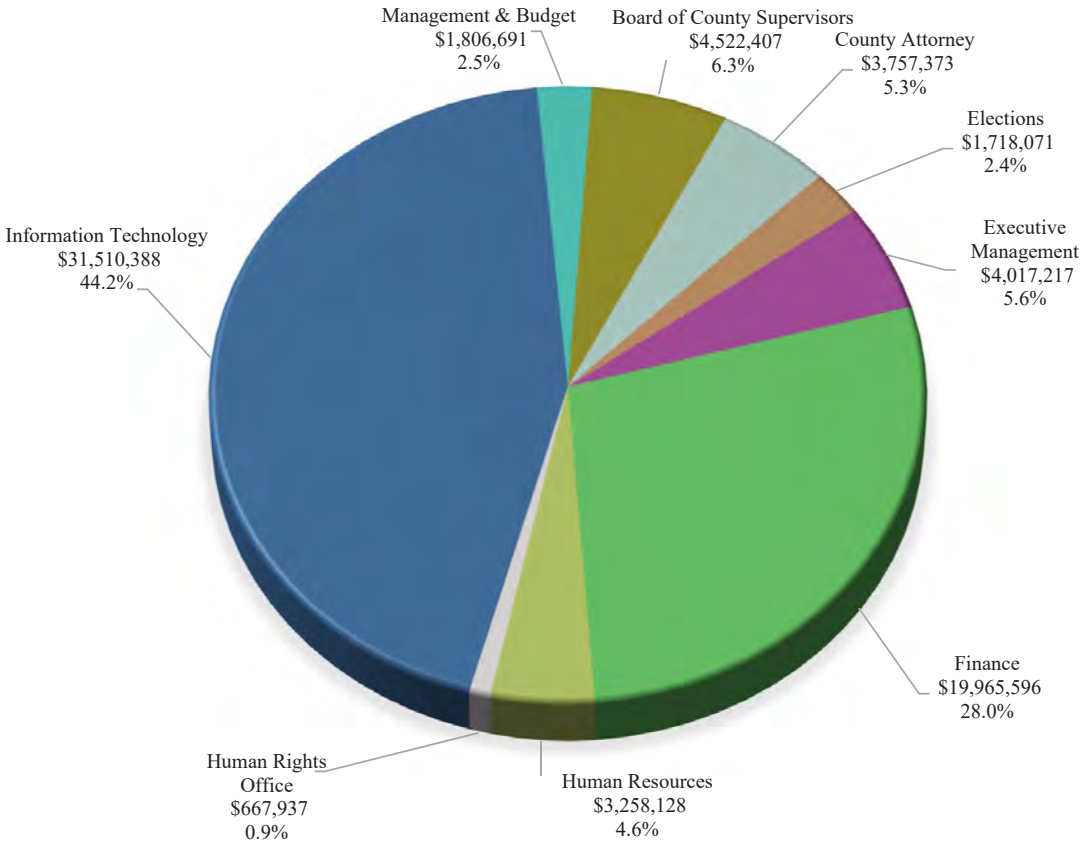


General Government



General Government Expenditure Budget: \$71,223,809

The chart above depicts each agency's operating budget only. It does not reflect capital project budgets that may be attributed to agencies.



Average Tax Bill: Community Development accounted for \$147 and 3.79% of the average residential tax bill in FY18.

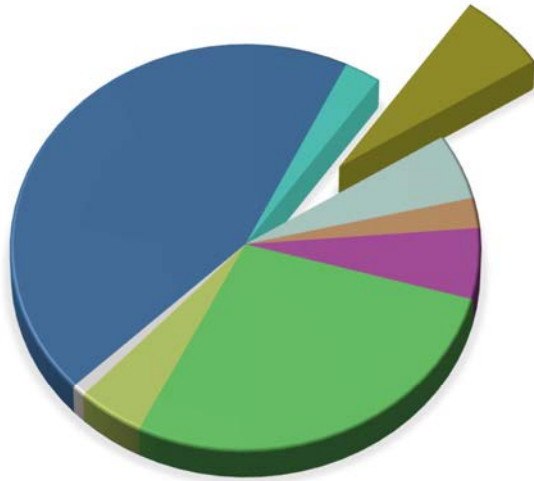
Department & Agencies

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

Board of County Supervisors

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.



General Government Expenditure Budget:
\$71,223,809

Expenditure Budget: \$
\$4,522,407

\$

6.3% of General Government

Programs:

- Administration: \$590,646
- Brentsville District: \$400,158
- Coles District: \$389,950
- Potomac District: \$363,518
- Gainesville District: \$415,526
- Neabsco District: \$428,108
- Occoquan District: \$336,241
- Woodbridge District: \$404,687
- BOCS-Chairman: \$419,385
- Audit Services: \$774,186

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 are elected from Magisterial Districts, while the Chair is elected at-large.

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

Board of County Supervisors



Expenditure and Revenue Summary

Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
BOCS Administration	\$458,543	\$470,049	\$500,059	\$584,872	\$590,646	0.99%
Brentsville District	\$429,107	\$318,400	\$493,101	\$327,954	\$400,158	22.02%
Coles District	\$298,236	\$361,636	\$372,548	\$385,472	\$389,950	1.16%
Potomac District	\$320,205	\$287,866	\$328,328	\$366,392	\$363,518	(0.78%)
Gainesville District	\$363,407	\$338,162	\$362,098	\$378,678	\$415,526	9.73%
Neabsco District	\$382,511	\$385,135	\$390,017	\$416,284	\$428,108	2.84%
Occoquan District	\$401,762	\$345,673	\$329,320	\$350,956	\$336,241	(4.19%)
Woodbridge District	\$416,546	\$349,492	\$387,650	\$389,015	\$404,687	4.03%
BOCS-Chairman	\$362,147	\$407,811	\$356,489	\$422,732	\$419,385	(0.79%)
Audit Services Program	\$0	\$0	\$0	\$0	\$774,186	0.00%
Total Expenditures	\$3,432,464	\$3,264,225	\$3,519,609	\$3,622,355	\$4,522,407	24.85%

Expenditure by Classification

Salaries and Benefits	\$2,373,737	\$2,355,873	\$2,482,727	\$2,696,472	\$2,815,942	4.43%
Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
Contractual Services	\$64,612	\$119,718	\$50,278	\$95,900	\$816,403	751.31%
Internal Services	\$109,156	\$123,654	\$122,987	\$126,158	\$127,697	1.22%
Purchase of Goods & Services	\$477,611	\$470,112	\$511,184	\$768,229	\$846,468	10.18%
Leases & Rentals	\$26,312	\$29,468	\$30,558	\$27,000	\$27,000	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$92,589)	(\$112,289)	21.28%
Transfers Out	\$381,036	\$165,400	\$321,875	\$0	\$0	0.00%
Total Expenditures	\$3,432,464	\$3,264,225	\$3,519,609	\$3,622,355	\$4,522,407	24.85%

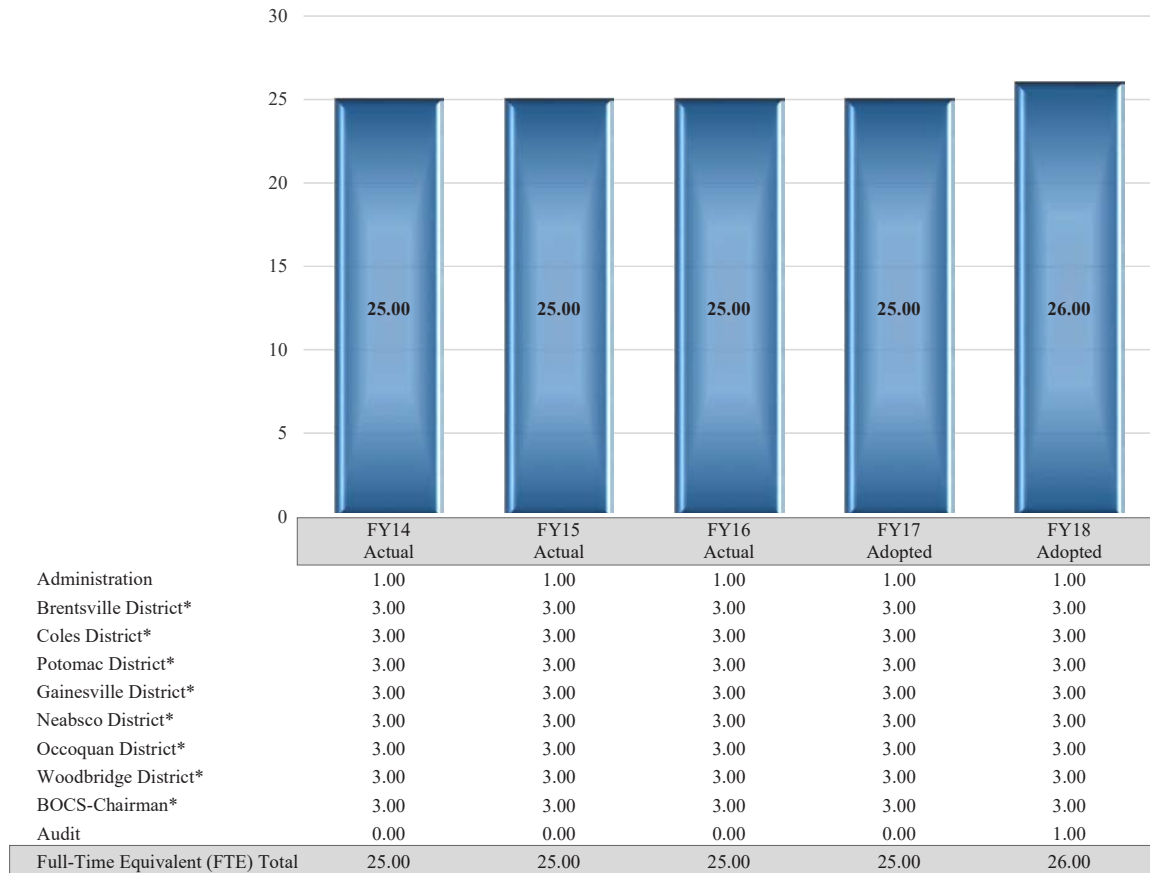
Funding Sources

Non-Revenue Receipts	\$0	\$10,000	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$0	\$10,000	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,432,464	\$3,254,225	\$3,519,609	\$3,622,355	\$4,522,407	24.85%
Net General Tax Support	100.00%	99.69%	100.00%	100.00%	100.00%	

Board of County Supervisors



Staff History by Program



*The seven Supervisors and the Chairman are not included in FTE totals.

General Overview

- A. **Audit Services Shift** - Audit Services was shifted from an individual department to a program as Audit Services reports directly to the Board of County Supervisors (BOCS). The existing Audit Administrator position was downgraded to a full-time Administrative Support Assistant III position with the savings moved to contractual services in order to conduct more audits.
- B. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the BOCS technology bill increases by \$2,517. In FY18, the Audit Services program technology bill decreases by \$3,821.
- C. **Budget Shift** - \$210 has been shifted from the Neabsco budget for supplies and services into the internal service series to support off-cycle computers purchased in FY17.

Board of County Supervisors

Program Summary

Audit Services

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. To facilitate optimization of the internal audit function, the type of audits may include the following components: Compliance, Financial, Performance/Operational, and Information Technology. Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline for reporting fraud, waste, or abuse of County resources.

Audit Services works for the BOCS and the Board Audit Committee (BAC). The BAC is a committee the BOCS established to assist with governance and oversight responsibilities. All members of the BOCS comprise BAC, which consists of three regular voting members and five alternate members.

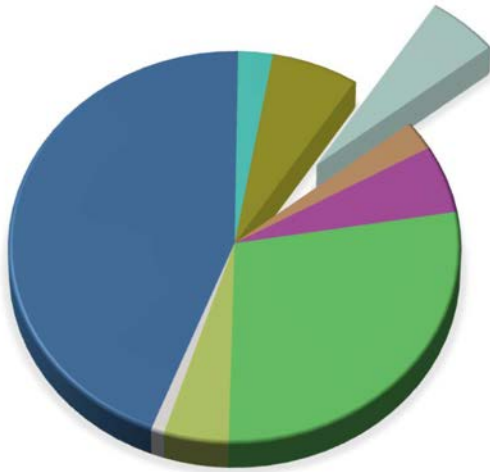
Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Planned audits completed	100%	100%	71%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Internal Audit Administration	\$0	\$0	\$0	\$0	\$774
Internal audits completed	7	12	10	14	10

County Attorney

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.



Expenditure Budget:
\$3,757,373

\$

5.3% of General Government

Program:

- County Attorney: \$3,757,373

General Government Expenditure Budget:
\$71,223,809

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 Board of County Supervisors has enacted additional local mandates for which the County Attorney is responsible.

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



Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
County Attorney Program	\$3,347,354	\$3,454,871	\$3,628,370	\$3,706,781	\$3,757,373	1.36%
Total Expenditures	\$3,347,354	\$3,454,871	\$3,628,370	\$3,706,781	\$3,757,373	1.36%

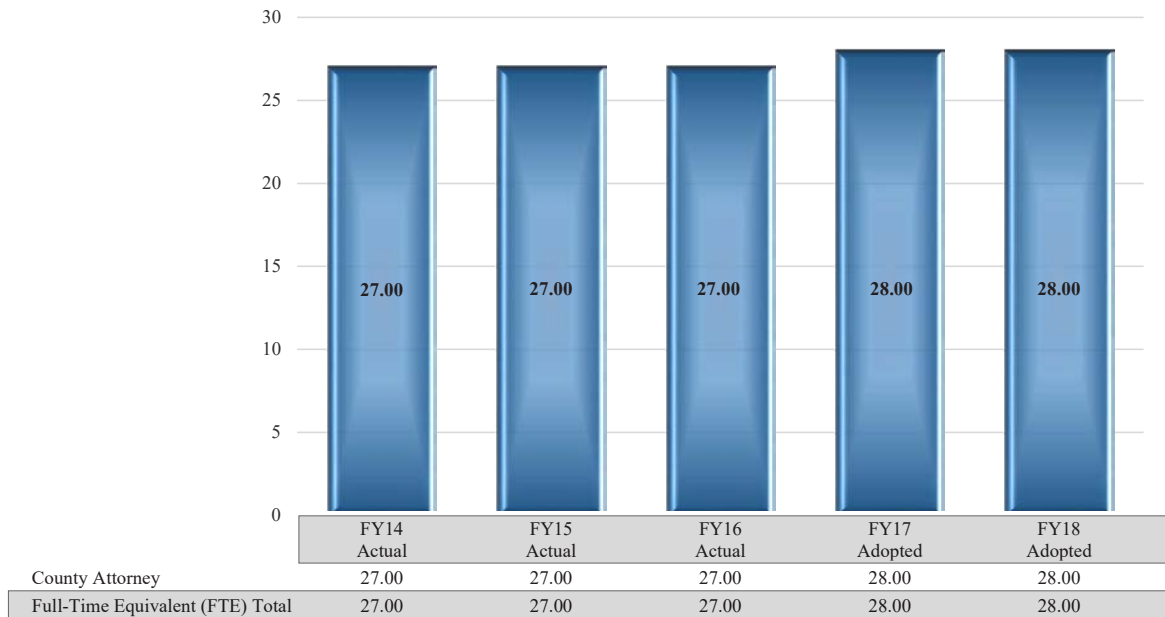
Expenditure by Classification

Salaries and Benefits	\$3,099,800	\$3,219,760	\$3,299,803	\$3,608,110	\$3,658,856	1.41%
Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
Contractual Services	\$43,577	\$23,088	\$123,662	\$56,014	\$56,014	0.00%
Internal Services	\$94,287	\$99,625	\$102,458	\$86,329	\$88,280	2.26%
Purchase of Goods & Services	\$103,181	\$107,320	\$96,403	\$126,259	\$124,154	(1.67%)
Leases & Rentals	\$6,509	\$5,078	\$6,045	\$4,845	\$4,845	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$175,904)	(\$175,904)	0.00%
Total Expenditures	\$3,347,354	\$3,454,871	\$3,628,370	\$3,706,781	\$3,757,373	1.36%

Funding Sources

Miscellaneous Revenue	\$1,750	\$5,294	\$5,911	\$15,000	\$15,000	0.00%
Charges for Services	\$209,000	\$209,000	\$209,000	\$180,186	\$180,186	0.00%
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$260,750	\$264,294	\$264,911	\$245,186	\$245,186	0.00%
Net General Tax Support	\$3,086,603	\$3,190,577	\$3,363,459	\$3,461,595	\$3,512,187	1.46%
Net General Tax Support	92.21%	92.35%	92.70%	93.39%	93.47%	

Staff History by Program



County Attorney

Future Outlook

Child Protective Services (CPS) - CPS (child abuse and neglect) cases will continue to be complex and time consuming, requiring at least three full-time attorneys, with increased support staff time.

Federal Regulations - Federal regulations and laws will require additional legal resources to support the County, in the area of Internal Revenue Service (IRS) audits, Affordable Care Act, etc.

Property Acquisitions - Property acquisitions and condemnation cases by the County for the construction of public facilities, new roads, and improvements to existing roads throughout the County will continue to increase. These will continue to take significant time and resources; the recent statute and Constitutional amendment on lost profits may impact these cases.

General - Significant future legal issues for the County include land use matters, telecommunications/cable franchise negotiations, and technology issues. For example, this office assisted in the development of the Body Worn Camera policy for the Police Department. As that issue evolves, there will be areas such as technology, privacy issues, policy matters, retention, and possible liability or discipline issues that will take staff time to address. Significant time and resources will continue to be devoted to Freedom of Information Act (FOIA) requests and subpoenas, as these matters continue to grow in complexity.

Support for the Department of Economic Development - This area of our work will continue to increase as prospects and companies looking to relocate to the County increase.

General Overview

A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the County Attorney technology bill increases by \$1,951.

County Attorney

Program Summary

County Attorney

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

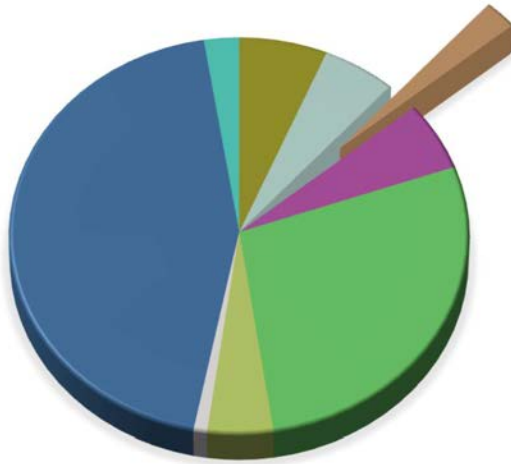
Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Claims/litigation cases closed with results satisfactory to the County	100%	100%	100%	100%	100%
Thoroughness of response to client request for assistance (4-point scale)	3.6	3.5	3.5	3.8	3.8
Founded property code cases resolved or moved to court action within 100 days	95%	98%	94%	96%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Legal Services	\$2,063	\$1,949	\$2,297	\$2,271	\$2,471
Average days to close BOCS trackers	53	60	25	45	45
Requests for legal advice/assistance responded to	1,188	2,457	1,150	1,500	1,800
FOIA requests/subpoenas responded to	369	209	300	250	250
Staff time spent rendering legal opinion/advice relating to legal services	86%	85%	88%	85%	86%
Collections	\$414	\$535	\$439	\$428	\$445
Delinquent Real Estate taxes collected prior to litigation	32%	32%	35%	32%	36%
Delinquent Personal Property taxes collected prior to litigation	30%	30%	31%	32%	32%
Staff time spent rendering legal opinion/advice relating to collections	80%	80%	82%	80%	83%
Protective Services	\$346	\$543	\$647	\$664	\$696
Cases involving child abuse or neglect opened	273	202	275	250	250
Cases involving child abuse or neglect closed	239	235	250	240	240
Staff time spent rendering legal opinion/advice relating to protective services	60%	60%	62%	60%	63%
Transportation	\$523	\$428	\$246	\$344	\$145
Property acquisitions closed	75	59	50	60	60
Transportation contracts reviewed	16	4	6	5	5
Staff time spent rendering legal opinion/advice relating to transportation	75%	75%	76%	75%	77%

Elections

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, and be an information resource for citizens regarding voter registration, absentee voting, elections, and elected officials.



Expenditure Budget:
\$1,718,071

\$

2.4% of General Government

Program:

- Elections: \$1,718,071

General Government Expenditure Budget:
\$71,223,809

Mandates

The Code of Virginia mandates the appointment of an electoral board in the County, the position of 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



Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
Conduct and Certify Elections	\$1,426,856	\$2,518,433	\$2,170,232	\$1,583,167	\$1,718,071	8.52%
Total Expenditures	\$1,426,856	\$2,518,433	\$2,170,232	\$1,583,167	\$1,718,071	8.52%

Expenditure by Classification

Salaries and Benefits	\$821,659	\$920,763	\$1,067,405	\$977,747	\$1,091,343	11.62%
Capital Outlay	\$0	\$575,757	\$259,039	\$0	\$0	0.00%
Contractual Services	\$426,684	\$363,353	\$546,662	\$476,082	\$476,082	0.00%
Internal Services	\$64,078	\$68,153	\$71,589	\$59,290	\$80,598	35.94%
Purchase of Goods & Services	\$103,002	\$581,849	\$214,221	\$112,383	\$112,383	0.00%
Leases & Rentals	\$11,432	\$8,559	\$11,316	\$7,724	\$7,724	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$50,059)	(\$50,059)	0.00%
Total Expenditures	\$1,426,856	\$2,518,433	\$2,170,232	\$1,583,167	\$1,718,071	8.52%

Funding Sources

Revenue from Federal Government	\$0	\$0	\$3,500	\$0	\$0	0.00%
Miscellaneous Revenue	\$13,297	\$2,053	\$4,364	\$0	\$0	0.00%
Revenue from Commonwealth	\$76,000	\$82,768	\$85,269	\$83,669	\$83,669	0.00%
Total Designated Funding Sources	\$89,297	\$84,820	\$93,133	\$83,669	\$83,669	0.00%
Net General Tax Support	\$1,337,559	\$2,433,613	\$2,077,099	\$1,499,498	\$1,634,402	9.00%
Net General Tax Support	93.74%	96.63%	95.71%	94.72%	95.13%	

Staff History by Program



Elections

Future Outlook

Space Constraints - The Office of Elections faces space issues with the continued increase in registered voters, the addition of 14 voting precincts, and the addition of paper ballots. Parking is a constant challenge for absentee voters at the Manassas Office, as the public parking lots are shared with the Court judicial system.

Phone System Upgrade Needed - The current phone system was installed in 2008. Both voters and Officers of Election will need accessibility to staff during the peak election season.

Precinct Growth - Best practices call for new precincts to be created when the registered voter count exceeds 4,000. By law, no precinct should have more than 5,000 registered voters. The local governing body has the authority to add precincts and draw boundaries for new precincts.

Encourage Absentee Voting - The Director of Elections/General Registrar has implemented an assertive 'vote absentee' program targeted towards Prince William County's (PWC) heavy commuter and first responder population. This, coupled with the Board of County Supervisors 2016 legislative agenda, which supports no excuse absentee voting, would help alleviate long lines at polling places on Election Day. The goal is to have 25% of registered voters vote absentee.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY2018, the Elections technology bill increases by \$21,308.
- B. Budget Shift** - \$1,050 has been shifted into the internal service series to support a computer purchase during FY17.

Elections

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 PWC 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.

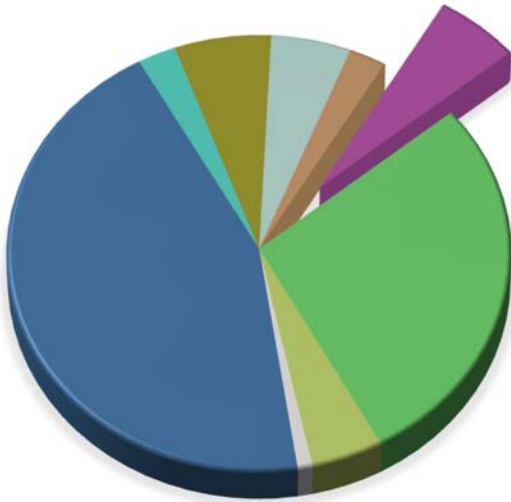
Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
It is easy to register to vote (community survey)	97%	97%	97%	97%	97%
Voting at polling places is quick and easy (community survey)	88%	88%	92%	88%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Register Voters & Conduct & Certify Elections	\$1,427	\$2,518	\$2,170	\$1,583	\$1,718
Transactions involving citizen voting records	183,577	201,153	154,812	265,000	177,562
Registered County Voters	248,940	249,464	232,219	277,784	266,343
Election voter turnout	100,439	95,871	69,752	230,000	119,854

Executive Management

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.



General Government Expenditure Budget:
\$71,223,809

Expenditure Budget:
\$4,017,217

\$

5.6% of General Government

Program:

- Management & Policy Development: \$1,440,724
- Administrative Support to the Board: \$530,683
- Communications: \$1,223,195
- Equality, Affirmative Employment, & Diversity: \$398,085
- Legislative Affairs & Intergovernmental Relations: \$424,531

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 these services.

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

State Code: [Title 15.2 Chapter 5](#), Executive Form of Government; Chapter 39, [Virginia Human Rights Act](#)

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

Executive Management

Expenditure and Revenue Summary

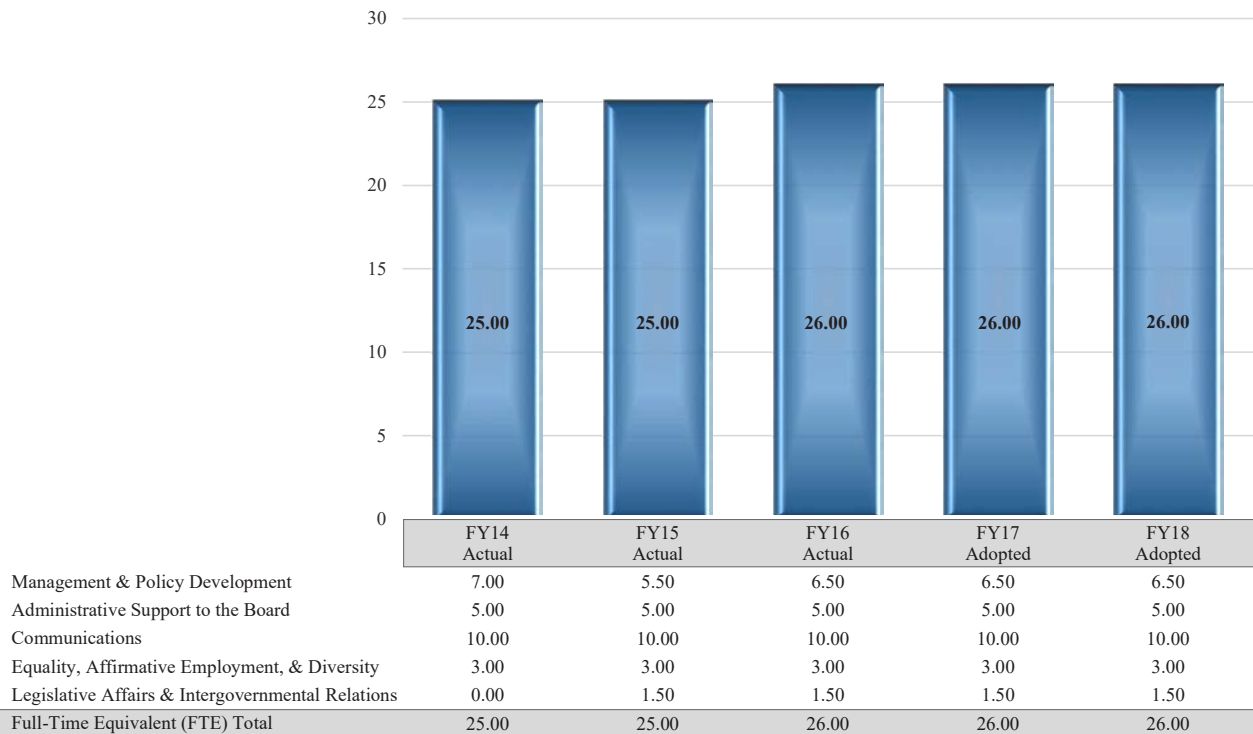


Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
Management & Policy Development	\$857,426	\$1,341,130	\$1,404,378	\$1,367,433	\$1,440,724	5.36%
Administrative Support to the Board	\$448,169	\$484,225	\$503,965	\$502,449	\$530,683	5.62%
Communications	\$1,141,680	\$1,158,331	\$1,127,386	\$1,206,228	\$1,223,195	1.41%
Equality, Affirmative Employment, & Diversity	\$263,002	\$372,810	\$378,615	\$379,813	\$398,085	4.81%
Legislative Affairs & Intergovernmental Relations	\$581,959	\$395,490	\$425,576	\$411,569	\$424,531	3.15%
Total Expenditures	\$3,292,237	\$3,751,986	\$3,839,919	\$3,867,493	\$4,017,217	3.87%

Expenditure by Classification

Salaries and Benefits	\$2,749,823	\$3,155,651	\$3,340,595	\$3,336,723	\$3,510,074	5.20%
Capital Outlay	\$5,741	\$0	\$0	\$0	\$0	0.00%
Contractual Services	\$288,590	\$342,834	\$250,635	\$315,488	\$280,488	(11.09%)
Internal Services	\$115,563	\$108,762	\$113,847	\$99,946	\$111,319	11.38%
Purchase of Goods & Services	\$126,262	\$136,835	\$120,686	\$192,055	\$192,055	0.00%
Leases & Rentals	\$6,258	\$7,903	\$14,157	\$15,780	\$15,780	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$92,499)	(\$92,499)	0.00%
Total Expenditures	\$3,292,237	\$3,751,986	\$3,839,919	\$3,867,493	\$4,017,217	3.87%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,292,237	\$3,751,986	\$3,839,919	\$3,867,493	\$4,017,217	3.87%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



Executive Management

Future Outlook

Management & Policy Development - The Office of Executive Management (OEM) provides support to the Board of County Supervisors (BOCS) by implementing BOCS policy guidance and proposing recommendations and potential solutions to issues facing the community that are consistent with the BOCS adopted policy guidance. The adopted Future Report 2030 articulates the long-term desires of Prince William County (PWC) citizens. 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.

Administrative Support to the Board - The Clerk and staff administers, schedules and coordinates agency data and information presented for BOCS consideration. Automation is becoming increasingly important to handle the voluminous 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. Automation efforts are in process including preliminary data gathering from stakeholders on their automaton needs and development of solutions.

Communications - There continues to be an expectation for immediate and interactive access to information anytime, anywhere, and on any device. This is true for everyday information and especially true during emergencies. Therefore, it is imperative that the County has a responsive website and keeps up with current technology that allows residents access to County information that is device and platform agnostic. Citizen engagement and interaction is vital to PWC's success in delivering the services and products that residents demand and creating awareness of the services and amenities currently being delivered to the community. PWC must deliver information and offer alternative business solutions in a way that meets the needs of the community.

Equality, Affirmative Employment, & Diversity - Effective management of multiple generations necessitates preparing now for the needs and expectations hyper-connected generations will bring to the workplace. In an effort to attract, hire, and retain the brightest and the best applicants, fundamental changes in jobs, careers, learning programs, and even benefits will be necessary.

Legislative Affairs & Intergovernmental Relations - PWC will continue to cooperate with other jurisdictions and levels of government to address emerging issues, particularly as the national and regional economies regain ground that was lost during the recession.

General Overview

A. Internal Service Fund (ISF) Technology Budget - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the OEM technology bill increases by \$12,648.

Executive Management

Program Summary

Management & Policy Development

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

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Measures trending positively towards 4 year strategic goal target	74%	65%	55%	100%	100%
Overall quality of PWC services meets residents' expectations (community survey)	91%	91%	91%	91%	91%
County provides efficient and effective services (community survey)	91%	91%	-	91%	-
County services and facilities are a fair value for the tax dollar	86%	86%	88%	86%	88%
County employees are courteous and helpful (community survey)	91%	91%	93%	91%	93%
AAA bond ratings	3	3	3	3	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Effective & Efficient Delivery of County Government Services	\$251	\$400	\$434	\$435	\$458
Counties with three AAA bond ratings	1%	1%	1%	1%	1%
Strategic Planning	\$158	\$328	\$340	\$332	\$350
Community Outcome Measures in Strategic Plan	53	53	53	53	-
Community Measures of Success trending positively	-	-	-	-	57
Policy Development	\$292	\$335	\$344	\$328	\$345
Ordinances & Resolutions passed	747	787	605	730	730
BOCS Response	\$157	\$279	\$287	\$272	\$287
Trackers responded to within 15 days	52%	90%	85%	75%	85%

Executive Management

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.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
BOCS agenda dispatch packages available to BOCS by deadline	100%	100%	100%	100%	100%
BOCS agenda/briefs available to citizens by deadline	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Administrative Support to the Board and Executive	\$448	\$484	\$504	\$502	\$531
Ordinances processed	64	72	44	70	70
Resolutions processed	683	715	561	670	670

Communications

Support PWC 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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
News Quality Analysis Rating	-	-	-	90%	90%
Social media reach	-	-	-	1.1M	2.0M
Online, graphic, print & video pieces produced	-	-	-	475	500
Online, print & video pieces produced	408	390	412	-	-
Total web page views	3.0M	3.3M	3.6M	-	-
Social media growth rate	384%	52%	1%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Information Dissemination	\$776	\$702	\$691	\$700	\$731
Internal communication messages	-	-	-	280	280
Total web page sessions	-	-	-	3.3M	3.6M
Events supported	-	-	-	20	20
Articles produced	-	-	-	150	150
Video views online	54,828	87,616	216,769	65,000	85,000
Social media reach (Facebook only)	979,702	1.4M	1.6M	-	-
Media Production	\$366	\$457	\$437	\$507	\$492
Graphic arts pieces produced	-	-	-	120	120
Videos produced (including BOCS meetings)	-	-	-	205	205
Email newsletters produced	8	10	11	-	-
BOCS meetings broadcast live	100%	100%	97%	-	-

Executive Management

Equality, Affirmative Employment, & 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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Diversity of County female representation	48%	50%	50%	48%	48%
Diversity of County minority representation	29%	33%	31%	30%	30%
Management satisfaction with EEO consultation services	98%	98%	98%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Equal Employment Opportunity Compliance & Laws	\$142	\$195	\$200	\$205	\$215
EEO inquiries received	3,512	3,827	3,963	3,200	3,200
Internal EEO inquiries successfully resolved and closed without litigation	97%	95%	95%	95%	95%
Education & Outreach	\$121	\$178	\$178	\$175	\$184
EEO trainings provided	37	15	15	15	15
Employees rating EEO & Diversity management training as beneficial	99%	99%	99%	95%	95%

Legislative Affairs & Intergovernmental Relations

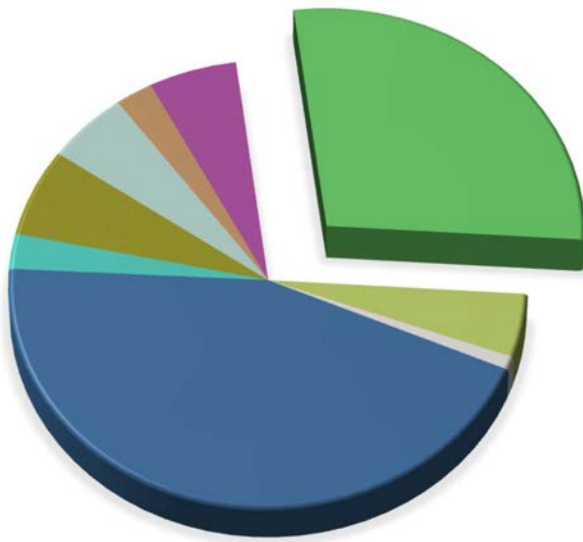
Develop, implement, and manage the County's intergovernmental and legislative initiatives, including acting as liaison with other government agencies and development and implementation of annual legislative program.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
State legislative program outcomes success rate	50%	50%	43%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Legislative Affairs & Intergovernmental Relations	\$582	\$395	\$426	\$412	\$425
Virginia House & Senate bills analyzed	2,888	2,776	3,286	2,775	3,000
Hours of active representation	-	947	1,160	975	1,100
General Assembly committee meetings attended	-	690	872	450	860
Agenda development/planning meetings with outside groups/allies	-	95	77	80	70

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.



General Government Expenditure Budget:
\$71,223,809

Expenditure Budget:
\$19,965,596

\$

28.0% of General Government

Programs:

- Financial Reporting & Control: \$4,606,647
- Payroll & Disbursements: \$989,687
- Risk Management: \$1,407,961
- Real Estate Assessment: \$3,610,620
- Purchasing: \$1,182,031
- Tax Administration: \$5,907,711
- Treasury Management: \$1,045,549
- Director's Office: \$1,215,390

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 9.1-15 ([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

Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
Financial Reporting & Control	\$3,255,997	\$4,465,910	\$4,699,878	\$4,861,284	\$4,606,647	(5.24%)
Payroll & Disbursements	\$951,515	\$953,676	\$971,097	\$957,562	\$989,687	3.35%
Risk Management	\$1,191,670	\$1,192,005	\$1,191,979	\$1,197,700	\$1,407,961	17.56%
Real Estate Assessment	\$3,316,665	\$3,246,938	\$3,305,399	\$3,344,024	\$3,610,620	7.97%
Purchasing	\$1,103,698	\$995,354	\$1,136,679	\$1,198,303	\$1,182,031	(1.36%)
Tax Administration	\$5,313,479	\$5,301,608	\$5,708,556	\$5,850,950	\$5,907,711	0.97%
Treasury Management	\$1,050,539	\$1,023,250	\$1,137,424	\$1,054,878	\$1,045,549	(0.88%)
Finance Director's Office	\$650,715	\$505,092	\$676,891	\$640,891	\$1,215,390	89.64%
Total Expenditures	\$16,834,277	\$17,683,834	\$18,827,903	\$19,105,591	\$19,965,596	4.50%

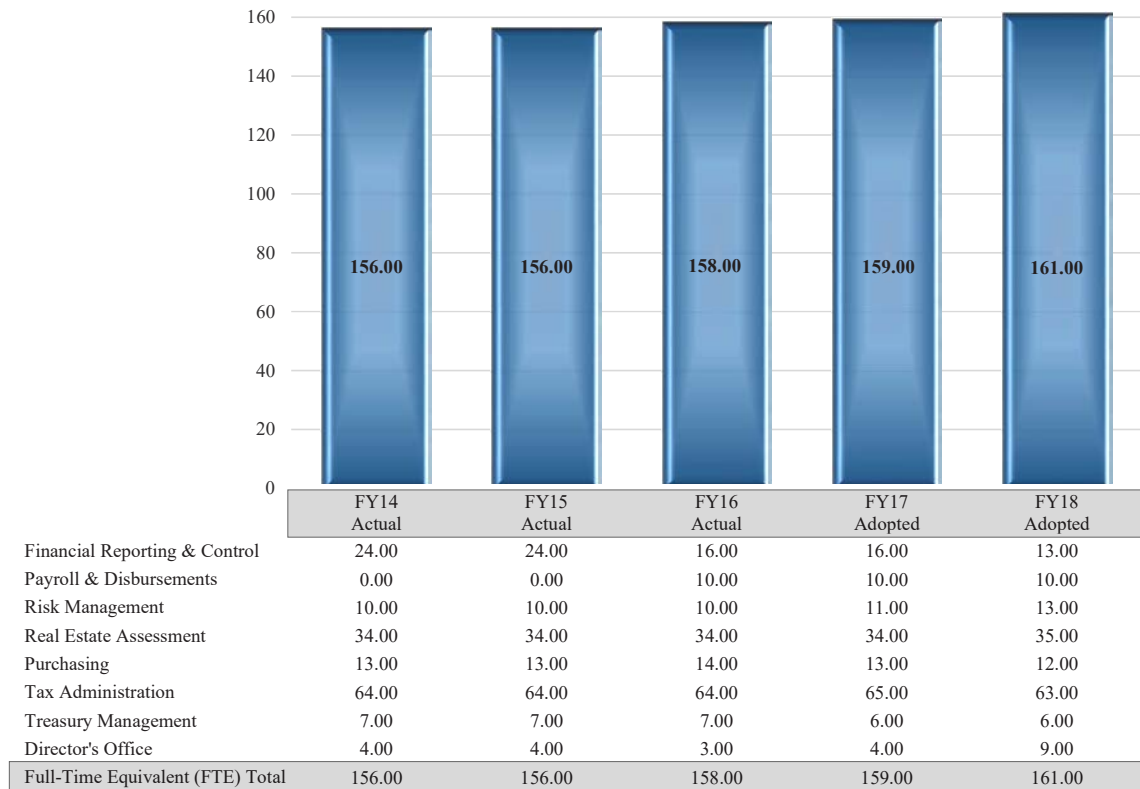
Expenditure by Classification

Salaries and Benefits	\$12,008,475	\$11,967,949	\$13,055,094	\$13,663,808	\$14,471,916	5.91%
Capital Outlay	\$8,695	\$0	\$0	\$17,909	\$17,909	0.00%
Contractual Services	\$1,503,979	\$1,811,902	\$1,462,185	\$1,786,189	\$1,866,189	4.48%
Internal Services	\$2,360,483	\$2,927,050	\$3,262,513	\$3,247,861	\$3,208,495	(1.21%)
Purchase of Goods & Services	\$910,962	\$938,484	\$1,009,233	\$1,285,134	\$1,296,398	0.88%
Leases & Rentals	\$40,684	\$38,450	\$38,878	\$50,284	\$50,284	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$945,594)	(\$945,594)	0.00%
Transfers Out	\$1,000	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$16,834,277	\$17,683,834	\$18,827,903	\$19,105,591	\$19,965,596	4.50%

Funding Sources

Permits & Fees	\$190	\$8,420	\$140	\$250	\$250	0.00%
Fines & Forfeitures	\$24,989	\$26,959	\$26,987	\$12,000	\$12,000	0.00%
Use of Money & Property	\$178,918	\$151,560	\$149,732	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$72,204	\$91,456	\$101,970	\$81,338	\$81,338	0.00%
Non-Revenue Receipts	\$12,477	\$3,840	\$280	\$0	\$0	0.00%
General Property Taxes	\$1,568,634	\$1,564,053	\$1,748,521	\$1,506,665	\$1,506,665	0.00%
Charges for Services	\$156,430	\$128,800	\$128,800	\$125,181	\$125,181	0.00%
Revenue from Commonwealth	\$652,444	\$646,615	\$675,669	\$559,724	\$559,724	0.00%
Transfers In	\$185,112	\$104,950	\$240,611	\$229,111	\$229,111	0.00%
Total Designated Funding Sources	\$2,851,397	\$2,726,653	\$3,072,151	\$2,521,469	\$2,521,469	0.00%
Net General Tax Support	\$13,982,880	\$14,957,181	\$15,755,752	\$16,584,122	\$17,444,127	5.19%
Net General Tax Support	83.06%	84.58%	83.68%	86.80%	87.37%	

Staff History by Program



Future Outlook

Technology - The County has moved toward an Enterprise Solution for the County. However, due to funding constraints the County only initially implemented core modules of the financial management system. It is the County's intent to pursue expansion of the financial management system where additional efficiencies can be gained and procedures systematized by implementing additional modules and eliminate the need for separate stand-alone systems. The County also desires to more fully embrace transparency and accountability through robust reporting functionality, the use of dashboards and implementation of a citizen portal. In addition, the County is in need of a replacement Human Resource Information System that integrates with the financial management system to better support a complex workforce and effectively manage the County's human capital. All of these initiatives require an investment of County funds.

Growth in Unfunded Federal Mandates and Compliance Audits/Inspections - The federal government has increased enforcement, oversight, and reporting requirements for certain industries, including local governments. As a result, municipalities have seen an unprecedented number of new regulations, compliance requirements, and unfunded mandates. The impact is manifesting in the need for additional staff to maintain compliance. The County's ability to estimate costs in these areas is compromised due to the sheer volume of changes to be implemented, the likelihood of new "unanticipated consequences," and the lack of clarity with regard to the perceived baseline level of compliance. Areas of particular focus by federal and/or state agencies include Internal Revenue Service (IRS) audits of tax-exempt debt issuances, Securities Exchange Commission (SEC)/Municipal Securities Rulemaking Board (MSRB) investigations related to post-issuance compliance and environmental inspections by entities such as the U.S. Environmental Protection Agency and the Virginia Department of Environmental Quality.

Internal Controls - The Finance Department continues to spearhead and lead the County's implementation of strong internal controls. As the control environment changes due to turnover of key personnel and leadership throughout the organization, technological changes, new business processes and lines of business, agency consolidations and mergers, and regulatory and statutory changes, internal controls must be continually re-evaluated to ensure they are still relevant and operating as intended. The County maintains an extremely low level of overhead, particularly in staffing levels for general government administration. These staff ratio disparities are recurring themes noted in independent internal and external audits and inadequate staffing poses an inherent risk to the control environment, particularly as the County government continues to grow and become more complex.

Sharing Economy - Across the nation, there is an increasing notion of a sharing economy with businesses being formed through crowd-based resources. Examples include Uber, Lyft, AirBnB, HomeAway, Etsy, Ebay, Chegg, and Lending Club to name just a few. Many of these companies are already billion dollar businesses but formed as recently as the trough of the last recession. With this new type of economy come new challenges for local governments related to regulation and taxation. A growing wave of municipalities across the country are starting to impose laws on home rental, for example, including consideration of imposing the lodging tax. The "sharing economy" has the potential to strip the County of revenues in the future if it is not carefully considered and addressed through the legislative process.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Finance technology bill decreases by \$230,917.
- B. Establish New Activity in Director's Office Program** - The budget includes position shifts to establish a new activity in the Director's Office named System Administration, which will support the administration of the Ascend financial system. The new activity is supported by five full-time equivalent positions shifted from the Financial Reporting and Control (three positions shifted) program, the Treasury Management program (one position shifted) and the Purchasing program (one position shifted). The shifts have no impact on the general fund.
- C. Position Shift to Human Rights** - [BOCS Resolution 16-841](#) authorized the transfer of one Accounting Assistant I position from the Finance, Tax Administration program to the Office of Human Rights. The shift has no impact on the general fund.
- D. Position Shift from Tax Administration to Treasury Management** - The budget includes a position shift of one Financial Analyst II position from the Tax Administration program to the Treasury Management program. The shift has no impact on the general fund.

Budget Initiatives

A. Budget Initiatives

1. Add Two Environmental Specialist Positions – Risk Management

Expenditure	\$137,343
Revenue	\$0
General Fund Impact	\$137,343
FTE Positions	2.0

- a. Description** - This initiative funds two full-time equivalent (FTE) Environmental Specialist positions in the Risk Management program, Environmental Management activity. The positions would enhance the ability of the County’s environmental management system (EMS) to focus on changing state and federal regulations related to environmental protection and compliance for County owned assets and activities.

The first position would focus on compliance training, audits, inspections, and required EMS program filings. The second position would focus on equipment and waste, including generators, septic and other underground tanks, wells, permits, disposal, and recycling of hazardous material. One position will include full-year costs and the other half-year costs in FY18, both will be full-year costs in FY19 and beyond. The FY18 total cost of the new positions includes salary and benefits (\$127,141) and information technology costs (\$10,202).

- b. Service Level Impacts** - The following service level will be impacted:

▪ **Environmental audits**

<i>FY18 w/o Addition</i>	6
<i>FY18 w/ Addition</i>	8

▪ **Environmental inspections**

<i>FY18 w/o Addition</i>	23
<i>FY18 w/ Addition</i>	30

2. Add One Real Estate Appraiser for Commercial Assessments – Real Estate Assessments

Expenditure	\$122,161
Revenue	\$0
General Fund Impact	\$122,161
FTE Positions	1.0

- a. Description** - This initiative funds one FTE Real Estate Appraiser position in the Real Estate Assessments program. The position will focus on commercial assessments. Commercial properties require a complex, detailed analysis for an accurate assessment and are more labor intensive. Commercial assessments are much higher than residential assessment and constitute approximately 95% of assessment appeals to the Board of Equalization each year; therefore, exposure to lawsuits is more significant than residential assessments. The total cost of the new position includes salary and benefits (\$76,690), purchase of a new vehicle (\$31,628), information technology, and other costs (\$12,910).

Finance

b. Service Level Impacts - This initiative will reduce the workload per appraiser and enhance accuracy of commercial assessments. The following service level will be impacted:

▪ **Parcels per appraiser**

FY18 w/o Addition | 6,393

FY18 w/ Addition | 6,125

▪ **Appealed real estate assessments upheld by the Board of Equalization**

FY18 w/o Addition | 90%

FY18 w/ Addition | 91%

3. Increase Financial Audit, Cost Allocation, and Appraisal Services Contract Fee – Financial Reporting & Controls

Expenditure \$80,000

Revenue \$0

General Fund Impact \$80,000

FTE Positions 0.00

a. Description - This initiative supports existing contract increases for financial audit services, financial cost allocation services, and asset appraisal services. These services are required to meet financial requirements in the County's Principles of Financial Management.

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

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.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 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%	100%
Audit adjustments	1	0	-	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Maintain the County's Financial Records	\$3,256	\$4,466	\$4,700	\$4,861	\$4,607
Financial transactions	528,506	559,109	588,090	550,000	550,000
Capital asset transactions	1,741	1,850	3,360	2,000	2,500

Finance

Payroll & Disbursements

The Payroll & Disbursements Division makes all payments to employees and vendors and all related tax reporting to federal and state agencies.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Accounts Payable customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	71%	71%	72%	75%	72%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Pay Bills	\$536	\$565	\$546	\$570	\$501
Vendor transactions	160,785	146,739	154,593	170,000	155,000
Payroll Processing	\$415	\$389	\$425	\$387	\$489
Payroll payments	120,205	122,661	126,482	123,700	126,500

Risk Management

The Risk Management program 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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Injury Incident Rate (IIR) - Countywide	6	5	6	6	6
DART Rate Countywide (Days away, restricted or transferred)	4	4	4	4	4
Countywide number of preventable collisions per 1,000,000 miles driven	11	10	11	11	11

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Risk Management	\$1,013	\$1,024	\$1,024	\$1,029	\$939
Incidents reported	1,619	1,470	1,626	<1,700	<1,700
Safety inspections made	125	73	82	68	48
Environmental Management	\$179	\$168	\$168	\$168	\$469
Environmental audits	6	6	6	6	8
Environmental inspections	48	23	34	23	30

Finance

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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Overall accuracy in annual assessment	92%	94%	95%	92%	92%
Appealed real estate assessments upheld by the Board of Equalization	93%	88%	91%	90%	91%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Mass Appraisal of Real Property	\$2,649	\$2,607	\$2,625	\$2,690	\$3,007
Sales transferring ownership of property	11,694	12,728	13,470	12,500	13,000
Sales verified to establish the assessments	8,122	9,126	8,296	8,800	8,200
Parcels per appraiser	6,298	6,232	6,296	6,300	6,125
Customer Service	\$668	\$640	\$680	\$654	\$604
Total inquiries	12,414	16,516	19,616	14,000	19,500
Internet user sessions on Real Property Assessment site	452,232	458,200	466,043	458,000	470,000

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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Vendors who rate the procurement process as good or excellent	91%	93%	93%	93%	93%
Customers rating their purchasing experiences as good or excellent	93%	94%	94%	94%	94%
Solicitations and awards without protest	100%	99%	99%	96%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Procure Goods and Services	\$1,104	\$995	\$1,137	\$1,198	\$1,182
Solicitations issued annually	77	86	99	79	85

Finance

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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Cumulative delinquent tax as a percent of total tax levy	1.4%	1.0%	1.2%	2.0%	2.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Bill Tax Items	\$3,044	\$3,287	\$3,408	\$3,383	\$3,439
Business license and personal property tax items processed	510,377	515,022	536,542	510,000	525,000
Collect County Revenue	\$2,269	\$2,015	\$2,300	\$2,468	\$2,469
Manual payment transactions	25%	25%	27%	30%	30%
Delinquency notices sent	116,529	132,072	138,977	100,000	100,000
Real Property Taxes Levied	\$573.2M	\$603.2M	\$630.5M	\$603.2M	\$642.5M
Real Property Taxes Collected	\$572.6M	\$601.3M	\$629.0M	\$601.3M	\$629.9M

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, forecasting, and provides analysis and recommendations on issues involving financial, investment, and debt policies.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
First year accuracy of the five-year revenue forecast	99%	100%	101%	99%- 102%	99%- 102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Financial Analysis	\$470	\$454	\$422	\$395	\$275
Financial planning documents prepared	157	163	234	155	195
Finance issues reviewed or analyzed	185	356	513	360	425
Debt Management	\$277	\$270	\$398	\$214	\$318
Bond sales executed	3	3	4	2	1
Cash Management/Investments/Banking	\$304	\$300	\$317	\$446	\$452
Investment transactions	1,174	1,125	1,859	1,130	1,350
General portfolio investment holdings	\$998M	\$967M	\$1.06B	\$980M	\$1.09B

Finance

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, payroll disbursement, 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.

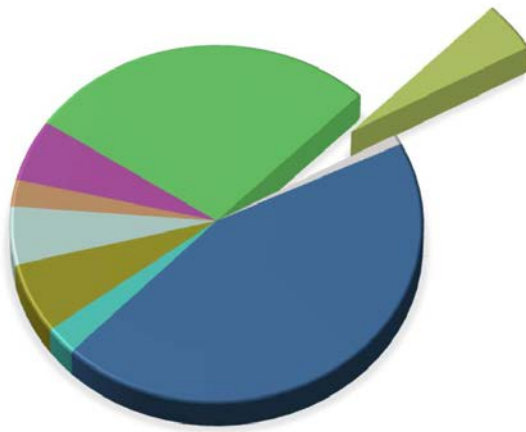
Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
AAA bond ratings	3	3	3	3	3
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Leadership, Coordination and Oversight	\$651	\$505	\$677	\$641	\$663
Trackers responded to	8	3	4	10	10
Revenue forecasts generated	99	72	101	80	80
Maintain the County's Financial Systems	\$0	\$0	\$0	\$0	\$552
Number of active vendor users	-	-	-	-	4,811
Number of active system users	-	-	-	-	9,092

Human Resources

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.



Expenditure Budget:
\$3,258,128

\$

4.6% of General Government

Program:

- Classification & Compensation: \$528,050
- Employee Benefits Administration: \$835,243
- Human Resources Information System: \$445,762
- Talent Management: \$720,346
- Training & Development: \$728,728

General Government Expenditure Budget:
\$71,223,809

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)

County Code: Chapter 19 ([Personnel](#))

Human Resources

Expenditure and Revenue Summary



Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
Classification & Compensation	\$416,677	\$398,458	\$398,192	\$536,959	\$528,050	(1.66%)
Benefits & Retirement Management	\$1,172,431	\$964,862	\$1,019,703	\$821,671	\$835,243	1.65%
Human Resource Information System	\$157,412	\$412,217	\$449,672	\$421,855	\$445,762	5.67%
Talent Management (formerly Recruitment & Staffing)	\$628,290	\$595,626	\$619,627	\$721,200	\$720,346	(0.12%)
Training & Development	\$469,675	\$543,352	\$603,122	\$689,869	\$728,728	5.63%
Total Expenditures	\$2,844,485	\$2,914,515	\$3,090,316	\$3,191,554	\$3,258,128	2.09%

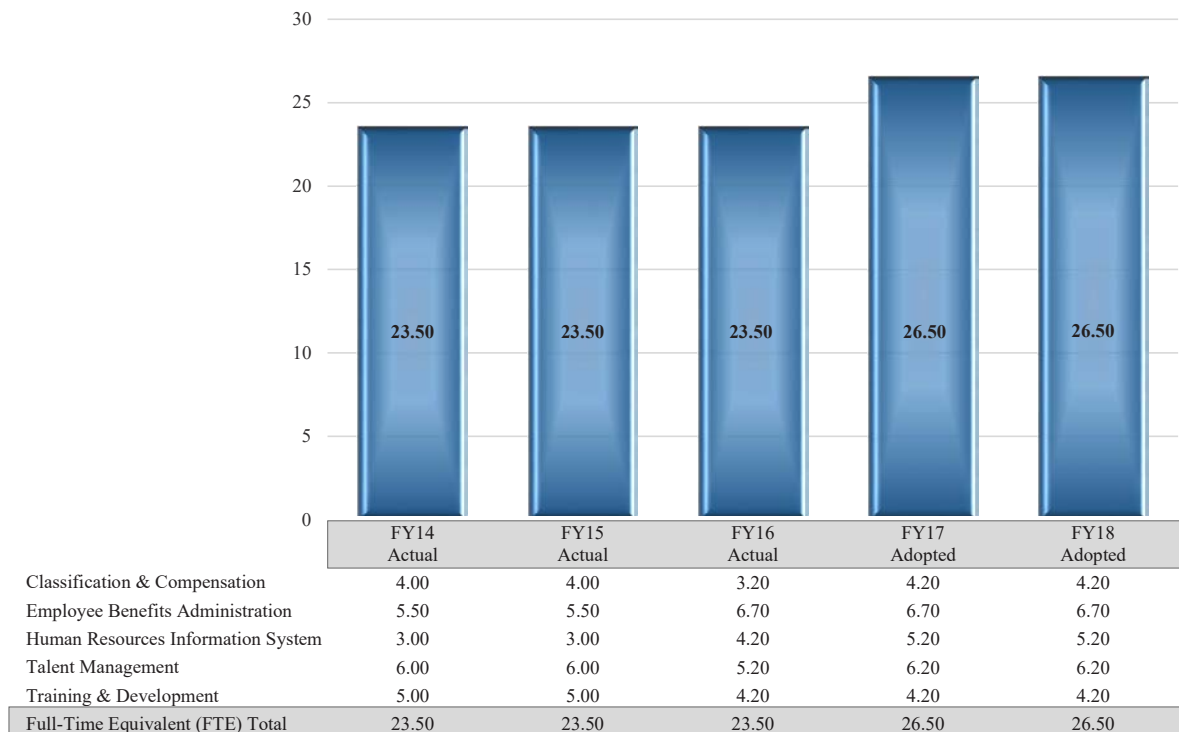
Expenditure by Classification

Salaries and Benefits	\$2,118,886	\$2,240,018	\$2,381,572	\$2,668,617	\$2,817,853	5.59%
Contractual Services	\$251,841	\$157,023	\$172,722	\$235,083	\$235,083	0.00%
Internal Services	\$403,322	\$511,280	\$568,569	\$581,314	\$568,495	(2.21%)
Purchase of Goods & Services	\$59,985	\$62,754	\$90,100	\$192,243	\$122,401	(36.33%)
Leases & Rentals	\$10,451	\$17,727	\$10,969	\$12,962	\$12,962	0.00%
Reserves & Contingencies	\$0	(\$74,287)	(\$133,617)	(\$498,665)	(\$498,665)	0.00%
Total Expenditures	\$2,844,485	\$2,914,515	\$3,090,316	\$3,191,554	\$3,258,128	2.09%

Funding Sources

Transfers In	\$21,000	\$29,603	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$21,000	\$29,603	\$0	\$0	\$0	0.00%
Net General Tax Support	\$2,823,485	\$2,884,912	\$3,090,316	\$3,191,554	\$3,258,128	2.09%
Net General Tax Support	99.26%	98.98%	100.00%	100.00%	100.00%	

Staff History by Program



Human Resources

Future Outlook

Retirements and Changing Workforce - Within the next 10 years, over 500 baby boomers will be eligible for full-retirement benefits. Replacement planning for key leadership roles is crucial to ensure the transfer of skills. Four generations of employees will work together requiring workplace strategies that respect generational diversity as groups of employees move into, through and ultimately out of the workplace.

Improving Economy's Impact on Recruitment - An improving economy and lower unemployment rates will impact the County's ability to attract and retain quality employees. The County is already seeing areas where salaries are inadequate to compete within the market. This includes areas such as Information Technology, Finance, Psychiatrists, and specialized Human Services positions, which require licenses. For the foreseeable future, there will be a greater demand for skilled talent than supply. It will be increasingly challenging to remain "an employer of choice."

Adequate Human Resource Staffing - Audit findings indicate that the County's Human Resources (HR) staffing ratio is significantly lower in comparison to comparable Virginia government entities. Major potential impacts of under staffing include: limits on ability to meet County goals and project future workforce trends; delays in filling key positions; limited ability to provide guidance to County agencies; lack of resources to provide employee communications and support and increased risks of non-compliance with governmental regulations.

Rising Health Insurance Costs - Employees view health insurance benefits as an integral part of their total compensation. Overall, healthcare costs are steadily increasing with prescription drugs, medical technology, and hospital costs most significantly impacting this trend. Continued efforts to control costs are critical. Nonetheless, the County and employees will face ongoing premium increases. Education and communication are necessary to ensure the value of benefits is understood.

Human Resources Enterprise Resource Program (ERP) Needed - A new Human Resources Information System (HRIS)/Payroll system is needed to fully integrate with the new ERP Financial System. It will provide the means to effectively leverage information and data about the full "employee life cycle" from on-boarding to post-retirement. It will provide employees and management with self-service portals and significantly reduce the burden on administrative staff. Integration of our Learning Management and Applicant Tracking System with the HRIS system is critical to manage all aspects of training on a single platform and will ensure that employee training history is centralized and readily available.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Human Resources technology bill decreases by \$39,488.
- B. Removal of One-Time Funding for Office Reconfiguration** - The amount of \$67,516, provided for office reconfiguration in the FY2017 Budget to accommodate existing and new staff, has been removed from the Human Resources budget.

Human Resources

Program Summary

Classification & Compensation

Maintain 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, goals, and strategic plan.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Classifications within competitive range (+5/-5%) compared to the labor market	97%	92%	89%	97%	95%
Class specifications revised and reviewed	42%	55%	45%	55%	-
Vacant position classifications completed within 28 days	-	-	-	-	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Employee Classification & Compensation Management	\$417	\$398	\$398	\$537	\$528
Studies & analyses of comparison jurisdiction position classifications	447	480	490	480	500
Classifications reviewed for internal and external compensation equity	155	175	180	165	150

Employee Benefits Administration

Design, recommend, and administer 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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Inquiries answered within 24 hours	98%	98%	98%	98%	98%
Employees satisfied with benefit program services	80%	80%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Benefits & Retirement Management	\$1,172	\$965	\$1,020	\$822	\$835
Employees enrolled in County healthcare	3,012	3,101	3,142	3,200	3,180
Employees provided benefits orientation and training	790	1,362	1,954	1,000	1,600
Individual retirement consultations/hours spent	312/505	292/465	361/542	320/485	380/570

Human Resources

Human Resources Information System

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

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Personnel actions processed electronically	90.0%	94.5%	93.4%	95.0%	95.0%
Personnel Action Forms (PAFs) processed within pay period form is received	96.0%	97.3%	96.0%	96.0%	96.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Human Resources Information System	\$157	\$412	\$450	\$422	\$446
Personnel documents scanned into the Electronic Data Management System (EDMS)	81,512	32,178	60,000	43,000	23,985
Monthly average of retroactive payroll payments processed	13	108	25	75	-

Talent Management (formerly Recruitment & Staffing)

Manage countywide recruitment and retention by providing timely recruitment and selection services that meet the needs of departments to attract and retain highly qualified employees committed to serving the community. Optimize community support of County agencies by recruiting and recognizing volunteers.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Hires occurring within 65 days from advertisement to acceptance	-	-	-	95%	95%
County turnover rate without retirement	5%	8%	8%	7%	8%
County turnover rate with retirement	7%	10%	11%	9%	11%
Hiring manager satisfaction with recruitment services	97%	95%	95%	95%	-
Applicant referrals to departments within 5 business days	-	-	-	98%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Talent Management	\$628	\$596	\$620	\$721	\$720
Positions advertised and filled	578	594	601	600	625
Applications received and processed per year	55,678	61,345	69,590	65,000	75,000

Human Resources

Training & Development

Training and Development (T&D) provides ongoing instructor-led and online professional development and technology training opportunities for County employees, as well as leadership and supervisory skills training for leaders. Training and Development also manages and maintains our Learning Management System (LMS). The LMS supports other departments by providing the infrastructure and technology platform to implement training programs that support department-specific organizational initiatives.

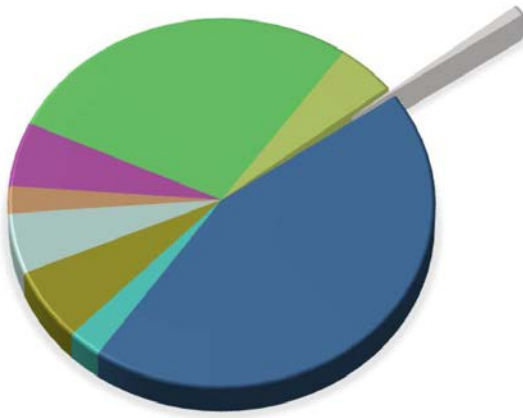
Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Employee satisfaction effectiveness of training (on a 5 point scale)	4.4	4.6	4.6	4.5	4.8
eLearning licenses used	68%	72%	70%	74%	76%
County employees taking training	-	-	-	-	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Training, Development & Presentation	\$470	\$543	\$603	\$690	\$729
Instructor-led sessions offered and scheduled by T&D staff	151	241	314	400	400
Attendance at instructor-led T&D programs	893	1,734	2,141	1,800	2,200
eLearning training completions	6,023	9,737	18,113	11,970	19,000
Instructor-led training sessions administered countywide	-	-	-	-	800
Attendance at instructor-led sessions administered through LMS countywide	-	-	-	-	6,000

Human Rights

Mission Statement

The mission of the Prince William County Human Rights Office 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.



Expenditure Budget:
\$667,937

\$

0.9% of General Government

Program:

- Commission: \$667,937

General Government Expenditure Budget:
\$71,223,809

Mandates

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

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

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

Human Rights

Expenditure and Revenue Summary



Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
Human Rights Commission	\$581,167	\$594,500	\$591,585	\$589,966	\$667,937	13.22%
Total Expenditures	\$581,167	\$594,500	\$591,585	\$589,966	\$667,937	13.22%

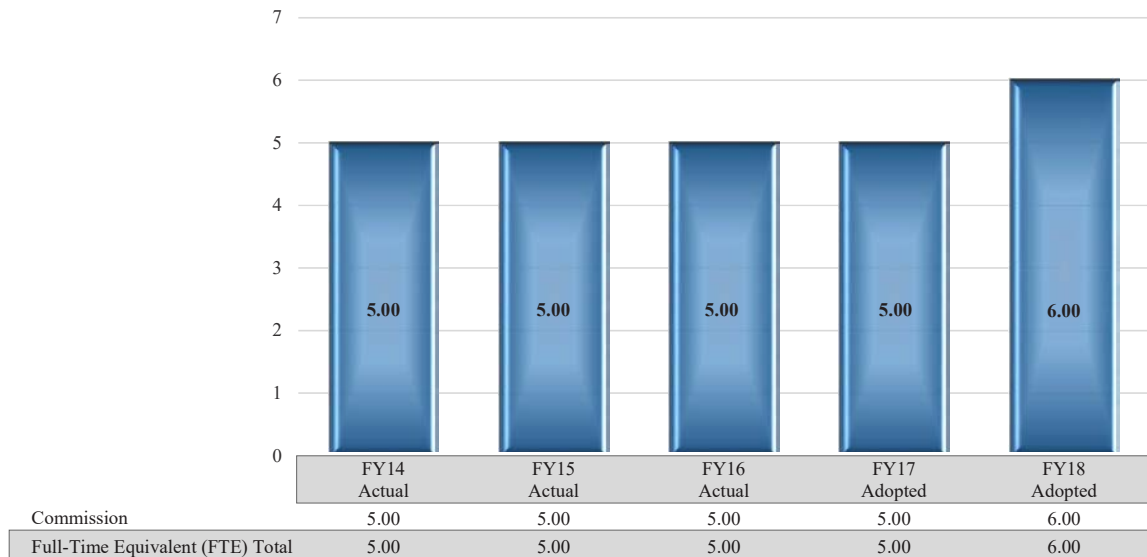
Expenditure by Classification

Salaries and Benefits	\$536,740	\$551,515	\$540,996	\$530,150	\$608,734	14.82%
Contractual Services	\$0	\$625	\$4,223	\$3,652	\$2,586	(29.19%)
Internal Services	\$25,535	\$21,536	\$23,955	\$20,370	\$20,823	2.22%
Purchase of Goods & Services	\$15,671	\$17,793	\$19,626	\$46,454	\$46,454	0.00%
Leases & Rentals	\$3,221	\$3,031	\$2,785	\$4,099	\$4,099	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$14,759)	(\$14,759)	0.00%
Total Expenditures	\$581,167	\$594,500	\$591,585	\$589,966	\$667,937	13.22%

Funding Sources

Revenue from Federal Government	\$17,650	\$17,650	\$0	\$17,650	\$17,650	0.00%
Transfers In	\$0	\$0	\$30,000	\$30,000	\$30,000	0.00%
Total Designated Funding Sources	\$17,650	\$17,650	\$30,000	\$47,650	\$47,650	0.00%
Net General Tax Support	\$563,517	\$576,850	\$561,585	\$542,316	\$620,287	14.38%
Net General Tax Support	96.96%	97.03%	94.93%	91.92%	92.87%	

Staff History by Program



Human Rights

Future Outlook

Fair Housing Training - The Prince William County (PWC) Human Rights Commission will be conducting fair housing training and will primarily provide the training to the rental agents that were a part of the original testing measures. Additionally, as time and resources allow the training will be made available to other rental agents within the County. The fair housing training will be coordinated with the housing industry, specifically the Prince William Association of Realtors (PWAR) to ensure a broad awareness of the training opportunities.

The PWC Human Rights Commission will provide training that meets the State of Virginia's Fair Housing School's requirements. The course will be a two-hour course, with a final exam. Participants will receive credit which can be counted towards their state licensing credits. The training course will be available to the participants either through classroom setting or webinar. It is anticipated that the training will be provided to 300 participants during the program year, which would total up to 600 hours of fair housing training provided.

Student Leadership Council - Students will learn about local, state, and federal government through the lens of civil rights enforcement. They will become active participants in the area, will work on projects in the field, and meet government officials. They will be taught their rights and responsibilities as they enter the work environment and how to make referrals for themselves or others if they experience discrimination.

Equal Employment Opportunity Commission (EEOC) Strategic Plan Joint Outreach - The PWC Human Rights Commission participated in the Fair Employment Practice Agencies (FEPA) Engagement Funds program in FY17. The Washington Field Office (WFO) and the PWC Human Rights Commission will determine a specific priority in either the EEOC's Strategic Enforcement Plan of the WFO's Strategic Enforcement Complement Plan in which to conduct joint outreach, enforcement, and/or training. The PWC Human Rights Commission is willing and able to perform actions it proposes and which the EEOC finds feasible and acceptable.

EEOC Contract Renewal - The agency will renew its three-year contract with the EEOC during FY17. The contract provides payment for case closures at the rate of \$700 per closure.

Fair Housing Testing-Post Training - During FY18, the agency will revisit the testing of local apartment complexes in hopes of finding better results than those reported in the FY16 testing program. The agency will conduct fair housing training to leasing agents and realtors during FY17 to ensure they are aware of fair housing regulations.

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the Human Rights technology bill increases by \$453.
- B. **Transfer of Full-Time Equivalent** - [BOCS Resolution 16-841](#) authorized the transfer of an Accounting Assistant I full-time equivalent from the Department of Finance to the Office of Human Rights in FY17.

Human Rights

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.

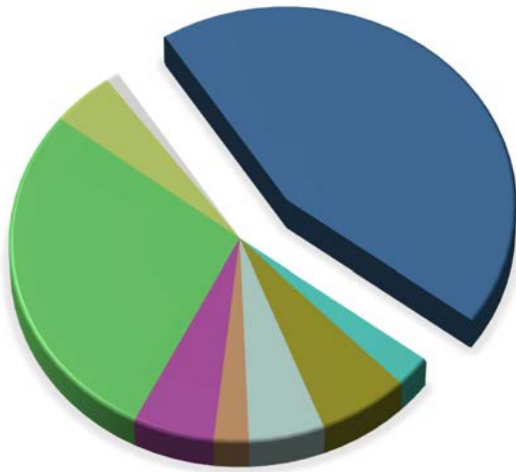
Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Favorable customer survey responses	73%	72%	72%	72%	72%
Enforcement compliance rate	100%	100%	100%	100%	100%
Cases resolved through mediation and conciliation processes	21%	20%	20%	20%	20%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Charge Management	\$412	\$422	\$406	\$398	\$467
Inquiries processed	579	576	589	575	575
Cases worked	135	130	135	130	130
Outreach/Education	\$30	\$30	\$56	\$61	\$62
Customers seeking services as a result of outreach efforts	1,574	1,577	1,581	1,574	1,574
Persons attending training or benefiting from civil rights enforcement	659	657	656	650	650
Public Information	\$17	\$18	\$16	\$17	\$18
Requests for public information	75	77	73	75	75
Staff Support to the Human Rights Commission	\$123	\$124	\$115	\$114	\$121
Staff time supporting the Human Rights Commissioners	20%	20%	20%	20%	20%

Information Technology

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.



Expenditure Budget:
\$31,510,388

\$

44.2% of General Government

Program:

- Leadership, Management & Security: \$1,757,189
- Communications & Infrastructure: \$7,875,684
- GIS: \$2,383,757
- Business Applications Support: \$11,637,328
- Customer Service & Business Group: \$7,856,431

General Government Expenditure Budget:
\$71,223,809

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 is responsible.

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

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

Information Technology



Expenditure and Revenue Summary

Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
Leadership, Management & Security	\$1,464,117	\$1,367,556	\$3,017,662	\$1,795,131	\$1,757,189	(2.11%)
Communications & Infrastructure	\$7,318,396	\$6,580,650	\$8,042,464	\$7,757,346	\$7,875,684	1.53%
GIS	\$1,536,868	\$1,788,098	\$1,879,112	\$2,346,589	\$2,383,757	1.58%
Business Applications Support	\$7,056,183	\$7,580,020	\$8,223,547	\$10,991,931	\$11,637,328	5.87%
Customer Services & Business Group	\$5,519,534	\$4,940,329	\$5,337,373	\$6,764,063	\$7,856,431	16.15%
Total Expenditures	\$22,895,098	\$22,256,652	\$26,500,158	\$29,655,059	\$31,510,388	6.26%

Expenditure by Classification

Salaries and Benefits	\$8,955,513	\$9,083,893	\$10,793,795	\$10,422,728	\$10,778,148	3.41%
Capital Outlay	(\$2,366)	(\$15,760)	\$169,255	\$1,428,726	\$1,298,962	(9.08%)
Contractual Services	\$8,444,083	\$9,558,644	\$11,797,908	\$14,060,106	\$15,318,888	8.95%
Debt Maintenance	\$25,588	\$0	\$0	\$0	\$0	0.00%
Depreciation	\$561,019	\$780,983	\$915,222	\$0	\$0	0.00%
Internal Services	\$81,796	\$91,126	\$99,013	\$23,702	\$23,702	0.00%
Purchase of Goods & Services	\$4,166,860	\$2,743,518	\$2,713,078	\$4,355,186	\$4,726,077	8.52%
Leases & Rentals	\$13,094	\$14,249	\$11,886	\$17,750	\$17,750	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$653,138)	(\$653,138)	0.00%
Transfers Out	\$649,512	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$22,895,098	\$22,256,652	\$26,500,158	\$29,655,059	\$31,510,388	6.26%

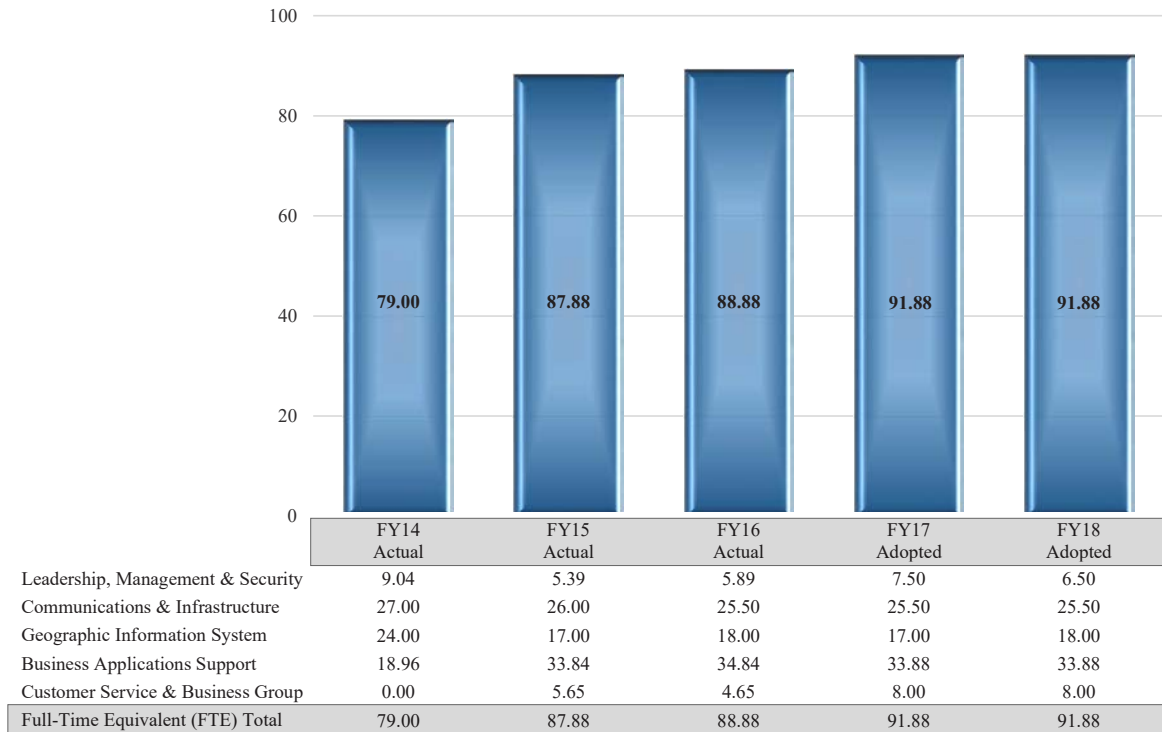
Funding Sources

Use of Money & Property	\$137,034	\$155,486	\$161,352	\$183,826	\$183,826	0.00%
Miscellaneous Revenue	\$3,170	\$8,775	\$99,277	\$0	\$0	0.00%
Non-Revenue Receipts	\$2,902	\$6,589	\$41	\$0	\$0	0.00%
Charges for Services	\$22,907,542	\$25,953,781	\$28,386,659	\$28,940,198	\$30,925,291	6.86%
Transfers In	\$331,671	\$136,271	\$242,178	\$531,035	\$401,271	0.00%
Total Designated Funding Sources	\$23,382,318	\$26,260,903	\$28,690,954	\$29,655,059	\$31,510,388	6.26%
(Contribution to)/Use of Fund Balance	(\$650,142)	(\$4,004,251)	(\$2,190,796)	\$0	\$0	0.00%
Net General Tax Support	\$162,922	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	0.71%	0.00%	0.00%	0.00%	0.00%	

Information Technology



Staff History by Program



Future Outlook

Cyber Security - Security efforts remain critical as threats related to ransomware and potential election frauds are speculated by media networks. Hackers have attacked 20 state voter registration systems during calendar year 2016. Local governments face a challenging task of protecting their infrastructure and data against attacks while facing budgetary constraints and potential reductions. Local governments are meeting this challenge by focusing efforts on teamwork, employee training and insuring against losses. Remaining current on all software applications can reduce exposures, but can be challenging, both physically and financially, in an environment of thousands of computing devices.

Innovative Technologies & the Internet of Things (IoT) - Recent innovations in the technology industry include drones and the IoT. Drones offer opportunities for governments for evidence gathering, inspections and searches. The IoT concept derives from the use of sensors. The evolution of sensor technologies provides capabilities for computers to “talk” to non-computer devices which have been embedded with small sensors. These sensor technologies provide opportunities within many industries, including security, law enforcement, medical, marketing, transportation, environmental, and many more. As these innovations advance and become more cost efficient, possibilities within the public sector may become available and Department of Information Technology (DoIT) will investigate as these opportunities arise.

Mobile Devices - Mobile devices provide opportunities for County staff to provide real time information while away from their desks, to transact business offsite and to maintain contact while on the move. Along with these opportunities come risks and costs. Do employees use their own devices or does the County provide devices, do all devices include carrier services, which non-County WiFi services are safe, which device works with County applications? Is data secured while in transit? In fiscal year 2016, DoIT added a tablet as a standard seat option. As the mobile industry evolves, we must revisit these issues to invest County funds in a safe responsible way.

Information Technology

The Future may be Cloudy - With the expansion of cloud solutions, and the availability of federal government certified data centers, more government agencies are migrating to cloud solutions. Prince William County (PWC) has entered into three cloud solutions over the past five years. Each cloud solution is investigated to weigh the security risks against the potential cost savings that can be achieved by utilizing a cloud solution. As more cloud solutions are offered and as County systems age, the use of cloud solutions may become a viable option to resolve space and cost constraints versus running redundant and primary data centers.

General Overview

A. Off-Cycle Computer Purchases and Upgrades - The FY18 revenue and expenditure budgets in the DoIT are increased by \$105,401 to reflect seat services and hardware replacement for computers purchased or upgraded off-cycle in FY17.

Budget Initiatives

A. Budget Initiatives

1. Increase for Maintenance Costs of Systems and Applications – Business Application System Support

Expenditure	\$587,707
Revenue	\$0
General Fund Impact	\$587,707
FTE Positions	0.00

a. Description - This initiative funds increased maintenance costs for various technology systems and applications used by County agencies. Funding for this initiative occurs through a general fund increase to the 54000 series of County agencies, collected by an annual internal service fund bill.

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

2. Increase for the Microsoft Enterprise Agreement – Customer Service & Business Group

Expenditure	\$261,000
Revenue	\$0
General Fund Impact	\$261,000
FTE Positions	0.00

a. Description - This initiative funds a 20% increase in the cost of the Microsoft Enterprise Agreement governing the County's use of Microsoft applications. The cost increase also allows the County to take advantage of reduced costs for future updates and enhancements. Funding for this initiative occurs through a general fund increase to the 54000 series of County agencies, collected by an annual internal service fund bill.

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

Information Technology

Program Summary

Leadership & Executive Management

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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Customer satisfaction level for all DoIT services	93%	94%	94%	96%	96%
TIP projects completed on time and to customer satisfaction	24%	38%	47%	65%	65%
Security breaches	0	0	0	0	0
Disaster recovery exercises meeting system restoration time objectives	80%	100%	100%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Executive Management IT	\$737	\$130	\$1,356	\$256	\$267
Cyber Security & IT Policy Group	\$727	\$1,080	\$1,466	\$1,394	\$1,338
Disaster Recovery Group	\$0	\$158	\$195	\$145	\$152

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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Communications and infrastructure network availability	100%	100%	100%	100%	100%
Customer satisfaction level with CID services	98%	98%	97%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Radio Communications	\$1,407	\$1,241	\$2,475	\$1,850	\$1,942
Radio communications completed work requests	1,133	1,103	1,006	1,000	1,000
Public Safety radio repairs completed within 8 business hours	94%	94%	91%	95%	95%
Network Communications	\$3,986	\$3,407	\$3,462	\$4,007	\$3,985
Network communications completed work requests	2,125	3,004	2,690	2,500	2,500
Voice and data service calls completed within 8 business hours	91%	94%	87%	94%	91%
Technology Hosting Centers	\$1,294	\$1,176	\$1,060	\$973	\$1,021
Technology hosting center completed work requests	1,861	2,194	2,297	1,800	2,000
Capital Replacement Plan	\$631	\$757	\$1,045	\$928	\$928

Information Technology

Geographic Information System (GIS) Division

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

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Customer satisfaction level for GIS services	98%	96%	100%	94%	94%
Property address projects completed on time	90%	85%	100%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
GIS Data Services	\$1,064	\$1,124	\$1,250	\$1,300	\$1,331
Parcel data projects completed	299	349	403	300	300
Parcel data projects updated within 15 business days	69%	38%	61%	85%	85%
Property address projects completed	369	625	426	350	350
Number of addresses assigned	-	-	-	-	1,500
Number of address validations processed	-	-	-	-	1,800
GIS Technical Solutions	\$473	\$664	\$629	\$711	\$847
County Mapper hits	170,749	173,372	194,714	170,000	170,000
GIS improvements	-	-	-	-	20
Digital data orders	128	144	142	120	-
GIS Updates	\$0	\$0	\$0	\$336	\$206
Number of GIS update project purchased	-	-	-	-	1

Business Applications Support Division (BASD)

The BASD 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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
BASD projects completed on time, within budget and to customer satisfaction	100%	90%	100%	-	-
Customer satisfaction with BASD services	98%	97%	97%	92%	92%
Incident requests completed within 2 business days	-	-	-	90%	90%
Customer contact regarding change requests within 3 business days	-	-	-	90%	90%

Information Technology

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Public Safety Applications Support (PSAS)	\$1,655	\$1,716	\$2,009	\$4,461	\$4,839
PSAS work requests completed	5	9	-	10	-
System improvements	-	180	145	150	150
Community Development Applications Support (CDAS)	\$1,630	\$1,740	\$1,760	\$2,033	\$2,105
CDAS work requests completed	246	783	693	250	650
General Government Applications Support (CGAS)	\$1,920	\$2,590	\$2,974	\$2,784	\$2,989
GGAS work requests completed	1,169	1,883	2,715	1,250	1,700
Human Services Applications Support (HSAS)	\$703	\$337	\$366	\$391	\$520
HSAS work requests completed	167	140	141	150	150
Web Solutions and Services	\$1,149	\$1,197	\$1,114	\$1,323	\$1,184
Web Solutions work requests completed	521	759	532	250	500

Customer Service & Business Group Division

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

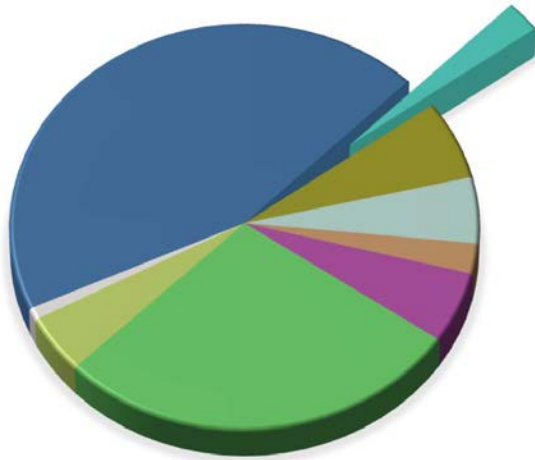
Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Transactions processed on time	-	88%	92%	90%	90%
Customer satisfaction level with seat management services	95%	97%	97%	90%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
IT Business Group	\$216	\$377	\$475	\$587	\$571
Procurements and reimbursements processed	844	660	735	800	700
Payments processed	2,032	1,955	1,785	2,000	2,000
Human Resource transactions processed	2,119	2,220	2,266	2,000	2,100
DoIT ISF inventory maintenance tickets	1,105	1,961	1,553	1,000	1,200
Physical inventory of department assets	1	1	1	1	1
Customer and Technology Advocate	\$4,959	\$4,387	\$4,818	\$6,092	\$7,201
Work tickets processed	21,668	23,249	25,842	20,000	23,000
Project Management/Independent Validation and Verification Group	\$344	\$176	\$44	\$85	\$85
Projects upon which independent validation and verification is performed	12%	20%	14%	8%	8%

Management & Budget

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:
\$1,806,691

\$

2.5% of General Government

Program:

- Management & Budget: \$1,806,691

General Government Expenditure Budget:
\$71,223,809

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

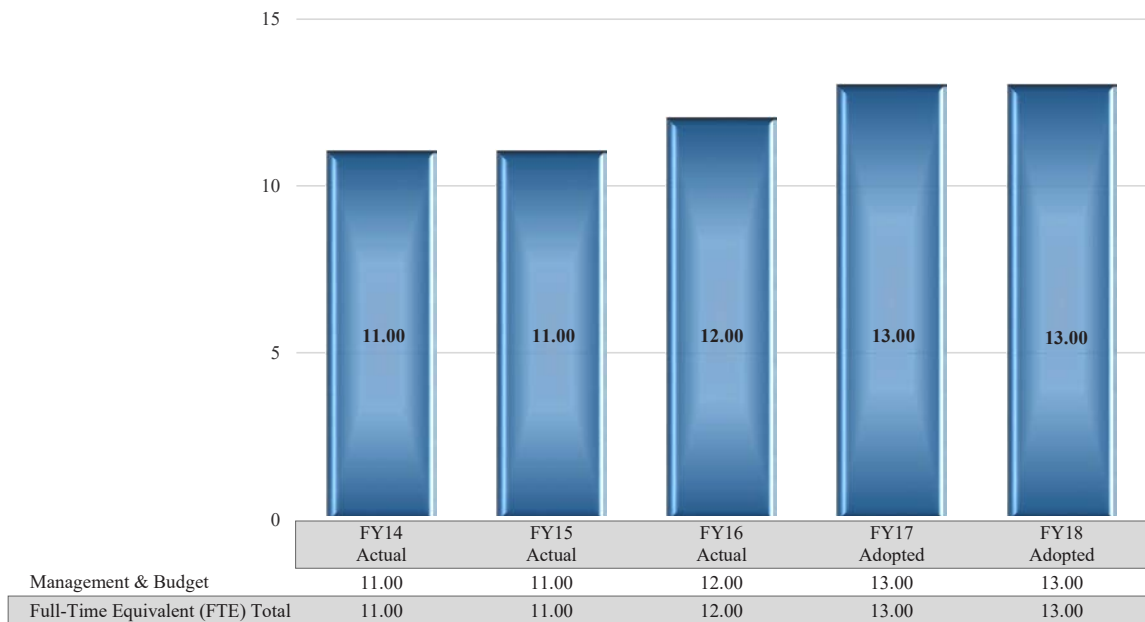


Expenditure by Program	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	% Change Budget FY17/ Budget FY18
Management & Budget	\$1,413,082	\$1,534,787	\$1,613,701	\$1,708,165	\$1,806,691	5.77%
Total Expenditures	\$1,413,082	\$1,534,787	\$1,613,701	\$1,708,165	\$1,806,691	5.77%

Expenditure by Classification

Salaries and Benefits	\$1,311,678	\$1,421,255	\$1,491,918	\$1,563,848	\$1,680,300	7.45%
Contractual Services	\$27,061	\$34,531	\$39,702	\$45,250	\$34,200	(24.42%)
Internal Services	\$41,503	\$47,778	\$44,621	\$41,092	\$43,357	5.51%
Purchase of Goods & Services	\$29,453	\$28,345	\$34,543	\$93,452	\$84,311	(9.78%)
Leases & Rentals	\$3,387	\$2,878	\$2,918	\$5,378	\$5,378	0.00%
Reserves & Contingencies	\$0	\$0	\$0	(\$40,855)	(\$40,855)	0.00%
Total Expenditures	\$1,413,082	\$1,534,787	\$1,613,701	\$1,708,165	\$1,806,691	5.77%
Net General Tax Support	\$1,413,082	\$1,534,787	\$1,613,701	\$1,708,165	\$1,806,691	5.77%
Net General Tax Support	100%	100%	100%	100%	100%	

Staff History by Program



Management & Budget

Future Outlook

Continued Reliance on Real Estate Tax - While Prince William County continues to grow in population, budget discussions have focused on minimizing government growth. Capturing efficiencies and eliminating budget turnback cut \$42 million from the base budget over five-years. Agencies receive 97.5% funding to provide 100% service; this is not sustainable. Existing revenues (other than general tax support) need to be recalibrated to maximize funding while new sources are identified to provide the community's desired service levels. Vehicle registration and personal property taxes could be maximized. Potential revenues include the commercial and industrial tax and the meals tax (requires voter referendum). Enabling authority to charge admissions, cigarette, and sales tax on services requires General Assembly authorization.

New Financial Management System - The County is transitioning to a new enterprise financial system which will improve budget preparation workflow and provide new analytical capabilities for both the Office of Management & Budget (OMB) and County agencies.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY18, the OMB technology bill increases by \$2,265.
- B. One-Time Expenditures** - The FY18 budget includes a \$20,000 reduction related to the one-time space reconfiguration costs for a new employee added in FY17.

Management & Budget

Program Summary

Management & Budget

The Management & Budget program implements the County's strategic vision and policy guidance through collaborative budget development (both operational and capital), structured implementation, and relentless focus on service improvements through performance management and organizational development. Transparency and accountability to County residents are emphasized through continuous public engagement.

Key Measures	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Criteria rated proficient/outstanding in GFOA Program	98%	98%	100%	100%	100%
County services and facilities are a fair value for the tax dollar	86%	86%	88%	86%	88%
Countywide variance in actual and projected expenditures	6%	8%	7%	4%	4%
Website visits from external users	87%	-	-	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted
Budget Development and Implementation	\$1,151	\$1,165	\$1,227	\$1,519	\$1,606
Board agenda items reviewed within two business days	87%	82%	97%	90%	97%
Total number of budget website visits	65,808	42,220	58,679	50,000	60,000
Number of CIP projects	53	58	58	61	61
Strategic measures trending positively towards the 4 year community target	74%	65%	55%	100%	100%
Organizational Development	\$70	\$175	\$186	\$189	\$199
Projects completed	1	4	9	25	7