

# General Government

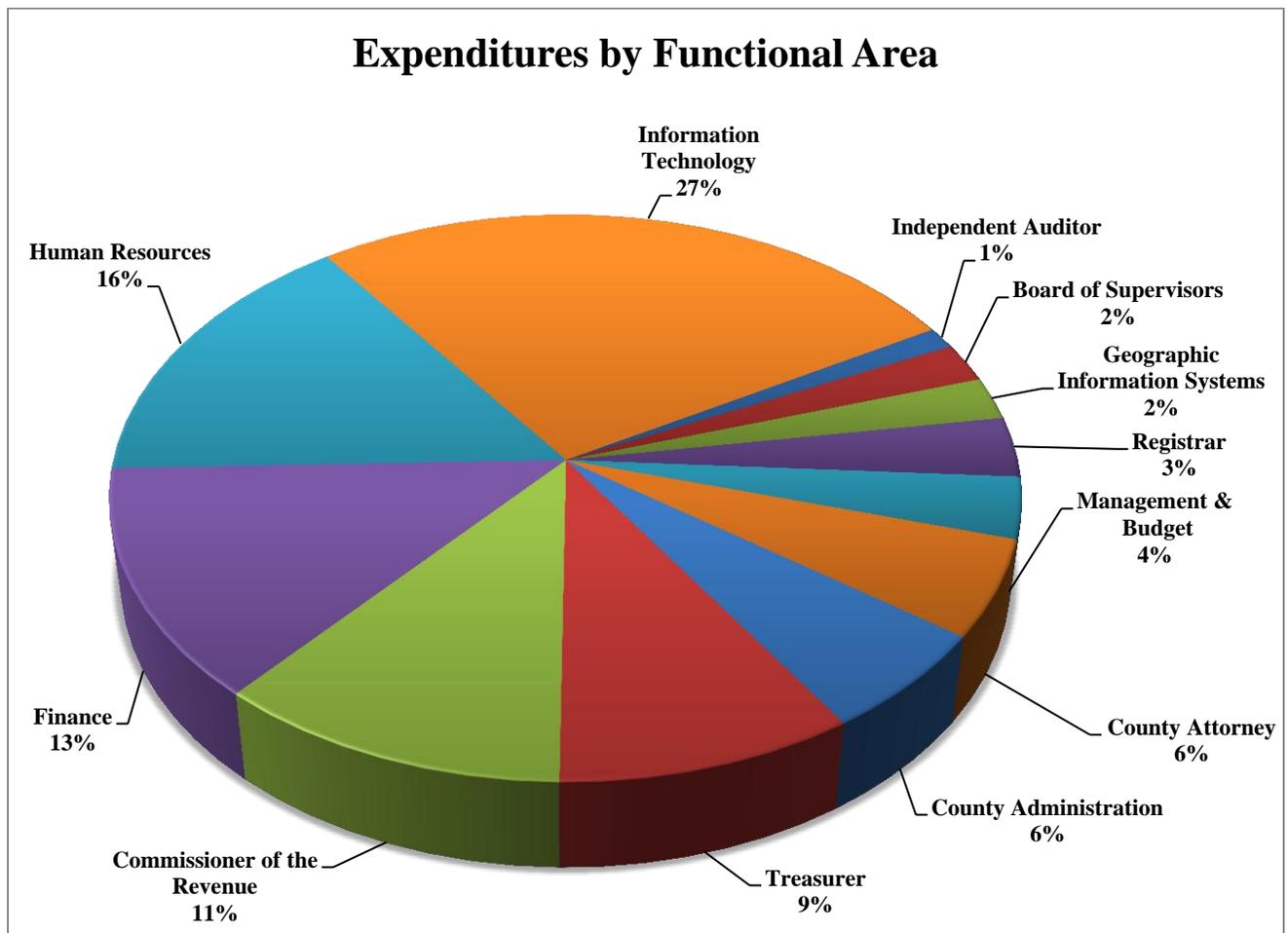
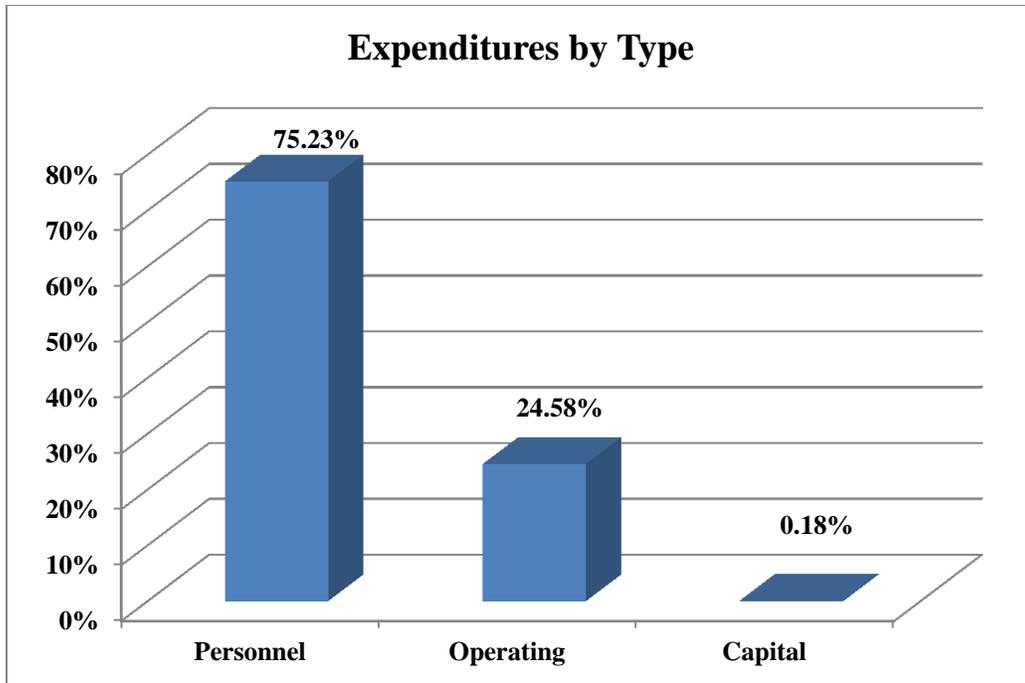
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Board of Supervisors	\$268,409
Commissioner of the Revenue	1,348,100
County Administration	706,483
County Attorney	666,751
Finance	1,585,834
Geographic Information Systems	291,285
Human Resources	1,868,343
Independent Auditor	147,594
Information Technology	3,212,953
Management & Budget	420,825
Registrar	412,057
<u>Treasurer</u>	<u>1,130,814</u>
<b>Total</b>	<b>\$12,059,448</b>



**Warren Green Building  
Warrenton, Virginia**

# General Government

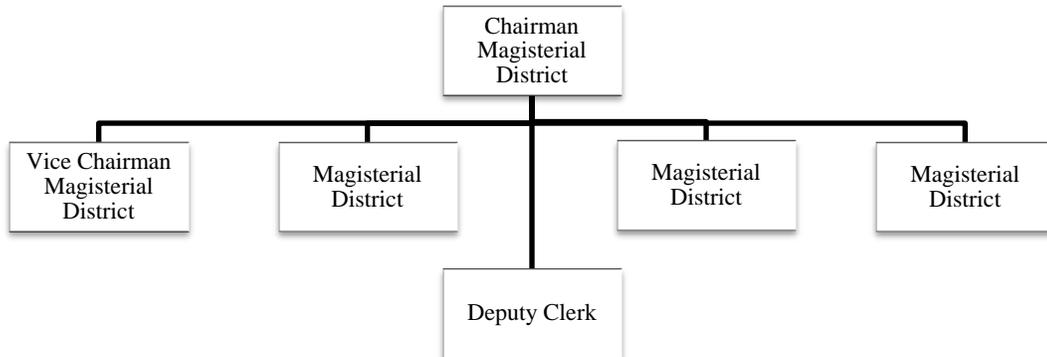


# Board of Supervisors

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## ORGANIZATIONAL PURPOSE:

The Fauquier County 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, 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 PROJECTS FOR FY 2014:

The Board of Supervisors drafted the following legislative priorities as part of its calendar year 2013 package for the General Assembly:

### State Reduction in Revenue for Local Governments

- Fauquier County supports a repeal of the Commonwealth’s \$50 million “clawback” of Aid to Localities.

# Board of Supervisors

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## **Comprehensive Services Act for At-Risk Youth**

- Fauquier County supports the General Assembly requiring that any changes in the Comprehensive Services Act (CSA) law, policy or implementation guidelines benefit not only the State but also local governments.
- Fauquier County supports the current CSA rate structure remaining in place for the 2012-2014 biennium, as it has led to significant improvements in community service capacity.
- Fauquier County opposes any changes to CSA policy that would further shift costs from the State to localities.

## **Education Funding**

- Fauquier County encourages recognition by the Commonwealth that its current policy of using full assessed value in the calculation of the Composite Index penalizes localities that employ land use valuation, and is inconsistent with its land preservation goals and policies.
- Fauquier County seeks the establishment of an appeals process for local governments to challenge the computation of their Composite Indexes.
- Fauquier County seeks continued and increased state funding to assist localities with school-related capital costs.
- Fauquier County supports additional State funding for Lord Fairfax Community College to make capital improvements to its Fauquier County campus.

## **Local Government Revenue, Land Use and Zoning Authority**

- Fauquier County opposes any measure that would eliminate or reduce any local government zoning, land use, or revenue authority.
- Fauquier County strongly supports equal taxing authority for cities and counties and supports an expansion of local government taxing authority—particularly to generate revenue to fund necessary capital projects and infrastructure.
- Fauquier County supports the restoration of local government authority to regulate alternative waste water systems for the benefit of the public.

## **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 endorses the Virginia Library Association's position that there be no reduction by the Commonwealth of funding for public libraries in FY 2014.

# Board of Supervisors

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## Chesapeake Bay Restoration

- Fauquier County encourages the Commonwealth to work closely and collaboratively with localities and with the Rappahannock River Basin Commission in their endeavor to restore water quality.

## Transportation Priorities

- Fauquier County strongly opposes the devolution of the Commonwealth’s secondary road maintenance responsibilities onto local governments.
- Fauquier County supports the repeal of HB1248, that:
  - 1) Mandates that the transportation component of a local comprehensive plan must be consistent with the Statewide Transportation Plan, the State’s Six-Year Improvement Program, and the location of routes to be followed by the State highway system;
  - 2) Stipulates that all local transportation plans must be reviewed by the Virginia Department of Transportation (VDOT) before being adopted and authorizes the Commonwealth Transportation Board (CTB) to withhold funds for projects which are “inconsistent” with the Statewide Transportation Plan or the Six-Year Improvement Program; and
  - 3) Requires a locality to reimburse VDOT for all funds expended on a project if a locality requests termination or does not advance a project to the next phase.

## Elections

- Fauquier County supports legislation to create Vote Centers / Consolidated Precincts that would allow counties to open one or more voting centers but only for primary elections and in lieu of opening all 20 precincts for the election—resulting in considerable cost savings.

## BUDGET SUMMARY:

	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Costs:				
Personnel	\$165,062	\$168,779	\$173,463	\$175,979
Operating	\$86,141	\$92,419	\$86,898	\$92,430
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$251,203</b>	<b>\$261,198</b>	<b>\$260,361</b>	<b>\$268,409</b>
Revenue	\$0	\$0	\$0	\$0
<b>Net Local Revenue</b>	<b>\$251,203</b>	<b>\$261,198</b>	<b>\$260,361</b>	<b>\$268,409</b>
<b>Full-time Equivalents</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Board of Supervisors

## BUDGET ANALYSIS:

The FY 2014 adopted budget for the Board of Supervisors includes personnel expenditure increases due to rising benefits 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.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
Regularly scheduled public meetings	12	12	12	12
Work Sessions conducted	57	54	60	41
Consent / Regular Agenda items considered	178	165	176	173
Public Hearings conducted	80	73	82	84
Proclamations & Awards presented	33	33	36	34
Citizen appointments made to Committees, Boards & Commissions	34	30	32	32
Legislative priorities submitted to the General Assembly	19	20	20	17
Committees, commissions & boards on which BOS members serve	20	20	20	21
Legislative events, annual budget & policy review, special and/or adjourned meetings	10	5	7	12

# Board of Supervisors

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## OBJECTIVES:

- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2013 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.

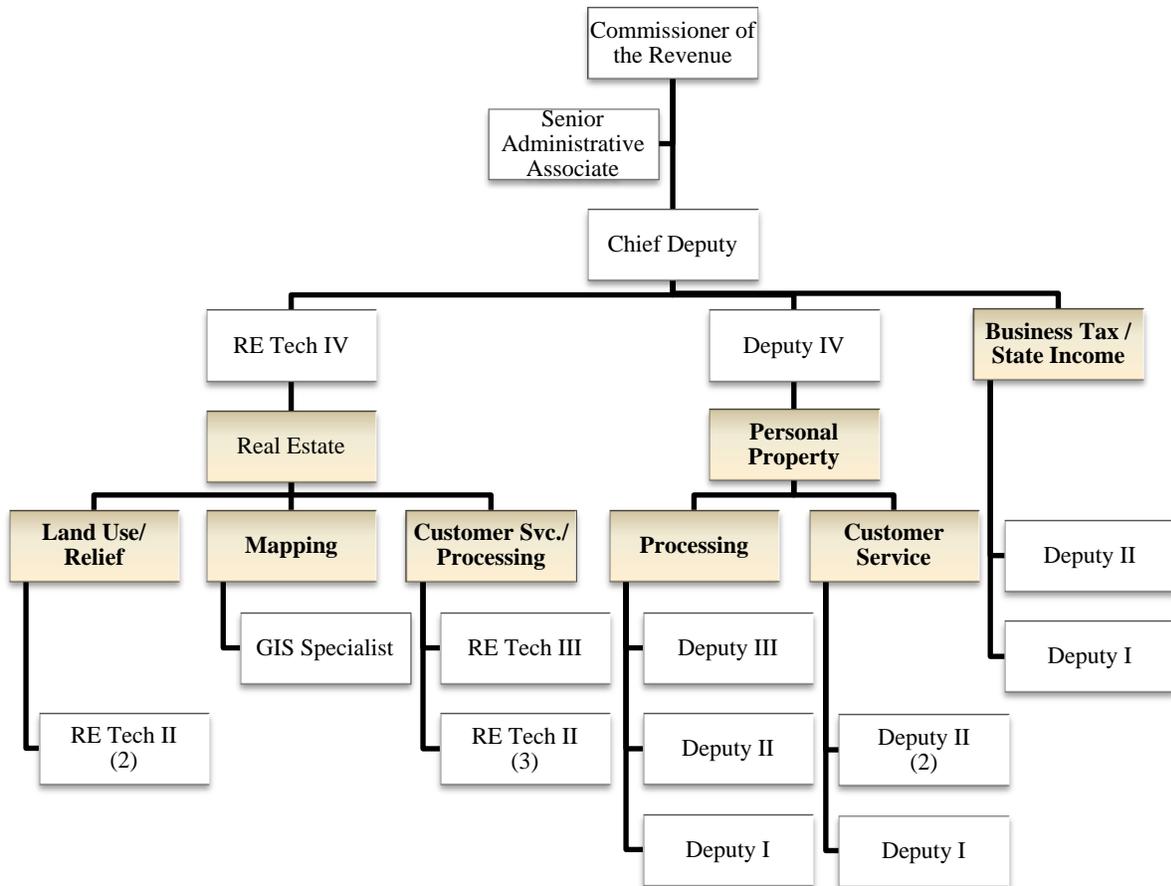
<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
Compliance with State and Federally mandated programs and responsibilities	100%	100%	100%	100%
Legislative priorities submitted to the General Assembly prior to the start of the annual session	100%	100%	100%	100%
Agenda and meeting materials are accessible in accordance with Board by-laws	100%	100%	100%	100%

# Commissioner of the Revenue

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**ORGANIZATIONAL PURPOSE:**

- 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 including Disabled Veterans, Personal Property, Business Taxation, and State Income taxes.
- Serve the public by providing assistance in a competent manner when dealing with their tax matters.
- Provide 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.
- Perform all duties 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.



# Commissioner of the Revenue

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**GOALS:**

- Develop the business taxation filing program in order to ensure timely and accurate assessments.
- Enter all complete property transfers into the system within two business days of recordation date.
- Refine and expand the Land Records System to take advantage of the improved functionality for the real estate division by expanding the Keystone Client application.
- 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 2014:**

- Expand the ongoing effort to convert records used by this office from paper to electronic form by converting all existing mass mailing forms to barcode readable documents.
- Continue to work with the Information Technology Department to assist in the development of the ongoing integrated land records system (ESRI/EnerGov).

**BUDGET SUMMARY:**

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$1,117,943	\$1,188,340	\$1,214,034	\$1,246,856
Operating	\$105,080	\$137,092	\$96,602	\$101,244
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,223,023</b>	<b>\$1,325,432</b>	<b>\$1,310,636</b>	<b>\$1,348,100</b>
Revenue	\$180,642	\$179,121	\$386,561	\$186,544
<b>Net Local Revenue</b>	<b>\$1,042,381</b>	<b>\$1,146,311</b>	<b>\$924,075</b>	<b>\$1,161,556</b>
Full Time Staff	20.00	20.00	20.00	20.00
Part Time Staff	0.00	0.00	0.00	0.00
<b>Full-time Equivalent</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

**BUDGET ANALYSIS:**

The FY 2014 adopted budget for the Commissioner of the Revenue includes personnel expenditure increases due to rising benefits 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.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
Mapping changes	1,814	1,922	1,850	1,900
Record revisions on appraisal module	2,889	3,410	3,000	3,250
Preparing assessments for new construction	1,105	1,131	1,150	1,150
Transfers	3,088	3,247	3,100	3,150

### **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.

<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
Transfers recorded within 48 hours (after April 1)	93%	95%	95%	95%
New construction data entered prior to January 31	81%	85%	90%	90%

# Commissioner of the Revenue

## ***Program 2: Land Use/Tax Relief for the Elderly***

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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Parcels in land use	3,953	3,941	3,950	3,950
Roll backs calculated	37	35	40	40
New applications & revalidation receipts	100	130	3,000 <sup>1</sup>	150
Land use inspection	30	25	20	25

<sup>1</sup> In Fiscal Year 2013 as part of sexennial revalidation, all owners of parcels in land use are required to re-apply to maintain that designation.

### **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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Applications and revalidations processed within 60 days of receipt	88%	85%	75% <sup>1</sup>	85%
Exonerations of qualified applicants completed within 30 days of receipt	80%	83%	90%	90%

<sup>1</sup> Fiscal Year 2013 estimated outcome is lower due to sexennial revalidation.

# 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 Act (PPTRA) of 1998, as amended must be monitored constantly. A formal personal property tax relief audit has been established to ensure the proper apportionment of the relief. This critical task was added to the workload of existing staff members with no additional funding.

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Exonerations	10,191	9,980	10,400	10,000
Supplements	9,435	9,120	9,600	9,500
PPTRA qualifying vehicles	69,326	70,846	70,700	70,800
Qualifying leased vehicles	316	330	320	330
Audit letters	200	200	200	200
Personal Property returns	51,659	50,535	51,800	50,800
Vehicles disqualified	201	64	200	75
License fees assessed	70,177	71,138	71,000	71,100

**OBJECTIVES:**

- Improve revenue projections and tax relief distribution.
- Complete all Personal Property return processing by July 30th.

OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Personal Property returns processed by 7/30	85%	83%	85%	85%

# Commissioner of the Revenue

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## ***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, occupational, and professional 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 the 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. The loss of staff in this division during the FY 2010 budget reductions has greatly affected the office's ability to perform even a cursory review of business returns which inherently creates compliance issues.

### *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 is 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 season due to the loss in 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.

## Commissioner of the Revenue

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Business license applications mailed	3,141	3,083	3,100	3,100
Virginia Workers Compensation forms	1,425	1,397	1,400	1,400
Bank stock audit	11	11	10	11
Consumer Utility Tax returns	10	10	10	10
Business Personal Property returns	4,233	4,178	4,200	4,200
Machinery & Tools returns	49	49	49	49
Transient Occupancy Tax returns	11	11	11	11
State income correspondence	536	692	550	650
State income returns processed	6,895	6,213	6,800	6,200
State estimated returns processed	1,560	1,530	1,500	1,500
Accelerated refunds processed	3,194	2,643	3,200	2,600

### OBJECTIVES:

- Ensure the maximum assessment of revenue for Business, Professional and Occupation License (BPOL) by performing desk audits and other reviews of filings by May 30<sup>th</sup>.
- Ensure the maximum assessment of revenue for business personal property (BPP) taxes by July 30<sup>th</sup>.

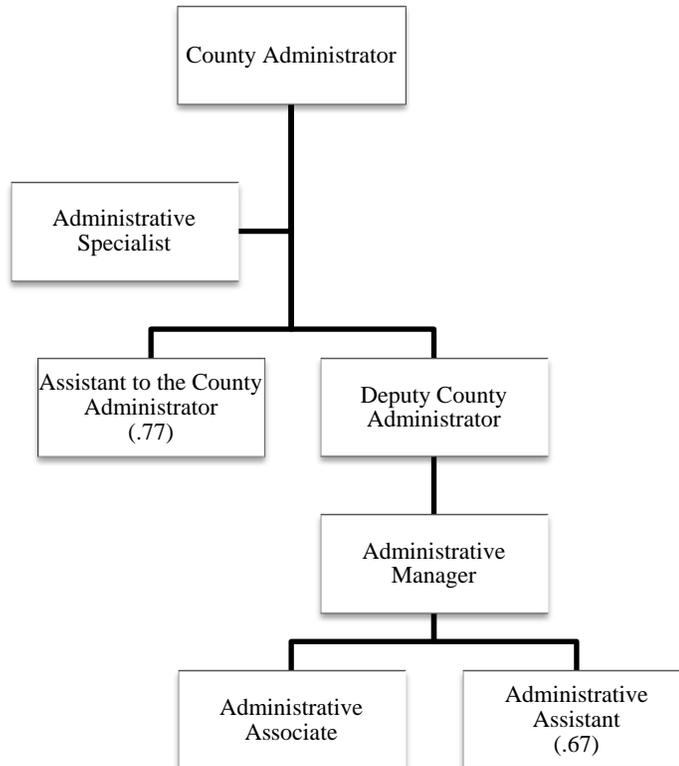
OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
BPOL desk audits completed by May 30	5%	6%	5%	7%
BPP desk audits completed by July 30	8%	7%	5%	7%

# County Administration

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## 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

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## KEY PROJECTS FOR FY 2014:

- Work with the Board of Supervisors to strategically carry out the Board's vision and priorities.
- Develop and deliver an annual legislative plan.
- Continue to research and identify additional sources of new revenue.
- Maintain the Continuity of Operations and Disaster Recovery Plan.
- Maintain or enhance the County government's fiscal stability and credit worthiness.

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$675,823	\$653,497	\$656,022	\$674,053
Operating	\$35,338	\$35,925	\$32,430	\$32,430
Capital	\$0	\$3,183	\$0	\$0
<b>Total</b>	<b>\$711,161</b>	<b>\$692,605</b>	<b>\$688,452</b>	<b>\$706,483</b>
Revenue	\$7,778	\$175	\$0	\$0
<b>Net Local Revenue</b>	<b>\$703,383</b>	<b>\$692,430</b>	<b>\$688,452</b>	<b>\$706,483</b>
<b>Full-time Equivalents</b>	<b>6.67</b>	<b>6.67</b>	<b>6.44</b>	<b>6.44</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for County Administration includes personnel expenditure increases due to rising benefits costs.

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### *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 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.

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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Board of Supervisors agenda items submitted	112	72	115	100
Legislative priorities developed and submitted for Board of Supervisors' consideration	19	20	20	20
Standing Board/Committee meetings	47	72	75	75

### 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.

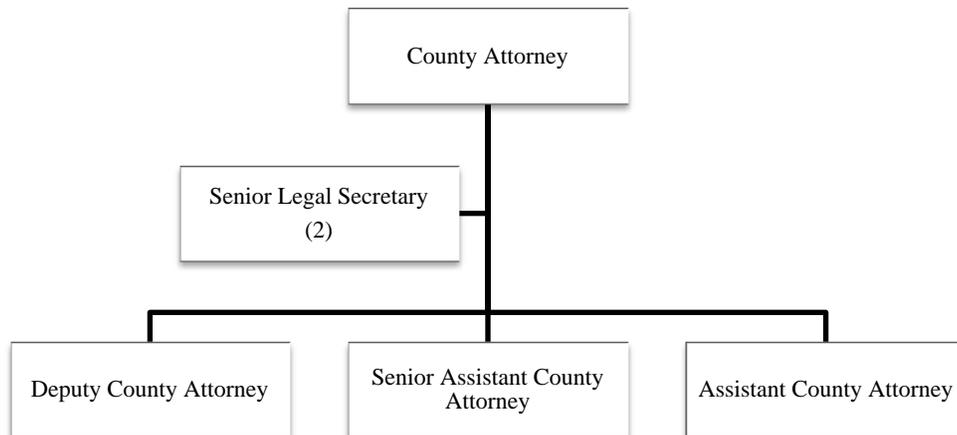
OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	Annual	Annual
Maintain a Continuity of Operations and Disaster Recovery Plan	Ongoing	Ongoing	Ongoing	Ongoing
Achieve/Maintain AA+ bond ratings	Aa1, AA+ and AA	Aa1, AA+ and AA	Aa1, AA+ and AA+	Aa1, AA+ and AA+
Staff turnover rate (County-wide)	10%	11%	11%	11%

# County Attorney

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## ORGANIZATIONAL PURPOSE:

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



## GOALS:

- Provide timely and effective legal advice and representation to the Board of Supervisors and all other boards, commissions, departments, and employees of the County.
- Effectively handle civil litigation by and for the County, its 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 PROJECT FOR FY 2014:

- Complete remaining sales of properties through the Neighborhood Stabilization Program.
- Initiate sales process for delinquent real estate properties in order to recover delinquencies and return the properties to taxpaying status.

# County Attorney

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$569,854	\$580,748	\$601,166	\$619,177
Operating	\$122,126	\$62,045	\$47,574	\$47,574
Capital	\$0	\$00	\$0	\$0
<b>Total</b>	<b>\$691,980</b>	<b>\$642,793</b>	<b>\$648,740</b>	<b>\$666,751</b>
Revenue	\$23,606	\$9,566	\$25,000	\$10,000
<b>Net Local Revenue</b>	<b>\$668,374</b>	<b>\$633,227</b>	<b>\$623,740</b>	<b>\$656,751</b>
<b>Full-time Equivalent</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for the County Attorney includes personnel expenditure increases due to rising benefits costs.

### *Program 1: General Legal Services*

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 as well as administrative tribunals. 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, commissions, and employees of the County.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
Files opened (non-litigation)	229	166	290	200
Document review and opinion requests	280	310	265	300
Real estate settlements	8	16	5	8
Miscellaneous litigation	8	8	10	12
Zoning enforcement summonses	24	24	25	25
Sheriff's Office FOIA responses processed	81	130	90	130

# County Attorney

**OBJECTIVE:**

- Provide prompt response to client inquiries.

OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Respond to 75% of requests for opinions within two working days	65%	70%	75%	75%
Respond to 75% of requests for document reviews within 4 working days	70%	70%	75%	75%
Return at least 90% of telephone calls within same working day	90%	90%	90%	90%

***Program 2: Delinquent Tax Collections***

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 tax through litigation in State, Federal and Bankruptcy courts. In addition to the collection of taxes, the program also collects unpaid fees and fines, including landfill tipping fees and library assessments. This program also provides administrative assistance to the offices of the Treasurer and Commissioner of Revenue in their tax collection efforts.

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Total tax collections	\$556,289	\$564,240	\$400,000	\$430,000
Personal property collections	\$144,175	\$81,170	\$100,000	\$80,000
• Cases Filed-General District Court	381	332	300	300
• Letters sent	572	536	500	500
• Trials	10	13	5	5
• Interrogatory participation	N/A	N/A	N/A	95 <sup>1</sup>
• Judgments satisfied	75	27	75	25
Real estate collections	\$412,114	\$483,070	\$300,000	\$350,000
• Attorneys' fees and costs collected	\$20,461	\$6,621	\$10,000	\$8,000
Properties sold for delinquent taxes	3	0	0	0
Total properties redeemed	24	45	10	30
Files opened	45	38	10	30
Cases filed-Circuit Court	2	4	10	10

<sup>1</sup>New service volume in FY 2014.

# County Attorney

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## OBJECTIVES:

- Obtain judgments against delinquent taxpayers in order to increase payment by debtors and extend the period of time during which taxes remain collectible.
- Conduct tax sales of delinquent real estate in order to recover delinquencies and return the properties to taxpaying status.

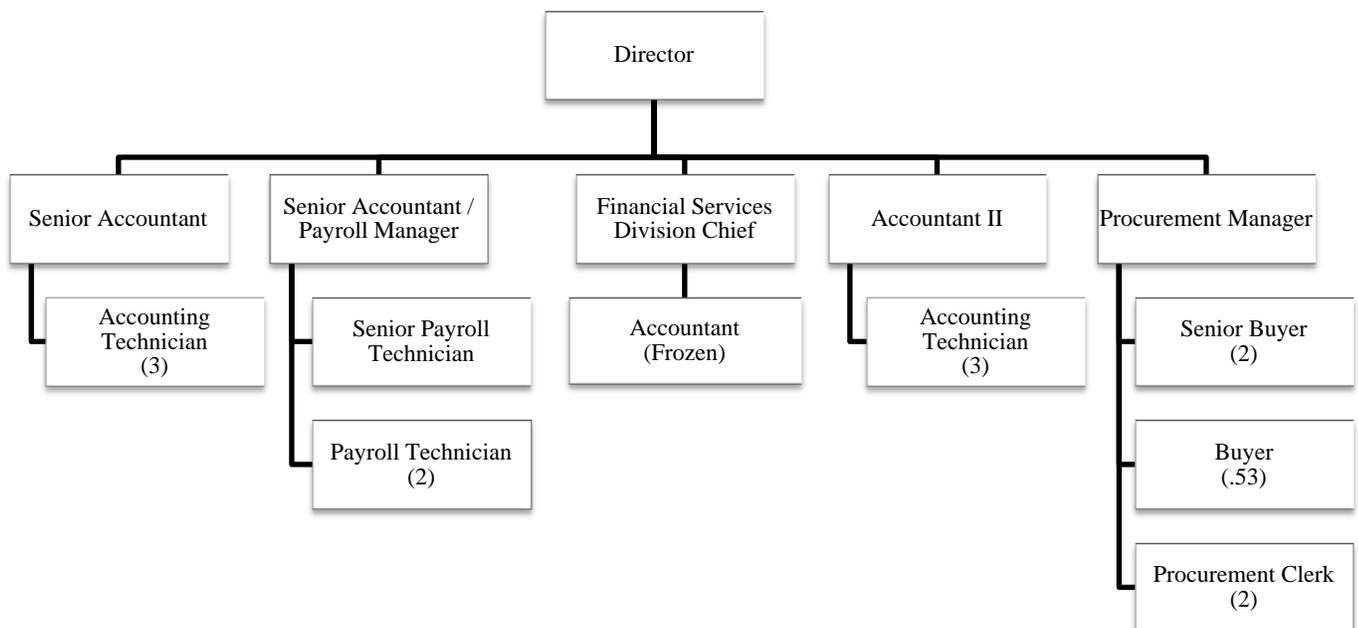
<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
File suit in cases where the amount of debt meets filing criteria	100%	100%	100%	100%

# 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, debt management, accounting, accounts payable and receivable, Federal and State grants reporting, payroll processing, payroll tax compliance, fixed asset reporting, and procurement.



## 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 ensure compliance with legal requirements and minimize the cost.
- 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.

# Finance

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## KEY PROJECTS FOR FY 2014:

- Develop program-specific format for internal audits of County departments receiving State and/or Federal funding.
- Monitor and assist with the development of financial projections for the Airport.
- Assist in the monitoring and update of the Landfill ten-year financial projections.
- Study methods to enhance and automate workflow in Payroll and Accounts Payable to reduce costs and potentially utilize prompt payment discounts.
- Develop and document procedures on key internal processes.
- Evaluate, implement, and monitor health insurance self-funding and reserve.
- Evaluate time and attendance automated programs, in conjunction with other County departments, in order to operate more efficiently.
- Implement a new payroll software module to enhance the coordination of data input and improve efficiency in the County and School payroll processing.
- Evaluate non-exempt Finance positions to establish career ladders.
- Support the Department of Social Services with financial services and internal control review.
- Establish annual procurement training program to consistently inform and educate County and School departments on changes and improvements to policy and procedures/regulations.
- Develop purchase card programs (emergency and pilot) for Board of Supervisors' consideration.

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$1,275,112	\$1,188,102	\$1,394,015	\$1,482,849
Operating	\$67,666,0	\$69,668	\$108,000	\$102,985
Capital	\$0	\$13,200	\$0	\$0
<b>Total</b>	<b>\$1,342,778</b>	<b>\$1,270,970</b>	<b>\$1,502,015</b>	<b>\$1,585,834</b>
Revenue	\$6,250	\$4,720	\$6,250	\$6,250
<b>Net Local Revenue</b>	<b>\$1,336,528</b>	<b>\$1,266,250</b>	<b>\$1,495,765</b>	<b>\$1,579,584</b>
<b>Full-time Equivalents</b>	<b>20.00</b>	<b>20.00</b>	<b>20.53</b>	<b>20.53</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for the Finance Department includes personnel expenditure increases due to rising benefits costs.

# Finance

## ***Program 1: Administration and Financial Reporting***

Produce the County government and School Division Comprehensive Annual Finance Report (CAFR). Coordinate annual external audit. Manage general ledger transactions, debt service, capital assets, and grants. Maintain the integrity of all financial data and internal control structures, and act as fiscal agent for County agencies, the School Division, and other organizations as required.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
Outstanding debt issues	24	26	29	29
Journal transactions	1,781	1,777	1,725	1,708
Accounts Added or Deactivated in the General Ledger	3,259	1,342	1,476	1,550
School activity fund internal reviews <sup>1</sup>	14	2	14	14
Volunteer fire & rescue internal reviews	5	6	6	6
Petty cash internal reviews	29	31	31	31
Revenue transmittals	378	496	501	505
Manual interest earnings calculations	18	19	19	19
Programs interfaced	11	11	11	12
Development of long-term projections (Proprietary Funds)	2	2	2	2

<sup>1</sup>The decrease in the 2012 Activity Fund internal reviews were due to other, competing priorities. In FY 2013 and 2014, those audits are expected to resume.

### **OBJECTIVES:**

- Publish accurate and informative financial documents annually, in compliance with GAAP regulations, Government Finance Officers Association (GFOA) standards.
- Annually publish accurate and informative financial documents in compliance with Government Finance Officers Association (GFOA) standards and meet State and GFOA submission deadlines.

<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
Achieve GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes
Prepare and submit the Consolidated Annual Financial Report within State deadlines	Yes	Yes	Yes	Yes

# Finance

## ***Program 2: Accounts Payable***

Process 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.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
Invoices paid	37,715	37,711	42,300 <sup>1</sup>	39,000
Checks issued	17,518	16,349	18,629 <sup>1</sup>	17,500
Dollar amount processed	\$59,027,030	\$67,942,104	\$77,000,000 <sup>1</sup>	\$68,000,000
New vendors added	1,362	1,274	1,500	1,378
1099's issued	316	337	320	320

<sup>1</sup>Increases are due to expenditures for the Fauquier High School renovations.

### **OBJECTIVE:**

- Improve efficiency of processing vendor payments.

<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
Invoice to check ratio	2.15	2.31	2.27	2.22

## ***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 IRS Form W-2 for all employees.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
Employees Paid Monthly	1,772	1,762	1,762	1,762
Employees Paid Bi-Weekly	1,039	1,257	1,257	1,257
Annual Checks/Direct Deposit	52,750	53,826	53,826	53,826

### **OBJECTIVE:**

- 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.

# Finance

OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Records maintained of payroll-related errors/corrections	Yes	Yes	Yes	Yes
Contact initiated with employee within 24 hours	100%	100%	100%	100%
Provide training to departmental users to ensure they are in compliance with County and School guidelines.	Yes	Yes	Yes	Yes

## ***Program 4: Procurement Division***

Procurement 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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Purchase Orders (PO) Issued	5,557	5,245	5,700	5,700
Purchase Order Edits	1,235	1,289	1,200	1,225
PO Edits to Issuance	22%	25%	21%	22%
IFB, RFP, Contracts Issued	78	166 <sup>1</sup>	100	100
Contracts Managed	481	492	515	525

<sup>1</sup>Higher than anticipated due to one-time issuance of 45 CSA contracts.

### **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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Training sessions provided for County/School staff members <sup>1</sup>	1	3	5	5
Revisions made/approved to Policies, Procedures & Terms/Conditions <sup>2</sup>	N/A	N/A	3	5

<sup>1</sup>Declines in FY 2011 and 2012 are due to reductions in Procurement staff available to conduct training sessions and County-wide hiring freeze.

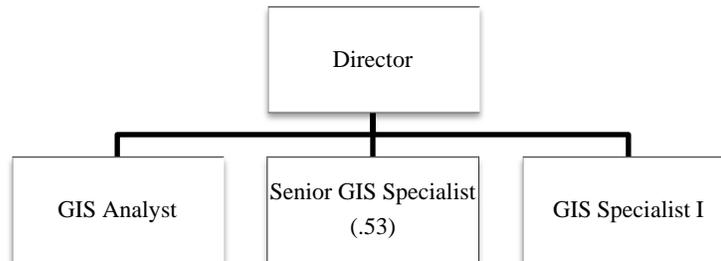
<sup>2</sup>New goal in FY 2013.

# Geographic Information Systems

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## 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 to the public.
- Administer and provide E-911 street addressing and GIS services.

## KEY PROJECTS FOR FY 2014:

- Complete GIS migration project and establish new work flows and processes related to data management within the new GIS.
- Work with EnerGOV consultants when necessary to help with the Community Development system migration as it relates to GIS.
- Maintain and enhance GIS web application.
- Integrate new digital mapping layers in the GIS, as coordinated and prioritized by County needs.
- Provide GIS technical support, assistance, and training consistent with departmental and County-wide objectives.
- Provide customized maps and reports to County agencies and the public.
- Provide E-911 addressing administrative and technical functions, consistent with the requirements of Emergency Services, including functions for the incorporated towns within the County.
- Continue to coordinate and improve County/Town of Warrenton E-911 addressing process flow.
- Establish and communicate new and reassigned street addressing information to post offices, utility companies, internal County departments, and citizens.

# Geographic Information Systems

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$254,064	\$264,716	\$270,840	\$279,853
Operating	\$18,332	\$22,734	\$11,432	\$11,432
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$272,396</b>	<b>\$287,450</b>	<b>\$282,272</b>	<b>\$291,285</b>
Revenue	\$11,114	\$6,426	\$10,000	\$10,000
<b>Net Local Revenue</b>	<b>\$261,282</b>	<b>\$281,024</b>	<b>\$272,272</b>	<b>\$281,285</b>
<b>Full-time Equivalents</b>	<b>3.53</b>	<b>3.53</b>	<b>3.53</b>	<b>3.53</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for Geographic Information Systems includes personnel expenditure increases due to rising benefits costs.

### *Program 1: GIS*

GIS services are provided to internal and external customers.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
GIS generated reports and files produced	155	130	150	150
Custom maps produced	285	190	250	250
Standard maps produced	1,325	1,000	700 <sup>1</sup>	850 <sup>1</sup>
Type I Soils maps digitized	5	2	8	8
Graphics support provided	300	156	200	175
Training/Technical Support provided	55	40	100	75
Digital file requests processed	320	389	450	450
Street address requests processed	210	243	225	250
New streets added & signs ordered	68	61	70	65
Response Book & E-911 maps produced	91	41	100	75
Response Book PDF files/pages produced	250	210	250	250

<sup>1</sup>With the implementation of the new GIS system, many end users are now able to produce standard maps.

# Geographic Information Systems

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## OBJECTIVES:

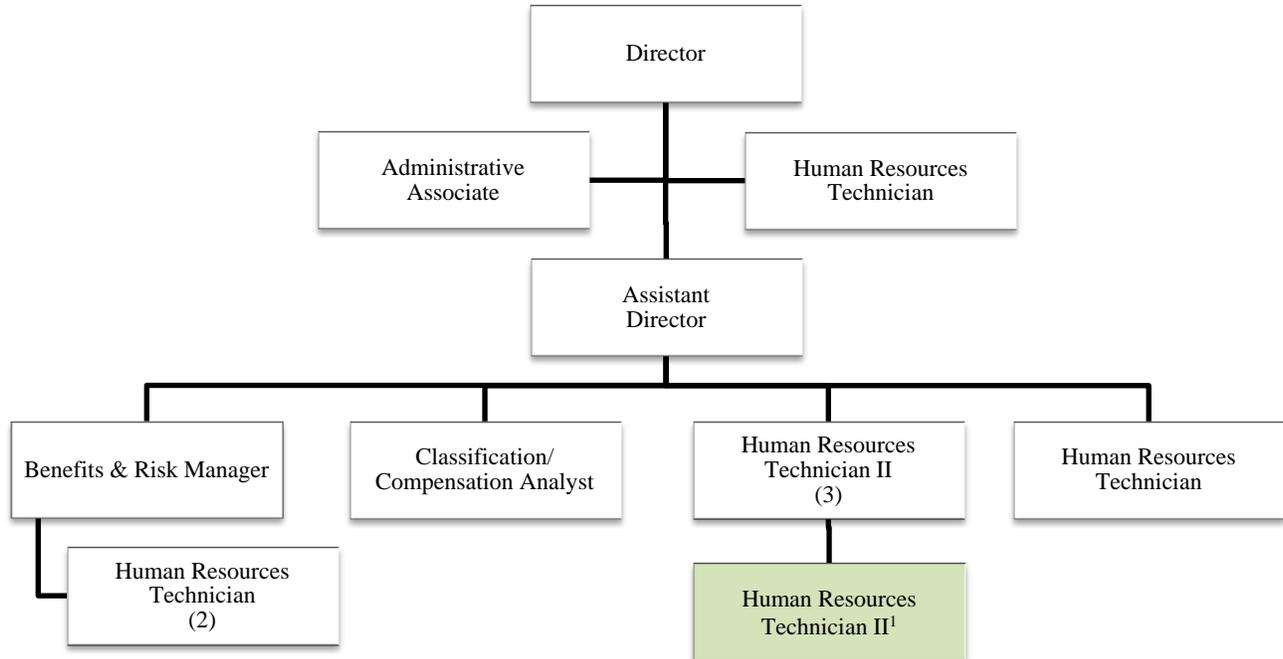
- Improve direct public access to GIS tools and data.
- Provide the underlying technology required to assist County agencies in providing effective support to residents.

<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
Revenue generated by GIS product sales	\$11,114	\$6,426	\$10,000	\$10,000
Individual map layers available via the Internet	24	24	35	35
Digital map layers and databases maintained/ created for analysis and internal use in decision making	325	220	350	300
Server-based GIS system users	91	91	100	100

# Human Resources

## ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources (HR) Department provides quality services to assist the General 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.



<sup>1</sup> FY 2014 enhancement totaling 1.0 FTE included in shaded position.

## GOALS:

- Streamline systems and programs to increase efficiency and effectiveness of service delivery.
- Incorporate the use of technology and automation to decrease reliance on manual systems and operations.
- Identify and incorporate full capabilities of Human Resource Information Systems to enhance work flow and operation.
- Implement diversified strategies that will address challenges associated with employee recruitment, retention, and development.
- Provide opportunities for staff to participate in job specific training courses/programs.
- Ensure department staff is abreast of current trends in Human Resource administration that will enhance specific functional operations.
- Enhance capabilities by utilizing a cost sharing initiative with the Department of Fire, Rescue and Emergency Management to better meet national guidelines for HR services.

# Human Resources

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## KEY PROJECTS FOR FY 2014:

- Implement an HR Information System to enhance the management of business processes.
- Work with clients to begin succession planning for key positions within departments.
- Implement electronic personnel records to enhance accessibility of data and utilization of space.
- Introduce and communicate County thematic goals and School Division aspirations to continue to enhance consolidated, new-hire orientations including presentations from various departments outside of Human Resources to provide an overview of services.
- Increase staff development in specific functional areas.
- Educate and prepare employees for retirement using short and long term planning goals.
- Enhance opportunities to create depth in County staff through education and training by setting and attaining higher education goals for aspiring leaders, creating and implementing career ladders, and creating partnerships for classroom and online courses for skill enrichment.
- Enhance electronic open enrollment process to include data transfer to payroll system and vendors.
- Strengthen partnership with internal customers (Administration, Department Heads, Constitutional Officers, School Administrators, etc.) to provide added value and generate significant customer satisfaction.

## BUDGET SUMMARY:

	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Costs:				
Personnel	\$814,119	\$851,341	\$900,944	\$1,036,207
Operating	\$335,111	\$404,785	\$794,642	\$832,136
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,149,230</b>	<b>\$1,256,126</b>	<b>\$1,695,586</b>	<b>\$1,868,343</b>
Revenue	\$70,838	\$59,660	\$83,930	\$83,930
<b>Net Local Revenue</b>	<b>\$1,078,392</b>	<b>\$1,196,466</b>	<b>\$1,611,656</b>	<b>\$1,784,413</b>
<b>Full-time Equivalents</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for the Human Resources Department includes the addition of a full-time Human Resources technician, funding for on-line and on-site professional development courses, increased funding for tuition reimbursements to align with actual costs, and personnel expenditure increases due to rising benefits costs. In addition, the adopted budget includes anticipated increases for Line of Duty premiums and other County insurance policies.

# Human Resources

## *Program 1: Departmental Services – Human Resources*

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Employment applications processed	18,941	15,248	16,300	17,000
Employee participation in orientation	535	607	600	650
Employees separating from employment	256	338	260	275
Employees participating in Flexible Spending Accounts	12.3%	12.1%	15%	16%
Employees enrolled in the health insurance program	77.6%	80.9%	84%	85%
Employees enrolled in a deferred compensation account	28.6%	32.6%	37%	40%

### **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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Exit interviews completed	69%	66%	73%	78%
Turnover rate	10.2%	10.2%	10.8%	10.5%
Provide two educational seminars a year to employees	32	3 <sup>1</sup>	40	50

<sup>1</sup>A significant reduction in educational seminars occurred in FY 2012, as a direct result of staff changes and budgeting constraints that occurred during the fiscal year.

# Human Resources

## *Program 2: Departmental Services – Risk Management*

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
On-the-job injuries	186	148	185	160
Employee auto accidents	67	92	70	70
Property damage claims	12	9	10	10
Liability claims	6	2	10	10

### **OBJECTIVES:**

- 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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Safety inspections performed	36	6 <sup>1</sup>	36	36
Safety trainings	1,063	85	1,100	1,100
Preventable auto accidents	20	35	20	18
OSHA reportable injuries	110	54	100	90

<sup>1</sup>A significant reduction in safety inspections and trainings occurred in FY 2012, as a direct result of staff changes that occurred during the fiscal year. Additionally, safety trainings offered online through the Virginia Municipal League in FY 2011 are no longer available.

# Independent Auditor

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## 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 (CAFR) is audited to ensure compliance with standards and guidelines established by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers' Association (GFOA). The Independent Auditor also audits the County's Federal grants (single audit), based on the United States Office of Management and Budget Circular A-133, Audits of State and Local Governments. The auditors evaluate and express their "unqualified" opinion on the overall financial statement presentation. This function includes the County's annual cost allocation study utilized for grant billings.

## 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 PROJECT FOR FY 2014:

- Prepare a Request for Proposal (RFP) for commencement of audit and cost allocation services for FY 2014.

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$0	\$0	\$0	\$0
Operating	\$125,373	\$135,050	\$142,630	\$147,594
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$125,373</b>	<b>\$135,050</b>	<b>\$142,630</b>	<b>\$147,594</b>
Revenue	\$0	\$0	\$0	\$0
<b>Net Local Revenue</b>	<b>\$125,373</b>	<b>\$135,050</b>	<b>\$142,630</b>	<b>\$147,594</b>
<b>Full-time Equivalents</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

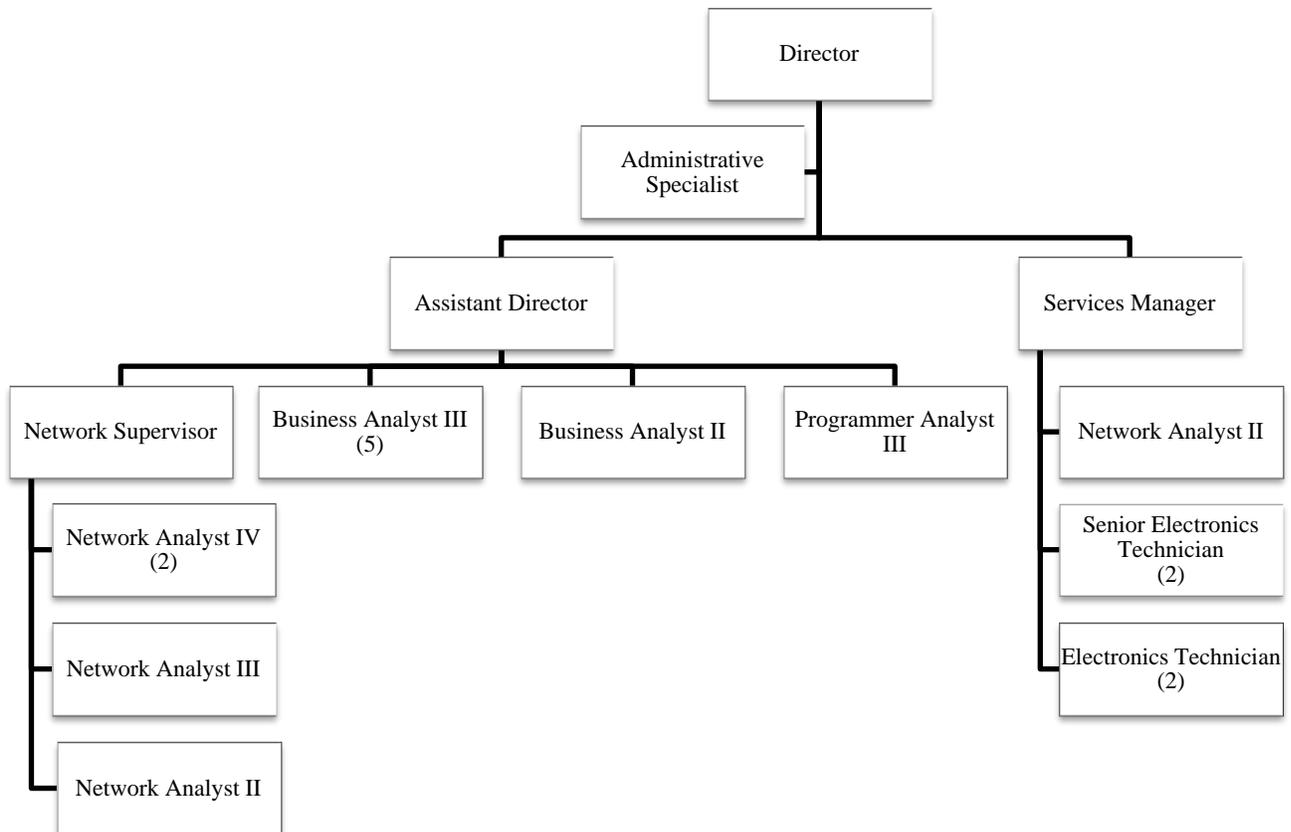
## BUDGET ANALYSIS:

The FY 2014 adopted budget for the Independent Auditor includes increases as required by the County's external auditing contracts.

# 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.



## 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 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.
- 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.
- Become a technology partner with the Fauquier County Public Schools by providing shared services where appropriate.

# Information Technology

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## KEY PROJECTS FOR FY 2014

- Implement the EnerGov system to automate processes in Community Development.
- Continue the implementation of virtual work stations by converting public workstations at the library to thin clients and reevaluate deployment to all non-public workstations.
- Continue collaborating with the School System on ways to share systems and resources to benefit both organizations.
- Replace the County government website with an updated platform that presents information to citizens in a way that is more meaningful to them and allows departments to manage their own content.
- Replace the Human Resources/Payroll system with a system that allows for more efficiency and reduces the need for multiple systems which require duplication of effort and possible errors in data. Implement a new Time and Attendance module for accurate intake, tracking, payment, and reporting.
- Implement funded projects as prioritized by the Technology Review Board.

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$1,594,075	\$1,694,707	\$1,778,121	\$1,865,526
Operating	\$1,159,668	\$1,222,419	\$1,209,023	\$1,325,177
Capital	\$34,707	\$115,587	\$22,250	\$22,250
<b>Total</b>	<b>\$2,788,450</b>	<b>\$3,032,713</b>	<b>\$3,009,394</b>	<b>\$3,212,953</b>
Revenue	\$2,300	\$2,750	\$1,600	\$1,600
<b>Net Local Revenue</b>	<b>\$2,786,150</b>	<b>\$3,029,963</b>	<b>\$3,007,794</b>	<b>\$3,211,353</b>
<b>Full-time Equivalent</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for Information Technology includes personnel expenditure increases due to rising benefits costs. In addition, the adopted budget includes increased funding for maintenance service contracts for new software systems and workstations.

# Information Technology

## *Program 1: Information Technology*

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Network Printers/Copiers	95	95	92	97
Network Devices	110	135	150	158
Servers (Production Only)	95	106	171	183
Array Storage Allocated <sup>1</sup>	14	22	28	42
Service Requests <sup>2</sup>	2,225	2,000	3,310 <sup>3</sup>	3,870 <sup>3</sup>
IP Phones	530	918	1,102	1,495

<sup>1</sup>In terabytes.

<sup>2</sup>Includes Work Orders from communications staff transferred to IT from General Services mid-year FY 2011.

<sup>3</sup>Volume is expected to increase with additional schools on VoIP and the implementation of 3 major systems.

### **OBJECTIVES:**

- Implement funded projects approved by the Technology Review Board.
- Provide shared services/support to the Fauquier County Public Schools, where appropriate.
- Convert County/School phones to Voice over Internet Protocol (VoIP).

OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Automate Community Development (EnerGov)	N/A	10%	80%	100%
HR/Payroll system implemented (including time and attendance)	N/A	10%	60%	100%
Virtual desktops implemented <sup>1</sup>	0%	10%	50%	30%
County/School sites converted to VoIP	60%	75%	87%	100%

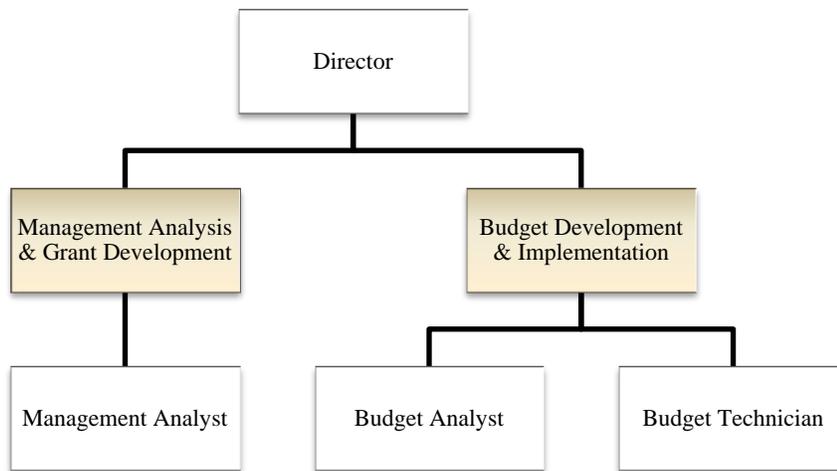
<sup>1</sup>Decrease in Virtual Desktop implementations may occur as the department reevaluates for non-public workstations.

# Management and Budget

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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.

The office accomplishes these goals by managing the development of the proposed and adopted budgets and the capital improvement program, monitoring the budget's implementation and departments' progress toward their established goals, conducting program analysis and management studies, providing economic analysis, identifying potential issues for the organization's consideration, and assisting departments with the acquisition and management of outside 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 identification of outside funding opportunities for priority projects and programs.

# Management and Budget

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## KEY PROJECTS FOR FY 2014:

- 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.
- Continue to identify outside funding opportunities and provide grant support services.

## BUDGET SUMMARY:

	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted	FY 2014 Adopted
Costs:				
Personnel	\$355,405	\$366,312	\$376,824	\$387,025
Operating	\$24,814	\$19,453	\$34,800	\$33,800
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$380,219</b>	<b>\$385,765</b>	<b>\$411,624</b>	<b>\$420,825</b>
Revenue	\$0	\$0	\$0	\$0
<b>Net Local Revenue</b>	<b>\$380,219</b>	<b>\$385,765</b>	<b>\$411,624</b>	<b>\$420,825</b>
<b>Full-time Equivalents</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for the Office of Management and Budget includes personnel expenditure increases due to rising benefits costs.

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### *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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Budget submissions	46	47	47	47
Capital Improvement Program (CIP) project requests	40	38	38	61
County Asset Replacement Plan project requests	6	6	12	14
Contributory agency funding requests	40	40	43	43
Budget adjustments	307	256	300	300

# Management and Budget

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**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.
- Provide analysis of the County’s economic environment to monitor the County’s fiscal health and ensure an accurate projection of County revenues.
- Ensure budget documents meet required criteria in support of OMB’s goal to achieve the Government Finance Officers Association (GFOA) Budget Presentation Award.

OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
General Fund expenditures to budget	96.8%	96.4%	98.0%	98.0%
General Fund revenue to budget	100.2%	99.9%	98.0%	98.0%
Attain GFOA Budget Presentation Award	Yes	Yes	Yes	Yes

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***Program 2: Management Analysis and Grant Development***

- Assist the decision-making process of County management by developing benchmarking studies, program analysis, research, and providing data.
- Research grant opportunities for County departments.
- Develop/review grant applications for County departments and associated agencies.
- Maintain database of County grant applications and awards.
- Assist in the annual budget development process by supporting departments with the drafting of departmental organizational charts and crafting of performance measures.

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
New grant opportunities reviewed for eligibility	9,189	10,022	9,500	9,500
Grant opportunities referred to County departments	48	37	30	30
Grant opportunities referred to non-County agencies	14	25	15	15

# Management and Budget

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## OBJECTIVES:

- Continue to identify outside funding opportunities utilizing the County's grant acquisition service.
- Provide grant support services, assisting with the development of funding applications.
- Complete special projects requiring benchmarking studies, program analysis, and research.
- Ensure budget narratives and organizational charts meet required criteria in support of OMB's goal to achieve the GFOA Budget Presentation Award.

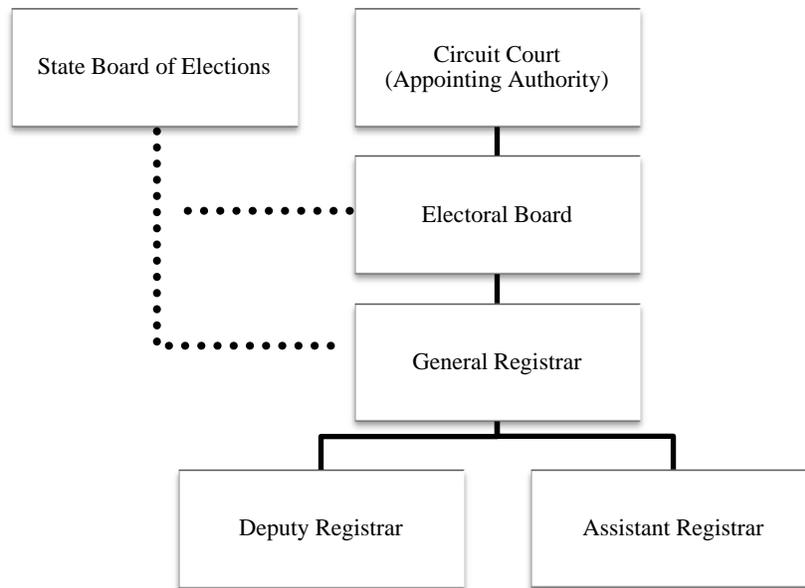
<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
Funding applications developed	10	6	5	6
Grants awarded to County departments	29	26	22	20
Special projects completed <sup>1</sup>	N/A	N/A	6	6

<sup>1</sup>*New measure in FY 2013.*

# Registrar

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The Constitution of Virginia creates the Office of the General Registrar in Article 2, Section 8 and represents a core function of government. The Office of the General Registrar promotes consistent administration of all elections, voter registration, 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, absentee voting, election materials, voting machines, ballots, voting precincts, recruitment and training of Officers of Election.



## GOALS:

- Ensure compliance with the Constitution of Virginia and Code of Virginia.
- Promote a customer friendly environment for both the public and candidates.
- Provide cost effective, convenient, courteous and accurate services to registrants.
- Provide fair and honest Federal, Commonwealth, and County elections to qualified registered voters.
- Offer absentee voting to all qualified voters who request this service; ensure the number of absentee voters is correctly projected; record all absentee requests; and issue correct ballots to each voter.
- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and committees; collect information on candidate contributions; and, record all candidate filings for public review.

# Registrar

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- Educate Officers of Election on registration and election laws and voting procedures to ensure every precinct conducts fair and impartial elections, ensure precinct manuals are supplied to all precinct workers on Election Day policy and procedures.
- Provide important information to the public regarding the administration of elections in the County and Commonwealth.
- Attend educational seminars relevant to changes in election laws or policy procedures.
- Provide training to all Chief and Assistant Chief Officers before each election is conducted.
- Ensure voting equipment testing is conducted in a timely manner.
- Ensure publishing of all media advertisements required by the Code of Virginia.
- Ensure a safe and secure voting environment is provided to each voter.

## KEY PROJECTS FOR FY 2014:

- Mail National Change of Address confirmation notices.
- Elections:
  - General election for Governor, Lt. Governor, Attorney General, and House of Delegates (November 2013).
  - General elections for the Incorporated Towns of Remington, The Plains, and Warrenton (May 2014).
  - Dual primary elections for the U.S. Congress (June 2014).
- Electronic Pollbook data configuration and deployment elections noted above.
- Intensive Officer of Election training sessions before each election.

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$217,433	\$280,134	\$301,181	\$307,102
Operating	\$85,452	\$149,232	\$104,955	\$104,955
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$302,885</b>	<b>\$429,366</b>	<b>\$406,136</b>	<b>\$412,057</b>
Revenue	\$57,771	\$81,499	\$48,452	\$75,668
<b>Net Local Revenue</b>	<b>\$245,114</b>	<b>\$347,867</b>	<b>\$357,684</b>	<b>\$336,389</b>
<b>Full-time Equivalents</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for the Registrar includes personnel expenditure increases due to rising benefits costs. The adopted budget also includes increases in reimbursement revenue related to the 2014 general elections for the incorporated towns in the County.

# Registrar

## *Program 1: Voter Registration*

The General Registrar provides appropriate forms for those applying to vote and maintains the official voter registration records, in addition to other duties defined in the Constitution of Virginia, Code of Virginia, and by the State Board of Elections. The official voter registration records allow the General Registrar to provide an accurate list of voters to each polling place. The Electoral Board delegates to the General Registrar the duties of arranging and supervising the elections held in the County.

<b>SERVICE VOLUME</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Projected</b>
Voter Registration Totals	44,846	45,204	47,228	48,188

### **OBJECTIVES:**

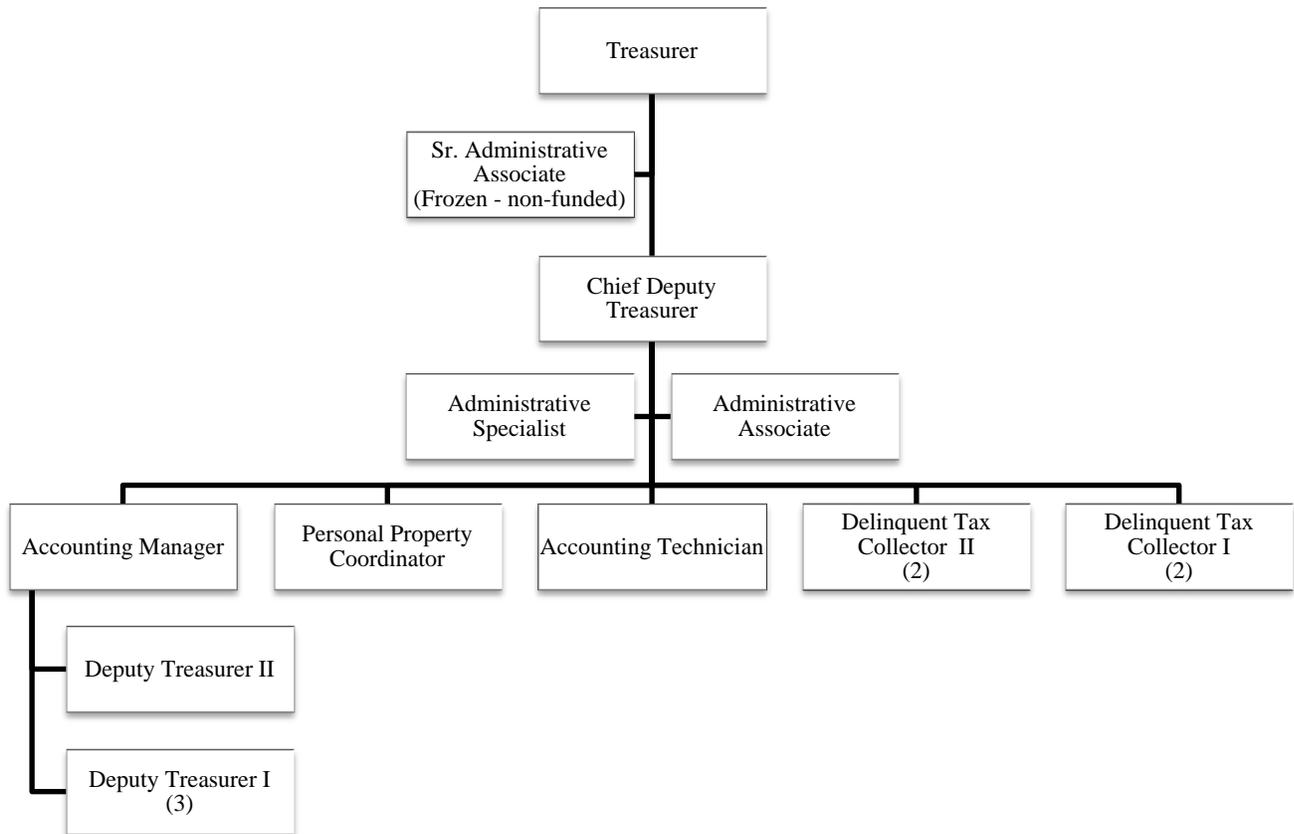
- Promote consistent administration of all election, registration, and campaign finance laws, rules and regulations.

<b>OUTCOME MEASURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Goal</b>
Manuals published before election training	100%	100%	100%	100%
Polling locations compliant with ADA guidelines	100%	100%	100%	100%
Voting machines pass public testing	100%	100%	100%	100%
Campaign finance reporting compliance	100%	100%	100%	100%
Reconcile ballots cast with voters	100%	100%	100%	100%

# 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

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## KEY PROJECT FOR FY 2014:

- Incorporate a collection module to enhance the collection of delinquent taxes.

## BUDGET SUMMARY:

	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>
Costs:				
Personnel	\$878,105	\$905,831	\$963,403	\$997,881
Operating	\$108,565	\$150,302	\$131,124	\$132,933
Capital	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$986,670</b>	<b>\$1,056,133</b>	<b>\$1,094,527</b>	<b>\$1,130,814</b>
Revenue	\$213,311	\$417,450	\$435,662	\$398,729
<b>Net Local Revenue</b>	<b>\$773,359</b>	<b>\$638,683</b>	<b>\$658,865</b>	<b>\$732,085</b>
<b>Full-time Equivalents</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

## BUDGET ANALYSIS:

The FY 2014 adopted budget for the Treasurer includes personnel expenditure increases due to rising benefits costs.

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### *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.
- Post daily to the cash receipts journal and prepare various monthly journal entries.
- Work closely with and assist other departments and agencies on a regular basis.
- Reconcile all financial statements and Treasurer's inventory monthly.
- Process and print all School and County checks as expeditiously as possible.

# Treasurer

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Real Estate bills mailed	63,064	63,165	63,000	63,000
Personal Property bills mailed	61,782	62,500	62,500	62,500
Business licenses issued	3,357	3,228	3,500	3,300
Refunds issued	2,956	2,125	2,000	2,000
Dog Tags issued	3,374	3,293	3,500	3,500
State Income/Estimated Vouchers processed	8,501	8,586	8,500	8,600

**OBJECTIVE:**

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Accounts paid via the web	N/A	6,000	6,200	6,200

***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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Debt Set-off collections	\$486,412	\$465,277	\$600,000	\$490,000
Follow-up collections	\$3,293,749	\$3,323,713	\$3,600,000	\$3,400,000
Debt Set-off accounts collected	6,075	2,474	6,100	2,800
Accounts sent to debt set off <sup>1</sup>	31,271	19,758	17,970	20,000
Third-party liens issued	1,038	1,671	1,050	1,400
Payment plans established	84	82	150	85
New bankruptcies filed	67	52	67	52
Court cases represented/affidavits	1,361	335	1,500	500
Department of Motor Vehicles (DMV) holds	3,843	4,630	5,000	5,000

<sup>1</sup>Prior to FY 2012, personal property claims and the vehicle license fees were submitted as separate debt accounts. Currently, debt accounts are submitted as one claim per social security number, reducing the number of accounts by approximately one-half.

# Treasurer

**OBJECTIVES:**

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

OUTCOME MEASURES	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Accounts paid through:				
• IRMS (debt set-off) Program	6,075	2,474	2,800	2,800
• Credit Cards via the Web	N/A	6,000	6,200	6,200
• Credit Cards in the office	3,759	7,112	7,200	7,200

***Program 3: Delinquent Court Fee 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 County Attorney's office.

SERVICE VOLUME	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected
Follow-up collections	N/A	\$107,383	\$201,000	\$117,000
Third-party liens	N/A	\$52,999	\$70,000	\$50,000

**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 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Goal
Third Party Liens	N/A	493	500	550
Letters sent	N/A	9,944	7,000	7,000