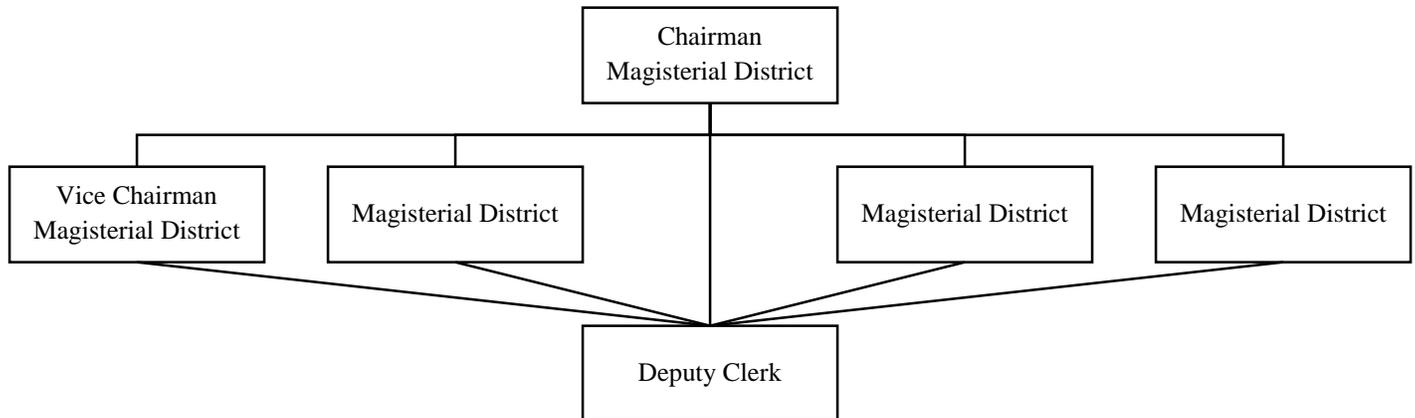


BOARD OF SUPERVISORS

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 2017:

- Fauquier County has a variety of issues and interests that require legislative action by the Virginia General Assembly. The Board of Supervisors has prepared the following priorities as part of its calendar year 2016 package for the General Assembly:

Legislative Priorities:

State Reduction in Revenue for Local Governments

- ✓ Fauquier County opposes the imposition of additional unfunded state mandates upon localities.

BOARD OF SUPERVISORS

- ✓ Fauquier County supports the Commonwealth returning the \$30 million it took from local governments as “Aid to the Commonwealth” in Fiscal 2015 to localities—particularly in light of the surplus of \$427 million which the Commonwealth generated that same year.

Social Services/Comprehensive Services

- ✓ Fauquier County opposes any changes to CSA policy that would further shift costs from the State to localities.
- ✓ Fauquier County supports additional funding for the Public Guardianship Program to provide continuing services to, and increased capacity for, incapacitated and indigent adults.
- ✓ Fauquier County supports the State Executive Council using the Administrative Process Act when promulgating, amending or repealing CSA policies.

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 continued and increased state funding to assist localities with school-related capital costs.

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 General Assembly granting localities the authority to adopt ordinances creating “Green Technology Zones” to encourage, and offer incentives to, new and expanding environmentally conscious businesses.
- ✓ Fauquier County encourages the General Assembly to provide adequate authority for the Virginia Department of Health or localities to respond to, and find solutions for, failing Alternative On-Site Septic Systems—particularly in the case where the homeowners are low-income Virginians.

Purchase of Development Rights and Conservation

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

BOARD OF SUPERVISORS

Libraries

- ✓ Fauquier County opposes the reduction by the Commonwealth of funding for public libraries in FY2015 and FY2016.

Chesapeake Bay Restoration

- ✓ Fauquier County encourages the Commonwealth to work closely and collaboratively with localities, the Rappahannock River Basin Commission and the Potomac Watershed Roundtable in their endeavors to restore water quality.
- ✓ Fauquier County supports the amendment of the Stormwater Management Act to eliminate the inconsistency between it and the Erosion and Sediment Control Act. Taken together, these statutes require unduly burdensome and expensive stormwater compliance measures for the construction of individual, single-family homes.

Transportation Priorities

- ✓ Fauquier County seeks support from the Virginia General Assembly to have the Commonwealth Transportation Board restore the \$1.069 million that was reduced from the preliminary engineering phase for the proposed interchange at Route and Business Route 15/17/29.
- ✓ Fauquier County seeks support from the Virginia General Assembly to encourage the Virginia Department of Transportation to construct a traffic light at the intersection of Route 29 North and Mill Run Industrial Park.
- ✓ Fauquier County requests support from the Virginia General Assembly for the Virginia Department of Transportation to accept the entry road into the Warrenton-Fauquier Airport as a publically maintained road (as per Code of Virginia § 33.1-221--Airport Access Program)

State Funding for Local and Regional Jails

- ✓ Fauquier County urges the General Assembly to return to paying \$14 per day for all state responsible inmates being held in local facilities.

KEY PROJECTS FOR FY 2018:

- The Board of Supervisors will review and revise its legislative program to include additional priorities for consideration in the Virginia Association of Counties (VACo) Legislative Program as part of its calendar year 2017 package for the General Assembly.

BOARD OF SUPERVISORS

BUDGET SUMMARY:

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$175,195	\$174,467	\$177,423	\$176,528	\$174,746	\$177,098	\$175,126
Operating	\$83,770	\$86,322	\$100,218	\$100,218	\$100,218	\$100,218	\$100,218
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$258,965	\$260,789	\$277,641	\$276,746	\$274,964	\$274,964	\$275,344
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$258,965	\$260,789	\$277,641	\$276,746	\$274,964	\$274,964	\$275,344
Full Time Staff	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the Board of Supervisors includes adjustments to personnel expenditures due to changes in benefit costs and an adjustment in temporary staff personnel 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.

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Regularly scheduled public meetings	12	12	12	12	12
Work Sessions conducted	47	51	49	49	49
Consent / Regular Agenda items considered	142	157	150	150	150
Public Hearings conducted	98	81	90	90	90
Proclamations & Awards presented	37	34	36	36	36

BOARD OF SUPERVISORS

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Citizen appointments made to Committees, Boards & Commissions	30	16	70	34	41
Legislative priorities submitted to the General Assembly	19	20	20	20	20
Committees, commissions & boards on which BOS members serve	21	21	21	21	21
Legislative events, annual budget & policy review, special and/or adjourned meetings	10	15	12	12	12

OBJECTIVES:

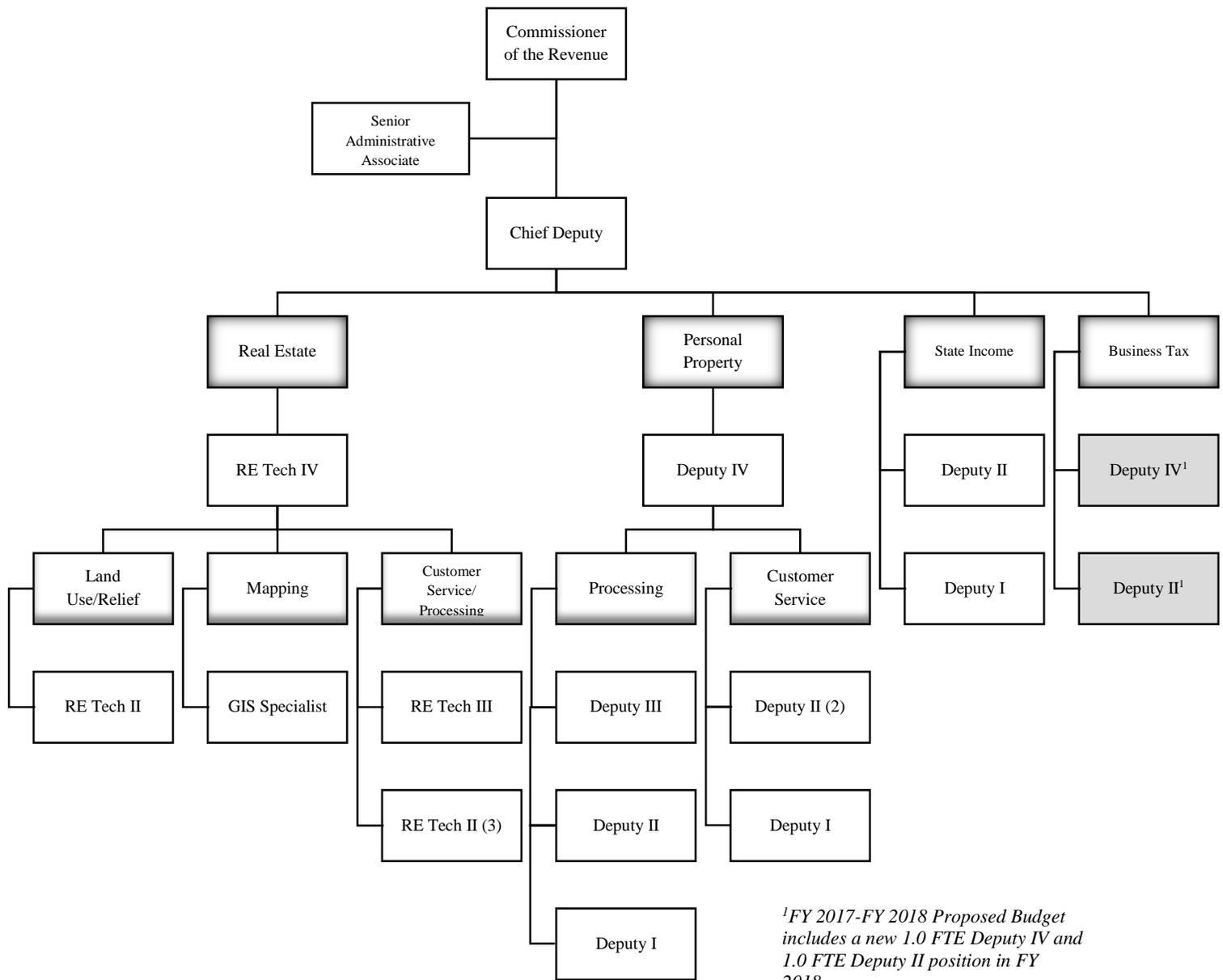
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2016 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Compliance with State and Federally mandated programs and responsibilities	100%	100%	100%	100%	100%
Legislative priorities submitted to the General Assembly prior to the start of the annual session	100%	100%	100%	100%	100%
Agenda and meeting materials are accessible in accordance with Board by-laws	100%	100%	100%	100%	100%

COMMISSIONER OF THE REVENUE

ORGANIZATIONAL PURPOSE:

The Commissioner of the Revenue provides efficient and effective taxpayer services through diligent and careful maintenance of taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly & Disabled programs including Disabled Veterans, Personal Property, Business Taxation, and State Income taxes. The Commissioner's Office also serves the public by providing assistance in a competent manner when dealing with their tax matters. The Commissioner of the Revenue provides the citizens of Fauquier County with timely processing of tax returns and other records in order to deliver the annual assessments to the Treasurer as prescribed by law. Furthermore, the Commissioner's Office performs all duties prescribed by the laws of the Commonwealth relating to assessment of property and taxes.



COMMISSIONER OF THE REVENUE

GOALS:

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

KEY PROJECTS FOR FY 2017:

- Implement a standardized records management system for Personal Property.

KEY PROJECTS FOR FY 2018:

- Establishment of a Business taxation division in the Commissioner's office to provide specialized tax services to the business community. The services will include educational initiatives on business start-up in the county, assistance to businesses to ensure compliance with the business tax and license assessment law and assistance to the office of economic development with regard to tax planning and recruitment incentives.

BUDGET SUMMARY:

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$1,284,335	\$1,302,856	\$1,305,164	\$1,346,067	\$1,313,562	\$1,474,206	\$1,434,577
Operating	\$87,704	\$109,608	\$100,681	\$110,224	\$110,224	\$114,678	\$114,678
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,372,039	\$1,412,464	\$1,405,845	\$1,456,291	\$1,423,786	\$1,588,884	\$1,549,255
Revenue	\$188,052	\$187,589	\$192,565	\$196,076	\$196,076	\$196,076	\$196,076
Net Local Revenue	\$1,183,987	\$1,224,875	\$1,213,280	\$1,260,215	\$1,227,710	\$1,392,808	\$1,353,179
Full Time Staff	20.00	20.00	20.00	20.00	20.00	22.00	22.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	20.00	20.00	20.00	20.00	20.00	22.00	22.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the Commissioner of the Revenue includes the establishment of a Deputy IV and Deputy II in FY 2018 for a dedicated Business Personal Property Division, as well as rising benefit rates in both budget years. In addition, the FY 2017 proposed budget includes increased operating expenditures based on historical assessment services costs. Revenue adjustments reflect current revenue projections and historical collections.

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Mapping changes	2,106	1,968	2,160	2,000	1,950
Record revisions on appraisal module	3,352	5,774	3,100	3,100	6,100
Preparing assessments for new construction	1,220	1,434	1,250	1,400	1,450
Transfers	3,367	3,508	3,450	3,500	3,500

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 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Transfers recorded within 48 hours (after April 1)	97%	95%	95%	95%	95%
New construction data entered prior to January 31	91%	90%	90%	95%	95%

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Parcels in land use	3,939	3,914	3,940	3,900	3,850
Roll backs calculated	47	55	50	60	65
New applications & revalidation receipts	124	107	135	120	130
Land use inspection	22	26	25	25	25

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 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Applications and revalidations processed within 60 days of receipt	87%	85%	85%	85%	85%
Exonerations of qualified applicants completed within 30 days of receipt	90%	90%	90%	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 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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Exonerations	10,723	11,343	10,950	11,169	11,392
Supplements	10,214	10,920	10,412	11,138	11,361
PPTRA qualifying vehicles	73,115	74,556	74,016	76,047	77,568
Qualifying leased vehicles	449	437	450	445	455
Audit letters	0	0	200	200	200
Personal Property returns	52,371	52,992	53,167	53,522	54,057
Vehicles disqualified	57	300	60	300	300
License fees assessed	73,036	74,373	74,000	75,116	78,867

OBJECTIVES:

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

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Personal Property returns processed by 7/30	85%	85%	85%	90%	90%

COMMISSIONER OF THE REVENUE

PROGRAM 4: *Business Taxation/State Income Tax*

Business License Tax and Business Personal Property

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

Additionally, all businesses within the County that own or lease equipment must register and file a tangible personal property return provided by the Commissioner of 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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Business license applications mailed	3,116	3,080	3,200	3,142	3,204
Virginia Workers Compensation forms	1,424	1,428	1,495	1,442	1,456
Bank stock audit	11	11	11	11	11
Consumer Utility Tax returns	8	8	8	8	8
Business Personal Property returns	4,305	4,256	4,395	4,298	4,341
Machinery & Tools returns	46	47	46	47	47
Transient Occupancy Tax returns	11	12	11	12	12
State income correspondence	687	899	700	900	900
State income returns processed	5,113	4,803	5,000	4,244	3,989
State estimated returns processed	1,620	1,516	1,650	1,426	1,384
Accelerated refunds processed	1,982	1,827	1,750	1,546	1,423

OBJECTIVES:

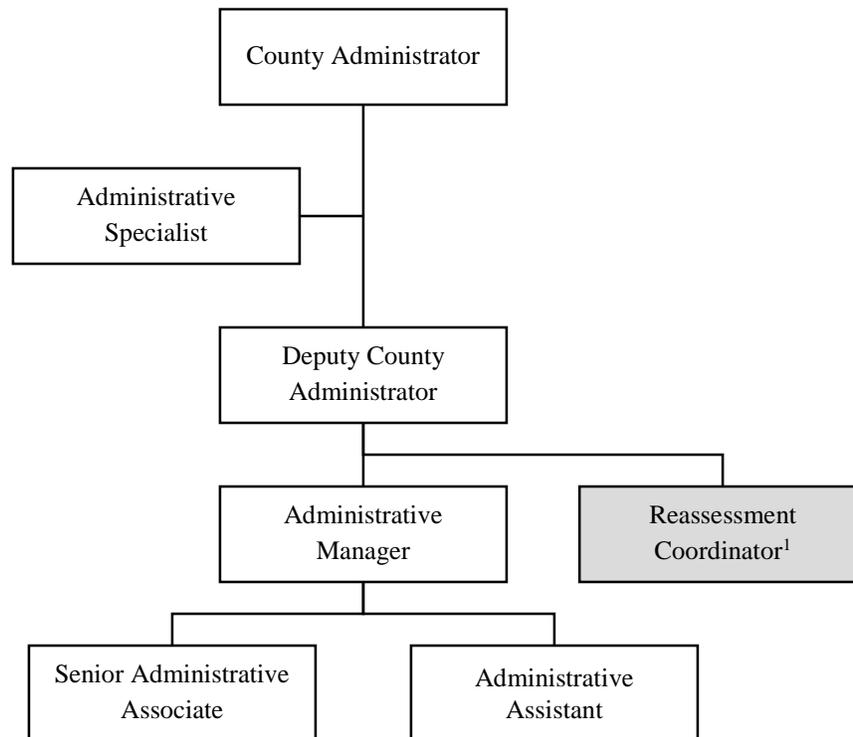
- Ensure the maximum assessment of revenue for Business, Professional and Occupation License (BPOL) by performing desk audits and other reviews of filings by May 30.
- Ensure the maximum assessment of revenue for business personal property (BPP) taxes by July 30.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
BPOL desk compliance tests completed by May 30	5%	7%	10%	10%	50%
BPP desk compliance tests completed by July 30	5%	7%	10%	10%	50%

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.



¹FY 2017-FY 2018 Proposed Budget includes a new 1.0 FTE Reassessment Coordinator position.

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 2017 AND FY 2018:

- 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 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$595,268	\$619,979	\$687,190	\$845,171	\$827,908	\$849,549	\$830,827
Operating	\$35,167	\$36,760	\$32,430	\$34,130	\$34,130	\$34,130	\$34,130
Capital	\$0	\$1,277	\$1,650	\$0	\$0	\$0	\$0
Total	\$630,435	\$658,016	\$721,270	\$879,301	\$862,038	\$883,679	\$864,957
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$630,435	\$658,016	\$721,270	\$879,301	\$862,038	\$883,679	\$864,957
Full Time Staff	6.00	6.00	6.00	7.00	7.00	7.00	7.00
Part Time Staff	0.77	0.77	0.00	0.53	0.53	0.53	0.53
Full-time Equivalents	6.77	6.77	6.00	7.53	7.53	7.53	7.53

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for County Administration includes the establishment of one part-time AV/Media Technician in mid-FY 2016 and the establishment of one Reassessment Coordinator within County Administration. In addition, adjustments to personnel expenditures are due to changes in benefit costs.

PROGRAM 1: *County Administration*

The Office of the County Administrator effectively serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors’ identified priorities, including 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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Board of Supervisors agenda items submitted	75	75	80	85	85
Legislative priorities developed and submitted for Board of Supervisors' consideration	20	20	20	20	20
Standing Board/Committee meetings	75	75	75	75	75

OBJECTIVES:

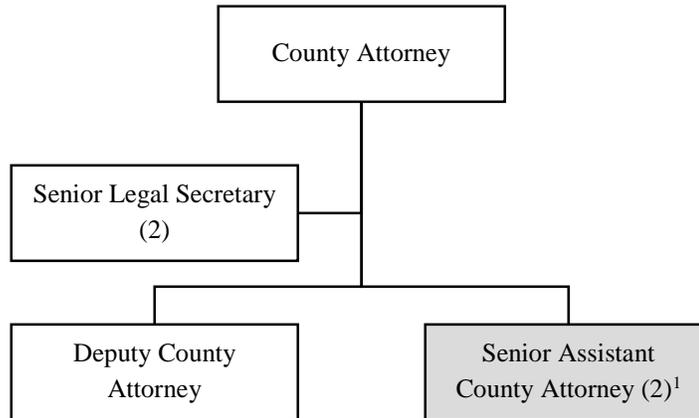
- Work with the Board of Supervisors to strategically execute the Board's vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County's strong 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 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	Annual	Annual	Annual
Maintain a Continuity of Operations and Disaster Recovery Plan	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Achieve/Maintain AA+ bond ratings	Aa1, AA+ and AA+	Aa1, AA+ and AA+	Aa1, AA+ and AA+	Aa1, AA+ and AA+	Aa1, AA+ and AA+
Staff turnover rate (County-wide)	12.56%	10.95%	10.0%	10.0%	10.9%

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, Constitutional Officers and employees regarding legal issues relative to conducting County business.



¹FY 2017-FY 2018 Proposed Budget includes the conversion of one (1.0) FTE Senior Assistant County Attorney from 30 to 37.5 hours in FY 2018.

GOALS:

- Provide timely and effective legal advice and representation to the Board of Supervisors, Constitutional Officers and all other boards, commissions, departments, and employees of the County.
- Effectively handle civil litigation by and for the County, its 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 2017:

- Formalize process for acceptance of conservation easements.
- Investigate feasibility of implementing paperless office.

KEY PROJECTS FOR FY 2018:

- Increase zoning enforcement activity.

COUNTY ATTORNEY

BUDGET SUMMARY:

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$629,567	\$630,538	\$630,652	\$647,393	\$632,470	\$673,375	\$656,858
Operating	\$377,934	\$103,753	\$47,574	\$47,574	\$47,574	\$47,574	\$47,574
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,007,501	\$734,291	\$678,226	\$694,967	\$680,044	\$720,949	\$704,432
Revenue	\$75,793	\$37,685	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Net Local Revenue	\$931,708	\$696,606	\$668,226	\$684,967	\$670,044	\$710,949	\$694,432
Full Time Staff	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	6.00	6.00	6.00	6.00	6.00	6.00	6.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the County Attorney includes adjustments to personnel expenditures due to changes in benefit costs and in FY 2018 the adjustment of one Senior Assistant County Attorney from 30 hours/week to 37.5 hours/week.

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
Files opened (non-litigation)	233	225	122	175	180
Document review and opinion requests	375	335	365	400	450
Real estate settlements	2	5	12	10	10
Miscellaneous litigation	5	8	4	5	6
Zoning enforcement summonses	4	5	9	12	15
Sheriff's Office Freedom of Information Act (FOIA)/Subpoena responses processed	141	200	235	245	255

COUNTY ATTORNEY

OBJECTIVE:

- Provide prompt response to client inquiries.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
Respond to 75% of requests for opinions within two working days	75%	75%	75%	75%	75%
Respond to 75% of requests for document reviews within 4 working days	75%	75%	70%	75%	75%
Return at least 90% of telephone calls within same working day	90%	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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
Total tax collections	\$730,582	\$450,000	\$589,306	\$450,000	\$470,000
Personal property collections	\$131,388	\$90,000	\$87,075	\$75,000	\$75,000
• Cases Filed-General District Court	331	300	303	300	300
• Letters sent	354	500	426	450	450
• Trials	11	5	3	5	5
• Interrogatory participation	122	100	70	70	70
• Judgments satisfied	47	30	46	50	50
Real estate collections	\$599,194	\$350,000	\$470,346	\$345,000	\$365,000
• Attorneys' fees and costs collected	\$75,793	\$37,685	\$31,885	\$30,000	\$30,000
Properties sold for delinquent taxes	1	3	9	5	5
Total properties redeemed	55	50	40	40	40
Files opened	37	30	14	15	15
Cases filed-Circuit Court	2	15	12	10	10

COUNTY ATTORNEY

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.

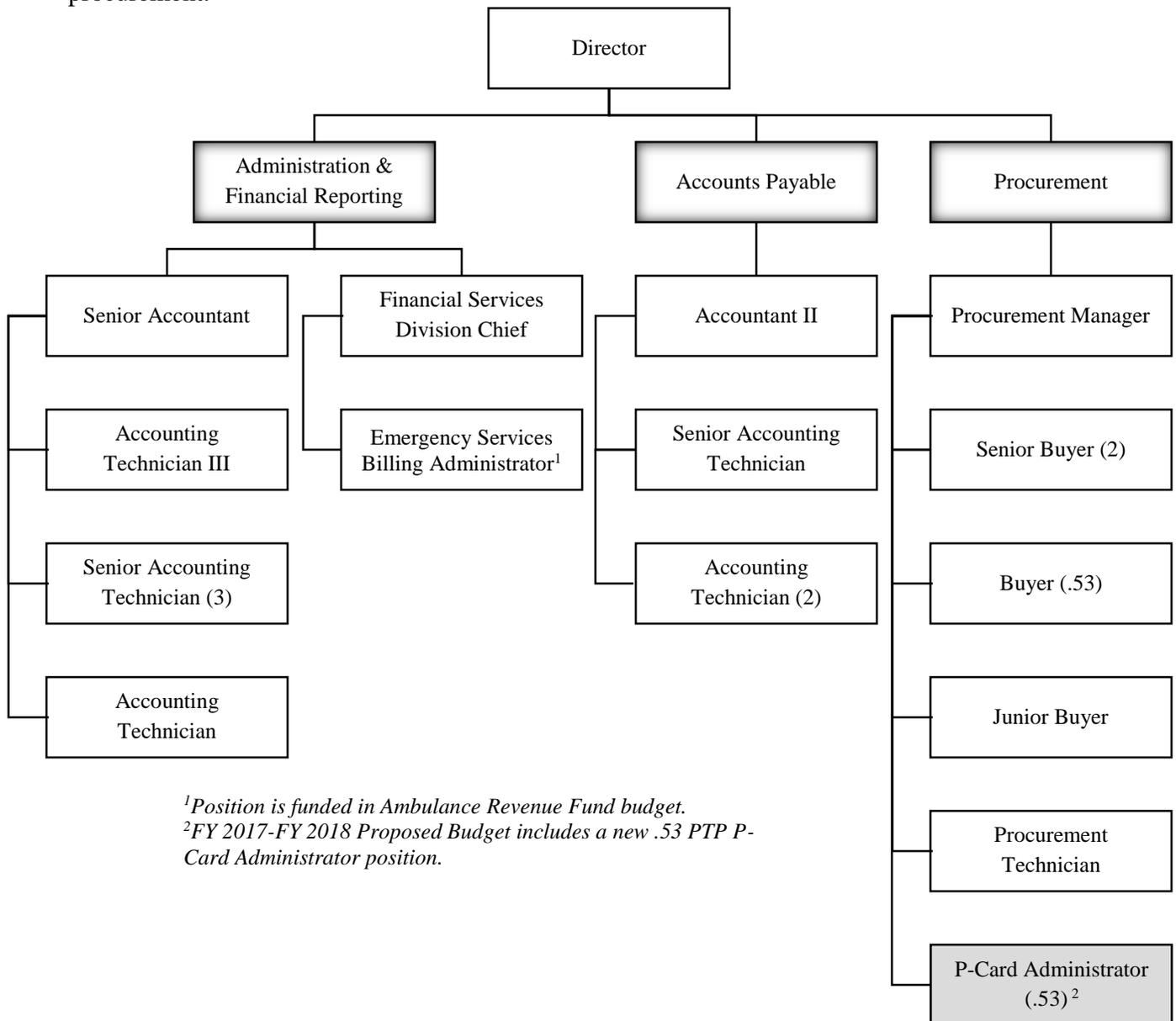
OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
File suit in cases where the amount of debt meets filing criteria	100%	100%	100%	100%	100%

FINANCE

ORGANIZATIONAL PURPOSE:

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

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



¹Position is funded in Ambulance Revenue Fund budget.

²FY 2017-FY 2018 Proposed Budget includes a new .53 PTP P-Card Administrator position.

FINANCE

GOALS:

- Prepare accurate and timely financial transactions and reports to assist customers in the delivery of their services.
- Prepare and publish the Comprehensive Annual Financial Report (CAFR) in a timely manner and in accordance with Generally Accepted Accounting Principles (GAAP) and 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 to minimize the County's borrowing costs.
- Implement procurement policies and procedures for the purchase of goods and services, while encouraging competition, compliance, accountability, and fairness.
- Update and maintain a comprehensive listing of capital assets and implement appropriate controls to safeguard the assets.
- Enhance employees' skills through cross-training and external training opportunities.
- Implement internal contract/project audit procedures in Procurement Division.

KEY PROJECTS FOR FY 2017:

- Further expansion of the P-Card Program including potential for higher payments to maximize potential rebate revenues.
- Develop procedures for the internal review of the Accounts Payable and Payroll Divisions.
- Continue collaboration with OMB toward the development of a central database to store pertinent data and documents related to grants.
- Continue development of automated reporting capability to enhance financial reporting to the BOS and SB Finance Committees.

KEY PROJECTS FOR FY 2018:

- Further expansion of the P-Card Program including potential for higher payments to maximize potential rebate revenues.
- Continue collaboration with OMB toward the development of a central database to store pertinent data and documents related to grants.
- Continued development of automated reporting capability to enhance financial reporting to the BOS and SB Finance Committees.
- Implement improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance Department staff.
- Study and propose methods to enhance workflow and reduce manual operations in Accounts Payable to reduce costs and increase efficiency in the procure-to-pay cycle.
- Study and propose alternative payroll approaches (if applicable) to aid in achieving additional accuracy and efficiency in the payroll process.

FINANCE

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$1,141,527	\$1,186,416	\$1,270,105	\$1,348,534	\$1,316,808	\$1,359,000	\$1,323,786
Operating	\$55,879	\$57,099	\$95,743	\$102,743	\$102,743	\$98,975	\$98,975
Capital	\$0	\$8,418	\$0	\$0	\$0	\$0	\$0
Total	\$1,197,406	\$1,251,933	\$1,365,848	\$1,451,277	\$1,419,551	\$1,457,975	\$1,422,761
Revenue	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$1,192,406	\$1,251,933	\$1,365,848	\$1,451,277	\$1,419,551	\$1,457,975	\$1,422,761
Full Time Staff	16.00	17.00	17.00	17.00	17.00	17.00	17.00
Part Time Staff	0.53	0.53	0.53	1.07	1.07	1.07	1.07
Full-time Equivalents	16.53	17.53	17.53	18.07	18.07	18.07	18.07

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the Finance Department includes adjustments to personnel expenditures due to changes in benefit costs, and the establishment of one part-time P-Card Administrator position, with related operating costs in FY 2017.

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.

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Outstanding debt issues	20	20	20	22	24
Journal transactions	1,901	1,799	1,817	1,835	1,835
Accounts Added or Deactivated in the General Ledger	1,699	513	518	524	524
School activity fund internal reviews	2	20	20	15	15
Volunteer fire & rescue internal reviews	11	11	11	10	10
Petty cash internal reviews	30	36	37	37	37
Revenue transmittals	394	311	315	319	319
Manual interest earnings calculations	18	23	24	24	24

FINANCE

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Programs interfaced	12	12	13	13	13
Development of long-term projections (Proprietary Funds)	2	2	2	2	2

OBJECTIVES:

- Publish accurate and informative financial documents annually, in compliance with GAAP regulations and 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.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Achieve GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes	Yes
Prepare and submit the Consolidated Annual Financial Report within State deadlines	Yes	Yes	Yes	Yes	Yes

PROGRAM 2: *Accounts Payable*

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.

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Invoices paid	41,492	41,409	42,500	41,390	41,380
Checks issued	17,971	17,071	18,500	17,250	17,340
Dollar amount processed	\$58 million	\$106 million	\$114 million	\$99 million	\$103 million
New vendors added	1,240	1,200	1,300	1,194	1,205
1099's issued	303	310	320	312	315

OBJECTIVE:

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

FINANCE

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Number of training sessions provided for County/School staff ¹	N/A	4	5	6	7

¹New measure in FY 2015.

PROGRAM 3: 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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Purchase Orders (PO) Issued	4,073	3,882	4,500	4,000	4,000
Purchase Order Edits	1,137	1,043	1,200	1,200	1,200
PO Edits to Issuance	27%	26%	26%	26%	26%
IFB, RFP, Contracts Issued	100	73	120	120	120
Contracts Managed	482	492	500	510	515

OBJECTIVES:

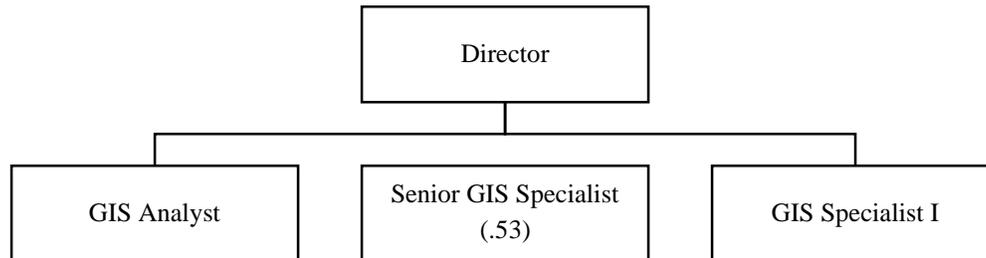
- Increase user comprehension and accuracy through training.
- Improve user resources by updating policies and procedures to reflect revisions to the Virginia Public Procurement Act and best practices.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Training sessions provided for County/School staff members	7	5	8	10	12
Revisions made/approved to Policies, Procedures & Terms/Conditions	5	4	6	6	6

GEOGRAPHIC INFORMATION SYSTEMS

ORGANIZATIONAL PURPOSE:

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



GOALS:

- Provide technical support and expertise to County agencies and the public.
- Provide access to accurate county GIS feature classes and geo-databases.
- Provide public access to county GIS information and services to the public.
- Administer and provide E-911 street addressing and GIS services.

KEY PROJECTS FOR FY 2017 AND FY 2018:

- Continue to maintain and enhance GIS web application. Research and evaluate replacing current web application using ArcGIS Online services and Community Maps hosted by Esri.
- Continue to integrate new digital mapping layers in the GIS, as coordinated and prioritized by County needs.
- Continue to provide GIS technical support, assistance, and training consistent with departmental and County-wide objectives.
- Continue to provide customized maps and reports to County agencies and the public.
- Continue to provide E-911 addressing administrative and technical functions, consistent with the requirements of Emergency Services and E-911 Communications Center.
- Facilitate a three-day onsite training program offered by ESRI to prepare the County for implementing ArcGIS Online, used to identify the maps and apps used to support county staff and customers, and leverage best practices to ensure GIS staff and architecture are configured correctly ensuring an efficient deployment.

GEOGRAPHIC INFORMATION SYSTEMS

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$278,007	\$305,202	\$307,032	\$316,298	\$308,694	\$373,623	\$310,214
Operating	\$9,955	\$4,065	\$17,750	\$35,650	\$21,250	\$32,627	\$23,000
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$287,962	\$309,267	\$324,782	\$351,948	\$329,944	\$406,250	\$333,214
Revenue	\$11,100	\$11,638	\$8,000	\$10,000	\$10,000	\$10,000	\$10,000
Net Local Revenue	\$276,862	\$297,629	\$316,782	\$341,948	\$319,944	\$396,250	\$323,214
Full Time Staff	3.00	4.00	4.00	4.00	4.00	5.00	4.00
Part Time Staff	0.53	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	3.53	4.00	4.00	4.00	4.00	5.00	4.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for Geographic Information Systems includes adjustments to personnel expenditures due to changes in benefit costs. In addition, operating expenditures have been adjusted to include additional training funding, and revenue has been adjusted to more accurately reflect current revenue projections and historical collections.

PROGRAM 1: GIS

GIS services are provided to internal and external customers.

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
GIS generated reports and PDF files produced	950	950	950	950	950
Maps produced	250	280	280	1,600	1,500
Type I Soils maps digitized	8	8	8	22	12
Training/Technical Support provided	300	300	300	300	300
Digital file requests processed	450	450	450	100	150
Street address requests processed	250	300	300	289	300
New streets added & signs ordered	65	65	65	92	50

GEOGRAPHIC INFORMATION SYSTEMS

OBJECTIVES:

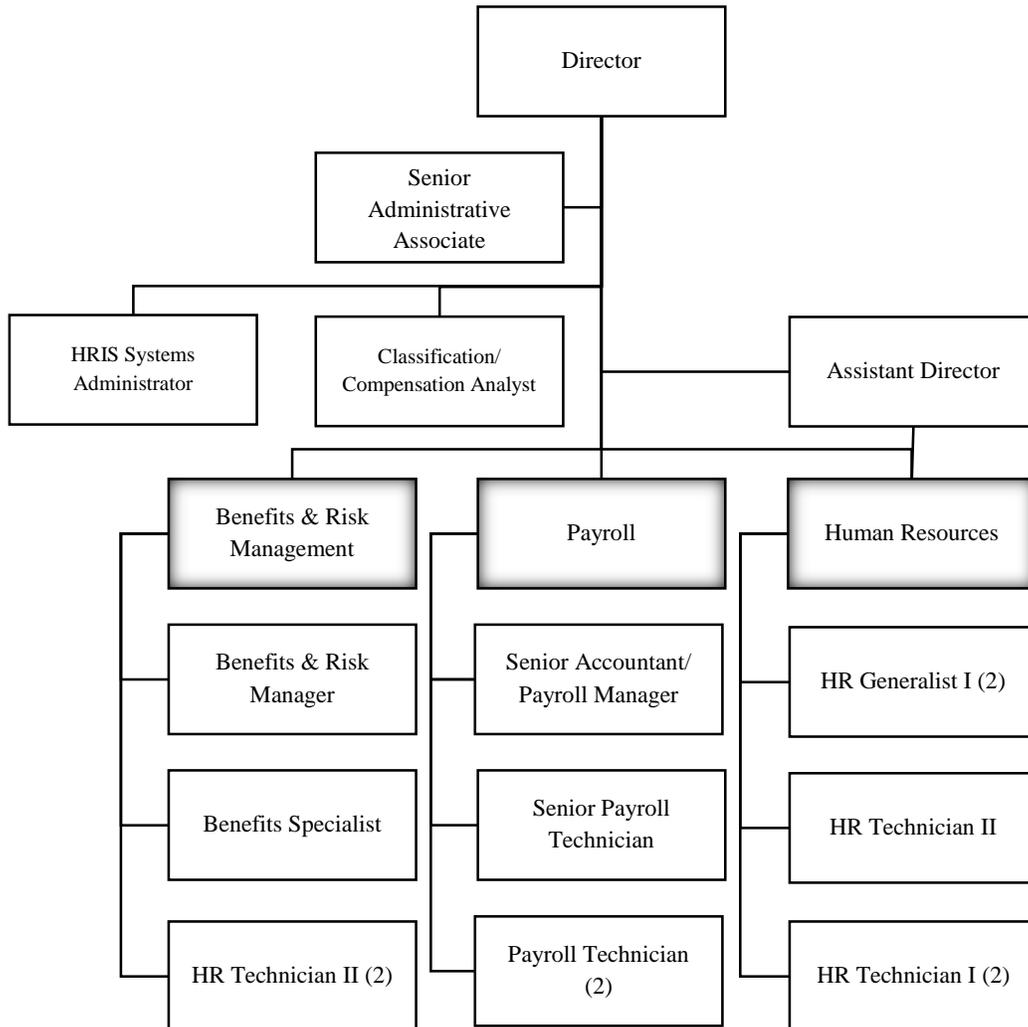
- Improve direct public access to GIS tools and data.
- Provide the underlying technology required to assist County agencies in providing effective support to residents.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Revenue generated by GIS product sales	\$11,100	\$11,638	\$9,000	\$10,000	\$11,000
Individual map layers available via the Internet	35	20	20	20	100
Digital map layers and databases maintained/ created for analysis and internal use in decision making	300	300	300	300	300
Server-based GIS system users	100	100	100	100	100

HUMAN RESOURCES

ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources 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.



GOALS:

- Increase customer satisfaction by improving response time and guidance provided to our consolidated business partners by increasing human resources staffing allocations.
- Implement targeted and strategic hiring practices to address challenges associated with employee recruitment, retention, and development.
- Maximize impact of technology.

HUMAN RESOURCES

- Streamline systems and programs to increase efficiency and effectiveness of service delivery.
- Utilize new human resources/payroll information system to automate processes for applicant tracking, hiring, terming employees, training, and paying employees timely.
- Prepare, implement and provide processes for VRS Modernization.
- Develop 21st century recruitment.
- Design, develop and implement an education program to address the training needs for all levels of employment.

KEY PROJECTS FOR FY 2017 AND FY 2018:

- Outsource family medical leave to provide legal insurance for regulatory compliance.
- Implement VRS modernization with Munis system.
- Develop records management system for personnel files.
- Initiate education programs.
- Research and develop pay scale redesign.
- Train managers and employees on new Fair Labor Standards Act (FLSA) regulations.
- Design, implement and deploy new performance evaluation tool for employees.

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$1,382,735	\$1,481,000	\$1,483,164	\$1,759,269	\$1,565,790	\$1,887,743	\$1,569,783
Operating	\$441,971	\$482,310	\$975,171	\$1,191,871	\$1,132,440	\$1,206,266	\$1,148,362
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,824,706	\$1,963,310	\$2,458,335	\$2,951,140	\$2,698,230	\$3,094,009	\$2,718,145
Revenue	\$81,311	\$56,500	\$65,681	\$65,681	\$65,681	\$65,681	\$65,681
Net Local Revenue	\$1,743,395	\$1,906,810	\$2,392,654	\$2,885,459	\$2,632,549	\$3,028,328	\$2,652,464
Full Time Staff	17.00	18.00	18.00	20.00	18.00	22.00	18.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	17.00	18.00	18.00	20.00	18.00	22.00	18.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for Human Resources includes adjustments to personnel expenditures due to changes in benefit costs. In addition, operating expenditures include increases for county-wide training programs, succession training, and increases in education reimbursement expenditures, as well as the outsourcing of FMLA.

HUMAN RESOURCES

PROGRAM 1: *Human Resources*

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
County employees	649	677	679	704	729
School employees	1823	1846	1865	1870	1873
Employment applications processed and reviewed	9,125	9,668	9,378	10,000	10,100
New-hires	224	333	393	359	325
Employees who separated employment	278	285	290	300	310

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 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Employees who participated in orientation	548	841	642	659	605
Exit interviews completed	84%	50%	75%	85%	95%
County turnover rate	12.56%	10.95%	10.75%	10.50%	10.00%
School turnover rate	10.36%	11.09%	10.90%	10.50%	10.00%

HUMAN RESOURCES

PROGRAM 2: *Benefits and Risk Management*

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Employees participating in Flexible Spending Accounts	12.32	14.77	14.72	20	25
Employees enrolled in a health insurance program	79.55	75.86	76.03	80	85
Employees enrolled in a deferred compensation account	34.25	34.66	32.94	36	40
On-the-job injuries	169	161	156	140	118
Employee auto accidents	94	89	56	45	37
Property damage claims	15	14	13	12	10
Liability claims	4	11	7	5	4

OBJECTIVES:

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

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Safety inspections performed	10	20	62	124	140
Safety training conducted at County and School facilities	4	20	15	25	35
Auto accidents that have been prevented as a result of HR efforts to minimize risk	43	40	20	25	30
OSHA reportable injuries	54	57	40	37	34
Two educational seminars provided to employees each year	2	8	8	18	23

HUMAN RESOURCES

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.

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Frequency of County payroll runs	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly
Frequency of School payroll runs	Bi-weekly & Monthly				
Employees Paid Monthly ¹	670	670	607	547	0
Employees Paid Bi-Weekly	1,236	1,763	2,195	2,260	2,322
Annual Checks/Direct Deposits Processed	53,104	43,467	44,771	46,114	47,497

¹The goal is to transition all School employees to bi-weekly payrolls by FY 2018.

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.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Out-of-cycle pay runs needed due to a payroll error ¹	23	9	9	5	4
Records maintained of payroll-related errors/ corrections	Yes	Yes	Yes	Yes	Yes
Contact initiated with employee within 24 hours	100%	100%	100%	100%	100%
Training provided to departmental users to ensure they are in compliance with County and School guidelines	Yes	Yes	Yes	Yes	Yes

¹A new software system was implemented in FY 2014, causing an increase in out-of-cycle pay runs.

INDEPENDENT AUDITOR

ORGANIZATIONAL PURPOSE:

The Independent Auditor reviews all funds in accordance with auditing standards and those specified by the Commonwealth of Virginia’s Auditor of Public Accounts (APA). The County’s Comprehensive Annual Financial Report (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 requirements. The auditors evaluate and express their “unmodified” opinion on the overall financial statement presentation.

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

GOALS:

- Evaluate financial and internal controls and express an opinion on the County’s compliance with established standards.
- Provide recommendations to management for continued adherence to excellence in financial controls and reporting.

KEY PROJECTS FOR FY 2017 AND FY 2018:

- Issue Request for Proposal (RFP) for cost accounting services.

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating	\$132,594	\$157,650	\$198,094	\$179,005	\$179,005	\$181,610	\$181,610
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$132,594	\$157,650	\$198,094	\$179,005	\$179,005	\$181,610	\$181,610
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$132,594	\$157,650	\$198,094	\$179,005	\$179,005	\$181,610	\$181,610
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	0.00

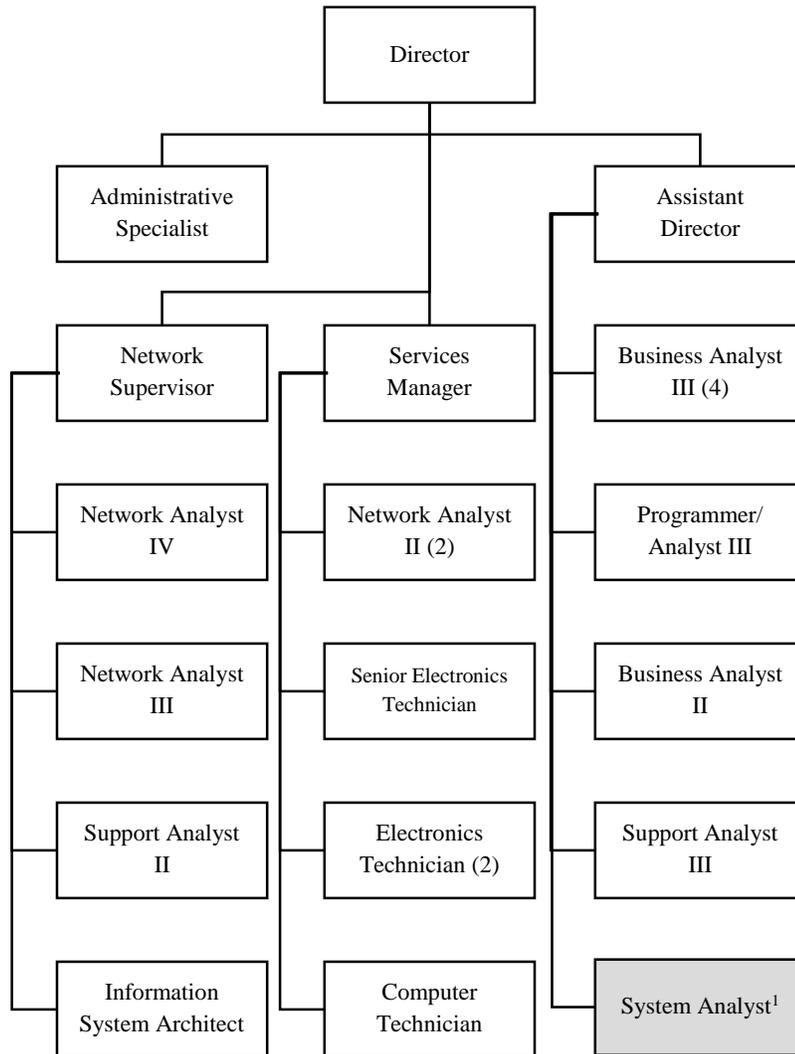
BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the Independent Auditor includes adjustments to operating expenditures based on reduced pricing of audit contract services.

INFORMATION TECHNOLOGY

ORGANIZATIONAL PURPOSE:

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



¹FY 2017-FY 2018 Proposed Budget includes a new 1.0 FTE System Analyst position.

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.

INFORMATION TECHNOLOGY

- 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.

KEY PROJECTS FOR FY 2017 AND FY 2018:

- Continue to implement new functionality of the Tyler Munis HR/Payroll system.
- Develop and begin implementation of a Disaster Recovery Plan.
- Allow for employee collaboration, document storage and other approved applications with SharePoint 2013.
- Implement funded projects as prioritized by the Technology Review Board.

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$2,054,845	\$2,075,149	\$2,170,376	\$2,475,161	\$2,308,019	\$2,488,841	\$2,316,759
Operating	\$1,433,657	\$1,298,725	\$1,494,172	\$1,569,728	\$1,569,728	\$1,585,928	\$1,585,928
Capital	\$20,909	\$71,049	\$22,250	\$0	\$0	\$0	\$0
Total	\$3,509,411	\$3,444,923	\$3,686,798	\$4,044,889	\$3,877,747	\$4,074,769	\$3,902,687
Revenue	\$1,600	\$0	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Net Local Revenue	\$3,507,811	\$3,444,923	\$3,685,198	\$4,043,289	\$3,876,147	\$4,073,169	\$3,901,087
Full Time Staff	22.00	22.00	22.00	24.00	23.00	24.00	23.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	22.00	22.00	22.00	24.00	23.00	24.00	23.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for Information Technology includes adjustments to personnel expenditures due to changes in benefit costs and the establishment of one Systems Analyst position. In addition, the budgets include operating expenditures increases for maintenance service contracts.

INFORMATION TECHNOLOGY

PROGRAM 1: *Information Technology*

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Network Printers/Copiers	96	99	100	83	86
Network Devices	169	175	175	180	185
Servers (Production Only)	145	162	213	220	230
Array Storage Allocated ¹	56	66	58	116	116
Service Requests ²	2,307	2,400	2,500	2,400	2,500
Fire and Security Systems (School and County) ³	N/A	N/A	72	74	76
Internet Protocol (IP) Phones	1,554	1,558	1,507	1,530	1,535

¹In terabytes.

²Information Technology expects a decrease with the implementation of self-service help portal in FY 2015.

³New measure in FY 2016.

OBJECTIVES:

- Implement funded projects approved by the Technology Review Board.
- Provide shared services/support to the Fauquier County Public Schools, where appropriate.
- Design and implement new county website.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Automate Community Development systems (EnerGov)	80%	90%	100%	100%	100%
Replace External Website ¹	N/A	25%	75%	95%	100%
Develop and implement a Disaster Recovery Plan ¹	N/A	10%	50%	75%	90%
Installation of Network at New Central Library ²	N/A	N/A	N/A	80%	100%
Installation of Network at Central Sports Complex ²	N/A	N/A	N/A	80%	100%
Replace select modules of Financial Reporting System ¹	N/A	0%	0%	10%	15%

¹New measure in FY 2015.

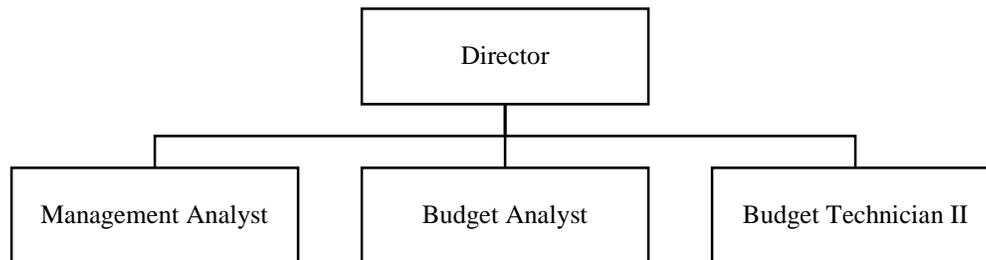
²Project is pending Board of Supervisors approval.

MANAGEMENT AND BUDGET

ORGANIZATIONAL PURPOSE:

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

OMB manages the development of the proposed and adopted budgets and the capital improvement program, monitoring the budget's implementation and departments' progress toward 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 end-to-end process of identifying, obtaining, executing, and closing out of external funding opportunities in support of the County's priority programs and projects.

KEY PROJECTS FOR FY 2017 AND FY 2018:

- Develop a five-year operational financial plan and other strategic planning tools, as directed by the Board of Supervisors, to improve long-term planning and forecasting of resources and needs.
- Develop and/or modify the annual Capital Improvement Program five-year plan, in concert with the County Administrator, to include project vetting, submission and review with the Planning Commission, and review with the Board of Supervisors' Facilities and Planning Implementation Committee.
- Continue to identify, develop, and implement training and outreach opportunities to support County departments in OMB-led processes (i.e., annual budget process, budget management, and grant management).

MANAGEMENT AND BUDGET

- Issue the County’s economic indicators report on a semi-annual basis to analyze and present data relative to the County’s fiscal health.
- Enhance the annual budget document based on GFOA Distinguished Budget Presentation Award criteria and annual review recommendations.

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$353,207	\$370,709	\$376,010	\$393,888	\$384,938	\$396,168	\$386,458
Operating	\$32,386	\$25,654	\$36,600	\$39,200	\$39,200	\$39,950	\$39,950
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$385,593	\$396,363	\$412,610	\$433,088	\$424,138	\$436,118	\$426,408
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$385,593	\$396,363	\$412,610	\$433,088	\$424,138	\$436,118	\$426,408
Full Time Staff	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	4.00	4.00	4.00	4.00	4.00	4.00	4.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the Office of Management and Budget includes adjustments to personnel expenditures due to changes in benefit costs and increases in temporary salary costs. In addition, the budgets include increased operating expenditures based on additional grant training requirements from funding entities.

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Budget submissions	47	47	47	47	47
Capital Improvement Program (CIP) project requests	67	60	60	65	65
County Asset Replacement Plan project requests	18	18	18	25	25
Contributory agency funding requests	43	45	45	55	55
Budget adjustments	225	250	250	250	250

MANAGEMENT AND BUDGET

OBJECTIVES:

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

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
General Fund expenditures to budget	97.7%	97.5%	98.0%	98.0%	98.0%
General Fund revenue to budget	102.2%	101.0%	98.0%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

PROGRAM 2: *Management Analysis and Grant Development*

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

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Grant proposals developed and/or supported	31	36	30	32	32
Benchmarking studies requested by County management and/or identified by OMB	7	6	6	7	7

MANAGEMENT AND BUDGET

OBJECTIVES:

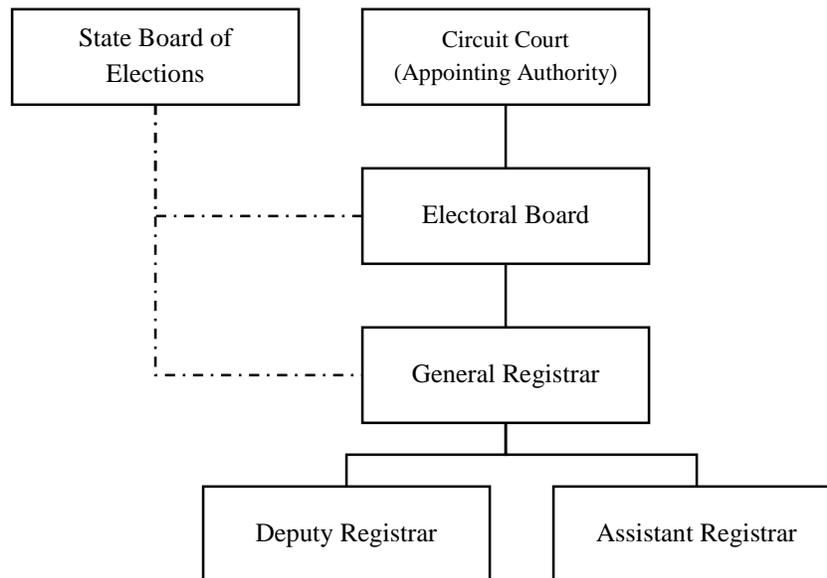
- Support departments with the identification of projects that may require outside funding support.
- Research outside funding opportunities based on identified need(s).
- Develop/review grant applications for County departments and associated agencies.
- Ensure departments adhere to the County grant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

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Grants awarded to Fauquier County	28	26	20	22	22
Benchmarking studies completed	7	6	6	7	7

REGISTRAR

ORGANIZATIONAL PURPOSE:

The Constitution of Virginia creates the Office of the General Registrar in Article 2, Section 8 and represents a mandatory 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

- 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 2017 AND FY 2018:

- National Change of Address (NCOA) confirmation notice mailing conducted State-wide.
- Interstate Voter Registration Crosscheck process a voter registration list maintenance effort conducted State-wide and involving multiple states.
- Electronic Registration Information Center (ERIC) process a voter registration list maintenance effort conducted State-wide and involving multiple states.
- November 2016 general election for U.S. President, and U.S. House of Representatives.
- June 2017 dual primary election for Governor, Lt. Governor, Attorney General and Va. House of Delegates.
- Electronic Pollbook data configuration and deployment for the November 2016 general election and June 2017 dual primary election.
- November 2017 general election for Governor, Lt. Governor, Attorney General and Va. House of Delegates.
- May 2018 Town general elections for the Incorporated Towns of Remington, The Plains and Warrenton.
- June 2018 dual primary election for U.S. Seante and U.S. House of Representatives.
- Electronic Pollbook data configuration and deployment for the November 2017 general election, May 2018 Town general elections and June 2018 dual primary election.

REGISTRAR

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$257,110	\$261,955	\$311,452	\$317,816	\$312,590	\$319,526	\$313,730
Operating	\$106,105	\$102,781	\$104,955	\$114,455	\$114,455	\$114,455	\$114,455
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$363,215	\$364,736	\$416,407	\$432,271	\$427,045	\$433,981	\$428,185
Revenue	\$50,737	\$59,512	\$87,611	\$74,611	\$74,611	\$87,611	\$87,611
Net Local Revenue	\$312,478	\$305,224	\$328,796	\$357,660	\$352,434	\$346,370	\$340,574
Full Time Staff	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	3.00	3.00	3.00	3.00	3.00	3.00	3.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the Registrar includes adjustments to personnel expenditures due to changes in benefit costs and operating expenditure increases based on a new rental agreement. In addition, revenue increases are included for town election reimbursements related to elections held by incorporated towns within the County, as well as fees related to the state primary elections based on these election cycles.

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Voter Registration Totals	47,112	47,583	47,689	47,890	48,098

REGISTRAR

OBJECTIVES:

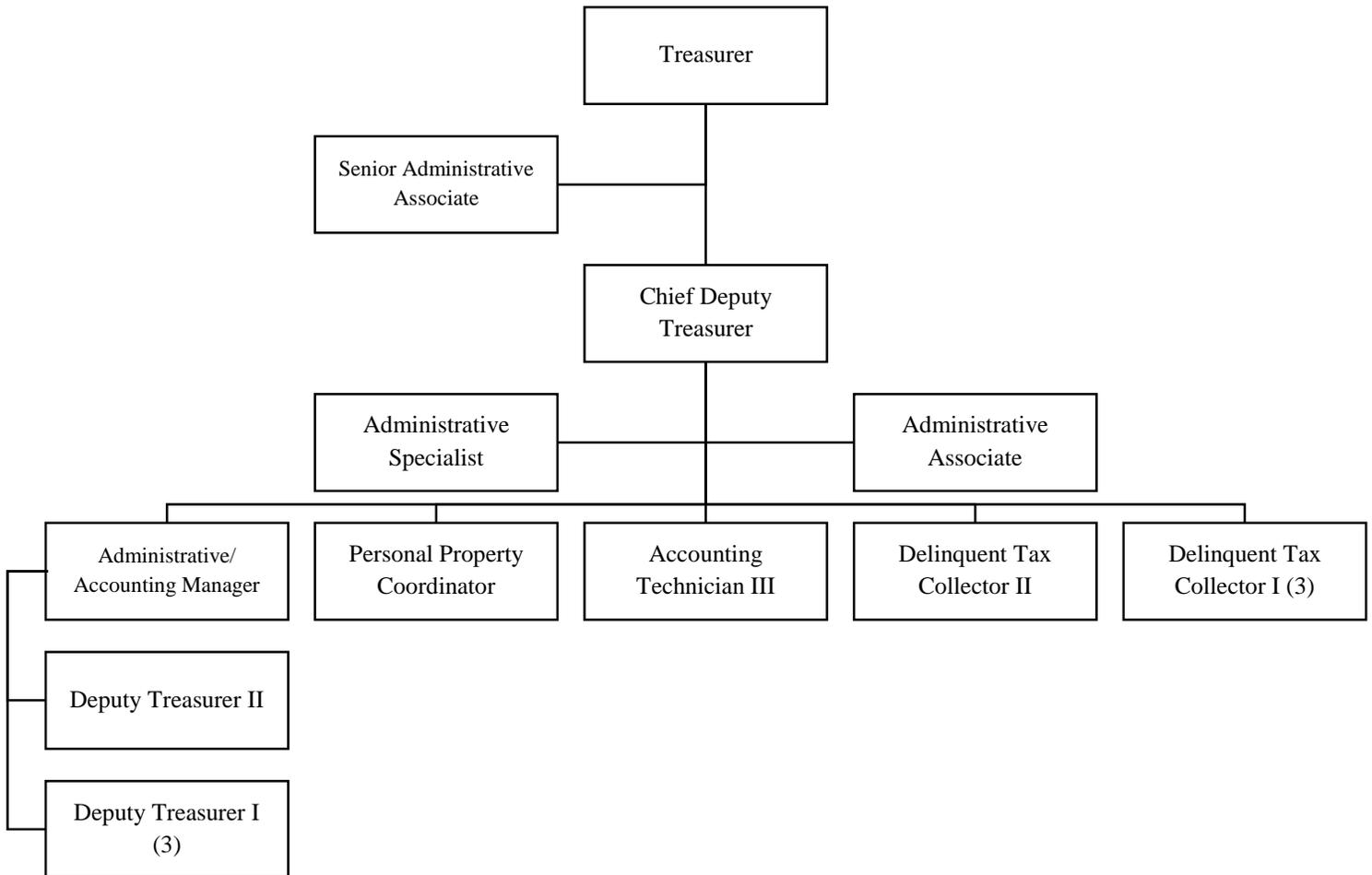
- Promote consistent administration of all election, registration, and campaign finance laws, rules and regulations.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Manuals published before election training	100%	100%	100%	100%	100%
Polling locations compliant with ADA guidelines	100%	100%	100%	100%	100%
Voting machines pass public testing	100%	100%	100%	100%	100%
Campaign finance reporting compliance	100%	100%	100%	100%	100%
Reconcile ballots cast with voters	100%	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 PROJECTS FOR FY 2017 AND FY 2018:

- Continue implementation of e-bill system.
- Process utility billing for Catlett/Calverton Decentralized Sewer Project.
- Process payment application for mobile devices.

BUDGET SUMMARY:

Total	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Request	FY 2017 Proposed	FY 2018 Request	FY 2018 Proposed
Costs:							
Personnel	\$982,996	\$1,017,666	\$1,045,191	\$1,076,635	\$1,050,017	\$1,085,755	\$1,056,097
Operating	\$176,412	\$181,834	\$136,133	\$206,799	\$200,299	\$208,594	\$208,704
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,159,408	\$1,199,500	\$1,181,324	\$1,283,434	\$1,250,316	\$1,294,349	\$1,264,801
Revenue	\$479,907	\$462,835	\$440,519	\$491,090	\$491,110	\$492,990	\$493,015
Net Local Revenue	\$679,501	\$736,665	\$740,805	\$792,344	\$759,206	\$801,359	\$771,786
Full Time Staff	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	16.00	16.00	16.00	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2017-FY 2018 Proposed Budget for the Treasurer's Office includes adjustments to personnel expenditures due to changes in benefit costs. In addition, operating expenditures have been adjusted to more accurately reflect current operations, based on credit card processing fees, as well the FY 2018 budget includes the implementation of billing systems for the Catlett/Calverton Sewer in FY 2018.

TREASURER

PROGRAM 1: *General Revenue Collection*

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

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Real Estate bills mailed	63,486	64,548	64,550	64,600	65,000
Personal Property bills mailed	64,910	66,643	67,000	67,200	67,200
Business licenses issued	3,179	3,212	3,200	3,225	3,250
Refunds issued	3,383	3,033	3,200	3,200	3,300
Dog Tags issued	3,434	3,737	3,800	3,500	3,800
State Income/Estimated Vouchers processed	9,980	8192	8,200	8,400	8,500
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	N/A	567	567

OBJECTIVE:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Accounts paid via the web	33,572	34,786	37,000	39,000	40,000
Accounts paid via Official Payments	N/A	568	570	570	570

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.

TREASURER

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Debt Set-off collections	\$439,677	\$400,490	\$420,000	420,000	420,000
Follow-up collections	\$3,390,507	\$3,062,640	\$3,200,000	3,250,000	3,500,000
Debt Set-off accounts collected	2,239	2,038	2,100	2,100	2,100
Accounts sent to debt set off	20,115	20,557	21,000	21,000	21,000
Third-party liens issued	1,845	2,119	2,000	2,100	2,100
Payment plans established	290	469	480	500	500
New bankruptcies filed	18	27	20	21	21
Treasurer Summons ¹	N/A	15	15	15	15
Court cases represented/affidavits	336	258	300	300	300
Department of Motor Vehicles (DMV) holds	8,789	9,144	8,500	8,800	9,000
Delinquent letters sent	30,194	34,867	35,000	36,000	36,000

¹New measure in FY 2015.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Accounts paid through IRMS (debt set-off) Program	2,239	1,997	2,200	2,200	2,200
Accounts paid through credit cards/eChecks via the internet	33,572	34,786	35,000	36,050	37,081
Accounts paid through credit cards in the office	8,207	8,303	8,400	8,500	8,500

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Follow-up collections	\$102,777	\$72,884	\$75,000	80,000	80,000
Third-party liens	\$50,784	\$78,184	\$80,000	85,000	85,000

TREASURER

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 2014 Actual	FY 2015 Actual	FY 2016 Goal	FY 2017 Goal	FY 2018 Goal
Third Party Liens	588	445	580	600	650
Letters sent	2,843	2,803	2,800	3,000	3,500

PROGRAM 4: *Accounting*

- Upload Direct Deposit files to the bank for processing.
- Print checks.
- Virginia Child Support transfers.
- Virginia withholding tax transfers.
- Send the benefits vendor wires to the bank.
- VRS transfers.
- Post daily to the cash receipts journal and prepare various monthly journal entries.
- Reconcile all financial statements and Treasurer's inventory monthly.
- Process and print all School and County checks as expeditiously as possible.

SERVICE VOLUME	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Direct Deposit Uploads ¹	N/A	84	75	64	62
Checks Processed ¹	N/A	18,673	18,700	18,650	18,650
Virginia Child Support transfers ¹	N/A	53	60	60	60
Virginia withholding tax transfers ¹	N/A	116	110	70	65
Benefit Wire transfers ¹	N/A	265	265	265	265
VRS transfers ¹	N/A	48	48	48	48

¹New measure in FY 2016.

OBJECTIVES:

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

