

Department of Tax Administration

FY 2014 Advertised 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
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
24/7 e-commerce transactions	346,264	364,204	367,900 / 401,134	405,145
Outcome				
Percent change in 24/7 e-commerce transactions	19.0%	5.2%	1.0% / 10.1%	1.0%

Objective

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.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
Current Real Estate, Personal Property and BPOL Tax Revenues (in billions)	\$2.750	\$2.665	\$2.706 / \$2.713	\$2.814
Efficiency				
Cost per \$1,000 collected	\$7.88	\$8.01	\$8.31 / \$8.03	\$8.12
Outcome				
Percent variance between estimated and actual revenues	0.3%	0.1%	0.3% / 0.1%	0.3%

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Objective

To provide high quality customer service as measured by an average maximum wait time of no more than 5:21 minutes on the phone and at least a 3.7 point satisfaction rating (on a 4-point scale) by DTA customers.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
Phone calls received	407,240	419,697	420,000 / 402,110	402,110
Efficiency				
Cost per phone call	\$1.63	\$1.58	\$1.58 / \$1.65	\$1.70
Service Quality				
Average wait time on phone in minutes.seconds	4.06	4.38	4.38 / 5.21	5.21
Average rating of DTA services by customers	3.7	3.8	3.7 / 4.0	3.8
Outcome				
Percentage of phone calls answered	85.0%	79.8%	76.0% / 80.0%	80.0%

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
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
Parcels assessed	357,972	357,943	359,600 / 358,489	361,580
Efficiency				
Residential cost per parcel assessed	\$21.16	\$20.19	\$20.10 / \$21.13	\$21.38
Residential parcels per appraiser	5,774	5,773	5,800 / 6,289	6,344
Service Quality				
Assessment/Sales ratio	92.1%	92.4%	94.0% / 92.7%	94.0%

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Objective

To equitably assess properties by maintaining a maximum coefficient of dispersion of no more than 7.5.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Outcome				
Coefficient of Dispersion	5.5	4.9	7.5 / 4.3	4.9

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
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
Total tax levy for Personal Property and BPOL	\$624,582,841	\$648,992,534	\$661,244,418 / \$675,442,408	\$703,510,539
Efficiency				
Cost per tax dollar levied	\$0.01	\$0.01	\$0.01 / \$0.01	\$0.01
Outcome				
Exonerations as a percent of total assessments	3.0%	4.3%	3.9% / 3.5%	3.5%

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Objective

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.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
Value of Personal Property and BPOL tax bills adjusted	\$18,897,322	\$27,913,706	\$25,800,000 / \$23,643,566	\$24,768,178

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 99.66 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.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
Current year taxes collected: Real Estate (in millions)	\$2,115.9	\$2,018.1	\$2,042.2 / \$2,048.7	\$2,116.5
Current year taxes collected: Personal Property (in millions)	\$496.0	\$501.6	\$513.3 / \$514.5	\$542.6
Current year taxes collected: BPOL (in millions)	\$138.5	\$145.1	\$150.9 / \$149.7	\$155.0
Efficiency				
Cost per current dollar collected	\$0.002	\$0.003	\$0.003 / \$0.003	\$0.003
Service Quality				
Percent of bills deliverable	97.0%	97.0%	97.0% / 97.0%	97.0%
Outcome				
Percent of current year taxes collected: Real Estate	99.71%	99.67%	99.66% / 99.69%	99.66%
Percent of current year taxes collected: Personal Property (1)	97.78%	97.89%	97.75% / 98.15%	97.75%
Percent of current year taxes collected: BPOL	98.21%	98.83%	98.80% / 98.50%	98.80%

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Objective

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 \$0.10.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Output				
Delinquent taxes collected: Real Estate	\$10,369,321	\$11,048,523	\$9,691,914 / \$8,253,302	\$9,691,914
Delinquent taxes collected: Personal Property	\$11,531,361	\$11,647,685	\$9,293,588 / \$13,780,980	\$9,293,588
Delinquent taxes collected: BPOL	(\$25,355)	\$5,442,466	\$2,041,264 / \$5,727,649	\$3,241,264
Efficiency				
Cost per delinquent dollar collected	\$0.07	\$0.06	\$0.07 / \$0.06	\$0.07
Outcome				
Percent of unpaid accounts receivable collected	28%	43%	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.