As Albemarle County continues its long trend of steady growth, the Department of Finance aspires to “grow along” with the community. Through strategic planning, adoption of innovative practices, and a focus on exceptional customer service, the department is building a platform for success.

This report highlights the challenges and successes for the Department of Finance in Fiscal Year 2019, along with goals for the future.
The goal of this presentation is to answer three questions for our audience.

1) What are the Department of Finance’s key functions?
2) What are our challenges and how are we addressing these through innovation?
3) What are our priorities moving forward?
“To be responsible for management of the County’s finances guided by the fiscal policies adopted by the Board of Supervisors while promoting excellence, quality, and efficiency of operations by enhancing the ability of our employees to serve our internal and external customers in an outstanding manner.”
INTRO: ALBEMARLE’S GROWTH

*Source: US Census Bureau
The Department of Finance covers a broad scope of roles, functions, and responsibilities --- each overseen by one of four major divisions.

**Financial Management**
- Procurement
- Payroll
- Accounting
- Debt Management
- Banking

**Revenue Administration**
- Tax Assessment
- Collections
- Auditing

**Real Estate**
- Annual Reassessment
- Land Use
- New Construction

**Administration**
- Leadership
- Staff Development
- Business Processes
- Personnel
FINANCIAL MANAGEMENT: WHAT WE DO

Payroll
- Taxes
- Benefits
- Deductions
- Vendor payments

Accounting
- Accounts payable
- Accounts receivable
- General ledger entries

Purchasing
- Manage procurement processes
- Vendor management
- Solicitations
- Contract awards

Treasury
- Monitor cash flow
- Investments and capital projects
- Administer debt activity
- Reconcile grants

Risk Management
- Oversee County insurance policies
- Advise on risk-related issues
- Continuity of Operations Planning (COOP)
FINANCIAL MANAGEMENT: CHALLENGES AND INNOVATIONS

- Upgrade purchasing system
- Implement Contract Administration Database software
- Realign Payroll practices with newly adopted leave policy and system (Kronos)
- Reengineer the Chart of Accounts to improve forecasting, expenditure tracking and financial reporting
- Align Cash Receipt, Disbursement and Banking systems to create opportunity for automated reconciliations
- Continue cyber-security risk assessment and mitigation planning
Assessment and Administration of 12 different tax types
• Valuations
• Billing
• Tax Adjustments
• Tax Relief

Collections
• Tax billing
• Tax collection
• State funds
• All other revenue collection
• Dog License program

Compliance
• Tax audits
• Revenue discovery
• Taxpayer education
• Field inspections
• Court proceedings for business related taxes
## REV ADMIN DIVISION: WHAT WE DO

<table>
<thead>
<tr>
<th>Personal Property Tax</th>
<th>Business License Tax</th>
<th>Business Tangible Personal Property Tax</th>
<th>Machinery and Tools Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and Beverage Tax</td>
<td>Transient Occupancy Tax</td>
<td>Public Service Tax</td>
<td>Bank Franchise Tax</td>
</tr>
<tr>
<td>Utility Tax</td>
<td>Motor Vehicle Dealership Tax</td>
<td>Short Term Rental Tax</td>
<td>Sales Tax (reconciliation only)</td>
</tr>
</tbody>
</table>
REV ADMIN DIVISION: KEY METRICS

- Compared to other localities with similar structure, Albemarle County’s Rev Admin division has a high ratio of citizens to employees.

- This creates challenges for the department’s ability to manage workload volume, maintain high levels of customer service and provide professional development opportunities for staff.

### Population vs staffing levels in comparable Virginia localities

<table>
<thead>
<tr>
<th>Population (US Census estimates)</th>
<th>Rev Admin Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke 94,073 25</td>
<td></td>
</tr>
<tr>
<td>Hanover 107,239 33</td>
<td></td>
</tr>
<tr>
<td>Albemarle 108,718 21</td>
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</tbody>
</table>

*Source: Data collected from respective HR departments within FY19
Regular operations in the Rev Admin Division include:

- 55 daily processes
- 12 weekly processes
- 30 monthly processes
- 15 semi annual or quarterly processes
- 55 annual processes
The following figures represent Rev Admin’s FY19 workload, completed by our Staff of 21.

- **Total bills generated**: 425,000
- **Active vehicles taxed**: 115,000
- **Active businesses licenses**: 588
- **New business licenses added**: 822
- **F+B remittances processed**: 3,300
- **Individuals in the RE tax relief program**: 8,520
- **Total payments processed**: 655,000
- **Total incoming funds processed for FY19**: $403 Million
- **Total payments processed**: 655,000
- **Total incoming funds processed for FY19**: $403 Million
REV ADMIN DIVISION: CHALLENGES AND INNOVATIONS

- Initiation of the homestay compliance initiative
- Externalization of pet licensing duties
- Implementation of HPO customer service measurement tool for tax collection and tax relief
- Revamped business compliance program has continued to raise business license revenue (+ $2 million since 2015)
- Implementation of credit card payments via mail
REAL ESTATE: WHAT WE DO

The primary role of the Real Estate division, also known as the real estate assessor, is to manage duties associated with the assessment of real property in Albemarle County.

- Transferring Real Property Ownership
- Administering the land use program
- Reassessing all real estate annually
- Mapping new parcels into GIS
- Adding newly constructed structures to tax records
Real Estate’s Workload has increased dramatically over the last decade.

<table>
<thead>
<tr>
<th></th>
<th>2008 values</th>
<th>2019 values</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>14</td>
<td>16</td>
<td>14%</td>
</tr>
<tr>
<td>Total reassessments to</td>
<td>21,080</td>
<td>47,081</td>
<td>123%</td>
</tr>
<tr>
<td>be done (per year)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
These figures represent highlights of Real Estate’s FY19 efforts, completed by our staff of 16.

**47,000**
Total Parcels in Albemarle

**4,500**
Parcels in land use program

**839**
New buildings and additions just this year

**2,000+**
Building permits processed

**710**
New parcels added in FY 2019
REAL ESTATE: CHALLENGES AND INNOVATIONS

- Real estate is in year 3 of a 5 year plan to establish more efficient procedures and processes for reassessment.

- The Real Estate division has set a goal to improve documentation of their work for purposes of tracking and quality control.

- A newly approved Land Use position will enable Real Estate to monitor parcels more thoroughly than previously possible. This will ensure that due diligence is done in administering the land use tax relief program.
The Administration Division is comprised of two areas of focus: Finance Admin and Financial Systems/Business Process Analysis.
## Administration Division: What We Do

<table>
<thead>
<tr>
<th>Departmental Leadership</th>
<th>Fiscal Agency Administration</th>
<th>Personnel Management</th>
<th>Business Process Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside Agency/Fire Rescue Funding</td>
<td>Economic Revenue Forecasting</td>
<td>Debt Issuance and Servicing</td>
<td>Departmental Purchasing</td>
</tr>
</tbody>
</table>
ADMINISTRATION DIVISION: KEY METRICS

The Finance Administration Division conducts a broad array of essential support, research, reporting and transactional processes for the department, Albemarle County government and a variety of outside entities.

- **Outside entities supported**: 40+
- **Fiscal agent for independent agencies**: 17
- **Annual debt service payments**: $20+ Million
ADMINISTRATION DIVISION: OPERATIONAL CHALLENGES AND IMPROVEMENTS

- Build and develop cohesive leadership team for the department
- Create standard operating procedures and uniform policies for all internal processes. Identify areas for improvement and incorporate operational efficiency measures
- Ensure staff development and cross training
- Focus on succession training for the sustainability of the department’s functions
MAJOR DEPARTMENTAL ACCOMPLISHMENTS

★ Awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the 24th year in a row

★ Received clean audit of Accounts

★ Maintained triple AAA Bond Rating status
WHERE WE ARE HEADING

Stewardship:
- Continued focus on maintaining our triple AAA Bond Rating
- Excellence in Accounting, Compliance and Internal Quality Control as evidenced by unqualified, clean audits;
- Achievement of the GFOA award for the past 24 years
WHERE WE ARE HEADING

Focus on Departmental performance:
- Improvements to External and Internal Communications
- Team/Staff Development Initiatives
- Focus on Succession Planning, Cross Training; Certifications
- Development of Performance standards and metrics
The Department of Finance has a large workload, spread over an enormous number of unique duties within each of its divisions. The Department of Finance successfully achieves its goals and provides excellent customer service to its internal and external customers. There are many progressive initiatives in progress or in planning which will aid the department as Albemarle continues to grow into a large, modern county.
Thank you