

## 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.

## Quadrant Area

% of Government Operations,  
Performance & Innovation

16.9%

**Quadrant Expenditure Budget:**

**\$201,288,799**



## Programs

Financial Reporting & Control	\$4,975,572
Payroll & Disbursement Services	\$1,993,649
Risk & Wellness Services	\$2,583,734
Real Estate Assessment	\$5,796,217
Tax Administration	\$12,015,289
Treasury Management	\$1,413,392
Director's Office	\$1,612,346
Financial Systems Services	\$3,620,317

**Agency Expenditure Budget:**

**\$34,010,516**

## 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)

## Expenditure and Revenue Summary



Expenditure by Program	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed	% Change Budget FY26/ Budget FY27
Financial Reporting & Control	\$3,713,263	\$3,457,764	\$3,903,187	\$4,764,566	\$4,975,572	4.43%
Payroll & Disbursement Services	\$1,473,126	\$1,635,316	\$1,856,767	\$1,921,224	\$1,993,649	3.77%
Risk & Wellness Services	\$1,824,560	\$2,028,763	\$2,398,329	\$2,415,984	\$2,583,734	6.94%
Real Estate Assessment	\$4,026,024	\$4,838,365	\$5,196,422	\$5,506,436	\$5,796,217	5.26%
Procurement Services	\$1,592,546	\$1,833,085	\$0	\$0	\$0	-
Tax Administration	\$7,673,156	\$8,801,608	\$10,468,348	\$11,362,496	\$12,015,289	5.75%
Treasury Management	\$1,004,237	\$1,073,338	\$1,172,784	\$1,384,478	\$1,413,392	2.09%
Director's Office	\$1,003,327	\$1,319,687	\$1,471,053	\$1,297,460	\$1,612,346	24.27%
Financial Systems Services	\$4,450,119	\$2,763,728	\$2,858,851	\$3,124,243	\$3,620,317	15.88%
<b>Total Expenditures</b>	<b>\$26,760,358</b>	<b>\$27,751,655</b>	<b>\$29,325,741</b>	<b>\$31,776,889</b>	<b>\$34,010,516</b>	<b>7.03%</b>

### Expenditure by Classification

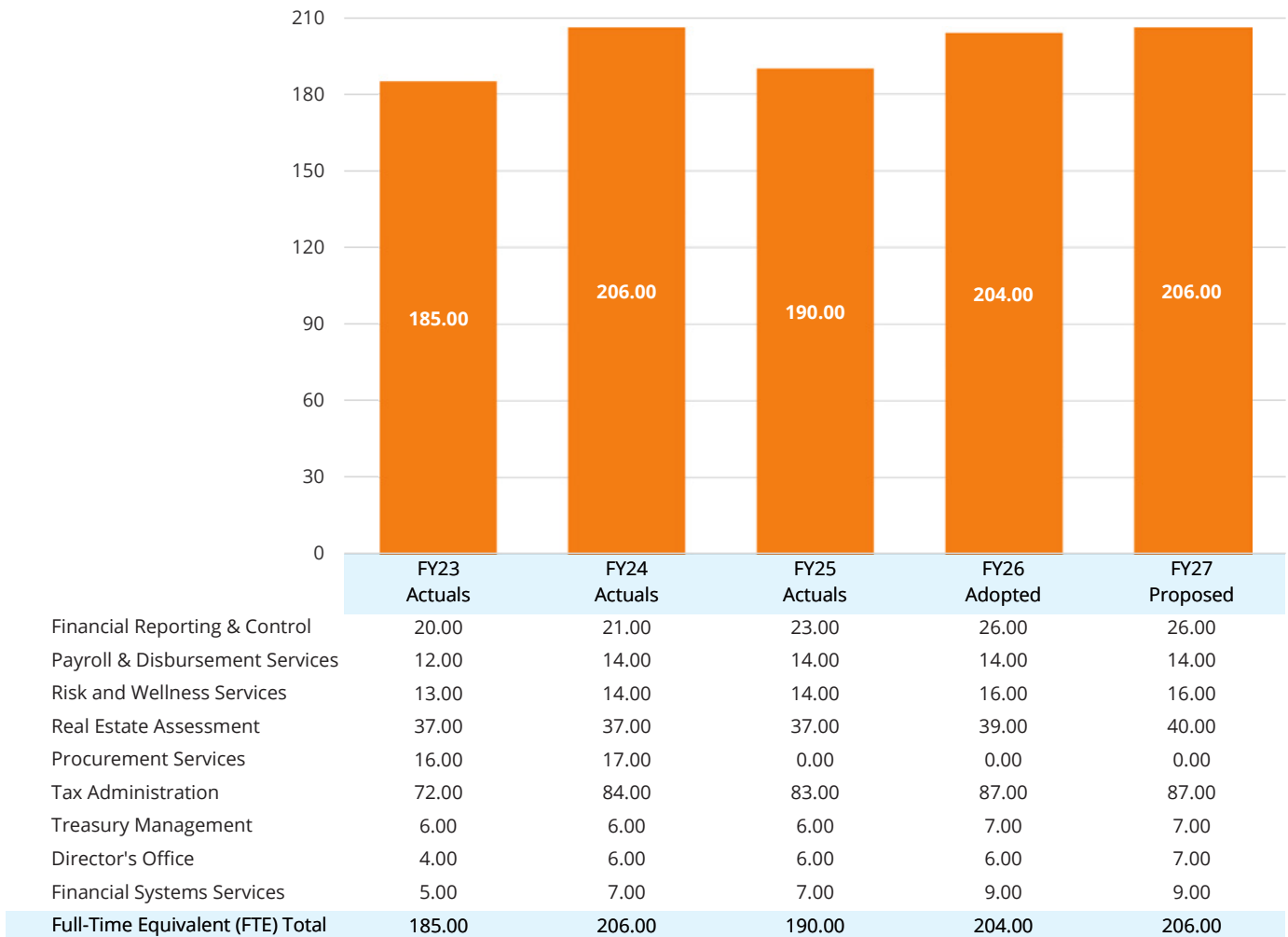
Salaries & Benefits	\$20,000,094	\$22,754,248	\$24,190,959	\$26,127,846	\$27,678,534	5.94%
Contractual Services	\$3,965,619	\$1,675,656	\$1,710,372	\$2,457,548	\$2,655,631	8.06%
Internal Services	\$1,968,065	\$2,045,834	\$2,086,990	\$2,012,932	\$2,498,313	24.11%
Purchase of Goods & Services	\$1,262,445	\$1,606,080	\$1,471,907	\$1,626,510	\$1,625,985	(0.03%)
Capital Outlay	\$51,987	\$157,109	\$104,871	\$16,625	\$16,625	0.00%
Leases & Rentals	\$35,457	\$36,004	\$33,909	\$38,744	\$38,744	0.00%
Reserves & Contingencies	(\$523,310)	(\$523,276)	(\$273,267)	(\$503,316)	(\$503,316)	0.00%
<b>Total Expenditures</b>	<b>\$26,760,358</b>	<b>\$27,751,655</b>	<b>\$29,325,741</b>	<b>\$31,776,889</b>	<b>\$34,010,516</b>	<b>7.03%</b>

### Funding Sources

Permits & Fees	\$520	\$90	\$120	\$250	\$250	0.00%
Fines & Forfeitures	\$101,287	\$105,014	\$154,079	\$12,000	\$12,000	0.00%
Use of Money & Property	\$53,880	\$163,498	\$129,644	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$414,601	\$853,360	\$73,815	\$1,282,256	\$0	(100.00%)
Other Local Taxes	\$142,813	\$142,813	\$142,813	\$142,813	\$142,813	0.00%
General Property Taxes	\$2,661,669	\$2,967,991	\$3,780,328	\$3,042,358	\$4,324,614	42.15%
Charges for Services	\$345,000	\$345,328	\$345,171	\$308,794	\$308,794	0.00%
Revenue from Commonwealth	\$796,002	\$852,656	\$886,447	\$899,500	\$899,500	0.00%
Transfers In	\$244,111	\$244,111	\$160,244	\$160,244	\$160,244	0.00%
<b>Total Designated Funding Sources</b>	<b>\$4,759,883</b>	<b>\$5,674,861</b>	<b>\$5,672,661</b>	<b>\$5,855,415</b>	<b>\$5,855,415</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$22,000,475</b>	<b>\$22,076,794</b>	<b>\$23,653,080</b>	<b>\$25,921,474</b>	<b>\$28,155,101</b>	<b>8.62%</b>
<b>Net General Tax Support</b>	<b>82.21%</b>	<b>79.55%</b>	<b>80.66%</b>	<b>81.57%</b>	<b>82.78%</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.

**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. Removal of One-time Cost in FY26** – The Finance Department budget reflects the removal of \$30,780 in one-time costs associated with ten new positions (10.00 FTE) included in FY26. These one-time expenditures included initial purchases for computers, office equipment, and related personnel setup needs.
- B. Redistribution of Internal Service Fund (ISF) Technology Budget** – The County allocates information technology (IT) costs to agencies through an ISF for all technology activities including 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 radios.

In FY26, funding was allocated in Non-Departmental to support the FY26 internal services fund billings for the Department of Information Technology, and in FY27 this funding is being reallocated to specific agencies to better represent the functional areas supported by these initiatives. In FY27, Finance technology bill increases by \$491,342. No technology service levels are changed, and there is no impact to the technology services individual agencies currently receive.

## Budget Initiatives

### A. Budget Initiatives

#### 1. Director Position – Director’s Office

Expenditure	\$300,000
Revenue	\$0
General Fund Impact	\$300,000
FTE Positions	1.00

- a. **Description** – This initiative provides funding for a Finance Director to provide strategic leadership, strengthen oversight, and support the increasing scope and complexity of financial operations. As workloads, regulatory requirements, and data-driven decision-making demands continue to grow, this role will ensure consistent policy direction, effective coordination across divisions, and timely delivery of critical financial services. The total cost for 1.00 FTE consists of \$285,000 in salary and benefits, and \$15,000 for technology, supplies, furniture, and office space.
- b. **Service Level Impacts** – This position will enhance accountability, improve operational efficiency, and support long-term financial planning to safeguard the County’s fiscal stability.

#### 2. Real Estate Assessment Manager – Real Estate Assessment

Expenditure	\$169,368
Revenue	\$0
General Fund Impact	\$169,368
FTE Positions	1.00

- a. **Description** – This initiative provides funding for a Real Estate Assessment Manager position to address increased workload and growing complexity within the real estate tax base, particularly from the rapid expansion of data centers. This position would manage the residential real estate section, which represents approximately 65% of the County’s tax base, and allow an existing manager to focus on commercial real estate, which comprises approximately 34% of the County’s tax base and accounts for over 90% of assessment appeals. The total cost of the position consists of \$128,645 in salary and benefits, \$8,707 in internal service fees, \$32,016 in one-time costs budgeted to Property Management’s general fund for office furniture and space.
- b. **Service Level Impacts** – This position would improve management capacity, strengthen internal controls, and support timely, accurate assessments, thereby protecting revenue stability and reducing appeal exposure.

#### 3. Dextr and Salesforce Email Licenses – Tax Administration

Expenditure	\$197,333
Revenue	\$0
General Fund Impact	\$197,333
FTE Positions	0.00

- a. **Description** – This initiative provides ongoing funding for a financial telephone system, including Salesforce email licenses, to support tax administration by improving customer service to residents and businesses. The system will enhance call and email routing, response times, and coordination across County agencies, while capturing high-quality data to forecast customer service demand and track customer service. Total costs consist of \$180,000 for Dextr and \$17,333 for Salesforce licenses.
- b. **Service Level Impacts** – This initiative aligns with the Service Delivery Strategic Goal, Objective 1 by ensuring timely, effective, and accessible County services through improved coordination, collaboration, and data-driven decision-making.

## 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	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
Receive certificate of achievement for excellence in financial reporting	Yes	Yes	NA	Yes	Yes
Audit adjustments	4	0	1	3	2

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Maintain the County's Financial Records*</b>	<b>\$3,713</b>	<b>\$3,458</b>	<b>\$3,899</b>	<b>\$4,763</b>	<b>\$4,975</b>
Financial transactions-budget entries related to BOCS items	5,114	3,478	2,634	4,500	3,500
Number of active federal grants at fiscal year-end	77	129	73	151	80
Number of new federal grants during the fiscal year	24	19	5	35	10
YTD expenditures from federal awards in the fiscal year (unaudited)	\$337.4M	\$240.3M	\$174.7M	\$300.0M	\$180.0M
Number of active capital projects at fiscal year-end	235	419	256	545	280
Total funds spent in fiscal year	\$249.7M	\$209.4M	\$182.7M	\$250.0M	\$135.0M
Financial transactions	730,852	918,950	952,254	950,000	1,000,000
Capital asset transactions	710	849	762	1,000	800
Board items reviewed by FRC	604	787	NR	800	-

\*The FY25 actuals at both the program and activity levels do not align closely due to a \$4K posting error that should have been allocated to Program 2500 (Financial Reporting & Control) instead of Program 2550 (Tax Administration).

### 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	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
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	50%	52%	50%	55%	50%
Employees utilizing direct deposit for payroll	99%	98%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Pay Bills</b>	<b>\$616</b>	<b>\$674</b>	<b>\$728</b>	<b>\$694</b>	<b>\$709</b>
Vendor transactions	111,131	105,771	116,598	110,000	120,000
<b>Payroll Processing</b>	<b>\$857</b>	<b>\$961</b>	<b>\$1,128</b>	<b>\$1,228</b>	<b>\$1,284</b>
Payroll payments	151,209	150,435	155,384	155,000	156,000

## 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, payment, and employee communication and training.

Key Measures	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
Countywide workers' compensation incidents per 100 employees	4.53	3.92	6.00	4.97	5.30
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	4.00	3.43	3.83	4.18	4.00
Countywide number of preventable collisions per 1,000,000 miles driven	5.36	7.16	7.67	6.97	7.40

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Risk Management</b>	<b>\$1,195</b>	<b>\$1,369</b>	<b>\$1,680</b>	<b>\$1,699</b>	<b>\$1,843</b>
Safety inspections and incident reviews	51	58	69	50	50
Number of employees trained	4,867	5,172	7,302	5,000	5,500
Outreach events	24	27	40	25	25
Number of employees served	7,429	12,092	15,003	7,500	10,000
Incidents reported	1,947	2,186	2,446	<2,091	2,691
<b>Environmental Management</b>	<b>\$630</b>	<b>\$660</b>	<b>\$718</b>	<b>\$717</b>	<b>\$741</b>
Environmental audits and inspections	53	55	58	53	55



## 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, property income, and expense data. This information enables staff to assess property at fair market value as required by law.

Key Measures	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
Overall accuracy in annual assessment	91%	93%	93%	93%	93%
Appealed real estate assessments upheld by the Board of Equalization	89%	93%	98%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Mass Appraisal of Real Property</b>	<b>\$3,241</b>	<b>\$3,902</b>	<b>\$4,189</b>	<b>\$4,478</b>	<b>\$4,758</b>
Sales transferring ownership of property	12,002	10,699	10,337	12,000	11,000
Sales verified to establish the assessments	11,173	6,977	7,648	6,800	7,000
Parcels per appraiser	5,893	5,918	5,533	5,938	5,569
<b>Customer Service</b>	<b>\$785</b>	<b>\$936</b>	<b>\$1,007</b>	<b>\$1,029</b>	<b>\$1,039</b>
Total inquiries	29,850	24,374	25,198	29,000	25,000
Internet user sessions on Real Property Assessment site	464,388	1,277,560	576,755	800,000	580,000
Tax relief applications processed	7,541	8,752	9,471	8,600	10,000

## 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	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
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	179,415	150,000	185,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Bill Tax Items</b>	<b>\$4,770</b>	<b>\$5,577</b>	<b>\$6,622</b>	<b>\$6,551</b>	<b>\$6,962</b>
All tax items processed	735,862	685,310	714,065	750,000	760,000
<b>Collect County Revenue</b>	<b>\$2,903</b>	<b>\$3,224</b>	<b>\$3,851</b>	<b>\$4,814</b>	<b>\$5,054</b>
Delinquency notices sent	106,609	96,869	93,905	120,000	115,000
Real property taxes levied	\$874.8M	\$913.3M	\$102.1M	\$915.0M	\$103.5B
Real property taxes collected	\$861.3M	\$909.2M	\$101.7M	\$920.0M	\$102.5B
Vehicle Compliance (evader) program collections	-	\$750,000	\$618,865	\$1,600,000	\$1,600,000



## 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	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
First year accuracy of the five-year revenue forecast	104%	105%	100%	95-105%	95%-105%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Financial Analysis</b>	<b>\$250</b>	<b>\$184</b>	<b>\$200</b>	<b>\$218</b>	<b>\$232</b>
Financial planning documents prepared	242	331	328	300	325
Finance issues reviewed or analyzed	292	251	424	252	300
<b>Debt Management</b>	<b>\$293</b>	<b>\$289</b>	<b>\$319</b>	<b>\$390</b>	<b>\$392</b>
Bond sales executed	1	2	2	3	3
Value of outstanding debt	\$1.01B	\$1.15B	\$1.14B	\$1.20B	\$1.21B
<b>Cash Management/Investments/Banking</b>	<b>\$460</b>	<b>\$600</b>	<b>\$654</b>	<b>\$776</b>	<b>\$789</b>
Assets under management	\$1.97B	\$1.95B	\$2.07B	\$2.13B	\$2.26B
Banking service requests processed	-	-	-	100	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	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
Maintain at least two AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Compliance with Principles of Sound Financial Management	93%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Leadership, Coordination and Oversight</b>	<b>\$1,003</b>	<b>\$1,320</b>	<b>\$1,471</b>	<b>\$1,297</b>	<b>\$1,612</b>
Trackers responded to	3	4	8	5	8
Revenue forecasts generated	31	22	39	30	30
BOCS agenda items received	283	338	408	350	350

## 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	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
Achieve project milestones outlined per project	95%	96%	95%	96%	95%
Work tickets completed as a percent of those created	95%	95%	95%	96%	96%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Adopted	FY27 Proposed
<b>Maintain the County's Financial Systems</b>	<b>\$4,450</b>	<b>\$2,764</b>	<b>\$2,859</b>	<b>\$3,124</b>	<b>\$3,620</b>
Number of active vendor users	17,436	19,813	20,214	21,794	22,235
Number of active system users	6,810	6,807	8,397	7,147	9,236