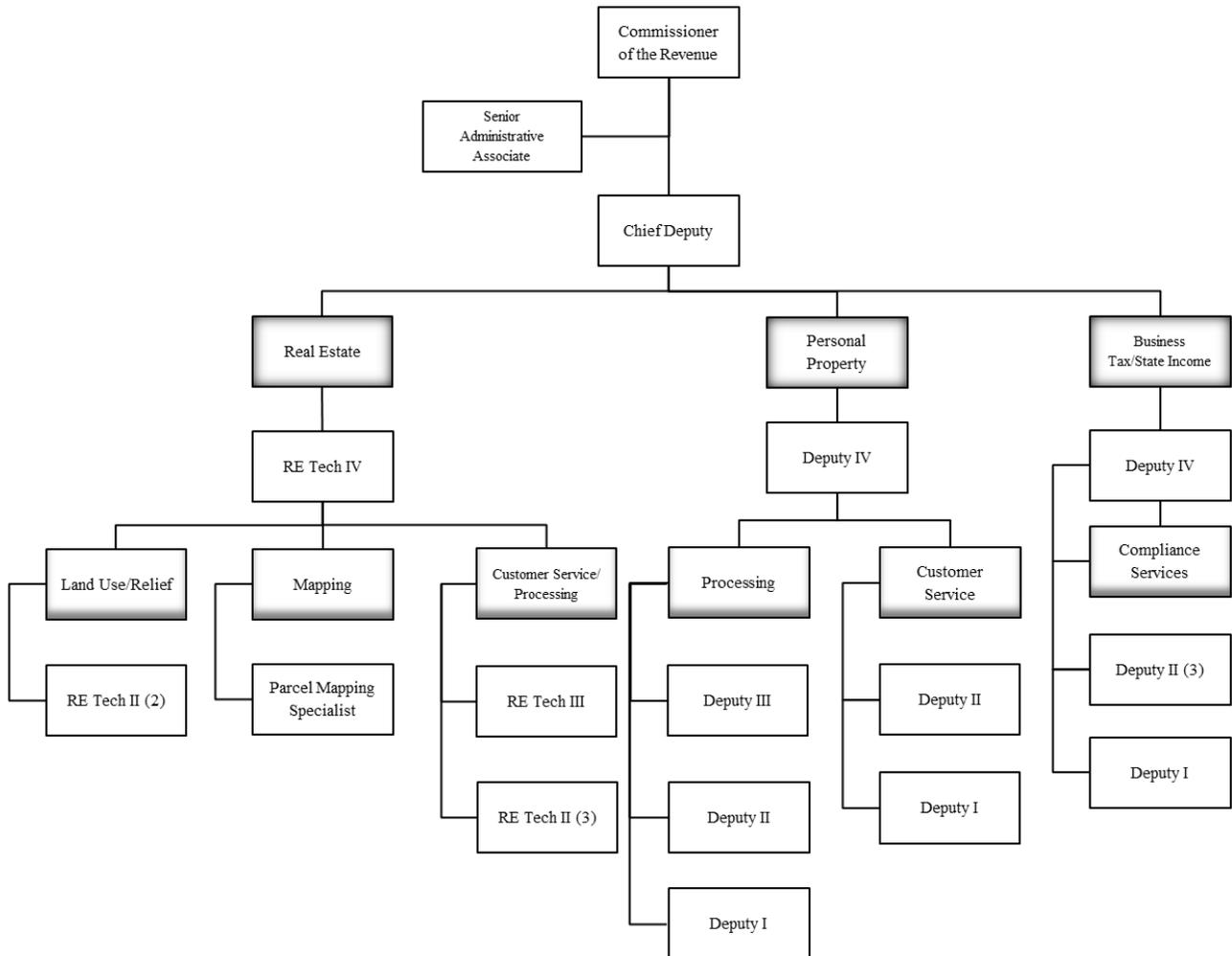
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2019 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Compliance with State and Federally mandated programs and responsibilities	100%	100%	100%	100%	100%
Legislative priorities submitted to the General Assembly prior to the start of the annual session	100%	100%	100%	100%	100%
Agenda and meeting materials are accessible in accordance with Board by-laws	100%	100%	100%	100%	100%

Commissioner of the Revenue

ORGANIZATIONAL PURPOSE:

The Commissioner of the Revenue provides 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 including Disabled Veterans, Personal Property, Business Taxation, and State Income taxes. The Commissioner’s Office also serves the public by providing assistance in a competent manner when dealing with their tax matters. The Commissioner of the Revenue provides the citizens of Fauquier County with timely processing of tax returns and other records in order to deliver the annual assessments to the Treasurer as prescribed by law. Furthermore, the Commissioner’s Office performs all duties prescribed by the laws of the Commonwealth relating to assessment of property and taxes.



Commissioner of the Revenue

GOALS:

- Expand the use of the SharePoint functionality to other areas in the office.
- Develop the business taxation filing program in order to ensure timely and accurate assessments.
- Continue to develop the use of Parcel Fabric in the Environmental Systems Research Institute (ESRI) mapping system to reduce time spent on mapping updates.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Explore potential for reduction in reassessment costs and future savings to include Pictometry research.
- Research enterprise version of Laserfiche to allow the County to have digital documents backed up in order to save on paper costs and storage space of hard copies.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$1,453,902	\$1,533,855	\$1,551,335	\$1,594,750	\$1,605,244
Operating	95,823	107,271	114,678	114,678	114,678
Capital	0	0	0	0	0
Total	\$1,549,725	\$1,641,126	\$1,666,013	\$1,709,428	\$1,719,922
Revenue ¹	\$197,489	\$414,580	\$214,974	\$335,506	\$341,710
Net Local Revenue	\$1,352,236	\$1,226,546	\$1,451,039	\$1,373,922	\$1,378,212
Full-time Equivalents	22.00	22.00	22.00	22.00	22.00

¹FY 2019 Revenue includes sexennial Land Use reassessment.

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Commissioner of the Revenue includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. Revenue increases for the Commissioner of the Revenue include increases in Compensation Board funding allocations based on the Commonwealth’s approved budget. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

Commissioner of the Revenue

PROGRAM 1: *Real Estate*

This division maintains all real property records for the purpose of assessment and taxation between reassessments. Transfers of ownership of property are performed by obtaining records from the Clerk of the Circuit Court. Research, involving in-depth title searches, is conducted on problems, unknown properties, and escheated property. The office maintains maps of property within the County, adding new subdivisions, easements, and rights-of-way. This division of the Commissioner’s office also prepares and confirms exonerations and supplements.

- All new construction is appraised and calculated, and a prorated assessment is made on substantially complete structures through October of each year.
- The Tax Exempt Land Book is compiled and kept for public display, as required by State Code.
- The cadastrals and land use layers of the geographic information system are maintained.
- Staff assists in the State Sales/Ratio Study annually, to support the State in its efforts to raise the quality of assessments.
- The office provides information to the reassessment contractors for the performance of their contracts.
- State Corporation Commission/Department of Taxation assessments of railroads, pipelines, and utility property are verified and included in the local tax roll.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Mapping changes	1,700	1,737	1,890	1,800	1,820
Record revisions on appraisal module ¹	3,830	4,477	3,700	4,500	4,600
Prepare assessments for new construction	1,533	1,505	1,500	1,550	1,600
Transfers	3,866	3,492	4,100	3,600	3,700

¹FY 2018 includes the quadrennial reassessment effective January 2018.

OBJECTIVES:

- Complete land transfers in a timely manner, resulting in improved services to County citizens and other government agencies. Note: Land transfers begin April 1 each year due to system requirements.
- Improve revenue forecasting by completing entry of new construction data by January 31 of each year.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Transfers recorded within 48 hours (after April 1)	98%	98%	98%	98%	98%
New construction data entered prior to January 31	95%	95%	95%	100%	100%

Commissioner of the Revenue

PROGRAM 2: *Land Use/Tax Relief for the Elderly, 100% Disabled Veterans, and Killed in Action Spouses*

The Commissioner of the Revenue is responsible for administering the Use Value Assessment Program. This program, authorized by the Commonwealth of Virginia, permits agricultural, horticultural, forestal, 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 or is rezoned, at which time a “roll back” assessment is made. The “roll back” period includes the five previous 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, Purchase of Development Rights, or County initiated easements are to be assessed at “use value” rather than “market value” with no deferment and no filing. The Commissioner of the Revenue generates these assessments and maintains the assessment records.

The Real Estate Tax Relief Program allows a reduction or total exemption of real estate taxes based on income and net worth to qualifying senior citizens and permanently disabled persons. Effective January 1, 1998, an ordinance was adopted to permit a three-year cycle in which the complete application is filed the first year of the cycle and certification, attesting the limits for income and financial worth have not been exceeded, is filed for the next two years. This program has been very valuable to the community in assisting senior citizens and the disabled.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Parcels in land use	3,768	3,767	3,800	3,750	3,750
Roll backs calculated	100	100	100	100	100
New applications & revalidation receipts ¹	83	2,518	135	135	135
Land use inspection	22	28	25	25	25

¹Revalidation of Land Use applications in the fall of 2018 for Tax Year 2019.

OBJECTIVES:

- Process applications and revalidations within 60 days of receipt, except during the sexennial revalidation year during which the complexity of the revalidation process reduces certain efficiencies.
- Complete exonerations of qualified applicants within 30 days of receipt.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Applications and revalidations processed within 60 days of receipt	90%	95%	90%	95%	95%
Exonerations of qualified applicants completed within 30 days of receipt	95%	100%	95%	100%	100%

Commissioner of the Revenue

PROGRAM 3: *Personal Property*

This division provides uniformity of assessments within all Personal Property tax classes, using values established by recognized pricing guides or a percentage of cost. This tax applies at varying rates to the assessed values of different categories of tangible personal property (Business Personal Property and machinery and tools are part of the “Business Taxation Program”). This office has sole authority to make an adjustment to an assessment.

Aggressive delinquent tax collections have placed additional workload on the office. It is necessary to research warrants for current addresses through State, Federal, and local real estate records and to respond to questions from the County Attorney, Treasurer’s Office, and delinquent taxpayers regarding these accounts. Upon request of the County Attorney, it is necessary for staff to appear in court to explain office procedures, methods of assessment and events when taxpayer(s) contact the Commissioner’s office regarding their delinquent accounts. The Commissioner’s Office also handles exoneration of taxes determined to be erroneously assessed.

The Commissioner of the Revenue’s Office maintains an accurate record of all personal property. The office is on-line with the Department of Motor Vehicles, which assists with the accuracy of individual personal property assessments. Tax relief on qualified vehicles under the Commonwealth’s Personal Property Tax Relief Statutes, as defined and amended in the Personal Property Tax Relief Act (PPTRA), must be monitored constantly. A formal personal property tax relief audit is conducted periodically to ensure the proper apportionment of the relief.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Exonerations	11,898	11,846	12,083	12,324	12,571
Supplements	11,413	12,184	12,428	12,676	12,930
PPTRA qualifying vehicles	78,961	80,590	82,202	83,846	85,523
Qualifying leased vehicles	473	711	725	740	754
Audit letters	200	200	200	200	200
Personal Property returns	56,597	57,498	58,073	58,654	59,240
Vehicles disqualified	216	473	478	482	487
License fees assessed	79,132	80,385	81,189	82,001	82,821

OBJECTIVES:

- Improve revenue projections and tax relief distribution.
- Complete at least 90% of all Personal Property return processing by July 30th.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Personal Property returns processed by 7/30	90%	90%	90%	95%	95%

Commissioner of the Revenue

PROGRAM 4: *Business Taxation/State Income Tax*

Business License Tax and Business Personal Property

All businesses within the County are required to obtain a Business, Professional, and Occupational License (BPOL). Most businesses require a gross receipts amount in excess of \$200,000 before a tax is levied. This office ensures all local requirements are met before issuing business licenses, and provides constant monitoring to ensure uniform classification of revenue for rate-application purposes.

Additionally, all businesses within the County that own or lease equipment must register and file a tangible personal property return provided by the Commissioner of Revenue. Staff must screen all returns on property owned on January 1 of each year, and process the returns through manual and computer computation. Statutory assessments are also computed.

State Income Tax

Every Virginia resident earning income is subject to the State Individual Income Tax, due May 1 of each year. To comply with processing deadlines, staff in this division are wholly dedicated to this function from January through May of each year. Required reports are prepared on tax-due returns and are submitted to the Treasurer with payments.

The Commissioner of the Revenue's Office also provides a valuable service to County citizens by preparing State income tax returns and providing taxpayer assistance not otherwise provided by the Commonwealth of Virginia. This enables the office to reduce or eliminate errors on returns prior to forwarding to the State. This section also suffers from service issues when rendering assistance to the public during the tax seasons due to the loss of staffing.

Bank Franchise Tax

The Bank Franchise tax applies to the net capital of banks and trust companies, and payment is due on or before June 1 of each taxable year. A portion of this tax is retained by the County.

Consumer Utility Tax Returns

This office is responsible for organizing, standardizing, and reviewing for accuracy the returns submitted by utility companies that collect and remit the County's Consumer Utility Tax.

Transient Occupancy Tax

Transient Occupancy Tax returns are accepted by the office and processed for accuracy before remittance to the Treasurer's Office for deposit.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Business license applications mailed	3,059	3,103	3,000	3,140	3,180
Virginia Workers Compensation forms	1,395	1,426	1,450	1,400	1,400
Bank stock audit	11	11	11	11	11
Consumer Utility Tax returns	8	8	8	8	8

Commissioner of the Revenue

Business Personal Property returns	4,571	4,579	4,590	4,600	4,620
Machinery & Tools returns	47	43	47	47	47
Transient Occupancy Tax returns	12	8	12	12	12
States income correspondence	900	868	800	900	900
State income returns processed	3,989	3,250	3,700	2,900	2,850
State estimated returns processed	1,384	1,075	1,100	1,000	970

OBJECTIVES:

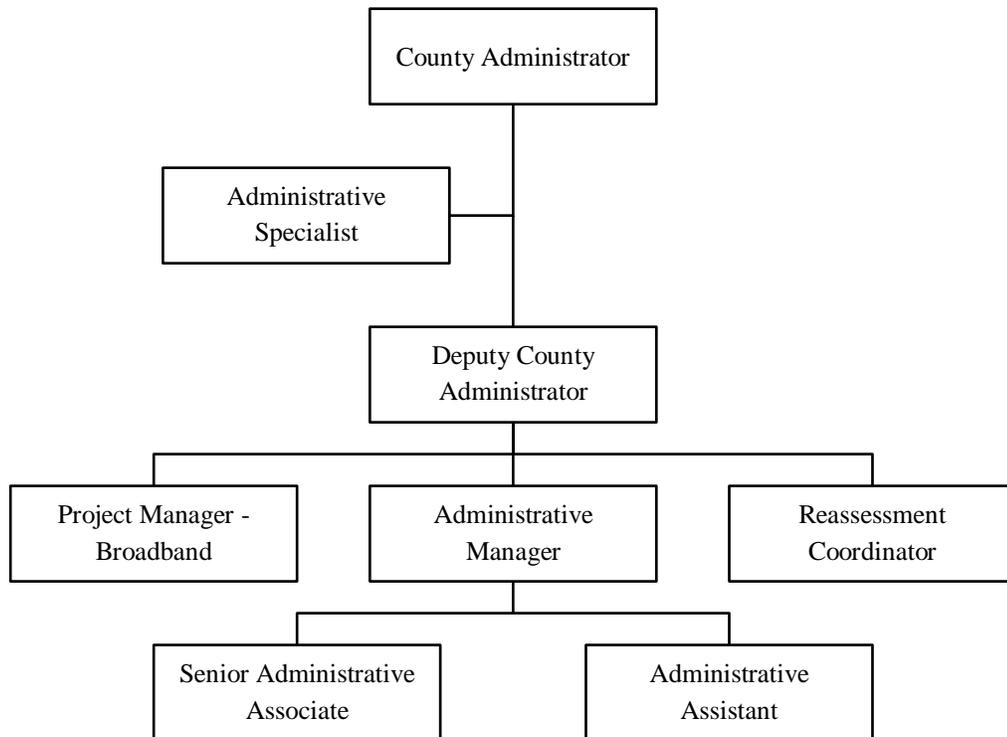
- Ensure the maximum assessment of revenue for BPOL by performing desk audits and other reviews of filings by May 30.
- Ensure the maximum assessment of revenue for Business Personal Property (BPP) taxes by July 30.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
BPOL desk compliance tests completed by May 30	20%	30%	50%	75%	80%
BPP desk compliance tests completed by July 30	20%	30%	50%	75%	80%

County Administration

ORGANIZATIONAL PURPOSE:

The Office of the County Administrator serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities. This includes the management of departmental activities and special projects in a manner which promotes the highest quality of services and the continuous operation of efficient and open government.



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.
- Maintain a highly competent, well-trained, and motivated public work force.
- Provide an organizational framework and culture that is progressive, results-oriented, and customer-focused in order to meet the current and future needs of Fauquier County and its citizens.

County Administration

KEY PROJECTS FOR FY 2021 & FY 2022:

- Fauquier County Broadband Capital Improvement Project.
- Catlett & Calverton Wastewater Treatment Project.
- Groundwater Protection Project.
- Courthouse Spacing Study.
- Opal and Midland Water Projects.
- Marshall Main Street Improvements Project.
- 2022 Reassessment.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$851,220	\$829,504	\$935,396	\$972,206	\$976,536
Operating	365,622	53,342	51,142	51,142	51,142
Capital	0	0	0	0	0
Total	\$1,216,842	\$882,846	\$986,538	\$1,023,348	\$1,027,678
Revenue	\$0	\$0	\$118,865	\$118,865	\$118,865
Net Local Revenue	\$1,216,842	\$882,846	\$867,673	\$904,483	\$908,813
Full-time Equivalents	8.00	8.00	8.00	8.00	8.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the County Administration includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

PROGRAM 1: *County Administration*

The Office of the County Administrator effectively serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities, including management of departmental activities and special projects in a manner which promotes the highest quality of services and continuous operation of efficient and open government.

County Administration provides support for the Board of Supervisors' initiatives and policies through oversight of day-to-day County operations.

County Administration

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Board of Supervisors agenda items submitted	124	82	85	85	85
Legislative priorities developed and submitted for Board of Supervisors' consideration	23	19	24	24	24
Standing Board/Committee meetings ¹	88	67	75	80	80

¹Meetings are per calendar year.

OBJECTIVES:

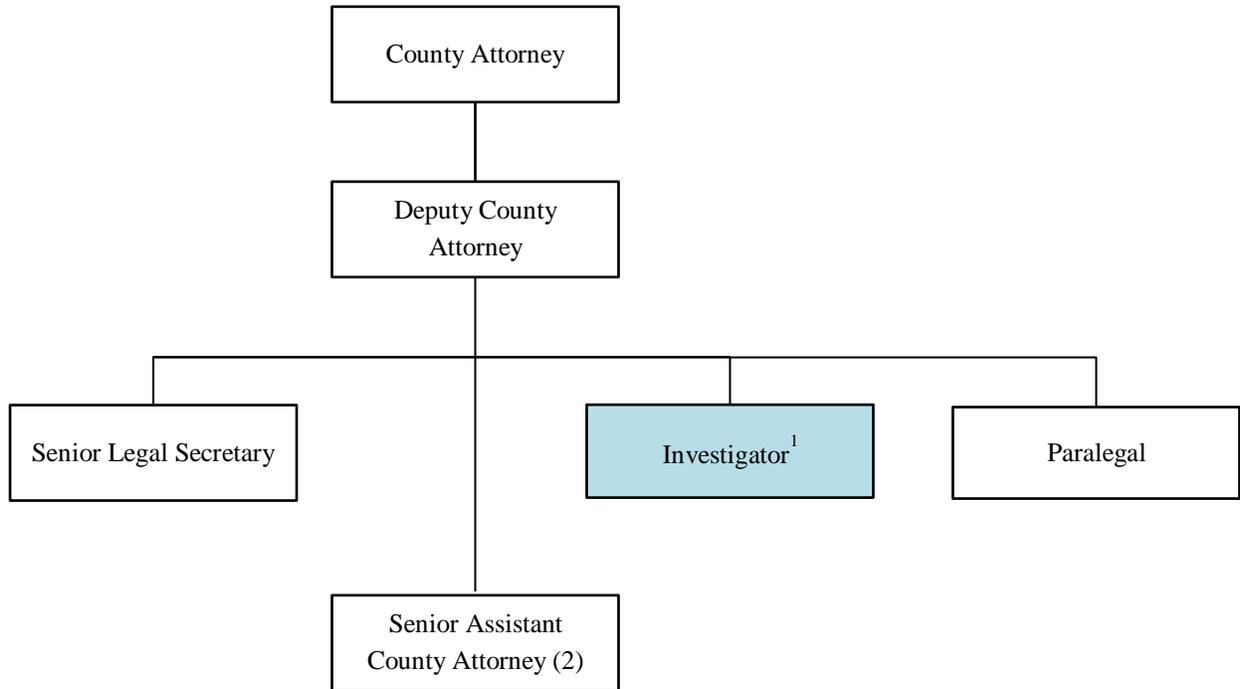
- Work with the Board of Supervisors to strategically execute the Board's vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County's strong bond rating assigned by three independent rating agencies.
- Attract and retain a high quality workforce with a County-wide turnover rate at 12% or lower.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	Annual	Annual	Annual
Maintain a Continuity of Operations and Disaster Recovery Plan	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Achieve/Maintain Aa1, AA+ and AAA bond ratings	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA

County Attorney

ORGANIZATIONAL PURPOSE:

The County Attorney provides timely and effective legal representation and advice to the Fauquier County Board of Supervisors, Planning Commission, Board of Zoning Appeals, and all other boards, commissions, departments, Constitutional Officers and employees regarding legal issues relative to conducting County business.



¹ FY 2021-FY 2022 Adopted Budget includes one (0.53) FTE Investigator Program approved mid-FY 2020.

County Attorney

GOALS:

- Provide timely and effective legal advice and representation to the Board of Supervisors, Constitutional Officers and all other boards, commissions, departments, and employees of the County.
- Effectively handle civil litigation by and for the County, its Constitutional Officers, boards, commissions, departments, and employees.
- Competently and ethically fulfill all duties and responsibilities placed upon the office and its attorneys by the Code of Virginia, the Code of Fauquier County, and canons of ethics and disciplinary rules of the Virginia State Bar.

KEY PROJECTS FOR FY 2021:

- Increase capacity to respond effectively to more difficult Code and Ordinance enforcement cases by developing in-house investigative capabilities.
- Develop process for and handle County Code enforcement matters for the Fauquier County Sheriff's Office and Animal Control Division.

KEY PROJECTS FOR FY 2022:

- Continue to streamline office processes and practices by implementing paperless office and digital submission and tracking for key office functions such as reviews of ordinances, contracts and other documents, including conservation easements.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$688,184	\$748,580	\$769,609	\$840,337	\$843,781
Operating	56,872	53,135	47,574	47,574	47,574
Capital	0	0	0	0	0
Total	\$745,056	\$801,715	\$817,183	\$887,911	\$891,355
Revenue	\$10,215	\$83,294	\$0	\$0	\$0
Net Local Revenue	\$734,841	\$718,421	\$817,183	\$887,911	\$891,355
Full-time Equivalents	6.00	6.00	6.00	6.53	6.53

County Attorney

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the County Attorney's Office includes personnel expenditure adjustments related to rising benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff and the establishment of a (0.53) full-time Investigator approved mid-FY 2020. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

PROGRAM 1: *County Attorney's Office*

The County Attorney's Office provides legal services to all County boards, Constitutional Officers, commissions, agencies, and their employees. The provision of legal services involves the handling of litigation and administrative hearings before State and Federal courts as well as administrative tribunals. This includes legal support in the collection and assessment of taxes as well as other activities of the Commissioner of the Revenue and Treasurer. County attorneys also support the collection activities for unpaid fees and fines, including landfill tipping fees, library assessments and delinquent Parks & Recreation accounts. In addition, staff members perform a variety of other activities including contract review, real estate closings, and rendering of legal advice and opinions on local government issues of concern to the boards, Constitutional Officers, commissions, and their employees.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Files opened	180	272	200	200	200
Document review and opinion requests ¹	450	2,800	2,500	2,500	2,500
Real estate settlements	10	15	10	10	10
Active open litigation cases	346	331	150	150	150

¹An automated document management system was implemented in FY 2019 resulting in more accurate estimates.

OBJECTIVES:

- Provide prompt response to client inquiries.
- Support all County Ordinance and Code enforcement activities of Community Development, Sheriff's Office and Animal Control Division.
- Effectively resolve all matters accepted for litigation.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Respond to 75% of requests for opinions within 5 working days	75%	89%	75%	75%	75%
Respond to 75% of requests for document reviews within 5 working days	75%	89%	75%	75%	75%

County Attorney

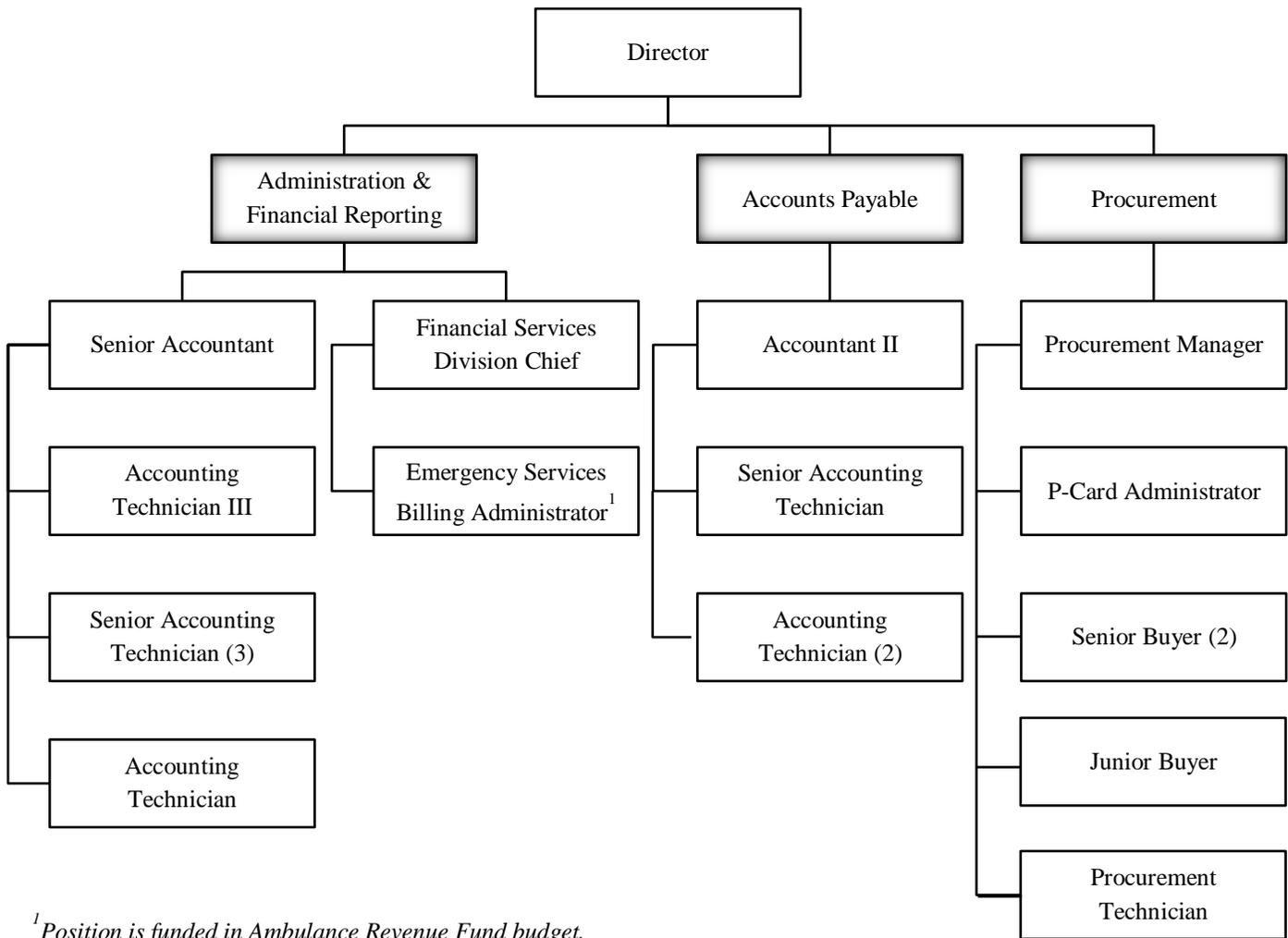
Review and respond to 100% of FOIA and subpoena requests within required timeframe	100%	100%	100%	100%	100%
Attend 100% of primary board or commission meetings	100%	100%	100%	100%	100%
Attend 100% of the secondary board or committee meetings where attorney is requested	100%	100%	100%	100%	100%
Initiate appropriate action in 100% of cases accepted for litigation within 5 working days	100%	100%	100%	100%	100%

Finance

ORGANIZATIONAL PURPOSE:

The Finance Department provides quality financial and administrative support services to all County departments, agencies, and the School Division in a professional, proactive, effective and efficient manner, and in conformance with the highest standards set for similar county government finance departments.

The primary functions of the department include maintenance of the financial reporting system, preparation of the Comprehensive Annual Financial Report and coordination of the annual external audit, debt issuance and management, accounting, accounts payable and receivable, Federal and State grants reporting, capital asset reporting, and procurement.



¹ Position is funded in Ambulance Revenue Fund budget.

Finance

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 in a timely manner and in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association (GFOA) guidelines for the Certificate of Achievement in Financial Reporting.
- Prepare and submit reports with regulatory agencies such as the annual report filing with the Auditor of Public Accounts (APA) transmittal, Federal Audit Clearinghouse (FAC) report, Virginia Department of Environmental Quality (DEQ) Financial Assurance Report, and others as required.
- Manage the issuance and administration of debt to ensure compliance with legal requirements and to minimize the County's borrowing costs, and ensure post-issuance compliance and reporting to bond holders and other stakeholders.
- Implement procurement policies and procedures for the purchase of goods and services, while encouraging competition, compliance, accountability, and fairness.
- Update and maintain a comprehensive listing of capital assets and implement appropriate controls to safeguard the assets.
- Enhance employees' skills through cross-training and external training opportunities.
- Implement internal contract/project audit procedures in Procurement Division.

KEY PROJECTS FOR FY 2021:

- Continued expansion of the P-Card Program, to include full completion of roll-out phase for County and Schools, as well as implementation and utilization of ePayables program and revision of solicitation protocol to include payment method preference in evaluation criteria.
- Implementation and utilization of additional small-dollar procurement methods where P-Cards are not available.
- Continued development of automated reporting capability to enhance financial reporting to the Board of Supervisors (BOS) and School Board (SB) Finance Committees, as well as other internal or external customers.
- Continued development of replacement of paper check processes in Accounts Payable through aforementioned ePayables, as well as Automated Clearing House (ACH) transmission for disbursements where ePayables is not a viable option.
- Begin implementation of improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance Department staff.
- Review and provide due process comments on proposed Governmental Accounting Standards Board (GASB) standards, and implement new GASB standards.

KEY PROJECTS FOR FY 2022:

- Maintenance and optimization of the P-Card Program for both County and Schools, including development of more robust reporting and analysis of spending.

Finance

- Completion of development of alternative payment methods to reduce paper check processes in Accounts Payable.
- Complete implementation of improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance.
- Review and provide due process comments on proposed GASB standards, and implement new GASB standards.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$1,347,145	\$1,415,880	\$1,435,934	\$1,536,759	\$1,545,346
Operating	60,241	49,735	104,760	92,722	91,722
Capital	0	0	0	0	0
Total	\$1,407,386	\$1,465,615	\$1,540,694	\$1,629,481	\$1,637,068
Revenue	\$10,000	\$1,808	\$3,500	\$8,250	\$8,250
Net Local Revenue	\$1,397,386	\$1,463,807	\$1,537,194	\$1,621,231	\$1,628,818
Full-time Equivalents	18.00	18.00	18.00	18.00	18.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Finance Department includes personnel expenditure adjustments related to rising benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. Revenue increases for Finance include additional rebates from the expansion of the P-Card program. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

PROGRAM 1: *Administration and Financial Reporting*

The department produces the County government and School Division Comprehensive Annual Financial Report and coordinates the annual external audit. Additionally the department manages general ledger transactions, debt service, capital assets, and grants as well as maintains the integrity of all financial data and internal control structures, and acts as fiscal agent for County agencies, the School Division, and other organizations as required.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Total outstanding debt issues	31	31	33	38	39
General Obligation (GO) /Pooled/Direct Bank Loans	16	22	21	24	24
Equipment/Financing Leases	9	6	9	11	12
Rural Development Loans	6	3	3	3	3

Finance

Journal transactions	2,248	2,819	3,100	3,255	3,255
Accounts added or deactivated in the General Ledger	3,031	1,219	1,280	1,292	1,292
Internal Reviews	30	28	27	22	22
Petty cash / change drawer internal reviews	46	46	48	49	49
Revenue transmittals ¹	815	780	790	797	797
Manual interest earnings calculations	26	38	39	40	40
Number of training sessions provided for County/School staff	16	22	27	28	28
Programs interfaced	15	15	15	15	15

¹FY 2018 includes increased transmittal processing provided to the School Division.

OBJECTIVES:

- Publish accurate and informative financial documents annually, in compliance with GAAP regulations and GFOA standards.
- Annually publish accurate and informative financial documents in compliance with GFOA standards and meet State and GFOA submission deadlines.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Achieve GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes	Yes
Prepare and submit the Consolidated Annual Financial Report within State deadlines	Yes	Yes	Yes	Yes	Yes

PROGRAM 2: *Accounts Payable*

The division processes payments of vendor invoices for goods and services purchased for the County government and School Division; maintain and update vendor files; and issue Federal tax Form 1099 MISC to comply with Internal Revenue Service (IRS) regulations.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Invoices paid	43,984	42,487	41,380	45,100	49,200
Checks issued	18,119	17,011	18,600	20,274	22,100
Dollar amount processed (in millions)	\$64	\$71	\$73	\$77	\$82
New vendors added	1,260	1,187	1,300	1,313	1,326
1099's issued	368	391	375	405	437

Finance

OBJECTIVES:

- Improve the knowledge and capability of County and School staff personnel in processing invoices for payment efficiently.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Number of training sessions provided for County/School staff	5	4	9	8	8

PROGRAM 3: Procurement Division

The Procurement Division provides purchasing support and expertise relative to goods and services for County government and the School Division, ensuring that purchases are in compliance with the Virginia Public Procurement Act, as well as adopted policies and procedures. Staff issues Invitation For Bids (IFB) and Request For Proposals (RFP) with input and assistance of County/School departments. Staff seeks contract opportunities, negotiates contracts as needed, processes purchase orders, and maintains contract oversight.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Purchase Orders (PO) Issued	3,963	3,690	3,800	4,000	4,200
PO Edits	1,138	1,123	1,100	1,160	1,200
PO Edits to Issuance	29%	30%	29%	29%	29%
IFB, RFP, Contracts Issued ¹	153	169	160	165	160
Contracts Managed	645	627	635	650	650
P-Card Transaction Volume	855	3,869	5,400	6,500	7,000

¹FY 2019 includes the reissuance or new Credit Support Annex agreements.

OBJECTIVES:

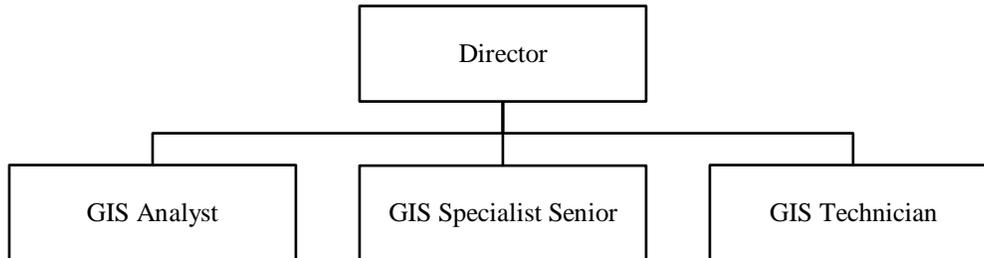
- Increase user comprehension and accuracy through training.
- Improve user resources by updating policies and procedures to reflect revisions to the Virginia Public Procurement Act and best practices.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Training sessions provided for County/School staff members	12	10	16	18	20
Revisions made/approved to Policies, Procedures & Terms/Conditions	4	6	5	5	5
P-Card Training Sessions	23	45	24	28	28

Geographic Information Systems

ORGANIZATIONAL PURPOSE:

The Geographic Information Systems (GIS) Department provides support and assistance to County agencies by supplying accurate, computer-generated maps, and accompanying database information to aid in the study of geographic-related matters and provides GIS access and service to citizens.



GOALS:

- Provide technical support and expertise to County agencies and the public.
- Provide access to accurate county GIS feature classes and geo-databases.
- Provide public access to county GIS information and services.
- Support departments with spatial data collections and management of infrastructure assets.
- Administer and provide E-911 Street addressing and GIS services.
- Continue to develop and deploy web based GIS applications for internal and external consumption.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Continue to enhance the counties WebGIS presence.
- Continue GIS data, file server cleanup, and maintenance in support of Information Technology (IT) data standards.
- Provide data management, software, training and web applications support for the county reassessment process.
- Continue to provide GIS software and data technical support, assistance, and training consistent with departmental and County-wide objectives.
- Assist departments with document scanning and digitizing to reduce hard copy files.
- Provide continued technical system and data support for the E911 NextGen project.
- Potential upgrade or preparation to support future upgrade of Enterprise GIS version 10.5 to version 10.7.
- Support Community Development's EnerGov system upgrade with GIS version 10.7.

Geographic Information Systems

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$318,797	\$298,583	\$341,169	\$323,454	\$325,362
Operating	15,349	13,658	24,850	24,850	24,850
Capital	27,557	0	0	0	0
Total	\$361,703	\$312,241	\$366,019	\$348,304	\$350,212
Revenue	\$3,501	\$5,933	\$5,000	\$5,500	\$5,500
Net Local Revenue	\$358,202	\$306,308	\$361,019	\$342,804	\$344,712
Full-time Equivalents	4.00	4.00	4.00	4.00	4.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for GIS includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: GIS

GIS services are provided to internal and external customers.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
GIS generated reports and PDF files produced	1,600	1,000	1,600	1,600	1,600
Type I Soils maps digitized	10	4	10	8	8
Training/Technical Support hours provided	200	150	200	300	300
Digital file requests processed	501	400	450	450	450
Street address requests processed	300	276	300	300	300
New streets added & signed ordered	20	9	10	10	10

OBJECTIVES:

- Improve direct public access to GIS tools and data.
- Provide the underlying technology required to assist County agencies in providing effective support to residents.

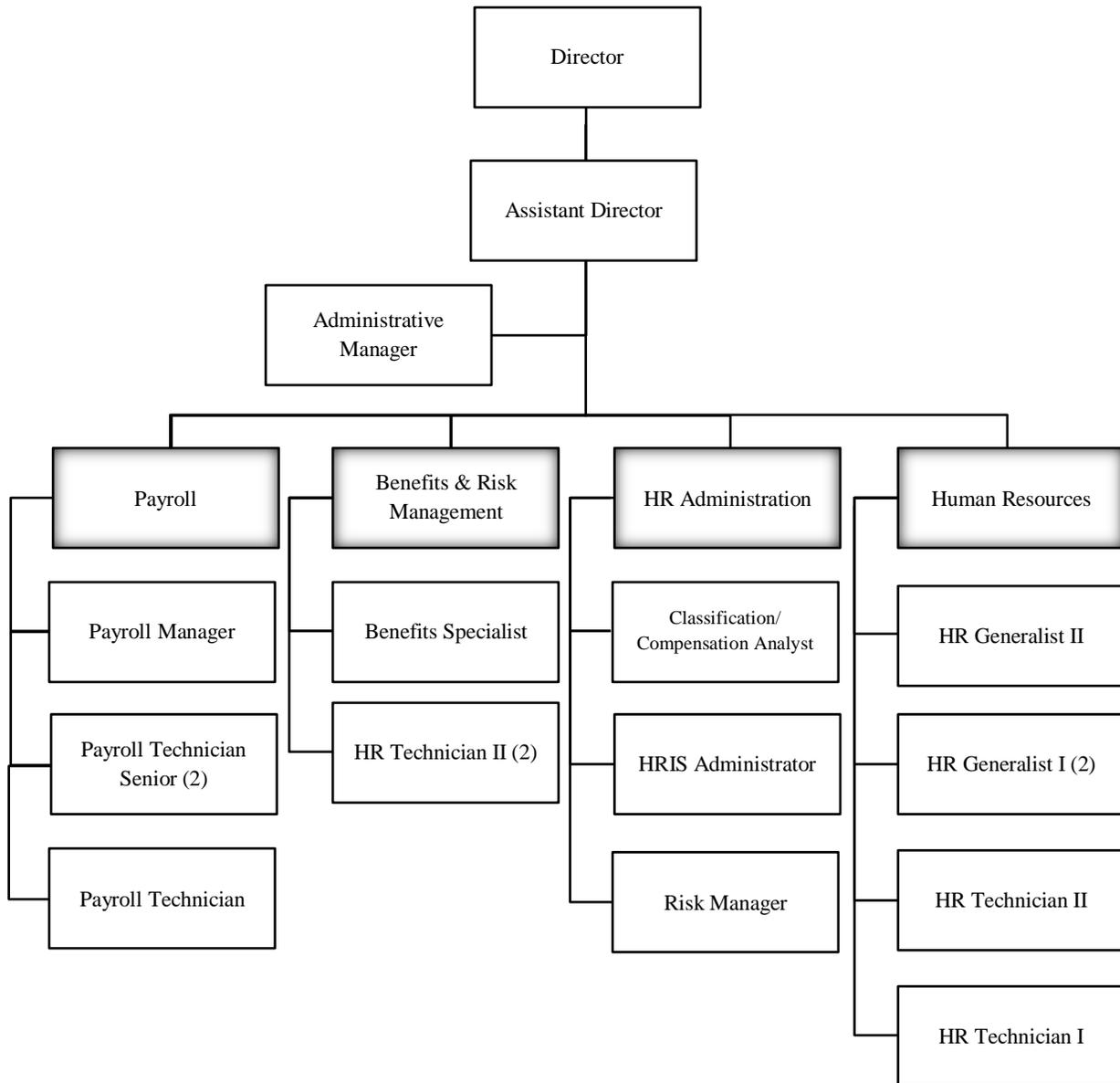
Geographic Information Systems

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Revenue generated by GIS product sales	\$3,501	\$5,933	\$5,000	\$5,500	\$5,500
Individual map layers available via the Internet	20	23	30	40	50
Digital map layers and databases maintained/created for analysis and internal use in decision making	300	344	300	350	400
Server-based GIS system users	100	97	100	100	100

Human Resources

ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources (HR) department provides quality services to assist the County Government and School Division in achieving their strategic goals; recruits, selects, and retains quality employees; and administers a comprehensive Human Resources program consistent with Federal, State, and local statutes, meeting the needs of the governmental employer as well as current/potential employees.



Human Resources

GOALS:

- Board of Supervisors (BOS) Strategic Plan, develop and implement a 3-year plan to alleviate compression.
- Increase customer satisfaction by improving response time and guidance provided to our business partners.
- Implement targeted and strategic hiring practices to address challenges associated with employee recruitment, retention, and development.
- Maximize impact of technology.
- Streamline systems and programs to maximize efficiency and effectiveness of service delivery.
- Continue to offer valuable career development opportunities for all levels of employment.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Implement year three of compression.
- Design, implement and evaluate a new performance evaluation.
- Design, implement, and evaluate succession management and administration career tracks.
- Innovate and align strategic recruitment processes to establish a strong talent pipeline.
- Strengthen and evaluate health and safety programs for all employees which reduce cost and improve safety.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$1,630,092	\$1,579,949	\$1,723,229	\$1,867,679	\$1,880,854
Operating	621,209	679,233	1,290,849	1,385,169	1,464,442
Capital	0	0	0	0	0
Total	\$2,251,301	\$2,259,182	\$3,014,078	\$3,252,848	\$3,345,296
Revenue	\$50,906	\$61,243	\$65,681	\$95,000	\$87,500
Net Local Revenue	\$2,200,395	\$2,197,939	\$2,948,397	\$3,157,848	\$3,257,796
Full-time Equivalents	18.00	18.00	18.00	18.00	18.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Human Resources includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. In addition, the Adopted Budget includes increased operating expenditures in support of contractual increases in insurance premiums. Revenue increases for Human Resources include Anthem wellness benefits contractual funding.

Human Resources

PROGRAM 1: *Human Resources*

The Human Resources Department is responsible for recruiting, hiring, and retaining a highly qualified workforce from on-boarding through the career life cycle of the employee.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
County Employees	758	752	782	797	815
School Employees	1,899	1,891	1,977	1,990	2,000
Employment applications processed and reviewed	10,509	4,042	12,400	8,000	9,000
New-hires	596	622	700	730	755
Employees who separated employment	338	326	350	360	370

OBJECTIVES:

- Complete exit interviews for all separating employees.
- Track data to determine if separation was due to controllable factors and provide appropriate feedback to department heads.
- Increase enrollment in the Section 125 Flexible Spending plan and employee retirement savings accounts (403(b)/457(b) accounts) by providing additional employee education.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Employees who participated in orientation	880	770	960	800	850
Exit interviews completed	80%	62%	85%	90%	90%
County turnover rate	10.9%	11.4%	9.0%	11.0%	11.0%
School turnover rate	13.5%	12.8%	8.0%	12.5%	12.5%

PROGRAM 2: *Benefits and Risk Management*

The Benefits program is responsible for the design, implementation and oversight of the County's medical, dental, prescription drug and optional insurance plans for eligible employees. The Risk Management division is responsible for the auditing, reporting and oversight of the County's insurance policies to include property, vehicle, and worker's compensation.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Employees participating in Flexible Spending Accounts (percent)	16%	15%	25%	18%	20%
Employees enrolled in a health insurance program (percent)	81%	79%	80%	78%	80%

Human Resources

Employees enrolled in a deferred compensation account (percent)	40%	36%	40%	37%	40%
On-the-job injuries	191	226	170	200	200
Employee auto accidents	170	167	140	150	150
Property damage claims	25	37	10	25	25
Liability claims	16	16	10	15	15

OBJECTIVES:

- Enroll, educate, and assist new-hires and current employees in benefit programs.
- Inspect County and School facilities for safety compliance.
- Work with all departments on safety training programs.
- Reduce the overall rate of preventable auto accidents.
- Reduce the overall rate of Occupational Safety and Health Administration (OSHA) reportable workplace injuries/illnesses.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Safety inspections performed	14	11	15	15	15
Safety training conducted at County and School facilities	25	24	25	25	25
Auto accidents that have been prevented as a result of HR effort to minimize risk	20	20	20	20	20
OSHA reportable injuries	62	54	25	50	50
Educational seminars provided to employees each year	8	5	8	5	5

PROGRAM 3: Payroll

The Payroll section processes payroll for employees of the County government and School Division; files taxes and reports with State and Federal agencies as required; maintains leave records; and prepares and processes Internal Revenue Service (IRS) Form W-2 for all employees.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Employees Paid Monthly ¹	369	350	0	0	0
Employees Paid Bi-Weekly	2,235	2,747	3,100	3,150	3,200
Annual Checks/Direct Deposits Processed	71,008	72,004	72,500	73,000	73,500

¹FY 2020 goal is to have all employees paid bi-weekly.

Human Resources

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Out-of-cycle pay runs due to payroll error	15	13	10	7	5
Records maintained of payroll-related errors/corrections	Yes	Yes	Yes	Yes	Yes
Contact employee within 24 hours of error	100%	100%	100%	100%	100%
Training provided to departmental users to ensure they are in compliance with County and School guidelines	Yes	Yes	Yes	Yes	Yes

Independent Auditor

ORGANIZATIONAL PURPOSE:

The Independent Auditor reviews all funds in accordance with auditing standards and those specified by the Commonwealth of Virginia’s Auditor of Public Accounts (APA). The County’s Comprehensive Annual Financial Report is audited to ensure compliance with standards and guidelines established by the Governmental Accounting Standards Board and the Government Finance Officers’ Association. The Independent Auditor also audits the County’s Federal grants (single audit), based on the United States Office of Management and Budget requirements. The auditors evaluate and express their “unmodified” opinion on the overall financial statement presentation.

This function also includes the County’s annual cost allocation study utilized for grant billings. Additionally, financial advisory services are incorporated into this function to provide analysis and recommendations for achieving the County’s capital financing objectives and participating in the completion of debt financing.

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.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Prepare Request for Proposal (RFP) for commencement of Volunteer Fire and Rescue Association (VFRA) audit services.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating ¹	267,462	179,215	210,895	189,375	196,410
Capital	0	0	0	0	0
Total	\$267,462	\$179,215	\$210,895	\$189,375	\$196,410
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$267,462	\$179,215	\$210,895	\$189,375	\$196,410
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

¹FY 2018 Actual includes one-time contractual services funded with supplemental funding, as approved by the Board of Supervisors.

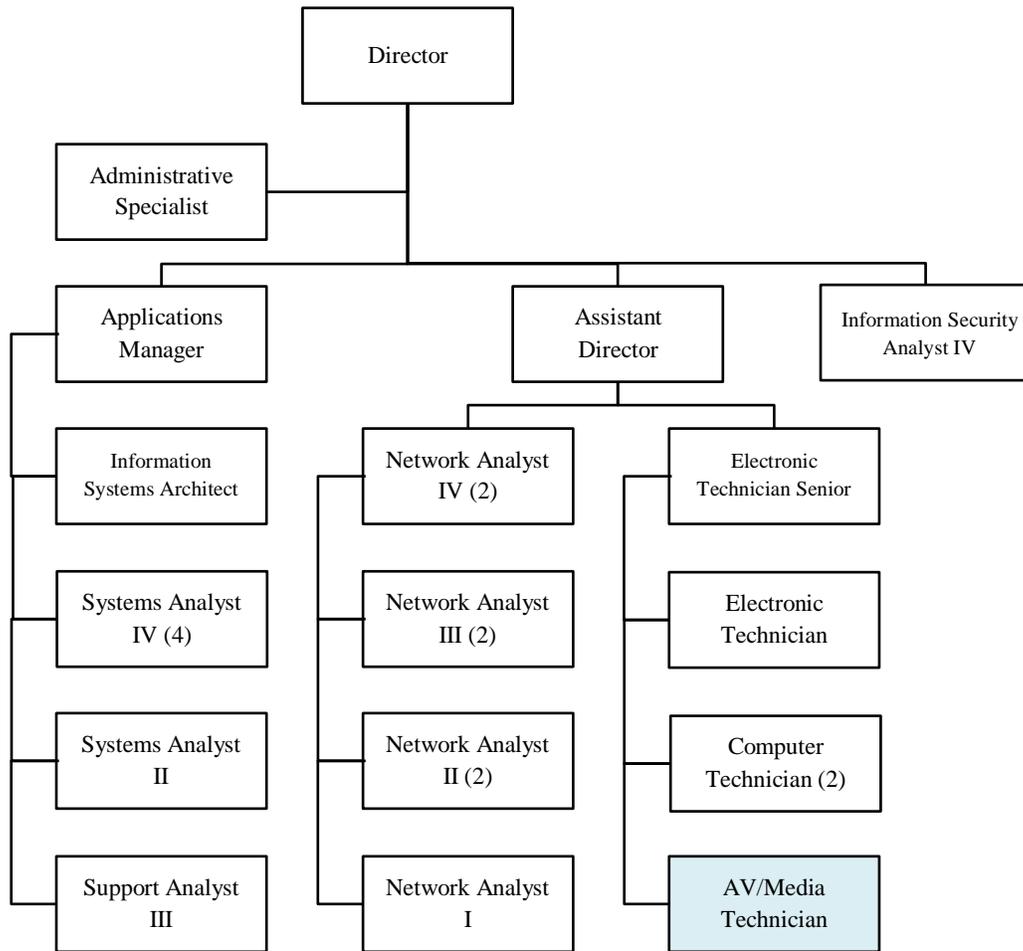
BUDGET ANALYSIS:

The FY 2021-FY 2022 Adopted Budget for the Independent Auditor includes contractual renewal adjustments for cost accounting services.

Information Technology

ORGANIZATIONAL PURPOSE:

Information Technology supports the functions of the County government by providing efficient, secure, 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 internal and external customers, and deliver information and services to citizens at work, at home, and in the community.



¹FY 2021 Adopted Budget includes the increase in hours from 20 to 25 for the AV/Media Technician position implemented mid-FY 2020.

GOALS:

- Continuously strive to provide excellent service that satisfies the existing and emerging needs and requirements of internal and external customers.
- Provide technical guidance to the Technology Review Board (TRB), whose purpose is to receive, review, and prioritize new technology project requests.
- Deploy 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.

Information Technology

- Continue 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.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Continue implementation of Disaster Recovery Plan.
- Continue to allow for employee collaboration, document storage, records management and other approved applications with SharePoint.
- Support broadband initiative as appropriate.
- Implement funded projects as prioritized by the TRB.
- Continue to improve cyber security posture and provide training and awareness to all end users.
- Enhance physical safety as result of security study(s).

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$2,249,598	\$2,351,593	\$2,520,411	\$2,703,846	\$2,715,142
Operating	1,493,226	1,578,923	1,658,268	1,668,700	1,690,378
Capital	0	0	0	0	0
Total	\$3,742,824	\$3,930,516	\$4,178,679	\$4,372,546	\$4,405,520
Revenue	\$0	\$0	\$1,600	\$1,600	\$1,600
Net Local Revenue	\$3,742,824	\$3,930,516	\$4,177,079	\$4,370,946	\$4,403,920
Full-time Equivalents	22.53	22.53	23.53	23.67	23.67

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for Information Technology includes adjustments to personnel expenditures due to changes in benefit costs, FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff, and increase of hours from 20 to 25 for the AV/Media Technician to allow for the online streaming of Planning Commission and Board of Zoning Appeals meetings approved mid-FY 2020. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *Information Technology*

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Network Printers/Copiers	86	115	120	125	130
Network Devices	212	209	211	213	215
Servers (Production Only)	230	244	250	260	270
Array Storage Allocated (terabytes)	116	136	136	146	146

Information Technology

Service Requests	2,300	2,514	2,600	2,700	2,800
Fire and Security Systems (School and County)	80	79	80	81	82
Internet Protocol (IP) Phones	1,545	1,524	1,530	1,535	1,540
Security Cameras	150	161	181	200	220
Applications	60	67	71	76	80

OBJECTIVES:

- Implement funded projects approved by the TRB.
- Provide shared services/support to the Fauquier County Public Schools, where appropriate.

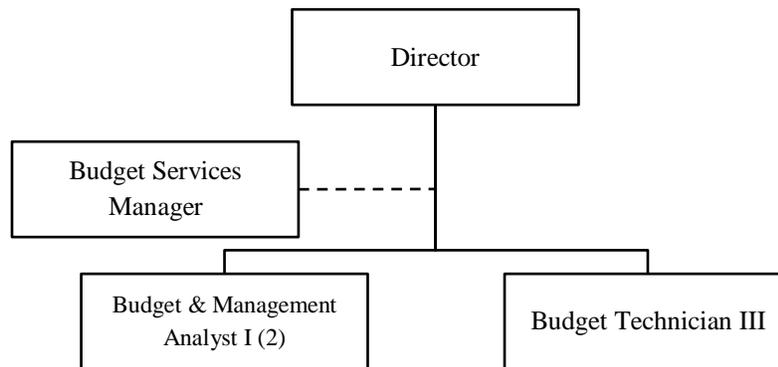
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Develop and implement a Disaster Recovery Plan	75%	80%	90%	95%	100%
Implement an enterprise Records Management System	60%	100%	N/A	N/A	N/A
Migrate department file shares to SharePoint departmental workspaces	50%	85%	90%	100%	N/A
Reduce number of cyber security threats/attacks (virus, ransomware, malware etc.)	128	214	200	190	170

Management and Budget

ORGANIZATIONAL PURPOSE:

The Office of Management and Budget (OMB) provides the highest quality financial planning, resource management, and analytical services to the County government and the Board of Supervisors to support effective decision making and organizational accountability.

OMB manages the development of the proposed and adopted budgets and the capital improvement program, monitors the budget's implementation and departments' progress toward established goals, conducts program analysis and management studies, provides economic analysis, identifies potential issues for the organization's consideration, and assists departments with the acquisition and management of grants.



GOALS:

- Manage the annual budget process and ensure that development, adoption, and implementation are conducted in compliance with the Code of Virginia and generally accepted financial standards.
- Manage the capital improvement planning process to facilitate the identification of Fauquier County's future capital facility needs.
- Provide the highest quality analytical services and support to management, staff, and the Board of Supervisors.
- Facilitate the end-to-end process of identifying, obtaining, executing, and closing out of external funding opportunities in support of the County's priority programs and projects.

KEY PROJECTS FOR FY 2021 & FY 2022:

- Maintain and update five-year operational financial plan with County Administration, as directed by the Board of Supervisors, to improve long-term planning and forecasting of resources and needs.
- Continue to identify, develop, and implement training and outreach opportunities to support County departments in OMB-led processes (i.e., annual budget process, budget management, and grant management), to include training as a part of the Administrative and Accounting Career Development Program.

Management and Budget

- Issue the County’s economic indicators report on an annual basis to analyze and present data relative to the County’s fiscal health.
- Enhance the annual budget document based on Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award criteria and annual review recommendations.
- Monitor state and federal regulations related to compliance for receipt of categorical and grant funded programs and requirements by agencies that may impact policies and procedures of the County.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$401,386	\$508,171	\$551,657	\$576,160	\$578,545
Operating	31,988	25,094	41,650	39,800	39,800
Capital	0	0	0	0	0
Total	\$433,374	\$533,265	\$593,307	\$615,960	\$618,345
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$433,374	\$533,265	\$593,307	\$615,960	\$618,345
Full-time Equivalents	4.00	5.00	5.00	5.00	5.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Office of Management and Budget includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs.

PROGRAM 1: *Budget Development and Implementation*

Coordinate and provide analysis for the annual budget process to prepare the County Administrator’s proposed budget and capital improvement program. Implement and monitor the annual adopted budget, capital improvement plan, County asset replacement plan, and tax rates as adopted by the Board of Supervisors.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Supplemental appropriations or contingency reserve items	146	114	115	120	120
Budget adjustments	230	208	250	210	210
OMB/Finance trainings facilitated	3	3	4	4	4

Management and Budget

OBJECTIVES:

- Provide analysis, support, and advice to County management and staff to maintain core services, address core priorities, and strategic planning in the current, challenging fiscal environment.
- Monitor County revenue and expenditure budgets to ensure appropriations and supplemental appropriations are allocated according to Board directives and policies.
- Coordinate analysis and review of quarterly revenue projections with the County-staffed Revenue Committee. Provide monthly reporting updates to the Board of Supervisors on County revenue projections.
- Provide analysis of the County’s economic environment to monitor the County’s fiscal health and ensure an accurate projection of County revenues.
- Facilitate the annual budget process by working with County departments, managers, support staff, County Administration, outside entities, and the Board of Supervisors through all phases of development and adoption.
- Prepare annual proposed and adopted budget documents and ensure the documents meet required criteria in support of OMB’s goal to achieve the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
General Fund expenditures to budget	96.7%	97.5%	98.0%	98.0%	98.0%
General Fund revenue to budget	102.6%	102.0%	98.0%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

PROGRAM 2: *Management Analysis and Grant Development*

Manage the County-wide master grants database. Support County departments in the identification, drafting, and submission of grant applications. Conduct research in support of County management decision-making.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Grant applications developed and/or supported through the grant management process	71	55	50	50	50
Benchmarking studies requested by County management and/or identified by OMB	13	12	12	12	12

Management and Budget

OBJECTIVES:

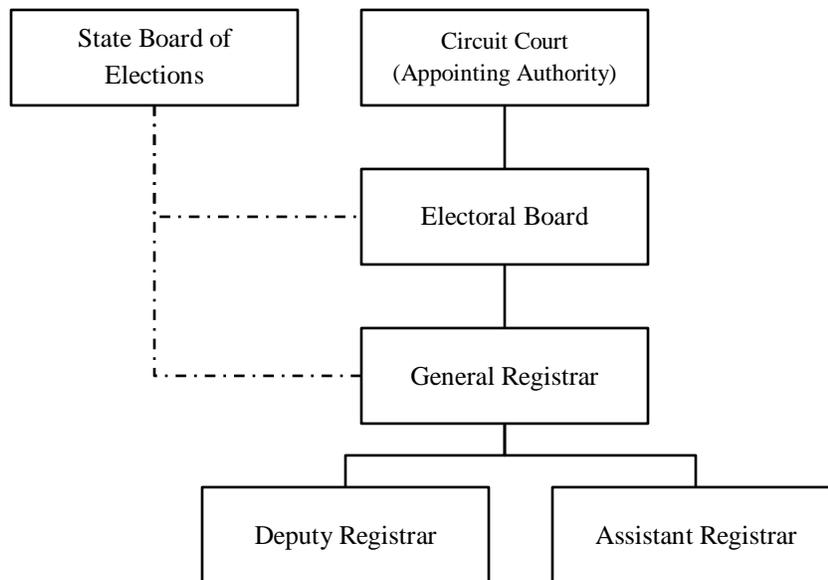
- Support departments with the identification of projects that may require outside funding support.
- Research outside funding opportunities based on identified need(s).
- Develop/review grant applications for County departments and associated agencies.
- Ensure departments adhere to the County grant policy.
- Maintain master database of County grants.
- Support departments in the close-out of outside funding support, to include audits and financial reporting.
- Assist the decision-making process of County management by identifying, researching, and presenting benchmarking studies and program analysis.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Grants awarded to Fauquier County	64	47	45	45	45
Grant awards actively monitored by OMB	11	12	10	10	10
Benchmarking studies completed	13	12	12	12	12

Registrar

ORGANIZATIONAL PURPOSE:

The *Constitution of Virginia* creates the Office of the General Registrar in Article 2, Section 8 and, as such, represents a mandatory core function of government. The Office of the General Registrar promotes consistent administration of all elections, voter registration, candidate and campaign finance laws, and related rules and regulations. The Office of the General Registrar plans, develops, monitors, and evaluates the voter registration program to ensure that it is in compliance with State and Federal statutes. This office provides all voter registration services required by the *Constitution of Virginia* and *Code of Virginia*. The General Registrar also manages preparation for elections, including candidate qualification, campaign finance, absentee voting, election materials, voting machines, ballots, voting precincts, and recruitment and training of Officers of Election, in addition to the administrative requirements of the office. Because of their expertise, the Registrar and Deputy Registrar serve on statewide committees that respond to both needed and proposed legislation that affects the election and registration processes; and on statewide committees that then assist in writing guidelines for implementing new legislation passed. Also, staff and the Electoral Board work with other offices to plan the agenda and speakers for the annual Virginia Electoral Board Association meeting.



GOALS:

- Ensure compliance with the *Constitution of Virginia* and the *Code of Virginia*.
- Promote a customer-friendly environment for both the public and candidates.
- Provide cost effective, convenient, courteous and accurate services to voter registrants, absentee voters and the public in general.
- Maintain accurate voter registration records for all registrants in Fauquier County.
- Process all voter registration records within 72 hours of receipt of the records.
- Provide fair, honest and transparent Federal, Commonwealth, and County elections to qualified registered voters.

Registrar

- Offer efficient, accurate, compliant, customer-friendly absentee voting to all qualified voters who request this service; ensure the number of absentee voters is correctly projected for each election; record all absentee requests; issue correct ballots to each voter; receive and record all voted ballots; and ensure that the Central Absentee Precinct correctly tabulates absentee ballots on Election Day.
- Process all Absentee Ballot requests within 72 hours of receipt.
- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and campaign committees; collect information on candidate contributions; and record all candidate filings for public review.
- Educate Officers of Election on registration and election laws and voting procedures to ensure every precinct conducts fair and impartial elections; ensure Election Day precinct manuals supplied to all precinct workers on Election Day are up to date on policy and procedures; and provide all materials necessary to conduct elections.
- Provide correct information to the public regarding the administration of elections and voter registration in the County and Commonwealth.
- Provide training to all Officers of Election before each election is conducted; specialized training is provided to Chief and Assistant Chief Officers in separate sessions.
- Recruit more Election Officers for the Presidential Election to be certain that the polls will be adequately covered and that there will be no long lines to vote on Election Day.
- Ensure voting equipment testing and maintenance are conducted in a timely manner.
- Ensure publishing of all media advertisements required by the *Code of Virginia*.
- Monitor voter precinct locations and population shifts in current precincts to assure adequate facilities are provided for voting as well as to be prepared for the 2021 Redistricting.
- Ensure a safe and secure voting environment is provided to each voter.
- Monitor and respond to elections- and voter registration-related legislation introduced in the General Assembly.
- Ensure part-time staff members are properly trained for their office duties.
- Ensure all records retention for elections, voter registration, administrative matters, personnel and accounts payable required by State law is maintained.
- Attend educational seminars and conferences relevant to changes in election laws or policy procedures.
- Develop an agenda and educational program for the Annual Virginia Electoral Board Association (VEBA) Meeting.

KEY PROJECTS FOR FY 2021:

- Implement the legislatively-mandated No-Excuse Absentee Voting Program for the November 2020 election. (more staff, more voting equipment and supplies, more voting locations, etc.)
- Recruit and train part-time staff and Election Officers for the Presidential Election.
- Process records from the Interstate Voter Registration Crosscheck—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.

Registrar

- Process records from the Electronic Registration Information Center (ERIC)—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the National Change of Address (NCOA)—voter registration confirmation notice mailing conducted statewide to maintain voter registration list of Virginia voters.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2020 General/Presidential Election for the President and Vice President, one U.S. Senator and two members of U.S. House of Representatives.
- Conduct 2021 (Dual) Primary Elections for the 3 statewide candidates (Governor, Lieutenant Governor and Attorney General) and VA House of Delegates members.
- Notify local candidates of due dates of Campaign Finance Reports.
- Process Campaign Finance Reports for all local candidates.
- Monitor redistricting legislation and planning in the General Assembly session.
- Once all lines are officially drawn for redistricting, by mail notify all 51,000 voters of their new districts; have new maps drawn; make changes in the state database; publicize the changes.
- Conduct absentee voting processes for all elections.
- Conduct preparation and maintenance of voting machines for all elections.
- Continue processing/updating voter registration applications through the arduous scanning process.
- Track elections-related legislation introduced in the General Assembly.
- Process administrative, elections, voter registration and campaign finance records through the Records Retention Schedules of the Library of Virginia.
- Continue scanning of pre-2017 voter registration records into state database.
- Develop agenda and education program for the Annual VEBA Meeting.
- Continue all administrative functions for the office.

KEY PROJECTS FOR FY 2022:

- Continue the implementation of the legislatively-mandated No-Excuse Absentee Voting Program for the elections. (staffing, voting equipment and supplies, voting locations, etc.)
- Process records from the Interstate Voter Registration Crosscheck—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the Electronic Registration Information Center (ERIC)—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the National Change of Address (NCOA)—voter registration confirmation notice mailing conducted statewide to maintain voter registration list of Virginia voters.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2021 General Election for the 3 statewide candidates (Governor, Lieutenant Governor and Attorney General) and VA House of Delegates members.
- Conduct May 3, 2022 Town Elections.

Registrar

- Conduct June 14, 2022 (Dual) Primary Elections for Congressional candidates.
- Notify local candidates of due dates of Campaign Finance Reports; process reports.
- Continue implementation of the redistricting legislation passed by the General Assembly.
- Conduct absentee voting processes for all elections.
- Conduct preparation and maintenance of voting machines for all elections.
- Continue processing/updating voter registration applications through the arduous scanning process.
- Track elections-related legislation introduced in the General Assembly.
- Process administrative, elections, voter registration and campaign finance records through the Records Retention Schedules of the Library of Virginia.
- Continue scanning of pre-2017 voter registration records into state database.
- Continue all administrative functions for the office.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$301,334	\$326,153	\$332,601	\$342,913	\$344,344
Operating	133,497	126,391	150,446	150,446	150,446
Capital	0	0	0	0	0
Total	\$434,831	\$452,544	\$483,047	\$493,359	\$494,790
Revenue	\$57,104	\$55,536	\$50,747	\$47,545	\$57,445
Net Local Revenue	\$377,727	\$397,008	\$432,300	\$445,814	\$437,345
Full-time Equivalents	3.00	3.00	3.00	3.00	3.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Registrar's Office includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs. Revenue adjustments are based on expected reimbursements from Town elections.

PROGRAM 1: *Voter Registration*

The Fauquier County General Registrar provides appropriate forms and guidance, if needed, for those applying to vote and accurately maintains the official Fauquier County voter registration records. These registrations may be submitted in person, through the mail or through the online portal coordinated with the Department of Motor Vehicles (DMV) or transferred to our office from another locality. Based on state law, these records determine whether a voter is eligible to vote, as well as where he is eligible to vote. Therefore, it is imperative that these records be accurate. To technologically update the records process, all voter registration records are now being digitally

Registrar

scanned into a state database. Records from before 2017 are still in paper format and must also be digitally scanned.

Our state database of voters coordinates with the DMV database to produce signatures on online voter registration and Absentee Ballot Applications for those individuals who have a Virginia driver’s license. Use of the DMV database also compares the address of the voter with what has been written on the application. However, the programming is not sophisticated enough to screen out duplicate applications from the same voter(s). There have been times when the duplicate applications were replicated ten times. These problems are extremely frustrating and very time consuming—because, by regulation, we are required to enter each application that we receive, even if it is a duplicate. This has caused many hours of unnecessary data entry. Even though we are now digitally recording the registration changes, each record must be “handled,” whether it be on paper or online. The number of paper applications is slowly decreasing; however, the paper takes more steps to process.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Voter Records Processed (denied, accepted, changes to record)	25,239	26,738	27,457	28,756	30,000
Voters Registered	50,135	50,676	51,500	52,500	53,000

OBJECTIVES:

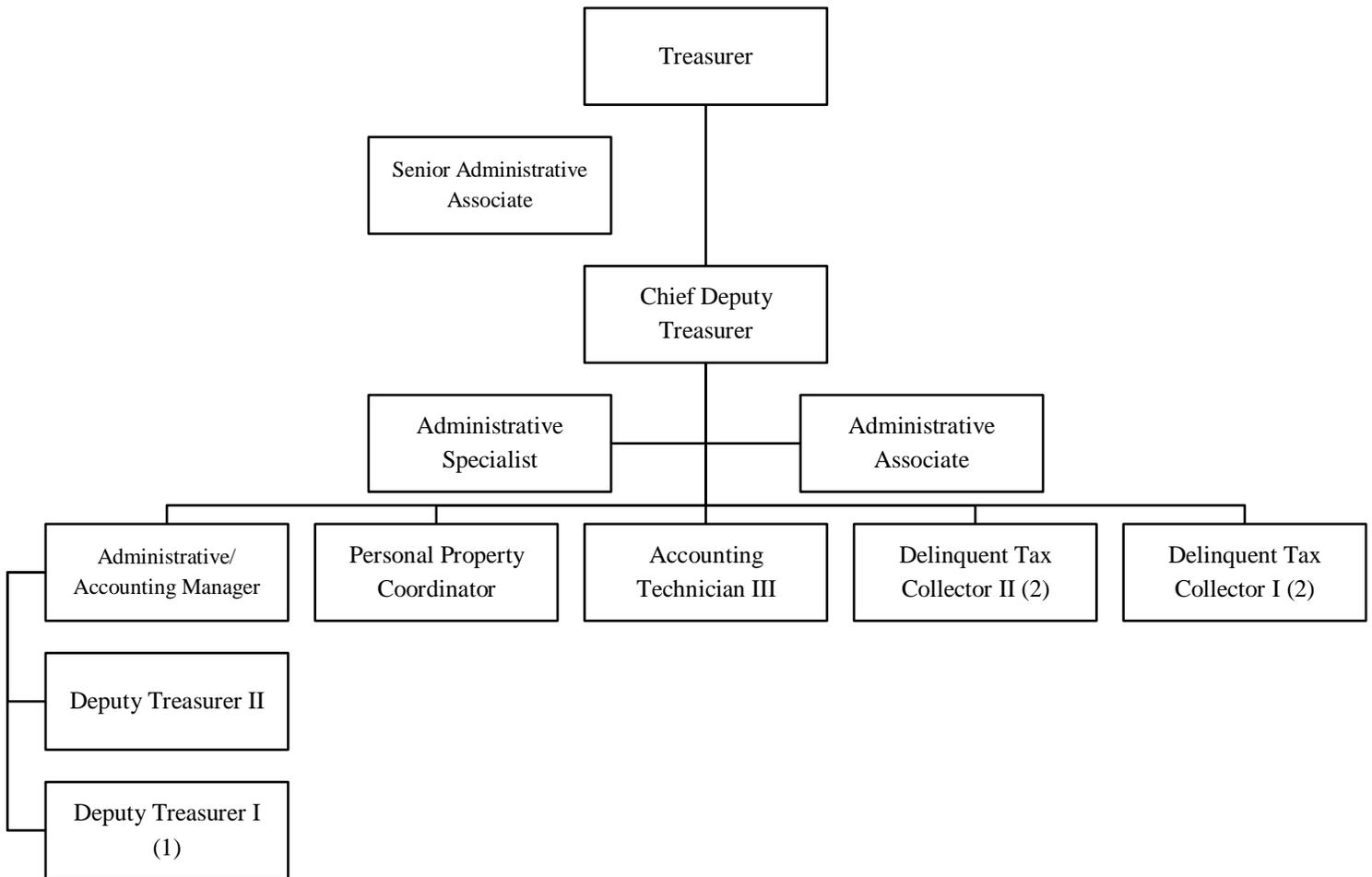
- Maintain voter registration program that is compliant with state and federal requirements.
- Maintain accurate and up-to-date records of individuals registered to vote in Fauquier County.
- Process voter registration applications on a daily basis.
- Provide an accurate list of voters for each polling place on Election Day.
- Maintain customer-friendly environment with knowledgeable staff to assist individuals complete their voter registration process.
- Attend educational conferences/seminars relevant to voter registration.
- Perform cross-checks of our data with other states to maintain the integrity of the voter database.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Attend seminars/conferences relative to voter registration and elections	41	50	50	50	50

Treasurer

ORGANIZATIONAL PURPOSE:

The Treasurer's Office provides efficient, accurate, prompt, and courteous service to the public, and treats all taxpayers equitably through standard office procedures in accordance with the Code of Virginia and the Code of Fauquier County. The Treasurer's Office is responsible for the custody and guardianship of all County funds; the maintenance of all bank accounts; the billing, collection, and recording of County taxes and licenses; the collection of State and estimated income taxes; the receipt and collection of all other revenues; the safekeeping and investment of revenues; the appropriate accounting for and disbursement of revenues; and, the completion of all other related duties.



GOALS:

- Process real estate and personal property tax payments expeditiously.
- Create innovative, resourceful, and imaginative methods of collecting delinquent taxes.
- Provide every possible payment option by which taxpayers can meet their obligations.
- Safeguard and wisely invest available funds to obtain the maximum return while ensuring the return of principal.

Treasurer

KEY PROJECTS FOR FY 2021 & FY 2022:

- Provide Environmental Services access to credit card machines.
- Complete the transfer of wires to Automated Clearing House (ACH) for cost reduction.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$1,119,631	\$1,158,447	\$1,167,522	\$1,209,213	\$1,216,845
Operating	197,613	212,859	219,404	219,404	219,404
Capital	0	0	0	0	0
Total	\$1,317,244	\$1,371,306	\$1,386,926	\$1,428,617	\$1,436,249
Revenue	\$479,757	\$466,147	\$532,779	\$575,918	\$630,738
Net Local Revenue	\$837,487	\$905,159	\$854,147	\$852,699	\$805,511
Full-time Equivalents	16.00	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Treasurer’s Office includes adjustments to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The FY 2022 Projected Budget includes personnel expenditure adjustments related to rising benefit costs. Revenue increases for the Treasurer’s Office include increases in Compensation Board funding allocations based on the Commonwealth’s approved budget.

PROGRAM 1: *General Revenue Collection*

Assist the public by: billing, collecting, and recording personal property tax, real estate tax and business license tax payments; collecting and recording miscellaneous receipts; collecting and recording State income and estimated tax payments; collecting and recording delinquent accounts for the Commonwealth’s Attorney; collecting and recording payments for Environmental Services, collecting and recording funds received from other County departments; selling dog licenses; and responding to questions. Process, deposit, and invest funds as expeditiously as possible. Process personal property and real estate supplements and exonerations. Assist title searchers and accounting auditors. Work closely with and assist other departments and agencies on a regular basis.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Real Estate bills mailed	65,916	66,252	65,700	66,300	66,300
Personal Property bills mailed	70,206	71,883	70,500	72,000	72,000

Treasurer

Business licenses issued	3,350	3,226	3,250	3,250	3,250
Refunds issued	3,699	3,677	3,450	3,500	3,500
Dog Tags issued	4,283	4,118	4,600	4,000	4,000
State Income/Estimated Vouchers processed	5,794	3,724	3,800	3,800	3,800
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	N/A	567	567
Number of Transactions Processed	378,713	387,033	378,700	390,000	395,000

OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Accounts paid via the web	63,863	75,399	76,500	77,000	78,000
Accounts paid via Official Payments	493	451	495	450	450
Amount paid via the web	\$4,556,899	\$5,018,305	\$5,483,305	\$5,800,000	\$6,000,000

PROGRAM 2: *Delinquent Tax Collection*

Collect delinquent taxes through debt set-off, third party liens, seizures, etc. Process bankruptcies and represent the Treasurer in court cases. Establish payment agreements for those individuals with severe hardships prohibiting their timely payment of taxes. Follow up on all past-due payments missed by taxpayers. Provide statistical information on delinquent tax collection. Coordinate collection efforts with the County Attorney's office.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Debt Set-off collections	\$583,774	\$462,593	\$525,000	\$525,000	\$525,000
Follow-up collections	\$3,006,931	\$3,200,557	\$3,103,744	\$3,103,744	\$3,103,744
Debt Set-off accounts collected	2,599	2,207	2,400	2,400	2,400
Accounts sent to debt set off	17,319	16,740	16,500	17,000	17,000
Third-party liens issued	2,212	2,166	2,150	2,190	2,190
Payment plans established	321	261	300	300	300
New bankruptcies filed	38	27	25	25	25
Treasurer Summons	46	0	25	30	30
Court cases represented/affidavits	13	12	10	10	10
Department of Motor Vehicles (DMV) holds	7,039	6,789	6,900	6,900	6,900
Delinquent letters sent	34,313	41,875	38,000	40,000	42,000

Treasurer

Dog tag notices sent	2,148	2,580	2,600	2,650	2,680
Debt Set-off letters sent	2,863	2,207	2,800	2,850	2,850

OBJECTIVES:

- Reduce delinquent tax liabilities by offering more convenient means of making payments.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Accounts paid through Integrated Revenue Management System (debt set-off) Program	2,599	1,929	2,350	2,250	2,250
Accounts paid through credit cards/eChecks via the internet	63,863	75,399	75,500	83,000	87,000
Accounts paid through credit cards in the office	9,056	9,353	9,300	9,600	9,900

PROGRAM 3: *Delinquent Court Collection*

Collect delinquent court fees through delinquent notices and third-party liens. Follow up on all past-due payments missed by defendants. Provide statistical information on delinquent court fee collection. Coordinate collection efforts with the Commonwealth Attorney’s office.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Follow-up collections	\$366,452	\$305,451	\$350,000	\$350,000	\$350,000
Third-party liens	\$258,988	\$215,656	\$245,000	\$250,000	\$250,000

OBJECTIVES:

- Reduce delinquent court fees owed to Fauquier County.
- Provide for a new revenue stream for the Treasurer’s office.
- Develop and implement effective delinquent court fee collection program.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Third Party Liens	1,479	878	1,200	1,300	1,300
Letters sent	3,164	2,961	3,100	3,200	3,300

Treasurer

PROGRAM 4: Accounting

Upload Direct Deposit files to the bank for processing. Print all checks, send ACH and Virginia Retirement System (VRS) transfers. Pay Child Support for county and schools. Pay the Virginia Department of Taxation withholding taxes and retail sales tax. Send the benefits vendor wires to the bank. Post daily to the cash receipts journal and prepare various monthly journal entries. Reconcile all financial statements and Treasurer’s inventory monthly. Process and print all School and County checks as expeditiously as possible.

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Direct Deposit Uploads ¹	77	84	50	50	50
ACH Transfers	978	961	990	1,450	1,950
Checks Processed	19,572	22,702	21,000	20,500	20,000
Virginia Child Supports transfers	51	51	50	51	51
Virginia withholding tax transfers	84	85	73	72	72
Benefit Wire transfers ²	454	516	516	106	106
VRS transfers	48	48	48	48	48

¹Split between payroll (direct deposit) uploads and other ACH transfers.

²In FY 2021, Benefit Wire transfers will be changed to ACH transfers.

OBJECTIVES:

- Ensure all employees and vendors are paid on time.
- Safeguard the integrity of our numerous bank accounts.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Processed all Payroll State taxes, benefit wires, and VRS transfers directly upon request	637	684	660	630	630
Bank Accounts reconciled every month	42	42	42	42	42