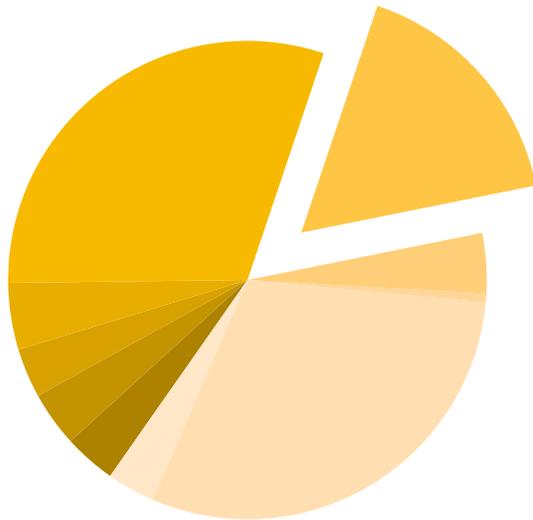


## Mission Statement

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 and solutions 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.



Government Operations, Performance & Innovation  
**Expenditure Budget: \$190,634,709**

## Expenditure Budget: **\$31,776,889**

*16.7% of Government Operations,  
Performance & Innovation*

### Programs:

- Financial Reporting & Control: \$4,764,566
- Payroll & Disbursement Services: \$1,921,224
- Risk & Wellness Services: \$2,415,984
- Real Estate Assessment: \$5,506,436
- Tax Administration: \$11,362,496
- Treasury Management: \$1,384,478
- Director's Office: \$1,297,460
- Financial Systems Services: \$3,124,243

## Mandates

The County is mandated to employ a Director of Finance, assess property values, bill and collect taxes, 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](#) (Prince William County Fire & Rescue System), [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)

# Finance



## Expenditure and Revenue Summary

Expenditure by Program	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted	% Change Budget FY25/ Budget FY26
Financial Reporting & Control	\$5,327,088	\$3,713,263	\$3,457,764	\$4,018,194	\$4,764,566	18.57%
Payroll & Disbursement Services	\$1,384,241	\$1,473,126	\$1,635,316	\$1,829,974	\$1,921,224	4.99%
Risk & Wellness Services	\$1,710,789	\$1,824,560	\$2,028,763	\$2,240,389	\$2,415,984	7.84%
Real Estate Assessment	\$3,953,602	\$4,026,024	\$4,838,365	\$5,079,247	\$5,506,436	8.41%
Procurement Services	\$1,437,288	\$1,592,546	\$1,833,085	\$0	\$0	-
Tax Administration	\$6,904,810	\$7,673,156	\$8,801,608	\$10,261,299	\$11,362,496	10.73%
Treasury Management	\$985,228	\$1,004,237	\$1,073,338	\$1,319,784	\$1,384,478	4.90%
Director's Office	\$904,912	\$1,003,327	\$1,319,687	\$1,246,239	\$1,297,460	4.11%
Financial Systems Services	\$920,168	\$4,450,119	\$2,763,728	\$2,852,298	\$3,124,243	9.53%
<b>Total Expenditures</b>	<b>\$23,528,125</b>	<b>\$26,760,358</b>	<b>\$27,751,655</b>	<b>\$28,847,424</b>	<b>\$31,776,889</b>	<b>10.16%</b>

### Expenditure by Classification

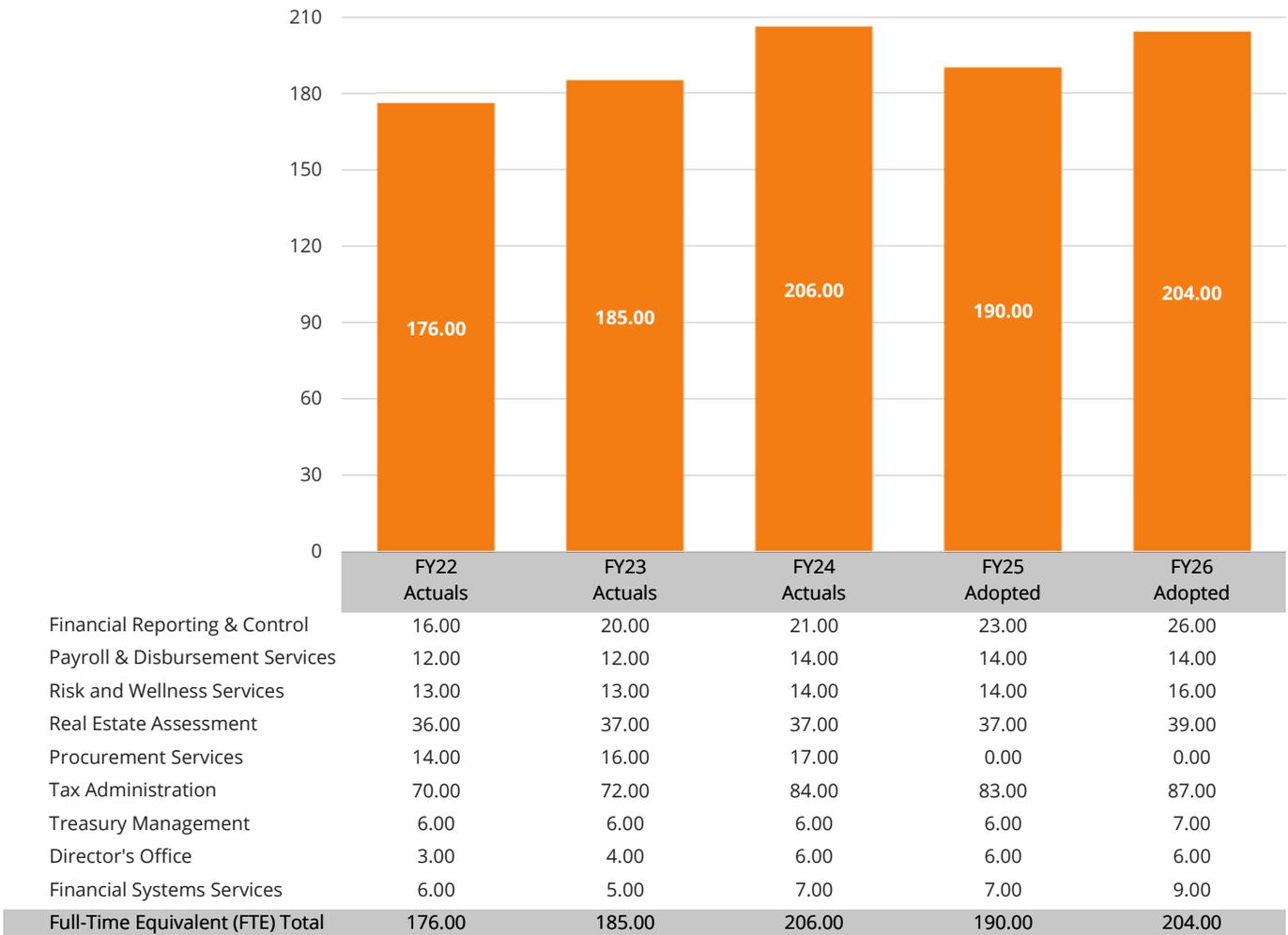
Salaries & Benefits	\$17,378,670	\$20,000,094	\$22,754,248	\$23,265,452	\$26,127,846	12.30%
Contractual Services	\$2,218,532	\$3,965,619	\$1,675,656	\$2,323,298	\$2,457,548	5.78%
Internal Services	\$3,335,981	\$1,968,065	\$2,045,834	\$1,908,795	\$2,012,932	5.46%
Purchase of Goods & Services	\$1,083,168	\$1,262,445	\$1,606,080	\$1,606,383	\$1,626,510	1.25%
Capital Outlay	\$0	\$51,987	\$157,109	\$16,625	\$16,625	0.00%
Leases & Rentals	\$35,082	\$35,457	\$36,004	\$38,744	\$38,744	0.00%
Reserves & Contingencies	(\$523,308)	(\$523,310)	(\$523,276)	(\$311,873)	(\$503,316)	61.38%
<b>Total Expenditures</b>	<b>\$23,528,125</b>	<b>\$26,760,358</b>	<b>\$27,751,655</b>	<b>\$28,847,424</b>	<b>\$31,776,889</b>	<b>10.16%</b>

### Funding Sources

Permits & Fees	\$90	\$520	\$90	\$250	\$250	0.00%
Fines & Forfeitures	\$73,218	\$101,287	\$105,014	\$12,000	\$12,000	0.00%
Use of Money & Property	(\$0)	\$53,880	\$163,498	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$265,391	\$414,601	\$853,360	\$933,094	\$1,282,256	37.42%
Other Local Taxes	(\$0)	\$142,813	\$142,813	\$142,813	\$142,813	0.00%
General Property Taxes	\$2,507,138	\$2,661,669	\$2,967,991	\$3,042,358	\$3,042,358	0.00%
Charges for Services	\$345,000	\$345,000	\$345,328	\$308,794	\$308,794	0.00%
Revenue from Commonwealth	\$757,986	\$796,002	\$852,656	\$875,500	\$899,500	2.74%
Transfers In	\$236,611	\$244,111	\$244,111	\$160,244	\$160,244	0.00%
<b>Total Designated Funding Sources</b>	<b>\$4,185,434</b>	<b>\$4,759,883</b>	<b>\$5,674,861</b>	<b>\$5,482,253</b>	<b>\$5,855,415</b>	<b>6.81%</b>
<b>Net General Tax Support</b>	<b>\$19,342,692</b>	<b>\$22,000,475</b>	<b>\$22,076,794</b>	<b>\$23,365,171</b>	<b>\$25,921,474</b>	<b>10.94%</b>
<b>Net General Tax Support</b>	<b>82.21%</b>	<b>82.21%</b>	<b>79.55%</b>	<b>81.00%</b>	<b>81.57%</b>	



## Staff History by Program



## Future Outlook

**Technology** – The County previously completed the migration and upgrade of its financial management system from a third-party hosted, off-premises solution to a cloud-based solution. Migration to the cloud allows the County to take advantage of enhanced functionality, promote efficiencies by streamlining current processes, and increase ease of financial reporting and financial data collection. Future technology initiatives will likely include an upgrade to the Real Estate Assessment database to lift the real estate assessment system to the cloud and provide advanced tools for the more efficient recording of assessment data from the field as well as the potential acquisition and implementation of automated tools such as artificial intelligence and cloud-based virtual assistants to provide 24/7 support and interaction with taxpayers. These initiatives require an investment of County funds and implementation time frames that span multiple years.

**Governmental Accounting Standards Board (GASB) Pronouncements** – GASB has several major projects underway that will ultimately result in new pronouncements in future years that have the potential to significantly impact the financial reporting model and conceptual framework for revenue and expense recognition. These new standards are anticipated to require significant staff time and effort to implement.

# Finance

**Data Centers** – The data center industry is an increasingly larger segment of the County's tax base and resulting revenues. As such, this is a sector the County must continually monitor and seek to fully understand, given the complexities and refreshment cycle of the property housed within data centers. Recent new legislation passed by the General Assembly changes certain aspects of the assessment methodology as it pertains to data centers. As a result, considerably more time, effort, resources, and expertise will be required to complete assessments of data center properties.

**Staffing Levels** – Staffing levels in the Finance Department remain constrained given the rapid growth in population and transactions over the last 20 years, resulting in dramatically increased workload measures. Independent validation of stressed staffing levels has been evidenced in multiple internal audits performed by RSM since [2015](#) and as recent as [2023](#), wherein comparisons with several comparable localities indicated understaffing by most measures undertaken. Despite the recent addition of new FTEs, productivity improvements alone will not be sufficient to maintain current high collection rates and the effort needed to keep pace with the expanded revenue streams (i.e., namely food & beverage tax) and rapidly growing data center industry from a tax assessment, collection, compliance, and monitoring perspective in Tax Administration, Real Estate Assessments, and Treasury Management Offices. The growing number of federal and state grants, expansion of County programs, services, and the capital improvement program, and increasing FTE and capital asset counts across the organization continue to strain resources in Financial Reporting & Control, Payroll & Disbursement Services, Financial System Services, and Risk & Wellness Services.

**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. Environmental, Health & Safety Specialist Position** – On September 3, 2024, the Board of County Supervisors (BOCS) approved 1.00 FTE, through [BOCS Resolution 24-585](#), for an Environmental, Health & Safety Specialist position within the Finance Department. This position will support the Risk & Wellness Services Division by implementing preventive programs aimed at managing the severity and complexity of workers' compensation claims. The total cost for salaries and benefits is \$131,405, fully funded as a cost recovery position through the Prince William Self-Insurance Group (PWSIG) which provides casualty and workers' compensation insurance coverage. There is no impact to the general fund.
- B. Senior Fiscal Analyst Position** – The BOCS approved 1.00 FTE for a Senior Fiscal Analyst in the Finance Department on July 2, 2024, through [BOCS Resolution 24-485](#). This role will support the Treasury Management Program by providing administrative and operational assistance for the County's Other Post-Employment Benefits (OPEB) Master Trust, Supplemental Pension Plan (SPP) for police officers and uniformed fire and rescue personnel, and the Length of Service Award Program (LOSAP) for volunteer fire and rescue personnel. The total cost for salaries and benefits is \$131,405 which will be funded on a pro-rata basis of the OPEB Master Trust, LOSAP, and Police and Fire SPP. There is no impact to the County's general fund.
- C. Commercial Real Estate Positions for Data Center Assessments** – On November 19, 2024, through [BOCS Resolution 24-738](#), the BOCS approved two Commercial Real Estate Appraiser (2.00 FTE) in the Finance Department's Real Estate Assessment Division. These positions will provide critical support to the Data Center Valuation team. The total cost of salaries and benefits for the positions are \$232,370.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Data Analysts Support – Financial Reporting & Control (FRC)

Expenditure	\$436,793
Revenue	\$0
General Fund Impact	\$436,793
FTE Positions	3.00

- a. **Description** – This initiative funds two Principal Fiscal Analyst positions and one Fiscal Manager position to support and establish a data analytical team to continue the permanent process of ensuring accurate financial data is captured and presented in financial reports. These positions will provide assistance with identifying budgets and technical accounting issues, reviewing and updating reports, providing customer service to help remediate any inconsistencies in data caused by error. The costs for the positions includes \$348,163 in salaries and benefits, one-time costs of \$7,260 for office start-up, and \$81,370 for internal and contractual expenses.
- b. **Service Level Impacts** – The development and expansion of this team are crucial for maintaining reliance on the financial system and the data generated each day.

#### 2. Financial Systems Reporting – Financial Systems Services

Expenditure	\$241,745
Revenue	\$0
General Fund Impact	\$241,745
FTE Positions	2.00

- a. **Description** – This initiative funds the first year of a two-year staffing plan for the Financial Systems Service division. In the FY2026 Budget there is funding for two Senior Business Systems Analysts to support the financial systems service team to increase efficiency and accurately report financial data on behalf of the County. These positions will be responsible for developing customized reports, training, and customer service for County agencies. The cost for these positions includes \$219,326 in salary and benefits, one-time costs of \$4,840 for workstations and computers and \$17,579 for internal cost and services. As shown in the staffing chart below, FY27 funding total will be \$478,650 in order to complete the staffing plan of 4.00 FTEs that will be added to the department.

Description	FTE	FY26	FY27
FY26 Staffing Plan	2.00	\$241,745.00	\$236,905.00
FY27 Staffing Plan	2.00	\$0.00	\$241,745.00
<b>Total</b>	<b>4.00</b>	<b>\$241,745.00</b>	<b>\$478,650.00</b>

- b. **Service Level Impacts** – These roles will enhance the County’s financial system’s capacity while improving capacity to effectively report financial information to assist County agencies.

#### 3. Risk & Wellness Specialist – Risk & Wellness Services

Expenditure	\$113,155
Medical ISF Funding	\$113,155
General Fund Impact	\$0
FTE Positions	1.00

- a. **Description** – This initiative allocates funding for one Risk & Wellness Specialist, aimed at ensuring the ongoing success of the Risk and Wellness Services for County employees to improve well-being, reduce workplace accidents and injuries, and reduce Workers’ Compensation claims. The focus will be on mitigating and eliminating workplace risks while enhancing overall employee health and well-being, thereby reducing safety and health hazards. The program has expanded significantly, from 1,536 participants in FY18 to 12,008 in FY24, making it crucial to sustain service delivery. The costs for this position include \$103,384 for salaries and benefits, one-time costs of \$2,420 for office start-up and \$7,351 for internal services and the procurement of office supplies. This position is supported by the County’s Medical Internal Service Fund (ISF) at no cost to the general fund.

# Finance

- b. **Service Level Impacts** – This initiative will address growing participation levels over the years, while also focusing on employee retention, minimizing Worker’s Compensation, and enhancing the overall health and wellness of County employees.

## 4. Billing, Tax Compliance, and Collecting Delinquent Taxes – Tax Administration

Expenditure	\$344,646
Revenue	\$344,646
General Fund Impact	\$0
FTE Positions	4.00

- a. **Description** – This initiative provides funding for four revenue-supported Financial Regulatory Specialist positions aimed at assisting the Tax Administration division in collecting all billed taxes from the County’s taxpayers. Two of the positions will be specifically responsible for ensuring food and beverage tax compliance. The other two positions will focus on collecting delinquent taxes from all tax types which has increased in recent years. The Tax Administration division is responsible for collecting a total of 13 taxes, it is essential to have sufficient staff to manage the increased workload resulting from population growth, inquiries from taxpayers, and the introduction of the food and beverage tax. The associated costs for these positions include \$305,554 for salaries and benefits, one-time costs of \$9,680 for office start-up, and \$29,412 for internal services.
- b. **Service Level Impacts** – This will ensure outstanding customer service, tackle any outstanding taxes owed, and guarantee the collection of accurate tax amounts. The positions are responsive to recent food and beverage tax internal audit findings as well as cash handling and General Government staffing audits.

## 5. Board of Equalization Salaries and Training Increases – Real Estate Assessment

Expenditure	\$22,400
Revenue	\$0
General Fund Impact	\$22,400
FTE Positions	0.00

- a. **Description** – This initiative will provide compensation comparable to neighboring jurisdictions and provide \$18,000 in training funds to hire external advisors for real estate assessment training for the members of the Board of Equalization. Salaries of Board of Equalization members, which have not increased in more than ten years, will increase from \$175 to \$200 per hearing at a total cost of \$4,400.
- b. **Service Level Impacts** – Additional training is necessary due to the number and complexity of assessment appeals driven primarily by data centers.

## 6. External Audit Contractual Increase – Financial Reporting & Control (FRC)

Expenditure	\$55,000
Revenue	\$0
General Fund Impact	\$55,000
FTE Positions	0.00

- a. **Description** – This initiative involves renewing the external audit contract for Prince William County (PWC), a necessity to meet federal, state, and Board regulatory requirements. Compliance with these standards ensures the County adhere to internal control and accounting regulations, facilitating the presentation of accurate annual financial statements to residents, bond rating agencies, and stakeholders. Additionally, this renewal will enable competitive bidding for qualified vendors capable of auditing a county as large and complex as PWC.
- 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 BOCS.

Key Measures	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
Receive certificate of achievement for excellence in financial reporting	Yes	Yes	Yes	Yes	Yes
Audit adjustments	3	4	0	NA	3

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
<b>Maintain the County's Financial Records</b>	<b>\$5,327</b>	<b>\$3,713</b>	<b>\$3,458</b>	<b>\$4,018</b>	<b>\$4,763</b>
Board items reviewed by FRC	-	604	787	700	800
Financial transactions-Budget Entries Related to Board Items	-	5,114	3,478	5,700	4,500
Number of active Federal grants at fiscal year-end	-	77	129	85	151
Number of new Federal grants during the fiscal year	-	24	19	35	35
YTD Expenditures from Federal Awards in the fiscal year (unaudited)	-	\$337.4M	\$240.3M	\$408.0M	\$300.0M
Number of active capital projects at fiscal year-end	-	235	419	260	545
Total Funds spent in fiscal year	-	\$249.7M	\$209.4M	\$302.2M	\$250.0M
Financial transactions	507,785	730,852	918,950	750,000	950,000
Capital asset transactions	928	710	849	800	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	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 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	21%	50%	52%	50%	55%
Employees utilizing direct deposit for payroll	99%	99%	98%	99%	99%

# Finance

<b>Program Activities &amp; Workload Measures</b> <i>(Dollar amounts expressed in thousands)</i>	<b>FY22 Actuals</b>	<b>FY23 Actuals</b>	<b>FY24 Actuals</b>	<b>FY25 Adopted</b>	<b>FY26 Adopted</b>
<b>Pay Bills</b>	<b>\$609</b>	<b>\$616</b>	<b>\$674</b>	<b>\$664</b>	<b>\$694</b>
Vendor transactions	102,259	111,131	105,771	112,000	110,000
<b>Payroll Processing</b>	<b>\$775</b>	<b>\$857</b>	<b>\$961</b>	<b>\$1,166</b>	<b>\$1,228</b>
Payroll payments	138,966	151,209	150,435	145,000	155,000

## 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 PWSIG Workers' Compensation and Casualty Pool. Oversight ranges from policy development, financial management, data collection, insurance premium negotiations to payment, and employee communication and training.

<b>Key Measures</b>	<b>FY22 Actuals</b>	<b>FY23 Actuals</b>	<b>FY24 Actuals</b>	<b>FY25 Adopted</b>	<b>FY26 Adopted</b>
Countywide workers' compensation incidents per 100 employees	5.10	4.53	3.92	5.00	4.97
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	3.96	4.00	3.43	4.00	4.18
Countywide number of preventable collisions per 1,000,000 miles driven	6.48	5.36	7.16	6.50	6.97

<b>Program Activities &amp; Workload Measures</b> <i>(Dollar amounts expressed in thousands)</i>	<b>FY22 Actuals</b>	<b>FY23 Actuals</b>	<b>FY24 Actuals</b>	<b>FY25 Adopted</b>	<b>FY26 Adopted</b>
<b>Risk Management</b>	<b>\$1,154</b>	<b>\$1,195</b>	<b>\$1,369</b>	<b>\$1,546</b>	<b>\$1,699</b>
Safety inspections and incident reviews	-	51	58	50	50
Number of employees trained	-	4,867	5,172	4,500	5,000
Outreach events	-	24	27	18	25
Number of employees served	-	7,429	12,092	5,000	7,500
Incidents reported	1,993	1,947	2,186	<2,091	<2,091
<b>Environmental Management</b>	<b>\$557</b>	<b>\$630</b>	<b>\$660</b>	<b>\$694</b>	<b>\$717</b>
Environmental audits and inspections	-	53	55	53	53

# Finance

## 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	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
Overall accuracy in annual assessment	93%	91%	93%	92%	93%
Appealed real estate assessments upheld by the Board of Equalization	81%	89%	93%	80%	90%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
<b>Mass Appraisal of Real Property</b>	<b>\$3,246</b>	<b>\$3,241</b>	<b>\$3,902</b>	<b>\$4,079</b>	<b>\$4,478</b>
Sales transferring ownership of property	17,332	12,002	10,699	11,000	12,000
Sales verified to establish the assessments	12,814	11,173	6,977	10,000	6,800
Parcels per appraiser	6,097	5,893	5,918	5,924	5,938
<b>Customer Service</b>	<b>\$707</b>	<b>\$785</b>	<b>\$936</b>	<b>\$1,000</b>	<b>\$1,029</b>
Total inquiries	20,882	29,850	24,374	25,000	29,000
Internet user sessions on Real Property Assessment site	1,113,893	464,388	1,277,560	500,000	800,000
Tax relief applications processed	6,489	7,541	8,752	7,400	8,600

## 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	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
Cumulative delinquent tax as a percent of total tax levy	1.0%	1.0%	1.0%	1.0%	1.0%
Customer contacts (telephone calls and emails received)	-	-	114,508	-	150,000

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
<b>Bill Tax Items</b>	<b>\$4,076</b>	<b>\$4,770</b>	<b>\$5,577</b>	<b>\$5,907</b>	<b>\$6,551</b>
All tax items processed	714,174	735,862	685,310	742,000	750,000
<b>Collect County Revenue*</b>	<b>\$2,829</b>	<b>\$2,903</b>	<b>\$3,224</b>	<b>\$4,354</b>	<b>\$4,814</b>
Delinquency notices sent	88,625	106,609	96,869	110,000	120,000
Real property taxes levied	\$814.3M	\$874.8M	\$913.3M	\$875.0M	\$915.0M
Real property taxes collected	\$812.6M	\$861.3M	\$909.2M	\$866.0M	\$920.0M
Vehicle Compliance (evader) program collections	-	-	\$750,000	\$500,000	\$1,600,000

\*In FY25, the Tax Evader activity was created to track revenue generated from enforcing personal property tax compliance.

# Finance

## Treasury Management

Treasury Management provides cash, investment, and debt services by managing the County's cash management program and banking contracts, coordinating debt issuances, and managing the investment portfolios. The division performs economic and revenue analyses and forecasts, and provides recommendations on issues involving financial, investment, and debt policies.

Key Measures	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
First year accuracy of the five-year revenue forecast	105%	104%	105%	99-102%	95-105%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
<b>Financial Analysis</b>	<b>\$290</b>	<b>\$250</b>	<b>\$184</b>	<b>\$199</b>	<b>\$218</b>
Financial planning documents prepared	406	242	331	300	300
Finance issues reviewed or analyzed	227	292	251	275	252
<b>Debt Management</b>	<b>\$273</b>	<b>\$293</b>	<b>\$289</b>	<b>\$379</b>	<b>\$390</b>
Bond sales executed	2	1	2	3	3
Value of outstanding debt	\$1.07B	\$1.01B	\$1.15B	\$1.13B	\$1.20B
<b>Cash Management/Investments/Banking</b>	<b>\$422</b>	<b>\$460</b>	<b>\$600</b>	<b>\$742</b>	<b>\$776</b>
Assets under management	\$1.52B	\$1.97B	\$1.95B	\$2.10B	\$2.13B
Banking service requests processed	-	-	-	-	100

## 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, risk and wellness, treasury management, payroll and disbursement, 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	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Compliance with Principles of Sound Financial Management	98%	93%	100%	100%	100%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
<b>Leadership, Coordination and Oversight</b>	<b>\$905</b>	<b>\$1,003</b>	<b>\$1,320</b>	<b>\$1,246</b>	<b>\$1,297</b>
Trackers responded to	5	3	4	5	5
Revenue forecasts generated	45	31	22	30	30
BOCS agenda items received	307	283	338	300	350

# Finance

## Financial Systems Services

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

Key Measures	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
Achieve project milestones outlined per project	95%	95%	96%	95%	96%
Work tickets completed as a percent of those created	96%	95%	95%	95%	96%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
<b>Maintain the County's Financial Systems</b>	<b>\$920</b>	<b>\$4,450</b>	<b>\$2,764</b>	<b>\$2,852</b>	<b>\$3,124</b>
Number of active vendor users	19,031	17,436	19,813	20,051	21,794
Number of active system users	6,419	6,810	6,807	7,491	7,147