

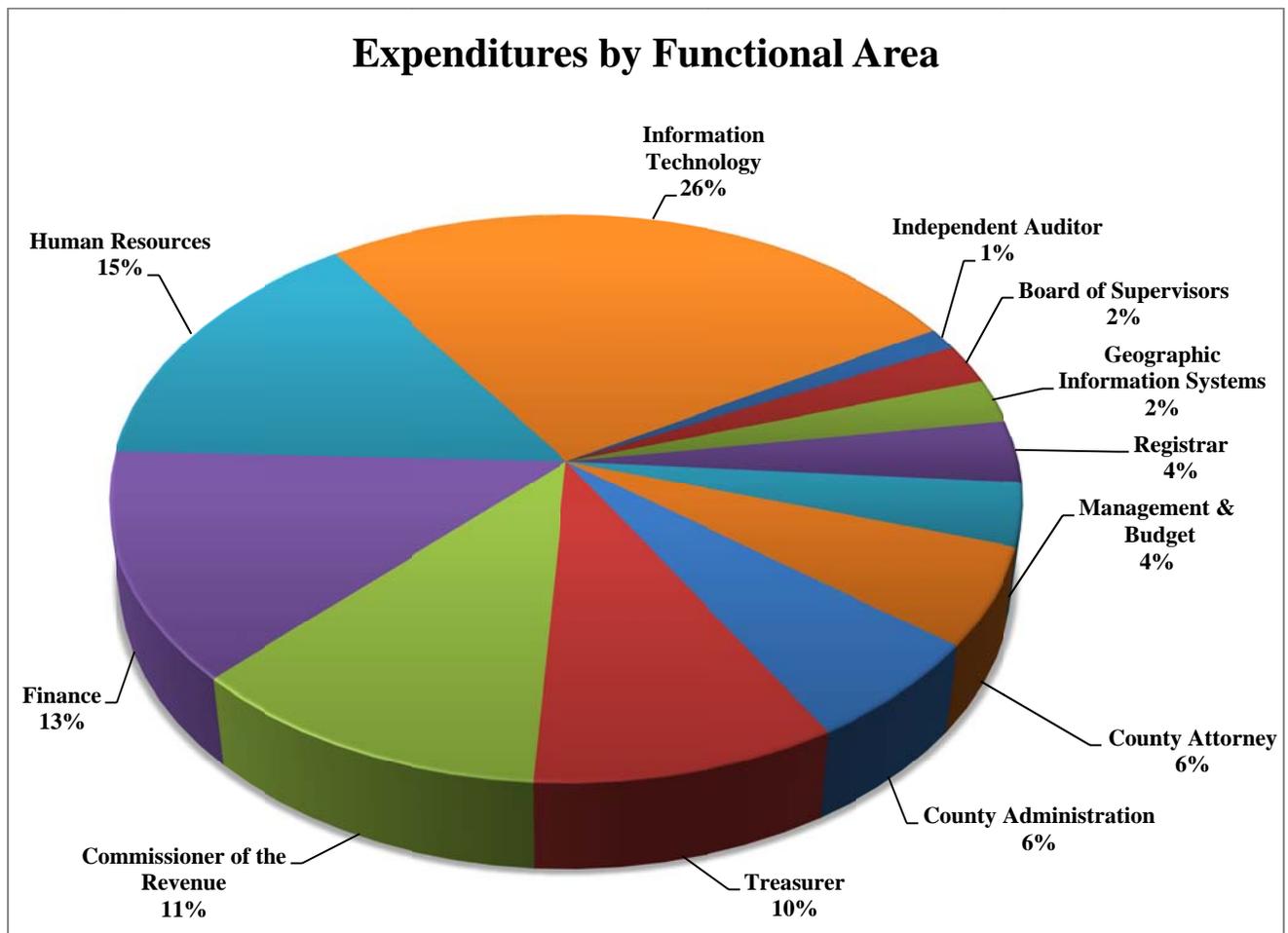
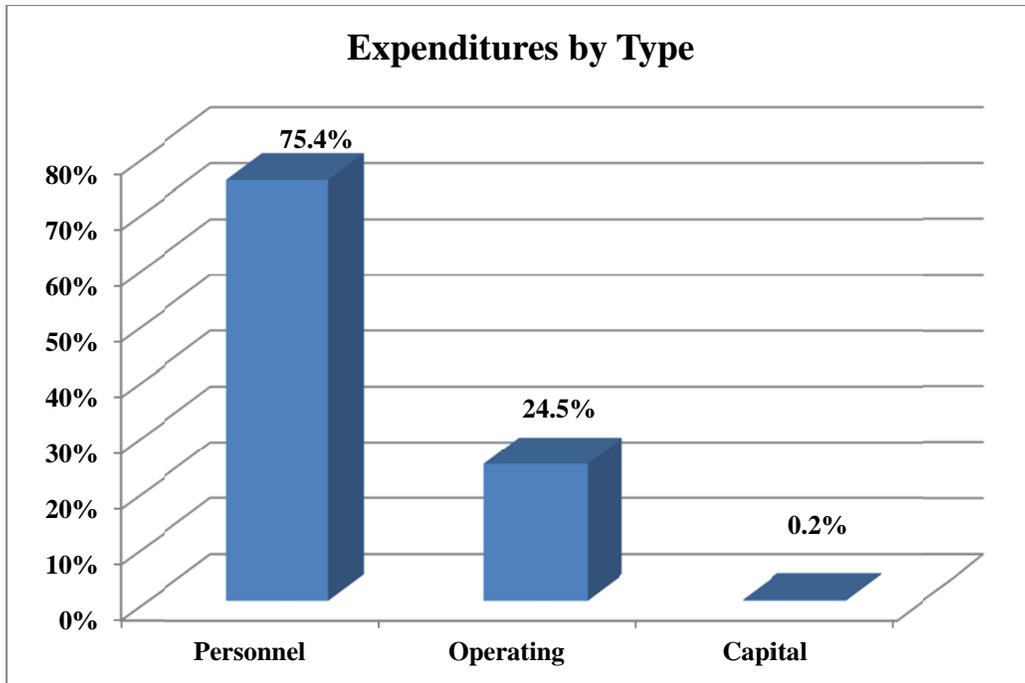
General Government

Board of Supervisors	\$260,361
Commissioner of the Revenue	1,310,636
County Administration	688,452
County Attorney	648,740
Finance	1,502,015
Geographic Information Systems	282,272
Human Resources	1,695,586
Independent Auditor	142,630
Information Technology	3,009,394
Management & Budget	411,624
Registrar	406,136
<u>Treasurer</u>	<u>1,094,527</u>
Total	\$11,452,373



**Warren Green Building
Warrenton, Virginia**

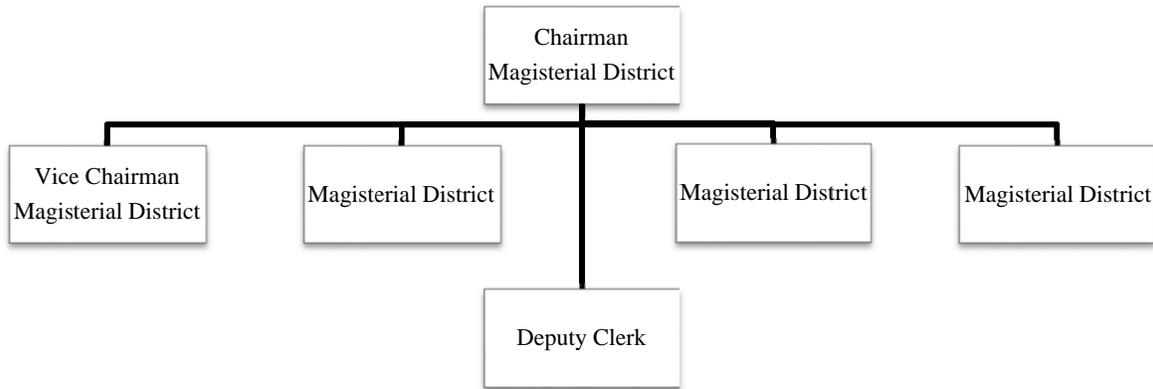
General Government



Board of Supervisors

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 2013:

The Board of Supervisors drafted the following legislative priorities as part of its calendar year 2012 package for the General Assembly:

State Reduction in Revenue for Local Governments

- Fauquier County supports a lump sum increase of \$60 million in “Aid to Localities” in the FY 2012 State General Fund to counteract the lump sum reductions imposed upon localities in FY 2011.
- Fauquier County urges the General Assembly to maintain its commitment to current and former employees by fully funding obligations incurred by the Virginia Retirement System.

Board of Supervisors

Comprehensive Services Act (CSA) for At-Risk Youth

- Fauquier County supports the General Assembly requiring that any changes in 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.

Line of Duty Act (LODA) Funding

- Fauquier County supports local governments, which have opted out of the State program, being empowered to administer their own LODA obligations.
- Fauquier County supports LODA providing a right of appeal to not only claimants, but to local governments as well.
- Fauquier County supports the General Assembly creating a commission modeled on the Mandated Health Benefits Commission to consider and make recommendations on any proposed expansions of the presumption benefit.

Education Funding

- Fauquier County supports fair-share State funding for public education to include the full funding of the Standards of Quality.
- 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.

Local Government Revenue, Land Use, and Zoning Authority

- As a general policy position, 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 enabling legislation which would provide for the ability to choose either a proffer policy or an impact fee system at the local level. The County believes that local governing bodies are in the best position to determine which tools will work most effectively for each situation they face.
- Fauquier County supports making the use of Urban Development Areas, as currently defined in the *Code of Virginia*, optional for all localities in the Commonwealth.
- Fauquier County supports the restoration of local government authority to regulate alternative waste water systems for the benefit of the public.

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 supports a three-year plan to bring Virginia's public libraries to full funding of the State aide formula. Starting from a base of \$14.5 million in FY 2012, the County supports an increase of \$2.5 million in FY 2013, \$5 million in 2014, and \$7 million in FY 2015.

Transportation Priorities

- Fauquier County strongly and vehemently opposes the devolution of the State's secondary road maintenance responsibilities onto local governments.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$162,749	\$165,062	\$170,025	\$173,463
Operating	\$86,012	\$86,141	\$78,898	\$86,898
Capital	\$0	\$0	\$0	\$0
Total	\$248,761	\$251,203	\$248,923	\$260,361
Revenue	\$0	\$0	\$0	\$0
Net Local Revenue	\$248,761	\$251,203	\$248,923	\$260,361
Full-time Equivalents	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Board of Supervisors includes personnel expenditure increases due to rising benefits costs. The adopted budget also includes additional operating expenditures for the legislative liaison program.

Board of Supervisors

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.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Adopted
Regularly scheduled public meetings	12	12	12	12
Consent / Regular Agenda items considered	184	178	165	176
Legislative priorities submitted to the General Assembly	20	19	20	20
Committees, commissions, & boards on which BOS members serve	17	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	7	10	5	7

OBJECTIVES:

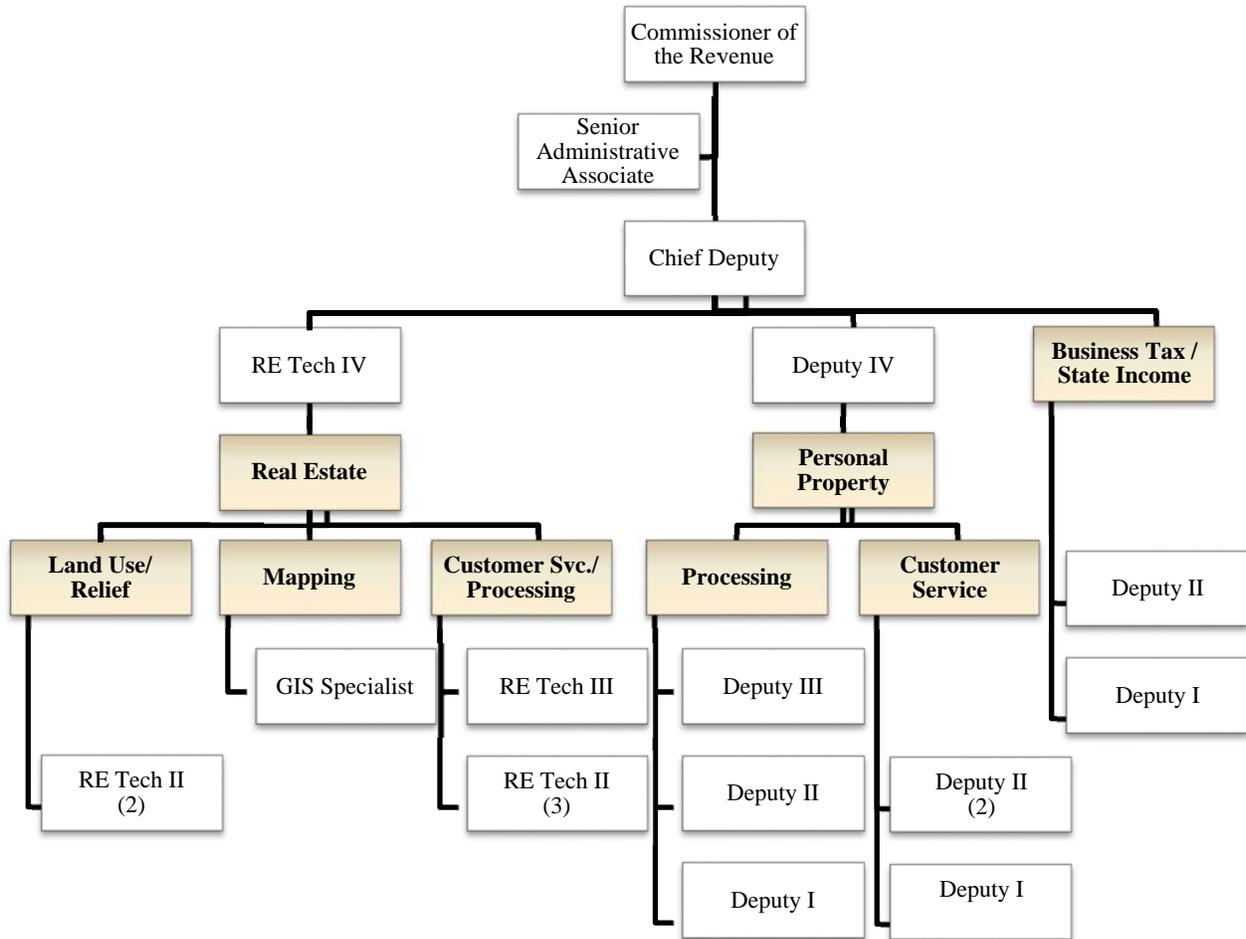
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2012 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Adopted
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

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, 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

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.

KEY PROJECTS FOR FY 2013:

- Complete the ongoing effort to convert records used by this office from paper to electronic form.
- Continue to work with the Information Technology Department to assist in the development of an integrated land records system. (Central Information Database)
- Perform the sexennial revalidation of all parcels in land use as provided for in Title 58.1-3234, Code of Virginia.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$1,120,220	\$1,117,943	\$1,125,993	\$1,214,034
Operating	\$74,745	\$105,080	\$96,602	\$96,602
Capital	\$0	\$0	\$0	\$0
Total	\$1,194,965	\$1,223,023	\$1,222,595	\$1,310,636
Revenue	\$196,158	\$180,642	\$184,061	\$386,561
Net Local Revenue	\$998,807	\$1,042,381	\$1,038,534	\$924,075
Full-time Equivalents	21.00	20.00	20.00	20.00

BUDGET ANALYSIS:

The FY 2013 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.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Mapping Changes	2,093	1,814	1,850	1,850
Record Revisions on Appraisal Module	3,559	2,889	2,900	3,000
Preparing Assessments for New Construction	1,024	1,105	1,025	1,150
Transfers	3,506	3,088	3,100	3,100

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 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Complete recording of transfers within 48 hours (after April 1)	90%	93%	95%	95%
Complete entry of new construction data prior to January 31	80%	81%	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, forest, and open space land to be assessed at “use value” rather than its “market value.” Revalidations must be filed annually. This assessment is revised when the use of the land changes 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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Parcels in land use	3,941	3,953	3,950	3,950
Roll backs calculated	25	37	35	40
New applications & revalidation receipts	140	100	150	3,000 ¹
Land use inspection	19	30	20	20

¹In Fiscal Year 2013, 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 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Process applications and revalidations within 60 days of receipt	85%	88%	90%	75%
Complete exonerations of qualified applicants within 30 days of receipt	80%	80%	90%	90%

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 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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Exonerations	9,458	10,191	10,250	10,400
Supplements	8,483	9,435	9,500	9,600
PPTRA qualifying vehicles	67,161	69,326	67,200	70,700
Qualifying leased vehicles	279	316	275	320
Audit letters	200	200	200	200
Personal Property returns	50,300	51,659	50,400	51,800
Vehicles disqualified	206	201	100	200
License fees assessed	69,892	70,177	69,900	71,000

OBJECTIVES:

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

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Process Personal Property returns by July 30	80%	85%	80%	85%

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, occupational, and professional license. Most businesses require a gross receipts amount in excess of \$100,000 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 has greatly affected the ability to perform even a cursory review of business returns.

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.

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Business license applications mailed	3,155	3,141	3,100	3,100
Virginia Workers' Compensation forms	1,433	1,425	1,400	1,400
Bank stock audit	11	11	10	10
Consumer Utility Tax returns	10	10	10	10
Business Personal Property returns	4,095	4,233	4,100	4,200
Machinery & Tools returns	50	49	49	49
Transient Occupancy Tax returns	11	11	11	11
State income correspondence	609	536	550	550
State Income Returns processed	7,008	6,895	7,000	6,800
State Estimated Returns processed	1,457	1,560	1,500	1,500
Accelerated Refunds processed	3,724	3,194	4,000	3,200

OBJECTIVES:

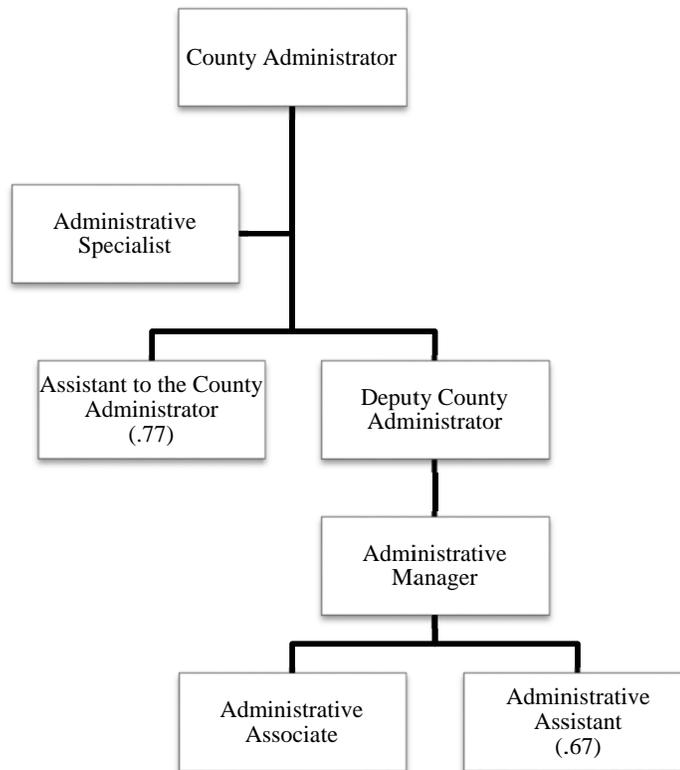
- Ensure the maximum assessment of revenue for Business, Professional and Occupation License (BPOL) by performing desk audits and other reviews of filings by May 30 of each year.
- Ensure the maximum assessment of revenue for business personal property taxes by July 30 of each year.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
BPOL desk audits complete by May 30	3%	5%	5%	5%
BPP desk audits complete by July 30	2%	8%	5%	5%

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 2013:

- 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:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$721,502	\$675,823	\$673,338	\$656,022
Operating	\$131,528	\$35,338	\$32,430	\$32,430
Capital	\$0	\$0	\$0	\$0
Total	\$853,030	\$711,161	\$705,768	\$688,452
Revenue	\$0	\$7,778	\$0	\$0
Net Local Revenue	\$853,030	\$703,383	\$705,768	\$688,452
Full-time Equivalents	7.67	6.67	6.67	6.44

BUDGET ANALYSIS:

The FY 2013 adopted budget for County Administration includes personnel expenditure increases due to rising benefits costs. This increase is offset by the reclassification of a full-time deputy county administrator position to a part-time Assistant to the County Administrator in mid-FY 2012.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Board of Supervisors agenda items submitted	100	112	115	120
Legislative priorities developed and submitted for Board of Supervisors’ consideration	20	19	20	20
Standing Board / Committee meetings	40	47	72	75

County Administration

OBJECTIVES:

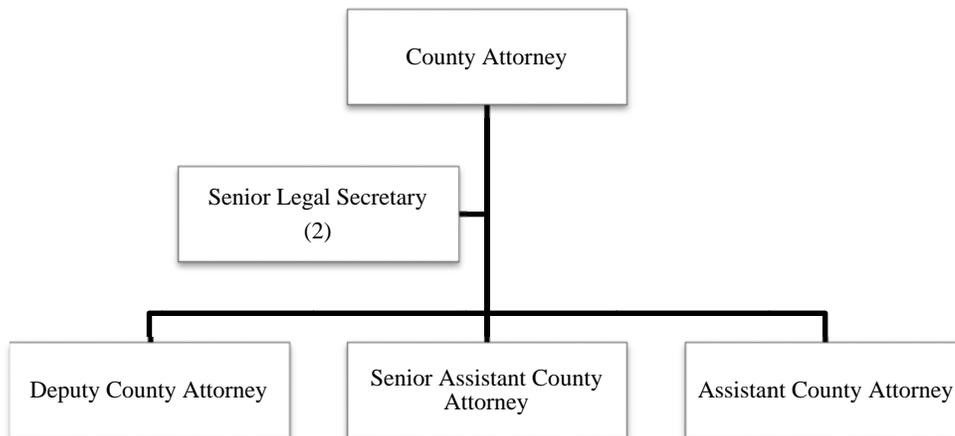
- Work with the Board of Supervisors to strategically execute the Board’s vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County’s strong 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 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 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)	7.96%	10.36%	12.5%	12.5%

County Attorney

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 PROJECTS FOR FY 2013:

- Complete remaining purchases and sales of properties through the Neighborhood Stabilization Program.

County Attorney

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$565,979	\$569,856	\$574,892	\$601,166
Operating	\$59,974	\$122,127	\$37,574	\$47,574
Capital	\$0	\$0	\$0	\$0
Total	\$625,953	\$691,983	\$612,466	\$648,740
Revenue	\$6,748	\$23,606	\$27,000	\$25,000
Net Local Revenue	\$619,205	\$668,377	\$585,466	\$623,740
Full-time Equivalents	6.00	6.00	6.00	6.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for the County Attorney's Office includes personnel expenditure increases due to rising benefits costs and additional funding for outside litigation expenses.

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.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Files opened (non-litigation)	240	229	280	290
Document Review and Opinion Requests	195	280	260	265
Real Estate Settlements	7	8	10	5 ¹
• Miscellaneous Litigation	8	8	10	10
• Zoning Enforcement Summons	22	24	25	25
Process Sheriff's Office FOIA responses	37	81	85	90

¹As the Neighborhood Stabilization Program will be ending in early FY 2013, it is projected the number of real estate settlements will be lower than in prior years.

County Attorney

OBJECTIVES:

- Provide prompt response to client inquiries.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Respond to 75% of requests for opinions within two working days	70%	65%	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 and Federal bankruptcy courts. In addition to the collection of taxes, the program also collects unpaid fees and fines, including landfill tipping fees and library assessments. This program also provides administrative assistance to the offices of the Treasurer and Commissioner of Revenue in their tax collection efforts.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Total tax collections	\$943,541	\$556,289	\$300,000	\$400,000
Personal property collections	\$387,336	\$144,175	\$100,000	\$100,000 ¹
• Cases filed - General District Court	567	381	300	300
• Letters sent	1,527	572	500	500
• Trials	10	10	5	5
• Interrogatories filed	35	45	20	20
• Judgments satisfied	56	75	75	75
Real estate collections	\$556,205	\$412,114	\$200,000	\$300,000
• Attorneys' fees and costs collected	\$2,000	\$28,667	\$2,000	\$10,000
• Properties sold for delinquent taxes	0	3	0	0 ²
• Total properties redeemed	26	24	10	10
• Files opened	64	45	10	10
• Cases filed - Circuit Court	0	2	20	10

¹The FY 2013 adopted budget for personal property collections is based on FY 2011 actual figures. It is anticipated that personal property tax collections will continue to decline due to the effect of personal property tax relief, and increased access of pre-judgment tools available to the Treasurer, such as debt setoff.

²The County Attorney's Office began a new cycle of sales in FY 2012; it takes several years to complete the legal process required to sell the properties for delinquent taxes.

County Attorney

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Other:				
• Library/airport/landfill filed	23	18	20	20
• Bankruptcy files opened	4	5	3	3

OBJECTIVES:

- Obtain judgment 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 property to taxpaying status.

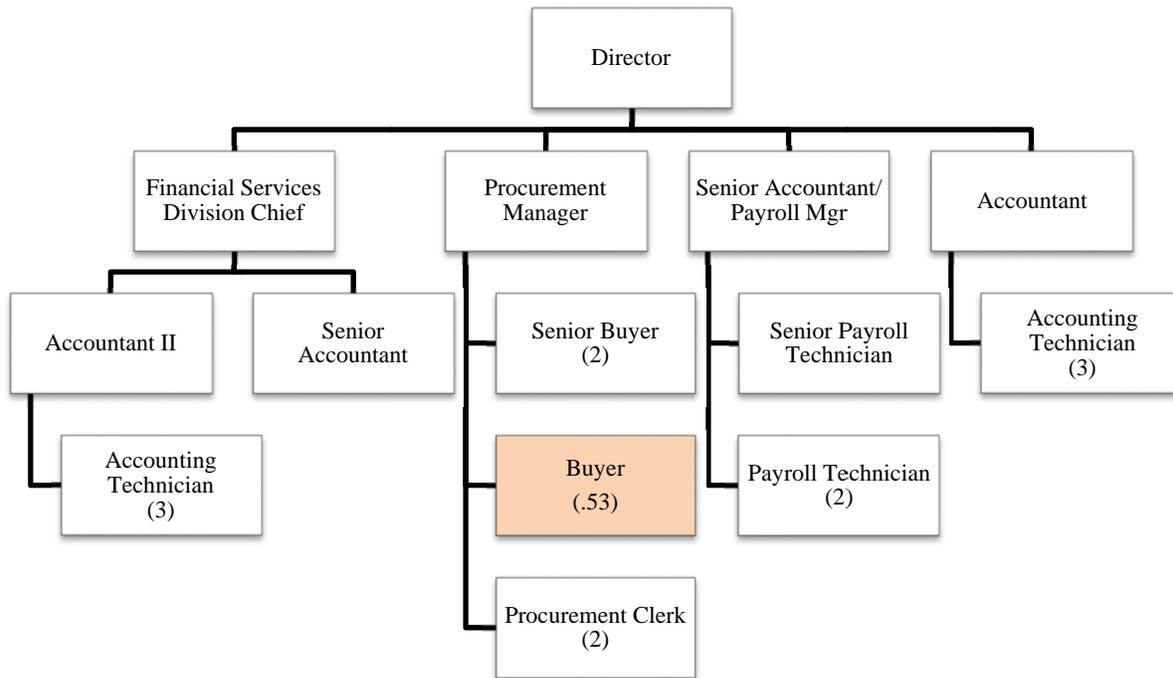
OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
File suit in cases where amount of debt meets filing criteria	100%	100%	100%	100%

Finance

ORGANIZATIONAL PURPOSE:

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

As a consolidated department, Finance strives to provide high quality service to all County departments, agencies, and the School Division in a cost effective manner. 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.



FY 2013 enhancements totaling 0.53 FTE included in shaded positions.

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’s 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.

Finance

- Enhance employees' skills through cross-training and external training opportunities.
- Develop career ladders for the accounting technician series.

KEY PROJECTS FOR FY 2013:

- Review and assess the impact and automation feasibility of comprehensive annual financial statements.
- Develop program specific format for internal audits of County departments receiving State and Federal funding.
- Assess and implement GASB 62 – GASB 64.
- Monitor and update the development of financial projections for the Airport.
- Assist in the monitoring and update of the landfill ten-year financial projections.
- Enhance workflow and reduce manual operations in Accounts Payable to reduce costs and potentially utilize prompt payment discounts.
- Review and update procurement policies and procedures.
- Evaluate, implement, and monitor health insurance self-funding and reserve.
- Evaluate time and attendance automated programs, in conjunction with other departments, in order to operate more efficiently.
- Support the Department of Social Services in the areas of financial services and internal control review.
- Launch Virtual Purchase Order pilot to streamline purchase order process, simulate a workflow environment, and progress to the on-line simulated environment. As of October 2011, Virtual Purchase Order through eQuest is still in development and undergoing troubleshooting within the Procurement Division prior to release on a pilot test group.
- Develop two purchase card programs for Board review and consideration: Emergency Card and Voyager Fuel Card, both based on Commonwealth of Virginia contracted programs, with stringent controls and oversight in place.

Finance

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$1,300,160	\$1,275,112	\$1,272,989	\$1,394,015
Operating	\$83,881	\$67,666	\$105,000	\$108,000
Capital	\$0	\$0	\$0	\$0
Total	\$1,384,041	\$1,342,778	\$1,377,989	\$1,502,015
Revenue	\$6,250	\$6,250	\$6,250	\$6,250
Net Local Revenue	\$1,377,791	\$1,336,528	\$1,371,739	\$1,495,765
Full-time Equivalents	20.60	20.00	20.00	20.53

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Finance Department includes the partial restoration of a buyer position (0.53 FTE), which was eliminated in mid-FY 2009. Also included are personnel expenditure increases due to rising benefits costs.

Program 1: Administration and Financial Reporting

Produce the County Government and Public Schools 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 organizations and County agencies as required.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Outstanding debt issues	22	23	23	23
Journal transactions	1,778	1,781	1,752	1,725
Accounts added to the general ledger	445	307	337	351
School activity fund internal reviews	14	14	14	14
Volunteer fire & rescue internal reviews	10	5	6	5
Petty cash internal reviews	25	29	29	29
Revenue – transmittals	353	378	382	386
Manual interest earnings calculations	17	18	19	19
Number of Programs Interfaced	11	11	11	11
Development of Long-term Projections (Proprietary Funds)	N/A	2	2	2

Finance

OBJECTIVE:

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

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Receive GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes
Prepare the consolidated Annual Financial report submitted to the State Auditor of Public Accounts (APA) on time.	Yes	Yes	Yes	Yes
Prepare Popular Annual Financial Report (PAFR)	N/A	N/A	N/A	Yes
Receive GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes

Program 2: Accounts Payable

Process payments of vendor invoices for goods and services purchased for the County Government and Public Schools; maintain and update vendor files; and issue Federal Tax Form 1099 MISC to comply with IRS regulations.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Invoices paid ¹	40,176	37,705	42,300	42,300
Checks issued ¹	19,131	17,518	18,629	18,629
Total dollar amount processed ¹	\$63.0 M	\$59.0 M	\$78.6 M	\$77.0 M
New vendors per fiscal year	1,398	1,362	1,500	1,500
1099's Issued	285	316	285	320

¹The increases in FY 2012-2013 are due to expenditures for the Fauquier High School renovations.

Finance

OBJECTIVES:

- Improve efficiency of processing vendor payments.
- Conduct training seminars for County and School personnel involved with the vendor invoice process.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Invoice to check ratio	4.70	4.58	4.99	4.99
Ensure compliance with County and School guidelines for submitting invoices through end-user training	As needed	As needed	As needed	As needed

Program 3: Payroll

The Payroll division processes payroll for employees of the County Government and Public Schools; files taxes and reports with State and Federal agencies as required; maintains leave records; and prepares and processes IRS Form W-2 for all employees.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Employees Paid Monthly	1,787	1,772	1,787	1,787
Employees Paid Bi-Weekly	1,077	1,039	1,077	1,077
Annual Checks/Direct Deposit	49,430	52,750 ¹	49,430	49,430

¹The increase reflects the bonuses paid to School employees in June 2011. A bonus was provided to County employees in mid-FY 2012.

OBJECTIVE:

- Provide quality service to County and School Division 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 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Contact initiated with employee within 24 hours	100%	100%	100%	100%
Plan for resolution developed within 3 working days	100%	100%	100%	100%
Provide training to departmental users to ensure they are in compliance with County and School guidelines.	Yes	Yes	Yes	Yes

Finance

Program 4: Procurement Division

The Procurement Division provides purchasing support and expertise relative to goods and services for County Government and Public Schools, 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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Purchase orders (PO) issued	5,471	5,557	5,900	5,900
Purchase order edits	1,042	1,235	800	1,200
Percentage of PO edits to issuance	19.0%	22.2%	13.6%	20.3%
IFB, RFP, contracts issued	74	78	95	90
Contracts managed	417	481	400	500

OBJECTIVES:

- Increase user comprehension of purchasing process 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 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Provide training sessions for County / School staff members ¹	7	1	5	5
Revisions made/approved to Policies, Procedures & Terms/Conditions ²	N/A	N/A	N/A	3

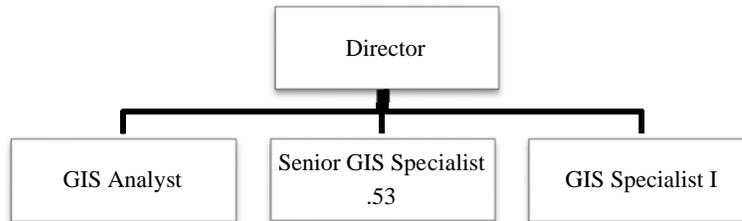
¹Elimination of a buyer position in FY 2009 reduced availability of staff to conduct training sessions. Additionally, hiring freezes in other departments has reduced the need for training of new staff members.

²New outcome measure in FY 2013.

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 to provide 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 2013:

- Complete GIS migration project and establish new work flows and processes related to data management within the new system.
- Work with EnerGOV consultants as necessary to assist with the Community Development system migration as it relates to GIS.
- Integrate new digital mapping layers in the GIS, 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, County departments, and citizens.

Geographic Information Systems

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$249,764	\$254,064	\$255,779	\$270,840
Operating	\$19,170	\$18,332	\$24,672	\$11,432
Capital	\$0	\$0	\$0	\$0
Total	\$268,934	\$272,396	\$280,451	\$282,272
Revenue	\$14,833	\$11,114	\$20,000	\$10,000
Net Local Revenue	\$254,101	\$261,282	\$260,451	\$272,272
Full-time Equivalents	3.53	3.53	3.53	3.53

BUDGET ANALYSIS:

The FY 2013 adopted budget for GIS includes personnel expenditure increases due to rising benefits costs. Reductions to the department's operating budget reflect the reassignment of system maintenance costs to the Department of Information Technology.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
GIS generated reports and files produced	127	155	135	150
Custom maps produced	269	285	300	250 ¹
GeoDE maps produced	1,300	1,325	1,400	700 ²
Type I Soils maps digitized	8	5	8	8
Graphics support provided	59	300	150	200
Training/Installations provided	80	55	90	100
Digital file requests processed	262	320	500	450
Street address requests processed	168	210	225	225
New streets added & signs ordered	36	68	40	70
Response Book & E911 maps produced	73	91	70	100
Response Book PDF files/pages produced	332	250	332	250

¹Moving Environmental Systems Research Institute, Inc. (ESRI) computer system to production status will reduce staff time available to produce on-demand maps for the public.

²Upon implementation of the ESRI system, these maps will no longer be available.

Geographic Information Systems

OBJECTIVES:

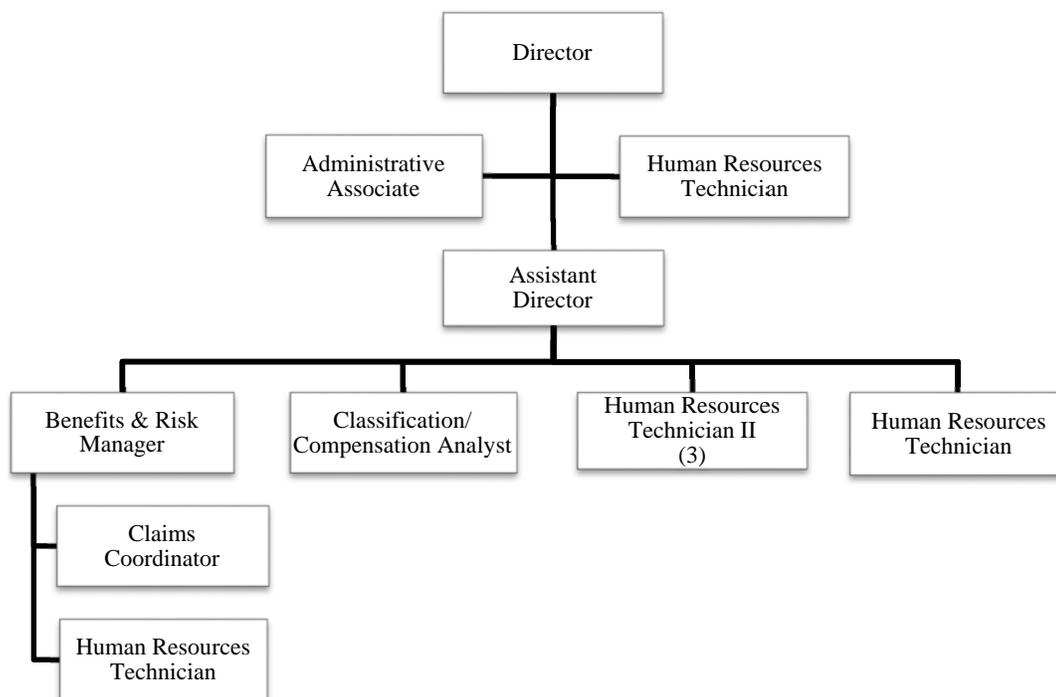
- Improve direct public access to GIS tools and data.
- Provide the underlying technology required to assist County agencies in providing effective support to residents.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Revenue generated by GIS product sales	\$14,833	\$11,114	\$20,000	\$10,000
Individual map layers available via the Internet	26	24	30	35
Maintain/create digital map layers and databases for analysis and use in decision making	320	325	330	350
Internal map viewing software installations supported	91	91	100	100

Human Resources

ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources Department provides quality services to assist the General County Government and School Division achieve 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.



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.

Human Resources

KEY PROJECTS FOR FY 2013:

- 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.
- Work with School Division and County departments to consolidate all recruitment and staffing efforts under Human Resources, including application screening, scheduling interviews, conducting pre-employment background/driving/reference checks, making offers, and preparing letters (offer and regret).
- Increase staff development in specific functional areas.
- Educate and prepare employees for retirement using short- and long-term planning goals.
- Enhance electronic open enrollment process to include data transfer to payroll system and vendors.
- Strengthen partnership with internal customers (Administration, Constitutional Officers, Department Heads, School Administrators, etc.) to provide added value and generate significant customer satisfaction.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$771,150	\$814,119	\$860,506	\$900,944
Operating	\$388,722	\$335,111	\$772,742	\$794,642
Capital	\$0	\$0	\$0	\$0
Total	\$1,159,872	\$1,149,230	\$1,633,248	\$1,695,586
Revenue	\$61,559	\$70,838	\$83,930	\$83,930
Net Local Revenue	\$1,098,313	\$1,078,392	\$1,549,318	\$1,611,656
Full-time Equivalents	11.00	11.00	12.00	12.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for Human Resources includes personnel expenditure increases due to rising benefits costs. Operating expenditures reflect increased premiums related to Line of Duty Act coverage for current and former public safety employees.

Human Resources

Program 1: Departmental Services – Human Resources

This division provides services to Fauquier County Government and School Division departments.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Employment applications processed	15,290	18,941	19,500	20,000
Employee participation in orientation	633	535	600	600
Employees separating from employment	222	256	200	270
Employees participating in Flexible Spending Accounts	14%	12%	14%	15%
Employees enrolled in the health insurance program	84%	78%	84%	84%
Employees enrolled in a deferred compensation account	24%	29%	35%	37%

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 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Employees separating	222	256	240	270
Exit interviews completed	64%	69%	95%	95%
Provide two educational seminars a year to employees ¹	45	32	50	40

¹This measure reflects the number of presentations made each year. The FY 2010 actual figure reflects informal presentations given.

Human Resources

Program 2: Departmental Services – Risk Management

This division provides Risk Management services to Fauquier County Government and the School Division.

SERVICE VOLUME¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
On-the-Job Injuries	199	186	185	185
Employee Auto Accidents	95	67	85	70
Property Damage Claims	13	12	10	10
Liability Claims	16	6	15	10

¹Service volumes indicate the number of individuals receiving training.

OBJECTIVES:

- Inspect County and School Division 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 OSHA reportable workplace injuries/illnesses.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Safety Inspections Performed	35	36	36	36
Safety Trainings	1,300	1,063	1,100	1,100
Preventable Auto Accidents	45	20	25	20
OSHA Reportable Injuries	103	110	90	100

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. 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 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 PROJECTS FOR FY 2013:

- Prepare an RFP for commencement of services in FY 2014.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$0	\$0	\$0	\$0
Operating	\$115,350	\$125,373	\$123,411	\$142,630
Capital	\$0	\$0	\$0	\$0
Total	\$115,350	\$125,373	\$123,411	\$142,630
Revenue	\$0	\$0	\$0	\$0
Net Local Revenue	\$115,350	\$125,373	\$123,411	\$142,630
Full-time Equivalents	0.00	0.00	0.00	0.00

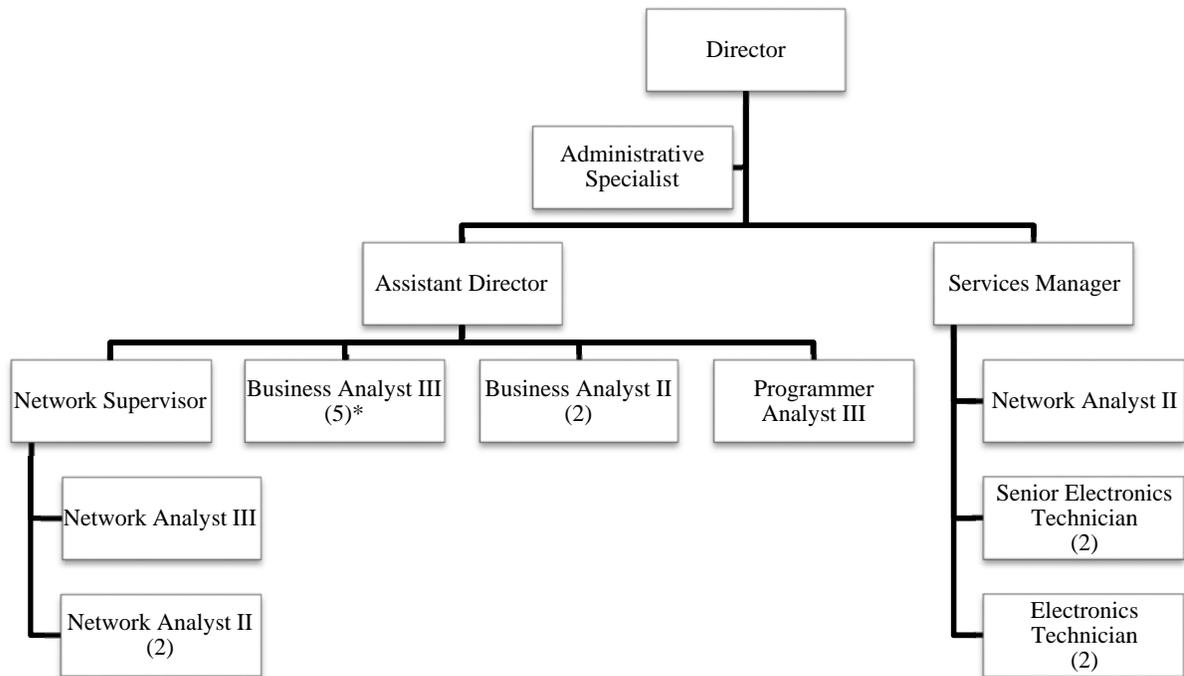
BUDGET ANALYSIS:

The FY 2013 adopted budget for the Independent Auditor includes an increase as required by the County's 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.



**One Business Analyst III will be assigned to the reassessment function during FY 2013.*

GOALS:

- 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

KEY PROJECTS FOR FY 2013:

- 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.
- Continue collaborating with the School Division on ways to share systems and resources to benefit both organizations.
- Replace the 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.
- Implement funded projects as prioritized by the Technology Review Board.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$1,231,659	\$1,594,075	\$1,680,743	\$1,778,121
Operating	\$1,191,276	\$1,159,668	\$1,151,590	\$1,209,023
Capital	\$53,772	\$34,707	\$22,250	\$22,250
Total	\$2,476,707	\$2,788,450	\$2,854,583	\$3,009,394
Revenue	\$0	\$2,300	\$0	\$1,600
Net Local Revenue	\$2,476,707	\$2,786,150	\$2,854,583	\$3,007,794
Full-time Equivalents	16.00	21.00¹	21.00	21.00

¹The communications support function was transferred from General Services to Information Technology during FY 2011.

BUDGET ANALYSIS:

The FY 2013 adopted budget for Information Technology includes personnel expenditure increases due to rising benefits costs and the addition of temporary funding for help desk support services. Operating expenditures reflect increases to software maintenance contracts.

Information Technology

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Network printers/copiers	90	95	95	65
Network devices	110	110	135	141
Servers (production only)	85	95	106	143
Array storage allocated in TB	N/A	14	22	32
Service requests ¹	1,986	2,225	2,500	3,104
VoIP phones	530	530	918	1,102 ²

¹Includes work orders from Communications staff transferred to IT from General Services mid-year FY 2011.

²Increase in VoIP phones is due to the School Division's conversion by FY 2013.

OBJECTIVES:

- Implement projects approved by the Technology Review Board which have been funded.
- Provide shared services/support to the Fauquier County Public Schools where appropriate.
- Convert County/School phones to VoIP.

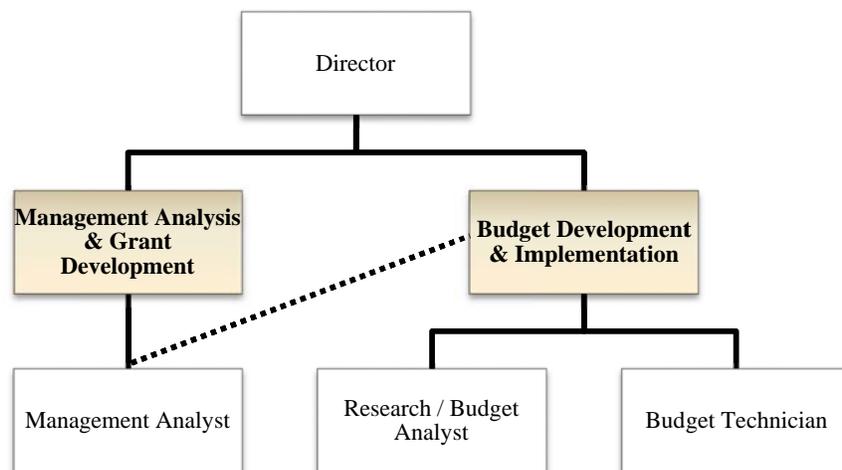
OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Automate Community Development (EnerGov)	N/A	N/A	10%	80%
Time and Attendance system implemented	N/A	N/A	10%	60%
Virtual desktops implemented	N/A	0%	10%	50%
County/School sites converted to VoIP	30%	60%	75%	87%
Replace County website	N/A	N/A	40%	60%

Management and Budget

ORGANIZATIONAL PURPOSE:

The Office of Management and Budget 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

KEY PROJECTS FOR FY 2013:

- Provide analysis, support and advice to County management and staff to maintain core services and address core priorities in the current, challenging fiscal environment.
- Continue to identify outside funding opportunities and provide grant support services.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$396,412	\$355,405	\$359,177	\$376,824
Operating	\$22,688	\$24,814	\$34,800	\$34,800
Capital	\$0	\$0	\$0	\$0
Total	\$419,100	\$380,219	\$393,977	\$411,624
Revenue	\$0	\$0	\$0	\$0
Net Local Revenue	\$419,100	\$380,219	\$393,977	\$411,624
Full-time Equivalents	4.00	4.00	4.00	4.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Office of Management and Budget (OMB) includes personnel expenditure increases due to rising benefits costs.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Budget submissions	52	46	48	46
Capital Improvement Program (CIP) project requests	48	40	28	35
Contributory agency funding requests	40	40	40	40
Budget adjustments	355	307	350	315
County asset replacement project requests ¹	N/A	6	6	11
New grant opportunities reviewed for eligibility	N/A	9,189	8,500	8,500

¹The County Asset Replacement Fund was established by the Board of Supervisors in FY 2011.

Management and Budget

OBJECTIVES:

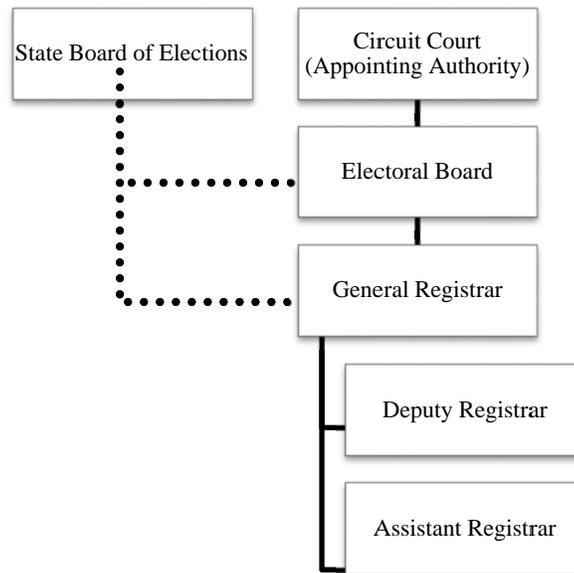
- Provide analysis, support, and advice to County management and staff to maintain core services and address core priorities in the current, challenging fiscal environment.
- Continue to identify outside funding opportunities and provide grant support services, utilizing the County's grant acquisition service and assisting with the development of funding applications.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
General Fund expenditures to budget	96%	97%	98%	98%
General Fund revenue to budget	94%	100%	98%	98%
Attain GFOA Budget Presentation Award	Yes	Yes	Yes	Yes
Grant opportunities referred to departments	58	48	30	30
Grant awards	25	14	20	20
Visits to OMB Web Page	N/A	9,166	10,200	10,500

Registrar

ORGANIZATIONAL PURPOSE:

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 assure 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, as well as 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.
- 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.

Registrar

- Attend educational seminars relevant to changes in election laws or policy / procedures.
- Provide training to all chief and assistant chief elections officers before each election is conducted.
- Test voting equipment in a timely manner.
- Ensure all media advertisements are published as required by the Code of Virginia.
- Ensure a safe and secure voting environment is provided to each voter.

KEY PROJECTS FOR FY 2013:

- Implement the final stages of the decennial redistricting process related to Congressional Districts.
- Mail new voter cards to County voters reflecting decennial Congressional redistricting changes.
- Conduct two National Change of Address confirmation notice mailings statewide.
- Conduct the general election for President, U.S. Senate and U.S. House of Representatives.
- Conduct dual primary elections for Governor, Lieutenant Governor, Attorney General and the Virginia House of Delegates.
- Configure and deploy electronic pollbook data for the presidential general election and dual primary election.
- Provide Officer of Election training sessions before each election.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$232,282	\$217,433	\$290,828	\$301,181
Operating	\$101,467	\$85,452	\$104,955	\$104,955
Capital	\$0	\$0	\$0	\$0
Total	\$333,749	\$302,885	\$395,783	\$406,136
Revenue	\$66,550	\$57,771	\$60,952	\$48,452
Net Local Revenue	\$267,199	\$245,114	\$334,831	\$357,684
Full-time Equivalents	3.00	3.00	3.00	3.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Registrar includes personnel expenditure increases due to rising benefits costs. FY 2013 revenue reflects a reduction in anticipated support from incorporated towns due to the lack of municipal elections scheduled for FY 2013.

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.

SERVICE VOLUME	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Voter Registration Totals	44,346	44,846	45,204	45,504

OBJECTIVE:

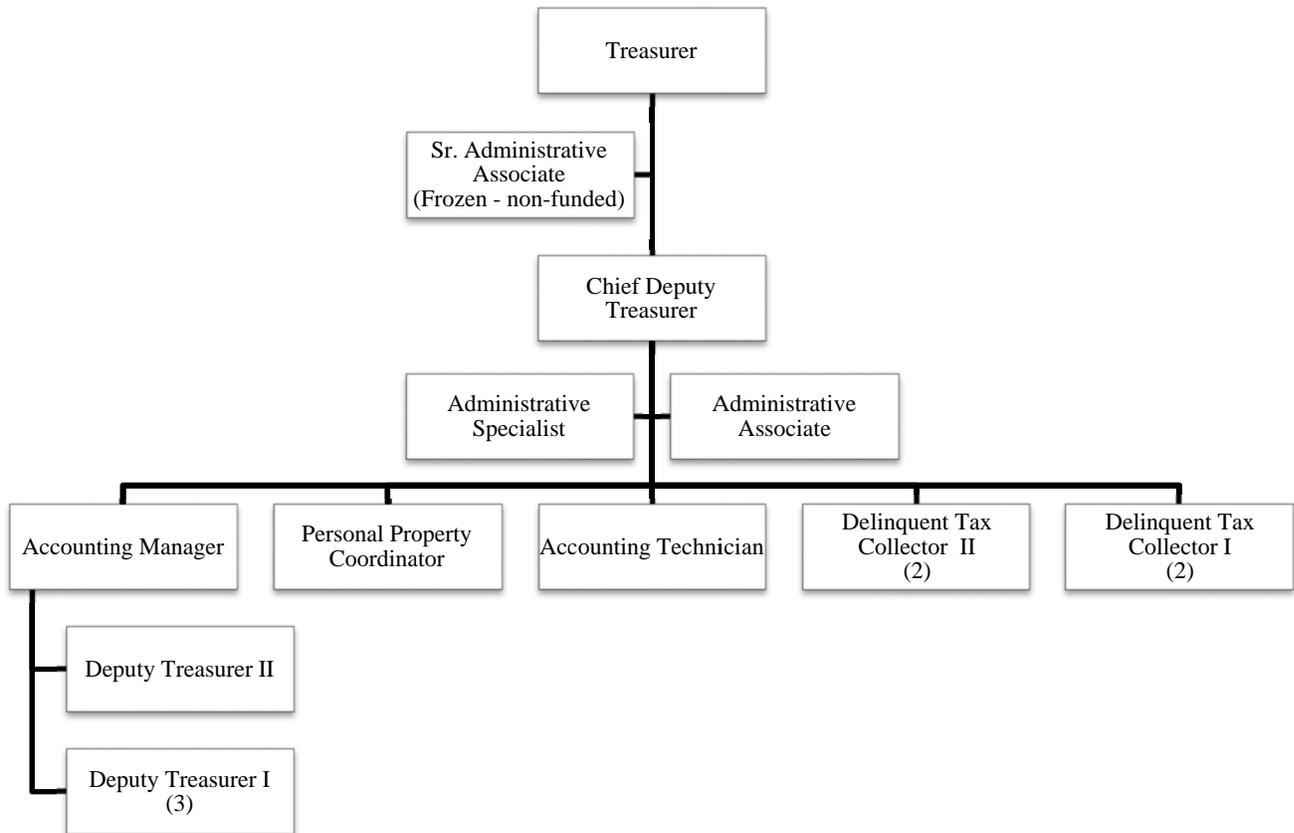
- Promote consistent administration of all election, registration and campaign finance laws, rules and regulations.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Manuals completed before election training	100%	100%	100%	100%
Polling locations comply with ADA Guidelines	100%	100%	100%	100%
Voting machines test successfully	100%	100%	100%	100%
Compliance with campaign finance reporting requirements	100%	100%	100%	100%
Ballots cast reconcile with number of 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

KEY PROJECT FOR FY 2013:

- Create innovative, resourceful methods of collecting delinquent court fees for the Commonwealth's Attorney.

BUDGET SUMMARY:

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Costs:				
Personnel	\$857,319	\$878,105	\$931,496	\$963,403
Operating	\$103,527	\$108,565	\$121,870	\$131,124
Capital	\$0	\$0	\$0	\$0
Total	\$960,846	\$986,670	\$1,053,366	\$1,094,527
Revenue	\$226,920	\$213,311	\$211,507	\$435,662
Net Local Revenue	\$733,926	\$773,359	\$841,859	\$658,865
Full-time Equivalents	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2013 adopted budget for the Treasurer's Office includes personnel expenditure increases due to rising benefits costs. Operating expenditure increases reflect expenses related to the delinquent court fee collection program implemented in mid-FY 2012.

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Real Estate bills mailed	62,080	63,064	63,000	63,000
Personal Property bills mailed	60,916	61,782	62,000	62,000
Business licenses issued	3,544	3,357	3,600	3,500
Refunds issued	2,993	2,956	3,000	3,000
Dog Tags issued	3,495	3,374	3,500	3,500
State Income/Estimated Vouchers processed	8,916	8,501	8,500	8,500

OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Accounts paid via debit cards	N/A	N/A	500	500
Accounts paid by credit cards ¹	3,244	3,759	4,000	5,000

¹In FY 2012, the Treasurer's Office began accepting online payments and additional credit cards. The FY 2013 goal reflects the increased number of payments by credit card experienced in FY 2012 to date.

Treasurer

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Debt Set-off collections	614,663	486,412	630,000	600,000
Follow-up collections	3,657,105	3,293,749	3,400,000	3,600,000
Debt set-off accounts collected	6,004	6,075	6,100	6,100
Accounts sent to debt set off	29,595	31,271	31,000	17,970 ¹
Third-party liens issued	1,069	1,038	1,200	1,050
Payment plans established	148	84	150	150
New bankruptcies filed	74	67	75	67
Court cases represented/affidavits	506	1,361	500	1,500
DMV holds	3,197	3,843	10,000	5,000 ²

¹Prior 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.

²When figures for the FY 2012 budget were submitted, it was anticipated DMV holds would be higher than actually experienced. Based on FY 2011 actuals, the projection for FY 2013 was reduced.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Accounts paid through:				
• ACH Debit Program	N/A	N/A	500	500
• IRMS (debt set-off) Program	6,004	6,075	6,400	6,100
• Credit cards	3,244	3,759	4,000	5,000

Treasurer

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Follow-up collections	\$3,657,105	\$3,293,749	\$3,000,000	\$3,600,000
Third-party Liens	N/A	N/A	\$70,000	\$200,100

OBJECTIVES:

- Reduce delinquent court fees owed to Fauquier County.
- Provide for a new revenue stream for the Treasurer's office.

OUTCOME MEASURES¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
Develop and implement effective delinquent court fee collection program	N/A	N/A	N/A	100%

¹New program in FY 2013.