

Department of Tax Administration

FY 2021 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 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
24/7 e-commerce transactions	512,742	560,533	582,975/591,434	615,091	639,695
Outcome					
Percent change in 24/7 e-commerce transactions	2.1%	9.3%	4.0%/5.5%	4.0%	4.0%

Objective

To accurately forecast current Real Estate, Personal Property, and Business, Professional and Occupational License taxes to achieve a variance of 0.5 percent or less between estimated and actual revenues.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
Current Real Estate, Personal Property and BPOL Tax Revenues (in billions)	\$3.356	\$3.428	\$3.586/\$3.588	\$3.707	\$3.788
Efficiency					
Cost per \$1,000 collected	\$7.20	\$7.03	\$7.53/\$7.00	\$7.06	\$7.29
Outcome					
Percent variance between estimated and actual revenues	0.4%	0.1%	0.5%/0.1%	0.5%	0.5%

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Objective

To provide high quality customer service as measured by an average maximum wait time of no more than 1:45 minutes on the phone and at least a 3.8 point satisfaction rating (on a 4-point scale) by DTA customers.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
Phone Calls Answered	357,794	334,947	350,000/277,277	280,150	280,150
Efficiency					
Cost per phone call	\$1.99	\$2.30	\$2.25/\$2.77	\$2.80	\$2.86
Service Quality					
Average wait time on phone in minutes, seconds	2.42	2.16	2.45/0.51	1.45	1.45
Average rating of DTA services by customers	3.7	3.8	3.8/3.8	3.8	3.8
Outcome					
Percentage of phone calls answered	91.8%	90.0%/88.8%	90.0%/96.9%	91.0%	91.0%

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 mid-90's.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
Parcels assessed	360,479	360,579	360,954/360,954	362,064	363,177
Efficiency					
Cost per parcel assessed	\$23.77	\$24.11	\$24.47/\$24.50	\$24.82	\$25.14
Residential parcels per appraiser	6,008	5,723	5,640/5,640	5,657	5,675
Service Quality					
Assessment/Sales ratio	94.8%	94.8%	95.1%/95.1%	95.0%	95.0%

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Objective

To equitably assess properties by maintaining a maximum coefficient of dispersion of no more than 3.5.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Outcome					
Coefficient of Dispersion	3.5	3.4	3.5/3.4	3.5	3.5

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 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
Total tax levy for Personal Property and BPOL	\$761,611,131	\$772,513,109	\$791,872,374/\$788,075,139	\$814,269,314	\$788,686,374
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	3.3%	3.3%	3.5%/3.5%	3.5%	3.5%

Objective

To achieve the highest degree of accuracy in personal property and business license assessment such that exonerations do not exceed 3.5 percent of annual levy.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
Value of Personal Property and BPOL tax bills adjusted	\$25,418,845	\$25,461,819	\$27,715,533/\$27,399,559	\$28,499,426	\$27,604,023

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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 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
Current year taxes collected: Real Estate (in millions)	\$2,603.3	\$2,659.0	\$2,799.1/\$2,804.6	\$2,902.9	\$3,010.9
Current year taxes collected: Personal Property (in millions)	\$597.5	\$607.0	\$617.3/\$616.1	\$631.7	\$622.2
Current year taxes collected: BPOL (in millions)	\$155.4	\$162.3	\$169.4/\$167.2	\$172.1	\$154.9
Efficiency					
Cost per current dollar collected	\$0.002	\$0.002	\$0.002/\$0.002	\$0.002	\$0.002
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	99.79%	99.74%	99.70%/99.75%	99.70%	99.70%
Percent of current year taxes collected: Personal Property (1)	98.36%	98.34%	98.00%/98.00%	98.00%	97.60%
Percent of current year taxes collected: BPOL	98.59%	99.05%	98.50%/98.62%	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.

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Objective

To collect a minimum of 34 percent of unpaid accounts receivable (i.e., unpaid taxes from prior years), while maintaining a cost per delinquent dollar collected of no more than \$0.04.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
Output					
Delinquent taxes collected: Real Estate	\$9,982,401	\$9,940,247	\$8,961,015/\$10,104,275	\$10,111,105	\$10,111,015
Delinquent taxes collected: Personal Property	\$15,413,674	\$15,437,008	\$15,240,479/\$17,016,660	\$17,140,479	\$17,140,479
Delinquent taxes collected: BPOL	\$4,771,343	\$6,186,296	\$4,085,977/\$3,274,965	\$3,160,000	\$3,160,000
Efficiency					
Cost per delinquent dollar collected	\$0.05	\$0.03	\$0.03/\$0.04	\$0.04	\$0.04
Outcome					
Percent of unpaid accounts receivable collected	37%	37%	37%/34%	34%	34%