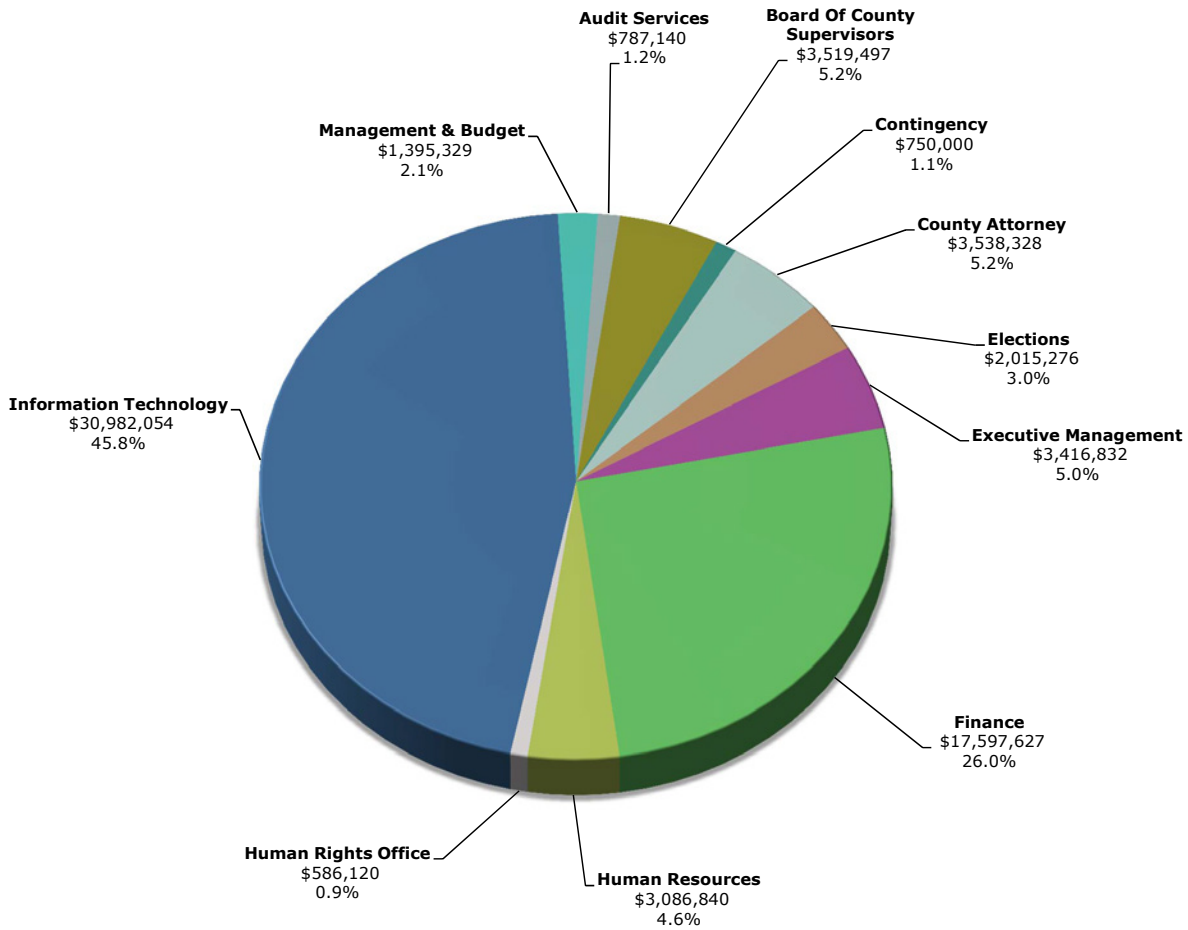


# GENERAL GOVERNMENT



**General Government Expenditure Budget: \$67,675,043**



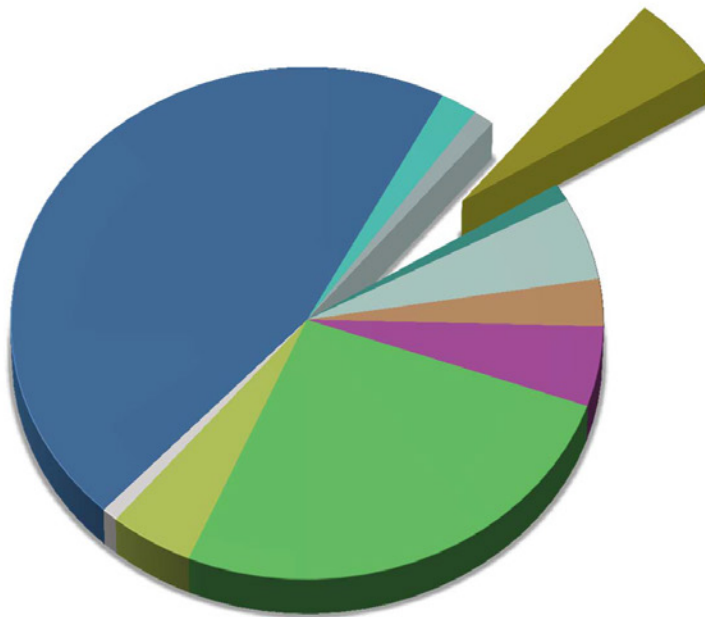
**Average Tax Bill:** General Government accounted for \$135 and 3.8% of the average residential tax bill in FY 15.

## DEPARTMENTS & AGENCIES

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>➤ Board of County Supervisors</li> <li>➤ Audit Services</li> <li>➤ Contingency</li> <li>➤ County Attorney</li> </ul> | <ul style="list-style-type: none"> <li>➤ Elections</li> <li>➤ Executive Management</li> <li>➤ Finance</li> <li>➤ Human Resources</li> </ul> | <ul style="list-style-type: none"> <li>➤ Human Rights</li> <li>➤ Information Technology</li> <li>➤ Management &amp; Budget</li> </ul> |
|---|---|---|

## Mission Statement

The mission of Prince William County Government is to provide the necessary services to protect the health, welfare, safety and environment of citizens consistent with the community's values and priorities. This mission is accomplished by encouraging citizen input and involvement; preserving the County's fiscal stability; producing effective and efficient government programs; managing the County's resources; planning for the future and representing citizens' needs and desires to other levels of government.



**Expenditure Budget:**  
**\$3,519,497**

5.2% of General Government

### Programs:

- Administration: \$534,382
- Brentsville District: \$375,558
- Coles District: \$371,145
- Potomac District: \$366,914
- Gainesville District: \$359,526
- Neabsco District: \$389,088
- Occoquan District: \$346,707
- Woodbridge District: \$379,179
- Board-Chair: \$396,998

**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

The eight member Board of County Supervisors makes policy for the administration of the County government within the framework of the Constitution and laws of the Commonwealth of Virginia, and the County Executive form of government. Seven members of the Board of County Supervisors are elected from Magisterial Districts, while the Chairman is elected at-large.

State Code: [15.2-500](#) et. seq.

# BOARD OF COUNTY SUPERVISORS

## Expenditure and Revenue Summary

| Expenditure by Program    | FY 12              | FY 13              | FY 14              | FY 15              | % Change                |
|---------------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
|                           | Actual             | Actual             | Adopted            | Adopted            | Adopt 14/<br>Adopted 15 |
| 1 Administration          | \$769,692          | \$647,434          | \$617,930          | \$534,382          | -13.52%                 |
| 2 Brentsville District    | \$238,017          | \$512,947          | \$409,932          | \$375,558          | -8.39%                  |
| 3 Coles District          | \$323,114          | \$481,680          | \$352,218          | \$371,145          | 5.37%                   |
| 4 Potomac District        | \$369,471          | \$416,644          | \$411,681          | \$366,914          | -10.87%                 |
| 5 Gainesville District    | \$339,323          | \$360,111          | \$350,433          | \$359,526          | 2.59%                   |
| 6 Neabsco District        | \$344,517          | \$359,763          | \$365,272          | \$389,088          | 6.52%                   |
| 7 Occoquan District       | \$273,212          | \$289,963          | \$384,691          | \$346,707          | -9.87%                  |
| 8 Woodbridge District     | \$356,113          | \$338,479          | \$362,332          | \$379,179          | 4.65%                   |
| 9 Board-Chair             | \$326,246          | \$335,252          | \$386,313          | \$396,998          | 2.77%                   |
| <b>Total Expenditures</b> | <b>\$3,339,705</b> | <b>\$3,742,273</b> | <b>\$3,640,802</b> | <b>\$3,519,497</b> | <b>-3.33%</b>           |

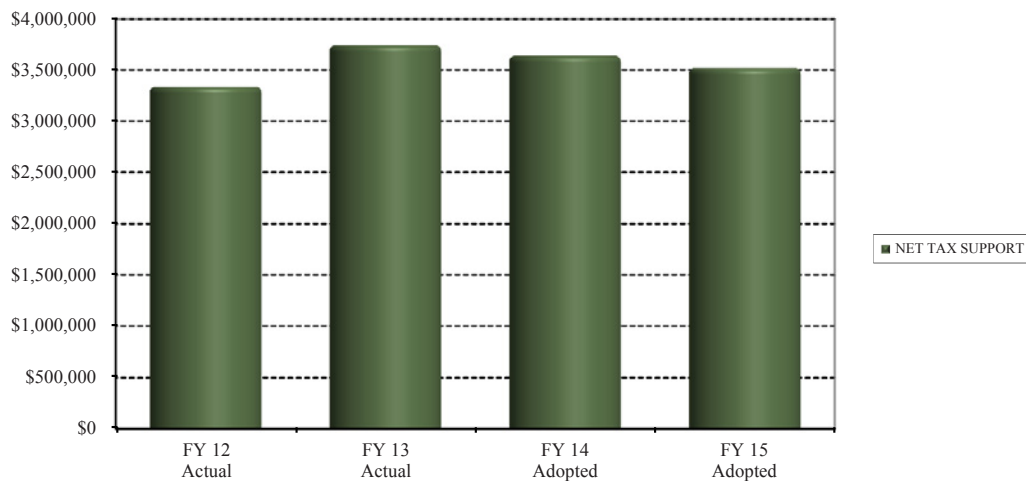
### Expenditure by Classification

|                           |                    |                    |                    |                    |               |
|---------------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| 1 Personal Services       | \$1,687,649        | \$1,770,584        | \$1,850,616        | \$1,782,803        | -3.66%        |
| 2 Fringe Benefits         | \$485,025          | \$555,912          | \$614,848          | \$560,944          | -8.77%        |
| 3 Contractual Services    | \$42,938           | \$43,895           | \$70,600           | \$95,900           | 35.84%        |
| 4 Internal Services       | \$97,977           | \$118,349          | \$107,016          | \$107,428          | 0.38%         |
| 5 Other Services          | \$914,596          | \$560,575          | \$993,537          | \$944,237          | -4.96%        |
| 6 Capital Outlay          | \$0                | \$0                | \$1,185            | \$1,185            | 0.00%         |
| 7 Leases & Rentals        | \$22,520           | \$23,090           | \$3,000            | \$27,000           | 800.00%       |
| 8 Transfers Out           | \$89,000           | \$669,868          | \$0                | \$0                | —             |
| <b>Total Expenditures</b> | <b>\$3,339,705</b> | <b>\$3,742,273</b> | <b>\$3,640,802</b> | <b>\$3,519,497</b> | <b>-3.33%</b> |

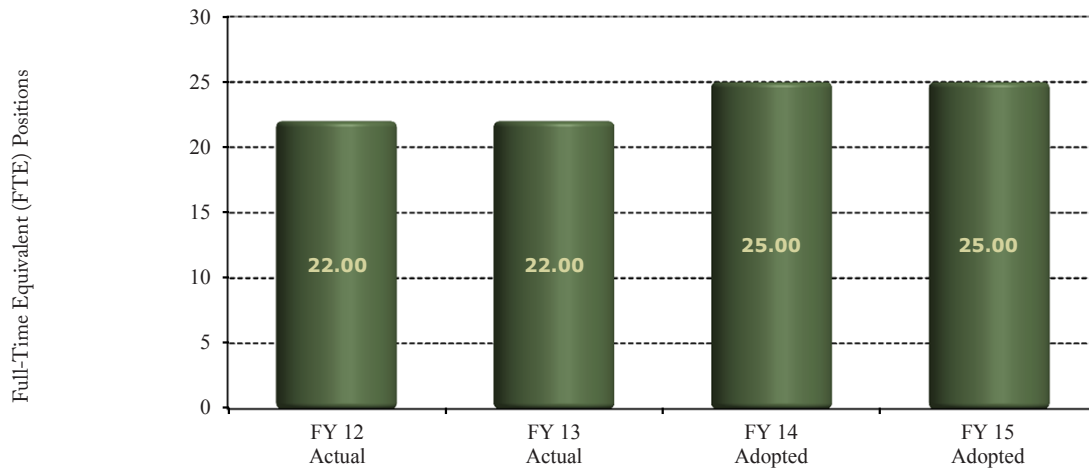
### Funding Sources

|   |                    |                    |                    |                    |               |
|---|--------------------|--------------------|--------------------|--------------------|---------------|
| 1 Non-Revenue Receipts                  | \$0                | \$3                | \$0                | \$0                | —             |
| 2 Transfers In                          | \$0                | \$60,000           | \$0                | \$0                | —             |
| <b>Total Designated Funding Sources</b> | <b>\$0</b>         | <b>\$60,000</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>—</b>      |
| <b>Net General Tax Support</b>          | <b>\$3,339,705</b> | <b>\$3,682,273</b> | <b>\$3,640,802</b> | <b>\$3,519,497</b> | <b>-3.33%</b> |
| <b>Net General Tax Support</b>          | <b>100.00%</b>     | <b>98.40%</b>      | <b>100.00%</b>     | <b>100.00%</b>     |               |

## Expenditure History



## Staffing History



## Staffing by Program



|   | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|---------------|---------------|
| 1 Administration                        | 1.00         | 1.00         | 1.00          | 1.00          |
| 2 Brentsville District*                 | 2.00         | 2.00         | 3.00          | 3.00          |
| 3 Coles District*                       | 3.00         | 3.00         | 3.00          | 3.00          |
| 4 Potomac District*                     | 2.00         | 2.00         | 3.00          | 3.00          |
| 5 Gainesville District*                 | 3.00         | 3.00         | 3.00          | 3.00          |
| 6 Neabsco District*                     | 3.00         | 3.00         | 3.00          | 3.00          |
| 7 Occoquan District*                    | 2.00         | 2.00         | 3.00          | 3.00          |
| 8 Woodbridge District*                  | 3.00         | 3.00         | 3.00          | 3.00          |
| 9 Board-Chair*                          | 3.00         | 3.00         | 3.00          | 3.00          |
| <b>Full-Time Equivalent (FTE) Total</b> | <b>22.00</b> | <b>22.00</b> | <b>25.00</b>  | <b>25.00</b>  |

\*Seven Supervisors and the Chairman are not included in FTE totals.

## Strategic Plan Vision and Outcomes

The budget provides resources to allow Prince William County to pursue our community vision and our strategic goals:

*Prince William County is a community of choice with a strong, diverse economic base, where families and individuals choose to live and work and businesses choose to locate.*

**Economic Development** - The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.

# BOARD OF COUNTY SUPERVISORS

**Education** - The County will provide an educational environment rich in opportunities to increase educational attainment for workforce readiness, post-secondary education, and lifelong learning.

**Human Services** - The County will provide human services to individuals and families most at risk, through innovative and effective leveraging of state and federal funds and community partnerships.

**Public Safety** - The County will maintain safe neighborhoods and business areas and provide prompt response to emergencies.

**Transportation** - The County will provide a multi-modal transportation network that supports County and regional connectivity.

There is clear and convincing evidence that we are already becoming a community of choice:

- Our population grew 48% from 2000 to 2012. Families are choosing to live in Prince William, measured by our annual growth in student population of 2,500 students.
- Businesses are choosing to locate in Prince William. At place employment grew by 48% since 2000 (7% during the recession) and targeted employment - high paying jobs - increased by 61%, with over 15% growth during the recession.
- Wages have increased by 50% since 2000 and by 11% through the recession, with the highest wage increases in targeted areas - Finance/Insurance, Manufacturing, Company Management, Real Estate and Information Technology.
- For the third year in a row, Prince William County was named as one of the 100 best places in the nation for young people.
- Our citizens give us high marks - 90% say their quality of life meets their expectations, 85% say our government can be trusted to do the right thing, and 90% believe the County organization is effective and efficient.



## General Overview

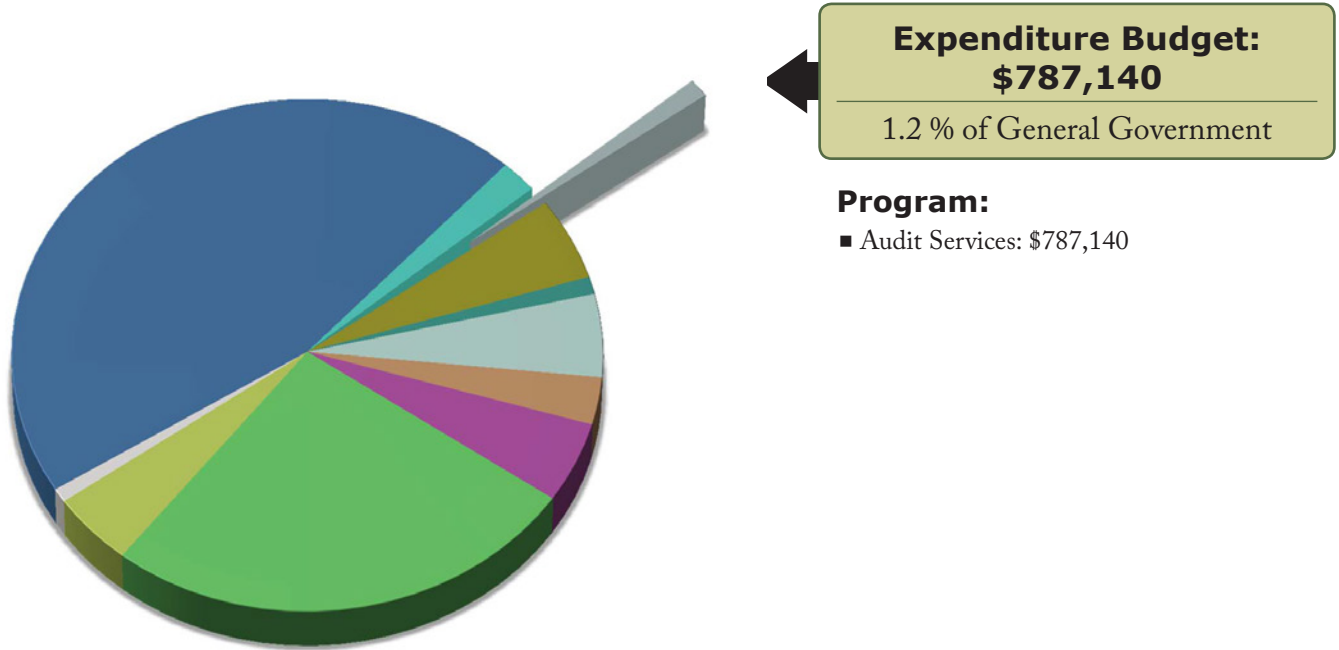
- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Board of County Supervisors (BOCS) technology bill increased by \$412 to \$107,362.
- B. Compensation Increase** - Compensation adjustments totaling \$44,518 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Mission Statement

Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County's system of internal controls and administers the contract(s) for any internal audit work performed by third-party independent contractors on behalf of the Board of County Supervisors and Board Audit Committee. Audit Services independently reports to the Board of County Supervisors through the Board Audit Committee.

Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline (703-792-6884) for reporting fraud, waste, or abuse of County resources.



**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

Audit Services does not provide a state or federal mandated service.

# AUDIT SERVICES

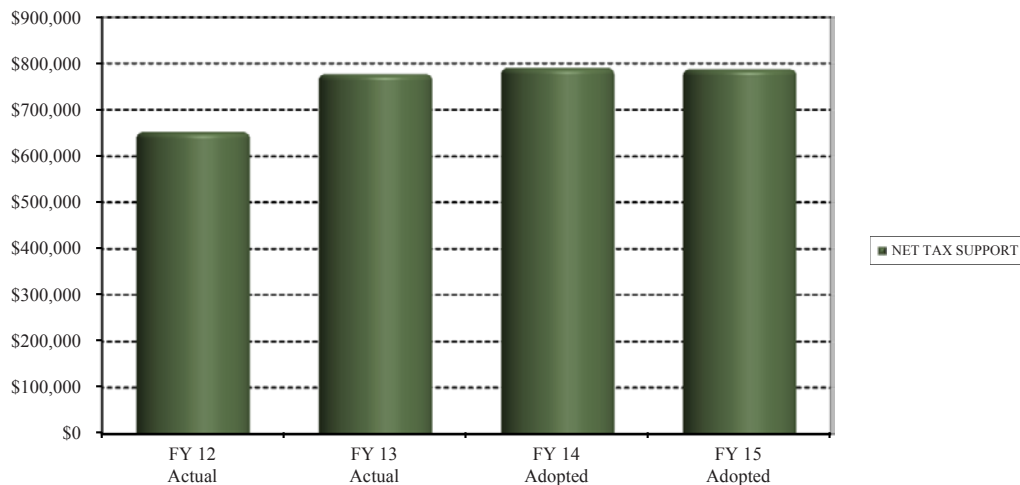
## Expenditure and Revenue Summary

| <b>Expenditure by Program</b> | <b>FY 12<br/>Actual</b> | <b>FY 13<br/>Actual</b> | <b>FY 14<br/>Adopted</b> | <b>FY 15<br/>Adopted</b> | <b>% Change<br/>Adopt 14/<br/>Adopted 15</b> |
|-------------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--|
| 1 Audit Services              | \$651,057               | \$776,783               | \$789,430                | \$787,140                | -0.29%                                       |
| <b>Total Expenditures</b>     | <b>\$651,057</b>        | <b>\$776,783</b>        | <b>\$789,430</b>         | <b>\$787,140</b>         | <b>-0.29%</b>                                |

### Expenditure by Classification

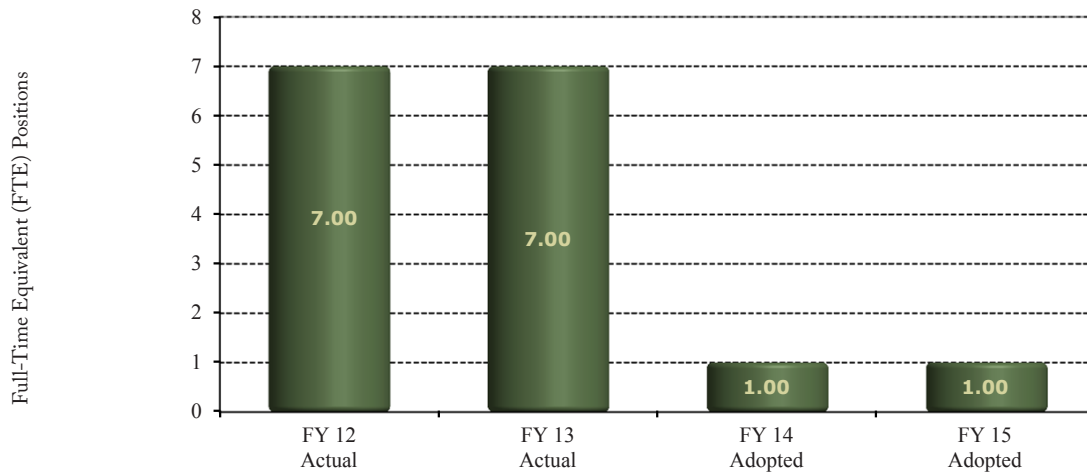
|                                |                  |                  |                  |                  |               |
|--------------------------------|------------------|------------------|------------------|------------------|---------------|
| 1 Personal Services            | \$472,819        | \$233,049        | \$82,120         | \$88,288         | 7.51%         |
| 2 Fringe Benefits              | \$130,546        | \$66,224         | \$26,591         | \$32,518         | 22.29%        |
| 3 Contractual Services         | \$480            | \$451,670        | \$644,958        | \$644,958        | 0.00%         |
| 4 Internal Services            | \$21,990         | \$19,070         | \$18,603         | \$4,218          | -77.33%       |
| 5 Other Services               | \$23,061         | \$5,330          | \$14,946         | \$17,158         | 14.80%        |
| 6 Leases & Rentals             | \$2,161          | \$1,440          | \$2,212          | \$0              | -100.00%      |
| <b>Total Expenditures</b>      | <b>\$651,057</b> | <b>\$776,783</b> | <b>\$789,430</b> | <b>\$787,140</b> | <b>-0.29%</b> |
| <b>Net General Tax Support</b> | <b>\$651,057</b> | <b>\$776,783</b> | <b>\$789,430</b> | <b>\$787,140</b> | <b>-0.29%</b> |
| <b>Net General Tax Support</b> | <b>100.00%</b>   | <b>100.00%</b>   | <b>100.00%</b>   | <b>100.00%</b>   |               |

## Expenditure History





## Staffing History



## Staffing by Program

|   | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|---------------|---------------|
| 1 Audit Services                        | 7.00         | 7.00         | 1.00          | 1.00          |
| <b>Full-Time Equivalent (FTE) Total</b> | <b>7.00</b>  | <b>7.00</b>  | <b>1.00</b>   | <b>1.00</b>   |

## Future Outlook

Based on the Risk Assessment done by McGladrey, the County's internal audit contractor, a three year audit plan was approved by the Board Audit Committee.

During FY 14 the internal audits have included and will include the following:

- Payroll/Timekeeping
- Parks & Recreation - Transition
- Business Continuity Planning
- Volunteer Fire Companies
- Transportation - Road Construction
- Human Resources - New Hires
- Social Services Operations
- Asset Management Follow-Up
- Transition Audits
- Update Risk Assessment

Although subject to change, the audits planned for FY 15 include:

- Accounts Payable/Purchasing Card
- Billing and Collection - Tax Assessments
- Public Works - Building and Ground Maintenance
- Volunteer Fire Companies
- DoIT - Remediation
- Human Resources Follow-Up
- Transition Audits
- Update Risk Assessment

## General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Audit Services' technology bill decreased by \$14,385 to \$4,131.
- B. Interdepartmental Shifts** - Audit Services shifted \$12,847 between accounting codes to align expenses more accurately in the budget. All the shifts are within the department and general fund.
- C. Compensation Increase** - Compensation adjustments totaling \$2,400 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Audit Services

Prince William County Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County’s system of internal controls designed by management to provide reasonable assurance that (1) County operations are effective, efficient, economical, and ethical; (2) financial statement records and reports are accurate, reliable, and complete; and (3) County personnel, programs, agencies, departments, and offices comply with all applicable laws and regulations. Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline (703-792-6884) for reporting fraud, waste, or abuse of County resources.

Audit Services works for the Board of County Supervisors and the Board Audit Committee; works with County senior management; and is accountable to the citizens of Prince William County. The values of Audit Services are integrity, independence, accountability, and reliability.

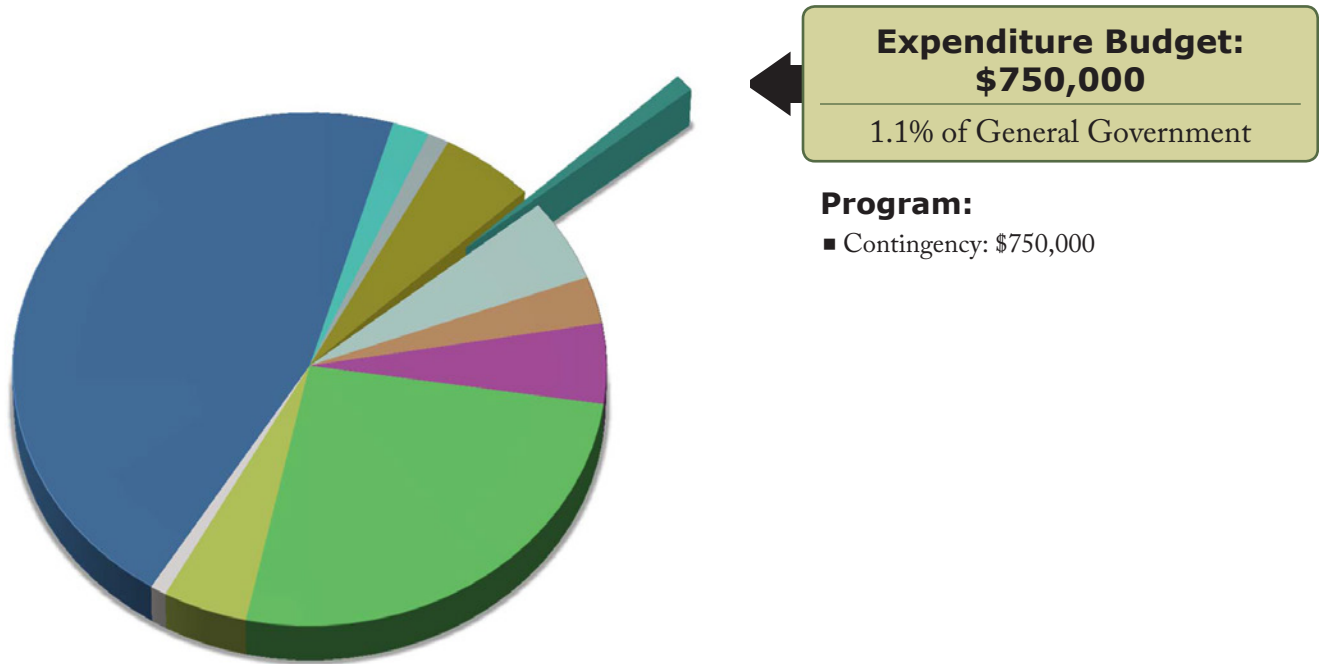
| Key Measures             | FY 12<br>Actual | FY 13<br>Actual | Trend | FY 14<br>Adopted | FY 15<br>Adopted |
|--------------------------|-----------------|-----------------|-------|------------------|------------------|
| Planned audits completed | —               | 100%            |       | 100%             | 100%             |

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

|   | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|---|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Internal Audit Engagements</b>                             | <b>\$441,993</b>        | <b>\$454,720</b>        | <b>\$672,190</b>         | <b>\$644,959</b>         |
| Internal audits completed                                     | 5                       | 5                       | 6                        | 6                        |
| <b>Internal Audit Administration</b>                          | <b>\$209,064</b>        | <b>\$322,063</b>        | <b>\$117,240</b>         | <b>\$142,182</b>         |
| Staff hours responding to hotline & performing investigations | —                       | 300                     | 300                      | 250                      |

# CONTINGENCY



**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

There is no federal or state requirement for a contingency budget. The Board of County Supervisors adopted the Principles of Sound Financial Management which require the County to maintain a minimum annual contingency budget of \$500,000.

# CONTINGENCY

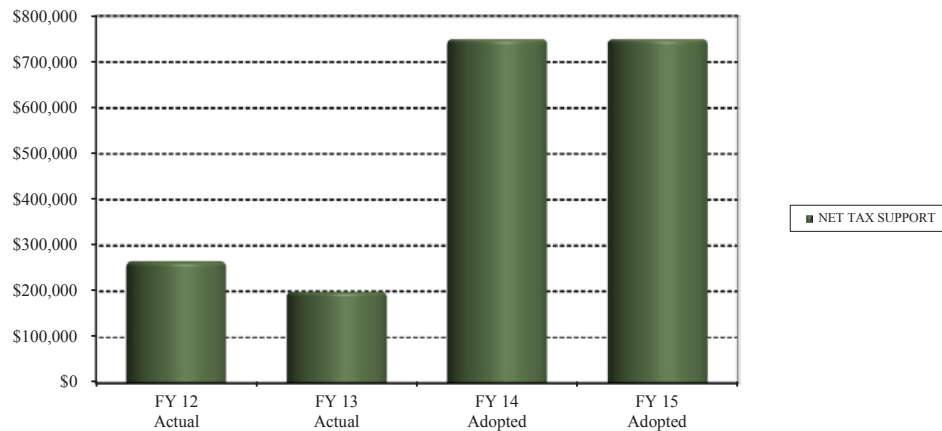
## Expenditure and Revenue Summary

| Expenditure by Program    | FY 12<br>Actual | FY 13<br>Actual | FY 14<br>Adopted | FY 15<br>Adopted | % Change<br>Adopt 14/<br>Adopted 15 |
|---------------------------|-----------------|-----------------|------------------|------------------|-------------------------------------|
| 1 Contingency             | \$265,404       | \$200,000       | \$750,000        | \$750,000        | 0.00%                               |
| <b>Total Expenditures</b> | \$265,404       | \$200,000       | \$750,000        | \$750,000        | 0.00%                               |

### Expenditure by Classification

|                                |           |           |           |           |       |
|--------------------------------|-----------|-----------|-----------|-----------|-------|
| 1 Other Services               | \$0       | \$0       | \$750,000 | \$750,000 | 0.00% |
| 2 Transfers Out                | \$265,404 | \$200,000 | \$0       | \$0       | —     |
| <b>Total Expenditures</b>      | \$265,404 | \$200,000 | \$750,000 | \$750,000 | 0.00% |
| <b>Net General Tax Support</b> | \$265,404 | \$200,000 | \$750,000 | \$750,000 | 0.00% |
| <b>Net General Tax Support</b> | 100.00%   | 100.00%   | 100.00%   | 100.00%   |       |

## Expenditure History

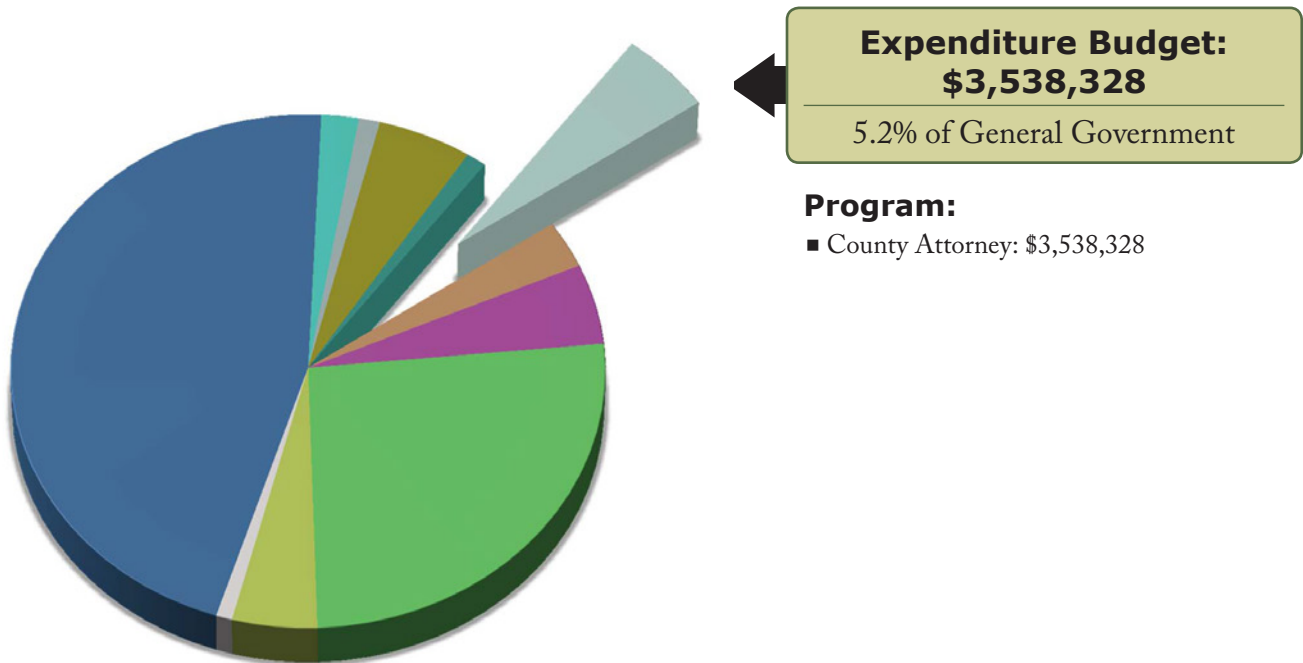


## General Overview

- A. A contingency is established within the General Fund to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls.
- B. The Principles of Sound Financial Management (PSFM) (Policy Statement 2.14) as adopted by the BOCS during FY 98 and amended in FY 13 calls for a minimum contingency of \$500,000 to be appropriated each fiscal year.
- C. Homeland Security Reserve Shift in FY 14 moved \$250,000 into the Contingency from the Homeland Security budget, bringing the total Contingency to \$750,000.

**Mission Statement**

The County Attorney’s Office provides quality and timely legal assistance, advice and litigation services to the Board of County Supervisors, the County Executive, departments, agencies and employees of Prince William County in the performance of their duties.



**General Government Expenditure Budget**  
**\$67,675,043**

**Mandates**

The Code of Virginia provides that with the appointment of a County Attorney, the Commonwealth Attorney is relieved of any duty to the locality regarding civil matters. All civil matters are handled by the County Attorney, including advising the governing body and all boards, departments, agencies, officials and employees of the locality, drafting or preparing ordinances, defending or bringing actions in which the local government or any of its boards, departments or agencies, or officials or employees are a party, and in any other manner advising or representing the local government, its boards, departments, agencies, officials and employees. The BOCS has enacted additional local mandates for which the County Attorney has responsibility.

State Code: [15.2-1542](#); [15.2-519](#); [63.2](#)

County Code: Chapter 2 ([Administration](#)), Chapter 5 ([Home Improvement Contractor License](#)), Chapter 5.6 ([Cable Television](#)), Chapter 9.1 ([Fire Prevention and Protection](#)), Chapter 10.1 ([Human Rights](#)), Chapter 16 ([Trespassing](#)), Chapter 20 ([Unclaimed Money and Property](#)), Chapter 22 ([Recycling](#)), Chapter 32 ([Zoning](#))

# COUNTY ATTORNEY

## Expenditure and Revenue Summary

| <b>Expenditure by Program</b> | <b>FY 12<br/>Actual</b> | <b>FY 13<br/>Actual</b> | <b>FY 14<br/>Adopted</b> | <b>FY 15<br/>Adopted</b> | <b>% Change<br/>Adopt 14/<br/>Adopted 15</b> |
|-------------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--|
| 1 County Attorney             | \$3,095,422             | \$3,511,990             | \$3,425,755              | \$3,538,328              | 3.29%  |
| <b>Total Expenditures</b>     | <b>\$3,095,422</b>      | <b>\$3,511,990</b>      | <b>\$3,425,755</b>       | <b>\$3,538,328</b>       | <b>3.29%</b>                                 |

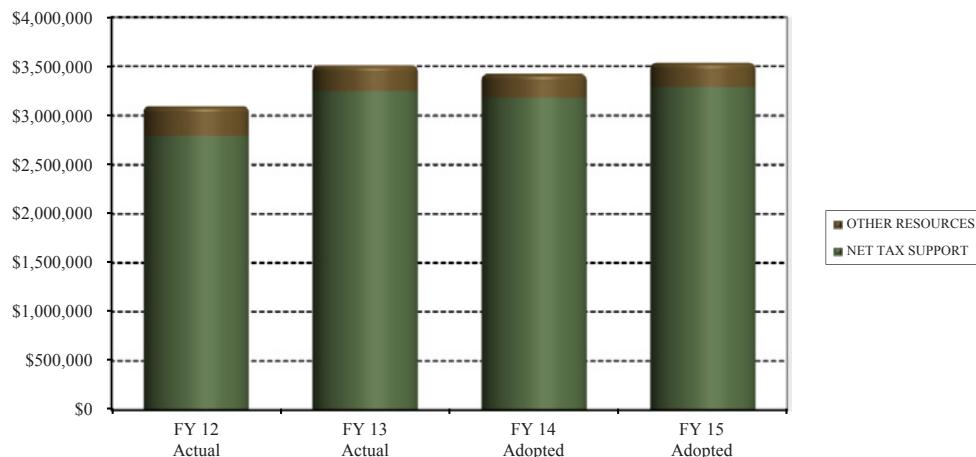
### Expenditure by Classification

|                            |                    |                    |                    |                    |              |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| 1 Personal Services        | \$2,230,815        | \$2,406,846        | \$2,477,950        | \$2,586,408        | 4.38%        |
| 2 Fringe Benefits          | \$643,438          | \$758,323          | \$773,239          | \$776,408          | 0.41%        |
| 3 Contractual Services     | \$33,123           | \$128,203          | \$56,014           | \$56,014           | 0.00%        |
| 4 Internal Services        | \$80,884           | \$96,235           | \$75,298           | \$76,244           | 1.26%        |
| 5 Other Services           | \$102,416          | \$118,035          | \$125,977          | \$125,977          | 0.00%        |
| 6 Capital Outlay           | \$0                | \$0                | \$1,128            | \$1,128            | 0.00%        |
| 7 Leases & Rentals         | \$4,746            | \$4,348            | \$4,845            | \$4,845            | 0.00%        |
| 8 Reserves & Contingencies | \$0                | \$0                | (\$88,696)         | (\$88,696)         | 0.00%        |
| <b>Total Expenditures</b>  | <b>\$3,095,422</b> | <b>\$3,511,990</b> | <b>\$3,425,755</b> | <b>\$3,538,328</b> | <b>3.29%</b> |

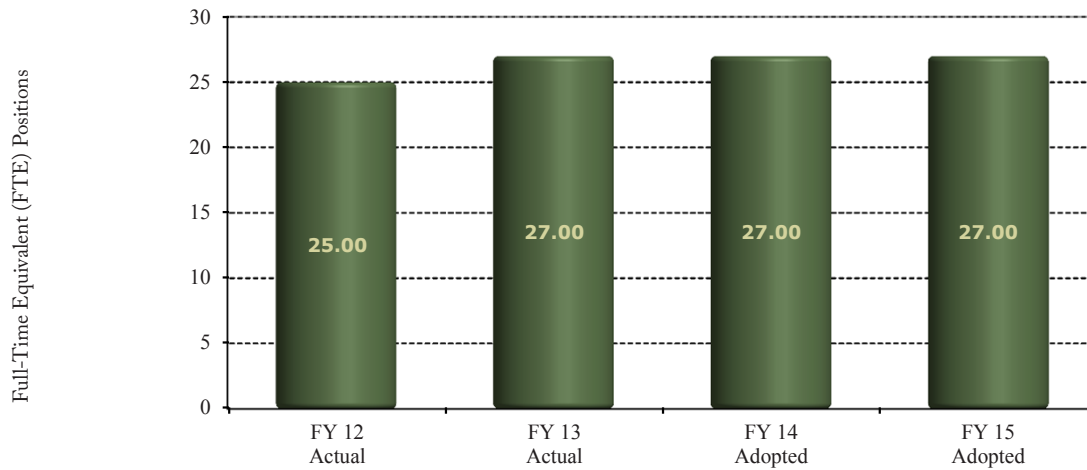
### Funding Sources

|   |                    |                    |                    |                    |              |
|---|--------------------|--------------------|--------------------|--------------------|--------------|
| 1 Charges for Services                  | \$248,000          | \$209,000          | \$180,186          | \$180,186          | 0.00%        |
| 2 Miscellaneous Revenue                 | \$6,318            | \$1,859            | \$15,000           | \$15,000           | 0.00%        |
| 3 Transfers In                          | \$50,000           | \$50,000           | \$50,000           | \$50,000           | 0.00%        |
| <b>Total Designated Funding Sources</b> | <b>\$304,318</b>   | <b>\$260,859</b>   | <b>\$245,186</b>   | <b>\$245,186</b>   | <b>0.00%</b> |
| <b>Net General Tax Support</b>          | <b>\$2,791,104</b> | <b>\$3,251,131</b> | <b>\$3,180,569</b> | <b>\$3,293,142</b> | <b>3.54%</b> |
| <b>Net General Tax Support</b>          | <b>90.17%</b>      | <b>92.57%</b>      | <b>92.84%</b>      | <b>93.07%</b>      |              |

## Expenditure History



## Staffing History



## Staffing by Program



|   | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|---------------|---------------|
| 1 County Attorney                       | 25.00        | 27.00        | 27.00         | 27.00         |
| <b>Full-Time Equivalent (FTE) Total</b> | <b>25.00</b> | <b>27.00</b> | <b>27.00</b>  | <b>27.00</b>  |

## Future Outlook

As with the County as a whole, the County Attorney's Office will be facing many future challenges. Primary among them will be the increased complexity in the nature of cases particularly in transportation and public safety; continued demands on time and resources related to transportation issues with the Northern Virginia Transportation Authority (NVTa) and compensation for condemnation; anticipated increases in property acquisitions by the County for the construction of new roads and improvements to existing roads throughout the County; anticipated increase in Freedom of Information Act requests (FOIAs) and subpoenas; and we also foresee an increase in personnel matters.

## General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the County Attorney's technology bill increased by \$946 to \$75,790.



**B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15, the County Attorney’s salary lapse changed by \$757 to -\$15,125.

**C. Compensation Increase** - Compensation adjustments totaling \$69,072 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### County Attorney

Provides legal assistance, advice to, and litigation representation for the Board of County Supervisors, the County Executive, departments, agencies and employees of Prince William County in the performance of their duties.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Claims/litigation cases closed with results satisfactory to the County                                 | 100%         | 100%         | ↔     | 100%          | 100%          |
| Thoroughness of response to client request for assistance (based on 4-point scale)                     | 4.0          | 3.9          | ↓     | 3.9           | 3.9           |
| Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days | 96.3%        | 96.0%        | ↓     | 94.0%         | 94.0%         |

↑ Trending Upward     
 ↔ Stable     
 ↓ Trending Downward

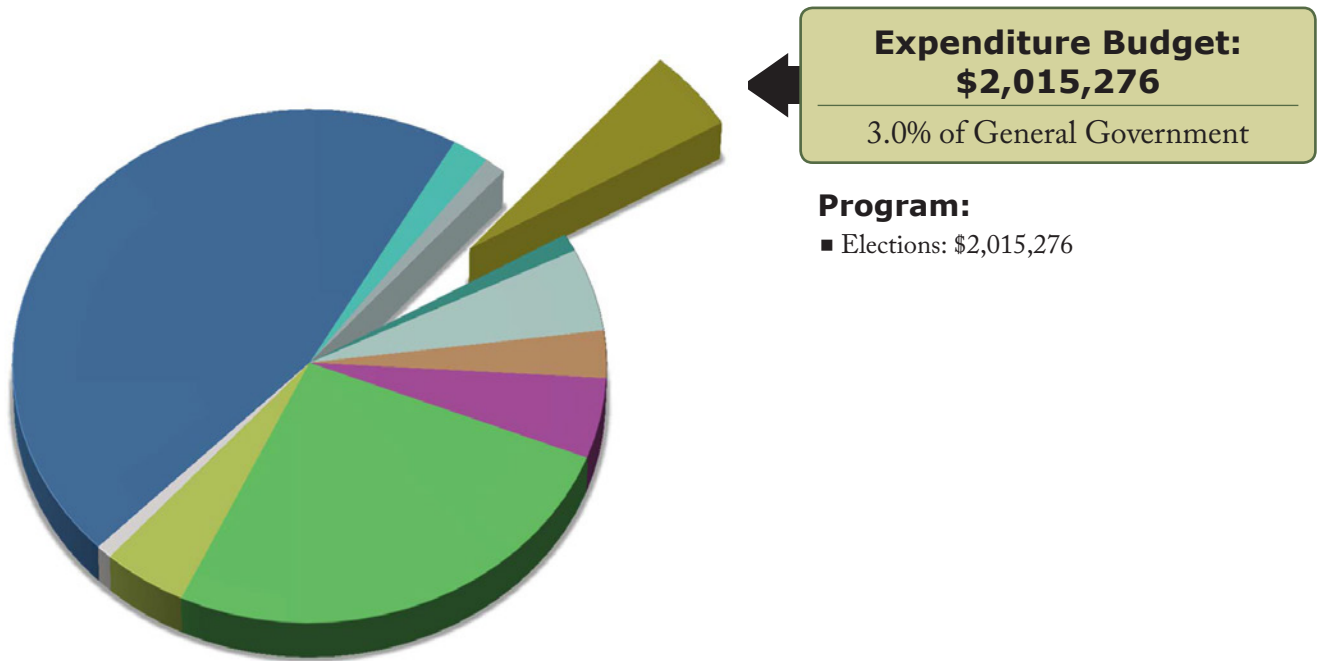
Program Activities & Workload Measures

|  | <b>FY 12</b><br><b><u>Actual</u></b> | <b>FY 13</b><br><b><u>Actual</u></b> | <b>FY 14</b><br><b><u>Adopted</u></b> | <b>FY 15</b><br><b><u>Adopted</u></b> |
|--|--------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
| <b>Legal Services</b>  | <b>\$2,876,681</b>                   | <b>\$3,283,708</b>                   | <b>\$1,986,139</b>                    | <b>\$1,826,857</b>                    |
| Average number of days to close Board of County Supervisors trackers                               | 24                                   | 35                                   | 14                                    | 14                                    |
| Requests for legal advice/assistance responded to  | —                                    | 991                                  | —                                     | 991                                   |
| FOIA requests responded to   | —                                    | 244                                  | —                                     | 244                                   |
| Staff time devoted to rendering legal opinion and advice relating to legal services activities     | 50%                                  | 85%                                  | 50%                                   | 80%                                   |
| <b>Collections</b>   | <b>\$75,070</b>                      | <b>\$78,230</b>                      | <b>\$355,512</b>                      | <b>\$572,325</b>                      |
| Delinquent Real Estate taxes collected prior to litigation   | —                                    | 72%                                  | —                                     | 72%                                   |
| Commercial Real Estate assessments challenges with results satisfactory to the County              | —                                    | 100%                                 | —                                     | 100%                                  |
| Staff time devoted to rendering legal opinion and advice relating to collections activities        | 54%                                  | 35%                                  | 54%                                   | 40%                                   |
| <b>Protective Services</b>   | <b>\$143,671</b>                     | <b>\$150,052</b>                     | <b>\$578,623</b>                      | <b>\$606,553</b>                      |
| Cases involving child abuse or neglect opened  | 393                                  | 373                                  | 375                                   | 375                                   |
| Cases involving child abuse or neglect closed  | 270                                  | 295                                  | 250                                   | 250                                   |
| Staff time devoted to rendering legal opinion and advice relating to protective service activities | 40%                                  | 40%                                  | 40%                                   | 40%                                   |
| <b>Transportation</b>  | <b>—</b>                             | <b>—</b>                             | <b>\$505,481</b>                      | <b>\$532,593</b>                      |
| Property acquisitions closed   | 53                                   | 73                                   | 50                                    | 50                                    |
| Transportation contracts reviewed  | 8                                    | 6                                    | 8                                     | 6                                     |
| Staff time devoted to providing legal opinion and advice relating to transportation activities     | 62%                                  | 70%                                  | 62%                                   | 65%                                   |

## Mission Statement

The mission of the Office of Elections is to:

- Provide equal opportunity for all qualified citizens of Prince William County to register to vote
- Maintain accurate voter records used in elections
- Conduct all elections at the highest level of professional standards, ensuring public confidence in the integrity of the results
- Be an information resource for citizens regarding voter registration, absentee voting, elections, and elected officials



**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

The Code of Virginia mandates the appointment of an electoral board in the County, the position of a General Registrar and the compensation, expenses and suitable office space for the General Registrar and associated staff.

State Code: [24.2-106](#) through [24.2-122](#)

# ELECTIONS

## Expenditure and Revenue Summary

| <b>Expenditure by Program</b> | <b>FY 12<br/>Actual</b> | <b>FY 13<br/>Actual</b> | <b>FY 14<br/>Adopted</b> | <b>FY 15<br/>Adopted</b> | <b>% Change<br/>Adopt 14/<br/>Adopted 15</b> |
|-------------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--|
| 1 Elections                   | \$1,470,826             | \$1,425,157             | \$2,110,111              | \$2,015,276              | -4.49%                                       |
| <b>Total Expenditures</b>     | <b>\$1,470,826</b>      | <b>\$1,425,157</b>      | <b>\$2,110,111</b>       | <b>\$2,015,276</b>       | <b>-4.49%</b>                                |

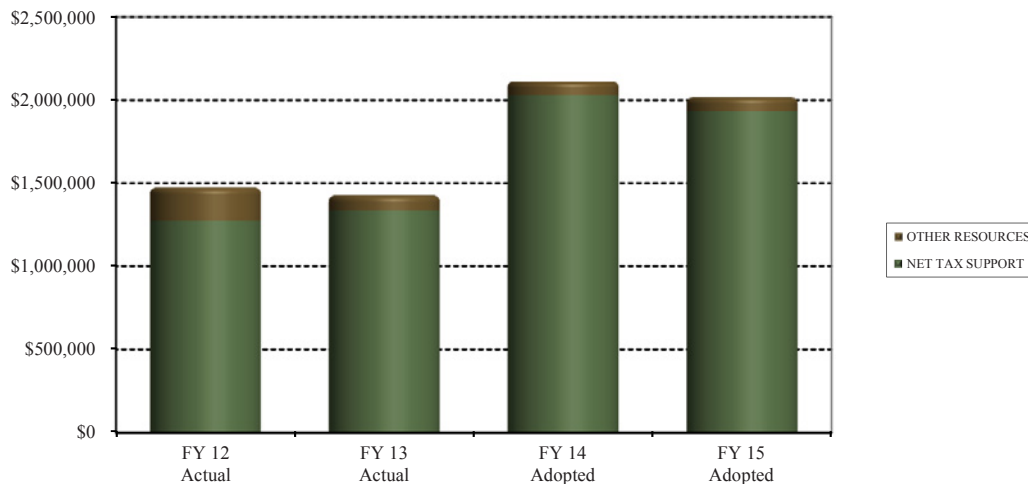
### Expenditure by Classification

|                           |                    |                    |                    |                    |               |
|---------------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| 1 Personal Services       | \$896,964          | \$658,212          | \$634,368          | \$646,642          | 1.93%         |
| 2 Fringe Benefits         | \$162,883          | \$181,886          | \$210,173          | \$219,474          | 4.43%         |
| 3 Contractual Services    | \$277,748          | \$452,455          | \$574,650          | \$469,650          | -18.27%       |
| 4 Internal Services       | \$47,767           | \$69,421           | \$107,656          | \$57,456           | -46.63%       |
| 5 Other Services          | \$77,429           | \$55,246           | \$75,540           | \$114,330          | 51.35%        |
| 6 Capital Outlay          | \$0                | \$0                | \$500,000          | \$500,000          | 0.00%         |
| 7 Leases & Rentals        | \$8,035            | \$7,937            | \$7,724            | \$7,724            | 0.00%         |
| <b>Total Expenditures</b> | <b>\$1,470,826</b> | <b>\$1,425,157</b> | <b>\$2,110,111</b> | <b>\$2,015,276</b> | <b>-4.49%</b> |

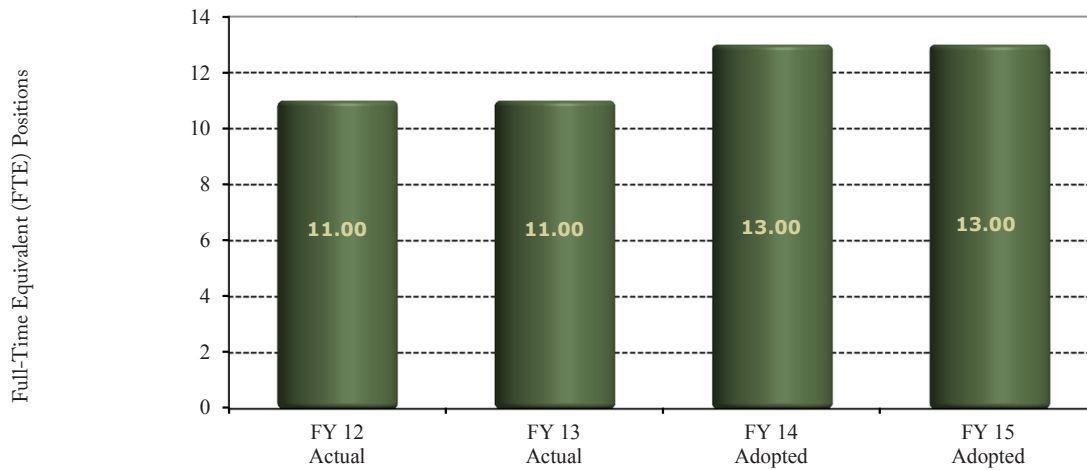
### Funding Sources

|   |                    |                    |                    |                    |               |
|---|--------------------|--------------------|--------------------|--------------------|---------------|
| 1 Revenue From Commonwealth             | \$174,027          | \$78,773           | \$83,669           | \$83,669           | 0.00%         |
| 2 Revenue From Other Localities         | \$0                | \$0                | \$0                | \$0                | —             |
| 3 Miscellaneous Revenue                 | \$10,933           | \$5,595            | \$0                | \$0                | —             |
| <b>Total Designated Funding Sources</b> | <b>\$184,960</b>   | <b>\$84,368</b>    | <b>\$83,669</b>    | <b>\$83,669</b>    | <b>0.00%</b>  |
| <b>Net General Tax Support</b>          | <b>\$1,285,866</b> | <b>\$1,340,789</b> | <b>\$2,026,442</b> | <b>\$1,931,607</b> | <b>-4.68%</b> |
| <b>Net General Tax Support</b>          | <b>87.42%</b>      | <b>94.08%</b>      | <b>96.03%</b>      | <b>95.85%</b>      |               |

## Expenditure History



## Staffing History



## Staffing by Program

|   | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|---------------|---------------|
| 1 Elections                             | 11.00        | 11.00        | 13.00         | 13.00         |
| <b>Full-Time Equivalent (FTE) Total</b> | <b>11.00</b> | <b>11.00</b> | <b>13.00</b>  | <b>13.00</b>  |

## Future Outlook

**Subdividing Existing Precincts** - Due to population growth, Prince William County had approximately a 10% increase in the number of registered voters from 2008 to 2012. There was also a corresponding increase in precinct size, which put stress on resources and led to inadequate service to voters in portions of the County during the 2012 November General Election. A bipartisan Elections Task Force was established by the Board of County Supervisors (BOCS) to offer guidance in addressing the service issues and improving future service. A top priority identified by the Elections Task Force is to subdivide precincts with more than 4,000 registered voters and to align them with the optimum of 3,500 voters per precinct. The Electoral Board is proposing a plan to subdivide the precincts that are currently over the 4,000 registered voter threshold. These subdivisions will result in sixteen new precincts requiring ongoing costs for additional Election Officer staffing; leasing of facilities; and storage, programing and transportation of voting machines to precincts.

**Voting Equipment** - The Task Force identified “old, obsolete” voting equipment as a primary cause of inadequate service to voters in the 2012 November General Election and recommends replacing the current inventory of direct-recording electronic (DRE) vote machines. Due to a statutory ban on the purchase of replacement DRE equipment, the Office of Elections is researching a new generation of optical scan systems that are State certified or on track for certification. Evaluation of two of these systems will include a public “Mock Election” in early 2014 for side by side comparison, performance assessment and community comment with the objective to roll out the new system by the November 2014 General Election. Additional peripheral voting equipment designed to increase precinct efficiency includes scanning devices to search for voters checking in at the poll book table. Two precincts successfully tested the scanners in a live election environment in November 2013.

**Other Task Force Recommendations** - The Task Force presented a list of primary, secondary and tertiary recommendations to the BOCS in an effort to improve the voter experience. In addition to new equipment and smaller precincts, these recommendations include using polling places with adequate parking and space, closing schools to all activities during Election Day, supporting legislation for no-excuse early voting and using a thirty minute maximum voting standard for precinct resource allocation. One essential resource that is a consistent need is the human element - the need for election officers to work in the polling place. Elections depend on having officers to staff the precinct and the Office of Elections continually solicits the community for additional workers to fill the need.

## General Overview

**A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency’s ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Election’s technology bill decreased by \$50,200 to \$57,456.

**B. Compensation Increase** - Compensation adjustments totaling \$19,572 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Elections

The Office of Elections is comprised of the Electoral Board, the General Registrar and Assistant Registrars. The Electoral Board appoints the General Registrar who serves the Board and appoints Assistant Registrars. The Office of Elections supervises all elections in Prince William County and is a State mandated office whose purpose is to register voters and maintain up to date voter registration records. In addition, the office receives and processes voter registration applications; provides voter registration applications; provides absentee voting prior to all elections; provides election related data to all citizens and candidates; accepts and certifies candidate filings; trains Officers of Elections to conduct each election; and certifies the results for each election.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| It is easy to register to vote (community survey)             | 97%          | 97%          | ↔     | 97%           | 97%           |
| Voting at polling places is quick and easy (community survey) | 96%          | 96%          | ↔     | 96%           | 96%           |

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

|   | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted      | FY 15 Adopted      |
|---|------------------|------------------|--------------------|--------------------|
| <b>Register Voters</b>                        | <b>\$471,380</b> | <b>\$567,127</b> | <b>\$460,728</b>   | <b>\$376,697</b>   |
| Transactions involving citizen voting records | 406,068          | 250,556          | 200,000            | 250,000            |
| Registered County Voters                      | 233,045          | 254,649          | 250,000            | 258,600            |
| <b>Conduct and Certify Elections</b>          | <b>\$999,446</b> | <b>\$858,030</b> | <b>\$1,649,383</b> | <b>\$1,638,579</b> |
| Election voter turnout                        | 81,975           | 202,230          | 87,000             | 129,300            |

#### A. Budget Initiatives

##### 1. Paper Ballots for Optical Scan Voting Equipment

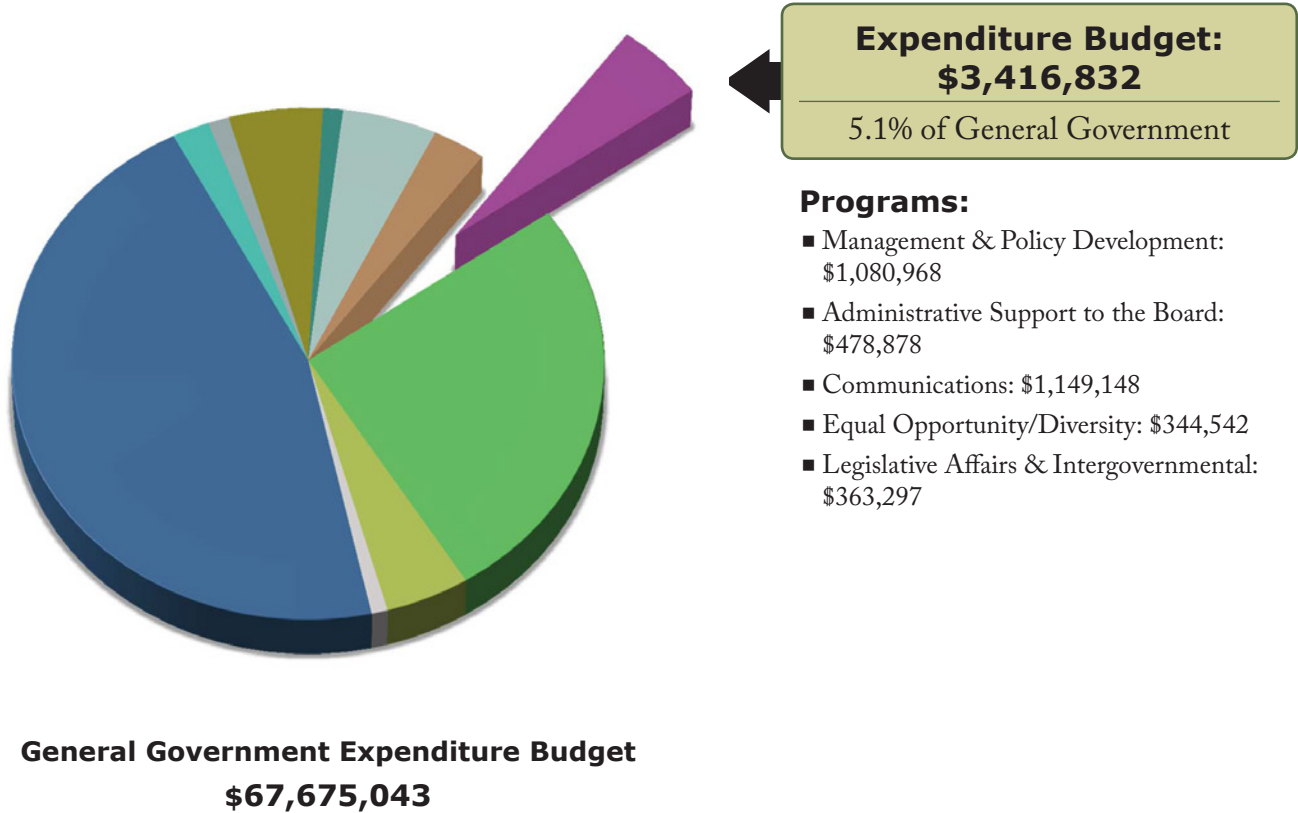
|                     |          |
|---------------------|----------|
| Expenditure         | \$38,790 |
| Revenue             | \$0      |
| General Fund Impact | \$38,790 |
| FTE Positions       | 0.00     |

**a. Description** - This initiative funds paper ballots for use in optical scan voting equipment. Beginning in November 2014, Prince William County elections will use digital optical scanned based voting equipment requiring the use of paper ballots. It is anticipated that there will be two elections during FY 15; a November 2014 General Election and party primary in June 2015. An additional \$20,688 will be required in FY 16 for paper ballots for a November 2015 General Election, a March 2016 Presidential Primary and a June 2016 party primary.

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

## Mission Statement

The Office of Executive Management will enhance the quality of life in Prince William County, achieve citizen satisfaction with the government and accomplish the goals of the Board of County Supervisors by successfully managing and leading the changing organization.



## Mandates

The County is organized as a county executive form of government in accordance with the Code of Virginia. The County operates under a mandate to safeguard and protect citizens from unlawful discrimination. The Office of Executive Management provides this service.

The Board of County Supervisors has enacted additional local mandates for which the Office of Executive Management has responsibility.

**State Code:** [15.2-500](#) thru [15.2-542](#); Chapter 39, [Virginia Human Rights Act](#)

**County Code:** Chapter 2 ([Government services planning, budgeting, and accountability](#))



# EXECUTIVE MANAGEMENT

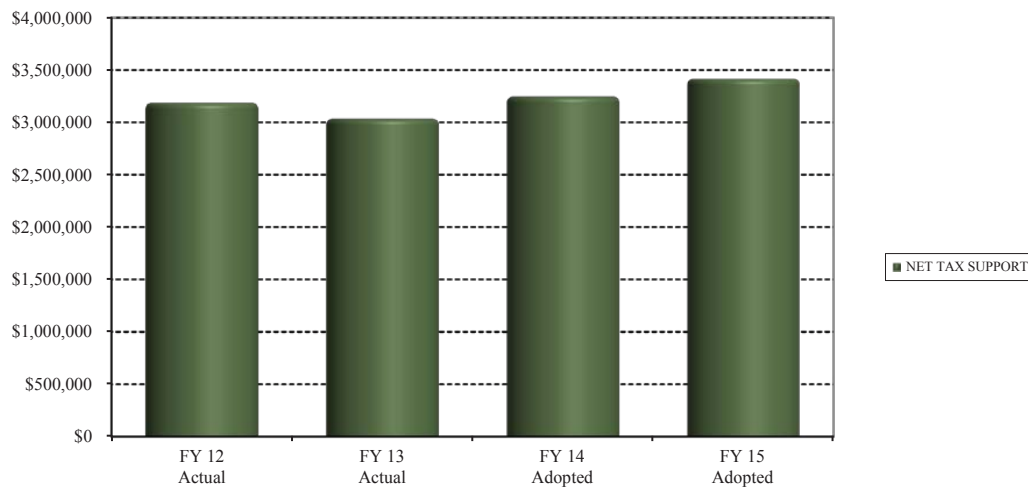
## Expenditure and Revenue Summary

| Expenditure by Program                      | FY 12              | FY 13              | FY 14              | FY 15              | % Change                |
|---|--------------------|--------------------|--------------------|--------------------|-------------------------|
|   | Actual             | Actual             | Adopted            | Adopted            | Adopt 14/<br>Adopted 15 |
| 1 Management & Policy Development           | \$1,358,548        | \$1,378,141        | \$1,384,493        | \$1,080,968        | -21.92%                 |
| 2 Administrative Support to the Board       | \$482,931          | \$406,090          | \$458,003          | \$478,878          | 4.56%                   |
| 3 Communications                            | \$1,052,231        | \$964,542          | \$1,077,946        | \$1,149,148        | 6.61%                   |
| 4 Equal Opportunity/Diversity               | \$292,702          | \$285,639          | \$325,319          | \$344,542          | 5.91%                   |
| 5 Legislative Affairs & Intergovt Relations | \$0                | \$0                | \$0                | \$363,297          | —                       |
| <b>Total Expenditures</b>                   | <b>\$3,186,412</b> | <b>\$3,034,413</b> | <b>\$3,245,761</b> | <b>\$3,416,832</b> | <b>5.27%</b>            |

### Expenditure by Classification

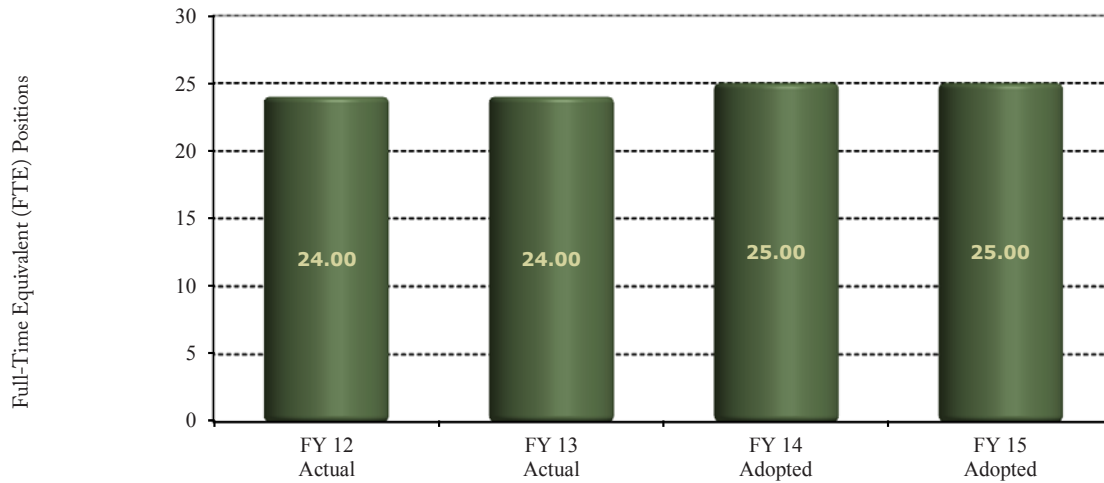
|   |                    |                    |                    |                    |              |
|---|--------------------|--------------------|--------------------|--------------------|--------------|
| 1 Personal Services                     | \$1,910,288        | \$1,873,168        | \$2,056,092        | \$2,185,884        | 6.31%        |
| 2 Fringe Benefits                       | \$563,311          | \$615,426          | \$662,088          | \$684,879          | 3.44%        |
| 3 Contractual Services                  | \$343,841          | \$288,499          | \$268,488          | \$268,488          | 0.00%        |
| 4 Internal Services                     | \$100,610          | \$102,667          | \$88,099           | \$101,587          | 15.31%       |
| 5 Other Services                        | \$258,145          | \$145,002          | \$155,214          | \$160,214          | 3.22%        |
| 6 Leases & Rentals                      | \$10,217           | \$9,651            | \$15,780           | \$15,780           | 0.00%        |
| <b>Total Expenditures</b>               | <b>\$3,186,412</b> | <b>\$3,034,413</b> | <b>\$3,245,761</b> | <b>\$3,416,832</b> | <b>5.27%</b> |
| <b>Total Designated Funding Sources</b> | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>—</b>     |
| <b>Net General Tax Support</b>          | <b>\$3,186,412</b> | <b>\$3,034,413</b> | <b>\$3,245,761</b> | <b>\$3,416,832</b> | <b>5.27%</b> |
| <b>Net General Tax Support</b>          | <b>100.00%</b>     | <b>100.00%</b>     | <b>100.00%</b>     | <b>100.00%</b>     |              |

## Expenditure History



# EXECUTIVE MANAGEMENT

## Staffing History



## Staffing by Program

|   | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|---------------|---------------|
| 1 Management & Policy Development           | 7.00         | 7.00         | 7.00          | 5.50          |
| 2 Administrative Support to the Board       | 5.00         | 5.00         | 5.00          | 5.00          |
| 3 Communications                            | 9.00         | 9.00         | 10.00         | 10.00         |
| 4 Equal Opportunity/Diversity               | 3.00         | 3.00         | 3.00          | 3.00          |
| 5 Legislative & Intergovernmental Relations | 0.00         | 0.00         | 0.00          | 1.50          |
| <b>Full-Time Equivalent (FTE) Total</b>     | <b>24.00</b> | <b>24.00</b> | <b>25.00</b>  | <b>25.00</b>  |

## Future Outlook

**Administration** - The Office of Executive Management (OEM) provides support to the Board of County Supervisors (BOCS) by implementing Board policy guidance and proposing recommendations and potential solutions to issues facing the community that are consistent with that policy guidance. The BOCS adopted Future Report 2030 articulates the long-term desires of the citizens of Prince William County. The BOCS Strategic Plan, which was developed with input from citizens of each magisterial district, provides goals and outcome measures to accomplish the vision espoused in that Future Report. OEM provides support to make certain the organization accomplishes those goals and outcome measures as they highlight the needs and desires of the community over the next four years.

**Clerk to the BOCS** - The Clerk and staff schedule and prepare data and information presented for BOCS consideration. Automation is becoming increasingly important to handle the voluminous amount of documentation created each year. Expectations for easy access to information by citizens, elected officials and staff are growing, and appropriate technologies can assist in meeting that demand. The Clerk will need to investigate future automation and bring these solutions to the BOCS for consideration.

**Communications** - The Communications Office is responsible for providing the public with timely and accurate information about Prince William County Government and BOCS policies. In Prince William County and throughout the nation, citizens are seeking opportunities to engage with local government. As technologies continue to advance, there is a heightened expectation for immediate and interactive access to information and the ability to communicate directly through online media. Therefore, it is imperative that local governments seize opportunities to engage citizens and to improve the customer experience for those who come in contact with local government. Citizen engagement is vital to Prince William County's success in delivering the services and products that residents demand. Enhanced citizen engagement allows citizens not only to understand what services and amenities they desire, but also for the County government to inform citizens what services and amenities are currently delivered to the community.

**Equal Employment Opportunities & Diversity** - Prince William County believes equality and diversity in thought and approach makes an organization stronger and more appealing to people and customers. OEM recognizes that good business is based on understanding others. Currently the County government has four generations in the workplace. Each generation is defined by certain core values, and therefore it is important to understand and acknowledge these differences. The County government must prepare now for the needs and expectations hyper-connected generations bring to the workplace.

**Legislative Affairs & Intergovernmental Relations** - Prince William County is part of a governmental network that serves citizens in partnership with the Commonwealth of Virginia, the federal government and increasingly, through regional efforts with neighboring local governments. The Legislative Affairs and Intergovernmental Relations program of OEM ensures optimal collaboration with those partners by advocating for the interests of the County. These activities include educating state and federal legislators on the practical implementation of policy at the local level and pursuing state and federal funds for County services and capital investments.

## General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 OEM's salary lapse changed by \$112 to - \$14,005.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 OEM's technology bill increased by \$13,488 to \$96,276.
- C. Resource Shift to Create New Program** - The budget includes a resource shift to create one new program in the department named Legislative Affairs & Intergovernmental Relations. The resources were formerly concentrated within an activity in the Management & Policy Development program. Descriptions for the activities and performance measures are included in the budget summary section on the following pages. The shift has no net fiscal impact.

**D. Compensation Increase** - Compensation adjustments totaling \$57,110 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Management & Policy Development

Manage policy development process for the BOCS, providing staff recommendations for the Board's consideration and responding to directives from the Board.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| Measures trending positively towards 4 year strategic goal target                     | 72%          | 77%          | ↑     | 100%          | 100%          |
| Overall quality of PWC services meets residents' expectations (community survey)      | 90%          | 90%          | ↔     | 90%           | 90%           |
| County provides efficient and effective services (community survey)                   | 90%          | 90%          | ↔     | 90%           | 90%           |
| County services and facilities are a fair value for the tax dollar (community survey) | 85%          | 85%          | ↔     | 85%           | 85%           |
| County employees are courteous and helpful (community survey)                         | 92%          | 92%          | ↔     | 92%           | 92%           |

↑ Trending Upward
↔ Stable
↓ Trending Downward

# EXECUTIVE MANAGEMENT

## Program Activities & Workload Measures

|   | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|---|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Effective &amp; Efficient Delivery of County Government Services</b> | <b>\$302,086</b>        | <b>\$235,083</b>        | <b>\$262,417</b>         | <b>\$363,506</b>         |
| AAA bond ratings  | 3                       | 3                       | 3                        | 3                        |
| <b>Strategic Planning</b>   | <b>\$134,861</b>        | <b>\$151,481</b>        | <b>\$147,252</b>         | <b>\$253,197</b>         |
| Projects completed  | 0                       | 1                       | 0                        | 1                        |
| <b>Policy Development</b>   | <b>\$247,710</b>        | <b>\$281,100</b>        | <b>\$277,591</b>         | <b>\$258,044</b>         |
| BOCS meetings   | 28                      | 26                      | 30                       | 30                       |
| <b>Board Response</b>   | <b>\$134,450</b>        | <b>\$151,485</b>        | <b>\$147,063</b>         | <b>\$206,221</b>         |
| Trackers responded to within 15 days                                    | 76%                     | 59%                     | 80%                      | 80%                      |
| <b>Legislative &amp; Intergovernmental Relations</b>                    | <b>\$471,415</b>        | <b>\$558,567</b>        | <b>\$550,116</b>         | —                        |
| Virginia House & Senate bills analyzed                                  | 2,876                   | 2,575                   | 2,700                    | —                        |

## Administrative Support to the Board

Manage the review process for BOCS meeting agenda items in accordance with the County's framework for analysis. Maintain compliance with Virginia law regarding public notice for meetings and public hearings.

| <b>Key Measures</b>   | <b>FY 12<br/>Actual</b> | <b>FY 13<br/>Actual</b> | <b>Trend</b> | <b>FY 14<br/>Adopted</b> | <b>FY 15<br/>Adopted</b> |
|---|-------------------------|-------------------------|--------------|--------------------------|--------------------------|
| BOCS agenda dispatch packages available to BOCS by deadline | 100%                    | 100%                    | ↔            | 100%                     | 100%                     |
| BOCS agenda/briefs available for citizens by deadline       | 100%                    | 100%                    | ↔            | 100%                     | 100%                     |

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

|  | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|--|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Administrative Support to the Board and Executive</b> | <b>\$482,931</b>        | <b>\$406,090</b>        | <b>\$458,003</b>         | <b>\$478,878</b>         |
| Ordinances processed                                     | 76                      | 64                      | 100                      | 100                      |
| Resolutions processed                                    | 970                     | 587                     | 1,000                    | 1,000                    |

## Communications

Support Prince William County Government by providing information to the public and promote citizen engagement with local government. The program identifies and implements appropriate strategies to allow the County government and its customers, stakeholders and employees to communicate effectively with one another.

| Key Measures                          | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---------------------------------------|--------------|--------------|-------|---------------|---------------|
| Total web page views                  | —            | —            |       | —             | 3m            |
| Online, print & video pieces produced | —            | —            |       | —             | 287           |
| Social media growth rate              | —            | —            |       | —             | 50%           |

↑ Trending Upward     ↔ Stable     ↓ Trending Downward

## Program Activities & Workload Measures

|                                  | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted    | FY 15 Adopted    |
|----------------------------------|------------------|------------------|------------------|------------------|
| <b>Information Dissemination</b> | <b>\$707,449</b> | <b>\$637,484</b> | <b>\$667,344</b> | <b>\$583,850</b> |
| Video views online               | —                | —                | —                | 35,000           |
| Social media reach               | —                | —                | —                | 250,000          |
| <b>Media Production</b>          | <b>\$344,782</b> | <b>\$327,058</b> | <b>\$410,602</b> | <b>\$565,298</b> |
| Email newsletters produced       | —                | —                | —                | 12               |
| BOCS meetings broadcast live     | —                | —                | —                | 100%             |

## Equal Opportunity/Diversity

Ensure compliance with federal and state laws, regulations, executive orders, ordinances and affirmative employment practices and procedures for County employees and applicants who seek employment by providing proactive prevention; proficient resolution; and strategic enforcement to achieve a non-discriminatory, retaliatory and harassment free work environment.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Diversity of County females representation                                 | 48%          | 49%          | ↑     | 45%           | 47%           |
| Diversity of County minority representation                                | 29%          | 29%          | ↔     | 15%           | 20%           |
| Management satisfaction with EEO consultation services                     | —            | 98%          |       | —             | 95%           |
| Internal EEO inquiries successfully resolved and closed without litigation | —            | 95%          |       | —             | 95%           |

↑ Trending Upward     ↔ Stable     ↓ Trending Downward

# EXECUTIVE MANAGEMENT

## Program Activities & Workload Measures

|   | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|---|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Inquiries &amp; Complaints (formerly Employee Relations)</b>             | <b>\$155,497</b>        | <b>\$153,324</b>        | <b>\$174,040</b>         | <b>\$184,676</b>         |
| EEO inquiries received  | 3,264                   | 3,417                   | 800                      | 1,600                    |
| <b>Compliance and Program Analysis (formerly EEO Training and Outreach)</b> | <b>\$137,205</b>        | <b>\$132,315</b>        | <b>\$151,279</b>         | <b>\$159,866</b>         |
| EEO trainings provided  | —                       | 42                      | 10                       | 15                       |

## Legislative Affairs & Intergovernmental Relations

Develop, implement and manage the County's intergovernmental and legislative initiatives, including acting as liaison with other government agencies and development and implementation of annual legislative program.

| <b>Key Measures</b>                             | <b>FY 12<br/>Actual</b> | <b>FY 13<br/>Actual</b> | <b>Trend</b> | <b>FY 14<br/>Adopted</b> | <b>FY 15<br/>Adopted</b> |
|---|-------------------------|-------------------------|--------------|--------------------------|--------------------------|
| State legislative program outcomes success rate | 50%                     | 83%                     | ↑            | 50%                      | 50%                      |

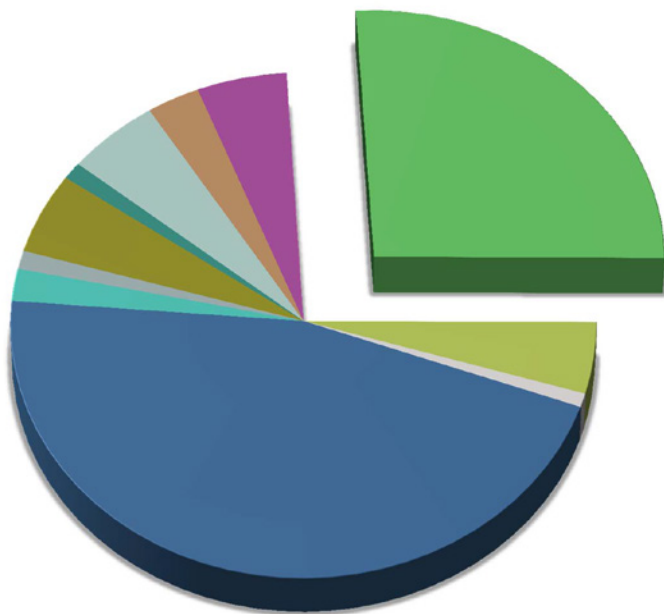
↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

|  | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|--|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Legislative Affairs &amp; Intergovernmental Relations</b> | <b>—</b>                | <b>—</b>                | <b>—</b>                 | <b>\$363,297</b>         |
| Virginia House & Senate bills analyzed                       | 2,876                   | 2,575                   | 2,700                    | 2,700                    |

## 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 and a team of employees committed to maintaining fiscal integrity and financial solvency of the County government.



**Expenditure Budget:**  
**\$17,597,627**  
 26.0% of General Government

### Programs:

- Financial Reporting & Control: \$4,497,603
- Risk Management: \$1,226,254
- Real Estate Assessments: \$3,238,201
- Purchasing: \$1,167,381
- Tax Administration: \$5,758,933
- Treasury Management: \$1,093,915
- Director's Office: \$615,341

**General Government Expenditure Budget**  
**\$67,675,043**

## 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 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](#); [15.2-716.1](#)

**County Code:** Chapter 2 ([Government Services](#)), Chapter 2.5 ([Alarm Systems](#)), Chapter 3 ([Amusements](#)), Chapter 4 ([Dog License](#)), Chapter 9.1 ([Planning, budgeting, accountability and purchasing](#)), Chapter 11.1 ([Licenses](#)), Chapter 13 ([Motor Vehicles](#)), 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

|                                 | FY 12<br>Actual     | FY 13<br>Actual     | FY 14<br>Adopted    | FY 15<br>Adopted    | % Change<br>Adopt 14/<br>Adopted 15 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------------|
| <b>Expenditure by Program</b>   |                     |                     |                     |                     |                                     |
| 1 Financial Reporting & Control | \$4,392,471         | \$4,320,061         | \$4,436,217         | \$4,497,603         | 1.38%                               |
| 2 Risk Management               | \$990,930           | \$1,062,074         | \$1,179,707         | \$1,226,254         | 3.95%                               |
| 3 Real Estate Assessments       | \$2,870,278         | \$3,090,404         | \$3,089,165         | \$3,238,201         | 4.82%                               |
| 4 Purchasing                    | \$823,279           | \$968,822           | \$1,053,401         | \$1,167,381         | 10.82%                              |
| 5 Tax Administration            | \$5,108,318         | \$5,241,455         | \$5,474,901         | \$5,758,933         | 5.19%                               |
| 6 Treasury Management           | \$884,363           | \$1,008,554         | \$1,061,697         | \$1,093,915         | 3.03%                               |
| 7 Director's Office             | \$706,166           | \$700,883           | \$661,663           | \$615,341           | -7.00%                              |
| <b>Total Expenditures</b>       | <b>\$15,775,806</b> | <b>\$16,392,254</b> | <b>\$16,956,751</b> | <b>\$17,597,627</b> | <b>3.78%</b>                        |

### Expenditure by Classification

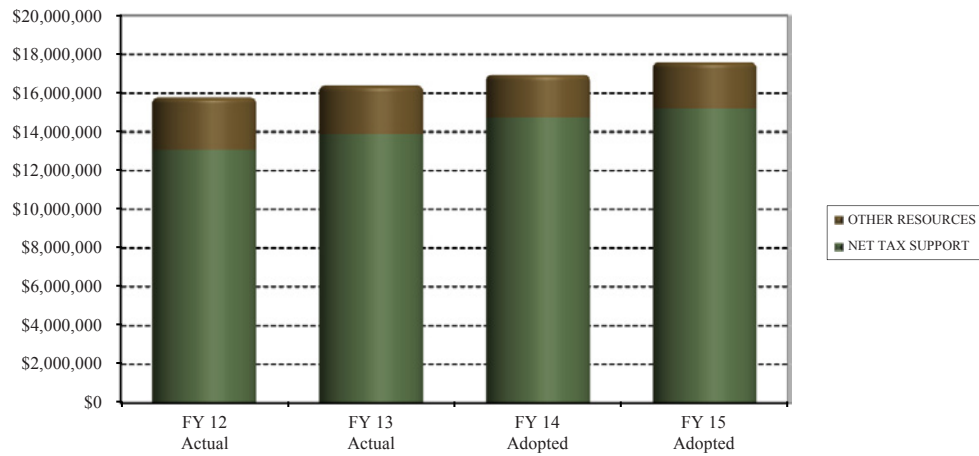
|                              |                     |                     |                     |                     |              |
|------------------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| 1 Personal Services          | \$8,554,780         | \$8,649,692         | \$9,322,068         | \$9,702,578         | 4.08%        |
| 2 Fringe Benefits            | \$2,812,674         | \$3,120,092         | \$3,369,696         | \$3,335,576         | -1.01%       |
| 3 Contractual Services       | \$1,542,484         | \$1,501,382         | \$1,571,495         | \$1,646,595         | 4.78%        |
| 4 Internal Services          | \$1,969,863         | \$2,196,017         | \$2,232,668         | \$2,338,704         | 4.75%        |
| 5 Other Services             | \$860,536           | \$888,336           | \$828,143           | \$935,993           | 13.02%       |
| 6 Capital Outlay             | \$0                 | \$0                 | \$17,909            | \$17,909            | 0.00%        |
| 7 Leases and Rentals         | \$35,468            | \$36,734            | \$47,784            | \$53,284            | 11.51%       |
| 8 Reserves and Contingencies | \$0                 | \$0                 | (\$433,012)         | (\$433,012)         | 0.00%        |
| <b>Total Expenditures</b>    | <b>\$15,775,806</b> | <b>\$16,392,254</b> | <b>\$16,956,751</b> | <b>\$17,597,627</b> | <b>3.78%</b> |

### Funding Sources

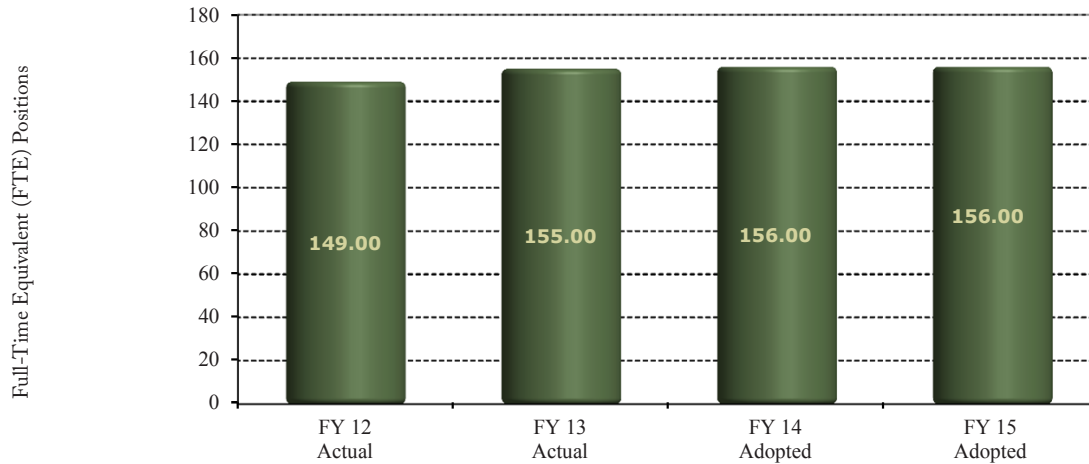
|  |                     |                     |                     |                     |              |
|--|---------------------|---------------------|---------------------|---------------------|--------------|
| 1 General Property Taxes                         | \$1,555,192         | \$1,565,477         | \$1,338,915         | \$1,481,665         | 10.66%       |
| 2 Permits, Privilege Fees and Regulatory License | \$560               | \$80                | \$250               | \$250               | 0.00%        |
| 3 Fines and Forfeitures                          | \$19,230            | \$21,903            | \$12,000            | \$12,000            | 0.00%        |
| 4 Revenue From Use of Money and Property         | \$107,557           | \$168,756           | \$7,200             | \$7,200             | 0.00%        |
| 5 Charges for Services                           | \$128,800           | \$128,800           | \$145,181           | \$125,181           | -13.78%      |
| 6 Miscellaneous Revenue                          | \$27,473            | \$8,538             | \$81,338            | \$81,338            | 0.00%        |
| 7 Revenue From Commonwealth                      | \$587,557           | \$593,257           | \$559,724           | \$559,724           | 0.00%        |
| 8 Transfers In                                   | \$278,908           | \$20,425            | \$56,200            | \$104,950           | 86.74%       |
| <b>Total Designated Funding Sources</b>          | <b>\$2,705,276</b>  | <b>\$2,507,237</b>  | <b>\$2,200,808</b>  | <b>\$2,372,308</b>  | <b>7.79%</b> |
| <b>Net General Tax Support</b>                   | <b>\$13,070,530</b> | <b>\$13,885,017</b> | <b>\$14,755,943</b> | <b>\$15,225,319</b> | <b>3.18%</b> |
| <b>Net General Tax Support</b>                   | <b>82.85%</b>       | <b>84.70%</b>       | <b>87.02%</b>       | <b>86.52%</b>       |              |

# FINANCE

## Expenditure History



## Staffing History



## Staffing by Program

|   | FY 12 Actual  | FY 13 Actual  | FY 14 Adopted | FY 15 Adopted |
|---|---------------|---------------|---------------|---------------|
| 1 Financial Reporting & Control         | 25.00         | 27.00         | 24.00         | 24.00         |
| 2 Risk Management                       | 8.00          | 8.00          | 10.00         | 10.00         |
| 3 Real Estate Assessments               | 33.00         | 34.00         | 34.00         | 34.00         |
| 4 Purchasing                            | 10.00         | 12.00         | 13.00         | 13.00         |
| 5 Tax Administration                    | 61.00         | 63.00         | 64.00         | 64.00         |
| 6 Treasury Management                   | 8.00          | 7.00          | 7.00          | 7.00          |
| 7 Director's Office                     | 4.00          | 4.00          | 4.00          | 4.00          |
| <b>Full-Time Equivalent (FTE) Total</b> | <b>149.00</b> | <b>155.00</b> | <b>156.00</b> | <b>156.00</b> |

## Future Outlook

**Debt Capacity** - The County is growing rapidly which creates additional demand for services and the capital infrastructure to support them. Whether it is additional police and fire personnel with additional stations needed for public safety, more schools to house the growing student population, additional libraries to meet the needs of a growing population or more roads to support the ever growing demands to ease traffic congestion, the County will be looking to utilize its Triple AAA credit rating to provide low cost financing for these important capital projects.

The County's Principles of Sound Financial Management sets out very specific policy limits on how much debt the County is permitted to incur. The primary metrics are that the level of annual debt service should not exceed 10% of total revenue or 3% of land book assessments. While today we are within both of these limits, the need for roads, parks, public safety and school facilities will quickly consume the remainder of our debt capacity. The equation is a simple one, the solution is not. The County must either increase its revenues or it must reduce its capital improvement plan, either of which will create additional debt capacity. Absent these actions, the only other alternative upon reaching capacity is to suspend debt issuances and employ cash-to-capital until further capacity becomes available through the course of normal principal reduction payments, or through growth in the tax base. It is important to note that this alternative would significantly slow down the construction of needed facilities.

**Federal Government Tax Policy** - Closely related to the debt capacity issue is the direction of federal government tax policy with regard to the tax exemption currently afforded to municipalities. The question at hand is whether the federal tax code will continue to allow municipalities to issue fully tax exempt debt. If the tax exemption is abandoned, or even capped, it will result in higher interest costs for debt issuances. The hidden impact is the reduction of future debt capacity. If future debt service becomes more expensive, it will reduce available debt capacity more quickly, leading to higher costs and fewer projects.

**Technology** - The County is faced with the need to replace many of its core financial systems due to obsolescence and the need for improved technology to support a growing community and more complex financial activities. The Finance Department is embarking on the replacement of its financial management system (Performance), originally implemented in 1998, with a new Enterprise Resource Planning (ERP) system. This endeavor will require significant staff hours and resources from across the organization over a period of 18 to 24 months to ensure success. In addition, the Finance Department will be replacing its Tax Administration System, the primary tool used for the collection of general revenues. This project follows on the heels of the successful replacement of the Real Estate Assessment System, which derives the values for the County's major source of revenue – real estate taxes. Finally, technological shifts at the state level are impacting the local level. The Commonwealth is in the midst of a technology upgrade to its Virginia Retirement System (VRS), known as VRS Modernization. This overhaul has a tremendous trickle-down effect on local governments as much of the maintenance and monitoring efforts have been shifted from the State to localities, significantly impacting the workload of both the Finance Department and Human Resources Office.

**Internal Controls** - An on-going priority of Prince William County is strong internal controls. As the lead department for this government-wide initiative, Finance continues to promulgate the need and tools for a strong internal control environment. The control environment is ever-changing due to turnover of key staff and leadership, technological changes, new business processes and lines of business, consolidations, and regulatory and statutory changes. Therefore, internal controls must be continually re-evaluated and modified to ensure they are still relevant and operating as intended. Through the work of the Internal Control Council and its Internal Controls & Ethics Accountability Program a formalized process is now in place to assess control risks throughout the organization. In addition, new policies and procedures have been developed and/or updated for high-risk areas and more will be developed/updated as needed. The challenge Finance faces is lean staffing levels for the general administration of County government. Administrative support to the organization is critical to ensure strong controls, timely processing of transactions and accurate, reliable information for reporting and decision-making. As an example the Real Estate Assessments Division and the Tax Administration Division have 25% and 40% less staff, respectively, than other Virginia jurisdictions of comparable size.

**Government Accounting Standards Board (GASB)** - The GASB continues to issue new accounting pronouncements that change the way local governments must account for and report certain transactions. One new standard, No. 68, will have tremendous impact on the County's level of effort to report its pension obligations. GASB No. 68 will now require the County, including the School Board Component Unit, to report its unfunded pension obligation as a liability, rather than the current footnote disclosure, using new, more conservative assumptions. The implementation of this standard will be a significant effort for Finance in the coming years.

## General Overview

- A. Board of Equalization** - The Board of Equalization (BOE), which is comprised of eight County taxpayers and holds public hearings for individual taxpayers who file applications for assessment reconsideration, is shifting into the Finance Department. Historically, the BOE has been a separate agency; however, like other BOCS appointed boards, the costs associated with boards should be included within the related department budget. The amount shifted into the Real Estate Assessments program is \$54,288.
- B. Print Shop Services** - Every year Finance prints and mails tax bills. Prior to FY 14, the Department of Information Technology (DoIT) leased a printer for these mass mailings. However, when the lease expired in FY 14 it was determined that the Prince William County Print Shop has the capability to print these bills.
- C. Internal Service Fund (ISF) Fleet Billing** - The County allocates fleet costs to agencies through an ISF. Fleet Management is responsible for fuel, repairs and maintenance for County vehicles and equipment. In previous fiscal years, some of the general fund fleet budget was unallocated, within Non-Departmental. Using FY 13 actuals the budget is being shifted to better reflect actual fleet costs within the agencies. In FY 15, Finance fleet budget increased by \$9,992.
- D. Change in Revenue Source** - In FY 11, the Treasury Management division added subscriptions to the Bloomberg financial system to provide instantaneous market data for more timely and accurate pricing on the purchase and sales of securities. The Treasury Management division invests all County funds and prior to the Park Authority becoming a county agency, Finance received a \$20,000 investment fee from the Park Authority. This revenue helped offset the annual Bloomberg subscription. Since the Park Authority is no longer a separate entity, the revenue to offset the subscription will be administrative fees on delinquent taxes collected by the Tax Administration division.
- E. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15, Finance's salary lapse changed by \$3,783 to - \$87,389.
- F. ISF Technology Billing** - The County allocates all technology costs to agencies through an ISF. DoIT annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Finance's technology bill increased by \$84,694 to \$2,298,204.

**G. Compensation Increase** - Compensation adjustments totaling \$182,995 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Financial Reporting & Control

The Financial Reporting & Control program maintains the County's books and records in accordance with Generally Accepted Accounting Principles (GAAP) and complies with the Single Audit Act of 1984, as amended. The program manages and coordinates the annual audit of the County's financial statements as required by the Code of Virginia. Program activities include making payments to employees and vendors and all related tax reporting to federal and state agencies.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Receive Certificate of Achievement for Excellence in Financial Reporting | Yes          | Yes          | ↔     | Yes           | Yes           |
| Compliance with relevant Principles of Sound Financial Management        | 100%         | 100%         | ↔     | 100%          | 100%          |
| Audit adjustments  | 0            | 2            | ↑     | <5            | <5            |

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

|  | FY 12 Actual       | FY 13 Actual       | FY 14 Adopted      | FY 15 Adopted      |
|--|--------------------|--------------------|--------------------|--------------------|
| <b>Pay Bills</b>                               | <b>\$366,099</b>   | <b>\$385,485</b>   | <b>\$366,171</b>   | <b>\$376,787</b>   |
| Vendor transactions                            | 148,385            | 154,481            | 150,000            | 150,000            |
| <b>Maintain the County's Financial Records</b> | <b>\$3,413,743</b> | <b>\$3,389,302</b> | <b>\$3,557,930</b> | <b>\$3,613,280</b> |
| Financial transactions                         | 484,384            | 485,330            | 490,000            | 490,000            |
| Capital asset transactions                     | 2,744              | 3,183              | 2,400              | 2,700              |
| <b>Payroll Processing</b>                      | <b>\$612,629</b>   | <b>\$545,273</b>   | <b>\$512,116</b>   | <b>\$507,536</b>   |
| Payroll payments                               | 102,768            | 107,964            | 97,000             | 123,700            |

## A. Budget Initiatives

### 1. Increase General Government Application Support

|                     |          |
|---------------------|----------|
| Expenditure         | \$48,750 |
| Revenue             | \$48,750 |
| General Fund Impact | \$0      |
| FTE Positions       | 0.00     |

**a. Description** - This initiative funds 85% of the increase in maintenance support of the general government technology systems. The maintenance is funded in the Technology Improvement Plan (TIP) Holding Account and the budget is located in Finance’s 4000 series, providing revenue to the Information Technology internal service fund. The remaining 15% of the maintenance and staff is funded in the Human Resources budget. Finance’s share of the maintenance support for general government systems in the TIP totals \$4,280,994, FY 16 through FY 19.

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

## Risk Management

The Risk Management program manages and administers the County’s occupational safety and health, environmental and insurance programs including the Prince William Self Insurance Group. Environmental, Health and Safety and Claims Management activities are included. Oversight ranges from policy development, financial management, data collection and insurance premium negotiations to payment and employee communication and training.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| Injury Incident Rate (IIR) - Countywide                       | 5.67         | 6.07         | ↑     | 6.22          | 5.82          |
| DART Rate – Countywide (Days away, restricted or transferred) | 4.13         | 4.13         | ↔     | 4.04          | 4.04          |
| Preventable Collision Frequency Rate - Countywide             | 11.8         | 9.7          | ↓     | 10.7          | 10.7          |

↑ Upward Trend
↔ Stable Trend
↓ Downward Trend

## Program Activities & Workload Measures

|                                 | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted      | FY 15 Adopted      |
|---------------------------------|------------------|------------------|--------------------|--------------------|
| <b>Risk Management</b>          | <b>\$808,370</b> | <b>\$912,532</b> | <b>\$1,015,129</b> | <b>\$1,056,315</b> |
| Incidents reported              | 1,257            | 1,534            | <1,200             | <1,200             |
| Safety inspections made         | 64               | 76               | 104                | 104                |
| <b>Environmental Management</b> | <b>\$182,560</b> | <b>\$149,542</b> | <b>\$164,577</b>   | <b>\$169,939</b>   |
| Environmental audits            | 4                | 9                | 2                  | 6                  |
| Environmental inspections       | 27               | 37               | 22                 | 22                 |

## Real Estate Assessments

The Real Estate Assessments program annually assesses all real property in Prince William County, maintains property ownership records, and administers the County's tax relief programs. In order to perform these duties, the Real Estate Assessments Office gathers and maintains data on every property in the County. The Real Estate Assessments 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   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Overall accuracy in annual assessment                                | 92.9%        | 93.1%        | ↑     | 92.0%         | 92.0%         |
| Appealed real estate assessments upheld by the Board of Equalization | 94%          | 96%          | ↑     | 90%           | 90%           |

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

|   | FY 12 Actual       | FY 13 Actual       | FY 14 Adopted      | FY 15 Adopted      |
|---|--------------------|--------------------|--------------------|--------------------|
| <b>Mass Appraisal of Real Property</b>                  | <b>\$2,262,791</b> | <b>\$2,451,483</b> | <b>\$2,510,770</b> | <b>\$2,629,048</b> |
| Sales transferring ownership of property                | 12,373             | 12,601             | 12,000             | 12,000             |
| Sales verified to establish the assessments             | 8,531              | 9,328              | 8,000              | 8,000              |
| Parcels per appraiser                                   | 6,374              | 6,298              | 6,100              | 6,220              |
| <b>Customer Service</b>                                 | <b>\$607,487</b>   | <b>\$638,920</b>   | <b>\$578,395</b>   | <b>\$609,153</b>   |
| Total inquiries   | 17,084             | 12,780             | 14,000             | 14,000             |
| Internet user sessions on Real Property Assessment site | 540,347            | 515,723            | 500,000            | 520,000            |

## Purchasing

The Purchasing Office provides County agencies with the means to obtain quality goods and services for the best value, while complying with applicable federal, state and county procurement regulations.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Vendors who rate the procurement process as good or excellent      | 95%          | 94%          | ↓     | 93%           | 93%           |
| Customers rating their purchasing experiences as good or excellent | 96%          | 93%          | ↓     | 93%           | 93%           |
| Solicitations and awards without protest                           | 96%          | 99%          | ↑     | 95%           | 95%           |

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

|                                   | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|-----------------------------------|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Procure Goods and Services</b> | <b>\$823,279</b>        | <b>\$968,822</b>        | <b>\$1,053,401</b>       | <b>\$1,167,381</b>       |
| Solicitations issued annually     | 75                      | 77                      | —                        | 75                       |

### A. Budget Initiatives

#### 1. Postage Increase

|                     |         |
|---------------------|---------|
| Expenditure         | \$3,000 |
| Revenue             | \$3,000 |
| General Fund Impact | \$0     |
| FTE Positions       | 0.00    |

**a. Description** - Due to the increased cost for mailing postcards to potential vendors for all County solicitations over \$50,000 and the impact of the Department of Parks & Recreation integration into the County procurement system, the postage budget will be increased by \$3,000. When taxpayers pay delinquent taxes, they are charged an administrative fee. The administrative fee is collected by Finance and is considered agency revenue. This revenue will offset the postage budget increase.

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

## Tax Administration

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

| Key Measures   | FY 12<br>Actual | FY 13<br>Actual | Trend | FY 14<br>Adopted | FY 15<br>Adopted |
|--|-----------------|-----------------|-------|------------------|------------------|
| Cumulative delinquent tax as a percent of total tax levy | 1.7%            | 1.6%            | ↓     | 2.4%             | 2.4%             |

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

|  | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|--|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Bill Tax Items</b>                                      | <b>\$2,753,905</b>      | <b>\$2,958,323</b>      | <b>\$3,048,737</b>       | <b>\$3,081,208</b>       |
| Business license and personal property tax items processed | 486,151                 | 500,179                 | 480,000                  | 480,000                  |
| <b>Collect County Revenue</b>                              | <b>\$2,354,413</b>      | <b>\$2,283,131</b>      | <b>\$2,426,163</b>       | <b>\$2,677,725</b>       |
| Manual payment transactions                                | 25%                     | 25%                     | <30%                     | <30%                     |
| Delinquency notices sent                                   | 115,347                 | 114,941                 | 100,000                  | 100,000                  |



## A. Budget Initiatives

### 1. DMV Registration Hold Program

|                     |          |
|---------------------|----------|
| Expenditure         | \$70,000 |
| Revenue             | \$70,000 |
| General Fund Impact | \$0      |
| FTE Positions       | 0.00     |

**a. Description** - In FY 02, Finance started placing holds on registration or re-registration of vehicles with DMV if the individuals or businesses were past due paying personal property taxes. The current budget for this program is \$442,000. An increase of \$70,000 will align the budget with the actual expenditure levels. The entire cost of this program is passed on to the delinquent taxpayer so the revenue budget is also increased by \$70,000.

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

### 2. Postage Increase

|                     |          |
|---------------------|----------|
| Expenditure         | \$40,750 |
| Revenue             | \$40,750 |
| General Fund Impact | \$0      |
| FTE Positions       | 0.00     |

**a. Description** - Since FY 12, the number of mail pieces has increased by approximately 45,000 each year. Over the same time period, postage has increased \$0.02/piece. When taxpayers pay delinquent taxes, they are charged an administrative fee. The administrative fee is collected by Finance and is considered agency revenue. This revenue will offset the postage budget increase.

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

### 3. Debit Card Charges

|                     |         |
|---------------------|---------|
| Expenditure         | \$6,000 |
| Revenue             | \$6,000 |
| General Fund Impact | \$0     |
| FTE Positions       | 0.00    |

**a. Description** - In FY 13 Tax Administration started accepting debit cards at each of the three walk-in locations. From September 2012 to September 2013, \$1.3 million in tax collections were from debit cards and the expected use of debit cards will increase considerably by FY 15. The cost to accept debit cards is approximately \$6,000. This cost will be offset by the administrative fee collected by Tax Administration.

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

## 4. Lease Inserter Machine

|                     |         |
|---------------------|---------|
| Expenditure         | \$3,000 |
| Revenue             | \$3,000 |
| General Fund Impact | \$0     |
| FTE Positions       | 0.00    |

**a. Description** - Tax Administration purchased an inserter machine over 10 years ago. The inserter is used to assemble, fold and insert tax bills and reply envelopes into outgoing envelopes for mailings of up to 2,500 pieces. The machine needs to be replaced and it is more cost effective to lease one instead of purchasing a replacement. This cost will be offset by the administrative fee collected by Tax Administration.

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

## Treasury Management

The Treasury Management program is a critical component of the County's financial management infrastructure, managing the County's cash flow, investments and debt portfolio. Treasury Management performs economic and revenue analysis and forecasting, produces the County's demographic statistics, and provides analysis and recommendations on issues involving financial, investment and debt policies.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend    | FY 14 Adopted       | FY 15 Adopted |
|---|--------------|--------------|----------|---------------------|---------------|
| First year accuracy of the five year revenue forecast | 99.41%       | 99.70%       | ↑        | +102%/<br>-99%      | +2%/-1%       |
| ↑ Trending Upward                                     |              |              | ↔ Stable | ↓ Trending Downward |               |

## Program Activities & Workload Measures

|   | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted    | FY 15 Adopted    |
|---|------------------|------------------|------------------|------------------|
| <b>Financial Analysis</b>                           | <b>\$448,205</b> | <b>\$451,261</b> | <b>\$445,159</b> | <b>\$463,532</b> |
| Financial planning documents prepared               | 51               | 114              | 45               | 50               |
| Finance issues reviewed or analyzed                 | 260              | 243              | 150              | 150              |
| <b>Debt Management</b>                              | <b>\$242,485</b> | <b>\$261,573</b> | <b>\$296,740</b> | <b>\$307,747</b> |
| Bond sales executed                                 | 3                | 4                | 1                | 1                |
| <b>Cash Management/Investments/Banking Services</b> | <b>\$193,673</b> | <b>\$295,720</b> | <b>\$319,798</b> | <b>\$322,636</b> |
| Investment transactions                             | 1,051            | 1,092            | —                | 1,071            |

## 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 management, treasury management and financial reporting and control to ensure compliance with statutory and administrative requirements of the Director of Finance position as defined by the State and County codes.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| AAA bond ratings   | 3            | 3            | ↔     | 3             | 3             |
| Compliance with Principles of Sound Financial Management | 98%          | 100%         | ↑     | 98%           | 100%          |

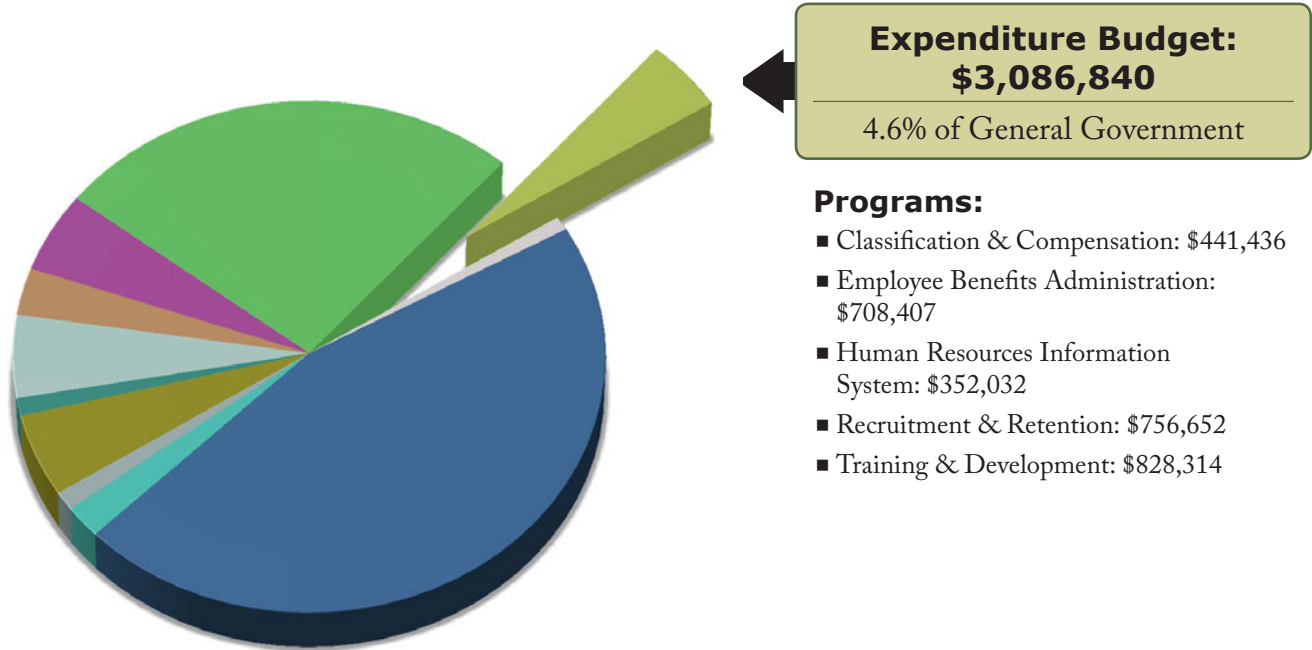
↑ Trending Upward     
 ↔ Stable     
 ↓ Trending Downward

## Program Activities & Workload Measures

|   | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted    | FY 15 Adopted    |
|---|------------------|------------------|------------------|------------------|
| <b>Leadership, Coordination and Oversight</b> | <b>\$706,166</b> | <b>\$700,883</b> | <b>\$661,663</b> | <b>\$615,341</b> |
| Trackers received                             | 15               | 17               | —                | 17               |
| Revenue forecasts generated                   | 55               | 65               | —                | 70               |

## Mission Statement

Human Resources leads County efforts to attract, recruit, motivate and retain high performing employees in support of achievement of the County's Vision, Values and Strategic Goals.



**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

The County operates under a state mandate to establish a personnel system based on merit and professional ability, and to manage retirement programs set forth in state statutes, including the Virginia Retirement System. Human Resources provides these services.

State Code: [15.2-1506](#), Title 51.1 ([Pensions, Benefits and Retirement](#))

# HUMAN RESOURCES

## Expenditure and Revenue Summary

|                                      | FY 12<br>Actual    | FY 13<br>Actual    | FY 14<br>Adopted   | FY 15<br>Adopted   | % Change<br>Adopt 14/<br>Adopted 15 |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------------------------|
| <b>Expenditure by Program</b>        |                    |                    |                    |                    |                                     |
| 1 Classification & Compensation      | \$469,724          | \$450,586          | \$396,374          | \$441,436          | 11.37%                              |
| 2 Employee Benefits Administration   | \$810,147          | \$1,065,423        | \$806,051          | \$708,407          | -12.11%                             |
| 3 Human Resources Information System | \$0                | \$0                | \$281,987          | \$352,032          | 24.84%                              |
| 4 Recruitment & Retention            | \$497,047          | \$641,180          | \$789,860          | \$756,652          | -4.20%                              |
| 5 Training & Development             | \$607,988          | \$571,275          | \$800,353          | \$828,314          | 3.49%                               |
| <b>Total Expenditures</b>            | <b>\$2,384,907</b> | <b>\$2,728,464</b> | <b>\$3,074,624</b> | <b>\$3,086,840</b> | <b>0.40%</b>                        |

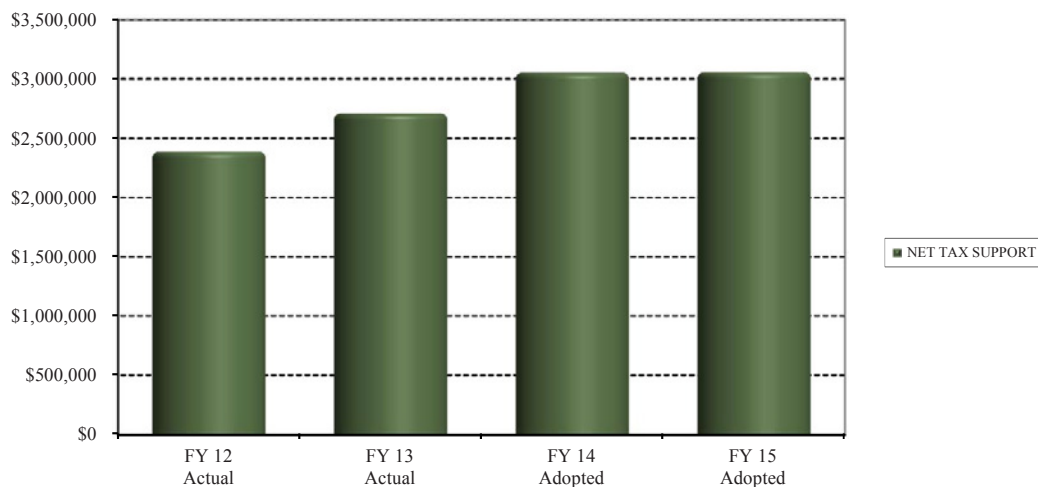
### Expenditure by Classification

|                           |                    |                    |                    |                    |              |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| 1 Personal Services       | \$1,388,924        | \$1,598,891        | \$1,857,122        | \$1,871,243        | 0.76%        |
| 2 Fringe Benefits         | \$393,666          | \$500,709          | \$580,167          | \$557,954          | -3.83%       |
| 3 Contractual Services    | \$168,815          | \$148,778          | \$220,083          | \$220,083          | 0.00%        |
| 4 Internal Services       | \$318,874          | \$365,391          | \$377,845          | \$398,155          | 5.38%        |
| 5 Other Services          | \$100,642          | \$96,704           | \$100,731          | \$100,731          | 0.00%        |
| 6 Leases & Rentals        | \$13,985           | \$17,991           | \$12,962           | \$12,962           | 0.00%        |
| 7 Recovered Costs         | \$0                | \$0                | (\$74,287)         | (\$74,287)         | 0.00%        |
| <b>Total Expenditures</b> | <b>\$2,384,907</b> | <b>\$2,728,464</b> | <b>\$3,074,623</b> | <b>\$3,086,840</b> | <b>0.40%</b> |

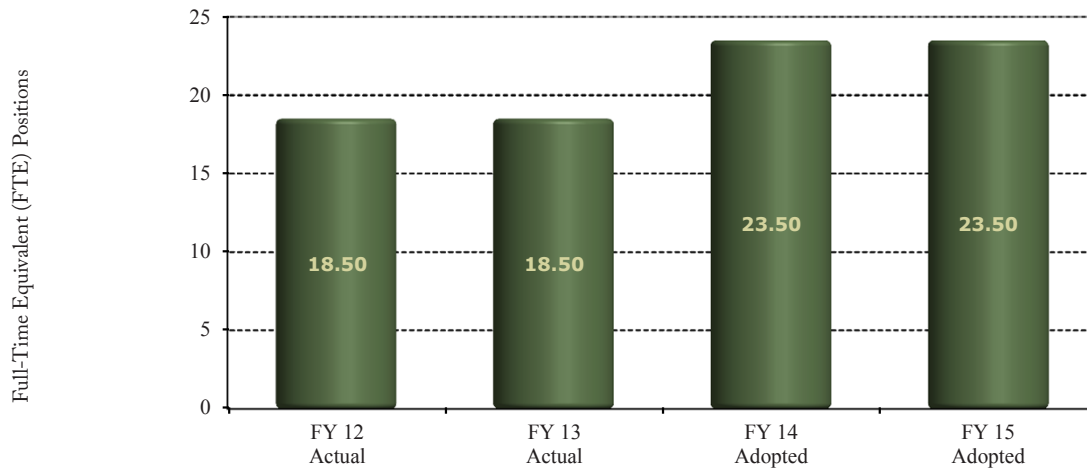
### Funding Sources

|   |                    |                    |                    |                    |               |
|---|--------------------|--------------------|--------------------|--------------------|---------------|
| 1 Transfers In                          | \$0                | \$20,000           | \$21,000           | \$29,603           | 40.97%        |
| <b>Total Designated Funding Sources</b> | <b>\$0</b>         | <b>\$20,000</b>    | <b>\$21,000</b>    | <b>\$29,603</b>    | <b>40.97%</b> |
| <b>Net General Tax Support</b>          | <b>\$2,384,907</b> | <b>\$2,708,464</b> | <b>\$3,053,623</b> | <b>\$3,057,237</b> | <b>0.12%</b>  |
| <b>Net General Tax Support</b>          | <b>100.00%</b>     | <b>99.27%</b>      | <b>99.32%</b>      | <b>99.04%</b>      |               |

## Expenditure History



## Staffing History



## Staffing by Program



|   | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|---------------|---------------|
| 1 Classification & Compensation         | 4.35         | 4.30         | 4.00          | 4.20          |
| 2 Employee Benefits Administration      | 5.00         | 5.30         | 5.50          | 4.20          |
| 3 Human Resources Information System    | 0.00         | 0.00         | 3.00          | 3.70          |
| 4 Recruitment & Retention               | 5.00         | 4.90         | 6.00          | 6.20          |
| 5 Training & Development                | 4.15         | 4.00         | 5.00          | 5.20          |
| <b>Full-Time Equivalent (FTE) Total</b> | <b>18.50</b> | <b>18.50</b> | <b>23.50</b>  | <b>23.50</b>  |

## Future Outlook

**Compensation** - In order to attract and retain quality employees, the County must seek employee satisfaction and engagement through a Total Rewards program (i.e. comparable compensation, competitive benefits, work-life balance, performance management, enlightening recognition programs, training and development and internal career opportunities). The Board of County Supervisors (BOCS) has a policy stating that the County will maintain competitive salaries with our competing jurisdictions, and has been proactive in adopting a five year pay plan for County employees. Currently that plan keeps the County externally competitive and internally equitable. Over time, the County will have to ensure that those factors are maintained so the County can continue to attract excellent employees and enjoy low turnover rates.

**Affordable Care Act (ACA)** - Currently, Prince William County is meeting all requirements of the ACA. As the implementation of the ACA continues, the County must keep abreast and comply with all regulations, timelines, accounting and reporting requirements and provide new and on-going employee communications for the ACA. All compliance must be accomplished while simultaneously ensuring the financial integrity of the County's self-insured health insurance program, which is critical to attracting and retaining employees.

**Pension Reform** - Resources must be allocated to the management, communication and administration of the three distinct pension plans for regular employees and two additional plans for public safety employees. The new Virginia Retirement System (VRS) “Hybrid Plan” will be especially labor intensive to administer due to its voluntary employee contribution with employer match and separate associated short and long term disability programs.

**Succession Planning** - Data shows in most jurisdictions across the country, baby boomers are starting to retire, often leaving skill gaps in their wake. It is crucial that the County analyze its current workforce in relation to the workforce needed to support organizational focus and initiatives five to ten years in the future. A gap analysis must be conducted between the current workforce and the needs of the future workforce. Once this analysis is complete, a plan must be developed to help all County departments address identified gaps and better plan and prepare for succession.

**Human Resources (HR) Staffing** - HR offers the County core human resource services, (i.e. Benefits, Recruitment & Retention, Classification and Compensation, Human Resources Information System and Training & Development) with a lean compliment of staff. The HR staff works to be efficient and timely in the services it delivers, while assuring that the services are accurate and value-added. It is the vision of the HR staff that by partnering with County departments to understand their needs, HR will be able to more efficiently support department efforts to provide services to Prince William County citizens. The ability to keep up with the human resources needs of the County government will ultimately require more staff to meet the varied needs of the County’s workforce.

## General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Human Resources’ salary lapse changed by \$13,164 to - \$13,164.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency’s ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 Human Resources’ technology bill increased by \$11,707 to \$389,552.
- C. Resource Shift and Program Consolidation** - The budget includes a shift that consolidates the resources and activities of the Employee Relations/Performance Management program that was established in the prior budget into other programs within HR. The shift has no net fiscal impact.
- D. Compensation Increase** - Compensation adjustments totaling \$42,861 are made to support the following rate changes:
  - 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Classification & Compensation

Maintains an internally equitable and externally competitive classification and compensation system which provides fair and competitive salaries to attract, retain and motivate the most qualified employees to achieve the County's vision.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| Classification within competitive range (+5/-5%) compared to the labor market | 96%          | 72%          | ↓     | 95%           | 100%          |
| Class specifications revised  | 45%          | 61%          | ↑     | 45%           | 60%           |

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

### Program Activities & Workload Measures

|  | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted    | FY 15 Adopted    |
|--|------------------|------------------|------------------|------------------|
| <b>Employee Classification and Compensation Management</b>             | <b>\$469,724</b> | <b>\$450,586</b> | <b>\$396,374</b> | <b>\$441,436</b> |
| Classification studies   | 544              | 477              | 502              | 480              |
| Classifications reviewed for internal and external compensation equity | —                | 109              | 240              | 200              |

### Employee Benefits Administration

Designs, recommends and administers competitive, sustainable, cost-effective benefits programs for employees, dependents and retirees to attract and retain employees, promote productivity, morale and work-life balance.

| Key Measures                                      | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| Inquiries answered within 24 hours                | 95%          | 95%          | ↔     | 98%           | 98%           |
| Employees satisfied with benefit program services | —            | 75%          |       | 65%           | 75%           |

↑ Trending Upward      ↔ Stable      ↓ Trending Downward



## Program Activities & Workload Measures

|   | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|---|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Benefits Management</b>                      | <b>\$810,147</b>        | <b>\$1,065,423</b>      | <b>\$806,051</b>         | <b>\$708,407</b>         |
| Employees enrolled in County healthcare         | 2,771                   | 2,807                   | 2,978                    | 3,069                    |
| Employees provided orientation and training     | —                       | 875                     | 800                      | 800                      |
| Individual retirement consultations/hours spent | —                       | 100/380                 | 96/368                   | 100/380                  |

### A. Budget Initiatives

#### 1. Increase General Government Application Support

|                     |         |
|---------------------|---------|
| Expenditure         | \$8,603 |
| Revenue             | \$8,603 |
| General Fund Impact | \$0     |
| FTE Positions       | 0.00    |

**a. Description** - This initiative funds 15% of the increase in maintenance support of the general government technology systems and 15% of the two new general government applications' staff. The maintenance is funded in the Technology Improvement Plan (TIP) Holding Account and the two positions are funded in the general fund. The budget is located in Human Resources' 4000 series, providing revenue to the Information Technology internal service fund. The remaining 85% of the maintenance and staff is funded in the Finance budget. Human Resource's share of general fund support for the maintenance of general government systems in the TIP totals \$775,469, FY 16 through FY 19.

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

## Human Resources Information System

Manage human resources data and centralized reporting; provides County-wide quality control for payroll and benefits processing; and implements employment-related workflow initiatives for greater efficiency.

| Key Measures   | FY 12<br>Actual | FY 13<br>Actual | Trend | FY 14<br>Adopted | FY 15<br>Adopted |
|--|-----------------|-----------------|-------|------------------|------------------|
| Personnel actions processed electronically                         | —               | 95%             |       | 75%              | 80%              |
| Personnel Action Forms (PAFs) processed within pay period received | —               | 97%             |       | 95%              | 95%              |

↑ Trending Upward
↔ Stable
↓ Trending Downward

# HUMAN RESOURCES

## Program Activities & Workload Measures

|   | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|---|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Human Resources Information System</b>   | —                       | —                       | \$281,987                | \$352,032                |
| Personnel documents scanned into the Electronic Data Management System (EDMS) and filed | —                       | 53,370                  | 51,500                   | 54,000                   |
| Process reviews completed/major data audits performed                                   | —                       | —                       | —                        | 4                        |
| Monthly average of retroactive payroll payments processed                               | —                       | 88                      | 40                       | 27                       |

## Recruitment & Retention

Manage the recruitment and continuous improvement of a talented workforce, which fosters organization-wide collaboration that promotes engaged employees striving for excellence in the accomplishment of County goals. Guides and supports employees, supervisors and appointing authorities regarding disciplinary, grievance and performance management issues to ensure fair and uniform application of related laws, policies and procedures.

| <b>Key Measures</b>   | <b>FY 12<br/>Actual</b> | <b>FY 13<br/>Actual</b> | <b>Trend</b> | <b>FY 14<br/>Adopted</b> | <b>FY 15<br/>Adopted</b> |
|---|-------------------------|-------------------------|--------------|--------------------------|--------------------------|
| Hires occurring within 90 days from advertisement to acceptance     | —                       | —                       |              | 90%                      | 90%                      |
| County turnover rate without retirement                             | 5.5%                    | 5.9%                    | ↔            | 6.0%                     | 6.0%                     |
| County turnover rate with retirement                                | 7.1%                    | 7.7%                    | ↔            | 7.5%                     | 7.5%                     |
| Satisfaction with recruitment services                              | —                       | —                       |              | —                        | 95%                      |
| Agencies/departments receiving applications within 10 business days | 75%                     | 90%                     | ↑            | 90%                      | 90%                      |

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

|  | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|--|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Recruitment</b>                           | <b>\$497,047</b>        | <b>\$641,180</b>        | <b>\$789,860</b>         | <b>\$756,652</b>         |
| Positions advertised and filled              | 510                     | 541                     | 500                      | 525                      |
| Applications received and processed per year | 37,200                  | 47,974                  | 36,000                   | 50,000                   |

## Training & Development

Provide a variety of learning and personal/professional growth opportunities enabling employees to perform effectively in their role and deliver high quality customer service. Serve as a trusted advisor and consultant to all departments supporting alignment with the County's Mission, Vision and Values.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Employee satisfaction effectiveness of training (on a 5 point scale) | 4.3          | 4.1          | ↓     | 4.2           | 4.3           |
| eLearning licenses used  | —            | —            |       | 60%           | 70%           |

↑ Trending Upward

↔ Stable

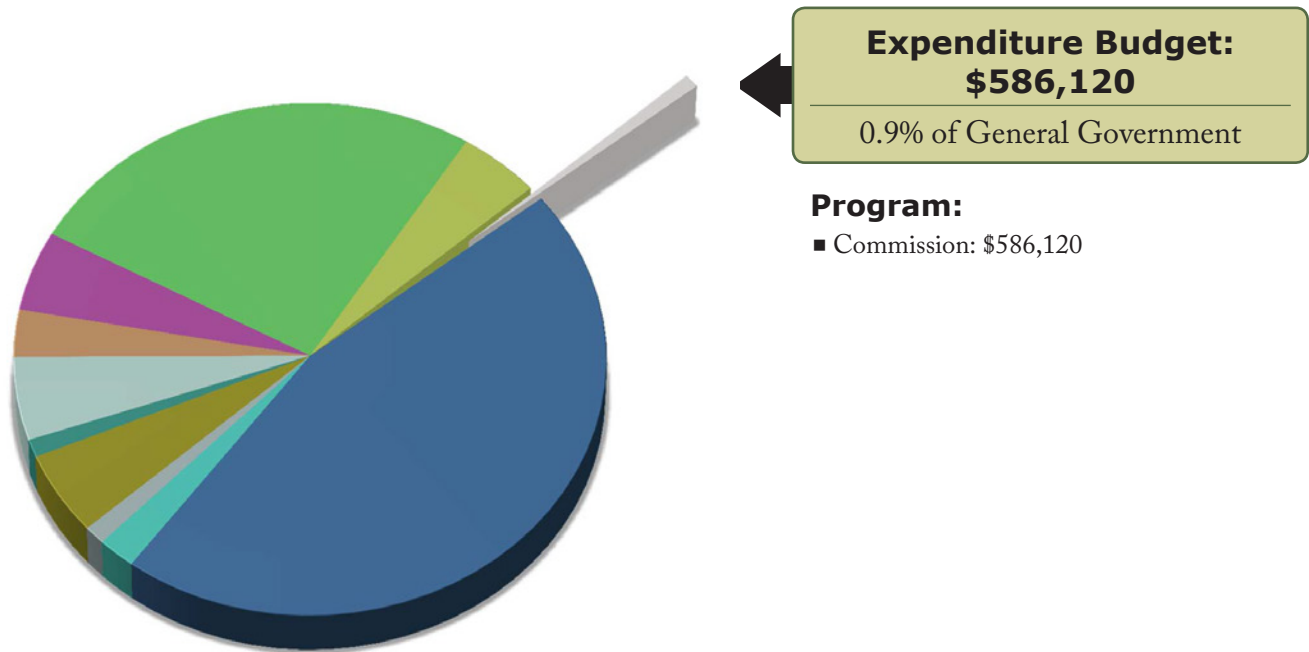
↓ Trending Downward

## Program Activities & Workload Measures

|  | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted    | FY 15 Adopted    |
|--|------------------|------------------|------------------|------------------|
| <b>Training, Development and Presentation</b>        | <b>\$607,988</b> | <b>\$571,275</b> | <b>\$800,353</b> | <b>\$828,314</b> |
| Instructor-led sessions offered and scheduled by T&D | —                | 154              | 225              | 250              |
| Individuals attending Instructor-led training        | —                | 1,069            | 1,100            | 1,200            |
| eLearning training completions                       | —                | 6,115            | 8,000            | 9,500            |

## Mission Statement

The mission of the Prince William County Human Rights Commission is to eliminate discrimination through civil and human rights law enforcement and to establish equal opportunity for all persons within the County through advocacy and education.



**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

The Human Rights Office does not provide a state or federal mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Human Rights Office has responsibility.

**County Code:** Chapter 10.1 ([Human Rights](#))

# HUMAN RIGHTS

## Expenditure and Revenue Summary

|                               | FY 12<br>Actual | FY 13<br>Actual | FY 14<br>Adopted | FY 15<br>Adopted | % Change<br>Adopt 14/<br>Adopted 15 |
|-------------------------------|-----------------|-----------------|------------------|------------------|-------------------------------------|
| <b>Expenditure by Program</b> |                 |                 |                  |                  |                                     |
| 1 Commission                  | \$536,047       | \$533,283       | \$557,428        | \$586,120        | 5.15%                               |
| <b>Total Expenditures</b>     | \$536,047       | \$533,283       | \$557,428        | \$586,120        | 5.15%                               |

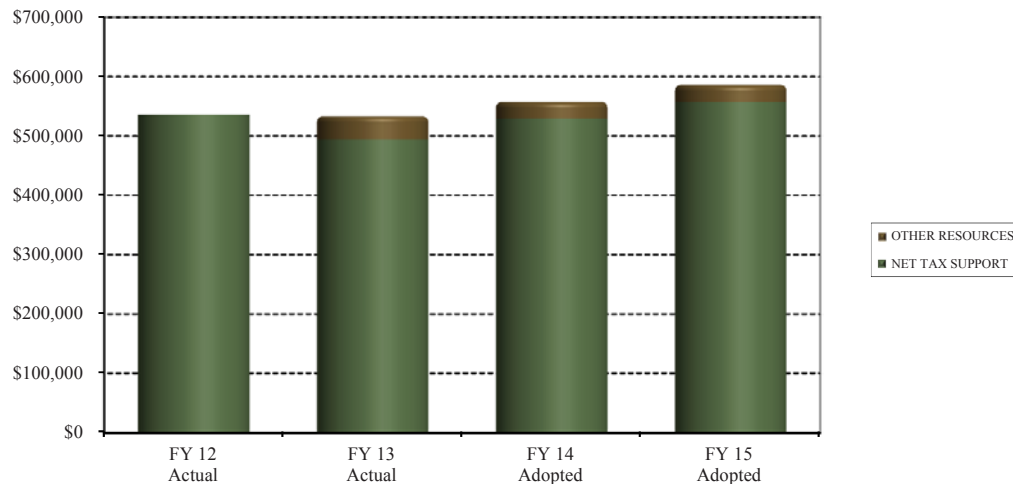
### Expenditure by Classification

|                           |           |           |           |           |       |
|---------------------------|-----------|-----------|-----------|-----------|-------|
| 1 Personal Services       | \$385,906 | \$365,893 | \$386,255 | \$412,987 | 6.92% |
| 2 Fringe Benefits         | \$113,565 | \$123,407 | \$128,680 | \$130,003 | 1.03% |
| 3 Contractual Services    | \$1,333   | \$2,744   | \$3,652   | \$3,652   | 0.00% |
| 4 Internal Services       | \$20,123  | \$26,231  | \$18,848  | \$19,485  | 3.38% |
| 5 Other Services          | \$12,694  | \$13,113  | \$15,894  | \$15,894  | 0.00% |
| 6 Leases & Rentals        | \$2,427   | \$1,896   | \$4,099   | \$4,099   | 0.00% |
| <b>Total Expenditures</b> | \$536,047 | \$533,283 | \$557,428 | \$586,120 | 5.15% |

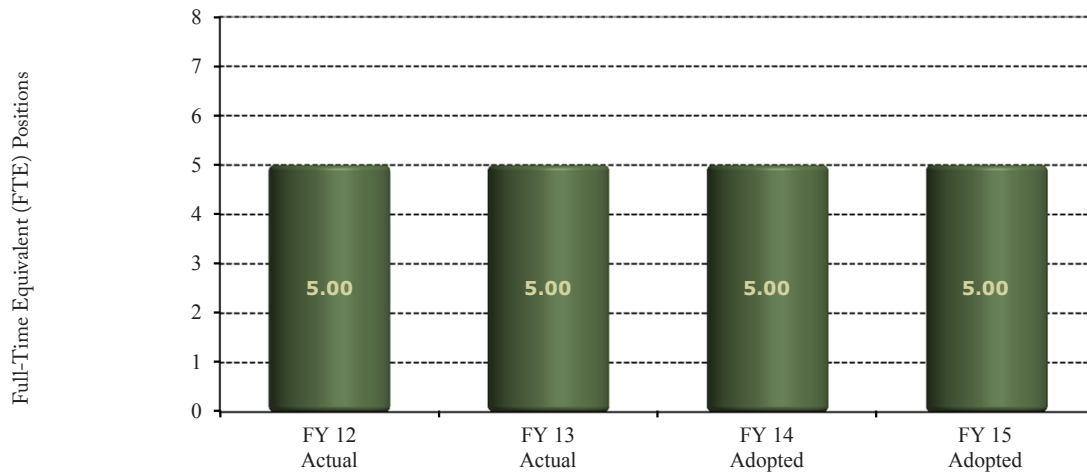
### Funding Sources

|   |           |           |           |           |       |
|---|-----------|-----------|-----------|-----------|-------|
| 1 Federal Revenue                       | \$0       | \$39,600  | \$28,580  | \$28,580  | 0.00% |
| <b>Total Designated Funding Sources</b> | \$0       | \$39,600  | \$28,580  | \$28,580  | 0.00% |
| <b>Net General Tax Support</b>          | \$536,047 | \$493,683 | \$528,848 | \$557,540 | 5.43% |
| <b>Net General Tax Support</b>          | 100.00%   | 92.57%    | 94.87%    | 95.12%    |       |

## Expenditure History



## Staffing History



## Staffing by Program



|   | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|---------------|---------------|
| 1 Commission                            | 5.00         | 5.00         | 5.00          | 5.00          |
| <b>Full-Time Equivalent (FTE) Total</b> | <b>5.00</b>  | <b>5.00</b>  | <b>5.00</b>   | <b>5.00</b>   |

## Future Outlook

**Review of Civil Rights Act Title II (Public Accommodation)** - Title II currently addresses issues from the 1960s regarding lunch counters, hotels/motels and movie theaters. It needs to address current issues such as racial profiling of minorities in businesses, such as retail stores, banks, etc. This is an emerging issue that will be addressed at the Federal level.

**Review of Local Human Rights Code** - The commission will review the County's human rights ordinance to bring it into compliance with new state and federal laws. The federal statutes have been amended as follows: elderliness is a new protected class in the fair housing law and genetic information and equal pay act are new employee protections that have been added to the federal employment law. These new mandates will be added to the local code.

**Fair Housing Issues** - Local home owner associations (HOAs) are concerned with the large number of fair housing cases. The Human Rights Office (HRO) staff will offer annual training to the HOAs and other interested parties. HRO will apply for annual funds from Department of Housing Urban Development (HUD) for fair housing education.

## General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In the FY 15 budget, Human Right's technology bill increased by \$637 to \$19,485.
- B. Compensation Increase** - Compensation adjustments totaling \$11,300 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Commission

Enforce the Human Rights Ordinance through investigation of complaints, provide outreach and education to the public on civil rights laws, staff the Human Rights Commission, and respond to public information requests in a timely manner.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| Favorable customer survey responses                         | 70%          | 72%          | ↑     | 70%           | 70%           |
| Enforcement compliance rate                                 | 100%         | 100%         | ↔     | 100%          | 100%          |
| Cases resolved through mediation and conciliation processes | 16%          | 19%          | ↑     | 20%           | 20%           |

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

# HUMAN RIGHTS

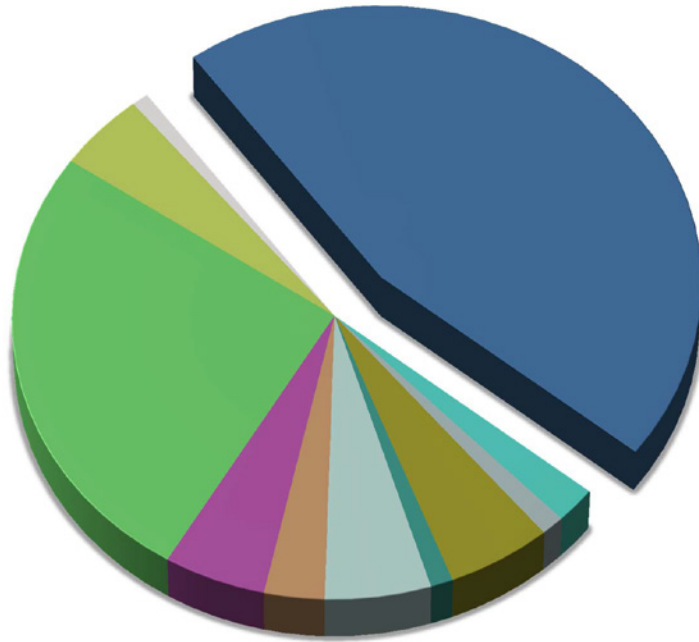
## Program Activities & Workload Measures

|  | <b>FY 12</b><br><b><u>Actual</u></b> | <b>FY 13</b><br><b><u>Actual</u></b> | <b>FY 14</b><br><b><u>Adopted</u></b> | <b>FY 15</b><br><b><u>Adopted</u></b> |
|--|--------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
| <b>Charge Management</b>   | <b>\$378,491</b>                     | <b>\$374,977</b>                     | <b>\$397,052</b>                      | <b>\$417,486</b>                      |
| Inquiries processed  | 598                                  | 582                                  | 575                                   | 575                                   |
| Cases worked   | 138                                  | 141                                  | 120                                   | 130                                   |
| <b>Outreach/Education</b>  | <b>\$27,044</b>                      | <b>\$27,270</b>                      | <b>\$29,907</b>                       | <b>\$31,309</b>                       |
| Customers seeking services as a result of outreach efforts             | 1,580                                | 1,567                                | 1,550                                 | 1,550                                 |
| Persons attending training or benefiting from civil rights enforcement | 652                                  | 701                                  | 600                                   | 600                                   |
| <b>Public Information</b>  | <b>\$15,583</b>                      | <b>\$16,008</b>                      | <b>\$17,328</b>                       | <b>\$18,170</b>                       |
| Requests for public information  | 75                                   | 76                                   | 75                                    | 75                                    |
| <b>Staff Support to the Human Rights Commission</b>                    | <b>\$114,928</b>                     | <b>\$115,029</b>                     | <b>\$113,141</b>                      | <b>\$119,155</b>                      |
| Staff time supporting the Human Rights Commissioners                   | 20%                                  | 20%                                  | 20%                                   | 20%                                   |



## Mission Statement

The Department of Information Technology will ensure the citizens, Board of County Supervisors, County Executive and County agencies receive an excellent return on investment in technology utilization and maintain confidence in the integrity of the information with which we are entrusted on their behalf.



**Expenditure Budget:**  
**\$30,982,054**

45.8% of General Government

### Programs:

- Leadership, Management & Security (formerly Chief Information Officer): \$2,166,852
- Communications & Infrastructure: \$7,483,530
- GIS (formerly Customer Service & Solutions): \$1,830,803
- Business Applications Support: \$9,560,373
- Customer Service & Business Group: \$5,009,086
- Technology Improvement Plan (capital): \$4,931,409

**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

The County operates under a mandate to protect all personal information of citizens that is retained in County files and to support the E-911 system. Information Technology provides these services.

The Board of County Supervisors has enacted additional local mandates for which Information Technology has responsibility.

**State Code:** [2.2-3803](#); [56-484.16](#)

**County Code:** Chapter 24 ([Streets](#))

# INFORMATION TECHNOLOGY

## Expenditure and Revenue Summary

| <b>Expenditure by Program</b>  | <b>FY 12<br/>Actual</b> | <b>FY 13<br/>Actual</b> | <b>FY 14<br/>Adopted</b> | <b>FY 15<br/>Adopted</b> | <b>% Change<br/>Adopt 14/<br/>Adopted 15</b> |
|--|-------------------------|-------------------------|--------------------------|--------------------------|--|
| 1 Leadership, Management & Security (formerly Chief Information Officer) | \$1,186,979             | \$1,247,430             | \$1,986,414              | \$2,166,852              | 9.08%  |
| 2 Communications & Infrastructure  | \$6,180,254             | \$8,390,738             | \$7,523,217              | \$7,483,530              | -0.53%                                       |
| 3 GIS (formerly Customer Service & Solutions)                            | \$6,794,582             | \$6,433,494             | \$7,666,941              | \$1,830,803              | -76.12%                                      |
| 4 Business Applications Support  | \$3,316,761             | \$8,269,554             | \$5,431,465              | \$9,560,373              | 76.02%                                       |
| 5 Customer Service & Business Group                                      | \$0                     | \$0                     | \$0                      | \$5,009,086              | —  |
| 6 Technology Improvement Plan (capital)                                  | \$12,507,529            | \$3,505,483             | \$17,225,456             | \$4,931,409              | -71.37%                                      |
| <b>Total Expenditures</b>  | <b>\$29,986,105</b>     | <b>\$27,846,699</b>     | <b>\$39,833,493</b>      | <b>\$30,982,053</b>      | <b>-22.22%</b>                               |

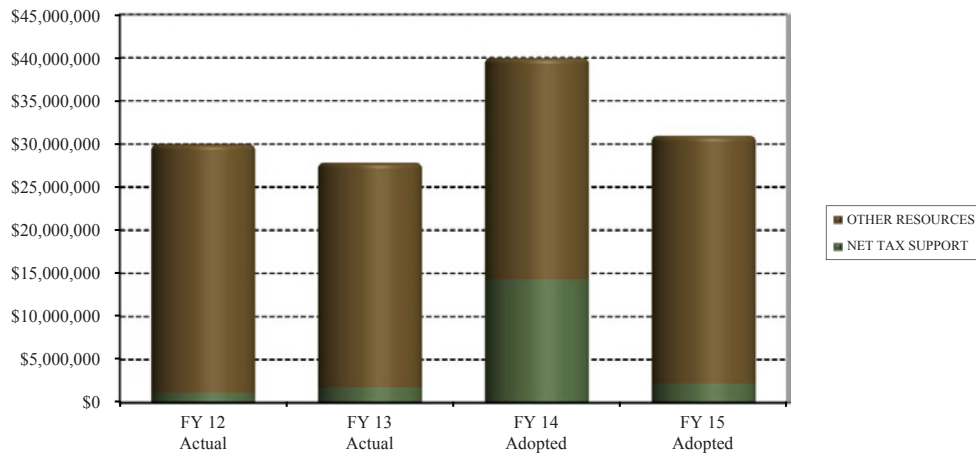
### Expenditure by Classification

|                           |                     |                     |                     |                     |                |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| 1 Personal Services       | \$5,767,338         | \$5,959,123         | \$6,315,870         | \$7,303,567         | 15.64%         |
| 2 Fringe Benefits         | \$1,649,185         | \$1,855,384         | \$2,088,432         | \$2,331,240         | 11.63%         |
| 3 Contractual Services    | \$7,972,990         | \$7,379,357         | \$9,439,533         | \$11,503,693        | 21.87%         |
| 4 Internal Services       | \$90,415            | \$89,205            | \$23,702            | \$23,702            | 0.00%          |
| 5 Other Services          | \$2,190,995         | \$3,399,015         | \$4,054,000         | \$3,786,061         | -6.61%         |
| 6 Debt Maintenance        | \$51,176            | \$51,167            | \$80,000            | \$0                 | -100.00%       |
| 7 Depreciation            | \$1,545,174         | \$3,368,243         | \$0                 | \$0                 | 0.00%          |
| 8 Capital Outlay          | (\$1,235,322)       | (\$717,382)         | \$15,723,000        | \$3,208,382         | -79.59%        |
| 9 Leases & Rentals        | \$4,159             | \$3,425             | \$6,500             | \$4,000             | -38.46%        |
| 10 Transfers Out          | \$11,949,995        | \$6,459,162         | \$2,102,456         | \$2,821,409         | 0.00%          |
| <b>Total Expenditures</b> | <b>\$29,986,105</b> | <b>\$27,846,699</b> | <b>\$39,833,493</b> | <b>\$30,982,054</b> | <b>-22.22%</b> |

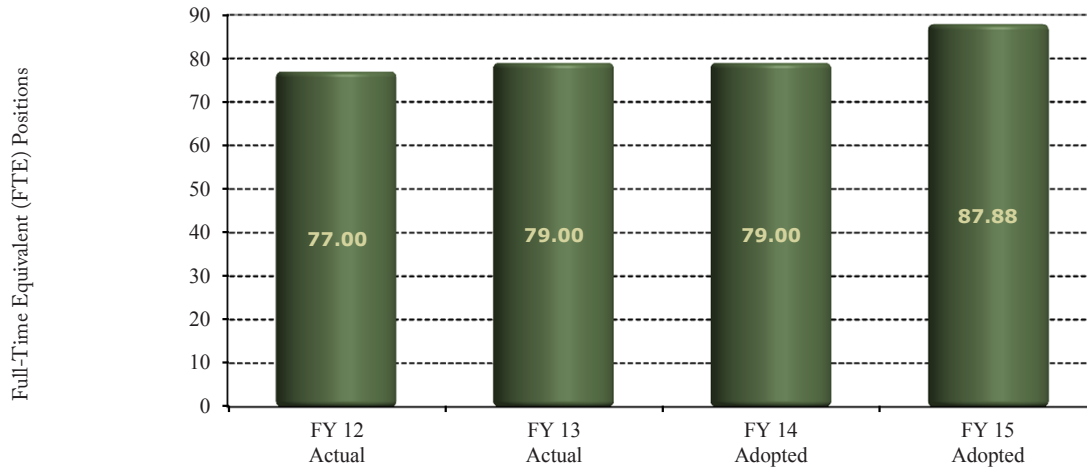
### Funding Sources

|   |                     |                     |                     |                     |               |
|---|---------------------|---------------------|---------------------|---------------------|---------------|
| 1 Revenue From Use of Money & Property  | \$831,900           | (\$141,185)         | \$43,826            | \$43,826            | 0.00%         |
| 2 Charges for Services                  | \$14,959,473        | \$18,420,535        | \$22,369,752        | \$25,870,548        | 15.65%        |
| 3 Miscellaneous Revenue                 | \$704               | \$916               | \$0                 | \$0                 | 0.00%         |
| 4 Revenue From Commonwealth             | \$4,922             | (\$4,922)           | \$53,868            | \$0                 | -100.00%      |
| 5 Non-Revenue Receipts                  | \$7,754             | \$2,174,760         | \$0                 | \$0                 | 0.00%         |
| 6 Transfers In                          | \$22,289,469        | \$499,610           | \$1,106,591         | \$136,271           | -87.69%       |
| 7 Use of Fund Balance                   | \$13,441,344        | \$4,706,510         | \$2,102,456         | \$2,647,337         | 0.00%         |
| <b>Total Designated Funding Sources</b> | <b>\$51,535,566</b> | <b>\$25,656,224</b> | <b>\$25,676,493</b> | <b>\$28,697,982</b> | <b>11.77%</b> |
| <b>Net General Tax Support</b>          | <b>\$8,364,394</b>  | <b>\$7,404,776</b>  | <b>\$14,331,072</b> | <b>\$2,284,072</b>  | <b>0.00%</b>  |
| <b>Net General Tax Support</b>          | <b>27.89%</b>       | <b>26.59%</b>       | <b>35.98%</b>       | <b>7.37%</b>        |               |

## Expenditure History



## Staffing History



## Staffing by Program

|  | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|---------------|---------------|
| 1 Leadership, Management & Security (formerly Chief Information Officer) | 9.04         | 10.04        | 9.04          | 5.39          |
| 2 Communications & Infrastructure  | 25.00        | 26.00        | 27.00         | 26.00         |
| 3 GIS (formerly Customer Service & Solutions)                            | 24.00        | 24.00        | 24.00         | 17.00         |
| 4 Business Applications Support  | 18.96        | 18.96        | 18.96         | 33.84         |
| 5 Customer Service & Business Group                                      | 0.00         | 0.00         | 0.00          | 5.65          |
| <b>Full-Time Equivalent (FTE) Total</b>                                  | <b>77.00</b> | <b>79.00</b> | <b>79.00</b>  | <b>87.88</b>  |

## Future Outlook

**Physical Security** - Ensuring the security of County facilities, assets, staff and the general public encompasses not only physical barriers such as keys and locks but electronic means as well. Public Works and Information Technology (DoIT) are collaborating to research and address the various aspects of security technology that will provide the most effective means of securing government assets.

**Cyber Security** - Cyber-attacks worldwide increased 800% between 2006 and 2012. DoIT continues to expand Cyber Security efforts while maintaining a reasonable balance with system users to avoid extensive interruptions to County operations.

**Transparency** - Determining what information is made available to the public, how it is made available and when it is made available, are the driving issues surrounding transparency. Federal, state and local laws (i.e. Freedom of Information Act (FOIA) and the Health Insurance Portability and Accountability Act (HIPAA)) along with court rulings and industry best practices continue to shape the roles and responsibilities of government to provide access to public information, to secure privacy of citizens and to ensure effective and prudent operation of government. Transparency issues must continue to be monitored by DoIT to offer solutions and services that allow the organization to comply with laws and meet the needs of the community.

**Cloud Opportunities** - With cloud solution opportunities growing, DoIT must consider what organizational applications, software and services are appropriate for cloud environments. Cost, security, speed to implement, disaster recovery and scalability are several of the important decision factors in evaluating cloud solutions appropriate for local government technology applications.

**Mobility** - As mobile device hardware options increase, security issues surrounding these devices increase as well. DoIT's position is to allow only corporate mobile devices access to County data within the constraints of the responsible use policy, which vastly limits personal use of corporate assets. We continue to support this position, but as technology advances, the issue must be revisited regularly.

**Technology Improvement Plan (TIP)** - The Board of County Supervisors dedicates \$5.5 million annually in year-end savings to the TIP for investment in new technologies. By FY 18, the entire \$5.5 million will be consumed by maintenance costs for the new systems currently under development, leaving no funding for replacement of critical applications and systems approaching obsolescence. This approach to technology replacement must be addressed within the next two years in order for Prince William County to have necessary technologies to provide satisfactory levels of service.

**Life Cycle Management** - Systems have a limited life cycle and must be replaced on a timely basis to avoid service disruption. The County's flexibility to move to new operating systems is constrained when existing application systems cannot work on newer operating systems. Mergers and acquisitions of products and vendors also impair life cycle management planning and can create immediate resource demands not anticipated in the budgeting process.

**Disaster Recovery** - Maintaining redundancies on critical infrastructure requires constant monitoring. The technology field continues to advance at accelerating speed. Risk management of key assets and service delivery systems requires strategic planning and ability to adapt to unexpected obstacles. Collaboration with trusted partners, staying abreast with industry trends and exercising Continuity of Operations Plan (COOP) and Disaster Recovery Plans (DRP) will assist in preventing catastrophic outages and service disruptions.

**Human Capital Management** - Data security concerns requiring full background investigations combined with high industry demand has created a challenge in recruiting and retaining qualified personnel. This in turn has led to high turnover rates of 29-35% in some divisions. DoIT, with the assistance of Human Resources, has engaged the services of a contracted consultant to identify and recommend resolutions for the human capital management issues encountered in recent years.

## General Overview

- A. Technology Improvement Plan (TIP)** - The capital subfund within the DoIT internal service fund (ISF) was reduced by \$16,089,000 because of one time capital funding for TIP projects. These projects have not been completed, but have been fully funded.
- B. Outside Revenue** - DoIT has two primary revenue sources - billing County agencies and outside revenues. In FY 15 DoIT reduced their outside revenues in several activities where historically the anticipated revenue, such as radio revenues, had not been collected. Outside revenues, and the corresponding expenditures, were reduced in Radio Communications (-\$4,995), Network Communications (-\$53,868) and Business Group (-\$35,512).
- C. Tax Bill Printing** - In FY 14 DoIT turned over the responsibility for printing tax bills to the Department of Finance, eliminating the need to continue leasing a specialized printer. This shift decreased DoIT's FY 15 revenues and expenditures by \$60,000.
- D. Compensation Adjustments** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. DoIT is an ISF agency, which means that it is funded through billings to County and outside agencies based on services provided. DoIT is included in salary lapse, however, because it is funded primarily through charges to general fund agencies. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 DoIT's salary lapse changed by \$30,703 to -\$44,255. Additionally, the FY 13 DoIT merit increases have been incorporated into the FY 15 budget, increasing the agency total by \$195,796.
- E. Reorganization** - DoIT has reorganized its structure, shifting activities between programs and reallocating funds between activities. The impact of these shifts, inclusive of B, C and D above, and prior to any new initiatives, is as follows:

| Reorganization                  |                                |                     |                                      |   |                     |
|---------------------------------|--------------------------------|---------------------|--------------------------------------|---|---------------------|
| FY 14                           |                                |                     | FY 15                                |   |                     |
| Program                         | Activity                       | Allocation          | Program                              | Activity  | Allocation          |
| Chief Information Officer       | Administration                 | \$477,200           | Leadership, Management & Security    | Executive Management                                      | \$594,633           |
|                                 | Cyber Security                 | \$799,000           |                                      | Cyber Security  | \$1,064,886         |
|                                 | Business Group                 | \$241,220           |                                      | Disaster Recovery   | \$138,082           |
|                                 | Project Management/ IV&V       | \$468,993           |                                      |   |                     |
| <b>Subtotal</b>                 |                                | <b>\$1,986,413</b>  | <b>Subtotal</b>                      |   | <b>\$1,797,601</b>  |
| Communications & Infrastructure | Network Communications         | \$5,156,971         | Communications & Infrastructure      | Network Communications                                    | \$5,320,021         |
|                                 | Technology Hosting Centers     | \$1,377,864         |                                      | Technology Hosting Centers                                | \$1,062,322         |
|                                 | Capital Replacement            | \$988,382           |                                      | Capital Replacement                                       | \$928,382           |
| <b>Subtotal</b>                 |                                | <b>\$7,523,217</b>  | <b>Subtotal</b>                      |   | <b>\$7,310,725</b>  |
| Customer Service & Solutions    | GIS Data Services              | \$1,119,779         | Geographic Information Systems (GIS) | GIS Data Services   | \$1,104,745         |
|                                 | GIS Technical Services         | \$785,768           |                                      | GIS Technical Services                                    | \$705,561           |
|                                 | Customer & Technology Advocate | \$4,374,589         |                                      |   |                     |
|                                 | Web Solutions & Services       | \$1,386,805         |                                      |   |                     |
| <b>Subtotal</b>                 |                                | <b>\$7,666,941</b>  | <b>Subtotal</b>                      |   | <b>\$1,810,306</b>  |
| Business Applications Support   | Public Safety                  | \$1,706,585         | Business Applications Support        | Public Safety   | \$1,678,009         |
|                                 | Community Development          | \$1,432,012         |                                      | Community Development                                     | \$1,371,376         |
|                                 | General Government             | \$1,893,207         |                                      | General Government  | \$1,893,393         |
|                                 | Human Services                 | \$399,661           |                                      | Human Services  | \$396,994           |
| <b>Subtotal</b>                 |                                | <b>\$5,431,465</b>  | <b>Subtotal</b>                      |   | <b>\$6,722,715</b>  |
|                                 |                                |                     | Customer Services & Business Group   | Business Group  | \$312,767           |
|                                 |                                |                     |                                      | Technology Advocate                                       | \$4,301,882         |
|                                 |                                |                     |                                      | Project Management/ Independent Validation & Verification | \$364,055           |
| <b>Subtotal</b>                 |                                |                     | <b>Subtotal</b>                      |   | <b>\$4,978,704</b>  |
| <b>Total</b>                    |                                | <b>\$22,608,036</b> | <b>Total</b>                         |   | <b>\$22,620,052</b> |

- F. Technology Improvement Plan (TIP)** - The TIP portion of the Capital Improvement Program (CIP) totals \$2,110,000 in FY 15; \$400,000 is funded by the E-911 fund balance and the remaining \$1,710,000 comes into the DoIT ISF as a transfer from the general fund. The new FY 15 TIP projects are as follows: Voice Logging System (\$750,000), Disaster Recovery/Business Continuity (\$560,000), Social Services Electronic Document Management (\$400,000), and Central Rings (\$400,000). The service level impacts of these projects are included in the [CIP](#).
- G. TIP Holding Account Transfer** - The TIP holding account transfer for the maintenance of technology systems increases by \$1,684,953 in FY 15. The costs are hosted in the 4000 series of various County agencies to support contractual systems maintenance increases and are collected through the annual DoIT billing process.
- H. Internal Shifts to Increase Cyber Security** - Agency funds totaling \$500,000 have been shifted from Web Services, Technology Hosting and Project Management activities into Cyber Security for the expansion of security strategies recommended by the recently hired Chief Information Security Officer, to include additional audits, training, authentication tools, vulnerability tools and maintenance.
- I. Compensation Increase** - Compensation adjustments totaling \$647,696 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Leadership & Executive Management (formerly Chief Information Officer)

The Leadership & Executive Management Program provides leadership to other divisions of DoIT for the successful deployment of IT solutions throughout the County Enterprise. The program also provides guidance and support for Cyber Security, Disaster Recovery and information technology strategic planning initiatives.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Customer satisfaction level for all DoIT services  | 94%          | NA           |       | 96%           | 96%           |
| Technology Improvement Plan (TIP) projects completed on time, within budget and to customer satisfaction | —            | 67%          |       | 65%           | 65%           |
| Security breaches  | —            | —            |       | —             | 0             |
| Disaster recovery exercises meeting system restoration time objectives                                   | —            | —            |       | —             | 90%           |
| Personnel evaluations completed on time  | —            | —            |       | —             | 100%          |

↑ Trending Upward

↔ Stable

↓ Trending Downward

### Program Activities & Workload Measures

|  | FY 12 Actual     | FY 13 Actual     | FY 14 Adopted    | FY 15 Adopted      |
|--|------------------|------------------|------------------|--------------------|
| <b>Executive Management (formerly Administration)</b>  | <b>\$539,414</b> | <b>\$554,384</b> | <b>\$477,200</b> | <b>\$454,360</b>   |
| Leadership meetings  | —                | —                | —                | 12                 |
| <b>IT Business Group (moved to Customer Service &amp; Business Group)</b>  | <b>\$181,825</b> | <b>\$180,135</b> | <b>\$241,220</b> | —                  |
| <b>Cyber Security &amp; IT Policy Group</b>  | <b>\$185,841</b> | <b>\$306,063</b> | <b>\$799,000</b> | <b>\$1,572,945</b> |
| Information and network security audits  | —                | —                | —                | 2                  |
| <b>Project Management/Independent Validation and Verification Group (moved to Customer Service &amp; Business Group)</b> | <b>\$189,347</b> | <b>\$206,847</b> | <b>\$468,993</b> | —                  |
| <b>Disaster Recovery Group</b>   | —                | —                | —                | <b>\$139,547</b>   |
| Disaster recovery exercises conducted for major applications   | —                | —                | —                | 10                 |

## Communications & Infrastructure Division (CID)

The CID develops and maintains the local and wide-area data networks, telecommunications infrastructure, server infrastructure, and the 800 MHz public safety radio system.

| Key Measures   | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Communications and infrastructure network availability | —            | —            |       | —             | 99.95%        |
| Capital replacement projects completed on schedule     | —            | 23%          |       | 90%           | 90%           |
| Customer satisfaction level with CID services          | 97%          | 96%          | ↓     | 95%           | 95%           |

↑ Trending Upward    
 ↔ Stable    
 ↓ Trending Downward

## Program Activities & Workload Measures

|  | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|---------------|---------------|
| <b>Radio Communications</b>                                    | \$1,291,864  | \$1,173,081  | \$1,535,724   | \$1,639,085   |
| Work requests completed  | —            | —            | —             | 1,000         |
| Public Safety radio repairs completed within 8 business hours  | 87%          | 99%          | 75%           | 75%           |
| <b>Network Communications</b>                                  | \$3,075,793  | \$3,362,794  | \$3,621,247   | \$3,882,883   |
| Work requests completed  | —            | —            | —             | 850           |
| Voice and data service calls completed within 8 business hours | 95%          | 93%          | 94%           | 94%           |
| <b>Technology Hosting Centers</b>                              | \$1,241,735  | \$1,395,530  | \$1,377,864   | \$1,033,180   |
| Work requests completed  | —            | —            | —             | 275           |
| <b>Capital Replacement Plan</b>                                | \$667,808    | \$2,467,318  | \$988,382     | \$928,382     |
| Capital asset replacements                                     | —            | —            | —             | 18            |

## Geographic Information Systems (GIS) Division (formerly Customer Service & Solutions)

The GIS Division provides County agencies and citizens with efficient, easy and cost effective means to access and obtain geographic information.

| Key Measures                                 | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|-------|---------------|---------------|
| Customer satisfaction level for GIS services | —            | —            |       | —             | 94%           |
| Property address projects completed on time  | 100%         | 71%          | ↓     | 98%           | 98%           |

↑ Trending Upward    
 ↔ Stable    
 ↓ Trending Downward



## Program Activities & Workload Measures

|  | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|--|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>GIS Data Services</b>   | <b>\$1,147,377</b>      | <b>\$1,014,516</b>      | <b>\$1,119,779</b>       | <b>\$1,112,620</b>       |
| Parcel data projects completed   | —                       | —                       | —                        | 265                      |
| Parcel data projects updated in the GIS and permitting databases within 15 days          | 60%                     | 71%                     | 75%                      | 75%                      |
| Property address projects completed  | —                       | —                       | —                        | 350                      |
| <b>GIS Technical Solutions</b>   | <b>\$607,935</b>        | <b>\$685,990</b>        | <b>\$785,768</b>         | <b>\$718,183</b>         |
| GIS internet mapping application hits  | —                       | —                       | —                        | 144,000                  |
| Digital data orders  | —                       | —                       | —                        | 120                      |
| <b>Customer and Technology Advocate (moved to Customer Service &amp; Business Group)</b> | <b>\$3,442,824</b>      | <b>\$3,509,764</b>      | <b>\$4,374,589</b>       | —                        |
| <b>Web Solutions and Services (moved to Business Application Support)</b>                | <b>\$1,249,213</b>      | <b>\$955,239</b>        | <b>\$1,386,805</b>       | —                        |
| Work requests completed  | —                       | —                       | —                        | —                        |

## Business Applications Support Division (BASD)

The Business Applications/Systems Development Division provides support for all agencies within Prince William County and County residents. Assistance for existing business applications includes coordination of all IT services; business process review and analysis; procurement of IT goods and services; custom business application (including web and eServices) and/or report development; and operational support/trouble shooting. BASD also supports web and eServices.

| Key Measures  | FY 12<br>Actual | FY 13<br>Actual | Trend | FY 14<br>Adopted | FY 15<br>Adopted |
|---|-----------------|-----------------|-------|------------------|------------------|
| BASD projects completed on time, within budget and to customer satisfaction | —               | —               |       | —                | 75%              |
| Customer satisfaction level with BASD services                              | —               | —               |       | —                | 92%              |

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

|   | <u>FY 12<br/>Actual</u> | <u>FY 13<br/>Actual</u> | <u>FY 14<br/>Adopted</u> | <u>FY 15<br/>Adopted</u> |
|---|-------------------------|-------------------------|--------------------------|--------------------------|
| <b>Public Safety Applications Support</b> | <b>\$775,955</b>        | <b>\$869,287</b>        | <b>\$1,706,585</b>       | <b>\$3,933,509</b>       |
| Work requests completed                   | —                       | —                       | —                        | 12                       |

**Program Activities & Workload Measures (continued)**

|   | <b>FY 12</b>       | <b>FY 13</b>       | <b>FY 14</b>       | <b>FY 15</b>       |
|---|--------------------|--------------------|--------------------|--------------------|
|   | <u>Actual</u>      | <u>Actual</u>      | <u>Adopted</u>     | <u>Adopted</u>     |
| <b>Community Development Applications Support</b> | <b>\$1,170,128</b> | <b>\$1,216,410</b> | <b>\$1,432,012</b> | <b>\$1,721,646</b> |
| Work requests completed                           | —                  | —                  | —                  | 504                |
| <b>General Government Applications Support</b>    | <b>\$1,510,464</b> | <b>\$5,926,372</b> | <b>\$1,893,207</b> | <b>\$2,205,841</b> |
| Work requests completed                           | —                  | —                  | —                  | 1,680              |
| <b>Human Services Applications Support</b>        | <b>\$201,229</b>   | <b>\$257,485</b>   | <b>\$399,661</b>   | <b>\$434,445</b>   |
| Work requests completed                           | —                  | —                  | —                  | 132                |
| <b>Web Solutions and Services</b>                 | <b>—</b>           | <b>—</b>           | <b>—</b>           | <b>\$1,264,932</b> |
| Work requests completed                           | —                  | —                  | —                  | 12                 |

**A. Budget Initiatives**

**1. Increase Business Applications Associated with TIP Systems Maintenance**

|                     |             |
|---------------------|-------------|
| Expenditure         | \$1,843,588 |
| Revenue             | \$1,684,953 |
| General Fund Impact | \$158,635   |
| FTE Positions       | 0.00        |

**a. Description** - Changes to the Business Applications budget, in coordination with the TIP are as follows: Community Development, -\$70,020, General Government, \$57,353, Human Services, \$40,255, and Public Safety, 1,816,000. The TIP holding account provides \$1,684,953, and the general fund provides \$158,635, to the 4000 series in the various County agencies hosting these applications. The general fund support of TIP maintenance, through the 4000 series in the host agencies, totals \$21,849,656, FY 15 through FY 19.

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

**2. Increase Community Development Support for the Energov Application**

|                     |          |
|---------------------|----------|
| Expenditure         | \$18,000 |
| Revenue             | \$18,000 |
| General Fund Impact | \$0      |
| FTE Positions       | 0.00     |

**a. Description** - The Department of Development Services has added additional capabilities to the Energov (land use application) system and has increased special levy support in the 4000 series by \$18,000 to cover the additional maintenance cost of these capabilities.

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

### 3. Increase Public Safety Support for the Criminal Justice Information Service Security Policy Mandates

|                     |           |
|---------------------|-----------|
| Expenditure         | \$180,720 |
| Revenue             | \$180,720 |
| General Fund Impact | \$0       |
| FTE Positions       | 1.00      |

**a. Description** - The Criminal Justice Information Service Security Policy mandate requires the use of an advanced authentication security control for the CAD system; one FTE is required to administer the system and to assist in the maintenance and review of logs created by the system. The 4000 series in the Police Department has been increased by \$180,720 to cover the costs of this program. The general fund support for this initiative, through the 4000 series of the host agency, totals \$450,272, FY 15 through FY 19.

**b. Service Level Impacts** - The service level impact of this initiative is as follows:

▪ **Number of weeks with a CJIS compliant system:**

|                           |  |    |
|---------------------------|--|----|
| <i>FY 15 w/o Addition</i> |  | 0  |
| <i>FY 15 w/ Addition</i>  |  | 26 |

### 4. Increase Public Safety Support and General Government Support

|                     |           |
|---------------------|-----------|
| Expenditure         | \$493,240 |
| Revenue             | \$493,240 |
| General Fund Impact | \$0       |
| FTE Positions       | 4.00      |

**a. Description** - This initiative adds 2 FTEs to the Public Safety Applications activity and 2 FTEs to the General Government Applications activity. The additional Public Safety Applications FTEs replace two sworn staff currently supporting TIP projects, allowing them to return to their sworn capacities. The additional General Government Applications FTE will provide additional capacity to handle day-to-day work orders and expedite existing TIP projects, improving project implementation. The general fund support for this initiative, through the 4000 series, totals \$2,441,048, FY 15 through FY 19.

**b. Service Level Impacts** - The service level impacts of this initiative are as follows:

▪ **Tickets resolved on time:**

|                           |  |     |
|---------------------------|--|-----|
| <i>FY 15 w/o Addition</i> |  | 41% |
| <i>FY 15 w/ Addition</i>  |  | 85% |

▪ **BASD projects completed on time, within budget and to customer satisfaction:**

|                           |  |     |
|---------------------------|--|-----|
| <i>FY 15 w/o Addition</i> |  | 65% |
| <i>FY 15 w/ Addition</i>  |  | 75% |

## B. Budget Shifts

### 1. Shift 3.88 FTEs from Parks & Recreation to Community Development Application Support

|               |           |
|---------------|-----------|
| Budget Shift  | \$640,768 |
| Agency Impact | \$640,768 |
| FTE Positions | 3.88      |

# INFORMATION TECHNOLOGY

- a. **Description** - As part of the merger of the Parks & Recreation into the County organization, 3.88 Parks FTEs responsible for technology management within the Parks & Recreation have been shifted into DoIT. No change in staff responsibilities is anticipated; this shift is aligned with the DoIT policy of retaining supervision over technology staff embedded in other agencies. The revenue to support this FTE shift is in the Parks & Recreation 4000 series.
- b. **Service Level Impacts** - Existing service levels will be maintained.

## Customer Service & Business Group Division

Provide seat management and business related services to the department and the County enterprise, such as administration of the TIP, change management administration, quality control reviews, project management and independent verification and validation, and customer advocacy.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| Transactions processed timely                             | —            | —            |       | —             | 90%           |
| Annual ISF bills processed by Dec 31                      | —            | —            |       | —             | 100%          |
| Customer satisfaction level with seat management services | —            | —            |       | —             | 90%           |

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

|  | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|--|--------------|--------------|---------------|---------------|
| <b>IT Business Group</b>   | —            | —            | —             | \$306,011     |
| Procurements and reimbursements processed                                | —            | —            | —             | 750           |
| Payments processed   | —            | —            | —             | 1,750         |
| Human Resource transactions processed                                    | —            | —            | —             | 2,000         |
| DoIT ISF inventory maintenance tickets                                   | —            | —            | —             | 500           |
| Physical inventory of department assets                                  | —            | —            | —             | 1             |
| <b>Customer and Technology Advocate</b>                                  | —            | —            | —             | \$4,437,174   |
| Work tickets processed   | —            | —            | —             | 20,000        |
| <b>Project Management/Independent Validation and Verification Group</b>  | —            | —            | —             | \$265,901     |
| Projects upon which independent validation and verification is performed | —            | —            | —             | 7             |

## A. Budget Initiatives

### 1. Increases to Seat Services and Hardware Replacement

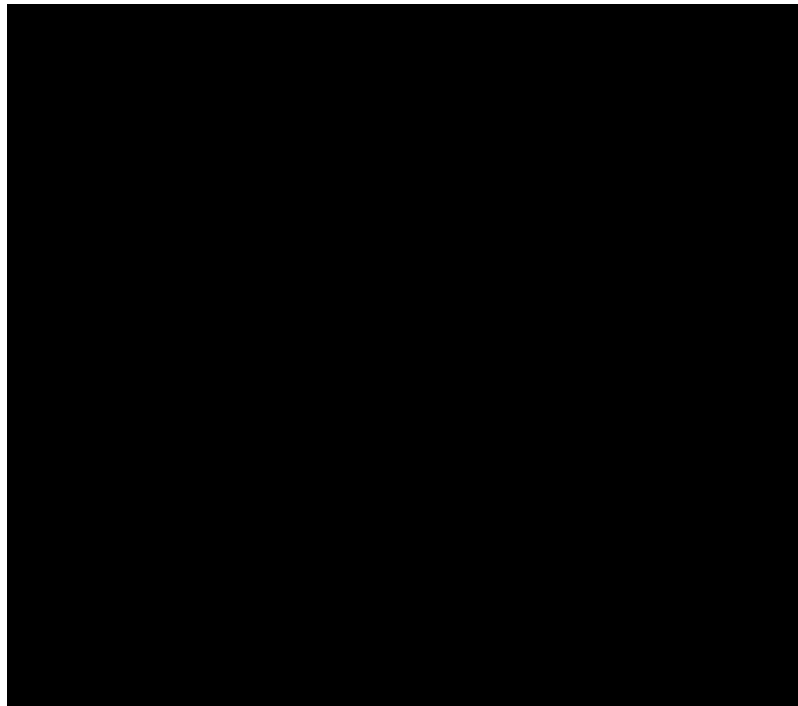
|                     |          |
|---------------------|----------|
| Expenditure         | \$63,337 |
| Revenue             | \$63,337 |
| General Fund Impact | \$0      |
| FTE Positions       | 0.00     |

**c. Description** - This initiative increases revenues and expenditures for seat services (\$26,124) and hardware replacement (\$37,213) associated with new positions in the organization. The revenue to support this is found in the 4000 series of those agencies with new positions.

**d. Service Level Impacts** - Existing service levels are maintained.

## Mission Statement

We shape the future by partnering with the community, the elected leadership and government agencies to recommend the best use of public resources in pursuit of the community's vision.



**Expenditure Budget:**  
**\$1,395,329**

2.1% of General Government

### Program:

- Management & Budget: \$1,395,329

**General Government Expenditure Budget**  
**\$67,675,043**

## Mandates

The County operates under a state mandate to develop, hold public hearings on, and adopt an annual budget, to include salaries and expenses for constitutional officers. The Office of Management & Budget manages these activities.

The Board of County Supervisors has enacted additional local mandates for which the Office of Management & Budget has responsibility.

**State Code:** [15.2-516](#), [539](#), and [2507](#)

**County Code:** Chapter 2 ([Government services planning, budgeting, and accountability](#))

# MANAGEMENT & BUDGET

## Expenditure and Revenue Summary

|                               | FY 12<br>Actual | FY 13<br>Actual | FY 14<br>Adopted | FY 15<br>Adopted | % Change<br>Adopt 14/<br>Adopted 15 |
|-------------------------------|-----------------|-----------------|------------------|------------------|-------------------------------------|
| <b>Expenditure by Program</b> |                 |                 |                  |                  |                                     |
| 1 Management & Budget         | \$1,390,756     | \$1,361,733     | \$1,340,238      | \$1,395,329      | 4.11%                               |
| <b>Total Expenditures</b>     | \$1,390,756     | \$1,361,733     | \$1,340,238      | \$1,395,329      | 4.11%                               |

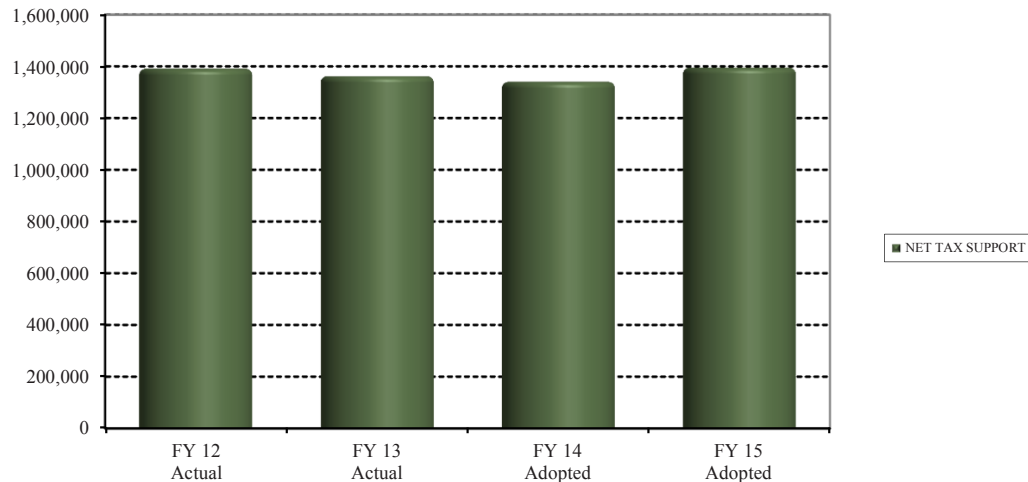
### Expenditure by Classification

|                           |             |             |             |             |       |
|---------------------------|-------------|-------------|-------------|-------------|-------|
| 1 Personal Services       | \$1,028,441 | \$919,509   | \$903,797   | \$943,036   | 4.34% |
| 2 Fringe Benefits         | \$285,371   | \$302,071   | \$295,806   | \$308,819   | 4.40% |
| 3 Contractual Services    | \$10,876    | \$56,500    | \$35,200    | \$35,200    | 0.00% |
| 4 Internal Services       | \$32,110    | \$46,191    | \$35,230    | \$38,069    | 8.06% |
| 5 Other Services          | \$30,454    | \$33,959    | \$64,827    | \$64,827    | 0.00% |
| 6 Leases & Rentals        | \$3,504     | \$3,503     | \$5,378     | \$5,378     | 0.00% |
| <b>Total Expenditures</b> | \$1,390,756 | \$1,361,733 | \$1,340,238 | \$1,395,329 | 4.11% |

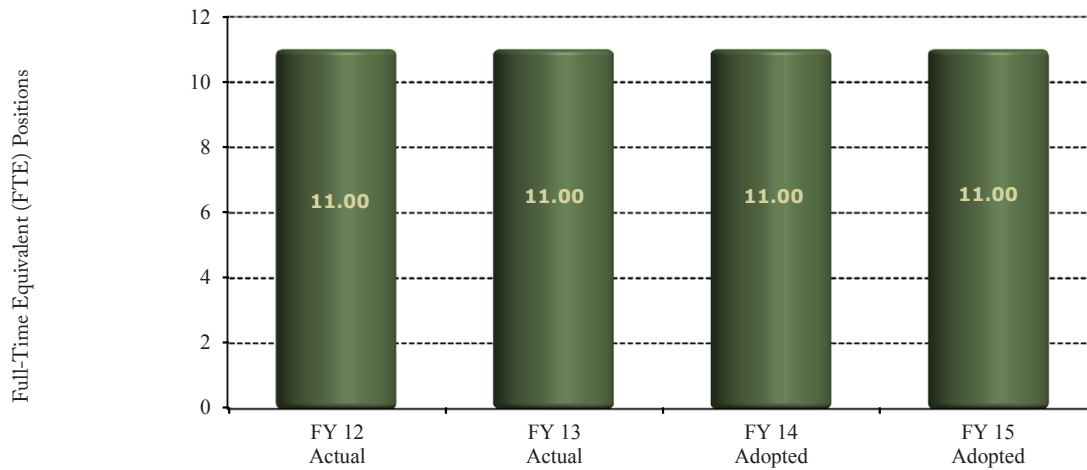
### Funding Sources

|   |             |             |             |             |       |
|---|-------------|-------------|-------------|-------------|-------|
| 1 Miscellaneous Revenue                 | \$0         | \$41        | \$0         | \$0         | —     |
| <b>Total Designated Funding Sources</b> | \$0         | \$41        | \$0         | \$0         | —     |
| <b>Net General Tax Support</b>          | \$1,390,756 | \$1,361,692 | \$1,340,238 | \$1,395,329 | 4.11% |
| <b>Net General Tax Support</b>          | 100.00%     | 100.00%     | 100.00%     | 100.00%     |       |

## Expenditure History



## Staffing History



## Staffing by Program



|   |                     | FY 12 Actual | FY 13 Actual | FY 14 Adopted | FY 15 Adopted |
|---|---------------------|--------------|--------------|---------------|---------------|
| 1                                       | Management & Budget | 11.00        | 11.00        | 11.00         | 11.00         |
| <b>Full-Time Equivalent (FTE) Total</b> |                     | <b>11.00</b> | <b>11.00</b> | <b>11.00</b>  | <b>11.00</b>  |

## Future Outlook

**Increased Public Interest** - The Office of Management & Budget (OMB) responded to the demand for increased information about the budget process by increasing the number of reports provided to the Board of County Supervisors (BOCS) and its budget committees and, via the website, to the community at large. Recent reports include the budget variance analysis (expanded for the FY 15 budget to a five year history), agency base budget analyses, savings from efficiencies, unmet critical needs, and an analysis of all County activities - identifying mandates, total costs and impacts of elimination. OMB also revamped its online budget Q&A format to improve access, ease of use and responsiveness. Finally, OMB increased the number of budget-related presentations to the community.

Increasing the community's access to budget information created public demand for more frequent and penetrating analysis. As is the case throughout local government, existing OMB resources are stretched thinner each year in the struggle to meet community expectations with existing staffing levels. OMB has been forced to shift staff resources to meet the community's increased demand for more detailed financial analysis and public explanation of the budget. This has resulted in fewer resources dedicated to the systematic analysis of agencies' service levels and efficiency, and ongoing evaluation of program effectiveness as compared to other jurisdictions.

Notwithstanding the workload, the increased public visibility of budget development and execution has been a welcome development, and OMB continues to explore ways to make budget and financial information more easily accessible and understandable. The planned replacement of the County's legacy financial accounting system over the next few



years will provide new tools with which more fine-grained and crosscutting analysis can be performed. The County budget process will continue to serve as the catalyst for the difficult conversations and tough decisions that will create the services and infrastructure upon which future generations of County citizens will rely.

**Expenditure Savings** - Prince William has taken positive steps to reduce the amount of year end savings. Primarily, this has been achieved through the zero-based budget approach implemented in January 2010. After accounting for the BOCS policy of using year end savings as a revenue source to reduce tax bills, the total year end savings is a mere 1.6% of the annual County expenditure budget.

## General Overview

**A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, OMB's technology bill increased by \$2,839 to \$37,856.

**B. Compensation Increase** - Compensation adjustments totaling \$11,177 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## Program Summary

### Management & Budget

The Management and Budget Program operationalizes the County’s strategic vision and policy guidance through collaborative budget development, structured implementation and relentless focus on service improvements through performance management. Transparency and accountability to County residents are emphasized through continuous public engagement.

| Key Measures  | FY 12 Actual | FY 13 Actual | Trend | FY 14 Adopted | FY 15 Adopted |
|---|--------------|--------------|-------|---------------|---------------|
| Increased transparency via the number of deliverables online for citizen review       | —            | 13           |       | —             | 10            |
| County services and facilities are a fair value for the tax dollar (community survey) | 85%          | 85%          | ↔     | 85%           | 85%           |
| Countywide variance in actual and projected expenditures                              | 4.47%        | 4.68%        | ↑     | 4.00%         | 4.00%         |

↑ Trending Upward    
 ↔ Stable    
 ↓ Trending Downward

### Program Activities & Workload Measures

|  | FY 12 Actual       | FY 13 Actual       | FY 14 Adopted      | FY 15 Adopted      |
|--|--------------------|--------------------|--------------------|--------------------|
| <b>Budget Development and Implementation</b>                               | <b>\$1,178,913</b> | <b>\$1,130,251</b> | <b>\$1,126,219</b> | <b>\$1,169,726</b> |
| Board agenda items reviewed within two business days                       | 81%                | 92%                | 90%                | 92%                |
| <b>Capital Improvement Program Development</b>                             | <b>\$209,563</b>   | <b>\$107,968</b>   | <b>\$112,773</b>   | <b>\$117,958</b>   |
| Bond projects authorized since 1988 underway (49 projects authorized)      | 91.8%              | 95.7%              | 93.7%              | 95.7%              |
| <b>Community Survey</b>  | <b>\$0</b>         | <b>\$50,000</b>    | <b>\$27,169</b>    | <b>\$27,169</b>    |
| Projects completed   | 0                  | 1                  | 0                  | 1                  |
| <b>Strategic Planning</b>  | <b>\$2,280</b>     | <b>\$73,514</b>    | <b>\$74,077</b>    | <b>\$80,476</b>    |
| Strategic measures trending positively towards the 4 year community target | 72%                | 77%                | 100%               | 100%               |