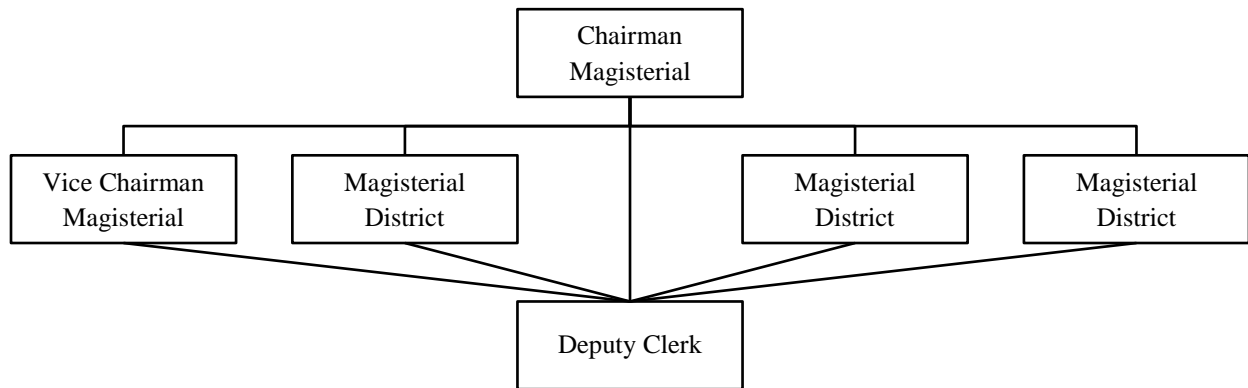


# Board of Supervisors

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## ORGANIZATIONAL PURPOSE:

The Fauquier County Board of Supervisors (BOS), elected by the people, serves by law as the governing body of the County. The Board sets goals and objectives; establishes priorities for County programs and services; establishes County legislative and administrative policies through the adoption of ordinances and resolutions; appoints the County Administrator, County Attorney, and members of various boards and commissions; adopts the annual budget; appropriates funds; and, sets tax rates.



## GOALS:

- Enable County government to transact business expeditiously and efficiently.
- Protect the rights of every citizen.
- Preserve the physical beauty, heritage, and environmental integrity of the County.
- Plan and implement programs to ensure population growth and development are positive contributions to the general welfare of the community.
- Protect and promote the health, safety, welfare, and quality of life of County residents.
- Promote the interests of Fauquier County at the regional, State, and Federal levels.

## KEY LEGISLATIVE PRIORITIES FY 2022:

### Budgetary and Revenue Impacts for Local Governments:

- Fauquier County opposes the imposition of any additional unfunded state mandates upon localities. In addition, prior to tax system changes are enacted, the County supports thorough study of the entire system and the consequences, both intended and unintended, associated with potential changes.
- Fauquier County urges the General Assembly to provide State funded or actions that support local government impacts related to the COVID-19 pandemic, including but not limited to response funding for health, safety, welfare, business support, and those revenues of the local government impacted by the pandemic but limited due to legislative constraints.

# Board of Supervisors

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- Fauquier County urges the General Assembly to amend legislation adopted in the 2020 session that reduced the local annual distribution of recordation taxes to cities and counties from \$40 million to \$20 million.
- 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.
- Fauquier County strongly supports the recent JLARC recommendation to modify the policy of barring the use of CSA funds to provide services in any public school setting during the school day. The use and cost of private day placements for students has skyrocketed across the Commonwealth for many years, highlighting the need to consider policy changes to encourage innovative approaches to educating these youths within the community school system. The County also supports the establishment of therapeutic public day schools pilot programs supported by CSA funds and continuation of the 2% per year cap on increases in private therapeutic day treatment. However, the County is not in favor in any adjustments in these state funding models that would shift CSA match rates similar to the local composite index funding model.
- Fauquier County opposes the imposition of any new, state solid waste disposal fees.

## **Broadband/Wireless Telecommunications:**

- Fauquier County supports enhanced funding to expand broadband capacity in unserved and underserved areas including protecting and enhancing local authority to deploy broadband directly or through public-private partnerships through funding or service provisions.

## **Education:**

- Fauquier County urges the state to be a reliable funding partner in accordance with the Virginia Constitution and state statutes, particularly during the COVID pandemic. The Standards of Quality should recognize the resources, including positions, required for a high-quality public education system. The County does not support 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. In addition, the County supports the extension of the actions from the recent Special Session to ensure School Divisions were held harmless from loss of sales tax revenues and semi-monthly payments as a result of average daily membership (ADM) counts, in response to the COVID-19 pandemic.
- 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.

# Board of Supervisors

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## **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 supports legislation that grants localities additional tools to adequately meet increasing needs for public services driven by new development without burdening current residents with the cost of new growth through increased real estate taxes. Such additional tools may include broad impact fee authority for all counties, and adequate public facilities provisions in subdivision ordinances.
- Fauquier County strongly supports modifications to § 2.2-3705.6 related to FOIA exemptions to include carbon sequestration to support forest conservation and carbon sequestration efforts, similar to previous legislative actions for the solar industry.

## **Chesapeake Bay Restoration and Stormwater Management:**

- Fauquier County supports enhanced funding for the Stormwater Local Assistance Fund to assist localities in meeting their Total Maximum Daily Load (TMDL) and Virginia's Watershed Implementation Plan (WIP) goals and continued efforts to improve administrative efficiencies of the state-local relationship.

## **Purchase of Development Rights and Conservation:**

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

## **Libraries:**

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

## **Registrar:**

- Fauquier County urges the General Assembly to assess the local financial impacts of the early, no excuse voting legislation and provide appropriate State Funding for this program.

## **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.

# Board of Supervisors

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- 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 urges the General Assembly to continue to improve the Virginia Smart Scale Program including scoring process and funding process. In addition, the County supports efforts to enhance transportation funding for the secondary road system and Revenue Sharing program.

## **Health, Safety and Welfare:**

- Fauquier County strongly supports a sustained focus by the state on Virginia's mental health services system to ensure, through evaluation and investment, that appropriate and effective outpatient and in-patient services are available across the Commonwealth. The Region encourages reforms that provide alternative placement of local jail inmates with serious mental health issues.
- Fauquier County requests legislative and educational efforts to emphasize prevention and address misuse of prescription drugs and substance abuse. The American Public Health Administration recommends legislation to address physical and mental status examination, doctor shopping, tamper-resistant prescription form requirements, regulation of pain management clinics, prescription drug monitoring, prescription drug overdose emergency response immunity and access to naloxone. Emergency community-based support systems need strengthening to enable local agencies to respond to the needs of impacted families.
- Fauquier County opposes any legislative repeal or revision of the judicial doctrine of qualified immunity, opposes the creation of any new civil action against law enforcement officers and urges the County's delegation to the General Assembly to oppose any such efforts.
- Fauquier County opposes any legislation that infringes upon the rights of lawful citizens protected by the Constitution of Virginia and the US Constitution.
- Fauquier County requests the General Assembly meet and allow public comment during the upcoming session and make every accommodation for public comment.

## **Economic and Workforce Development:**

- Fauquier County supports continued efforts by the Commonwealth to enhance a broader-based economy and increase private sector employment opportunities. The Region further supports enhanced funding of workforce training programs to support credential attainment by workers who support businesses and industries essential to the new Virginia economy.

# Board of Supervisors

## BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$181,118	\$183,992	\$185,730	\$186,207	\$186,207
Operating	112,170	102,027	110,570	110,570	110,570
Capital	0	0	0	0	0
<b>Total</b>	<b>\$293,288</b>	<b>\$286,019</b>	<b>\$296,300</b>	<b>\$296,777</b>	<b>\$296,777</b>
Revenue	\$0	\$0	\$0	\$0	\$0
<b>Net Local Revenue</b>	<b>\$293,288</b>	<b>\$286,019</b>	<b>\$296,300</b>	<b>\$296,777</b>	<b>\$296,777</b>
Full Time Staff	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Board of Supervisors includes personnel expenditure adjustments related to rising benefit costs.

### **PROGRAM 1: *Board of Supervisors***

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Regularly scheduled public meetings	12	12	12	12
Work Sessions conducted	52	59	56	56
Consent / Regular Agenda items considered	165	139	152	152
Public Hearings conducted	70	38	54	54
Proclamations & Awards presented	38	35	37	37
Citizen appointments made to Committees, Boards and Commissions	21	77	29	29
Legislative priorities submitted to the General Assembly	20	19	20	20
Committees, Commissions and Boards on which BOS members serve	20	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	8	11	10	10

# Board of Supervisors

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## OBJECTIVES:

- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2021 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

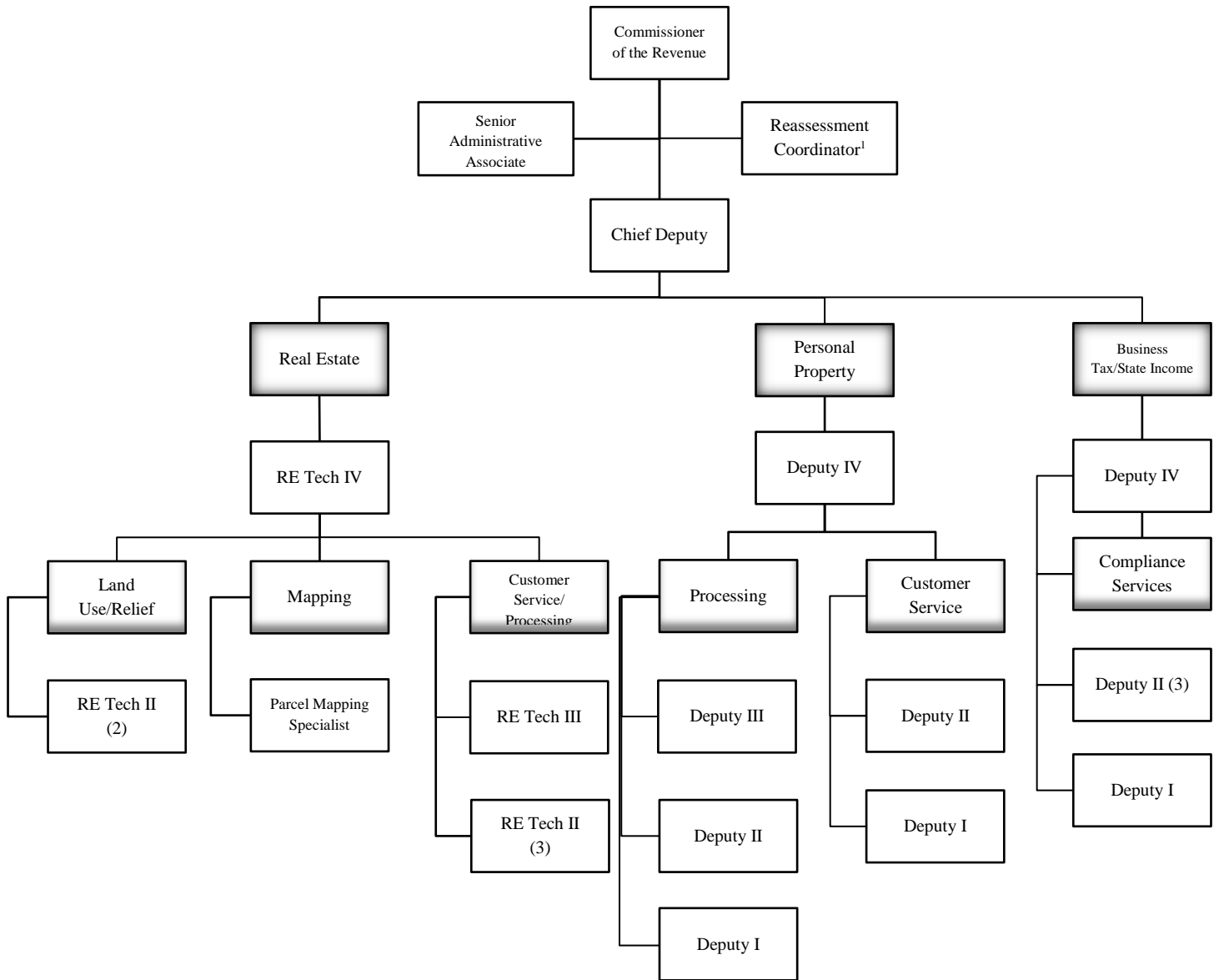
<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Compliance with State and Federally mandated programs and responsibilities	100%	100%	100%	100%
Legislative priorities submitted to the General Assembly prior to the start of the annual session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

# Commissioner of the Revenue

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**ORGANIZATIONAL PURPOSE:**

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.



<sup>1</sup>Effective mid-FY 2021 the Reassessment Coordinator is included in the Commissioner of the Revenue’s Office.

# Commissioner of the Revenue

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**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 2022:**

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

**BUDGET SUMMARY:**

	FY 2019 Actual	FY 2020 Actual	FY 2021 <sup>2</sup> Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,533,855	\$1,623,690	\$1,594,750	\$1,605,244	\$1,732,120
Operating	107,271	124,738	114,678	114,678	129,778
Capital	0	0	0	0	0
<b>Total</b>	<b>\$1,641,126</b>	<b>\$1,748,428</b>	<b>\$1,709,428</b>	<b>\$1,719,922</b>	<b>\$1,861,898</b>
Revenue <sup>1</sup>	\$414,580	\$209,743	\$335,506	\$341,710	\$341,710
<b>Net Local Revenue</b>	<b>\$1,226,546</b>	<b>\$1,538,685</b>	<b>\$1,373,922</b>	<b>\$1,378,212</b>	<b>\$1,520,188</b>
Full Time Staff	22.00	22.00	22.00	22.00	23.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>23.00</b>

<sup>1</sup>FY 2019 Revenue includes sexennial Land Use reassessment.

<sup>2</sup>Effective mid-FY 2021 General Reassessment is included in the Commissioner of the Revenue's Office.

**BUDGET ANALYSIS:**

The FY 2022 Proposed Budget for Commissioner of the Revenue includes personnel expenditure adjustments related to rising benefit costs and increases related to the transfer of General Reassessment to the Commissioner of the Revenue's budget mid-FY 2021. The proposed budget also includes a reorganization of the Commissioner of the Revenue's Office, within existing budgeted funds, to address management structure and the mid-FY2022 restructure of a vacant position to County assessor position. This position would help support annual permits between general reassessments.

# Commissioner of the Revenue

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**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 2019 Actual	FY 2020 Actual <sup>1</sup>	FY 2021 Projected	FY 2022 Projected
Mapping changes	1,737	1,783	1,800	1,820
Record revisions on appraisal module	4,477	4,054	4,500	4,600
Prepare assessments for new construction	1,505	1,619	1,550	1,600
Transfers	3,492	3,784	3,600	3,700

<sup>1</sup>FY 2020 Actuals were impacted by the COVID-19 pandemic.

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

# Commissioner of the Revenue

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

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

A change in the law effective July 1, 1993, mandated that all properties that have an open space easement pursuant to the Open Space Land Act, such as with Virginia Outdoors Foundation, Purchase of Development Rights, or County initiated easements are to be assessed at “use value” rather than “market value” with no deferment and no filing. The Commissioner of the Revenue generates these assessments and maintains the assessment records.

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual <sup>2</sup>	FY 2021 Projected	FY 2022 Projected
Parcels in land use	3,767	3,867	3,750	3,750
Roll backs calculated	100	85	100	100
New applications & revalidation receipts <sup>1</sup>	2,518	194	135	135
Land use inspection	28	12	25	25

<sup>1</sup>Revalidation of Land Use applications in the fall of 2018 for Tax Year 2019.

<sup>2</sup>FY 2020 Actuals were impacted by the COVID-19 pandemic.

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

# Commissioner of the Revenue

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## PROGRAM 3: *Personal Property*

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

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

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Exonerations	11,846	11,863	12,324	12,571
Supplements	12,184	11,539	12,676	12,930
PPTRA qualifying vehicles	80,590	82,202	83,846	85,523
Qualifying leased vehicles	711	665	740	754
Audit letters	200	200	200	200
Personal Property returns	57,498	58,147	58,654	59,240
Vehicles disqualified	473	24 <sup>1</sup>	482	487
License fees assessed	80,385	81,499	82,001	N/A

<sup>1</sup>FY 2020 Vehicles disqualified reflect processing methodology changes and leniency due to the COVID-19 pandemic.

### OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Personal Property returns processed by 7/30	90%	91%	95%	95%

# Commissioner of the Revenue

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## **PROGRAM 4: *Business Taxation/State Income Tax***

### *Business License Tax and Business Personal Property*

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

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

### *State Income Tax*

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

The Commissioner of the Revenue's Office also provides a valuable service to County citizens by preparing State income tax returns and providing taxpayer assistance not otherwise provided by the Commonwealth of Virginia. This enables the office to reduce or eliminate errors on returns prior to forwarding to the State.

### *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 2019 Actual	FY 2020 Actual <sup>1</sup>	FY 2021 Projected	FY 2022 Projected
Business license applications mailed	3,103	3,095	3,140	3,180
Virginia Workers Compensation forms	1,426	1,434	1,400	1,400
Bank stock audit	11	11	11	11
Consumer Utility Tax returns	8	8	8	8
Business Personal Property returns	4,579	4,608	4,600	4,620
Machinery & Tools returns	43	38	47	47
Transient Occupancy Tax returns	8	8	12	12
States income correspondence	868	716	900	900
State income returns processed	3,250	3,455	2,900	2,850
State estimated returns processed	1,075	1,071	1,000	970

<sup>1</sup>FY 2020 Actuals were impacted by the COVID-19 pandemic restrictions and closings.

### 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 <sup>1</sup>	FY 2019 Actual	FY 2020 Actual <sup>2</sup>	FY 2021 Goal	FY 2022 Goal
BPOL desk compliance tests completed by May 30	30%	20%	34%	34%
BPP desk compliance tests completed by July 30	30%	18%	34%	34%

<sup>1</sup>Reports include current data and estimates compiled from multiple sources.

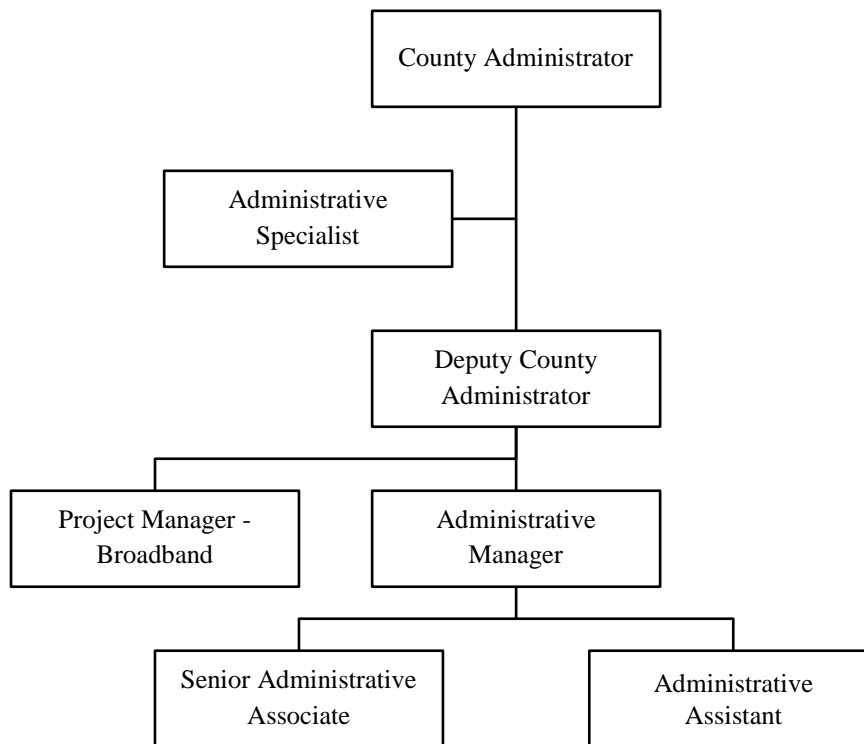
<sup>2</sup>FY 2020 Actuals were impacted by the COVID-19 pandemic and procedural changes.

# County Administration

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## ORGANIZATIONAL PURPOSE:

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



## GOALS:

- Provide leadership and direction to staff in conducting the business of the County.
- Provide administrative and managerial support and professional advice to the Board of Supervisors.
- Develop and implement programs, policies, and procedures to ensure the provision of effective and efficient government services.
- Maintain a highly competent, well-trained, and motivated public work force.
- Provide an organizational framework and culture that is progressive, results-oriented, and customer-focused in order to meet the current and future needs of Fauquier County and its citizens.

# County Administration

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## KEY PROJECTS FOR FY 2022:

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

## BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed <sup>1</sup>
Expenditure Summary:					
Personnel	\$829,504	\$734,820	\$972,206	\$976,536	\$724,544
Operating	53,342	58,447	51,142	51,142	36,042
Capital	0	0	0	0	0
<b>Total</b>	<b>\$882,846</b>	<b>\$793,267</b>	<b>\$1,023,348</b>	<b>\$1,027,678</b>	<b>\$760,586</b>
Revenue	\$0	\$0	\$118,865	\$118,865	\$0
<b>Net Local Revenue</b>	<b>\$882,846</b>	<b>\$793,267</b>	<b>\$904,483</b>	<b>\$908,813</b>	<b>\$760,586</b>
Full Time Staff	8.00	8.00	8.00	8.00	7.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>

<sup>1</sup>Effective mid-FY 2021 General Reassessment was transferred to the Commissioner of the Revenue's Office.

## BUDGET ANALYSIS:

The FY 2022 Proposed Budget for County Administration includes personnel expenditure adjustments related to rising benefit costs and decreases due to the transfer of General Reassessment to the Commissioner of the Revenue's budget. The Broadband Project Manager position is unfunded in FY 2022.

### **PROGRAM 1: County Administration**

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

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

## County Administration

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Board of Supervisors agenda items submitted	82	79	85	85
Legislative priorities developed and submitted for Board of Supervisors' consideration	19	19	24	24
Standing Board/Committee meetings	67	51	80	80

### 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.

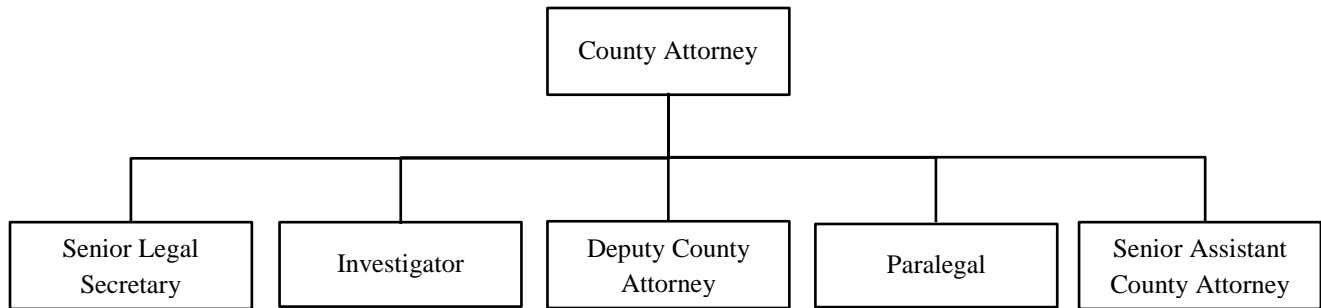
OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	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

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## 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 2022:

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

# County Attorney

## BUDGET SUMMARY:

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Approved</b>	<b>FY 2022 Proposed</b>
Expenditure Summary:					
Personnel	\$748,580	\$798,926	\$840,337	\$843,781	\$807,312
Operating	53,135	38,142	47,574	47,574	47,574
Capital	0	0	0	0	0
<b>Total</b>	<b>\$801,715</b>	<b>\$837,068</b>	<b>\$887,911</b>	<b>\$891,355</b>	<b>\$854,886</b>
Revenue	\$83,294	\$1,686	\$0	\$0	\$0
<b>Net Local Revenue</b>	<b>\$718,421</b>	<b>\$835,382</b>	<b>\$887,911</b>	<b>\$891,355</b>	<b>\$854,886</b>
Full Time Staff	6.00	6.00	6.00	6.00	6.00
Part Time Staff	0.00	0.53	0.53	0.53	0.53
<b>Full-time Equivalents</b>	<b>6.00</b>	<b>6.53</b>	<b>6.53</b>	<b>6.53</b>	<b>6.53</b>

## BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the County Attorney includes personnel expenditure adjustments related to rising benefit costs and staff turnover.

### **PROGRAM 1: *County Attorney's Office***

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

<b>SERVICE VOLUME</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>
Files opened	272	275	200	300
Document review and opinion requests <sup>1</sup>	2,800	3,757	2,500	3,750
Real estate settlements	15	100	10	100
Active open litigation cases	331	86	150	100

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

# County Attorney

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## OBJECTIVES:

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

<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Respond to 75% of requests for opinions within 5 working days	89%	80%	75%	75%
Respond to 75% of requests for document reviews within 5 working days	89%	80%	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	100%	100%	100%	100%

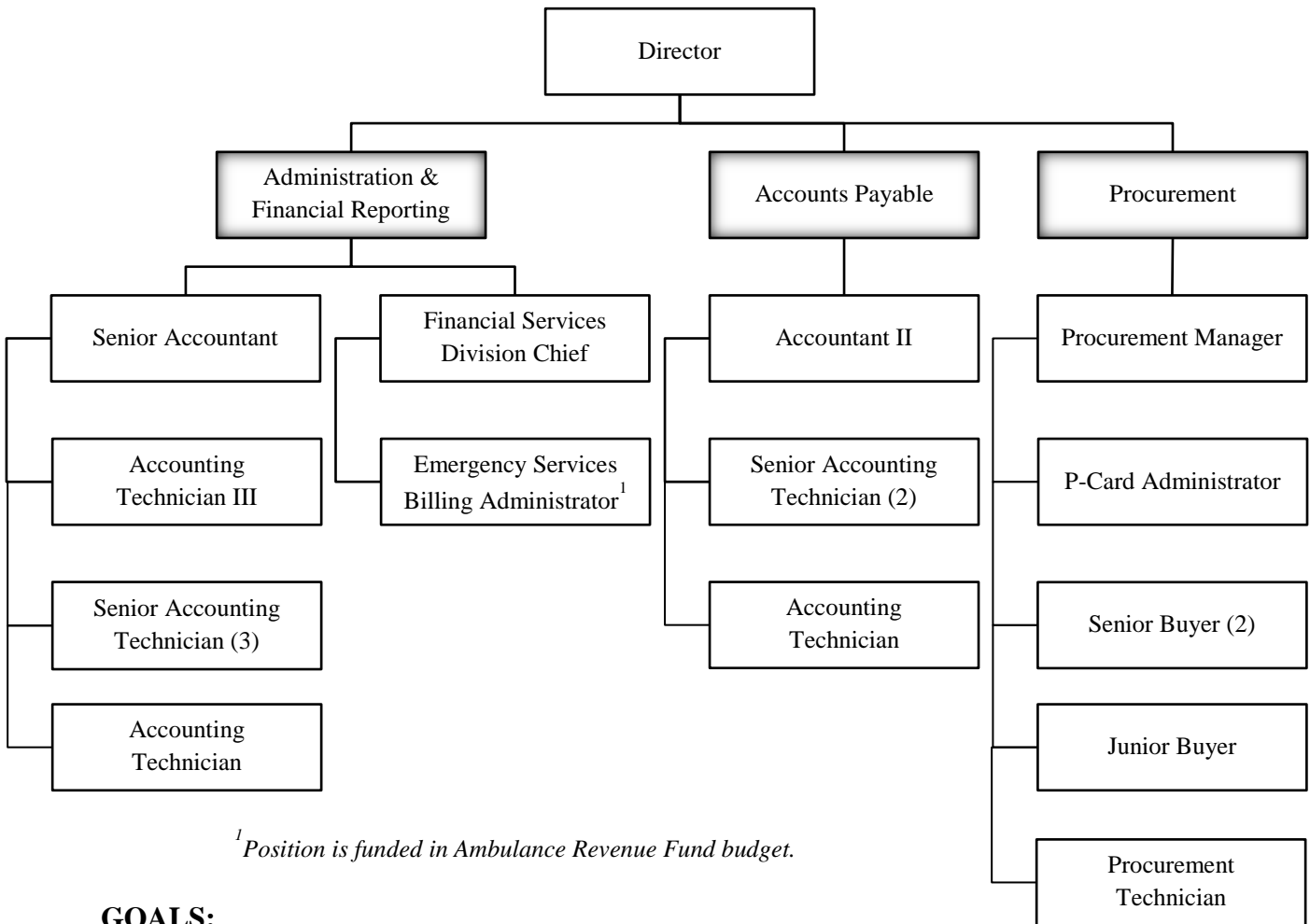
# Finance

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**ORGANIZATIONAL PURPOSE:**

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

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



<sup>1</sup> Position is funded in Ambulance Revenue Fund budget.

**GOALS:**

- Prepare accurate and timely financial transactions and reports to assist customers in the delivery of their services.
- Prepare and publish the Comprehensive Annual Financial Report in a timely manner and in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association (GFOA) guidelines for the Certificate of Achievement in Financial Reporting.

# Finance

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

**KEY PROJECTS FOR FY 2022:**

- Maintenance and optimization of the P-Card Program for both County and Schools, including development of more robust reporting and analysis of spending.
- Completion of development of alternative payment methods to reduce paper check processes in Accounts Payable.
- Complete implementation of improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance.
- Review and provide due process comments on proposed GASB standards, and implement new GASB standards.

**BUDGET SUMMARY:**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,415,880	\$1,479,417	\$1,536,759	\$1,545,346	\$1,559,460
Operating	49,735	52,967	92,722	91,722	91,722
Capital	0	0	0	0	0
<b>Total</b>	<b>\$1,465,615</b>	<b>1,532,384</b>	<b>\$1,629,481</b>	<b>\$1,637,068</b>	<b>\$1,651,182</b>
Revenue	\$1,808	\$6,826	\$8,250	\$6,650	\$25,600
<b>Net Local Revenue</b>	<b>\$1,463,807</b>	<b>\$1,525,558</b>	<b>\$1,621,231</b>	<b>\$1,628,818</b>	<b>\$1,625,582</b>
Full Time Staff	18.00	18.00	18.00	18.00	18.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

**BUDGET ANALYSIS:**

The FY 2022 Proposed Budget for Finance includes personnel expenditure adjustments related to rising benefit costs and staff turnover. Revenue increases are due to an increase in P-card rebates.

# Finance

## PROGRAM 1: Administration and Financial Reporting

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Total outstanding debt issues	32	34	38	39
General Obligation (GO) /Pooled/Direct Bank Loans	22	21	24	24
Equipment/Financing Leases	7	10	11	12
Rural Development Loans	3	3	3	3
Journal transactions	6,683 <sup>1</sup>	7,068	7,135	7,135
Accounts added or deactivated in the General Ledger	1,219	1,288	1,516	1,516
Internal Reviews	28	38 <sup>2</sup>	38	38
Petty cash / change drawer internal reviews	46	46	46	46
Revenue transmittals	780	693	700	700
Manual interest earnings calculations	38	38	39	39
Number of training sessions provided for County/School staff	22	32	33	33
Programs interfaced	15	15	15	15

<sup>1</sup>Added P-cards

<sup>2</sup>Added Special Welfare and Donated Funds monthly internal review

### OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 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

# Finance

## PROGRAM 2: Accounts Payable

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Invoices paid	42,487	41,573	45,800	49,900
Checks issued	17,011	17,583	18,850	20,500
Dollar amount processed (in millions)	\$71	\$75	\$77	\$82
New vendors added	1,187	888	897	906
1099's issued	391	368	408	440

### OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Number of training sessions provided for County/School staff	4	3	6	6

## PROGRAM 3: Procurement Division

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Purchase Orders (PO) Issued	3,690	3,093	3,500	4,200
PO Edits	1,123	1,056	3,518 <sup>1</sup>	1,200
PO Edits to Issuance	30%	34%	100%	29%
IFB, RFP, Contracts Issued	169	75	165	160
Contracts Managed	627	625	650	650
P-Card Transaction Volume	3,869	4,748	6,500	7,000

<sup>1</sup>PO Edit increase due to quarterly budget appropriation requirements in FY2021, causing triple edit volumes on County blanket PO's.

# Finance

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## 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.

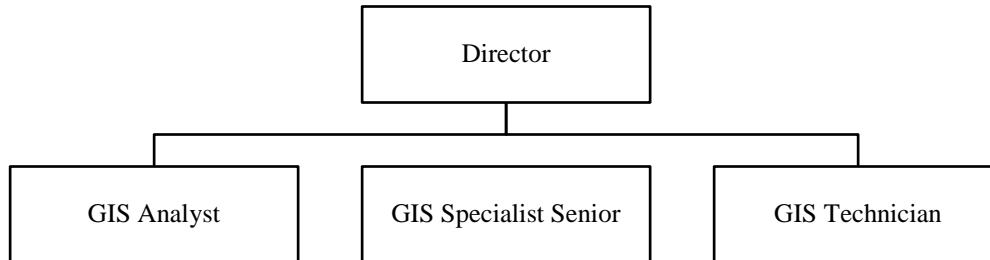
<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Training sessions provided for County/School staff members	10	19	18	20
Revisions made/approved to Policies, Procedures & Terms/Conditions	6	2	5	5
P-Card Training Sessions	45	41	28	28

# Geographic Information Systems

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## ORGANIZATIONAL PURPOSE:

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



## GOALS:

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

## KEY PROJECTS FOR FY 2022:

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

# Geographic Information Systems

## BUDGET SUMMARY:

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Approved</b>	<b>FY 2022 Proposed</b>
Expenditure Summary:					
Personnel	\$298,583	\$289,092	\$323,454	\$325,362	\$325,362
Operating	13,658	14,127	24,850	24,850	24,850
Capital	0	0	0	0	0
<b>Total</b>	<b>\$312,241</b>	<b>\$303,219</b>	<b>\$348,304</b>	<b>\$350,212</b>	<b>\$350,212</b>
Revenue	\$5,933	\$6,220	\$5,500	\$5,500	\$5,500
<b>Net Local Revenue</b>	<b>\$306,308</b>	<b>\$296,999</b>	<b>\$342,804</b>	<b>\$344,712</b>	<b>\$344,712</b>
Full Time Staff	4.00	4.00	4.00	4.00	4.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## BUDGET ANALYSIS:

The FY 2022 Proposed Budget for Geographic Information Systems includes personnel expenditure adjustments related to rising benefit costs.

## PROGRAM 1: GIS

GIS services are provided to internal and external customers.

<b>SERVICE VOLUME</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>
GIS generated reports and PDF files produced	1,000	1,521	1,600	1,600
Type I Soils maps digitized	4	5	8	8
Training/Technical Support hours provided	150	500+	300	300
Digital file requests processed	400	355	450	450
Street address requests processed	276	234	300	300
New streets added and signed ordered	9	24	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

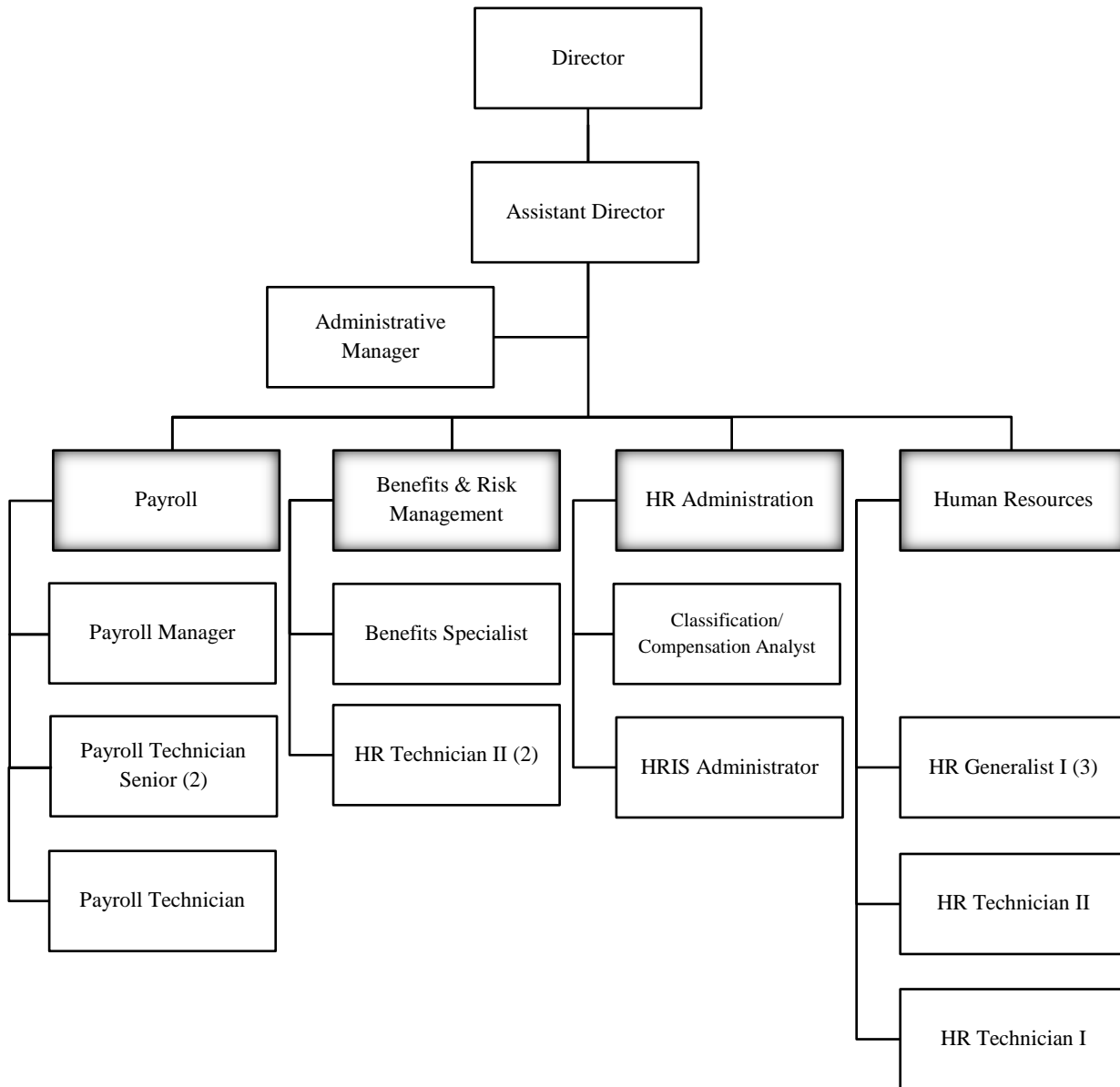
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<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Revenue generated by GIS product sales	\$5,933	\$6,220	\$5,500	\$5,500
Individual map layers available via the Internet	23	32	40	50
Digital map layers and databases maintained/created for analysis and internal use in decision making	344	510	350	400
Server-based GIS system users	97	199	100	100

# Human Resources

## ORGANIZATIONAL PURPOSE:

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



# Human Resources

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**GOALS:**

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

**KEY PROJECTS FOR FY 2022:**

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

**BUDGET SUMMARY:**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$1,579,949	\$1,632,231	\$1,867,679	\$1,880,854	\$1,875,704
Operating	679,233	659,063	1,385,169	1,464,442	1,464,442
Capital	0	0	0	0	0
<b>Total</b>	<b>\$2,259,182</b>	<b>\$2,291,294</b>	<b>\$3,252,848</b>	<b>\$3,345,296</b>	<b>\$3,340,146</b>
Revenue	\$61,243	\$110,799	\$87,500	\$87,500	\$87,500
<b>Net Local Revenue</b>	<b>\$2,197,939</b>	<b>\$2,180,495</b>	<b>\$3,165,348</b>	<b>\$3,257,796</b>	<b>\$3,252,646</b>
Full Time Staff	18.00	18.00	18.00	18.00	18.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

**BUDGET ANALYSIS:**

The FY 2022 Proposed Budget for Human Resources includes personnel expenditure adjustments related to rising benefit costs and insurance premiums.

# Human Resources

**PROGRAM 1: *Human Resources***

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
County Employees	752	780	797	815
School Employees	1,891	1,882	1,990	2,000
Employment applications processed and reviewed	4,042	7,852	8,000	9,000
New-hires	622	572	730	755
Employees who separated employment	326	256	360	370

**OBJECTIVES:**

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Employees who participated in orientation	770	498	800	850
Exit interviews completed	62%	80%	90%	90%
County turnover rate	11%	13%	11%	11%
School turnover rate	12%	10%	12%	12%

**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.

# Human Resources

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Employees participating in Flexible Spending Accounts (percent)	15%	15%	18%	20%
Employees enrolled in a health insurance program (percent)	79%	82%	78%	80%
Employees enrolled in a deferred compensation account (percent)	36%	32%	37%	40%
On-the-job injuries	226	195	200	200
Employee auto accidents	167	160	150	150
Property damage claims	37	19	25	25
Liability claims	16	20	15	15

## OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Safety inspections performed	11	3	15	15
Safety training conducted at County and School facilities	24	45	25	25
Auto accidents that have been prevented as a result of HR effort to minimize risk	20	20	20	20
OSHA reportable injuries	54	64	50	50
Educational seminars provided to employees each year	5	5	5	5

## PROGRAM 3: *Payroll*

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

# Human Resources

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Employees Paid Monthly <sup>1</sup>	350	0	0	0
Employees Paid Bi-Weekly	2,747	2,798	3,150	3,200
Annual Checks/Direct Deposits Processed	72,004	76,722	73,000	73,500

<sup>1</sup>Beginning in FY 2020 goal all employees are 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.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Out-of-cycle pay runs due to payroll error	13	4	7	5
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

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**ORGANIZATIONAL PURPOSE:**

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

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

**GOALS:**

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

**KEY PROJECTS FOR FY 2022:**

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

**BUDGET SUMMARY:**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	179,215	183,820	189,375	196,410	196,410
Capital	0	0	0	0	0
<b>Total</b>	<b>\$179,215</b>	<b>\$183,820</b>	<b>\$189,375</b>	<b>\$196,410</b>	<b>\$196,410</b>
Revenue	\$0	\$0	\$0	\$0	\$0
<b>Net Local Revenue</b>	<b>\$179,215</b>	<b>\$183,820</b>	<b>\$189,375</b>	<b>\$196,410</b>	<b>\$196,410</b>
<b>Full-time Equivalents</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**BUDGET ANALYSIS:**

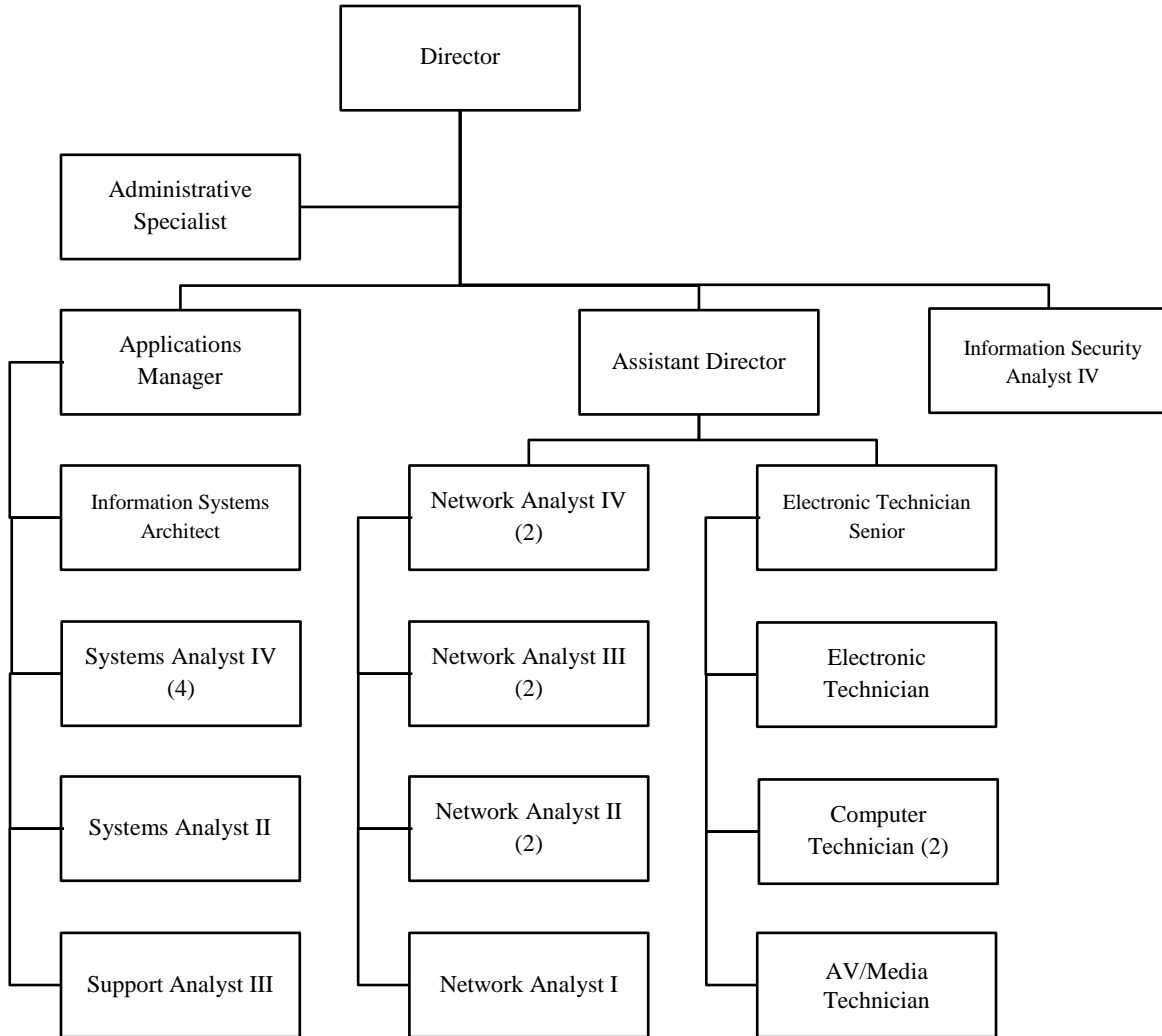
The FY 2022 Proposed Budget for Independent Auditor includes projected contractual increases for cost accounting services.

# Information Technology

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**ORGANIZATIONAL PURPOSE:**

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



**GOALS:**

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

# Information Technology

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- 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.
- Implement Technologies that support a mobile, telework workforce, particularly to support COVID 19 pandemic.

**KEY PROJECTS FOR FY 2022:**

- Continue implementation of Disaster Recovery Plan.
- Continue to allow for employee collaboration, document storage, records management and other approved applications with SharePoint.
- Support broadband initiative as appropriate.
- Implement funded projects as prioritized by the TRB.
- Continue to improve cyber security posture and provide training and awareness to all end users.
- Enhance physical safety as result of security study(s).
- Implement Office 365 with Teams.

**BUDGET SUMMARY:**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$2,351,593	\$1,997,697	\$2,703,846	\$2,715,142	\$2,725,874
Operating	1,578,923	1,399,647	1,668,700	1,690,378	1,908,823
Capital	0	16,234	0	0	0
<b>Total</b>	<b>\$3,930,516</b>	<b>\$3,413,578</b>	<b>\$4,372,546</b>	<b>\$4,405,520</b>	<b>\$4,634,697</b>
Revenue	\$0	\$0	\$1,600	\$1,600	\$1,600
<b>Net Local Revenue</b>	<b>\$3,930,516</b>	<b>\$3,413,578</b>	<b>\$4,370,946</b>	<b>\$4,403,920</b>	<b>\$4,633,097</b>
Full Time Staff	22.00	23.00	23.00	23.00	23.00
Part Time Staff	0.53	0.67	0.67	0.67	0.67
<b>Full-time Equivalents</b>	<b>22.53</b>	<b>23.67</b>	<b>23.67</b>	<b>23.67</b>	<b>23.67</b>

**BUDGET ANALYSIS:**

The FY 2022 Proposed Budget for the Information Technology includes personnel expenditure adjustments related to rising benefit costs and operating budget increases due to increased technology costs in regards to telecommuting and enabling a more remote workplace.

# Information Technology

## PROGRAM 1: *Information Technology*

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Network Printers/Copiers	115	116	125	130
Network Devices	209	210	213	215
Servers (Production Only)	244	263	267	274
Array Storage Allocated (terabytes)	136	191	220	250
Service Requests	2,514	3,062	3,300	3,400
Fire and Security Systems (School and County)	79	80	81	82
Internet Protocol (IP) Phones	1,524	1,645	1,650	1,655
Security Cameras	161	162	170	175
Applications	67	75	79	83

### OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Develop and implement a Disaster Recovery Plan	80%	80%	95%	100%
Implement an enterprise Records Management System	100%	N/A	N/A	N/A
Migrate department file shares to SharePoint departmental workspaces	85%	95%	100%	N/A
Reduce number of cyber security threats/attacks (virus, ransomware, malware etc.)	214	199	190	170
Implement O365 Apps	N/A	N/A	10%	20%

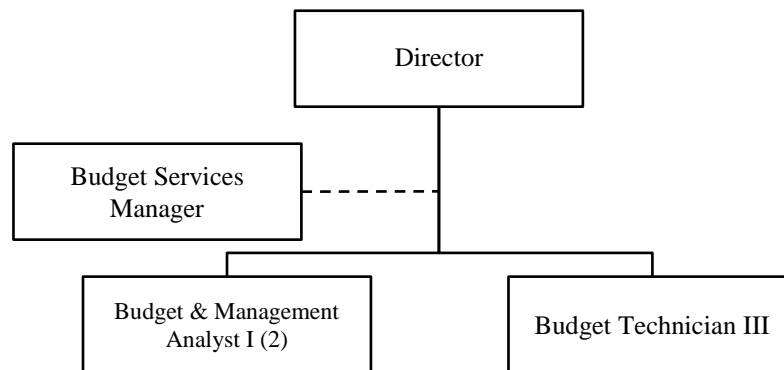
# Management and Budget

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## 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 2022:

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

# Management and Budget

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

**BUDGET SUMMARY:**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$508,171	\$541,842	\$576,160	\$578,545	\$575,523
Operating	25,094	30,005	39,800	39,800	39,800
Capital	0	0	0	0	0
<b>Total</b>	<b>\$533,265</b>	<b>\$571,847</b>	<b>\$615,960</b>	<b>\$618,345</b>	<b>\$615,323</b>
Revenue	\$0	\$0	\$0	\$0	\$0
<b>Net Local Revenue</b>	<b>\$533,265</b>	<b>\$571,847</b>	<b>\$615,960</b>	<b>\$618,345</b>	<b>\$615,323</b>
Full Time Staff	5.00	5.00	5.00	5.00	5.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

**BUDGET ANALYSIS:**

The FY 2022 Proposed Budget for the Office of Management & Budget includes personnel expenditure adjustments related to rising benefit costs.

**PROGRAM 1: *Budget Development and Implementation***

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Supplemental appropriations or contingency reserve items	114	141	120	120
Budget adjustments	208	207	210	210
OMB/Finance trainings facilitated <sup>1</sup>	3	1	4	4

<sup>1</sup>Trainings were impacted by social distancing guidelines and COVID-19 pandemic.

# Management and Budget

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**OBJECTIVES:**

- Provide analysis, support, and advice to County management and staff to maintain core services, address core priorities, and strategic planning in the current, challenging fiscal environment.
- Monitor County revenue and expenditure budgets to ensure appropriations and supplemental appropriations are allocated according to Board directives and policies.
- Provide 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 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
General Fund expenditures to budget <sup>1</sup>	97.5%	94.8%	98.0%	98.0%
General Fund revenue to budget	102.0%	100.9%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

<sup>1</sup>Expenditures were highly affected by the COVID-19 pandemic, and the County’s hiring freeze and non-essential spending freeze.

**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 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Grant applications developed and/or supported through the grant management process	55	54	50	50
Benchmarking studies requested by County management and/or identified by OMB	12	8	12	12

# Management and Budget

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## 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.

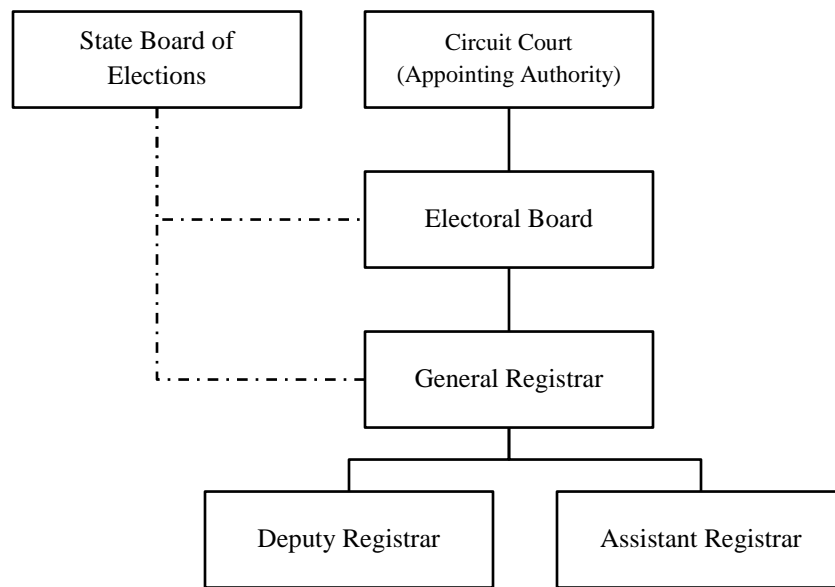
<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Grants awarded to Fauquier County	47	51	45	45
Grant awards actively monitored by OMB	12	18	15	15
Benchmarking studies completed	12	8	12	12

# Registrar

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## ORGANIZATIONAL PURPOSE:

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



## GOALS:

- Ensure compliance with the Constitution of Virginia and the Code of Virginia.
- Promote a customer-friendly environment for both the public and candidates.
- Provide cost effective, convenient, courteous and accurate services to voter registrants, absentee voters and the public in general.
- Maintain accurate voter registration records for all registrants in Fauquier County.
- Process all voter registration records within 72 hours of receipt of the records.
- Provide fair, honest and transparent Federal, Commonwealth, and County elections to qualified registered voters.
- Offer efficient, accurate, compliant, customer-friendly absentee voting to all qualified voters who request this service; ensure the number of absentee voters is correctly projected for each

# Registrar

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election; record all absentee requests; issue correct ballots to each voter; receive and record all voted ballots; and ensure that the Central Absentee Precinct correctly tabulates absentee ballots on Election Day.

- Process all Absentee Ballot requests within 72 hours of receipt.
- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and campaign committees; collect information on candidate contributions; and record all candidate filings for public review.
- Hire sufficient temporary part-time staff members to work with the public in main office.
- Educate Officers of Election on registration and election laws and voting procedures to ensure every precinct conducts fair and impartial elections; ensure Election Day precinct manuals supplied to all precinct workers on Election Day are up to date on policy and procedures; and provide all materials necessary to conduct elections.
- Provide correct information to the public regarding the administration of elections and voter registration in the County and Commonwealth.
- Provide training to all Officers of Election before each election is conducted, both for Satellite sites and Election Day; specialized training is provided to Chief and Assistant Chief Officers in separate sessions.
- Ensure voting equipment testing and maintenance are conducted in a timely manner.
- Ensure publishing of all media advertisements required by the Code of Virginia.
- Monitor voter precinct locations and population shifts in current precincts to assure adequate facilities are provided for voting as well as to be prepared for the 2021 Redistricting.
- Ensure a safe and secure voting environment is provided to each voter.
- Monitor and respond to elections- and voter registration-related legislation introduced in the General Assembly.
- Ensure part-time staff members are properly trained for their office duties.
- Ensure all records retention for elections, voter registration, administrative matters, personnel and accounts payable required by State law is maintained.
- Attend educational seminars and conferences relevant to changes in election laws or policy procedures.
- Develop an agenda and educational program for the annual Virginia Electoral Board Association (VEBA) Meeting.
- Continue following Governor's and Board of Supervisors' requirements for protection against COVID-19.

## **KEY PROJECTS FOR FY 2022:**

- Continue the implementation of the legislatively-mandated No-Excuse Absentee Voting Program for the elections (staffing, voting equipment and supplies, voting locations, etc.).
- Implement the legislatively-mandated Permanent Absentee Voters' List Program.
- Conduct Primary Election following establishment of new boundaries from redistricting.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2021 General Election for the three statewide candidates (Governor, Lieutenant Governor and Attorney General) and VA House of Delegates members.
- Conduct May 3, 2022 Town Elections.

# Registrar

- Conduct June 14, 2022 (Dual) Primary Elections for Congressional candidates.
- Notify local candidates of due dates of Campaign Finance Reports; process reports.
- Continue implementation of the redistricting legislation passed by the General Assembly.
- Conduct absentee voting processes for all elections.
- Conduct preparation and maintenance of voting machines for all elections.
- Process records from the Interstate Voter Registration Crosscheck—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the Electronic Registration Information Center (ERIC)—a voter registration list maintenance effort conducted statewide and involving multiple states to maintain accurate voter registration list of Virginia voters.
- Process records from the National Change of Address (NCOA)—voter registration confirmation notice mailing conducted statewide to maintain voter registration list of Virginia voters.
- Continue processing/updating voter registration applications through the arduous scanning process.
- Track elections-related legislation introduced in the General Assembly.
- Process administrative, elections, voter registration and campaign finance records through the Records Retention Schedules of the Library of Virginia.
- Continue scanning of pre-2017 voter registration records into state database.
- Continue all administrative functions for the office.

## BUDGET SUMMARY:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Approved	FY 2022 Proposed
Expenditure Summary:					
Personnel	\$326,153	\$354,343	\$342,913	\$344,344	\$344,344
Operating	126,391	152,298	150,446	150,446	150,446
Capital	0	0	0	0	0
<b>Total</b>	<b>\$452,544</b>	<b>\$506,641</b>	<b>\$493,359</b>	<b>\$494,790</b>	<b>\$494,790</b>
Revenue	\$55,536	\$95,078	\$47,545	\$57,445	\$57,445
<b>Net Local Revenue</b>	<b>\$397,008</b>	<b>\$411,563</b>	<b>\$445,814</b>	<b>\$437,345</b>	<b>\$437,345</b>
Full Time Staff	3.00	3.00	3.00	3.00	3.00
Part Time Temporary Staff	0.00	4.00	5.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Registrar’s Office includes personnel expenditure adjustments related to rising benefit costs.

# Registrar

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## **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; the paper takes more steps to process.

The number of registered voters is a determining factor in deciding how many ballots to order for an election.

<b>SERVICE VOLUME</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>
Voter Records Processed (denied, accepted, changes to record)	26,738	22,091	30,099	25,000
Voters Registered	50,676	52,198	55,000	57,000

### **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.

## Registrar

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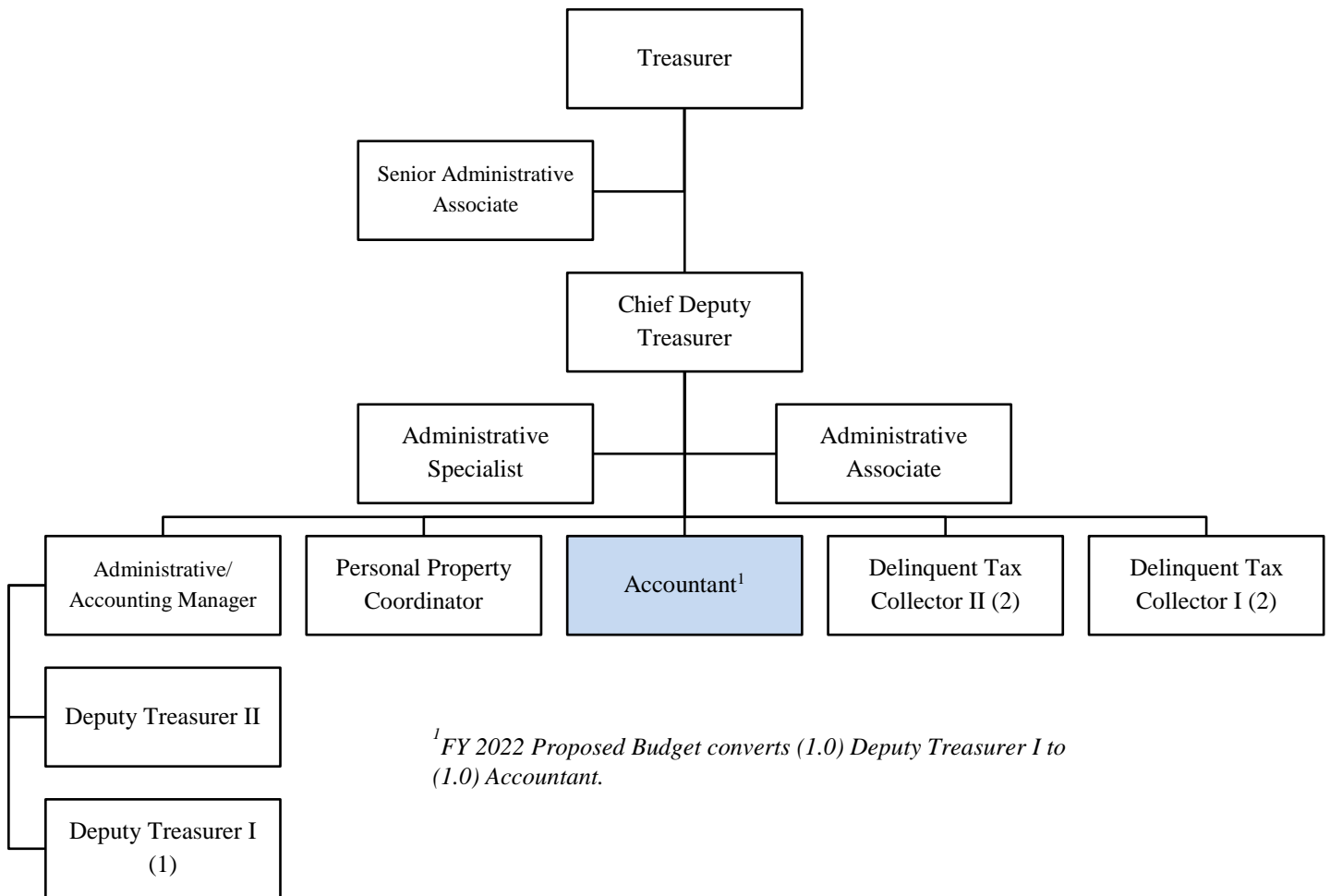
<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Attend seminars/conferences relative to voter registration and elections	50	48	20	25
Process all Voter Registration Applications within two days of receipt	100%	100%	100%	100%

# Treasurer

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**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 2022:

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

## BUDGET SUMMARY:

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Approved</b>	<b>FY2022 Proposed</b>
Expenditure Summary:					
Personnel	\$1,158,447	\$1,193,907	\$1,209,213	\$1,216,845	\$1,247,908
Operating	212,859	229,996	219,404	219,404	223,764
Capital	0	2,094	0	0	0
<b>Total</b>	<b>\$1,371,306</b>	<b>\$1,425,997</b>	<b>\$1,428,617</b>	<b>\$1,436,249</b>	<b>\$1,471,672</b>
Revenue	\$466,147	\$453,301	\$575,918	\$630,738	\$630,738
<b>Net Local Revenue</b>	<b>\$905,159</b>	<b>\$972,696</b>	<b>\$852,699</b>	<b>\$805,511</b>	<b>\$840,934</b>
Full Time Staff	16.00	16.00	16.00	16.00	16.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00
<b>Full-time Equivalents</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

## BUDGET ANALYSIS:

The FY 2022 Proposed Budget for the Treasurer's Office includes personnel expenditure adjustments related to rising benefit costs and the mid-year conversion of a full-time (1.0) Deputy Treasurer I position to a full-time (1.0) Accountant position.

### **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.

# Treasurer

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Real Estate bills mailed	66,252	66,139	66,300	66,300
Personal Property bills mailed	71,883	71,115	72,000	72,000
Business licenses issued	3,226	3,521	3,250	3,250
Refunds issued	3,677	3,911	3,500	3,500
Dog Tags issued	4,118	2,970	4,000	4,000
State Income/estimated vouchers processed	3,724	2,847	3,800	3,800
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	567	567
Number of transactions processed	387,033	382,066	390,000	395,000

## OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Accounts paid via the web	75,399	93,996	77,000	78,000
Accounts paid via official payments	451	549	450	450
Amount paid via the web	\$5,018,305	\$5,347,550	\$5,800,000	\$6,000,000

## PROGRAM 2: *Delinquent Tax Collection*

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Debt Set-off collections	\$462,593	\$366,693	\$525,000	\$525,000
Follow-up collections	\$3,200,557	\$4,072,360	\$3,103,744	\$3,103,744
Debt Set-off accounts collected	2,207	2,434	2,400	2,400
Accounts sent to debt set off	16,740	17,349	17,000	17,000
Third-party liens issued	2,166	1,276	2,190	2,190
Payment plans established	261	267	300	300
New bankruptcies filed	27	36	25	25
Treasurer Summons	0	15	30	30
Court cases represented/affidavits	12	N/A	10	10

# Treasurer

<b>SERVICE VOLUME</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>
Department of Motor Vehicles (DMV) holds	6,789	9,286	6,900	6,900
Delinquent letters sent	41,875	27,537	40,000	42,000
Dog tag notices sent	2,580	3,219	2,650	2,680
Debt Set-off letters sent	2,207	2,526	2,850	2,850

**OBJECTIVES:**

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

<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Accounts paid through Integrated Revenue Management System (debt set-off) Program	1,929	1,621	2,250	2,250
Accounts paid through credit cards/eChecks via the internet	75,399	93,996	83,000	87,000
Accounts paid through credit cards in the office	9,353	8,285	9,600	9,900

**PROGRAM 3: *Delinquent Court Collection***

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

<b>SERVICE VOLUME</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>
Follow-up collections	\$305,451	\$83,273	\$350,000	\$350,000
Third-party liens	\$215,656	\$75,804	\$250,000	\$250,000

**OBJECTIVES:**

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

<b>OUTCOME MEASURES</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Goal</b>	<b>FY 2022 Goal</b>
Third Party Liens	878	566	1,300	1,300
Letters sent	2,961	2,401	3,200	3,300

# Treasurer

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## PROGRAM 4: Accounting

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

SERVICE VOLUME	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected
Direct Deposit uploads <sup>1</sup>	84	59	50	50
ACH Transfers	961	1,053	1,450	1,950
Checks processed	22,702	18,870	20,500	20,000
Virginia Child Supports transfers	51	51	51	51
Virginia withholding tax transfers	85	72	72	72
Benefit Wire transfers <sup>2</sup>	516	289	106	106
VRS transfers	48	48	48	48

<sup>1</sup>Split between payroll (direct deposit) uploads and other ACH transfers.

<sup>2</sup>In FY 2021, Benefit Wire transfers will be changed to ACH transfers.

### OBJECTIVES:

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

OUTCOME MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal	FY 2022 Goal
Processed all Payroll State taxes, benefit wires, and VRS transfers directly upon request	684	639	630	630
Bank Accounts reconciled every month	42	43	42	42