

Department of Tax Administration

FY 2017 Adopted Budget Plan: Performance Measures

Department Supervision

Goal

To administer, supervise and adjudicate the assessment, levy, and collection of all taxes that are charged to residents and businesses of Fairfax County in order to ensure full compliance with the Virginia Constitution, state and County codes and to provide for the funding of the public need as established through the annual budget process.

Objective

To enhance taxpayer convenience by promoting 24/7 e-commerce transactions.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Output | | | | | |
| 24/7 e-commerce transactions | 407,256 | 420,509 | 425,075 / 438,848 | 461,000 | 485,000 |
| Outcome | | | | | |
| Percent change in 24/7 e-commerce transactions | 6.0% | 3.2% | 1.0% / 4.4% | 5.0% | 5.2% |

Objective

To accurately forecast current Real Estate, Personal Property, and Business, Professional and Occupational License taxes to achieve a variance of 0.1 percent or less between estimated and actual revenues.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|----------------------------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Output | | | | | |
| Current Real Estate, Personal Property and BPOL Tax Revenues (in billions) | \$2.836 | \$2.928 | \$3.065 / \$3.079 | \$3.164 | \$3.339 |
| Efficiency | | | | | |
| Cost per \$1,000 collected | \$7.50 | \$7.72 | \$7.46 / \$7.43 | \$7.41 | \$7.20 |
| Outcome | | | | | |
| Percent variance between estimated and actual revenues | 0.1% | 0.1% | 0.1% / 0.1% | 0.1% | 0.1% |

Department of Tax Administration

FY 2017 Adopted Budget Plan: Performance Measures

Objective

To provide high quality customer service as measured by an average maximum wait time of no more than 3:05 minutes on the phone and at least a 3.9 point satisfaction rating (on a 4-point scale) by DTA customers.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|-----------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Output | | | | | |
| Phone Calls Answered | 291,897 | 265,628 | 356,000 / 264,675 | 264,587 | 261,984 |
| Efficiency | | | | | |
| Cost per phone call | \$2.35 | \$2.61 | \$1.99 / \$2.69 | \$2.69 | \$2.69 |
| Service Quality | | | | | |
| Average wait time on phone in minutes.seconds | 4.09 | 3.42 | 4.09 / 3.12 | 3.10 | 3.05 |
| Average rating of DTA services by customers | 4.0 | 4.0 | 3.8 / 3.9 | 3.9 | 3.9 |
| Outcome | | | | | |
| Percentage of phone calls answered | 84.9% | 86.4% | 82.0% / 87.6% | 87.0% | 87.0% |

Real Estate Division

Goal

To assess and update all real property in the County in a fair and equitable manner and to ensure that each taxpayer bears his or her fair share of the real property tax burden.

Objective

To assess property at fair market value as measured by an average assessment-to-sales ratio in the low 90s.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|--------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Output | | | | | |
| Parcels assessed | 359,034 | 359,099 | 361,000 / 359,087 | 359,509 | 359,600 |
| Efficiency | | | | | |
| Residential cost per parcel assessed | \$21.54 | \$23.12 | \$23.43 / \$23.29 | \$23.77 | \$23.77 |
| Residential parcels per appraiser | 6,190 | 5,985 | 5,823 / 5,985 | 5,992 | 5,993 |
| Service Quality | | | | | |
| Assessment/Sales ratio | 92.7% | 93.5% | 93.6% / 93.6% | 93.9% | 95.0% |

Department of Tax Administration

FY 2017 Adopted Budget Plan: Performance Measures

Objective

To equitably assess properties by maintaining a maximum coefficient of dispersion of no more than 3.6.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|---------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Outcome | | | | | |
| Coefficient of Dispersion | 4.0 | 3.9 | 3.9 / 3.9 | 3.6 | 3.6 |

Personal Property and Business License Division

Goal

To establish and maintain an equitable and uniform basis for assessing County ad valorem taxes on personal property; and to administer County licenses, state income tax, and all other state and County programs assigned to the division in accordance with mandated statutes.

Objective

To maintain the cost per Personal Property and BPOL dollar levied at or below \$0.01 with no degradation in accuracy as measured by exonerated assessments as a percent of total assessments.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|------------------------------------------------|--------------------|----------------|-------------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Output | | | | | |
| Total tax levy for Personal Property and BPOL | \$708,306,033 | \$719,391,900 | \$717,927,573 / \$724,883,507 | \$737,623,108 | \$744,866,822 |
| Efficiency | | | | | |
| Cost per tax dollar levied | \$0.01 | \$0.01 | \$0.01 / \$0.01 | \$0.01 | \$0.01 |
| Outcome | | | | | |
| Exonerations as a percent of total assessments | 3.5% | 3.7% | 3.5% / 4.0% | 4.0% | 4.0% |

Objective

To achieve the highest degree of accuracy in personal property and business license assessment such that exonerations do not exceed 4.0 percent of annual levy.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|--------------------------------------------------------|--------------------|----------------|-----------------------------|------------------|-----------------|
| | FY 2012 Actual | FY 2013 Actual | FY 2014 Estimate/Actual | FY 2015 | FY 2016 |
| Output | | | | | |
| Value of Personal Property and BPOL tax bills adjusted | \$24,762,060 | \$26,822,196 | \$25,347,089 / \$29,244,959 | \$29,504,924 | \$29,794,673 |

Department of Tax Administration

FY 2017 Adopted Budget Plan: Performance Measures

Revenue Collection Division

Goal

To bill and collect taxes while providing quality customer service, in order to maximize General Fund revenue with accountability and minimize the overall tax burden by maintaining low delinquency rates.

Objective

To achieve a minimum collection rate of 99.70 percent in Real Estate tax collections, a 98.00 percent for current year Personal Property taxes; and 98.50 percent for Business, Professional, and Occupational License (BPOL) taxes.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|----------------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Output | | | | | |
| Current year taxes collected: Real Estate (in millions) | \$2,124.3 | \$2,219.0 | \$2,355.6 / \$2,358.0 | \$2,436.6 | \$2,603.1 |
| Current year taxes collected: Personal Property (in millions) | \$555.3 | \$557.2 | \$562.3 / \$568.2 | \$574.5 | \$581.5 |
| Current year taxes collected: BPOL (in millions) | \$156.2 | \$152.0 | \$146.8 / \$152.5 | \$152.5 | \$154.1 |
| Efficiency | | | | | |
| Cost per current dollar collected | \$0.003 | \$0.003 | \$0.003 / \$0.003 | \$0.003 | \$0.003 |
| Service Quality | | | | | |
| Percent of bills deliverable | 97.0% | 97.0% | 97.0% / 97.0% | 97.0% | 97.0% |
| Outcome | | | | | |
| Percent of current year taxes collected: Real Estate | 99.71% | 99.74% | 99.65% / 99.77% | 99.70% | 99.70% |
| Percent of current year taxes collected: Personal Property (1) | 98.35% | 97.35% | 98.00% / 98.35% | 98.00% | 98.00% |
| Percent of current year taxes collected: BPOL | 98.50% | 95.64% | 98.50% / 97.57% | 98.50% | 98.50% |

(1) The percent of current year taxes collected: Personal Property reflects the local collection rate associated with the taxpayers' share of the Personal Property tax.

Department of Tax Administration

FY 2017 Adopted Budget Plan: Performance Measures

Objective

To collect a minimum of 30 percent of unpaid accounts receivable (i.e., unpaid taxes from prior years), while maintaining a cost per delinquent dollar collected of no more than \$0.06.

Performance Indicators

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|-------------------------------------------------|--------------------|----------------|-----------------------------|------------------|-----------------|
| | FY 2013 Actual | FY 2014 Actual | FY 2015 Estimate/Actual | FY 2016 | FY 2017 |
| Output | | | | | |
| Delinquent taxes collected: Real Estate | \$9,039,828 | \$7,476,877 | \$8,961,015 / \$10,007,002 | \$8,961,015 | \$8,961,015 |
| Delinquent taxes collected: Personal Property | \$9,620,150 | \$14,258,513 | \$11,650,340 / \$13,418,376 | \$13,053,087 | \$13,053,087 |
| Delinquent taxes collected: BPOL | \$3,146,726 | \$4,114,892 | \$3,241,264 / \$4,458,285 | \$3,620,264 | \$3,620,264 |
| Efficiency | | | | | |
| Cost per delinquent dollar collected | \$0.07 | \$0.06 | \$0.06 / \$0.05 | \$0.06 | \$0.06 |
| Outcome | | | | | |
| Percent of unpaid accounts receivable collected | 26% | 33% | 33% / 30% | 30% | 30% |