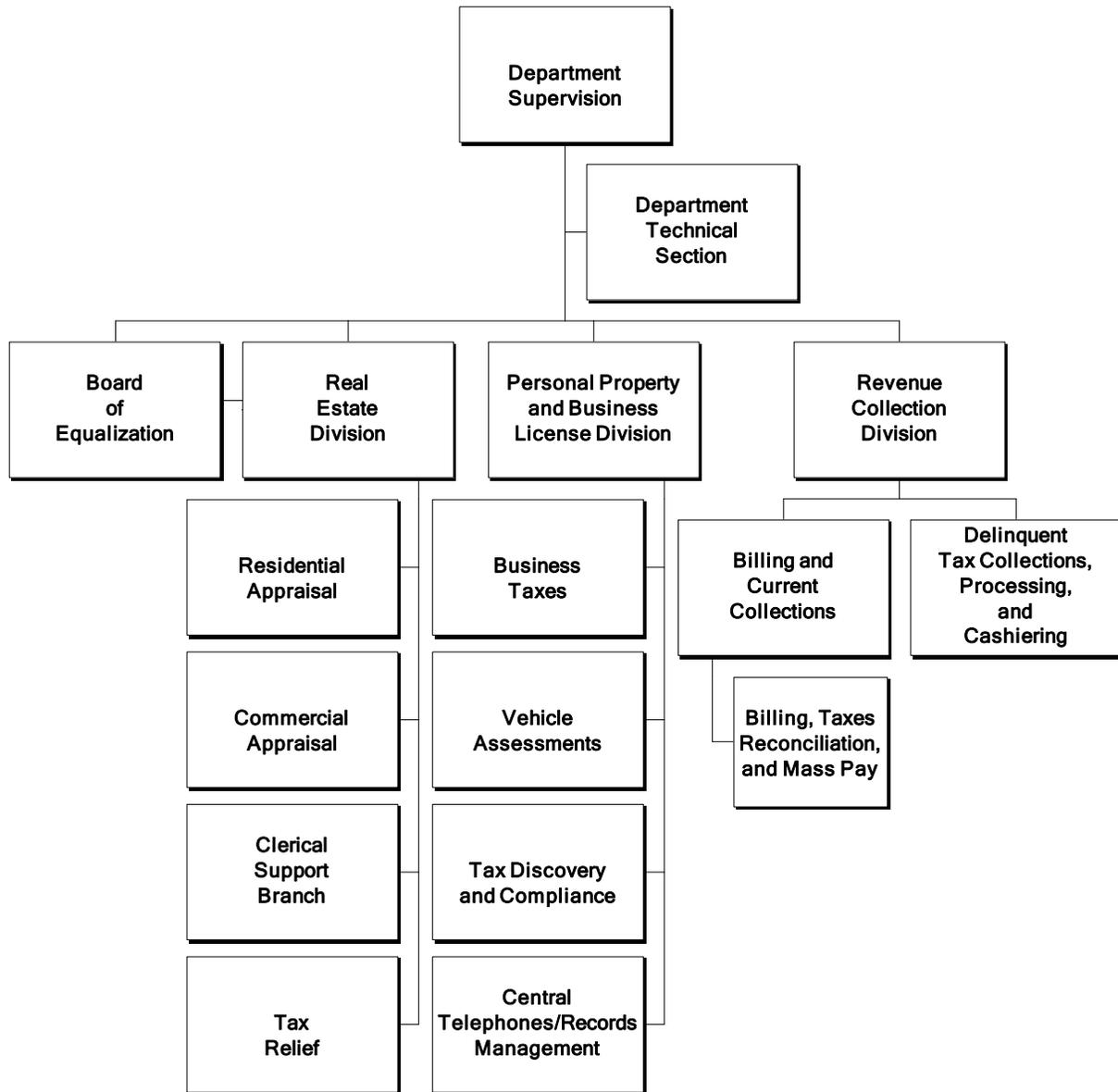


# Department of Tax Administration



## Mission

To uniformly and efficiently assess and collect County revenue, provide high quality customer service and promote an empowered, well-informed community.

## Focus

The Department of Tax Administration (DTA) assesses and collects taxes fairly and in accordance with relevant County and state codes. The department is comprised of four main divisions: Department Supervision; Real Estate; Personal Property and Business Licenses; and Revenue Collection.

The Supervision Division oversees all DTA operations and takes the lead in the department’s strategic planning and implementation process. As necessary, resources are reallocated across division boundaries to ensure that taxes are properly billed, collection rates remain strong and taxpayers receive responsive customer service. Increased automation and streamlining of operations have been implemented wherever possible to address the needs of County residents with fewer staff and budgetary resources. The Tax

## Department of Tax Administration

Relief Outreach Program which provides County residents with on-site assistance and eligibility information regarding tax relief remains an instrumental program. Staff in the Real Estate Tax Relief Program for seniors and people with disabilities have intensified efforts to educate eligible residents about the program through public outreach initiatives, such as sending staff to speak at community meetings, senior centers and places of worship throughout the County. In recent years, this program was awarded a Virginia Association of Counties Achievement Award.

DTA is committed to outstanding communication and promoting an empowered and well-informed community. DTA has maintained a continued growth in workforce diversity. DTA's workforce is greater than 58 percent diverse. Such diversity allows the department to address the concerns and language needs of the varied population of Fairfax County, both now and in the future. In FY 2013, the division will continue to focus on efforts to increase secure access to pertinent tax information. Such efforts will include public access to the Personal Property and Accounts Receivable databases online. These initiatives will better empower residents to conduct business in a 24/7 environment and enable DTA to continue to do more with less.

The Real Estate Division handles the assessment of all real estate taxes due to annual property value changes associated with appreciation/depreciation and value increases due to normal "growth" or construction. DTA appraisers handle residential and commercial properties, the real estate taxes for which account for nearly 61 percent of all General Fund revenue. Like the rest of Northern Virginia, Fairfax County has experienced significant variation in the residential real estate market over the past several years. From FY 2002 through FY 2007, robust value increases, along with numerous property sales, translated into significant workload. Refinancing, remodeling and construction work also presented a significant challenge to staff in that a visit to the property was often necessary to ensure an accurate property description and assessment. Similar to the workload created during a hot real estate market, a downturn in the market also proves challenging for staff. Residential values went from double digit appreciation to a declining market in FY 2009 and FY 2010, and then stabilized in FY 2011. FY 2012 values increased in most neighborhoods over FY 2011 levels and there are again modest increases for FY 2013. When the market shifts in such dramatic ways, it is of utmost importance that the County has the best and most up-to-date information to base real estate assessments. Commercial real estate values declined significantly in FY 2011, but stabilized in FY 2012 and increased in FY 2013. Workload for these properties continues to increase due to appeals, Board of Equalization case responses, and the Tysons Corner Comprehensive Plan changes.

The Personal Property and Business License Division assesses all vehicle and business personal property taxes and administers the Business, Professional and Occupational License (BPOL) tax. In FY 2013, DTA will continue a thorough review of businesses in the County. This process allows DTA to identify businesses that have not registered with the County. The identification of these businesses also positively affects the registration of vehicles in the County. Quality control efforts concerning the vehicle database will continue to be high priority in FY 2013, coupled with efforts required by law under the Personal Property Tax Relief Act (PPTRA). The Personal Property and Business License Division will continue efforts to ensure all vehicles are properly registered with the County. The annual \$100 license plate tax on all vehicles not displaying a current Virginia license plate, which was adopted by the Board of Supervisors in FY 2010, is one tool that will continue to be used for that purpose; the Vehicle Registration Fee, adopted in FY 2011, is another such tool.

While much of the valuation process is automated, and records are matched to the Virginia Department of Motor Vehicles (DMV), this division still has an enormous volume of customer contacts. The division also staffs DTA's main telephone call center, which receives roughly 420,000 phone calls a year. The

## Department of Tax Administration

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County's phone system enables DTA's call center to track call volume and wait times. This helps supervisors make quicker and better decisions on work flow matters. Additionally, the Call Management System (CMS) allows for a robust reporting system which provides detailed statistics on staff performance. This information acts as a catalyst to encourage staff to stay focused and provide the best possible service, which is reflected in short wait times and a high call answer rate. It should also be noted that calls coming into the call center cross internal division boundaries. Overlap in customer service also extends to a certain amount of taxpayer correspondence, although DTA has been promoting an increasing shift to e-mail contact, which is handled more proportionately by each appropriate division. While wait times on the phones have increased due to FY 2010 budget cuts, DTA continues to deploy additional resources to the phones from other divisions to assist as necessary and practical.

In FY 2011, the division worked in conjunction with the Department of Information Technology to update the dog licensing system. A new process was necessary because veterinarians are now required by state law to notify jurisdictions of dogs they vaccinate for rabies. Through software customization, this updated system permits the tracking of rabies vaccinations administered by veterinarians and produces the required notices (certificates/licenses). Principal benefits include: an increase in the number of dogs licensed in Fairfax County, increased revenue, an ability to return lost dogs to their owners and enhanced safety for Animal Control officers in the community.

The Revenue Collection Division is responsible for all billing, collection and account reconciliation activities. Staff is split between counter operations, mail payment processing, deposit operations and delinquent tax collection, and handles well over 1.5 million billing transactions per year. The workload in this division is also influenced significantly by population and economic conditions. Staff works to ensure that current year collection rates are maintained, as this provides necessary revenue and helps minimize the amount of unpaid receivables accumulated over time. Each year, outstanding receivables are collected as delinquent revenue. Collection work is a function of data accuracy (i.e., finding and contacting the property owner), as well as the economy. When the economy falters, collecting can become more difficult. For example, bankruptcies make collection work harder and impact collection rates. Conversely, a strong real estate market, coupled with low interest rates, typically stimulates a wave of mortgage refinancing, helping to boost real estate collections. Along with other collection tools, accounts over 90 days old are outsourced to private collection agents. This was a major cost saving initiative approved by the Board of Supervisors (BOS) in FY 2010. Assistance has also been provided by the County Attorney's Office and the Office of the Sheriff. The Fairfax County Police Department also tows vehicles with outstanding parking tickets. The Revenue Collection Division is also working closely with the Department of Code Compliance in pursuing all uncollected receivables generated from the enforcement of the Mowing Directive as stipulated in Chapter 119 of the Fairfax County Code.

Additionally, the Revenue Collection Division staffs the full service cashiering counters at the Government Center. When traffic at the Government Center is extremely heavy, employees are redeployed to front-line cashiering service from other division sections in an effort to provide responsive customer service. Similar efforts are made to staff DTA telephones at peak times. Efforts to reduce walk-in traffic include the promotion of online registration of new vehicles and the elimination of vehicle decals. The Revenue Collection Division, in a further effort to enhance customer service, continues to promote the use of Global Express Bill Payment Centers. Such centers are authorized walk-in bill payment locations accepting cash payments for personal property taxes. As a collection point for DTA, citizens may walk into certain retail locations, such as Shoppers Food Warehouse stores, selected Safeway and other convenience-type stores, to pay Fairfax County personal property taxes. This wide variety of locations makes it more convenient for citizens to pay their personal property bills. Payments are credited

# Department of Tax Administration

the same business day and a nominal \$1.25 fee is charged for the service. Fairfax County does not receive any portion of this fee.

## Budget and Staff Resources

Agency Summary					
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan	FY 2013 Adopted Budget Plan
<b>Authorized Positions/ Staff Years</b>					
Regular	284 / 284	284 / 284	284 / 284	283 / 283	283 / 283
<b>Expenditures:</b>					
Personnel Services	\$15,660,850	\$15,863,261	\$16,105,382	\$16,533,258	\$16,737,562
Operating Expenses	5,909,297	5,954,769	6,546,952	5,702,183	5,702,183
Capital Equipment	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$21,570,147</b>	<b>\$21,818,030</b>	<b>\$22,652,334</b>	<b>\$22,235,441</b>	<b>\$22,439,745</b>
<b>Income:</b>					
Land Use Assessment Application Fees	\$428	\$1,241	\$1,241	\$1,241	\$1,241
Administrative Collection Fees for Delinquent Taxes	1,881,689	1,703,085	1,698,523	1,698,523	1,698,523
State Shared DTA Expenses	1,867,957	1,297,262	1,297,262	1,297,262	1,297,262
State Shared Retirement - DTA	39,842	46,593	46,593	46,593	46,593
<b>Total Income</b>	<b>\$3,789,916</b>	<b>\$3,048,181</b>	<b>\$3,043,619</b>	<b>\$3,043,619</b>	<b>\$3,043,619</b>
<b>Net Cost to the County</b>	<b>\$17,780,231</b>	<b>\$18,769,849</b>	<b>\$19,608,715</b>	<b>\$19,191,822</b>	<b>\$19,396,126</b>

## FY 2013 Funding Adjustments

The following funding adjustments from the FY 2012 Adopted Budget Plan are necessary to support the FY 2013 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on May 1, 2012.

- ◆ **Employee Compensation** \$557,037  
 An increase of \$557,037 in Personnel Services reflects \$352,733 for a 2.18 percent market rate adjustment (MRA) in FY 2013, effective July 2012, and \$204,304 for a 2.50 percent performance-based scale and salary increase for non-uniformed merit employees, effective January 2013.
- ◆ **Full Year Impact of FY 2012 Market Rate Adjustment** \$317,264  
 As part of the *FY 2011 Carryover Review*, the Board of Supervisors approved an increase of \$317,264 in Personnel Services for a 2.0 percent market rate adjustment (MRA), effective September 24, 2011.

# Department of Tax Administration

◆ **Reductions** (\$252,586)

A decrease of \$252,586 and 1/1.0 SYE position reflects the following reductions utilized to balance the FY 2013 budget:

Title	Impact	Posn	SYE	Reduction
Eliminate Funding for 9 Limited Term Data Collector Positions in the Real Estate Division	This reduction eliminates funding that supports 9 Limited Term Field Data Collector positions in the Real Estate Division. These positions can be eliminated with no negative impact on the operations of the Department of Tax Administration due to the automation of the process that requires the agency to inspect each real estate parcel at least once every six years. The agency will use aerial photographing technology permitted by professional assessing standards that detects physical alterations to real estate parcels without physically inspecting them, while allowing the agency to complete its mission. This eliminates the necessity of the Field Data Collector positions.	0	0.0	\$218,180
Eliminate 1/1.0 SYE Administrative Assistant III Position in the Real Estate Division	This reduction eliminates 1/1.0 SYE Administrative Assistant III position in the Real Estate Division. This position performs secretarial duties and the additional workload can be absorbed by existing staff without having a negative impact on the agency's operations.	1	1.0	\$34,406

## **Changes to FY 2012 Adopted Budget Plan**

*The following funding adjustments reflect all approved changes in the FY 2012 Revised Budget Plan since passage of the FY 2012 Adopted Budget Plan. Included are all adjustments made as part of the FY 2011 Carryover Review, FY 2012 Third Quarter Review, and all other approved changes through April 24, 2012.*

◆ **Carryover Adjustments** \$834,304

As part of the FY 2011 Carryover Review, the Board of Supervisors approved funding of \$242,121 in Personnel Services for a 2.0 percent market rate adjustment, effective September 24, 2011. In addition, the Board approved encumbered funding of \$517,183 in Operating Expenses primarily associated with postage expenses and non-recurring funding of \$75,000 for contracting of expert appraisal analysis and consultation services concerning capitalization rates for the assessment of commercial properties.

## **Cost Centers**

The Department of Tax Administration is comprised of four costs centers: Department Supervision, Real Estate, Personal Property and Business License, and Revenue Collection. These four cost centers work together to fulfill the mission of the department and carry out its key initiatives for the fiscal year. The Personal Property Division includes the department's main call center that provides customer service support across divisional boundaries.

# Department of Tax Administration

## Department Supervision



Funding Summary					
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan	FY 2013 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	13 / 13	13 / 13	13 / 13	13 / 13	13 / 13
<b>Total Expenditures</b>	<b>\$1,919,458</b>	<b>\$1,537,656</b>	<b>\$1,549,005</b>	<b>\$1,569,061</b>	<b>\$1,578,748</b>

Position Summary		
	<u>Department Technical Section</u>	<u>Tax Relief</u>
1 Director of Tax Administration	1 Management Analyst IV	1 Management Analyst III
1 Administrative Assistant IV	3 Business Analysts IV	1 Business Tax Specialist II
	1 IT Technician II	2 Administrative Assistants III
	1 Administrative Assistant IV	
	1 Administrative Assistant III	
<b>TOTAL POSITIONS</b>		
<b>13 Positions / 13.0 Staff Years</b>		

## Key Performance Measures

### 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.

### Objectives

- ◆ To enhance taxpayer convenience by promoting 24/7 e-commerce transactions.
- ◆ To accurately forecast current Real Estate, Personal Property, and Business, Professional and Occupational License taxes to achieve a variance of 0.3 percent or less between estimated and actual revenues.
- ◆ To provide high quality customer service as measured by an average maximum wait time of no more than 4:38 minutes on the phone and at least a 3.7 point satisfaction rating (on a 4-point scale) by DTA customers.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	FY 2012	FY 2013
<b>Output:</b>					
24/7 e-commerce transactions	291,419	346,264	353,000 / 364,204	367,900	371,600
Current Real Estate, Personal Property and BPOL Tax Revenues (in billions)	\$2.692	\$2.750	\$2.639 / \$2.665	\$2.706	\$2.818
Phone calls received	366,155	407,240	410,000 / 419,697	420,000	420,000

## Department of Tax Administration

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	FY 2012	FY 2013
<b>Efficiency:</b>					
Cost per \$1,000 collected	\$8.93	\$7.88	\$8.18 / \$8.01	\$8.31	\$7.90
Cost per phone call	\$2.65	\$1.63	\$1.62 / \$1.58	\$1.58	\$1.58
<b>Service Quality:</b>					
Average wait time on phone in minutes seconds	0:19	4:06	4:10 / 4:38	4:38	4:38
Average rating of DTA services by customers	3.7	3.7	3.5 / 3.8	3.7	3.7
<b>Outcome:</b>					
Percent change in 24/7 e-commerce transactions	6.1%	19.0%	2.0% / 5.2%	1.0%	1.0%
Percent variance between estimated and actual revenues	0.3%	0.3%	0.5% / 0.1%	0.3%	0.3%
Percentage of phone calls answered	97.9%	85.0%	85.0% / 79.8%	76.0%	76.0%

### Performance Measurement Results

In accordance with DTA's strategic plan to promote taxpayer empowerment and more convenient access to information, performance measures have been developed to assess e-commerce efforts. The tremendous growth in the use of technology has resulted in significant efficiencies for both the public and DTA staff. The 24/7 e-commerce transactions include e-mails to DTA, online vehicle registrations, automated tax evader tips, e-check payments, and online credit card payments. In FY 2011, the department processed over 364,000 e-commerce transactions totaling over \$152 million dollars. As time and technology continue to progress, it is anticipated that the amount of online, e-commerce transactions will continue to grow.

DTA continues to provide County management with timely and sound data with which to forecast County revenues. The FY 2011 variance between estimated and actual revenues for Real Estate, Personal Property and Business, Professional and Occupational License Taxes was less than 0.1 percent. The overall collection rate for these revenue categories was 99.58 percent for FY 2011. A near 100 percent collection rate is a reflection of an extremely dedicated and professional staff and aggressive collection tools. The department will continue to monitor these revenue categories closely and provide accurate estimates.

To better assess customer service, data on telephone calls are an important DTA performance measure. It is anticipated that DTA will receive 420,000 calls in FY 2013. Numerous variables affect the number of calls received by the department in any given year. The downturn in the real estate market and the overall decline in the economy lead to a reduction in business, purchases of homes and vehicles, and other luxury items. Subsequently, residents may find themselves in uncharted financial waters and require assistance from DTA pertaining to tax liabilities. These factors have already had an impact, as from FY 2009 to FY 2011 call volume increased by 14.6 percent. This ever-changing environment makes it difficult to predict the exact number of calls to be received. DTA's expanded website information and the availability to conduct business and pay fees online should mitigate any significant growth in telephone volume. However, with significant staffing reductions in the Central Telephone Section for FY 2010, wait times have increased to 4 minutes and 38 seconds. At peak times, citizens may be waiting several minutes for assistance. Even with staffing restraints, the objective is to answer all calls in as timely a manner as possible, with staff trained and poised to address the needs of the callers.

# Department of Tax Administration

## Real Estate Division



Funding Summary					
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan	FY 2013 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	111 / 111	111 / 111	111 / 111	110 / 110	110 / 110
<b>Total Expenditures</b>	<b>\$7,316,217</b>	<b>\$7,720,066</b>	<b>\$7,908,640</b>	<b>\$8,034,346</b>	<b>\$8,129,377</b>

Position Summary		
1 Director of Real Estate		
2 Assistant Directors	9	<b>Residential Appraisal</b> Supervising Appraisers
1 Financial Specialist III	16	Senior Appraisers
1 Management Analyst III	32	Appraisers
1 Administrative Assistant III		
		<b>Commercial Appraisal</b> Supervising Appraisers
	5	Senior Appraisers
	15	
<b>Board of Real Estate</b> <b>Assessments Equalization</b>		
1 Administrative Assistant III		
		<b>Clerical Support Branch</b> 1 Management Analyst III 1 Management Analyst II 3 Administrative Assistants V 3 Administrative Assistants IV 18 Administrative Assistants III (-1)
<b>TOTAL POSITIONS</b>		
110 Positions (-1) / 110.0 Staff Years (-1.0)		(-) Denotes Abolished Positions due to Budget Reductions

## Key Performance Measures

### 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.

### Objectives

- ◆ To assess property at fair market value as measured by an average assessment-to-sales ratio in the low 90s.
- ◆ To equitably assess properties by maintaining a maximum coefficient of dispersion of no more than 7.5.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	FY 2012	FY 2013
<b>Output:</b>					
Parcels assessed	358,179	357,972	359,600 / 357,943	359,600	361,600
<b>Efficiency:</b>					
Residential cost per parcel assessed	\$22.25	\$21.16	\$21.07 / \$20.19	\$20.10	\$22.56
Residential parcels per appraiser	5,777	5,774	5,800 / 5,773	5,800	5,832
<b>Service Quality:</b>					
Assessment/Sales ratio	91.1%	92.1%	94.0% / 92.4%	94.0%	94.0%
<b>Outcome:</b>					
Coefficient of Dispersion	5.6	5.5	7.5 / 4.9	7.5	7.5

# Department of Tax Administration

## Performance Measurement Results

FY 2011 data indicate an assessment-to-sales ratio of 92.4 percent. This is well within the target of the low 90 percent range and reflects the department's assessment of real estate at fair market value. Further evidence of DTA's fair and equitable assessment practices is found in the low coefficient of dispersion of 4.9 in FY 2011. A low coefficient indicates that similar properties are assessed similarly and, hence, equitably. A coefficient of 15 is considered good, while a value in the 4 to 14 range indicates excellent uniformity.

## Personal Property and Business License Division

Funding Summary					
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan	FY 2013 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	101 / 101	101 / 101	101 / 101	101 / 101	101 / 101
<b>Total Expenditures</b>	<b>\$5,436,286</b>	<b>\$5,568,633</b>	<b>\$5,643,174</b>	<b>\$5,774,903</b>	<b>\$5,838,527</b>

Position Summary		
1 Director	<u>Tax Discovery and Compliance</u>	<u>Central Telephones and Records Management</u>
1 Assistant Director	1 Management Analyst III	1 Management Analyst II
1 Financial Specialist III	3 Management Analysts II	4 Administrative Assistants IV
1 Administrative Assistant III	6 Auditors III	19 Administrative Assistants III
	10 Business Tax Specialists II	5 Administrative Assistants I
	1 Administrative Assistant IV	
	2 Administrative Assistants III	
		<u>Business Taxes</u>
<u>Vehicle Assessments</u>		1 Accountant II
1 Management Analyst II		2 Administrative Assistants V
3 Administrative Assistants IV		1 Administrative Assistant IV
17 Administrative Assistants III		15 Administrative Assistants III
4 Administrative Assistants II		1 Business Tax Specialist II
<b>TOTAL POSITIONS</b>		
<b>101 Positions / 101.0 Staff Years</b>		

## Key Performance Measures

### 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.

### Objectives

- ◆ 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.
- ◆ To achieve the highest degree of accuracy in personal property and business license assessment such that exonerations do not exceed 3.9 percent of annual levy.

# Department of Tax Administration

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	FY 2012	FY 2013
<b>Output:</b>					
Total tax levy for Personal Property and BPOL	\$667,521,227	\$624,582,841	\$626,275,058 / \$648,992,534	\$661,244,418	\$705,951,798
Value of Personal Property and BPOL tax bills adjusted	\$22,747,151	\$18,897,322	\$24,700,000 / \$27,913,706	\$25,800,000	\$27,500,000
<b>Efficiency:</b>					
Cost per tax dollar levied	\$0.01	\$0.01	\$0.01 / \$0.01	\$0.01	\$0.01
<b>Outcome:</b>					
Exonerations as a percent of total assessments	3.4%	3.0%	3.9% / 4.3%	3.9%	3.9%

## Performance Measurement Results

In FY 2011, the cost per dollar of Personal Property and BPOL levy was \$0.01, consistent with the target. For FY 2011, exonerations were 4.3 percent of the total tax levy. Exonerations occur after a record has been assessed and levied. Although some level of records will always change after the fact due to prorating, the objective is to bill records correctly the first time and minimize subsequent adjustments. Exonerations of no more than 5 percent indicate excellent billing practices. In FY 2013, exonerations are projected to be at or below the 3.9 percent benchmark.

## Revenue Collection Division

Funding Summary					
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan	FY 2013 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	59 / 59	59 / 59	59 / 59	59 / 59	59 / 59
<b>Total Expenditures</b>	<b>\$6,898,186</b>	<b>\$6,991,675</b>	<b>\$7,551,515</b>	<b>\$6,857,131</b>	<b>\$6,893,093</b>

Position Summary		
1 Director	<b>Delinquent Tax Collections, Processing, and Cashiering</b>	<b>Billing, Taxes Reconciliation, and Mass Pay</b>
1 Management Analyst IV		
1 Administrative Assistant III	1 Management Analyst III	1 Accountant II
	2 Management Analysts II	1 Management Analyst III
	1 Management Analyst I	2 Management Analysts II
	5 Administrative Assistants V	4 Administrative Assistants V
	7 Administrative Assistants IV	3 Administrative Assistants IV
	18 Administrative Assistants III	11 Administrative Assistants III
<b>TOTAL POSITIONS</b>		
<b>59 Positions / 59.0 Staff Years</b>		

# Department of Tax Administration

## Key Performance Measures

### 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.

### Objectives

- ◆ To achieve a minimum collection rate of 99.66 percent in Real Estate tax collections, a 97.75 percent for current year Personal Property taxes; and 98.80 percent for Business, Professional, and Occupational License (BPOL) taxes.
- ◆ To collect a minimum of 43 percent of unpaid accounts receivable (i.e., unpaid taxes from prior years), while maintaining a cost per delinquent dollar collected of no more than \$0.07.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	FY 2012	FY 2013
<b>Output:</b>					
Current year taxes collected: Real Estate (in millions)	\$2,035.7	\$2,115.9	\$2,015.4 / \$2,018.1	\$2,042.2	\$2,116.8
Current year taxes collected: Personal Property (in millions)	\$516.5	\$496.0	\$484.6 / \$501.6	\$513.3	\$543.4
Current year taxes collected: BPOL (in millions)	\$140.0	\$138.5	\$138.5 / \$145.1	\$150.9	\$157.7
Delinquent taxes collected: Real Estate	\$12,154,914	\$10,369,321	\$9,691,914 / \$11,048,523	\$9,691,914	\$9,691,914
Delinquent taxes collected: Personal Property	\$11,251,285	\$11,531,361	\$9,293,588 / \$11,647,685	\$9,293,588	\$9,293,588
Delinquent taxes collected: BPOL	\$2,560,310	(\$25,355)	\$2,041,264 / \$5,442,466	\$2,041,264	\$2,041,264
<b>Efficiency:</b>					
Cost per current dollar collected	\$0.002	\$0.002	\$0.002 / \$0.003	\$0.003	\$0.002
Cost per delinquent dollar collected	\$0.10	\$0.07	\$0.10 / \$0.06	\$0.07	\$0.07
<b>Service Quality:</b>					
Percent of bills deliverable	97.0%	97.0%	97.0% / 97.0%	97.0%	97.0%
<b>Outcome:</b>					
Percent of current year taxes collected: Real Estate	99.66%	99.71%	99.61% / 99.67%	99.66%	99.66%
Percent of current year taxes collected: Personal Property (1)	97.92%	97.78%	98.00% / 97.89%	97.75%	97.75%
Percent of current year taxes collected: BPOL	98.05%	98.21%	98.50% / 98.83%	98.80%	98.80%
Percent of unpaid accounts receivable collected	36%	28%	35% / 43%	43%	43%

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

## Department of Tax Administration

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### **Performance Measurement Results**

Collection rates remain strong in all tax categories, as well as the collection of unpaid parking tickets. The collection rate for real estate taxes was 99.67 percent in FY 2011, reflecting a superb collection effort by the Revenue Collection Division. The vehicle portion of the Personal Property Tax is comprised of two parts, that which is paid by citizens locally and that which is reimbursed by the Commonwealth of Virginia to the County as a result of the Personal Property Tax Relief Act (PPTRA). The local collection rate for personal property of 97.89 percent in FY 2011 was close to the target of 98.00 percent. A collection rate of 98.83 percent was achieved for Business, Professional and Occupational License taxes in FY 2011. As the economy continues to recover, it will be of paramount importance for DTA to continue to work diligently to maintain high collection rates in FY 2013.

The cost per delinquent dollar collected was \$0.06 in FY 2011, down from \$0.07 in FY 2010. DTA will work to maintain this cost to collect rate. However, it may prove difficult to maintain this collection rate cost in FY 2013. Typically, as overall collection rates increase, the delinquent accounts that do exist are smaller in dollar value and generally more difficult to collect. In FY 2011, due to the Board approved reductions in FY 2010, DTA increased outsourcing of delinquent accounts to a collection vendor.