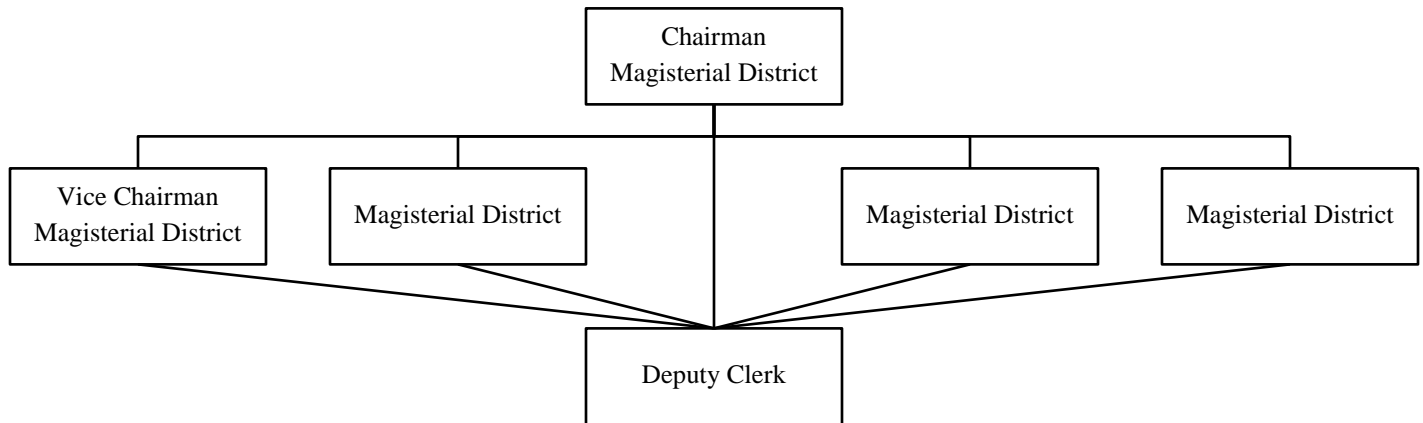


BOARD OF SUPERVISORS

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 2020:

Revenue Impacts for Local Governments:

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

BOARD OF SUPERVISORS

- Fauquier County supports an initiative in the 2019 session for local day placement programs under the Children’s Services Act. The largest expenditure for Fauquier County is special education day placement, for which the Commonwealth only provides funding for two-thirds of expenditures. Local day placement programs would allow children to remain in their communities, allow local school personnel to track the progress of the child, allow community services to be provided to families and children beyond the day placement, and achieve savings for taxpayers through a shorter length of stay.

Education:

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

Land Use and Zoning Authority:

- Fauquier County opposes any measure that would eliminate or reduce any local government zoning, land use or revenue authority.
- 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.
- Fauquier County supports legislation to prohibit public utilities from establishing transmission corridors over developed growth areas.
- Fauquier County supports legislation that grants localities additional tools to adequately meet increasing needs for public services driven by new development without burdening current residents with the cost of new growth through increased real estate taxes. Such additional tools may include broad impact fee authority for all counties, and adequate public facilities provisions in subdivision ordinances.

BOARD OF SUPERVISORS

Purchase of Development Rights and Conservation:

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

Libraries:

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

Transportation Priorities:

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

Broadband/Wireless Telecommunications

- Fauquier County supports efforts to expand broadband capabilities in underserved and rural areas including protecting and enhancing local authority to deploy or partner with others, public or private.
- Fauquier County strongly opposes legislation attempting to bypass, limit, or otherwise further restrict the local zoning, permitting and review process for telecommunications infrastructure.

Virginia Worker's Compensation Act:

- Fauquier County supports a proposed amendment to Virginia Code 65.2-402 providing for the inclusion under the Virginia Worker's Compensation Act of post-traumatic stress disorder on behalf of public safety officers in Virginia. Fauquier County supports a detailed financial review by the General Assembly of the cost impacts of this amendment upon localities. Fauquier County encourages the General Assembly to support a cost-sharing of the resulting costs between localities and the Commonwealth for the benefit of our first responders.

BOARD OF SUPERVISORS

Health, Safety and Welfare:

- Fauquier County supports an amendment to the Virginia Code that would allow service of process by mail to vehicle owners who are cited by school bus arm cameras for passing a school bus loading or unloading passengers. The amendment would also allow the County's ordinance to apply within any town located within the County.
- Fauquier County strongly supports legislation increasing statewide penalties and restrictions on a driver's use of technology, or other distraction, while operating a motor vehicle. The numbers of accidents and deaths nationwide that are caused by distracted driving are increasing at alarming rates. In an effort to protect the health and safety of our citizens and public that travel by roads within our jurisdiction, the County further supports legislation that would provide clear authority for the County to adopt and enforce a local ordinance requiring drivers to pay full attention while driving.
- Fauquier County seeks legislation to empower the Virginia Department of Health to approved harvested rainwater as potable for human consumption.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$175,255	\$179,063	\$180,817	\$181,473	\$183,051
Operating	\$100,962	\$97,108	\$111,280	\$110,570	\$110,570
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$276,217	\$276,171	\$292,097	\$292,043	\$293,621
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$276,217	\$276,171	\$292,097	\$292,043	\$293,621
Full-time Equivalent	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Board of Supervisors includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff. In addition, operating expenditures have been adjusted to more accurately reflect current operations.

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Regularly scheduled public meetings	12	12	12	12
Work Sessions conducted	52	37	49	49
Consent / Regular Agenda items considered	143	125	150	150
Public Hearings conducted	49	50	60	60
Proclamations & Awards presented	21	36	29	29
Citizen appointments made to Committees, Boards & Commissions	15	51	37	37
Legislative priorities submitted to the General Assembly	25	23	22	22
Committees, commissions & boards on which BOS members serve	19	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	15	9	14	14

OBJECTIVES:

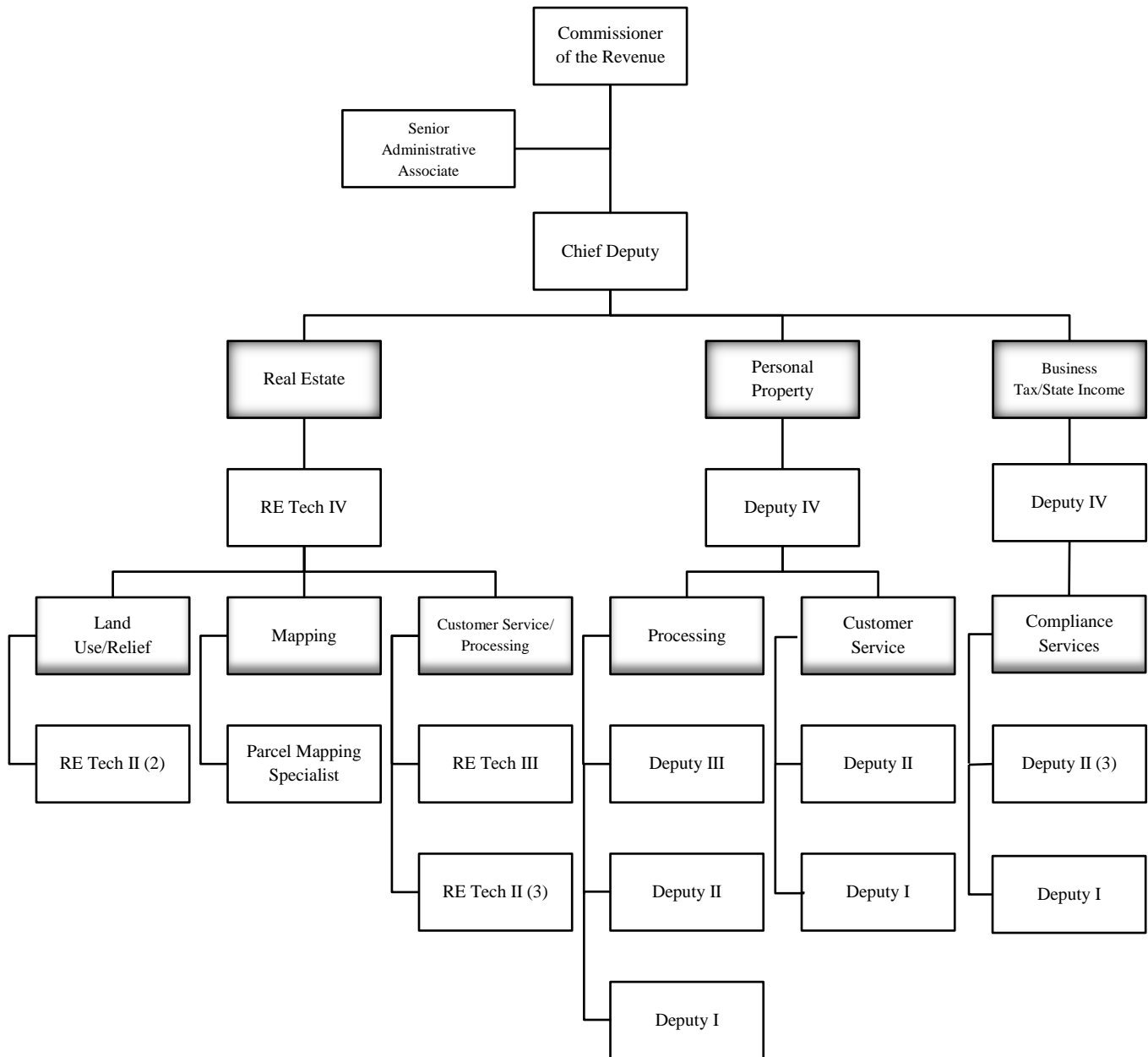
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2018 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
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:

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 2020:

- Install and implement a program to allow for the automatic indexing and Library of Virginia based records management system utilizing the Laserfiche Records Management Module.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$1,323,850	\$1,453,902	\$1,507,879	\$1,522,311	\$1,551,335
Operating	\$101,327	\$95,823	\$114,678	\$114,678	\$114,678
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$1,425,177	\$1,549,725	\$1,622,557	\$1,636,989	\$1,666,013
Revenue ¹	\$188,192	\$197,489	\$538,400	\$202,187	\$197,231
Net Local Revenue	\$1,236,985	\$1,352,236	\$1,084,157	\$1,434,802	\$1,468,782
Full-time Equivalents	20.00	22.00	22.00	22.00	22.00

¹FY 2019 Revenue includes sexennial Land Use reassessment.

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Commissioner of the Revenue includes revenue resulting from a Compensation Board funding allocation based on the Commonwealth's projected FY 2020 budget for compensation adjustments.

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 exoneration and supplements.

COMMISSIONER OF THE REVENUE

- 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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Mapping changes	1,852	1,870	1,890	1,890
Record revisions on appraisal module ¹	3,599	6,100	3,650	3,700
Prepare assessments for new construction	1,465	1,450	1,500	1,500
Transfers	3,817	4,000	4,100	4,100

¹FY 2018 Budget includes the quadrennial reassessment effective January 2018.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Transfers recorded within 48 hours (after April 1)	96%	98%	98%	98%
New construction data entered prior to January 31	90%	95%	95%	95%

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

The Commissioner of the Revenue is responsible for administering the Use Value Assessment Program. This program, authorized by the Commonwealth of Virginia, permits agricultural, horticultural, forestal, and open space land to be assessed at “use value” rather than its “market value.” Revalidations must be filed annually. This assessment is revised when the use of the land changes or is rezoned, at which time a “roll back” assessment is made. The “roll back” period includes the five previous years plus the current year. As a result of Reassessment, Single Parcel Overlays are required to be completed on all parcels in Land Use.

COMMISSIONER OF THE REVENUE

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Parcels in land use	3,847	3,800	3,800	3,800
Roll backs calculated	72	100	100	100
New applications & revalidation receipts ¹	82	130	3,000	135
Land use inspection	8	25	25	25

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

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Applications and revalidations processed within 60 days of receipt	89%	90%	90%	90%
Exonerations of qualified applicants completed within 30 days of receipt	95%	95%	95%	95%

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.

COMMISSIONER OF THE REVENUE

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

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

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Exonerations	12,413	12,661	12,914	13,172
Supplements	12,108	12,350	12,597	12,849
PPTRA qualifying vehicles	77,413	78,961	80,540	82,151
Qualifying leased vehicles	533	544	555	566
Audit letters	200	200	200	200
Personal Property returns	55,587	56,143	56,704	57,271
Vehicles disqualified	454	459	463	468
License fees assessed	77,513	78,288	79,071	79,862

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Personal Property returns processed by 7/30	90%	90%	90%	90%

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.

COMMISSIONER OF THE REVENUE

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

State Income Tax

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

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

Bank Franchise Tax

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

Consumer Utility Tax Returns

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

Transient Occupancy Tax

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

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Business license applications mailed	3,085	3,204	3,000	3,000
Virginia Workers Compensation forms	1,422	1,456	1,450	1,450
Bank stock audit	11	11	11	11
Consumer Utility Tax returns	8	8	8	8
Business Personal Property returns	4,435	4,341	4,400	4,050
Machinery & Tools returns	46	47	47	47
Transient Occupancy Tax returns	11	12	12	12
States income correspondence	770	900	800	800
State income returns processed	4,159	3,989	3,800	3,700
State estimated returns processed	1,205	1,384	1,200	1,100

COMMISSIONER OF THE REVENUE

OBJECTIVES:

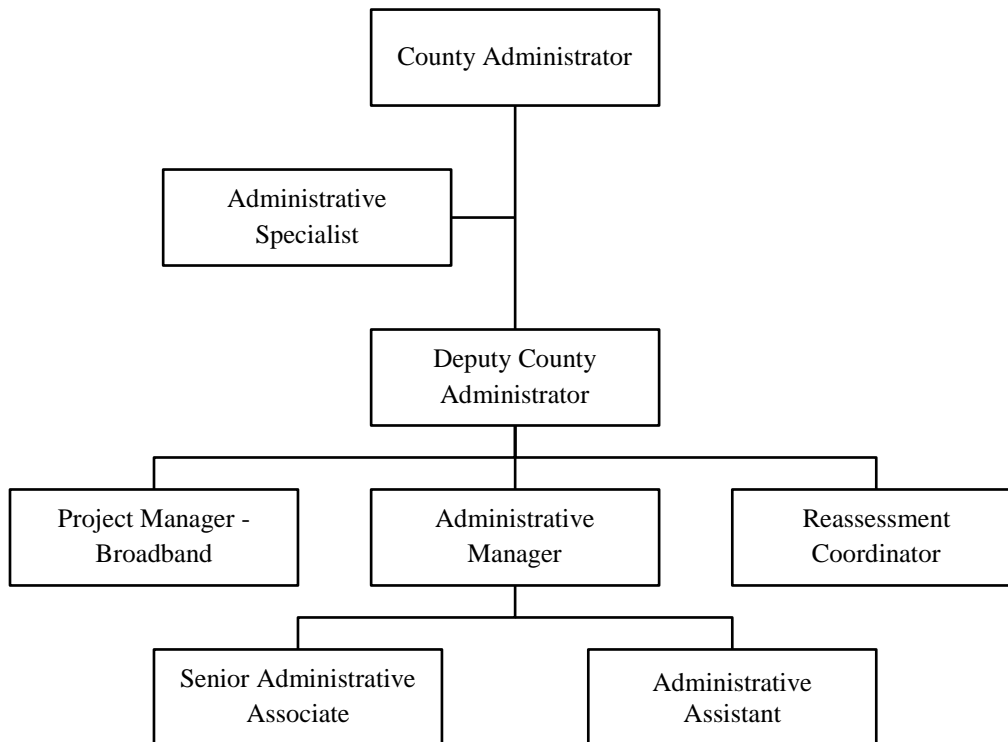
- Ensure the maximum assessment of revenue for BPOL by performing desk audits and other reviews of filings by May 30.
- Ensure the maximum assessment of revenue for Business Personal Property (BPP) taxes by July 30.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
BPOL desk compliance tests completed by May 30	15%	20%	30%	50%
BPP desk compliance tests completed by July 30	15%	20%	30%	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.



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 2020:

- 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$790,106	\$851,220	\$915,777	\$921,025	\$935,396
Operating	\$728,818	\$365,622	\$50,842	\$51,142	\$51,142
Capital	\$3,195	\$0	\$0	\$0	\$0
Total	\$1,522,119	\$1,216,842	\$966,619	\$972,167	\$986,538
Revenue ¹	\$0	\$0	\$119,480	\$121,869	\$118,865
Net Local Revenue	\$1,522,119	\$1,216,842	\$847,139	\$850,298	\$867,673
Full-time Equivalents	7.53	8.00	8.00	8.00	8.00

¹Includes transfer from Capital Improvement Fund for Broadband Project Manager position, funded in the capital project.

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for County Administration includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff.

PROGRAM 1: *County Administration*

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

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

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Board of Supervisors agenda items submitted	94	124	85	85
Legislative priorities developed and submitted for Board of Supervisors’ consideration	18	23	24	24
Standing Board/Committee meetings ¹	72	88	75	75

¹Meetings per calendar year.

COUNTY ADMINISTRATION

OBJECTIVES:

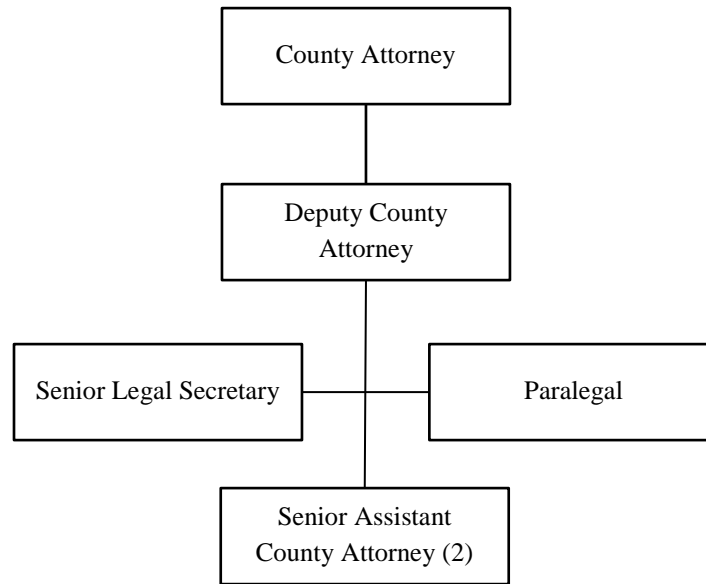
- Work with the Board of Supervisors to strategically execute the Board’s vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County’s strong 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 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 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 Aa1, AA+ and AAA bond ratings	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA

COUNTY ATTORNEY

ORGANIZATIONAL PURPOSE:

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



GOALS:

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

KEY PROJECTS FOR FY 2020:

- Continue implementation of paperless office practices with digitizing closed and stored County Attorney's Office files.

COUNTY ATTORNEY

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$643,108	\$688,184	\$707,051	\$710,987	\$769,609
Operating	\$43,151	\$56,872	\$47,574	\$47,574	\$47,574
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$686,259	\$745,056	\$754,625	\$758,561	\$817,183
Revenue	\$30,391	\$10,215	\$15,000	\$15,000	\$0
Net Local Revenue	\$655,868	\$734,841	\$739,625	\$743,561	\$817,183
Full-time Equivalents	6.00	6.00	6.00	6.00	6.00

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the County Attorney's Office includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff. Revenue has been adjusted due to changes in collection procedures, resulting in less cost recovery for lien fees.

PROGRAM 1: *County Attorney's Office*

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

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Files opened	152	180	150	150
Document review and opinion requests	365	450	400	400
Real estate settlements	7	10	8	8
Active open litigation cases	390	346	140	140

COUNTY ATTORNEY

OBJECTIVES:

- Provide prompt response to client inquiries.
- Support collections activities for delinquent taxes, fees and fines.
- Conduct tax sales of delinquent real estate in order to recover delinquencies and return the properties to taxpaying status.

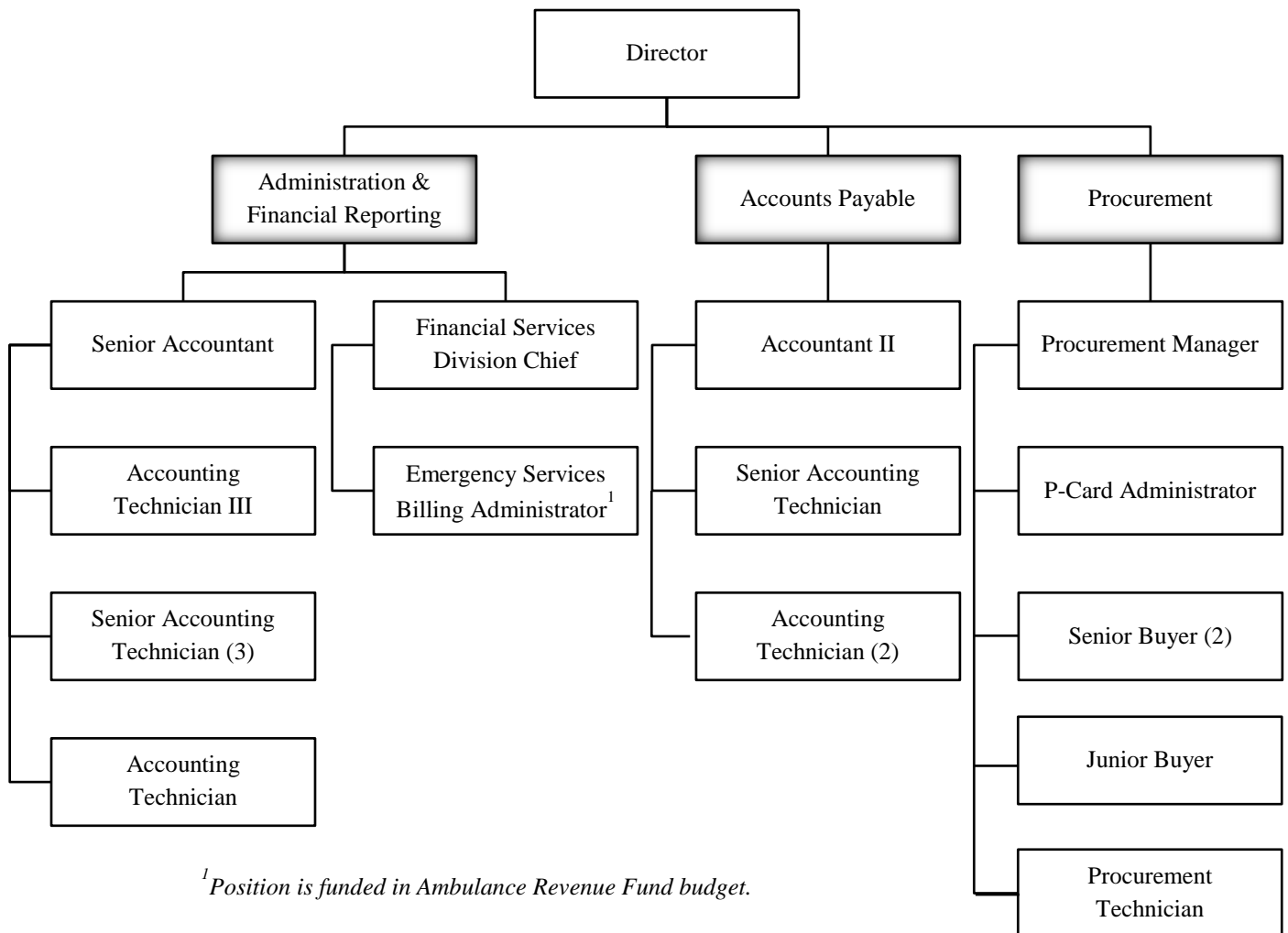
OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Respond to 75% of requests for opinions within 5 working days	75%	75%	75%	75%
Respond to 75% of requests for document reviews within 5 working days	75%	75%	75%	75%
Review and respond to 100% of FOIA and subpoena requests within required timeframe	100%	100%	100%	100%
Attend 100% of primary board or commission meetings	100%	100%	100%	100%
Attend 100% of the secondary board or committee meetings where attorney is requested	100%	100%	100%	100%
Initiate appropriate action in 100% of cases accepted for litigation within 5 working days	N/A	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.



¹ Position is funded in Ambulance Revenue Fund budget.

FINANCE

GOALS:

- Prepare accurate and timely financial transactions and reports to assist customers in the delivery of their services.
- Prepare and publish the Comprehensive Annual Financial Report (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 2020:

- Further expansion of the P-Card Program for both the County and Schools.
- Continued development of automated reporting capability to enhance financial reporting to the Board of Supervisors (BOS) and School Board (SB) Finance Committees, as well as other internal or external customers.
- Continued study toward implementation of methods to enhance workflow and reduce manual operations in Accounts Payable to reduce costs and increase efficiency in the procure-to-pay cycle.
- 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.
- Begin studying feasibility of utilizing software to complete annual Cost Allocation Plan currently completed by external consultants.
- Implement new Government Accounting Standards Board (GASB) pronouncements.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$1,321,045	\$1,347,110	\$1,398,196	\$1,410,003	\$1,435,934
Operating	\$59,191	\$50,272	\$101,775	\$104,760	\$104,760
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$1,380,236	\$1,397,382	\$1,499,971	\$1,514,763	\$1,540,694
Revenue	\$0	\$10,000	\$0	\$0	\$3,500
Net Local Revenue	\$1,380,236	\$1,387,382	\$1,499,971	\$1,514,763	\$1,537,194
Full-time Equivalents	18.00	18.00	18.00	18.00	18.00

FINANCE

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Finance Department includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff and revenue increases due to increased P-card activity.

PROGRAM 1: Administration and Financial Reporting

Produce the County government and School Division Comprehensive Annual Financial 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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Total outstanding debt issues	34	31	33	38
GO/Pooled/Direct Bank Loans	16	16	15	19
Equipment/Financing Leases	12	9	12	13
Rural Development Loans	6	6	6	6
Journal transactions	1,960	2,248	2,259	2,259
Accounts Added or Deactivated in the General Ledger ¹	4,200	3,031	1,500	1,500
School activity fund internal reviews	20	21	20	20
Volunteer fire rescue internal reviews	10	6	9	9
Petty cash internal reviews	46	46	47	47
Revenue transmittals ²	283	815	855	855
Manual interest earnings calculations	25	26	39	39
Programs interfaced	14	15	16	16

¹FY 2017 increase in accounts activated/deactivated was primarily the result of General Ledger clean-up.

²FY 2018 transmittal increases are due to increased transmittal processing provided to the School Division.

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 GFOA standards and meet State and GFOA submission deadlines.

FINANCE

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Achieve GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes
Prepare and submit the Consolidated Annual Financial Report within State deadlines	Yes	Yes	Yes	Yes

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Invoices paid	42,247	43,984	45,750	41,380
Checks issued	17,290	18,119	18,400	18,600
Dollar amount processed	\$59 million	\$64 million	\$68 million	\$73 million
New vendors added	1,248	1,260	1,300	1,300
1099's issued	398	368	375	375

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Number of training sessions provided for County/School staff	8	5	8	9

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.

FINANCE

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Purchase Orders (PO) Issued	3,843	2,532	2,500	2,000
Purchase Order Edits	986	1,138	875	750
PO Edits to Issuance	25%	45%	35%	35%
IFB, RFP, Contracts Issued ¹	160	153	200	135
Contracts Managed	505	645	630	635
P-Cards Issued	3	36	78	88
P-Card Transaction Volume	8	855	1,700	2,000

¹Higher issuance in FY 2017 due to all Open-End A/E resolicited, with multiple contracts awarded and New/Revised CSA Agreements issued in FY 2019.

OBJECTIVES:

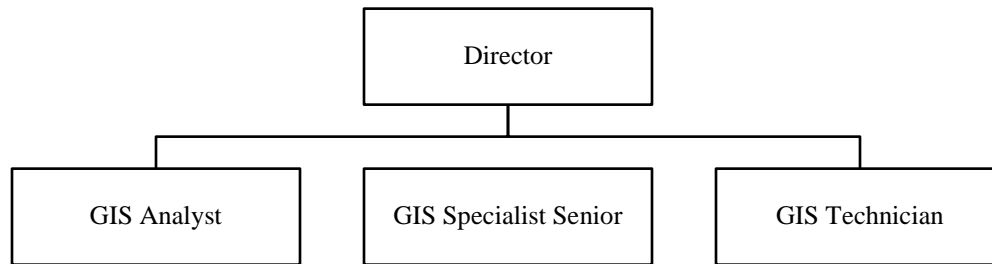
- Increase user comprehension and accuracy through training.
- Improve user resources by updating policies and procedures to reflect revisions to the Virginia Public Procurement Act and best practices.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Training sessions provided for County/School staff members	12	12	14	16
Revisions made/approved to Policies, Procedures & Terms/Conditions	2	4	4	4
P-Card Training Sessions	4	23	30	20

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.
- Administer and provide E-911 Street addressing and GIS services.
- Continue to develop and deploy web based GIS applications for internal and external consumption.

KEY PROJECTS FOR FY 2020:

- Continue to maintain and enhance WebGIS presence.
- 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.

GEOGRAPHIC INFORMATION SYSTEMS

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$311,669	\$318,797	\$331,710	\$334,334	\$341,169
Operating	\$14,950	\$15,349	\$24,850	\$24,850	\$24,850
Capital	\$0	\$27,557	\$0	\$0	\$0
Total	\$326,619	\$361,703	\$356,560	\$359,184	\$366,019
Revenue	\$7,056	\$3,501	\$5,000	\$5,000	\$5,000
Net Local Revenue	\$319,563	\$358,202	\$351,560	\$354,184	\$361,019
Full-time Equivalents	4.00	4.00	4.00	4.00	4.00

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Department of Geographic Information Systems (GIS) includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff.

PROGRAM 1: GIS

GIS services are provided to internal and external customers.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
GIS generated reports and PDF files produced	1,600	1,600	1,600	1,600
Type I Soils maps digitized	9	10	10	10
Training/Technical Support hours provided	200	200	200	200
Digital file requests processed	500	501	450	450
Street address requests processed	485	300	300	300
New streets added & signed ordered	14	20	10	10

OBJECTIVES:

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

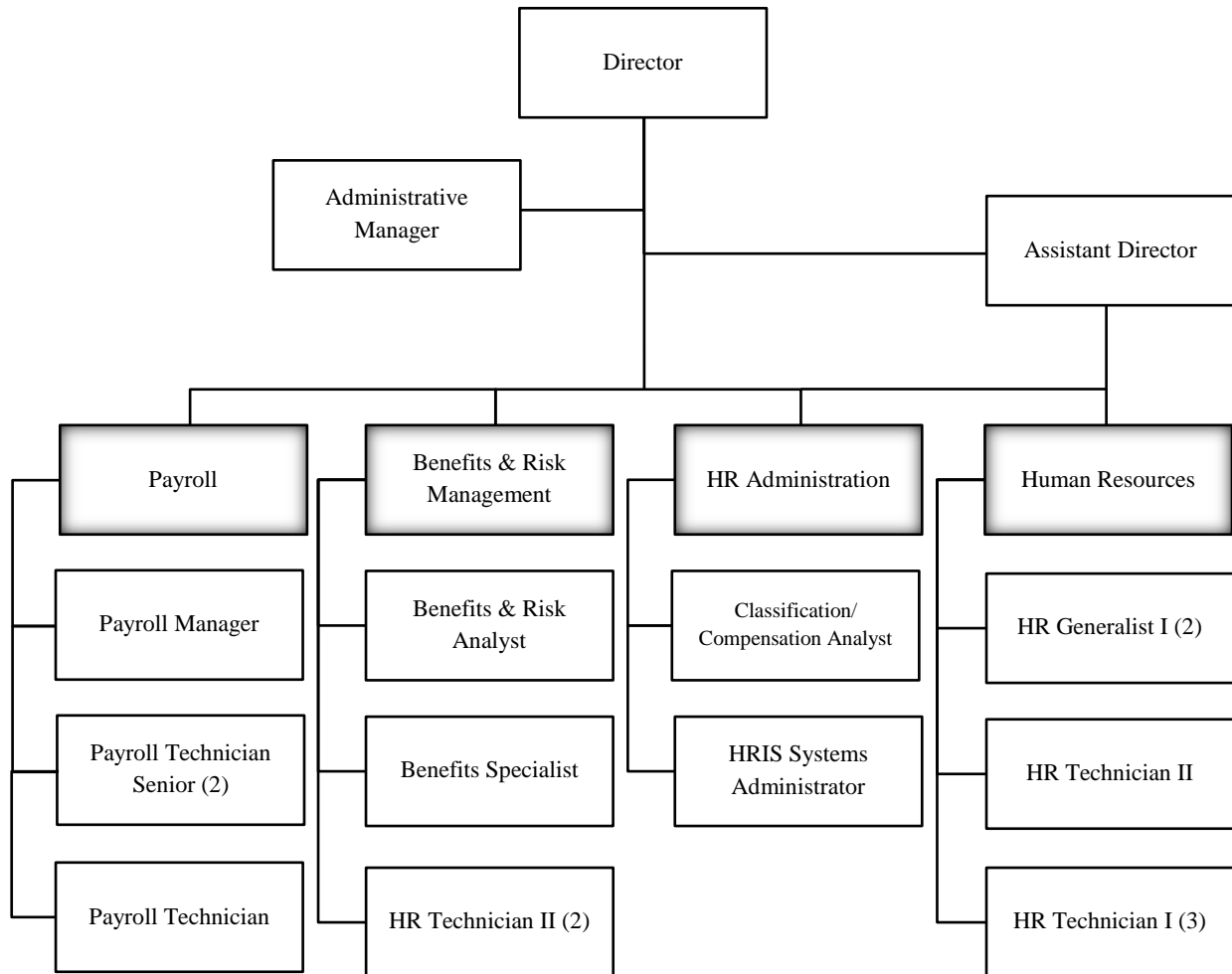
GEOGRAPHIC INFORMATION SYSTEMS

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Revenue generated by GIS product sales	\$7,056	\$3,501	\$5,000	\$5,000
Individual map layers available via the Internet	20	20	20	20
Digital map layers and databases maintained/created for analysis and internal use in decision making	300	300	300	300
Server-based GIS system users	100	100	100	100

HUMAN RESOURCES

ORGANIZATIONAL PURPOSE:

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



GOALS:

- Increase customer satisfaction by improving response time and guidance provided to our business partners.
- Implement targeted and strategic hiring practices to address challenges associated with employee recruitment, retention, and development.
- Maximize impact of technology.
- Streamline systems and programs to maximize efficiency and effectiveness of service delivery.

HUMAN RESOURCES

- Prepare, implement and provide processes for Virginia Retirement System (VRS) Modernization.
- Design, develop and implement an education program to address the training needs for all levels of employment.
- Per BOS Strategic Plan, develop and implement a 3-year plan to alleviate compression.

KEY PROJECTS FOR FY 2020:

- Implement compression plan for County government.
- Market the clinic for maximum utilization.
- Design, implement and evaluate a new performance evaluation.
- Implement electronic personnel files.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$1,497,440	\$1,630,092	\$1,694,129	\$1,710,937	\$1,723,229
Operating	\$600,963	\$621,209	\$1,243,963	\$1,290,849	\$1,290,849
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$2,098,403	\$2,251,301	\$2,938,092	\$3,001,786	\$3,014,078
Revenue	\$79,328	\$50,906	\$65,681	\$65,681	\$65,681
Net Local Revenue	\$2,019,075	\$2,200,395	\$2,872,411	\$2,936,105	\$2,948,397
Full-time Equivalents	18.00	18.00	18.00	18.00	18.00

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Department of Human Resources includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff.

PROGRAM 1: *Human Resources*

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

HUMAN RESOURCES

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
County Employees	722	758	762	782
School Employees	1,917	1,899	1,957	1,977
Employment applications processed and reviewed	10,162	10,509	11,300	12,400
New-hires	615	596	655	700
Employees who separated employment	324	338	340	350

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 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Employees who participated in orientation	840	880	920	960
Exit interviews completed	70%	80%	85%	85%
County turnover rate	6.2%	10.9%	8.0%	9.0%
School turnover rate	5.0%	13.5%	7.0%	8.0%

PROGRAM 2: *Benefits and Risk Management*

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

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Employees participating in Flexible Spending Accounts (percent)	16%	16%	22%	25%
Employees enrolled in a health insurance program (percent)	78%	81%	80%	80%
Employees enrolled in a deferred compensation account (percent)	37%	40%	40%	40%
On-the-job injuries	199	191	180	170
Employee auto accidents	127	170	150	140
Property damage claims	17	25	12	10
Liability claims	10	16	10	10

HUMAN RESOURCES

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Safety inspections performed	10	14	15	15
Safety training conducted at County and School facilities	21	25	25	25
Auto accidents that have been prevented as a result of HR effort to minimize risk	20	20	20	20
OSHA reportable injuries	56	62	35	25
Two educational seminars provided to employees each year	8	8	8	8

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Employees Paid Monthly ¹	540	369	0	0
Employees Paid Bi-Weekly	1,956	2,235	2,480	2,500
Annual Checks/Direct Deposits Processed	77,610	71,008	75,000	79,000

¹FY 2019 goal is to have all employees paid bi-weekly.

OBJECTIVES:

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

HUMAN RESOURCES

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Out-of-cycle pay runs due to payroll error	12	15	6	4
Records maintained of payroll-related errors/corrections	Yes	Yes	Yes	Yes
Contact employee within 24 hours of error	100%	100%	100%	100%
Training provided to departmental users to ensure they are in compliance with County and School guidelines	Yes	Yes	Yes	Yes

INDEPENDENT AUDITOR

ORGANIZATIONAL PURPOSE:

The Independent Auditor reviews all funds in accordance with auditing standards and those specified by the Commonwealth of Virginia’s Auditor of Public Accounts (APA). The County’s Comprehensive Annual Financial Report (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 2020:

- Prepare a Request for Proposal (RFP) for commencement of cost allocation and Volunteer Fire and Rescue Association (VFRA) audit services.
- Prepare a cost analysis to determine if cost allocation services can be performed in-house versus outsourcing.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating ¹	\$119,505	\$267,462	\$186,105	\$187,685	\$210,895
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$119,505	\$267,462	\$186,105	\$187,685	\$210,895
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$119,505	\$267,462	\$186,105	\$187,685	\$210,895
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

¹FY 2018 Actual includes one-time contractual services funded with supplemental funding.

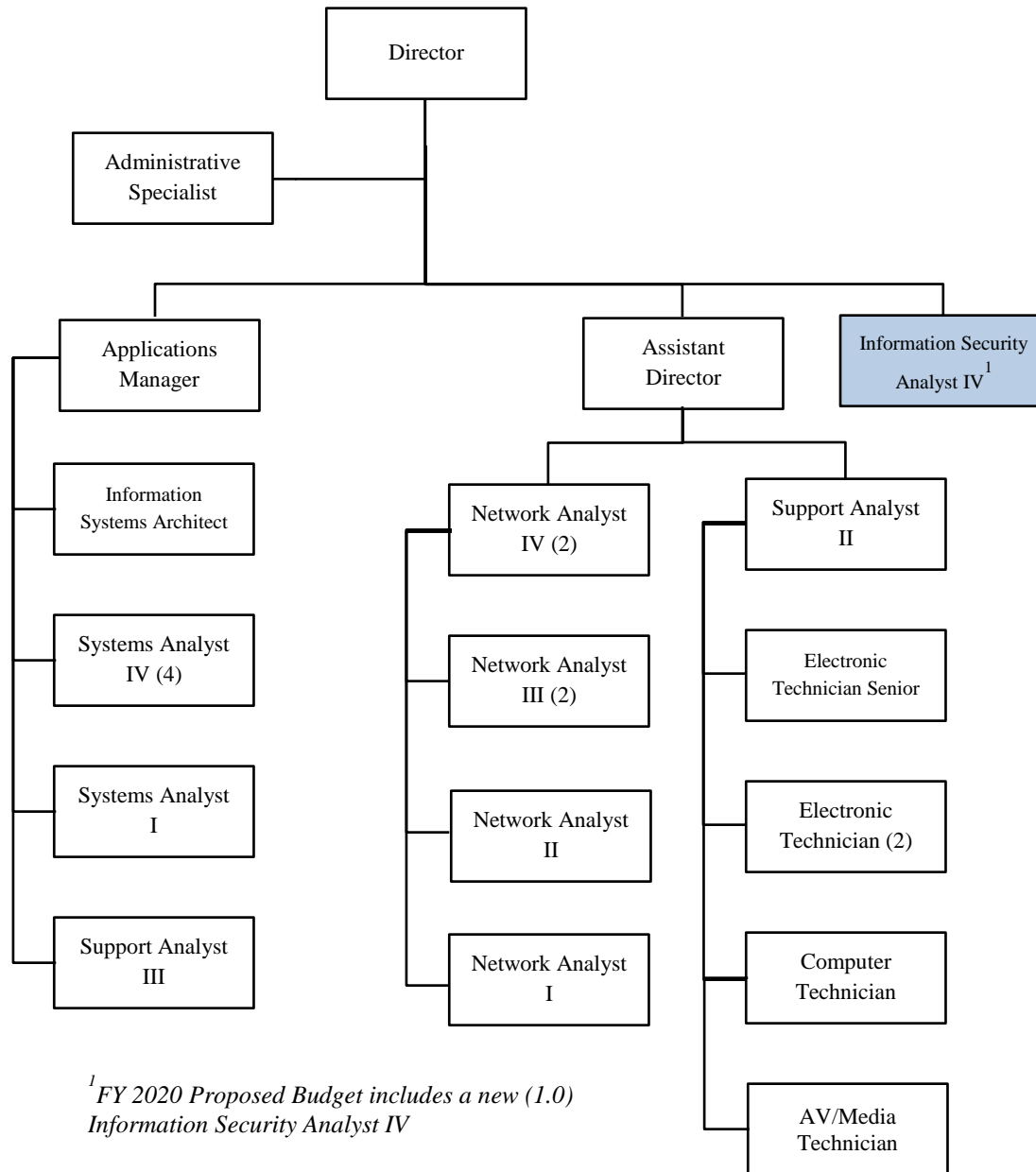
BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Independent Auditor includes projected contractual increases for cost accounting services.

INFORMATION TECHNOLOGY

ORGANIZATIONAL PURPOSE:

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



INFORMATION TECHNOLOGY

GOALS:

- Continuously strive to provide excellent service that satisfies the existing and emerging needs and requirements of internal and external customers.
- Provide technical guidance to the Technology Review Board (TRB), whose purpose is to receive, review, and prioritize new technology project requests.
- Deploy e-Government services to address the growing expectations of the Fauquier community within a framework that identifies and implements the applications and services that most appropriately fit Fauquier County's needs.
- 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 2020:

- Continue implementation of Disaster Recovery Plan.
- Allow for employee collaboration, document storage, records management and other approved applications with SharePoint 2013.
- New Main Library, if/when funded.
- Central Sports Complex.
- Support Broadband initiative as appropriate.
- Implement funded projects as prioritized by the TRB.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$2,259,328	\$2,249,598	\$2,361,377	\$2,384,520	\$2,520,411
Operating	\$1,576,299	\$1,493,226	\$1,601,367	\$1,616,207	\$1,658,268
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$3,835,627	\$3,742,824	\$3,962,744	\$4,000,727	\$4,178,679
Revenue	\$1,657	\$0	\$1,600	\$1,600	\$1,600
Net Local Revenue	\$3,833,970	\$3,742,824	\$3,961,144	\$3,999,127	\$4,177,079
Full-time Equivalent	22.00	22.53	22.53	22.53	23.53

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for Information Technology includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff as well as the addition of one (1.0) full-time Information Security Analyst IV. In addition, the proposed budget includes operating expenditure increases for the maintenance of the Fauquier County mobile app.

INFORMATION TECHNOLOGY

PROGRAM 1: *Information Technology*

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Network Printers/Copiers	82	86	88	90
Network Devices	205	212	232	252
Servers (Production Only)	221	230	238	246
Array Storage Allocated ¹	107	116	136	146
Service Requests	1,899	2,300	2,400	2,500
Fire and Security Systems (School and County)	78	80	86	92
Internet Protocol (IP) Phones	1,536	1,545	1,575	1,605
Security Cameras ²	141	150	180	210
Applications	49	60	70	78

¹In terabytes.

²New measure FY 2018.

OBJECTIVES:

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

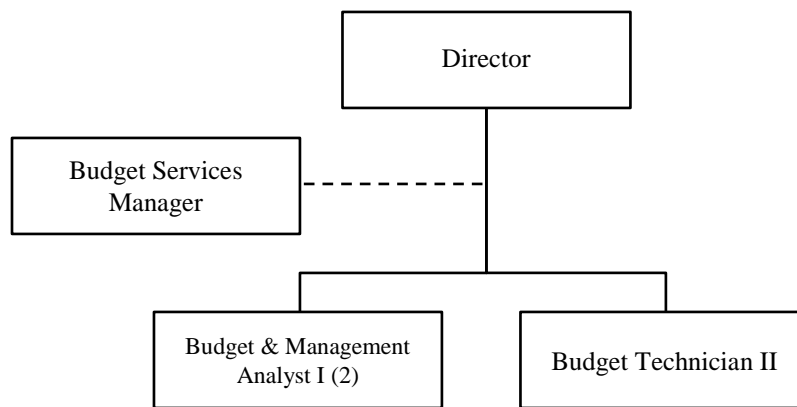
OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Develop and implement a Disaster Recovery Plan	60%	75%	85%	90%
Implement an enterprise Records Management System	30%	60%	100%	N/A
Migrate department file shares to SharePoint departmental workspaces	5%	50%	80%	100%

MANAGEMENT AND BUDGET

ORGANIZATIONAL PURPOSE:

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

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



GOALS:

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

KEY PROJECTS FOR FY 2020:

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

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 Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award criteria and annual review recommendations.
- Monitor state and federal regulations related to compliance for receipt of categorical and grant funded programs and requirements by agencies that may impact policies and procedures of the County.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$402,549	\$401,386	\$524,126	\$532,789	\$551,657
Operating	\$22,165	\$31,988	\$49,811	\$41,650	\$41,650
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$424,714	\$433,374	\$573,937	\$574,439	\$593,307
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$424,714	\$433,374	\$573,937	\$574,439	\$593,307
Full-time Equivalents	4.00	4.00	5.00	5.00	5.00

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Office of Management and Budget includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff.

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Supplemental appropriations or contingency reserve items	163	146	150	150
Budget adjustments	247	230	250	250
OMB/Finance trainings facilitated	3	3	2	3

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 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
General Fund expenditures to budget	96.9%	96.7%	98.0%	98.0%
General Fund revenue to budget	102.7%	102.6%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Grant applications developed and/or supported through the grant management process	55	71	50	50
Benchmarking studies requested by County management and/or identified by OMB	10	13	12	12

MANAGEMENT AND BUDGET

OBJECTIVES:

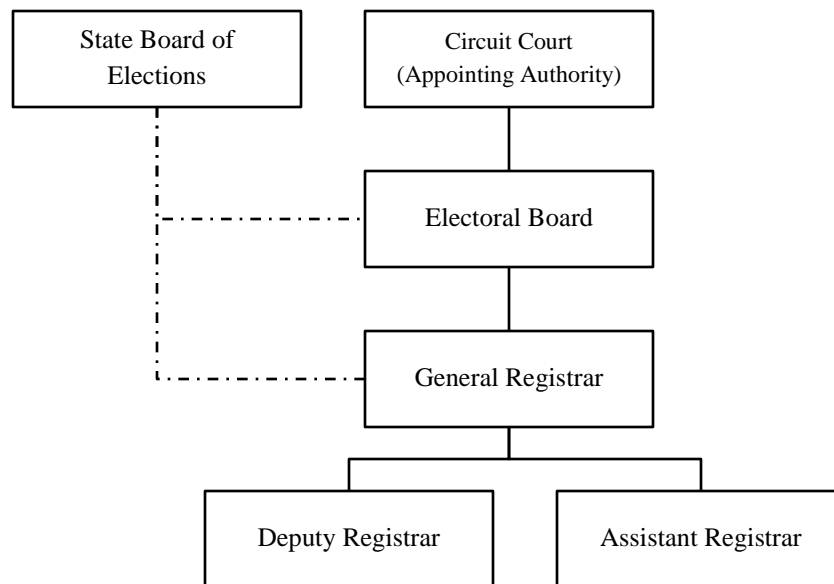
- Support departments with the identification of projects that may require outside funding support.
- Research outside funding opportunities based on identified need(s).
- Develop/review grant applications for County departments and associated agencies.
- Ensure departments adhere to the County grant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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Grants awarded to Fauquier County	51	64	45	45
Grant awards actively monitored	4	11	10	10
Benchmarking studies completed	10	13	12	12

REGISTRAR

ORGANIZATIONAL PURPOSE:

The Constitution of Virginia creates the Office of the General Registrar in Article 2, Section 8 and as such is a mandatory core function of government. The Office of the General Registrar promotes consistent administration of all elections, voter registration, candidate and campaign finance laws, and related rules and regulations. The Office of the General Registrar plans, develops, monitors, and evaluates the voter registration program to ensure that it is in compliance with state and federal statutes. This office provides all voter registration services required by the Constitution of Virginia and *Code of Virginia*. The General Registrar also manages preparation for elections, including candidate qualification, campaign finance, absentee voting, election materials, voting machines, ballots, voting precincts, and recruitment and training of Officers of Election, in addition to the administrative requirements of the office.



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 and candidates.
- Provide fair, honest and transparent federal, Commonwealth, and County elections to qualified registered voters and the candidates; and ensure that the voting equipment is reliable and in compliance with all current laws.
- Offer efficient, accurate, compliant, customer-friendly absentee voting to all qualified voters who request this service; ensure the number of absentee voters is correctly projected; record all absentee requests; issue correct ballots to each voter; and ensure that the Central Absentee Precinct correctly tabulates absentee votes on Election Day.
- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and committees;

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collect information on candidate contributions; and, record all candidate filings for public review.

- Educate Officers of Election on registration, 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; and provide all materials necessary to conduct elections.
- Provide important information to the public regarding the administration of elections in the County and Commonwealth.
- Attend educational seminars and conferences relevant to changes in election laws or policy procedures.
- Ensure voting equipment testing is conducted in a timely manner.
- Ensure publishing of all media advertisements required by the *Code of Virginia*.
- Monitor voter precinct locations and population shifts in current precincts to assure adequate facilities are provided for voting as well as to be prepared for the 2021 Redistricting.
- Ensure a safe and secure voting environment is provided to each voter.
- Monitor and respond to elections-related legislation introduced in the General Assembly.
- Ensure all records retention for elections, voter registration, administrative matters, personnel and accounts payable required by state law is maintained.

KEY PROJECTS FOR FY 2020:

- Process records from the National Change of Address.
- Process records from the Interstate Voter Registration Crosscheck.
- Process records from the Electronic Registration Information Center.
- Notify local candidates of due dates of Campaign Finance Reports.
- Process Campaign Finance Reports for all local candidates.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2019 General Election for all County-elected offices (Board of Supervisors and Constitutional Officers), VA Senate and VA House of Delegates.
- Conduct March 2020 Dual Primary Elections for U.S. President and Vice President.
- Conduct May 2020 Town Elections.
- Conduct June 2020 Dual Primary Elections for U.S. Senate and U.S. House of Representatives.
- Conduct absentee voting processes for all elections; add additional processing dates for the Central Absentee Precinct.
- Conduct new Electronic Pollbooks deployment and training.
- Conduct a post-election risk-limiting audit of the ballot scanner machines if mandated by the Virginia Department of Elections as required by §24.2-671.1 of the *Code of Virginia*.
- Monitor and respond to elections-related legislation introduced in the General Assembly.
- Process administrative, elections, voter registration and campaign finance records through the Records Retention Schedules of the Library of Virginia. .
- Continue scanning of pre-2017 voter registration records into state database (VERIS).
- Process records according to the Library of Virginia Records Retention Schedules.

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BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$310,801	\$301,334	\$325,040	\$327,008	\$332,601
Operating	\$137,349	\$133,497	\$142,047	\$150,446	\$150,446
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$448,150	\$434,831	\$467,087	\$477,454	\$483,047
Revenue	\$55,915	\$57,104	\$61,077	\$50,747	\$50,747
Net Local Revenue	\$392,235	\$377,727	\$406,010	\$426,707	\$432,300
Full-time Equivalents	3.00	3.00	3.00	3.00	3.00

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Registrar’s Office includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff.

PROGRAM 1: *Voter Registration*

The Fauquier County General Registrar provides appropriate forms and guidance, if needed, for those applying to vote and accurately maintains the official Fauquier County voter registration records. These registrations may be submitted in person, through the mail or through the online portal coordinated with the Department of Motor Vehicles (DMV) or transferred to our office from another locality. Based on state law, these records determine whether a voter is eligible to vote, as well as where he is eligible to vote. Therefore, it is imperative that these records be accurate. To technologically update the records process, all voter registration records are now being digitally scanned into a state database. Records from before 2017 are still in paper format and must also be digitally scanned.

Our state database of voters coordinates with the DMV database to produce signatures on online voter registration and Absentee Ballot Applications for those individuals who have a Virginia Driver’s License. Use of the DMV database also compares the address of the voter with what has been written on the application. However, the programming is not sophisticated enough to screen out duplicate applications from the same voter(s). There have been times when the duplicate applications were replicated ten times. These problems are extremely frustrating and very time consuming—because, by regulation, we are required to enter each application that we receive, even if it is a duplicate. This has caused many hours of unnecessary data entry.

Even though we are now digitally recording the registration changes, each record must be “handled,” whether it be on paper or online. The number of paper applications is slowly decreasing; however, the paper takes more steps to process.

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SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Voter Records Processed (denied, accepted, changes to record)	15,513	25,239	15,000	15,000
Voters Registered	49,042	50,136	50,000	50,000

OBJECTIVES:

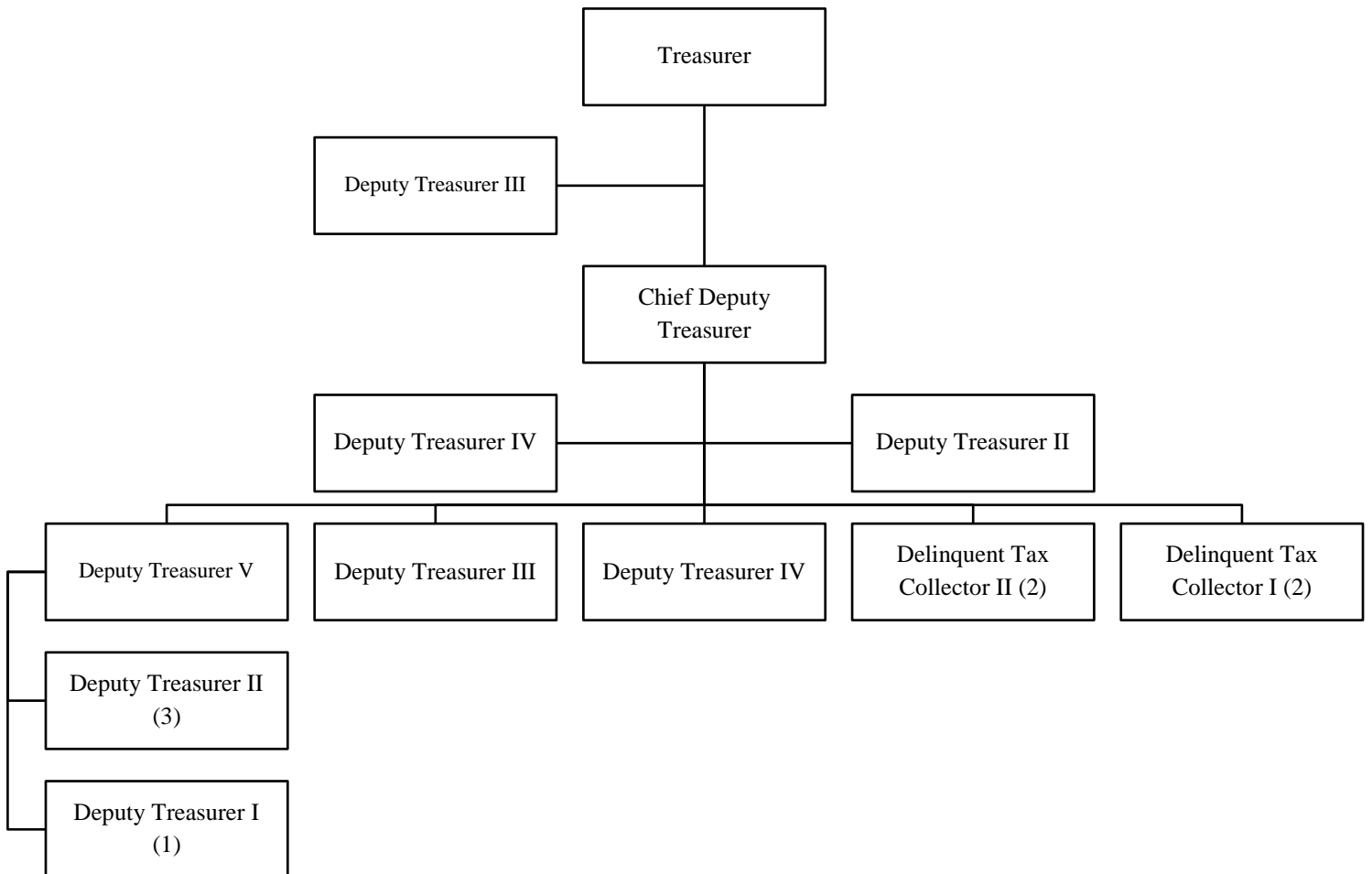
- Maintain voter registration program that is compliant with state and federal requirements.
- Maintain accurate and up-to-date records of individuals registered to vote in Fauquier County.
- Process voter registration applications on a daily basis.
- Provide an accurate list of voters for each polling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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Number of discrepancies at polls resulting from inaccurate list of voters at polling place	0	0	0	0
All voter registration applications processed daily	Yes	Yes	Yes	Yes
Attend seminars/conferences relative to voter registration and elections	11	41	5	5

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 2020:

- E-Bills
- Payment application for mobile devices

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Approved	FY 2020 Proposed
Costs:					
Personnel	\$1,058,788	\$1,119,631	\$1,134,334	\$1,144,830	\$1,167,522
Operating	\$204,016	\$197,613	\$218,704	\$219,404	\$219,404
Capital	\$0	\$0	\$0	\$0	\$0
Total	\$1,262,804	\$1,317,244	\$1,353,038	\$1,364,234	\$1,386,926
Revenue	\$464,687	\$479,757	\$496,265	\$505,797	\$515,467
Net Local Revenue	\$798,117	\$837,487	\$856,773	\$858,437	\$871,459
Full-time Equivalents	16.00	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2020 Proposed Budget for the Treasurer's Office includes personnel expenditure increases due to a 2.4% compensation increase and salary scale adjustments for permanent staff. Revenue has been adjusted to more accurately reflect current revenue projections and historical collections.

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.

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SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Real Estate bills mailed	65,655	65,916	65,680	65,700
Personal Property bills mailed	69,726	70,206	70,250	70,500
Business licenses issued	3,245	3,350	3,250	3,250
Refunds issued	3,450	3,699	3,450	3,450
Dog Tags issued	4,466	4,283	4,550	4,600
State Income/Estimated Vouchers processed	6,366	5,794	6,500	6,200
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	N/A	N/A

OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Accounts paid via the web	57,935	63,863	64,000	64,500
Accounts paid via Official Payments	669	493	495	495
Number of Transactions Processed	378,715	378,713	378,700	378,700

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.

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SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Debt Set-off collections	\$475,409	\$583,774	\$475,500	\$476,000
Follow-up collections	\$2,718,360	\$3,006,931	\$2,800,000	\$2,850,000
Debt Set-off accounts collected	2,572	2,599	2,500	2,550
Accounts sent to debt set off	16,847	17,319	16,500	16,500
Third-party liens issued	2,132	2,212	2,150	2,150
Payment plans established	394	321	400	400
New bankruptcies filed	33	38	25	25
Treasurer Summons	9	46	25	25
Court cases represented/affidavits	497	13	50	15
Department of Motor Vehicles (DMV) holds	10,750	7,039	10,000	10,000
Delinquent letters sent	36,765	34,313	36,000	36,000

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Accounts paid through IRMS (debt set-off) Program	2,168	2,599	2,400	2,400
Accounts paid through credit cards/eChecks via the internet	57,935	63,863	64,000	64,500
Accounts paid through credit cards in the office	9,537	9,056	9,300	9,300

PROGRAM 3: *Delinquent Court Collection*

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

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Follow-up collections	\$327,897	\$366,452	\$360,000	\$360,000
Third-party liens	\$258,988	\$215,656	\$265,000	\$265,000

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 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Third Party Liens	1,121	1,479	1,200	1,200
Letters sent	3,110	3,164	3,200	3,200

PROGRAM 4: Accounting

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

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projecte	FY 2020 Projected
Direct Deposit Uploads ¹	70	77	70	70
ACH Transfers	283	978	980	990
Checks Processed	18,709	19,572	18,700	18,700
Virginia Child Support transfers	49	51	50	50
Virginia withholding tax transfers	80	84	80	75
Benefit Wire transfers ²	292	454	450	450
VRS transfers	48	48	48	48

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

²Only counted payroll wires in FY 2017.

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
ACH Transfers done daily throughout the year	283	978	980	990
Processed all Payroll State taxes, benefit wires, and VRS transfers directly upon request	469	637	628	628
Bank Accounts reconciled every month	42	42	42	42