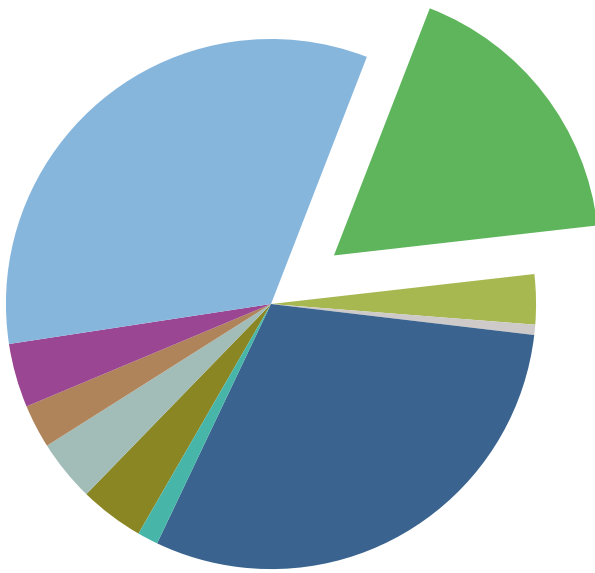


Mission Statement

The mission of the Finance Department is to promote excellence, quality, and efficiency by maximizing available resources and providing innovative financial and risk management services to a broad range of internal and external customers through sound financial management practices, effective leadership at all levels, and a team of employees committed to maintaining fiscal integrity and financial solvency of the County government.



General Government Expenditure Budget:
\$140,187,491

Expenditure Budget:
\$24,260,410



17.3% of General Government

Programs:

- Financial Reporting & Control: \$3,061,759
- Payroll & Disbursements Services: \$1,350,780
- Risk and Wellness Services: \$1,762,686
- Real Estate Assessment: \$4,367,158
- Procurement Services: \$1,607,959
- Tax Administration: \$7,775,254
- Treasury Management: \$1,252,502
- Director's Office: \$727,753
- Financial Systems Services: \$2,354,559

Mandates

The County is mandated to employ a Director of Finance, assess property values, collect taxes, procure goods and services, and maintain the County's financial records in accordance with state laws and regulations. The Finance Department provides these services. The Finance Department is also the liaison to the state mandated Board of Equalization.

The Board of County Supervisors has enacted additional local mandates for which the Finance Department has responsibility.

State Code: [15.2-519](#) (Department of finance; director; general duties), [15.2-716.1](#) (Board of Equalization)

County Code: [Chapter 2](#) (Government Services), [Chapter 2.5](#) (Alarm Systems), [Chapter 3](#) (Amusements), [Chapter 4](#) (Dog License), [Chapter 9.2-5](#) (Planning, budgeting, accountability and purchasing), [Chapter 11.1](#) (Licenses), [Chapter 13](#) (Motor Vehicles and Traffic), [Chapter 20](#) (Unclaimed Money & Property), [Chapter 22](#) (Solid Waste Disposal Fee System), [Chapter 23.2](#) (Stormwater Management Fund), [Chapter 26](#) (Taxation), [Chapter 30](#) (Water Supply Driller's License), [Chapter 32](#) (Zoning Site Plans)

Expenditure and Revenue Summary



Expenditure by Program	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted	% Change Budget FY22/ Budget FY23
Financial Reporting & Control	\$4,685,293	\$4,712,717	\$6,213,220	\$5,104,015	\$3,061,759	(40.01%)
Payroll & Disbursement Services	\$974,035	\$1,047,098	\$1,326,080	\$1,301,303	\$1,350,780	3.80%
Risk & Wellness Services	\$1,542,840	\$1,565,497	\$1,571,587	\$1,724,797	\$1,762,686	2.20%
Real Estate Assessment	\$3,567,778	\$3,719,629	\$3,992,939	\$4,193,233	\$4,367,158	4.15%
Procurement Services	\$1,146,896	\$1,338,009	\$1,362,487	\$1,421,310	\$1,607,959	13.13%
Tax Administration	\$5,978,591	\$6,427,460	\$6,144,226	\$7,443,563	\$7,775,254	4.46%
Treasury Management	\$1,104,273	\$911,147	\$1,013,324	\$1,232,851	\$1,252,502	1.59%
Director's Office	\$743,501	\$792,807	\$772,094	\$634,753	\$727,753	14.65%
Financial Systems Services	\$659,927	\$705,033	\$716,949	\$734,041	\$2,354,559	220.77%
Total Expenditures	\$20,403,134	\$21,219,398	\$23,112,906	\$23,789,866	\$24,260,410	1.98%

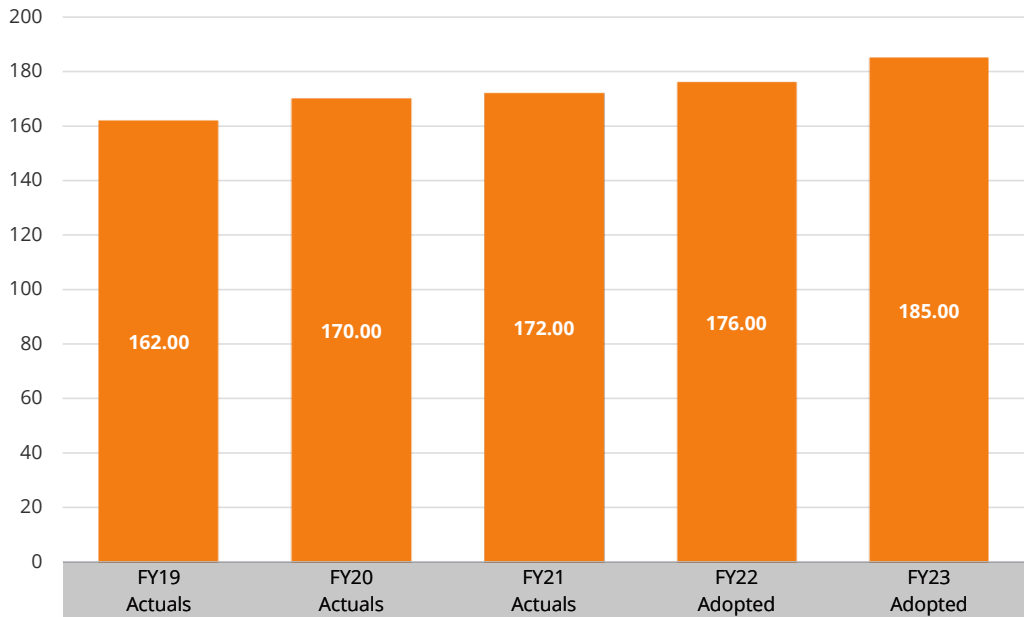
Expenditure by Classification

Salaries & Benefits	\$14,215,699	\$15,591,403	\$16,528,238	\$17,268,451	\$19,037,749	10.25%
Contractual Services	\$2,037,825	\$1,764,942	\$1,468,368	\$2,267,621	\$2,322,884	2.44%
Internal Services	\$3,265,559	\$3,384,558	\$4,698,853	\$3,208,647	\$1,820,244	(43.27%)
Purchase of Goods & Services	\$1,301,739	\$1,119,106	\$975,248	\$1,505,045	\$1,539,431	2.28%
Capital Outlay	\$0	\$0	\$0	\$16,625	\$16,625	0.00%
Leases & Rentals	\$34,082	\$45,414	\$37,740	\$46,784	\$46,784	0.00%
Reserves & Contingencies	(\$451,771)	(\$687,791)	(\$595,681)	(\$523,307)	(\$523,307)	0.00%
Amortization	\$0	\$1,542	\$0	\$0	\$0	-
Debt Maintenance	\$0	\$224	\$140	\$0	\$0	-
Total Expenditures	\$20,403,134	\$21,219,398	\$23,112,906	\$23,789,866	\$24,260,410	1.98%

Funding Sources

Permits & Fees	\$120	\$80	\$6,830	\$250	\$250	0.00%
Fines & Forfeitures	\$55,004	\$56,909	\$53,143	\$12,000	\$12,000	0.00%
Use of Money & Property	\$62,103	\$2,608	\$0	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$217,802	\$234,961	\$238,351	\$186,578	\$329,391	76.54%
General Property Taxes	\$2,753,556	\$2,831,796	\$2,044,426	\$3,042,358	\$3,042,358	0.00%
Charges for Services	\$228,800	\$348,800	\$348,800	\$308,794	\$308,794	0.00%
Revenue from Commonwealth	\$698,900	\$718,492	\$720,526	\$758,819	\$794,267	4.67%
Transfers In	\$236,611	\$236,611	\$239,111	\$236,611	\$236,611	0.00%
Total Designated Funding Sources	\$4,252,895	\$4,430,257	\$3,651,187	\$4,552,610	\$4,730,871	3.92%
Net General Tax Support	\$16,150,239	\$16,789,141	\$19,461,719	\$19,237,256	\$19,529,540	1.52%
Net General Tax Support	79.16%	79.12%	84.20%	80.86%	80.50%	

Staff History by Program



	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Financial Reporting & Control	13.00	13.00	14.00	16.00	20.00
Payroll & Disbursements Services	10.00	12.00	12.00	12.00	12.00
Risk and Wellness Services	13.00	14.00	14.00	13.00	13.00
Real Estate Assessment	35.00	35.00	36.00	36.00	37.00
Procurement Services	12.00	14.00	14.00	14.00	16.00
Tax Administration	62.00	66.00	66.00	70.00	72.00
Treasury Management	6.00	6.00	6.00	6.00	6.00
Director's Office	4.00	4.00	4.00	3.00	4.00
Financial Systems Services	7.00	6.00	6.00	6.00	5.00
Full-Time Equivalent (FTE) Total	162.00	170.00	172.00	176.00	185.00

Future Outlook

Technology – The County completed the migration and upgrade of its financial management system from a third-party hosted, off-premises solution to a cloud-based solution. Simultaneously, the County began replacing its human resource information system to integrate with the financial management system to better support a complex workforce and effectively manage the County's human capital. Migration to the cloud will allow the County to take advantage of enhanced functionality, promote efficiencies by streamlining current processes, and increase ease of financial reporting and financial data collection. Other technology initiatives include the continued implementation of a Customer Relationship Management solution to enhance customer service for County taxpayers as well as improvements to existing systems, including a major upgrade to the tax assessment, billing, and collection system, replacement of the call center phone system to a cloud based platform, outsourcing of the dog licensing function, lifting the real estate assessment system to the cloud, and implementation of a new risk management claims system. All of these initiatives require an investment of County funds and implementation time frames that span multiple years. Looking towards the future, there is an obligation to citizens and small businesses to explore the transparency and informative nature of Artificial Intelligence (AI) and cloud-based virtual assistants to provide help obtaining business licenses and with taxpayer accounts; notify taxpayers of upcoming tax due dates; and offer responses to frequently asked questions. AI and cloud-based virtual assistants offer taxpayer and residents the convenience of conducting business with the Finance Department remotely, especially during a need to “social distance”.

Governmental Accounting Standards Board (GASB) Pronouncements – [GASB No. 87](#), effective FY2023, alters the accounting treatment and financial reporting requirements for how governmental entities report leases. This particular pronouncement is anticipated to have a significant ongoing impact on the County and will require resources to implement and maintain the new GASB standard, including the implementation of lease tracking software.

Data Centers – The data center industry is becoming an increasingly larger segment of the County's tax base and resulting revenues. As such, this is a sector the County should monitor and seek to fully understand, given the complexities and rapid refreshment cycle of the property housed within data centers. Staffing levels in Tax Administration remain constrained given the rapid growth in population and transactions over the last 20 years, resulting in dramatically increased workload measures such as a 61% increase in the number of tax items processed per FTE. Independent validation of stressed staffing levels was evidenced in an internal audit performed by RSM, [Internal Audit April 29, 2015](#), wherein comparisons with several comparable localities indicated severe understaffing by every measure (population, tax bills, revenue) undertaken. Despite the recent addition of new FTEs in Tax Administration, productivity improvements alone will not be sufficient to maintain current high collection rates and the effort needed to keep pace with the rapidly growing data center industry from a tax compliance perspective.

Grants – As the County continues to respond to the current COVID-19 crisis and the financial impact on the budget, the County has continued to make a concerted effort to identify other funding sources to respond to the community's needs. As a result, there has been a significant increase in the number of grants awarded to the County and thus, has increased the level of effort by staff to develop, support, and report on these new and/or expanded existing grants, even after streamlining the grants management process.

Collective Bargaining – The Virginia General Assembly approved legislation in March 2020 repealing Virginia's prohibition of public-sector collective bargaining. The legislation allows local governments the option to bargain collectively with their employees upon adopting an authorizing ordinance. Collective bargaining is the process in which bargaining units negotiate contracts with their employers to determine terms of employment, including pay, benefits, hours, leave, job health and safety policies, ways to balance work and family, and more. If the Board of County Supervisors ultimately adopts a collective bargaining ordinance, it is anticipated additional resources will be needed in the Finance Department's Payroll & Disbursement Division to administer the associated impacts of collective bargaining.

Potential New Future Taxes – The Virginia General Assembly granted localities the authority to levy certain new taxes (i.e., admissions tax, and commercial & industrial tax). Any new tax levied creates added pressures on the already constrained staffing levels in the Tax Administration and Treasury Management Divisions to bill, collect, and monitor these new revenue streams.

General Overview

A. Redistribution of Internal Service Fund (ISF) Technology Budget – The County annually allocates all information technology (IT) costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include computer support (hardware replacement, software licenses, and helpdesk customer services), IT security, business systems support (public safety communications, financial systems, human services systems, etc.), geographic information system, web services, capital equipment replacement, messaging, cloud storage, network and infrastructure services, telecommunications, and radio. The cost basis is calculated through a formula derived from the Department of Information Technology's (DoIT) ISF fee schedule.

For FY23, ISF costs have been revised to align and more accurately reflect overall technology activities with current department specific technology services. Costs are adjusted to reflect agency technology usage more accurately, as tracked by DoIT billing systems using the updated methodology. In FY23, the Finance technology bill decreases by \$1,442,439. Previously, technology charges were spread throughout the Finance programs, with the majority residing in the Financial Reporting & Control program. The Finance technology charges are now housed solely in the Financial Systems Services program. No technology service levels are changed, and there is no impact to the technology services individual agencies currently receive. For additional information on the countywide impact and methodology of redistributing technology charges, please see the Budget Highlights section of this document.

- B. Collective Bargaining** – On December 14, 2021, the Prince William Board of County Supervisors (BOCS) adopted [BOCS Resolution 21-676](#) to provide for collective bargaining by applicable Police Department and Department of Fire & Rescue employees, and any other public employees deemed appropriate by the Board. The Board further directed staff to draft a collective bargaining ordinance for future consideration based on parameters to be determined by the Board. The FY2023-2027 Five-Year Plan programs four additional Finance positions in FY24 to address collective bargaining administrative functions at a cost of \$507,000.
- C. Position Shifts Between Finance Programs** – To better utilize existing resources, a vacant Fiscal Technician position with total salary and benefits of \$66,482 was shifted from the Tax Administration program to the Director’s Office to manage the rapidly expanding agenda item review process. A Business Systems Manager FTE with salary and benefits of \$133,479 was then shifted from the Financial Systems Services program to the Tax Administration program to focus on the major upgrade to Revenue One. Revenue One is the tax administration data base for billing and collection of taxes, the major revenue source that supports government operations.

Budget Initiatives

A. Budget Initiatives

1. Financial Reporting & Control Staffing – Financial Reporting & Control (FRC)

Expenditure	\$411,690
Revenue	\$0
General Fund Impact	\$411,690
FTE Positions	4.00

- a. Description** – This initiative provides funding for 4.00 FTEs, Principal Fiscal Analysts. Over the past ten years, the number of transactions reviewed, analyzed, and monitored for revenues, expenditures, CIP budgets, grant funding, investment transactions, and BOCS resolutions has steadily increased, directly increasing the workload in FRC. Increased staff will avoid delays in the mandated filings of the Annual Comprehensive Financial Statements, External Financial Statement Audit, Single Audit, Comparative Report to the State, and the Virginia Department of Environmental Quality (VDEQ) Landfill & Underground Storage Tank Fiscal Responsibility Report, required for the landfill to renew their certification. The last time FRC met these division goals timely was with the submission of the FY11 financial information. FRC team members are unable to absorb any additional one-time or short-term projects, such as the implementation of new accounting standards. FRC has implemented a total of 25 new accounting standards in the last decade.
- b. Service Level Impacts** – FRC will produce accurate financial transactions and ensure the County is compliant with regulatory deadlines for financial data, ensuring a AAA bond rating, unqualified audit opinions, and grant funding.

2. Capital Procurement Analysts – Procurement Services

Expenditure	\$146,400
Revenue	\$0
General Fund Impact	\$146,400
FTE Positions	2.00

- a. Description** – This initiative funds 2.00 FTEs, Capital Procurement Analysts dedicated to capital project solicitations and requests for proposals. Capital project proposals for transportation, parks, and County facility projects have increased during the past two years driven by the County’s Capital Improvement Program (CIP) currently valued at \$1.2 billion, including projects approved by voters during the 2019 mobility and parks bond referenda. Solicitation requests for architectural/design and construction services have increased as a consequence. In addition, the number of complicated design/build proposals have further added to processing times for contract awards. With this addition, Procurement will have four Procurement Analysts dedicated to capital projects.

b. **Service Level Impacts** – The positions will provide the resources necessary to prepare solicitation documents that reflect the needs of the County while maximizing competition and effectively negotiate best outcomes for the community. Procurement processing times will improve as follows:

▪ **Average Request for Proposal cycle time (days)**

FY23 w/o Addition	200
FY23 w/ Addition	80

3. Meals Tax Collection Staffing – Tax Administration

Expenditure	\$142,813
Revenue	\$142,813
General Fund Impact	\$0
FTE Positions	2.00

a. **Description** – This initiative provides funding for 2.00 FTEs, a Financial Regulatory Specialist (Business Tax Inspector) and a Financial Regulatory Technician (Data Processing Staff) supporting the billing and collection of the meals (food and beverage) tax. The meals tax is unique in that [Section 58.1-3833 of the Code of Virginia](#) is very specific as to what can be taxed, where it can be taxed, and in what situations it can be taxed. The tax rate can be up to 6% (the County’s adopted meals tax rate is 4%) and is a tax levied on food and beverages sold by restaurants and businesses providing similar services as defined in the Code of Virginia. The entities defined as restaurants are responsible for collecting the tax from the customer. These funds are then held in trust for the county as a local tax. The Financial Regulatory Specialist will perform a full range of technical and review work and will provide assistance to customers related to meal taxes compliance services. These services will include planning and conducting field investigations, on-site inspections, and monitoring and reviewing data and reports to ensure compliance with governmental regulations. The Financial Regulatory Technician will receive, review, prepare, and process meals tax documents, including processing monthly tax remittances, verifying tax calculations; monitoring, reviewing and balancing collections; and providing customer services to taxpayers. These positions are revenue supported by the collection of the meals tax.

b. **Service Level Impacts** – Monitor, review, and process collection of the meals tax.

4. Commercial Real Estate Appraiser – Real Estate Assessment

Expenditure	\$115,154
Revenue	\$0
General Fund Impact	\$115,154
FTE Positions	1.00

a. **Description** – This initiative provides funding for 1.00 FTE, a Commercial Real Estate Appraiser, including salary and benefits of \$89,701, operating costs of \$12,004, and one-time costs of \$13,449. Over the past five years, data center assessments have increased 581%, with close to 1.4 million square feet of new data center space either under construction or in the permitting stage. Data centers now comprise 25% of the commercial real estate tax base. Data centers are a time-consuming component of assessments, requiring specialized knowledge. Given the County’s rapid growth of data center inventory, both historically and upcoming, this appraiser will assist in appraising the County’s increasing commercial real estate tax base.

b. **Service Level Impacts** – Existing service levels are maintained.

5. Contractual Increases to Expiring Contracts – Financial Reporting & Control

Expenditure	\$50,000
Revenue	\$0
General Fund Impact	\$50,000
FTE Positions	0.00

a. **Description** – This initiative provides funding to cover market adjustments of existing contracts. The contracts include the Indirect Cost Allocation Plan and the Asset Inventory/Appraisal contracts.

b. **Service Level Impacts** – Existing service levels are maintained.

Program Summary

Financial Reporting & Control

Financial Reporting & Control maintains the County's books and records in accordance with generally accepted accounting principles and complies with the Auditor of Public Accounts' Uniform Guidance for locality financial reporting. The division oversees the accounting of the County's day-to-day financial activity, supporting departments and agencies regarding accounting treatment and process determinations, compiles the County's Annual Comprehensive Financial Report as well as other reports, and manages the annual audit of the County's financial statements as required by the Code of Virginia and the Board of County Supervisors.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Receive certificate of achievement for excellence in financial reporting	Yes	Yes	NA	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	1	1	NA	<3	<3

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Maintain the County's Financial Records	\$4,685	\$4,713	\$6,213	\$5,104	\$3,062
Financial transactions	621,212	609,396	581,006	620,000	632,400
Capital asset transactions	955	719	3,159	841	1,000

Payroll & Disbursement Services

Payroll & Disbursement Services makes all payments to employees and vendors and prepares and transmits all related tax reporting to federal and state agencies.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Accounts Payable customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	45%	47%	51%	47%	51%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	99%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Pay Bills	\$392	\$396	\$414	\$394	\$390
Vendor transactions	124,852	126,190	95,195	130,000	130,000
Payroll Processing	\$582	\$651	\$912	\$907	\$961
Payroll payments	137,464	136,507	133,228	137,000	137,000

Risk & Wellness Services

Risk & Wellness Services administers the County's occupational safety and health, environmental safety and health, employee wellness, and insurance programs including the Prince William Self Insurance Group Workers' Compensation and Casualty Pool. Oversight ranges from policy development, financial management, data collection, and insurance premium negotiations to payment and employee communication and training.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Countywide workers' compensation incidents per 100 employees	6.02	5.36	4.77	6.81	5.38
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	4.46	4.26	4.11	4.50	4.27
Countywide number of preventable collisions per 1,000,000 miles driven	10.90	7.00	6.91	11.00	10.00

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Risk Management	\$1,153	\$1,228	\$1,190	\$1,320	\$1,285
Incidents reported	1,818	1,913	1,764	<1,865	<1,831
Safety inspections made	67	51	65	48	48
Number of training sessions offered	235	108	269	130	130
Environmental Management	\$390	\$337	\$381	\$405	\$478
Environmental audits	13	12	12	12	12
Environmental inspections	48	43	46	46	46

Real Estate Assessment

Real Estate Assessment annually assesses all real property in PWC, maintains property ownership records, and administers the County's tax relief programs. To perform these duties, the Real Estate Assessment Office gathers and maintains data on every property in the County. The Real Estate Assessment Office also collects and analyzes data pertaining to real estate market indicators such as sales and property income and expense data. This information enables staff to assess property at fair market value as required by law.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Overall accuracy in annual assessment	94%	95%	95%	93%	93%
Appealed real estate assessments upheld by the Board of Equalization	80%	89%	79%	80%	80%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Mass Appraisal of Real Property	\$2,853	\$2,954	\$3,168	\$3,307	\$3,521
Sales transferring ownership of property	15,013	13,757	16,343	13,000	16,000
Sales verified to establish the assessments	7,366	7,674	10,391	7,400	9,000
Parcels per appraiser	6,181	6,033	6,060	6,000	6,100
Customer Service	\$715	\$766	\$825	\$887	\$846
Total inquiries	14,345	14,461	16,502	14,400	16,000
Internet user sessions on Real Property Assessment site	477,170	540,320	586,698	540,000	550,000
Tax relief applications processed	5,685	5,389	6,253	5,400	6,400

Procurement Services

Procurement Services promotes excellence and efficiency by maximizing fair and open competition, while obtaining quality goods and services that support the mission of the County in compliance with applicable laws and regulations.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
External customers' procurement process satisfaction	93%	79%	73%	94%	85%
Internal customers' procurement process satisfaction	85%	84%	73%	90%	80%
IFB savings low bid vs average all bids	18%	10%	4%	10%	-
P-card transaction savings over previous year	30%	-8%	-18%	10%	-

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Procure Goods and Services	\$1,147	\$1,338	\$1,362	\$1,421	\$1,608
Solicitations issued annually	102	64	54	80	82
Purchase card spend per Purchase Card Program FTE (calendar year)	\$7.9M	\$4.4M	\$4.6M	\$4.4M	\$5.0M
Purchase card spend (fiscal year)	-	-	\$10.0M	\$8.1M	\$10.0M
Purchase order spend per Contract Specialist FTE (fiscal year)	\$39.2M	\$40.7M	\$103.9M	\$41.0M	\$41.0M
Purchase order spend (fiscal year)	\$313.7M	\$407.2M	\$934.8M	\$320.0M	\$410.0M

Finance

Tax Administration

Tax Administration enrolls and assesses personal and business property for local taxation; bills and collects current and delinquent property taxes; deposits and records revenues; and enforces compliance with local tax laws.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Cumulative delinquent tax as a percent of total tax levy	1.1%	1.0%	1.0%	1.0%	1.0%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Bill Tax Items	\$3,468	\$3,791	\$3,595	\$4,186	\$4,341
All tax items processed	712,717	719,453	714,458	736,500	725,000
Collect County Revenue	\$2,510	\$2,636	\$2,550	\$3,257	\$3,435
Delinquency notices sent	161,941	95,823	93,317	100,000	100,000
Real property taxes levied	\$714.2M	\$729.2M	\$767.7M	\$744.2M	\$768.0M
Real property taxes collected	\$712.9M	\$726.9M	\$763.5M	\$741.9M	\$764.0M

Treasury Management

Treasury Management is a critical component of the County's financial management infrastructure, managing the County's cash flow, investments, and debt portfolio. Treasury Management administers the County's banking contracts, performs economic and revenue analyses and forecasts, and provides recommendations on issues involving financial, investment, and debt policies.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
First year accuracy of the five-year revenue forecast	101%	101%	102%	99-102%	99-102%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Financial Analysis	\$476	\$219	\$288	\$297	\$302
Financial planning documents prepared	530	268	428	300	325
Finance issues reviewed or analyzed	97	80	226	100	175
Debt Management	\$350	\$258	\$264	\$319	\$326
Bond sales executed	0	2	2	1	2
Value of outstanding debt	\$1.06 B	\$1.09B	\$1.14B	\$1.26B	\$1.26B
Cash Management/Investments/Banking	\$278	\$434	\$462	\$617	\$625
Assets under management	\$1.35B	\$1.15B	\$1.48B	\$1.25B	\$1.53B

Finance

Director's Office

The Director's Office provides leadership, coordination, oversight, and sound financial management over the financial affairs of the County, including the areas of tax administration, real estate assessments, procurement, risk and wellness, treasury management, payroll and disbursements, financial reporting and control, and financial systems administration, to ensure compliance with statutory and administrative requirements of the Director of Finance position as defined by State and County codes.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Leadership, Coordination and Oversight	\$744	\$793	\$772	\$635	\$728
Trackers responded to	10	8	8	12	10
Revenue forecasts generated	24	83	37	40	40
BOCS agenda items processed	361	318	285	350	350

Financial Systems Services

Financial Systems Services provides organizational support and coordination for the financial management, budget, tax administration, human resources/payroll, and corresponding systems. The program provides guidance for implementing processes and procedures for efficient and effective systems.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Achieve project milestones outlined per project	91%	91%	95%	94%	95%
Work tickets completed as a percent of those created	97%	98%	97%	97%	97%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Maintain the County's Financial Systems	\$660	\$705	\$717	\$734	\$2,355
Number of active vendor users	16,492	17,832	17,852	18,723	18,744
Number of active system users	6,537	6,423	6,439	6,744	7,850