

# OFFICE OF FINANCE

## MISSION AND SERVICES

**Mission** - The Office of Finance provides revenue collection and investments, funds disbursement operations, best accounting practices, debt management and risk management to the County citizens, residents and agencies in order to ensure fiscally accountable and effective service delivery.

**The agency's mission supports accomplishing the countywide vision by:**

- Working for sound county management

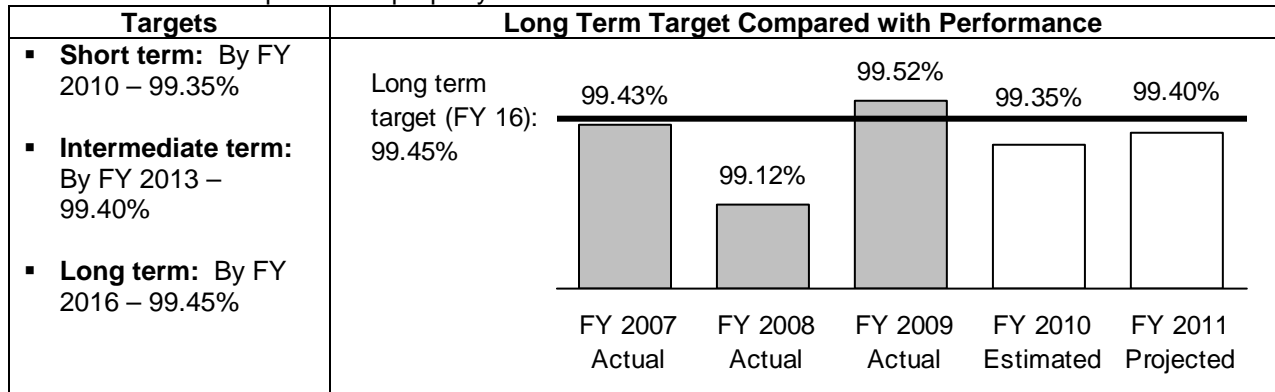
**Core Services–**

- Revenue collection and investments
- Funds disbursement operations
- Best accounting practices, including cash management, preparation of annual financial statements and overseeing audit of county operations and financial transactions
- Debt management, including preparation of county bond sales
- Risk management

## SERVICE DELIVERY PLAN AND PERFORMANCE

**GOAL 1** - To provide revenue collection and investment services to county agencies in order to obtain the funds which support county services.

**Objective 1.1** - Increase the percent of property revenue collected from 99.12% in FY 2008.



**Performance Measures-**

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
<b>Resources (input)</b>					
Number of revenue collection staff	28	28	28	25	25
<b>Workload, Demand and Production (output)</b>					
Number of tax payments processed	293,162	296,984	300,856	303,000	306,000
Number of tax sale certificates processed	3,464	4,109	3,761	4,500	4,500
Percent of tax lien certificates sold to purchasers	99.9%	100.0%	99.0%	99.0%	99.0%
Amount of revenue collected through online banking services (in millions)	\$7.23	\$1.59	\$1.72	\$2.20	\$2.80
<b>Efficiency and Quality</b>					
Average number of tax payments processed per staff member	10,470.1	10,606.6	10,744.9	12,120.0	12,240.0
Percent of tax bills successfully delivered to taxpayers	95%	95%	95%	95%	95%
<b>Impact (outcome)</b>					
Percent of real property revenue collected	99.43%	99.12%	99.52%	99.35%	99.40%
Percent of personal property revenue collected	97.88%	97.28%	96.11%	95.50%	95.10%

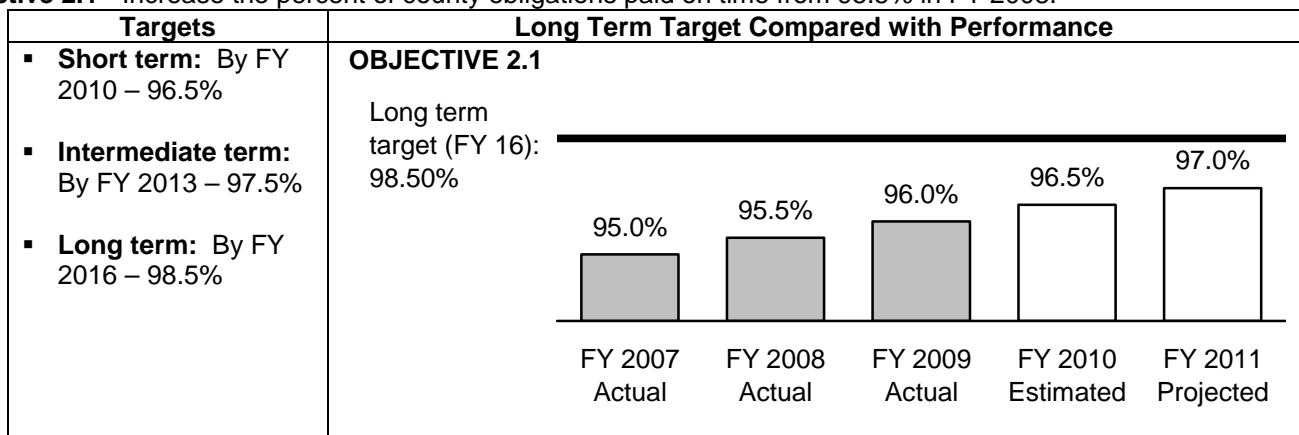
**Performance Measures Explanation** – The Office of Finance is responsible for collecting the County’s property taxes which provide about 28% of the revenues necessary to support county services. The number of tax payments processed is increasing each year because of new construction and business growth. Tax lien certificates are a tax collection technique to receive delinquent taxes by auctioning liens against a property. While tax liens vary based on the condition of the economy, the Office has noticed that the selling of tax liens directly impacts revenue collected. However, the major driver in collecting taxes is the condition of the economy.

**Strategies to Accomplish the Objective –**

- **Strategy 1.1.1** – Conduct an internet auction to sell delinquent taxpayer’s property
- **Strategy 1.1.2** – Partner with Office of Law to review deeds and deeds of transfer documents to ensure legal compliance of deeds
- **Strategy 1.1.3** – Provide additional cashiers during peak property tax collection periods (September and December) in order to expedite payment processing
- **Strategy 1.1.4** – Process property tax payments
- **Strategy 1.1.5** – Utilize outside banks to facilitate the management and distribution of county funds

**GOAL 2** - To provide funds disbursement operations to county agencies in order to pay county obligations.

**Objective 2.1** - Increase the percent of county obligations paid on time from 95.5% in FY 2008.



**Performance Measures –**

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
<b>Resources (input)</b>					
Number of payroll staff	9	9	9	9	9
Number of accounts payable staff	12	12	11	11	8
<b>Workload, Demand and Production (output)</b>					
Number of payroll payments	223,628	228,891	228,291	228,000	224,750
Number of vendor payments	87,000	96,000	72,000	72,000	70,000
<b>Efficiency and Quality</b>					
Average number of payroll payments per payroll staff person	24,847.6	25,432.3	25,365.7	25,333.3	24,972.2
Average number of vendor payments per accounts payable staff person	7,250.0	8,000.0	6,545.5	6,545.5	8,750.0
Percent of payroll obligations processed without error	99%	99%	99%	99%	99%
<b>Impact (outcome)</b>					
Percent of all county obligations paid on time	95.0%	95.5%	96.0%	96.5%	97.0%

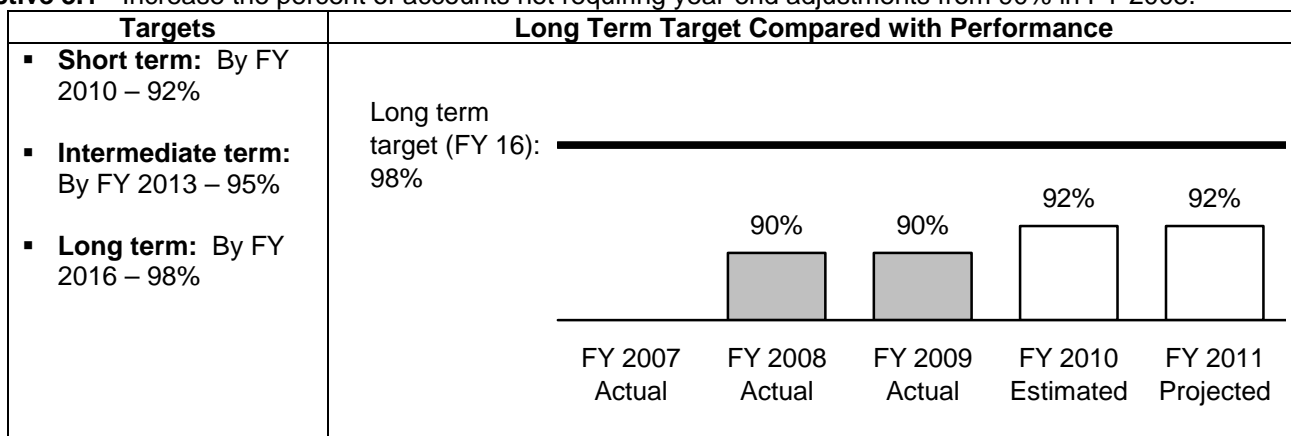
**Performance Measures Explanation –** The Office pays county obligations including payroll (active employees and retirees), vendor invoices and other county obligations. The Office is striving to accomplish the objective through continuous improvement, automation of manual processes and eliminating redundant data entry. The number of accounts payable staff is anticipated to decline in FY 2011 due to a realignment of staffing throughout the Office.

**Strategies to Accomplish the Objective -**

- **Strategy 2.1.1** – Deploy staff to process retroactive employee pay when required
- **Strategy 2.1.2** – Ensure staff have up-to-date employment and procurement regulations
- **Strategy 2.1.3** – Utilize all relevant automated time and attendance software for employee payments
- **Strategy 2.1.4** – Utilize a customized software for high volume vendor payments
- **Strategy 2.1.5** – Pay vendors, employees and retirees timely and accurately
- **Strategy 2.1.6** – Partner with county agencies’ fiscal coordinators on a quarterly basis to improve awareness and compliance with county policies and procedures

**GOAL 3 –** To utilize the best accounting practices for county agencies in order to ensure the integrity of financial resources.

**Objective 3.1 -** Increase the percent of accounts not requiring year-end adjustments from 90% in FY 2008.



Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
<b>Resources (input)</b>					
Number of fiscal managers	3	3	3	3	3
Number of staff accountants	9	9	9	9	7
<b>Workload, Demand and Production (output)</b>					
Number of funds and statements reviewed	53	53	55	55	55
Number of financial documents recorded	4,731	5,240	5,250	5,250	5,000
<b>Efficiency and Quality</b>					
Average number of funds and statements reviewed per staff accountant	5.9	5.9	6.1	6.1	7.9
Number of audit (comprehensive annual financial report) comments for improvement from the Government Finance Officers Association (GFOA)	7	4	6	5	4
<b>Impact (outcome)</b>					
Percent of accounts not requiring year-end adjustments		90%	90%	92%	92%

**Performance Measures Explanation** – The Office utilizes best accounting practices and reporting standards to ensure the accuracy and integrity of the County’s financial information. One indication of this effort is the Government Finance Officer’s Association (GFOA) feedback on the County’s financial audit which the Office has steadily improved upon through training and automation. However, changes in the GFOA’s requirements and/or changes and additions in the County’s financial structure can affect this indicator. The number of staff accountants is anticipated to decline due to the reallocation of staff across the Office. Data relating for FY 2007 is not available for all performance measures.

**Strategies to Accomplish the Objective –**

- **Strategy 3.1.1** – Concentrate staff accountants work hours during peak auditing period (September-December)
- **Strategy 3.1.2** – Ensure staff accountants have up-to-date governmental accounting industry standards and legal requirements
- **Strategy 3.1.3** – Utilize the County’s intranet site to streamline and automate the journal entry process
- **Strategy 3.1.4** – Complete quarterly analytical reviews of all financial activity
- **Strategy 3.1.5** – Partner with internal and external auditors and county agencies during the financial audit period to complete the County’s annual financial audit

**GOAL 4** - To provide debt management services to the citizens and residents in order to ensure sound management of the County’s debt.

**Objective 4.1** - Increase the number of bond rating agencies awarding the County with an AAA rating, the highest rating for local government, from 1 in FY 2008.

**Targets –**

- **Short term:** By FY 2010 – 1
- **Intermediate term:** By FY 2013 – 2
- **Long term:** By FY 2016 – 3

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
<b>Resources (input)</b>					
Assessed county real property base (in millions)	\$60,716.7	\$72,901.0	\$96,787.7	\$97,167.0	\$100,656.0
County resident personal income (in millions)	\$31,434.0	\$32,700.0	\$32,400.0	\$32,500.0	\$32,500.0
<b>Workload, Demand and Production (output)</b>					
Annual debt service (in millions)	\$77.1	\$71.0	\$69.5	\$89.3	\$94.0
<b>Efficiency and Quality</b>					
Net direct debt as a percent of county resident personal income	2.4%	2.3%	2.4%	2.4%	2.5%
Net direct debt per capita	\$916.0	\$911.0	\$920.0	\$926.0	\$975.0
Percent of General Fund expenditures that are annual debt service payments	3.2%	2.9%	2.8%	2.8%	2.9%
<b>Impact (outcome)</b>					
Number of bond rating agencies giving the County an AAA rating (there are three rating agencies)	0	1	1	1	1

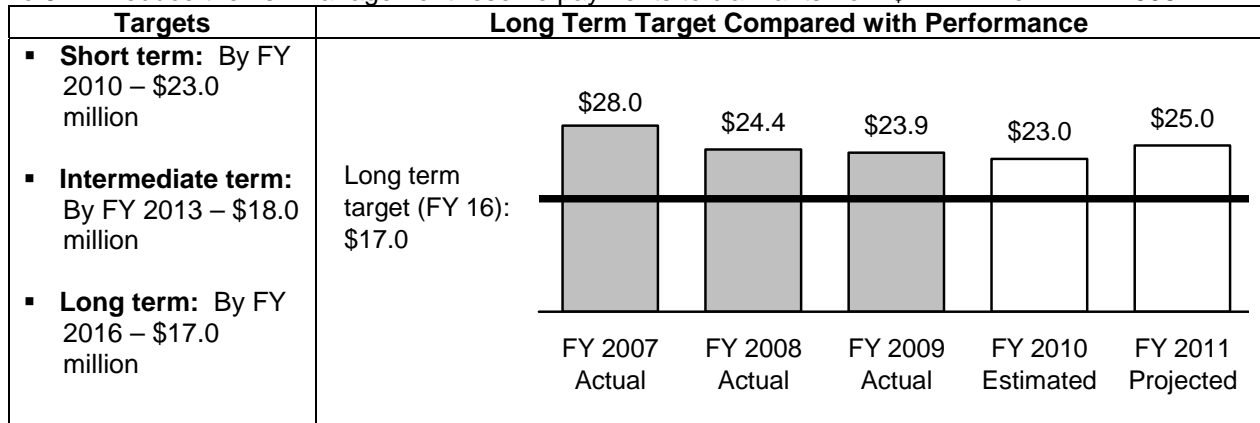
**Performance Measures Explanation** – The County’s bond rating helps determine the rate at which the County can borrow money. The rating is established by bond rating agencies that review the County’s financial condition and financial management practices, which means the rating also indicates how effective the County is at managing its money. During the past three years, the three bond rating agencies have rated the County the highest (AAA by Standard and Poor’s) and second highest (Aa1 by Moody’s and AA+ by Fitch) bond ratings available.

**Strategies to Accomplish the Objective –**

- **Strategy 4.1.1** – Issue debt
- **Strategy 4.1.2** – Pay the principle and interest on outstanding debt and obligations
- **Strategy 4.1.3** – Participate in private activity, special obligation and tax increment financing bonds
- **Strategy 4.1.4** – Partner with Office of Management and Budget, Office of Law, Bond Counsel and Financial Advisors in the preparation of bond sale.
- **Strategy 4.1.5** – Ensure bond sale timetable is met as established by the Debt Manager
- **Strategy 4.1.6** – Ensure staff know the processes, procedures and requirements to operate the County’s debt management program

**GOAL 5** - To provide risk management services to county agencies in order to minimize the County’s risk.

**Objective 5.1** - Reduce the risk management reserve payments to claimants from \$24.4 million in FY 2008.



Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
<b>Resources (input)</b>					
Number of adjusters	15	15	15	15	20
Number of safety trainers	1	1	1	1	1
<b>Workload, Demand and Production (output)</b>					
Number of risk management claims received	2,510	2,361	2,300	2,116	2,200
Number of risk management claims closed	2,196	1,745	2,818	2,100	2,300
Number of training classes	26	32	75	36	40
Number of web-based training sessions	0	0	109	400	500
Number of claims settled through the Office of Law	750	633	50	700	750
<b>Efficiency and Quality</b>					
Average number of claims received per adjuster	167.3	157.4	153.3	141.1	110.0
Percent of claims settled within a 24-hour period	17%	26%	35%	45%	50%
<b>Impact (outcome)</b>					
Risk management reserve payments to claimants (in millions)	\$28.0	\$24.4	\$23.9	\$23.0	\$25.0

**Performance Measures Explanation** – The Office is responsible for providing insurance for risk management which includes a reserve fund to pay valid workers' compensation claims. In order to reduce the financial effects of claims made against the County, the Office reviews and evaluates all claims and trains employees on avoiding safety risks. As part of this effort, the Office has increased the number of training sessions (class and internet) to help spread claim awareness among the County work force. For FY 2011, risk management payouts are projected to increase due to the increased cost of benefits, medical care and trends in deciding rulings.

**Strategies to Accomplish the Objective –**

- **Strategy 5.1.1** – Operate and manage the County's risk management fund which provides the County insurance for risk management claims
- **Strategy 5.1.2** – Utilize web-based training for employees to better understand risk management and how it effects them
- **Strategy 5.1.3** – Ensure one adjuster processes 200 claims per month
- **Strategy 5.1.4** – Provide educational safety materials to all county agencies
- **Strategy 5.1.5** – Partner with Office of Law, public safety and criminal justice agencies in order to identify loss exposures and develop loss prevention guidelines
- **Strategy 5.1.6** – Ensure the risk management division is trained in Occupational Safety and Health Administration requirements and insurance contract review