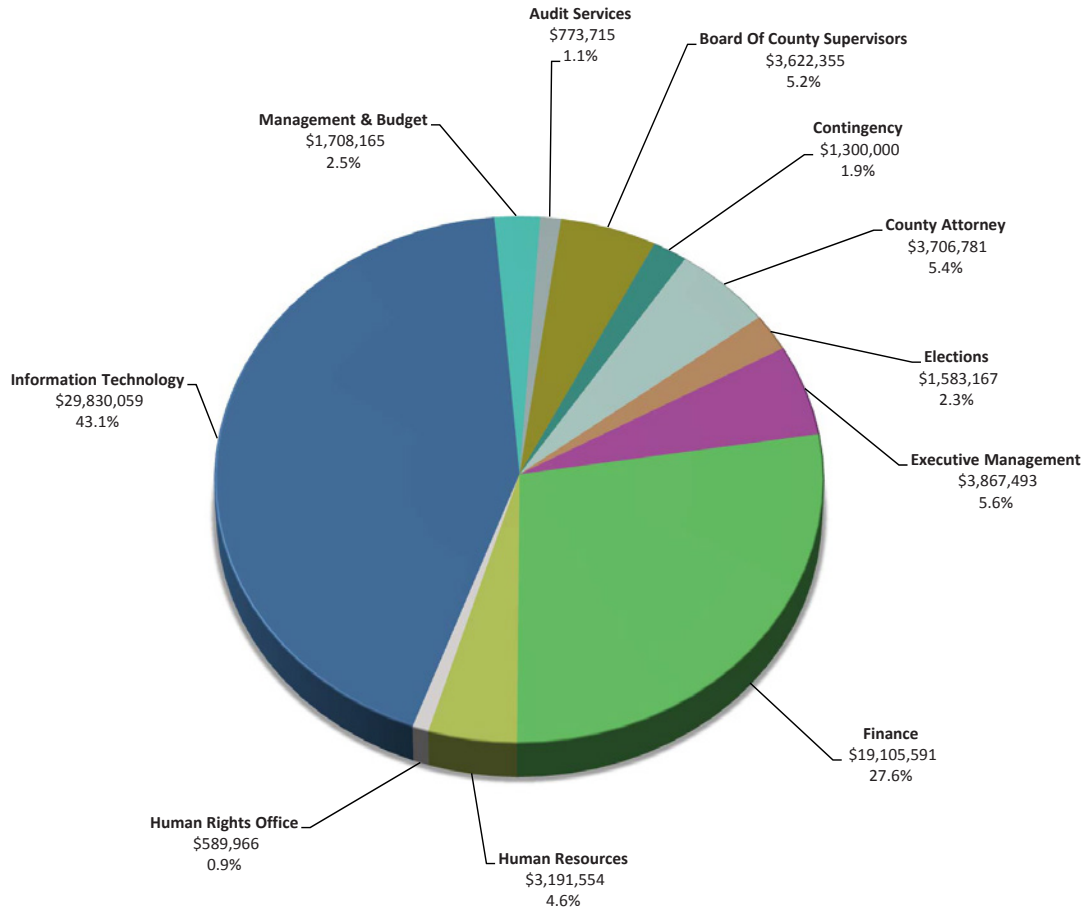


# General Government



**General Government Expenditure Budget: \$69,278,846**



**Average Tax Bill:** General Government accounted for \$149 and 3.92% of the average residential tax bill in FY17.

## Department & Agencies

- Board of County Supervisors
- Audit Services
- Contingency
- County Attorney

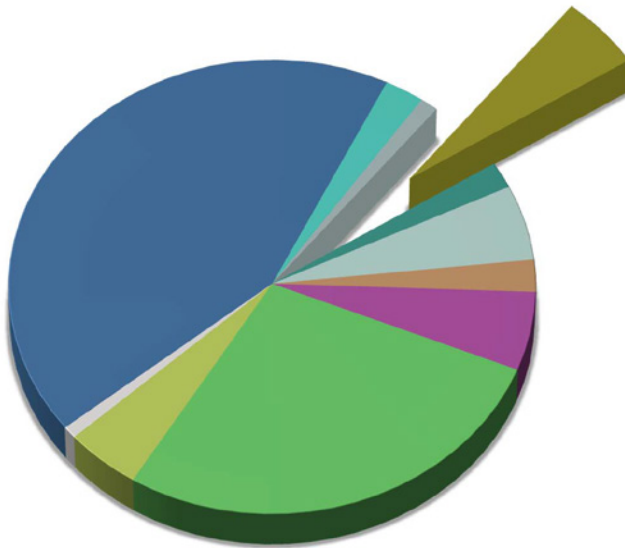
- Elections
- Executive Management
- Finance
- Human Resources

- Human Rights
- 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.



**Expenditure Budget:**  
**\$3,622,355**



5.2% of General Government

### Programs:

- Administration: \$584,872
- Brentsville District: \$327,954
- Coles District: \$385,472
- Potomac District: \$366,392
- Gainesville District: \$378,678
- Neabsco District: \$416,284
- Occoquan District: \$350,956
- Woodbridge District: \$389,015
- Board-Chair: \$422,732

**General Government Expenditure Budget:**  
**\$69,278,846**

## Mandates

The eight member Board of County Supervisors (BOCS) 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 & Revenue Summary



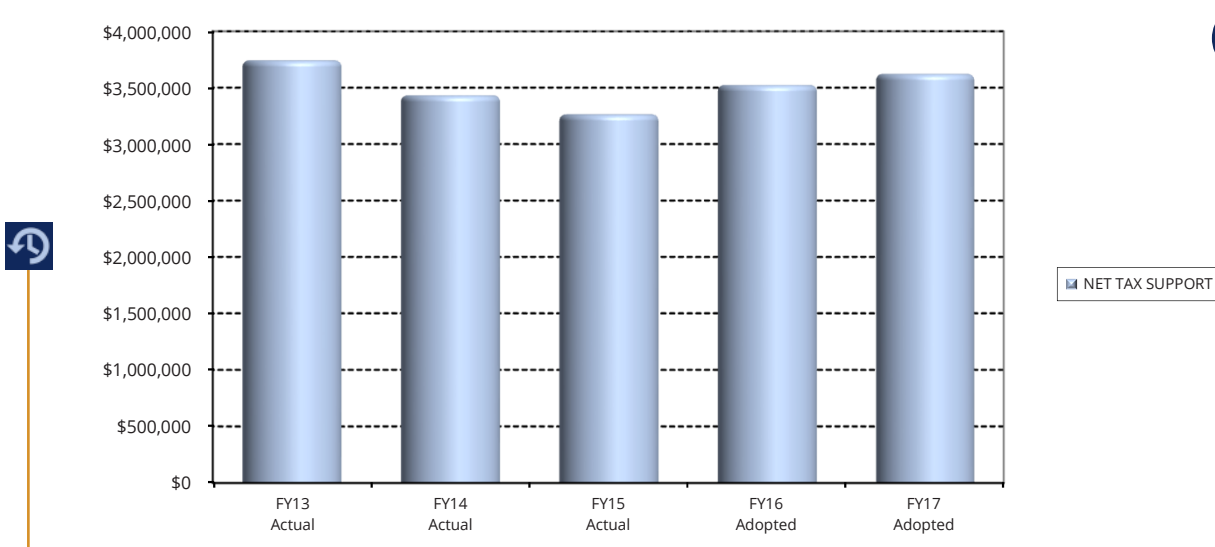
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 Administration	\$647,434	\$458,543	\$470,049	\$535,847	\$584,872	9.15%
2 Brentsville District	\$512,947	\$429,107	\$318,400	\$328,278	\$327,954	(0.10%)
3 Coles District	\$481,680	\$298,236	\$361,636	\$381,713	\$385,472	0.98%
4 Potomac District	\$416,644	\$320,205	\$287,866	\$356,049	\$366,392	2.90%
5 Gainesville District	\$360,111	\$363,407	\$338,162	\$368,632	\$378,678	2.73%
6 Neabsco District	\$359,763	\$382,511	\$385,135	\$403,033	\$416,284	3.29%
7 Occoquan District	\$289,963	\$401,762	\$345,674	\$343,884	\$350,956	2.06%
8 Woodbridge District	\$338,479	\$416,546	\$349,492	\$399,801	\$389,015	(2.70%)
9 Board-Chair	\$335,252	\$362,147	\$407,811	\$406,892	\$422,732	3.89%
<b>Total Expenditures</b>	<b>\$3,742,273</b>	<b>\$3,432,464</b>	<b>\$3,264,225</b>	<b>\$3,524,129</b>	<b>\$3,622,355</b>	<b>2.79%</b>

### Expenditure by Classification

1 Personal Services	\$1,770,584	\$1,819,629	\$1,816,803	\$1,890,981	\$2,080,255	10.01%
2 Fringe Benefits	\$555,912	\$554,108	\$539,070	\$602,536	\$616,217	2.27%
3 Contractual Services	\$43,895	\$64,612	\$119,718	\$95,900	\$95,900	0.00%
4 Internal Services	\$118,349	\$109,156	\$123,654	\$116,165	\$126,158	8.60%
5 Purchase Goods & Supplies	\$560,575	\$477,611	\$470,112	\$882,951	\$768,229	(12.99%)
6 Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
7 Leases & Rentals	\$23,090	\$26,312	\$29,468	\$27,000	\$27,000	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$165,400	(\$92,589)	(\$92,589)	0.00%
9 Transfers Out	\$669,868	\$381,036	\$0	\$0	\$0	—
<b>Total Expenditures</b>	<b>\$3,742,273</b>	<b>\$3,432,464</b>	<b>\$3,264,225</b>	<b>\$3,524,129</b>	<b>\$3,622,355</b>	<b>2.79%</b>

### Funding Sources

1 Non-Revenue Receipts	\$3	\$0	\$10,000	\$0	\$0	—
2 Transfers In	\$60,000	\$0	\$0	\$0	\$0	—
<b>Total Designated Funding Sources</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$3,682,273</b>	<b>\$3,432,464</b>	<b>\$3,254,225</b>	<b>\$3,524,129</b>	<b>\$3,622,355</b>	<b>2.79%</b>
<b>Net General Tax Support</b>	<b>98.40%</b>	<b>100.00%</b>	<b>99.69%</b>	<b>100.00%</b>	<b>100.00%</b>	

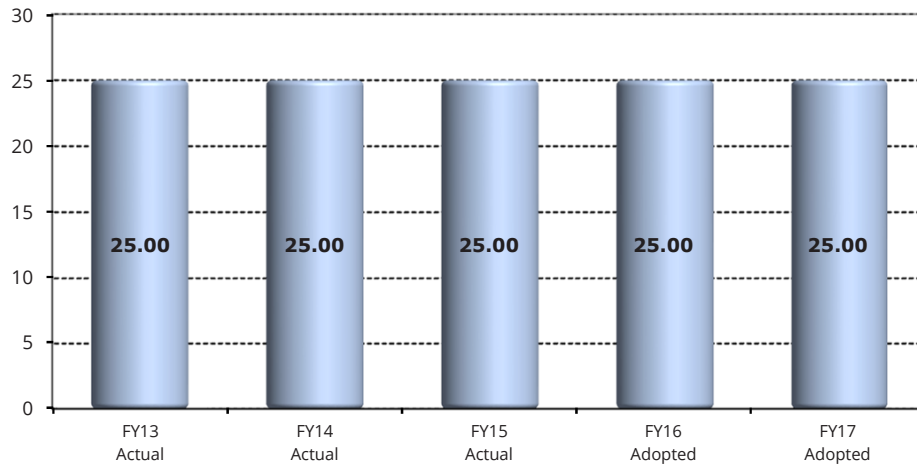


Expenditure History

# Board of County Supervisors



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Administration	1.00	1.00	1.00	1.00	1.00
2 Brentsville District*	3.00	3.00	3.00	3.00	3.00
3 Coles District*	3.00	3.00	3.00	3.00	3.00
4 Potomac District*	3.00	3.00	3.00	3.00	3.00
5 Gainesville District*	3.00	3.00	3.00	3.00	3.00
6 Neabsco District*	3.00	3.00	3.00	3.00	3.00
7 Occoquan District*	3.00	3.00	3.00	3.00	3.00
8 Woodbridge District*	3.00	3.00	3.00	3.00	3.00
9 Board-Chair*	3.00	3.00	3.00	3.00	3.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

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

# Board of County Supervisors

## General Overview

**A. Compensation Increase** - Compensation adjustments totaling \$52,085 are made to support the following changes:

**Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

**Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

**B. Adjustment for Board Staffing** - [BOCS Resolution 08-769](#) was approved on July 22, 2008 to address the need for management flexibility related to additional staffing in the Chairman's Office and Magisterial District Offices. Due to staffing changes in the Brentsville (\$83,994) and Occoquan (\$76,695) District Offices, \$160,689 was shifted from supplies and services to payroll budgets.

**C. 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 FY17, the BOCS technology bill increased by \$9,993 to \$126,092.

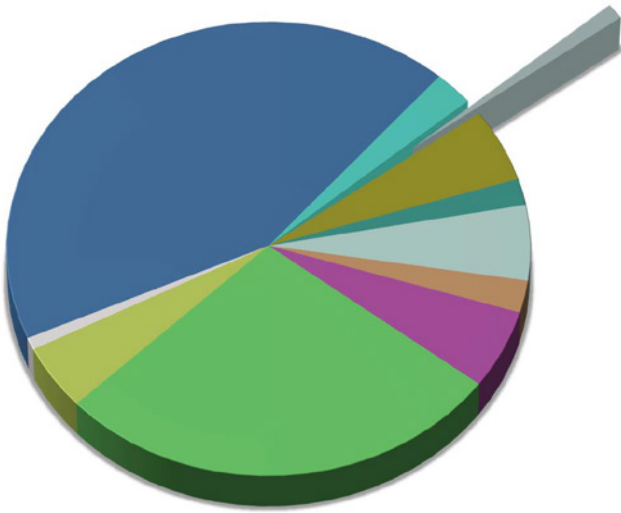
**D. Budget Shift** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Administration printing services budget will increase to \$9,352 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget. Existing service levels will be maintained.

**E. Budget Shift** - \$139 was shifted from supplies and services into internal services to support a computer purchase during FY16.

# Audit Services

## Mission Statement

Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County's system of internal controls and administers the contract(s) for any internal audit work performed by third-party independent contractors on behalf of the Board of County Supervisors (BOCS) and Board Audit Committee (BAC). Audit Services also conducts independent internal investigations based on information provided by others including callers to its voicemail hotline (703-792-6884) for reporting fraud, waste, or abuse of County resources.



**Expenditure Budget:**  
**\$773,715**

1.1% of General Government

### Program:

- Audit Services: \$773,715

**General Government Expenditure Budget:**  
**\$69,278,846**

## Mandates

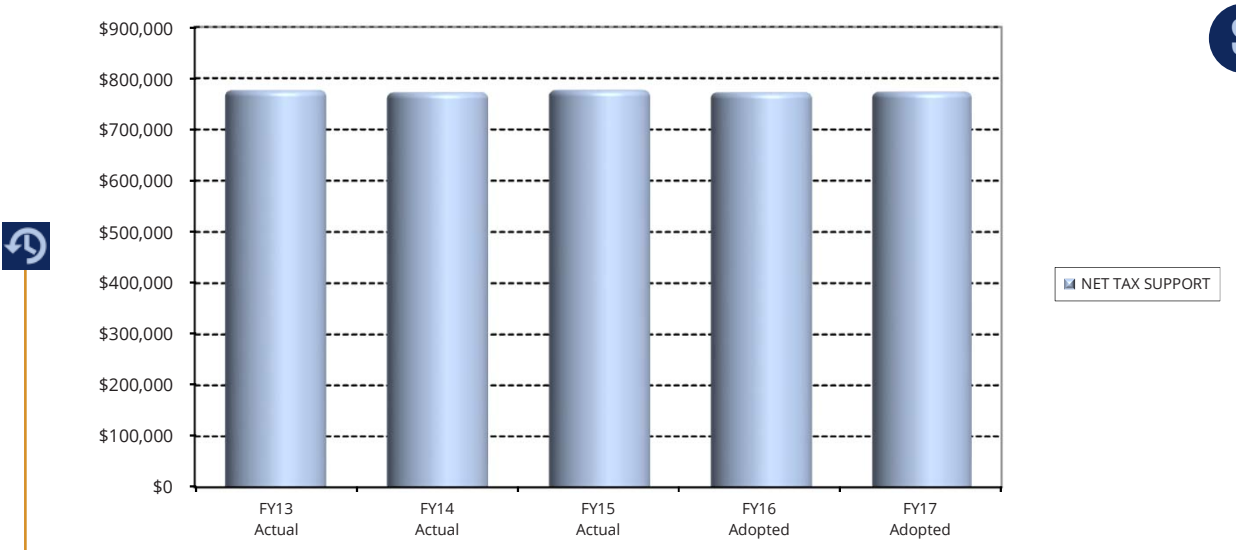
Audit Services does not provide a state or federal mandated service.

# Audit Services

## Expenditure & Revenue Summary



Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 Audit Services	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
<b>Total Expenditures</b>	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
<b>Expenditure by Classification</b>						
1 Personal Services	\$233,049	\$90,446	\$87,895	\$91,809	\$92,756	1.03%
2 Fringe Benefits	\$66,224	\$31,614	\$31,981	\$34,462	\$34,635	0.50%
3 Contractual Services	\$451,670	\$641,214	\$644,866	\$644,958	\$644,958	0.00%
4 Internal Services	\$19,070	\$5,038	\$4,659	\$3,800	\$3,908	2.84%
5 Purchase Goods & Supplies	\$5,330	\$4,262	\$7,616	\$17,158	\$17,158	0.00%
6 Leases & Rentals	\$1,440	\$0	\$0	\$0	\$0	—
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$19,700)	(\$19,700)	0.00%
<b>Total Expenditures</b>	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
<b>Net General Tax Support</b>	\$776,783	\$772,573	\$777,017	\$772,487	\$773,715	0.16%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	100.00%	

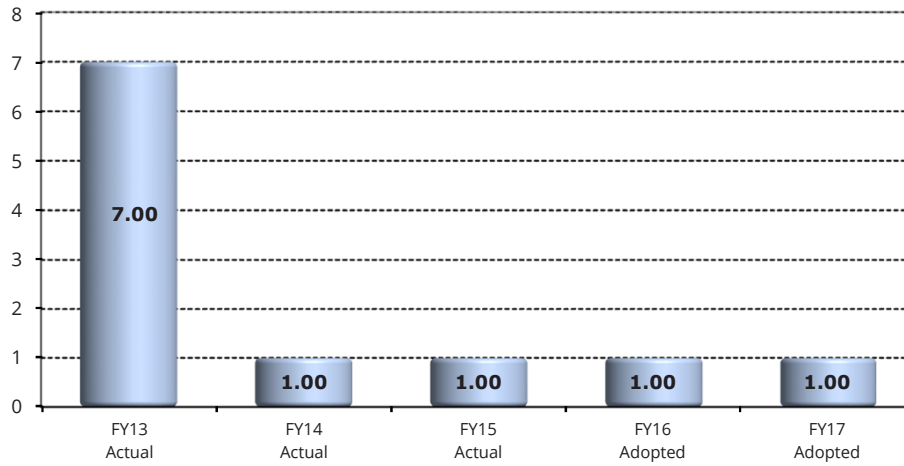


Expenditure History

# Audit Services



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Audit Services	7.00	1.00	1.00	1.00	1.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>7.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Future Outlook

Based on the Risk Assessment performed by RSM, the County's Internal Audit contractor, an audit plan was approved by the BAC.

During FY16 the following internal audits were scheduled:

- Risk Assessment and Audit Plan
- Follow Up to Previously Issued Reports
- Transition Audits
- Special Requests
- Cash Collections and Handling Cycle Audit
- Record Retention Assessment
- Cash Management/Investments
- Employee Out-Boarding



# Audit Services

- DoIT – Remediation and Follow-Up
- Community Services – Service Placement
- Fire & Rescue Operations
- Police Operations
- Facilities Construction Management
- Watershed Improvement Regulations

During FY17, 8 to 12 audit related projects are planned. The projects will include the following:

- Risk Assessment and Audit Plan
- Follow-Up
- Transition Audits
- Cycle Audits
- Countywide Audits
- Individual Function Audits

To facilitate optimization of the internal audit function, the type of audits may include the following components: Compliance, Financial, Performance/Operational, and Information Technology.

## General Overview

- 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 FY17, the Audit Services technology bill increases by \$108.
- Budget Shift** - \$3,713 of internal service series charges have been shifted from Internal Audit Engagements to Internal Audit Administration.
- Compensation Increase** - Compensation adjustments totaling \$1,706 are made to support the following rate changes:

### **Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

### **Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

# Audit Services

## Program Summary

### Audit Services

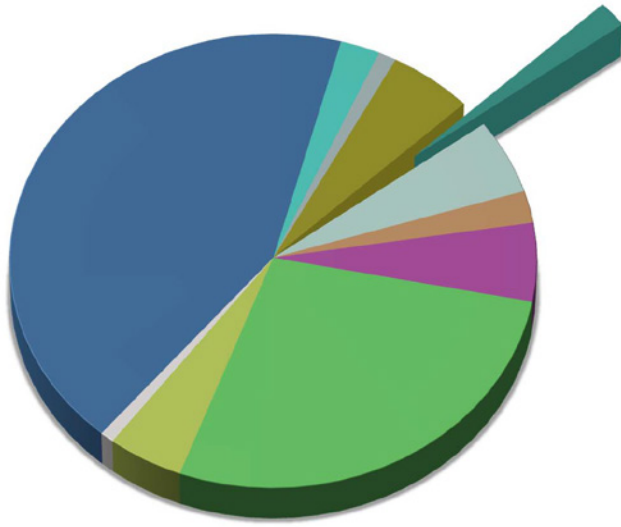
Audit Services is an independent function of Prince William County government that monitors, evaluates, reviews, and conducts tests of the County's system of internal controls designed by management to provide reasonable assurance that (1) County operations are effective, efficient, economical, and ethical;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

Audit Services works for the BOCS and the 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.

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Planned audits completed	100%	100%	100%	100%	100%
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Internal Audit Engagements</b>	<b>\$455</b>	<b>\$650</b>	<b>\$650</b>	<b>\$632</b>	<b>\$629</b>
Internal audits completed	5	7	12	6	14
<b>Internal Audit Administration</b>	<b>\$322</b>	<b>\$123</b>	<b>\$127</b>	<b>\$140</b>	<b>\$145</b>
Staff hours responding to hotline & performing investigations	300	250	250	250	250

# Contingency



**Expenditure Budget:**  
**\$1,300,000**

1.9% of General Government

**Program:**

- Contingency: \$1,300,000

**General Government Expenditure Budget:**  
**\$69,278,846**

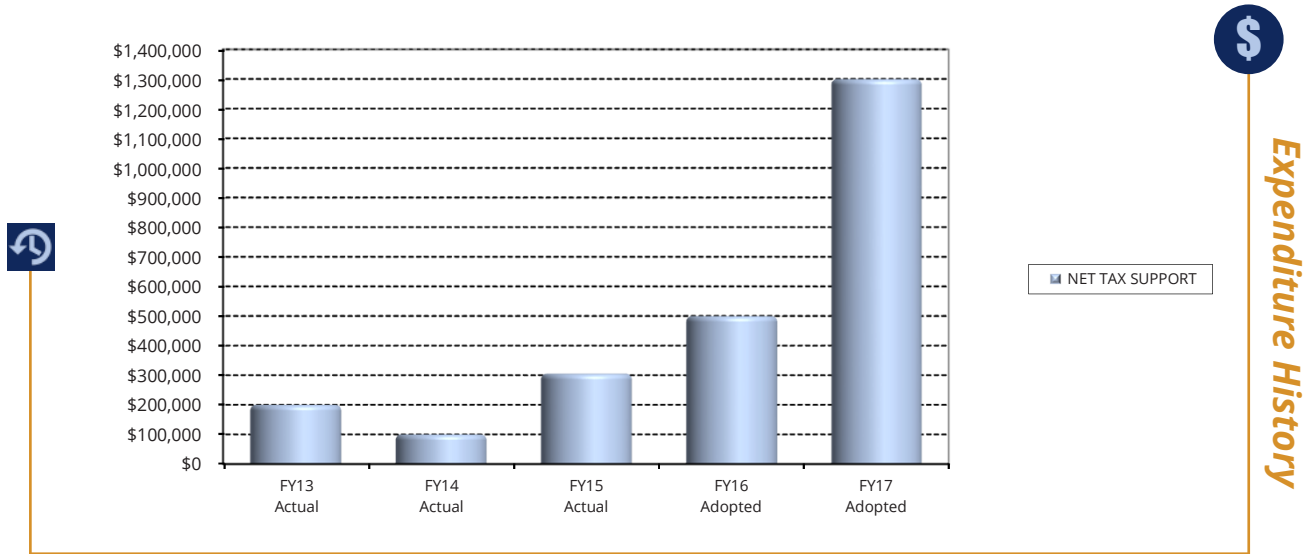
## Mandates

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

## Expenditure & Revenue Summary

Expenditure by Program	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted	% Change Adopted16/ Adopted17
1 Contingency	\$200,000	\$100,000	\$305,000	\$500,000	\$1,300,000	160.00%
<b>Total Expenditures</b>	\$200,000	\$100,000	\$305,000	\$500,000	\$1,300,000	160.00%
<b>Expenditure by Classification</b>						
1 Contractual Services	\$0	\$0	\$0	\$0	\$1,000,000	—
2 Other Services	\$0	\$100,000	\$0	\$518,750	\$318,750	(38.55%)
3 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$18,750)	(\$18,750)	—
4 Transfers Out	\$200,000	\$0	\$305,000	\$0	\$0	—
<b>Total Expenditures</b>	\$200,000	\$100,000	\$305,000	\$500,000	\$1,300,000	160.00%
<b>Net General Tax Support</b>	\$200,000	\$100,000	\$305,000	\$500,000	\$1,300,000	160.00%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	100.00%	

# Contingency



## General Overview

- A. **A contingency is established within the general fund** - to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls.
- B. **The Principles of Sound Financial Management (Policy Statement 2.14)** - as adopted by the Board of County Supervisors (BOCS) during FY98 and amended in FY13 calls for a minimum contingency of \$500,000 to be appropriated each fiscal year.

## A. Budget Initiatives

### 1. Increase for Prince William County Schools' Class Size Reduction Grant

Expenditure	\$1,000,000
Revenue	\$0
General Fund Impact	\$1,000,000
FTE Positions	0.00

- a. **Description** - This initiative provides \$1,000,000 for the Prince William Schools' Class Size Reduction Grant pending future BOCS approval.
- b. **Service Level Impacts** - Impacts will be determined during BOCS approval.

### 2. Reduction in Contingency

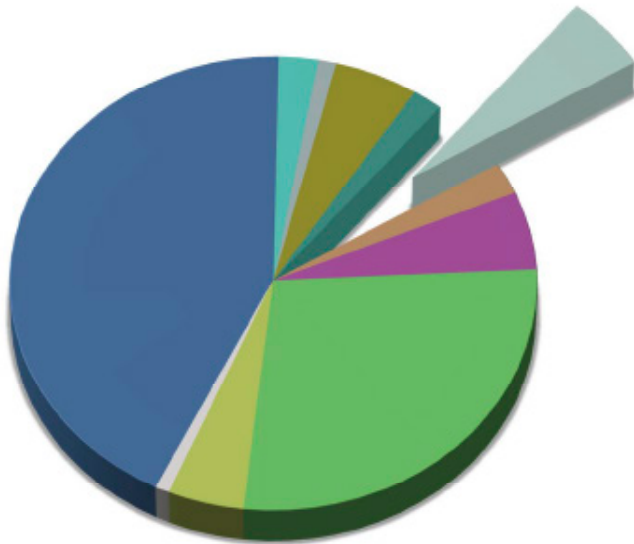
Expenditure	(\$200,000)
Revenue	\$0
General Fund Impact	(\$200,000)
FTE Positions	0.00

- a. **Description** - This item reduces the contingency budget by \$200,000.
- b. **Service Level Impacts** - There are no service level impacts with this reduction.

# 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:**  
**\$3,706,781**

5.4% of General Government

### Program:

- County Attorney: \$3,706,781

**General Government Expenditure Budget:**  
**\$69,278,846**

## Mandates

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



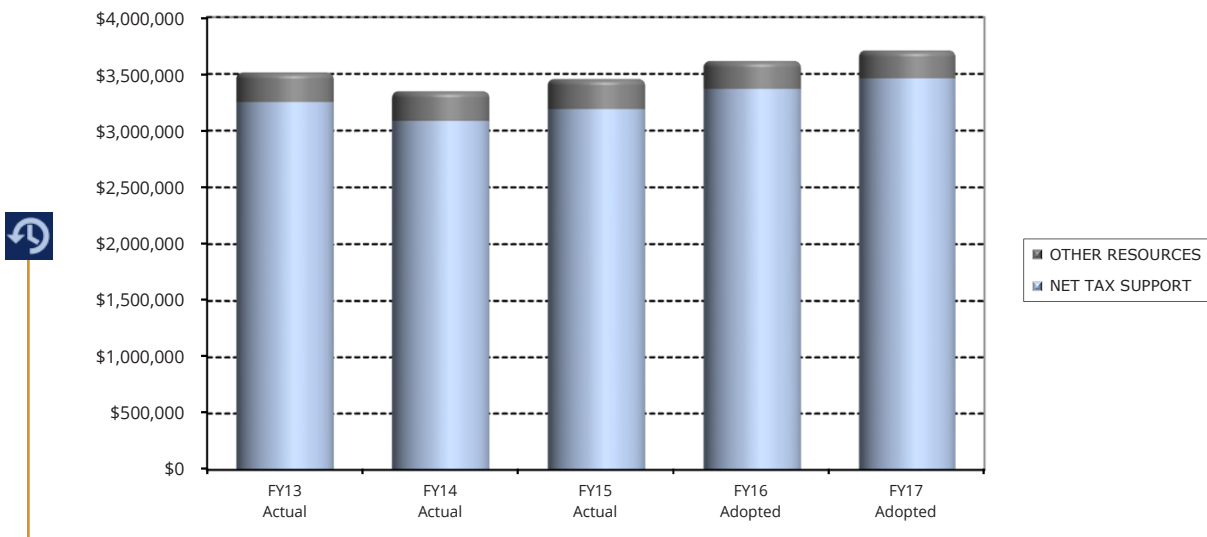
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 County Attorney	\$3,511,990	\$3,347,354	\$3,454,871	\$3,613,761	\$3,706,781	2.57%
<b>Total Expenditures</b>	\$3,511,990	\$3,347,354	\$3,454,871	\$3,613,761	\$3,706,781	2.57%

### Expenditure by Classification

1 Personal Services	\$2,406,846	\$2,376,349	\$2,499,242	\$2,726,697	\$2,834,083	3.94%
2 Fringe Benefits	\$758,323	\$723,451	\$720,518	\$797,842	\$774,027	(2.98%)
3 Contractual Services	\$128,203	\$43,577	\$23,088	\$56,014	\$56,014	0.00%
4 Internal Services	\$96,235	\$94,287	\$99,625	\$79,942	\$86,329	7.99%
5 Purchase Goods & Supplies	\$118,035	\$103,181	\$107,320	\$123,197	\$126,259	2.49%
6 Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
7 Leases & Rentals	\$4,348	\$6,509	\$5,078	\$4,845	\$4,845	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$175,904)	(\$175,904)	0.00%
<b>Total Expenditures</b>	\$3,511,990	\$3,347,354	\$3,454,871	\$3,613,761	\$3,706,781	2.57%

### Funding Sources

1 Charges for Services	\$209,000	\$209,000	\$209,000	\$180,186	\$180,186	0.00%
2 Miscellaneous Revenue	\$1,859	\$1,750	\$5,294	\$15,000	\$15,000	0.00%
3 Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
<b>Total Designated Funding Sources</b>	\$260,859	\$260,750	\$264,294	\$245,186	\$245,186	0.00%
<b>Net General Tax Support</b>	\$3,251,131	\$3,086,604	\$3,190,577	\$3,368,575	\$3,461,595	2.76%
<b>Net General Tax Support</b>	92.57%	92.21%	92.35%	93.22%	93.39%	

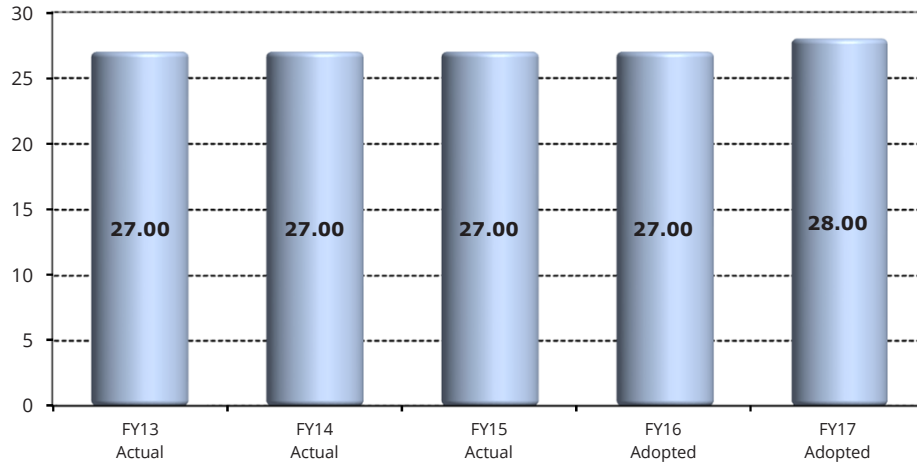


Expenditure History

# County Attorney



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 County Attorney	27.00	27.00	27.00	27.00	28.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>28.00</b>

## Future Outlook

**Legal Services** - Significant future legal issues for the County include land use issues, telecommunications/cable franchise agreement negotiations and technology issues. For example, the implementation of body worn cameras by the Police Department is a significant new area that includes technology, privacy issues, policy matters, retention issues, and possible liability or discipline issues. Support for the Department of Economic Development will increase as the prospects and companies looking to locate to the County trend upward. Federal regulations and laws will require additional legal resources support to the County, in the area of IRS audits, Affordable Care Act, etc. Significant time and resources will continue to be devoted to FOIA requests and subpoenas, as these matters continue to grow in complexity.

**Protective Services** - The Child Protective Services (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.

# County Attorney

**Transportation** - 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 new statute and Constitutional amendment on lost profits may impact these cases.

## General Overview

**A. Compensation Increase** - Compensation adjustments totaling \$53,756 are made to support the following changes:

**Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

**Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

**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 FY17, the County Attorney's technology bill increases by \$3,611 to \$83,099.

**C. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the County Attorney printing services budget will increase \$707 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.



# County Attorney

## Program Summary

### County Attorney

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Claims/litigation cases closed with results satisfactory to the County	100%	100%	100%	100%	100%
Thoroughness of response to client request for assistance (based on 4-point scale)	3.9	3.6	3.5	3.5	3.8
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96%	95%	98%	94%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Legal Services</b>	<b>\$3,284</b>	<b>\$2,063</b>	<b>\$1,949</b>	<b>\$1,822</b>	<b>\$2,271</b>
Average days to close Board of County Supervisors trackers	35	53	60	25	45
Responses to requests for legal advice/assistance	991	1,188	2,457	1,150	1,500
Responses to FOIA requests/subpoenas	244	369	209	300	250
Staff time devoted to rendering legal opinion and advice relating to legal services activities	85%	86%	85%	85%	85%
<b>Collections</b>	<b>\$78</b>	<b>\$414</b>	<b>\$535</b>	<b>\$560</b>	<b>\$428</b>
Delinquent Real Estate taxes collected prior to litigation	72%	32%	32%	32%	32%
Commercial Real Estate assessment challenges with results satisfactory to the County	100%	100%	100%	100%	100%
Staff time devoted to rendering legal opinion and advice relating to collections activities	35%	80%	80%	80%	80%

# County Attorney

<b>Program Activities &amp; Workload Measures (Continued)</b> (Dollar amounts expressed in thousands)	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
<b>Protective Services</b>	<b>\$150</b>	<b>\$346</b>	<b>\$543</b>	<b>\$629</b>	<b>\$664</b>
Child abuse or neglect cases opened	373	273	202	275	250
Child abuse or neglect cases closed	295	239	235	250	240
Staff time devoted to rendering legal opinion and advice relating to protective service activities	40%	60%	60%	60%	60%
<b>Transportation</b>	<b>—</b>	<b>\$523</b>	<b>\$428</b>	<b>\$603</b>	<b>\$344</b>
Property acquisitions closed	73	75	59	50	60
Transportation contracts reviewed	6	16	4	6	5
Staff time devoted to providing legal opinion and advice relating to transportation activities	70%	75%	75%	75%	75%

## A. Budget Initiatives

### 1. Increase for Paralegal Officer II

Expenditure	\$68,837
Revenue	\$0
General Fund Impact	\$68,837
FTE Positions	1.00

a. **Description** - [House Bill 818](#) was enacted by the Virginia General Assembly, stating that all local governments will designate and publicly identify one or more Freedom of Information Act (FOIA) officers whose responsibility is to serve as a point of contact for the public in requesting records. This paralegal position serves as the designated FOIA point of contact for those requests and subpoenas.

### b. Service Level Impacts -

- **Responses to FOIA requests/subpoenas**

<i>FY17 w/o Addition</i>		250
<i>FY17 w/ Addition</i>		300

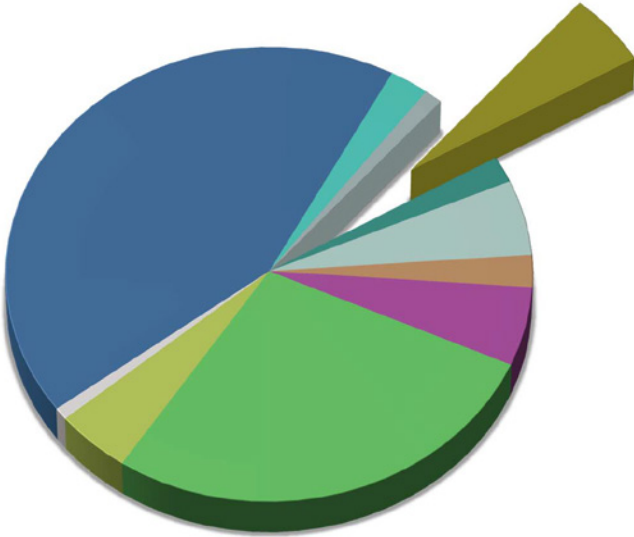
- **Average days to close Board of County Supervisors trackers**

<i>FY17 w/o Addition</i>		50
<i>FY17 w/ Addition</i>		45

## Mission Statement

The mission of the Office of Elections is to:

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



**Expenditure Budget:**  
**\$1,583,167**

2.3% of General Government

### Program:

- Elections: \$1,583,167

**General Government Expenditure Budget:**  
**\$69,278,846**

## 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 & Revenue Summary



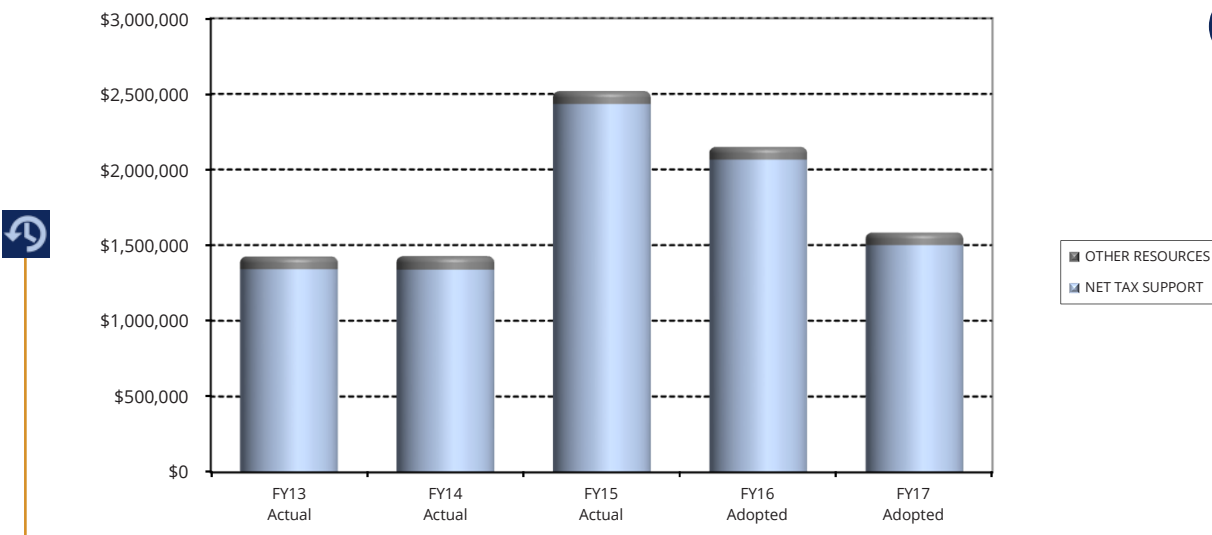
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted	% Change Adopt16/ Adopted17
<b>Expenditure by Program</b>						
1 Elections	\$1,425,157	\$1,426,855	\$2,518,433	\$2,149,446	\$1,583,167	(26.35%)
<b>Total Expenditures</b>	\$1,425,157	\$1,426,855	\$2,518,433	\$2,149,446	\$1,583,167	(26.35%)

### Expenditure by Classification

1 Personal Services	\$658,212	\$646,558	\$728,804	\$798,296	\$740,292	(7.27%)
2 Fringe Benefits	\$181,886	\$175,101	\$191,958	\$216,904	\$237,455	9.47%
3 Contractual Services	\$452,455	\$426,684	\$363,353	\$452,352	\$476,082	5.25%
4 Internal Services	\$69,421	\$64,078	\$68,153	\$60,710	\$59,290	(2.34%)
5 Purchase Goods & Supplies	\$55,246	\$103,002	\$581,849	\$163,019	\$112,383	(31.06%)
6 Capital Outlay	\$0	\$0	\$575,757	\$500,000	\$0	(100.00%)
7 Leases & Rentals	\$7,937	\$11,432	\$8,559	\$8,224	\$7,724	(6.08%)
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$50,059)	(\$50,059)	0.00%
<b>Total Expenditures</b>	\$1,425,157	\$1,426,855	\$2,518,433	\$2,149,446	\$1,583,167	(26.35%)

### Funding Sources

1 Revenue From Commonwealth	\$78,773	\$76,000	\$82,768	\$83,669	\$83,669	0.00%
2 Revenue From Other Localities	\$0	\$0	\$0	\$0	\$0	—
3 Miscellaneous Revenue	\$5,595	\$13,297	\$2,052	\$0	\$0	—
<b>Total Designated Funding Sources</b>	\$84,368	\$89,297	\$84,820	\$83,669	\$83,669	0.00%
<b>Net General Tax Support</b>	\$1,340,789	\$1,337,558	\$2,433,613	\$2,065,777	\$1,499,498	(27.41%)
<b>Net General Tax Support</b>	94.08%	93.74%	96.63%	96.11%	94.72%	

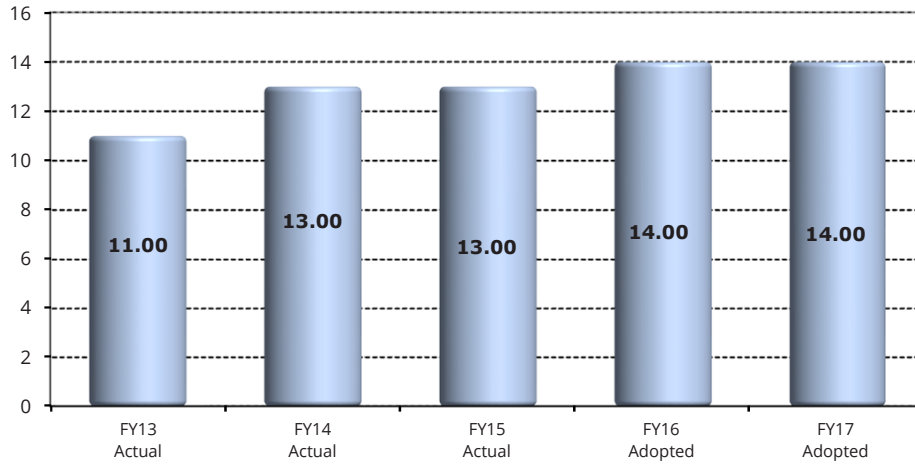


Expenditure History

# Elections



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Elections	11.00	13.00	13.00	14.00	14.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>11.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>

## Future Outlook

**In House Election Programming and Ballot Printing** - Currently the voting equipment vendor is located in Austin, Texas. At this time, Prince William County is completely dependent on the vendor for all election preparation. PWC can purchase the vendor software to program elections and print ballots in house. This would improve ballot accuracy and allow last-minute changes as needed. In 2012, Mitt Romney sued to get on the 2012 Virginia Primary Ballot. The suit caused a major delay in all ballot printing, and jeopardized the start of absentee voting. Shipping ballots from Texas takes several days and is expensive. The Director of Elections is working to reduce risk and increase reliability in the 2016 elections by obtaining the vendor software and moving ballot-printing operations to Virginia.

# Elections

**Space Constraints** - The Office of Elections faces space issues with the continued increase in registered voters, the addition of fourteen voting precincts, and the addition of paper ballots. The 2016 Presidential Election will require 10-12 additional temporary staff with no available space for those staff members. The November 3, 2015 election ballots took up 3 and 1/2 pallets of space. Election equipment is stored at a warehouse 14 miles from the Election's Office, requiring significant staff driving time. 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. The phone system will be inadequate to handle the high volume of calls during the 2016 Presidential election season. 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. Currently two precincts are at the 4,000 voter threshold: Bristow Run and Marsteller, both located in the Brentsville district where additional residential growth is anticipated.

**Encourage Absentee Voting** - In both the 2008 and 2012 presidential elections only 10% of registered voters voted absentee. The Director of Elections/General Registrar will implement an assertive 'vote absentee' program targeted towards Prince William County's 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. One-Time Reductions** - \$674,880 has been removed from Election's FY17 budget for non-recurring expenditures associated with the purchase of optical scan voting equipment (\$500,000) and one-time costs associated with the 2016 presidential primary (\$174,880).
- B. Position Reclassifications** - \$20,456 has been removed from the FY17 budget to support the difference between the old and new classification of two positions.
- C. 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 FY17 Election's technology bill decreases by \$1,559 to \$59,290.
- D. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the printing services budget will increase \$4,433 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- E. Budget Shift** - \$139 has been shifted into the internal service series to support a computer purchase during FY16.

# Elections

**F. Compensation Increase** - Compensation adjustments totaling \$21,722 are made to support the following changes:

**Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

**Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

## Program Summary

### Elections

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 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)	96%	88%	88%	88%	88%

# Elections

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Register Voters &amp; Conduct &amp; Certify Elections</b>	<b>\$1,425</b>	<b>\$1,427</b>	<b>\$2,518</b>	<b>\$2,149</b>	<b>\$1,583</b>
Transactions involving citizen voting records	250,556	183,577	201,153	255,000	265,000
Registered County Voters	254,649	248,940	249,464	265,000	277,784
Election voter turnout	202,230	100,439	95,871	200,000	230,000
Absentee Voting Percentage	—	—	—	—	10%

## A. Budget Initiatives

### 1. Paper Ballots for June 2017 Primary

Expenditure	\$34,736
Revenue	\$0
General Fund Impact	\$34,736
FTE Positions	0.00

- a. **Description** - This initiative funds the cost of paper ballots for the June 2017 primary. Since paper ballots can only be used once, new ballots must be purchased for each election.
- b. **Service Level Impacts** - Existing service levels are maintained.

### 2. Annual License Fee for Digital Scan Voting Equipment

Expenditure	\$27,900
Revenue	\$0
General Fund Impact	\$27,900
FTE Positions	0.00

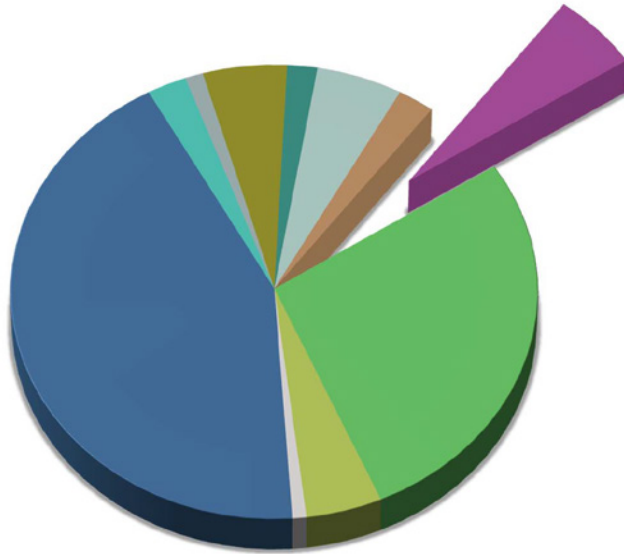
- a. **Description** - The County has purchased 225 digital scan voting machines for use in the County's 97 precincts. These voting machines require an annual license fee and on-going maintenance support from the manufacturer.
- b. **Service Level Impacts** - Existing service levels are maintained.



# 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.



**Expenditure Budget:**  
**\$3,867,493**



5.6% of General Government

### Programs:

- Management & Policy Development: \$1,367,433
- Administrative Support to the Board: \$502,449
- Communications: \$1,206,228
- Equality, Affirmative Employment, & Diversity: \$379,813
- Legislative Affairs & Intergovernmental Relations: \$411,569

**General Government Expenditure Budget:**  
**\$69,278,846**

## 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 & Revenue Summary

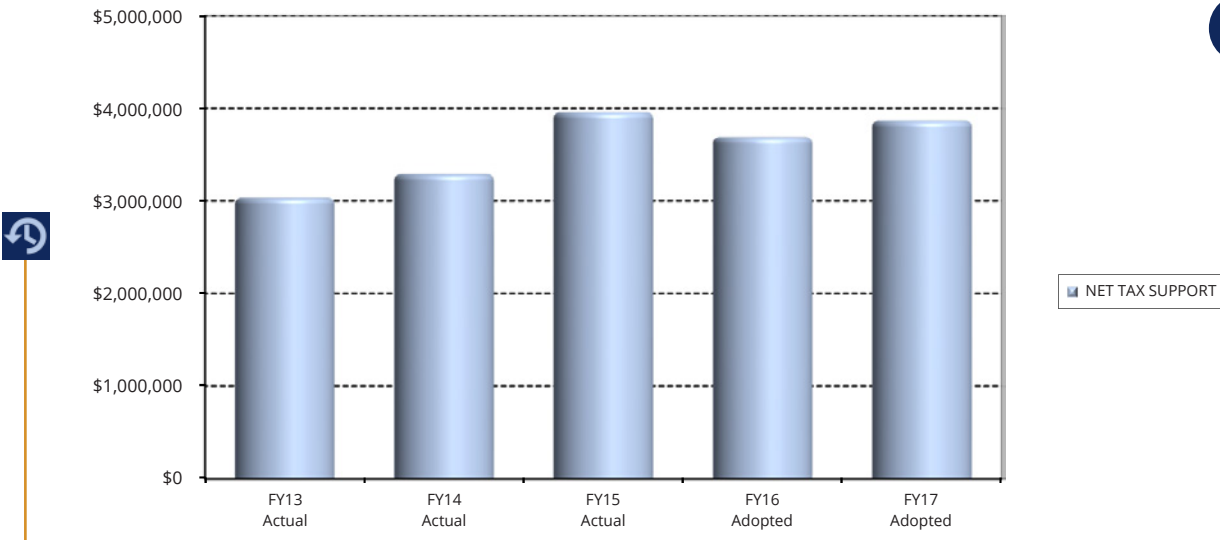


Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 Management & Policy Development	\$1,378,141	\$1,437,809	\$1,543,383	\$1,320,915	\$1,367,433	3.52%
2 Administrative Support to the Board	\$406,090	\$448,169	\$484,225	\$495,350	\$502,449	1.43%
3 Communications	\$964,542	\$1,141,680	\$1,158,331	\$1,126,062	\$1,206,228	7.12%
4 Equality, Affirmative Employment, & Diversity	\$285,639	\$263,002	\$372,810	\$375,005	\$379,813	1.28%
5 Legislative Affairs & Intergovt Relations <sup>1</sup>	\$0	\$0	\$402,404	\$371,914	\$411,569	10.66%
<b>Total Expenditures</b>	<b>\$3,034,413</b>	<b>\$3,290,661</b>	<b>\$3,961,152</b>	<b>\$3,689,246</b>	<b>\$3,867,493</b>	<b>4.83%</b>

### Expenditure by Classification

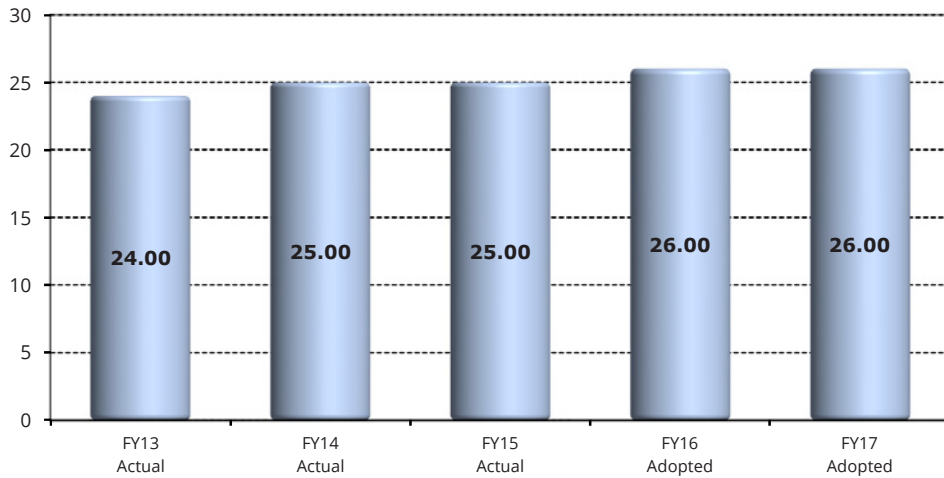
1 Personal Services	\$1,873,168	\$2,082,808	\$2,659,899	\$2,456,010	\$2,616,389	6.53%
2 Fringe Benefits	\$615,426	\$667,015	\$703,390	\$730,366	\$720,334	(1.37%)
3 Contractual Services	\$288,499	\$287,595	\$342,834	\$280,488	\$315,488	12.48%
4 Internal Services	\$102,667	\$118,867	\$110,291	\$105,246	\$99,946	(5.04%)
5 Purchase Goods & Supplies	\$145,002	\$122,376	\$136,835	\$193,855	\$192,055	(0.93%)
6 Capital Outlay	\$0	\$5,741	\$0	\$0	\$0	—
7 Leases and Rentals	\$9,651	\$6,258	\$7,903	\$15,780	\$15,780	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$92,499)	(\$92,499)	0.00%
<b>Total Expenditures</b>	<b>\$3,034,413</b>	<b>\$3,290,661</b>	<b>\$3,961,152</b>	<b>\$3,689,246</b>	<b>\$3,867,493</b>	<b>4.83%</b>
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>—</b>
<b>Net General Tax Support</b>	<b>\$3,034,413</b>	<b>\$3,290,661</b>	<b>\$3,961,152</b>	<b>\$3,689,246</b>	<b>\$3,867,493</b>	<b>4.83%</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

<sup>1</sup> Legislative Affairs & Intergovernmental Relations program was an activity in the Management & Policy Development program in FY13-14.



Expenditure History

# Executive Management



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Management & Policy Development	7.00	7.00	5.50	6.50	6.50
2 Administrative Support to the Board	5.00	5.00	5.00	5.00	5.00
3 Communications	9.00	10.00	10.00	10.00	10.00
4 Equality, Affirmative Employment, & Diversity	3.00	3.00	3.00	3.00	3.00
5 Legislative Affairs & Intergovt Relations <sup>1</sup>	0.00	0.00	1.50	1.50	1.50
<b>Full-Time Equivalent (FTE) Total</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>

<sup>1</sup> Legislative Affairs & Intergovernmental Relations program was an activity in the Management & Policy Development program in FY13-14.



Staff By Program

## 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 Board's adopted policy guidance. The adopted Future Report 2030 articulates the long-term desires of Prince William County 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 schedule and prepare 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. The Clerk will need to investigate future automation and bring these solutions to the BOCS for consideration.

# Executive Management

**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 Prince William County'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. Prince William County 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** - Prince William County 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 FY17 the Office of Executive Management technology bill decreases by \$5,300 to \$94,635.

**B. Compensation Increase** - Compensation adjustments totaling \$49,281 are made to support the following changes:

### **Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

### **Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

# Executive Management

## Program Summary

### Management & Policy Development

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Measures trending positively towards four year strategic goal target	77%	74%	74%	100%	100%
Overall quality of PWC services meets residents' expectations (community survey)	90%	91%	91%	91%	91%
County provides efficient and effective services (community survey)	89%	91%	91%	91%	91%
County services and facilities are a fair value for the tax dollar (community survey)	85%	86%	86%	86%	86%
County employees are courteous and helpful (community survey)	92%	91%	91%	91%	91%
AAA bond ratings	3	3	3	3	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Effective &amp; Efficient Delivery of County Government Services</b>	<b>\$236</b>	<b>\$249</b>	<b>\$446</b>	<b>\$440</b>	<b>\$435</b>
Counties with three AAA bond ratings	—	1%	1%	1%	1%
County employees are proud to work for Prince William County (organizational survey)	85%	85%	85%	85%	—
<b>Strategic Planning</b>	<b>\$151</b>	<b>\$158</b>	<b>\$380</b>	<b>\$325</b>	<b>\$332</b>
Community outcome measures in Strategic Plan	52	53	53	53	53
<b>Policy Development</b>	<b>\$281</b>	<b>\$292</b>	<b>\$387</b>	<b>\$326</b>	<b>\$328</b>
Ordinances & resolutions passed	651	747	787	1,100	730
<b>Board Response</b>	<b>\$151</b>	<b>\$157</b>	<b>\$330</b>	<b>\$229</b>	<b>\$272</b>
Trackers responded to within 15 days	59%	52%	90%	62%	75%

# 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 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)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Administrative Support to the Board and Executive</b>	<b>\$406</b>	<b>\$448</b>	<b>\$484</b>	<b>\$495</b>	<b>\$502</b>
Ordinances processed	64	64	72	100	70
Resolutions processed	587	683	715	1,000	670

## Communications

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
News Quality Analysis Rating	—	—	—	—	90%
Social media reach	—	—	—	—	1.1M
Online, graphic, print & video pieces produced	—	—	—	—	475
Online, print & video pieces produced	—	408	390	400	—
Total web page views	—	2.94M	3.31M	3M	—
Social media growth rate	—	384%	52%	50%	—

# Executive Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Information Dissemination</b>	<b>\$637</b>	<b>\$776</b>	<b>\$702</b>	<b>\$677</b>	<b>\$700</b>
Total web page sessions	—	—	—	—	3.25M
Internal communication messages	—	—	—	—	280
Events supported	—	—	—	—	20
Articles produced	—	—	—	—	150
Video views online	—	54,828	87,616	54,000	65,000
Social media reach <i>*Facebook only</i>	—	949,702 *	1.4M	500,000	—
<b>Media Production</b>	<b>\$327</b>	<b>\$366</b>	<b>\$457</b>	<b>\$449</b>	<b>\$507</b>
Graphic arts pieces produced	—	—	—	—	120
Videos produced (including Board meetings)	—	—	—	—	205
Email newsletters produced	—	8	10	12	—
BOCS meetings broadcast live	—	100%	100%	100%	—

## A. Budget Initiatives

### 1. Electronic BOCS Agenda and Directive Process

Expenditure	\$35,000
Revenue	\$0
General Fund Impact	\$35,000
FTE Positions	0.00

- a. Description** - This initiative funds the development and implementation of an electronic agenda process, including the ability to allow citizen comments on agenda items prior to the actual board meeting. This initiative also replaces the existing electronic system to track BOCS directives (trackers) with appropriate routing and a searchable database. The ongoing system maintenance will cost \$25,826 beginning in FY18.
- b. Service Level Impacts** - Service level impacts are as follows:
- **Citizen Participation** - The initiative allows for increased citizen participation by providing access to submit comments for BOCS consideration to those citizens who cannot attend scheduled Board meetings.
  - **Efficiencies** - The initiative streamlines the BOCS agenda and directive process and increases control over those processes, resulting in efficiencies in the Clerk's Office and other County agencies.
  - **Savings** - The initiative will result in reduced printing costs.
  - **Data Management** - The initiative will increase control and organization of directive documents, reducing errors associated with the manual process.

# 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Diversity of County female representation	49%	48%	50%	47%	48%
Diversity of County minority representation	29%	29%	33%	29%	30%
Management satisfaction with EEO consultation services	98%	98%	98%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Equal Employment Opportunity Compliance &amp; Laws</b>	<b>\$153</b>	<b>\$142</b>	<b>\$195</b>	<b>\$202</b>	<b>\$205</b>
EEO inquiries received	3,417	3,512	3,827	3,200	3,200
Internal EEO inquiries successfully resolved and closed without litigation	95%	97%	95%	95%	95%
<b>Education &amp; Outreach</b>	<b>\$132</b>	<b>\$121</b>	<b>\$178</b>	<b>\$173</b>	<b>\$175</b>
EEO trainings provided	42	37	15	30	15
Percent of employees rating EEO & Diversity management training as beneficial and excellent	99%	99%	99%	95%	95%



# Executive Management

## Legislative Affairs & Intergovernmental Relations

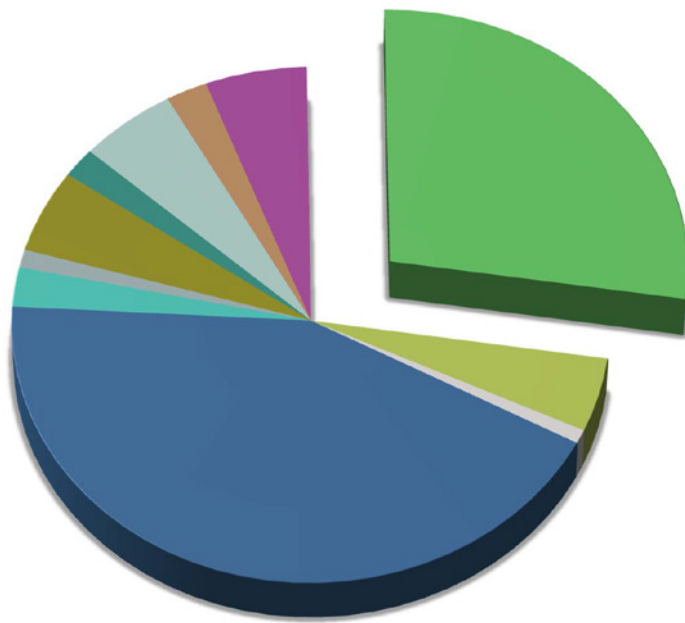
Develop, implement, and manage the County's intergovernmental and legislative initiatives, including acting as liaison with other government agencies and development and implementation of annual legislative program.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
State legislative program outcomes success rate	83%	50%	50%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Legislative Affairs &amp; Intergovernmental Relations</b>	—	—	\$402	\$372	\$412
Virginia House & Senate bills analyzed	2,575	2,888	2,776	2,800	2,775
Hours of active representation	—	—	947	1,000	975
General Assembly committee meetings attended	—	—	690	450	450
Agenda development/planning meetings with outside groups/allies	—	—	95	70	80

## Mission Statement

The mission of the Finance Department is to promote excellence, quality and efficiency by maximizing available resources and providing innovative financial and risk management services to a broad range of internal and external customers through sound financial management practices, effective leadership and a team of employees committed to maintaining fiscal integrity and financial solvency of the County government.



**Expenditure Budget:**  
**\$19,105,591**

27.6% of General Government

### Programs:

- Financial Reporting & Control: \$4,861,284
- Payroll & Disbursements: \$957,562
- Risk Management: \$1,197,700
- Real Estate Assessments: \$3,344,024
- Purchasing: \$1,198,303
- Tax Administration: \$5,850,950
- Treasury Management: \$1,054,878
- Director's Office: \$640,891

**General Government Expenditure Budget:**  
**\$69,278,846**

## Mandates

The County is mandated to employ a Director of Finance, assess property values, collect taxes, procure goods and services, and maintain the County's financial records in accordance with state regulations. The Finance Department provides these services. The Finance Department is also the liaison to the state mandated Board of Equalization.

The Board of County Supervisors has enacted additional local mandates for which the Finance Department has responsibility.

**State Code:** [15.2-519](#); [15.2-716.1](#)

**County Code:** Chapter 2 ([Government Services](#)), Chapter 2.5 ([Alarm Systems](#)), Chapter 3 ([Amusements](#)), Chapter 4 ([Dog License](#)), Chapter 9.1 ([Planning, budgeting, accountability and purchasing](#)), Chapter 11.1 ([Licenses](#)), Chapter 13 ([Motor Vehicles](#)), Chapter 20 ([Unclaimed Money & Property](#)), Chapter 22 ([Solid Waste Disposal Fee System](#)), Chapter 23.2 ([Stormwater Management Fund](#)), Chapter 26 ([Taxation](#)), Chapter 30 ([Water Supply Driller's License](#)), Chapter 32 ([Zoning Site Plans](#))



## Expenditure & Revenue Summary

Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 Financial Reporting & Control	\$3,389,302	\$3,255,997	\$4,466,000	\$4,841,639	\$4,861,284	0.41%
2 Payroll & Disbursements	\$930,758	\$951,515	\$1,040,755	\$924,726	\$957,562	3.55%
3 Risk Management	\$1,062,074	\$1,191,670	\$1,192,000	\$1,199,570	\$1,197,700	(0.16%)
4 Real Estate Assessments	\$3,090,403	\$3,285,364	\$3,246,938	\$3,259,247	\$3,344,024	2.60%
5 Purchasing	\$968,822	\$1,103,698	\$995,354	\$1,153,716	\$1,198,303	3.86%
6 Tax Administration	\$5,241,454	\$5,313,479	\$5,302,000	\$5,702,871	\$5,850,950	2.60%
7 Treasury Management	\$1,008,554	\$1,050,470	\$1,023,104	\$1,088,101	\$1,054,878	(3.05%)
8 Director's Office	\$700,883	\$650,783	\$505,092	\$439,680	\$640,891	45.76%
<b>Total Expenditures</b>	<b>\$16,392,250</b>	<b>\$16,802,976</b>	<b>\$17,771,243</b>	<b>\$18,609,549</b>	<b>\$19,105,591</b>	<b>2.67%</b>

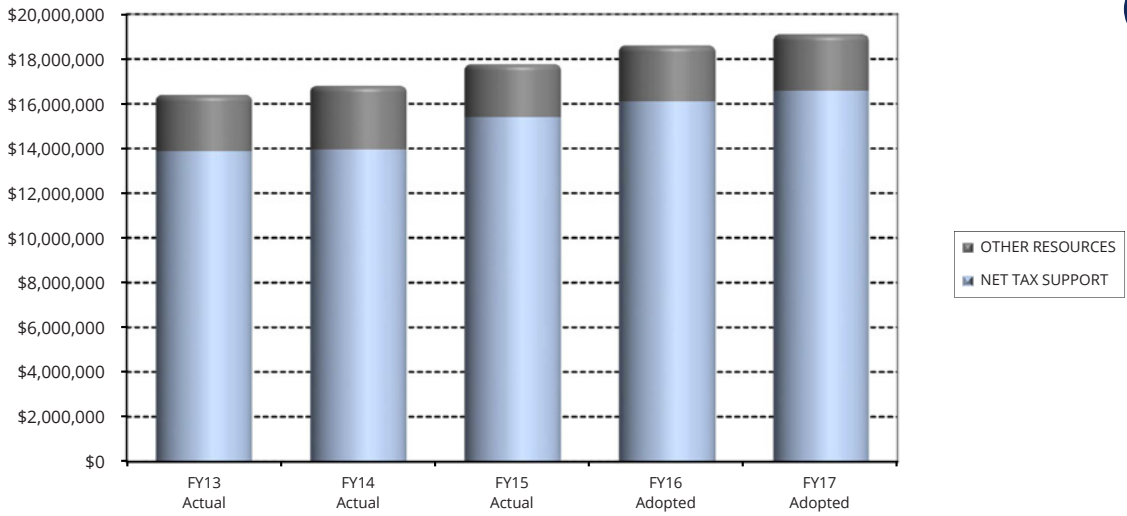
### Expenditure by Classification

1 Personal Services	\$8,649,692	\$8,885,907	\$9,702,578	\$9,903,210	\$10,279,753	3.80%
2 Fringe Benefits	\$3,120,092	\$3,096,288	\$3,335,576	\$3,378,320	\$3,384,056	0.17%
3 Contractual Services	\$1,501,382	\$1,500,724	\$1,646,595	\$1,835,160	\$1,772,189	(3.43%)
4 Internal Services	\$2,196,017	\$2,359,632	\$2,512,320	\$3,206,029	\$3,247,861	1.30%
5 Purchase Goods & Supplies	\$888,336	\$911,785	\$935,993	\$1,090,558	\$1,299,134	19.13%
6 Capital Outlay	\$0	\$8,695	\$17,909	\$17,909	\$17,909	0.00%
7 Leases and Rentals	\$36,734	\$38,944	\$53,284	\$50,284	\$50,284	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	(\$433,012)	(\$871,921)	(\$945,594)	8.45%
9 Transfers Out	\$0	\$1,000	\$0	\$0	\$0	—
<b>Total Expenditures</b>	<b>\$16,392,254</b>	<b>\$16,802,976</b>	<b>\$17,771,243</b>	<b>\$18,609,549</b>	<b>\$19,105,591</b>	<b>2.67%</b>

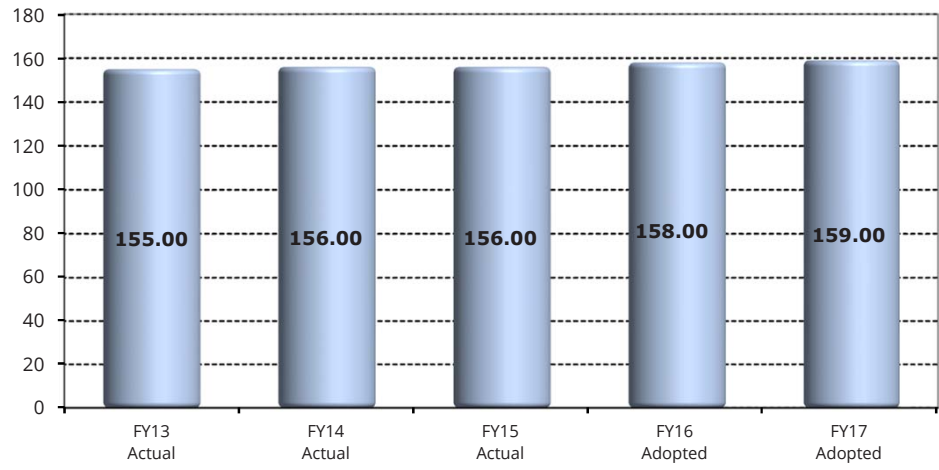
### Funding Sources

1 General Property Taxes	\$1,565,477	\$1,568,634	\$1,481,665	\$1,481,665	\$1,506,665	1.69%
2 Permits, Privilege Fees and Regulatory Licenses	\$80	\$190	\$250	\$250	\$250	0.00%
3 Fines and Forfeitures	\$21,903	\$24,989	\$12,000	\$12,000	\$12,000	0.00%
4 Revenue From Use of Money and Property	\$168,756	\$178,918	\$7,200	\$7,200	\$7,200	0.00%
5 Charges for Services	\$128,800	\$156,430	\$125,181	\$125,181	\$125,181	0.00%
6 Miscellaneous Revenue	\$8,538	\$72,204	\$81,338	\$81,338	\$81,338	0.00%
7 Revenue From Commonwealth	\$593,257	\$652,444	\$559,724	\$559,724	\$559,724	0.00%
8 Non-Revenue Receipts	\$0	\$12,477	\$0	\$0	\$0	—
9 Transfers In	\$20,425	\$185,112	\$104,950	\$233,111	\$229,111	(1.72%)
<b>Total Designated Funding Sources</b>	<b>\$2,507,237</b>	<b>\$2,851,397</b>	<b>\$2,372,308</b>	<b>\$2,500,469</b>	<b>\$2,521,469</b>	<b>0.84%</b>
<b>Net General Tax Support</b>	<b>\$13,885,017</b>	<b>\$13,951,578</b>	<b>\$15,398,935</b>	<b>\$16,109,080</b>	<b>\$16,584,122</b>	<b>2.95%</b>
<b>Net General Tax Support</b>	<b>84.70%</b>	<b>83.03%</b>	<b>86.65%</b>	<b>86.56%</b>	<b>86.80%</b>	

# Finance



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Financial Reporting & Control	27.00	24.00	24.00	16.00	16.00
2 Payroll & Disbursements	0.00	0.00	0.00	10.00	10.00
3 Risk Management	8.00	10.00	10.00	10.00	11.00
4 Real Estate Assessments	34.00	34.00	34.00	34.00	34.00
5 Purchasing	12.00	13.00	13.00	14.00	13.00
6 Tax Administration	63.00	64.00	64.00	64.00	65.00
7 Treasury Management	7.00	7.00	7.00	7.00	6.00
8 Director's Office	4.00	4.00	4.00	3.00	4.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>155.00</b>	<b>156.00</b>	<b>156.00</b>	<b>158.00</b>	<b>159.00</b>



Staff By Program

## Future Outlook

**Technology** - The County is replacing its financial and tax administration systems due to obsolescence and the need for improved technology to support increasingly complex operations. These initiatives require significant resources to ensure success and follows on the heels of the replacement of the Real Estate Assessment System. All three systems require integration to function efficiently and effectively.

**Increased Unfunded Federal Mandates and Compliance Audits** - Following the recent recession the federal government undertook a sweeping effort to increase 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.

**Exonerations/Tax Relief** - The County provides tax relief for those who are elderly and disabled and meet specified income and net worth requirements. That tax relief will likely exceed \$10,000,000 during tax year 2016. The General Assembly has mandated that disabled veterans with a disability that is 100%, service connected, permanent and total; and surviving spouses of members of the armed forces killed in action also receive tax relief. This additional tax relief program will cost the County in excess of \$2.4 million in tax year 2016 alone.

**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.

## 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 FY17 the Finance Department's technology bill decreases by \$14,487 to \$3,162,392.
- B. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Finance printing services budget will increase \$44,528 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- C. Internal Position Shifts** - The budget includes an internal shift and reclassification of a Contract Specialist position from the Purchasing program to an Accountant position in the Tax Administration program. The shift was initiated to provide additional accounting services for the Tax Administration program. The position in Purchasing was funded through cost recovery from capital projects. That cost recovery budget has been shifted to the Debt Management program and costs will continue to be recovered from capital projects.

# Finance

In addition, an administrative position was shifted from the Treasury Management program to the Director's Office program. There is no net impact to the general fund with either of these position shifts.

**D. Increase General Government Application Support** - This initiative funds 85% of the increase in maintenance support of the general government technology systems. The maintenance is funded by the general fund, providing revenue to the Information Technology internal service fund. The remaining 15% of the maintenance is funded in the Human Resources department budget. Finance's share of the increase in general fund support for the maintenance of general government systems in FY17 is \$53,348.

**E. Compensation Increase** - Compensation adjustments totaling \$163,841 are made to support the following changes:

**Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

**Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

## Program Summary

### Financial Reporting & Control

The Financial Reporting & Control program maintains the County's books and records in accordance with Generally Accepted Accounting Principles (GAAP) and complies with the Single Audit Act of 1984, as amended. The program manages and coordinates the annual audit of the County's financial statements as required by the Code of Virginia.

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Receive Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	0	1	0	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Maintain the County's Financial Records</b>	<b>\$3,389</b>	<b>\$3,256</b>	<b>\$4,466</b>	<b>\$4,842</b>	<b>\$4,861</b>
Financial transactions	485,330	528,506	559,109	550,000	550,000
Capital asset transactions	3,183	1,741	1,850	2,000	2,000

## A. Budget Initiatives

### 1. Increase Financial Audit Contract Fee

Expenditure	\$46,604
Revenue	\$0
General Fund Impact	\$46,604
FTE Positions	0.00

**a. Description** - This initiative increases the financial audit service contract with Cherry Bekaert (CB), the firm that currently serves as the County and Schools financial auditor. CB will continue to provide the financial audit, examination, and compliance services. The extension will benefit the County throughout the implementation of the new Ascend financial management system. The base budget for financial audit services is \$399,215. The total general fund cost of services in FY17 is \$445,819 with the increase.

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

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Accounts Payable customer satisfaction survey results (Scale 1-10)	9.50	9.21	9.20	9.35	9.35
Payroll customer satisfaction survey results (Scale 1-10)	9.17	9.37	9.44	9.31	9.31
Vendors utilizing direct deposit for payments	73%	71%	71%	73%	75%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	99%

# Finance

<b>Program Activities &amp; Workload Measures</b> (Dollar amounts expressed in thousands)	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
<b>Pay Bills</b>	<b>\$385</b>	<b>\$415</b>	<b>\$348</b>	<b>\$384</b>	<b>\$387</b>
Vendor transactions	154,481	160,785	146,739	170,000	170,000
<b>Payroll Processing</b>	<b>\$545</b>	<b>\$536</b>	<b>\$693</b>	<b>\$541</b>	<b>\$570</b>
Payroll payments	107,964	120,205	122,661	123,700	123,700

## 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.

<b>Key Measures</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
Injury Incident Rate (IIR) - Countywide	6.1	5.9	5.0	5.9	6.0
DART Rate – Countywide (Days away, restricted or transferred)	4.1	3.6	4.0	4.1	4.0
Preventable Collision Frequency Rate - Countywide number of preventable collisions per 1,000,000 miles driven	9.7	10.8	10.0	10.8	11.0

<b>Program Activities &amp; Workload Measures</b> (Dollar amounts expressed in thousands)	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
<b>Risk Management</b>	<b>\$913</b>	<b>\$1,013</b>	<b>\$1,024</b>	<b>\$1,035</b>	<b>\$1,029</b>
Incidents reported	1,534	1,619	1,470	<1,700	<1,700
Safety inspections made	76	125	73	68	68
<b>Environmental Management</b>	<b>\$150</b>	<b>\$179</b>	<b>\$168</b>	<b>\$165</b>	<b>\$168</b>
Environmental audits	9	6	6	6	6
Environmental inspections	37	48	23	22	23



## A. Budget Initiatives

### 1. Add One Claims and Risk Analyst

Expenditure	\$0
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

**a. Description** - This initiative funds one full-time equivalent (FTE) Claims and Risk Analyst position for the Risk Management program. The position will assist with worker's compensation/employee injuries, general liability, auto liability and physical damage, property, volunteer accident, crime apparatus physical damage and liability, and patron injuries claims. Many of these claims are complex, especially when individuals require medical treatment relating to the claim. This position is needed due to the increases in claims since FY08, including a 71% increase in general liability claims, a 178% increase in property claims and a 55% increase in total claim incidents. The total cost of the new position includes salary and benefits (\$68,826), information technology and other costs (\$4,847). The position is revenue supported from the Prince William County Self Insurance Group and there is no impact to the general fund.

**b. Service Level Impacts** - This initiative will ensure that claims are addressed in an efficient and timely manner and impact the following service level:

- **Lost Work Days Incident Rate**

<i>FY17 w/o Addition</i>		17.8
<i>FY17 w/ Addition</i>		16.0

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Overall accuracy in annual assessment	93.1%	91.9%	94.0%	92.0%	92.0%
Appealed real estate assessments upheld by the Board of Equalization	96%	93%	88%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Mass Appraisal of Real Property</b>	<b>\$2,451</b>	<b>\$2,618</b>	<b>\$2,607</b>	<b>\$2,619</b>	<b>\$2,690</b>
Sales transferring ownership of property	12,601	11,694	12,728	12,000	12,500
Sales verified to establish the assessments	9,328	8,122	9,126	8,000	8,800
Parcels per appraiser	6,374	6,298	6,232	6,250	6,300
<b>Customer Service</b>	<b>\$639</b>	<b>\$668</b>	<b>\$640</b>	<b>\$640</b>	<b>\$654</b>
Total inquiries	12,780	12,414	16,516	12,500	14,000
Internet user sessions on Real Property Assessment site	515,723	452,232	458,200	520,000	458,000

## A. Budget Initiatives

### 1. Real Estate Data & Information Subscription Increases

Expenditure	\$38,400
Revenue	\$0
General Fund Impact	\$38,400
FTE Positions	0.00

**a. Description** - This initiative funds an increase to subscription services that are used by the Real Estate Assessments program to assess over 5,400 commercial properties within the County. Subscriptions include CoStar, a primary source for commercial real estate data that provides key statistics on commercial properties; and Real Capital Analytics (RCA), that provides critical commercial real estate data used in staff analysis to assess property at fair market value.

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

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Vendors who rate the procurement process as good or excellent	94%	91%	93%	93%	93%
Customers rating their purchasing experiences as good or excellent	93%	93%	94%	94%	94%
Solicitations and awards without protest	99%	100%	99%	95%	96%

# Finance

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Procure Goods and Services</b>	<b>\$969</b>	<b>\$1,104</b>	<b>\$995</b>	<b>\$1,154</b>	<b>\$1,198</b>
Solicitations issued annually	77	77	86	75	79

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Cumulative delinquent tax as a percent of total tax levy	1.6%	1.4%	1.0%	2.4%	2.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Bill Tax Items</b>	<b>\$2,958</b>	<b>\$3,044</b>	<b>\$3,287</b>	<b>\$3,251</b>	<b>\$3,383</b>
Business license and personal property tax items processed	500,179	510,377	515,022	500,000	510,000
Real property taxes levied	\$553.4M	\$573.2M	\$603.2M	—	\$603.2M
<b>Collect County Revenue</b>	<b>\$2,283</b>	<b>\$2,269</b>	<b>\$2,015</b>	<b>\$2,452</b>	<b>\$2,468</b>
Manual payment transactions	25%	25%	25%	<30%	<30%
Delinquency notices sent	114,941	116,529	132,072	100,000	100,000
Real Property Taxes Collected	\$552.5M	\$572.6M	\$601.3M	—	\$601.3M

## A. Budget Initiatives

### 1. National Automobile Dealers Association (NADA) Subscription Increase

Expenditure	\$25,000
Revenue	\$25,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative funds an increase to the annual NADA subscription to automobile value data used for the assessment of personal property values for vehicles. The personal property tax is a key general revenue source for the County government. This increase is supported by Delinquent Tax Collection Fee revenue and there is no impact to the general fund.

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

## Treasury Management

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
First year accuracy of the five-year revenue forecast	99.70%	99.38%	99.57%	99-102%	99-102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Financial Analysis</b>	<b>\$451</b>	<b>\$470</b>	<b>\$454</b>	<b>\$466</b>	<b>\$395</b>
Financial planning documents prepared	114	157	163	150	155
Finance issues reviewed or analyzed	243	185	356	170	360
<b>Debt Management</b>	<b>\$262</b>	<b>\$277</b>	<b>\$270</b>	<b>\$304</b>	<b>\$214</b>
Bond sales executed	4	3	3	1	2
<b>Cash Management/Investments/ Banking</b>	<b>\$296</b>	<b>\$304</b>	<b>\$300</b>	<b>\$317</b>	<b>\$446</b>
Investment transactions	1,092	1,174	1,125	1,125	1,130
General portfolio investment holdings	\$952M	\$998M	\$967M	\$970M	\$980M

### A. Budget Initiatives

#### 1. Contract Services for Compliance with Federal Requirements

Expenditure	\$100,000
Revenue	\$0
General Fund Impact	\$100,000
FTE Positions	0.00

- a. **Description** - This initiative increases contract services to ensure ongoing compliance with disclosure requirements for the U.S. Securities and Exchange Commission (SEC) related to the passage of the Dodd-Frank Act in 2010. Additional resources are needed to ensure continued compliance for Federal mandates and to avoid penalties; the utilization of contract resources is more cost effective than adding permanent staff. The funding will be used to engage services of consulting firms, along with additional fees for the County's financial advisor and bond counsel.
- b. **Service Level Impacts** - This initiative will ensure compliance with federal mandates and minimize the County's risk of penalties for non-compliance.

## 2. Financial Analysis & Management Subscription Increase

Expenditure	\$26,000
Revenue	\$0
General Fund Impact	\$26,000
FTE Positions	0.00

- a. Description** - This initiative funds an increase to a number of subscription services that are used by the Treasury Management program to complete activities related to debt management, economic analysis, and cash and investment management. Subscriptions include Bloomberg Professional, which provides critical market information and data in support of the County's investment management; CoStar, a primary source for commercial real estate data that provides key statistics on commercial properties; and Public Funds Investment Tracking and Reporting (PFITR), a module that helps make better investment decisions.
- b. Service Level Impacts** - Existing service levels are maintained.

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
AAA bond ratings	3	3	3	3	3
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

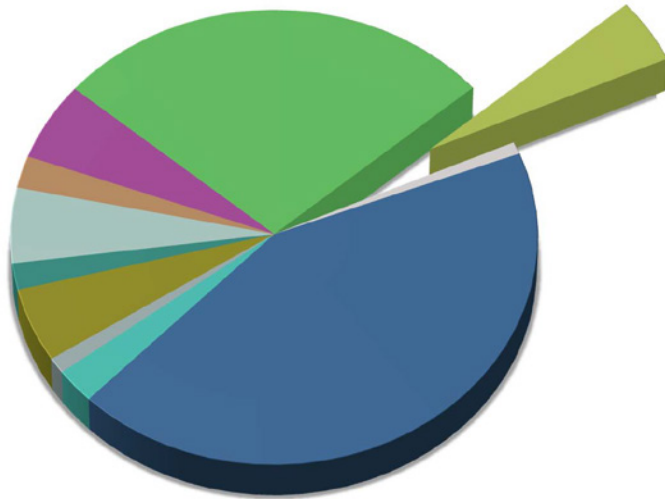
  

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Leadership, Coordination, and Oversight</b>	<b>\$701</b>	<b>\$651</b>	<b>\$505</b>	<b>\$440</b>	<b>\$641</b>
Tracker responses	17	8	3	15	10
Revenue forecasts generated	65	99	72	80	80

# 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:**  
**\$3,191,554**



4.6% of General Government

### Programs:

- Classification & Compensation: \$536,959
- Employee Benefits Administration: \$821,671
- Human Resources Information System: \$421,855
- Recruitment & Staffing: \$721,200
- Training & Development: \$689,869

**General Government Expenditure Budget:**  
**\$69,278,846**

## 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 & Revenue Summary



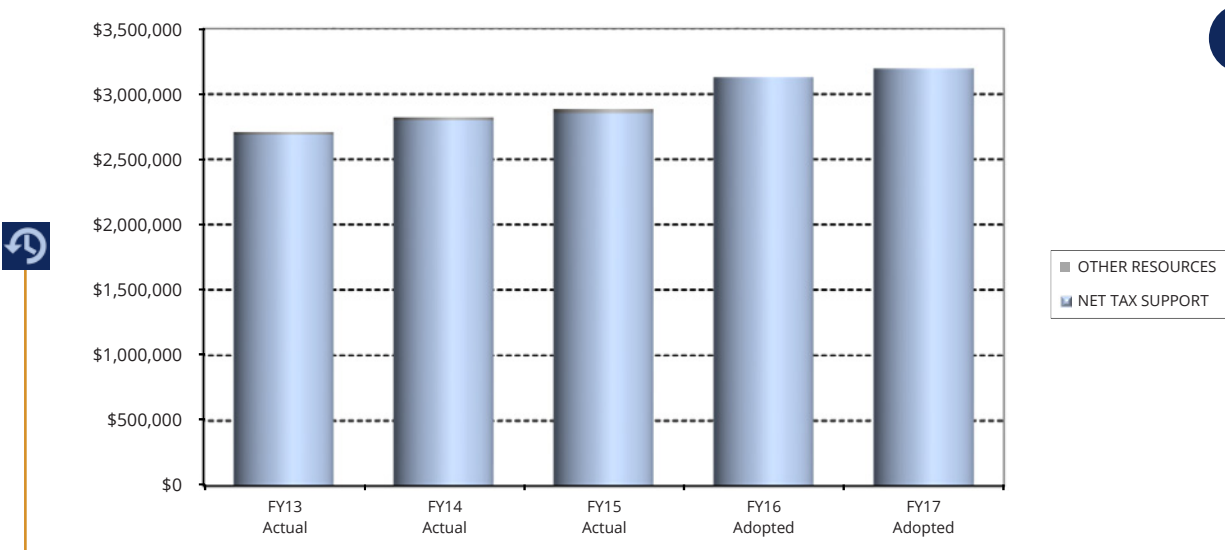
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 Classification & Compensation	\$450,586	\$413,621	\$398,458	\$397,363	\$536,959	35.13%
2 Employee Benefits Administration	\$1,065,423	\$1,172,431	\$957,898	\$1,070,500	\$821,671	(23.24%)
3 Human Resources Information System	\$0	\$157,412	\$412,217	\$444,877	\$421,855	(5.18%)
4 Recruitment & Staffing	\$641,180	\$628,290	\$602,590	\$568,927	\$721,200	26.76%
5 Training & Development	\$571,275	\$469,656	\$541,823	\$642,585	\$689,869	7.36%
<b>Total Expenditures</b>	<b>\$2,728,464</b>	<b>\$2,841,410</b>	<b>\$2,912,986</b>	<b>\$3,124,252</b>	<b>\$3,191,554</b>	<b>2.15%</b>

### Expenditure by Classification

1 Personal Services	\$1,598,891	\$1,623,921	\$1,715,389	\$1,820,665	\$2,064,986	13.42%
2 Fringe Benefits	\$500,709	\$494,964	\$524,628	\$562,758	\$603,632	7.26%
3 Contractual Services	\$148,778	\$251,841	\$157,023	\$235,083	\$235,083	0.00%
4 Internal Services	\$365,391	\$400,247	\$509,751	\$559,513	\$581,314	3.90%
5 Purchase Goods & Supplies	\$96,704	\$59,985	\$62,754	\$80,731	\$192,243	138.13%
6 Leases & Rentals	\$17,991	\$10,451	\$17,727	\$12,962	\$12,962	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	(\$74,287)	(\$147,459)	(\$498,665)	238.17%
<b>Total Expenditures</b>	<b>\$2,728,464</b>	<b>\$2,841,410</b>	<b>\$2,912,986</b>	<b>\$3,124,252</b>	<b>\$3,191,554</b>	<b>2.15%</b>

### Funding Sources

1 Transfers In	\$20,000	\$21,000	\$29,603	\$0	\$0	—
<b>Total Designated Funding Sources</b>	<b>\$20,000</b>	<b>\$21,000</b>	<b>\$29,603</b>	<b>\$0</b>	<b>\$0</b>	<b>—</b>
<b>Net General Tax Support</b>	<b>\$2,708,464</b>	<b>\$2,820,410</b>	<b>\$2,883,383</b>	<b>\$3,124,252</b>	<b>\$3,191,554</b>	<b>2.15%</b>
<b>Net General Tax Support</b>	<b>99.27%</b>	<b>99.26%</b>	<b>98.98%</b>	<b>100.00%</b>	<b>100.00%</b>	

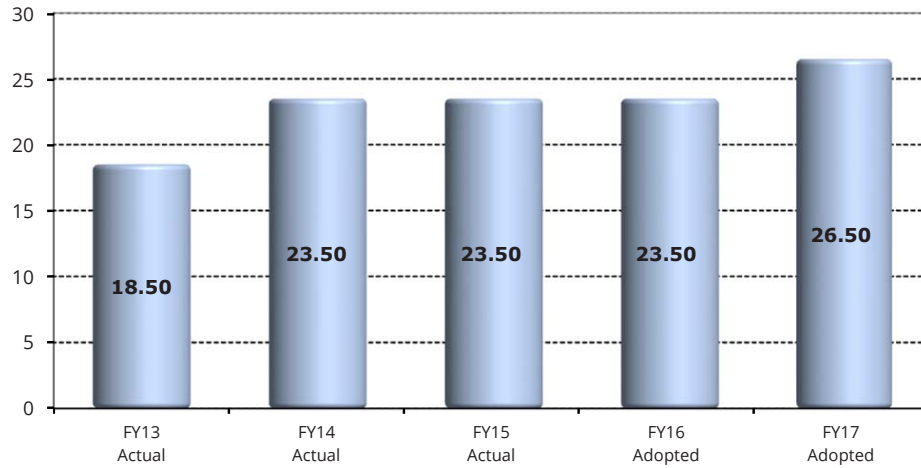


Expenditure History

# Human Resources



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Classification & Compensation	4.30	4.00	4.00	3.20	4.20
2 Employee Benefits Administration	5.30	5.50	5.50	6.70	6.70
3 Human Resources Information System	0.00	3.00	3.00	4.20	5.20
4 Recruitment & Staffing	4.90	6.00	6.00	5.20	6.20
5 Training & Development	4.00	5.00	5.00	4.20	4.20
<b>Full-Time Equivalent (FTE) Total</b>	<b>18.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>26.50</b>

## Future Outlook

**Retirements and Changing Workforce** - Within the next five years, approximately 475 baby boomers will be eligible for full-retirement benefits. Many of these individuals hold leadership roles. It is crucial to ensure the transfer of skills. Four generations 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 Impact on Recruitment** - In a competitive job market it will be increasingly challenging to remain "an employer of choice." For the foreseeable future an improving economy and low unemployment rates will impact the County's ability to attract and retain the most skilled talent and remain "an employer of choice." The County already sees areas where salaries are inadequate to compete within the regional labor market: Information Technology, Finance, Healthcare, and some specialized human services jobs. The County must remain proactive in advertising and tracking the labor market to ensure the right talent to serve our residents.



# Human Resources

**Adequate HR Staffing** - Audit findings attest to County HR staffing ratios being significantly lower than comparable Virginia government entities. 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 agencies; lack of resources to maintain the County's Classification/Compensation program; risks of non-compliance with government regulations and reporting and inadequate employee communications and support.

**Management of Rising Healthcare and Pension Costs** - Employees view benefits as an integral part of their total compensation package; second only to salary. Ongoing efforts to control costs and remain abreast of industry changes and regulations are critical. Education and communication are necessary to ensure the value of benefits is understood, and this important component of total compensation remains a strong impetus for attracting and retaining talent.

**Planned New Technology** - A new HRIS/Payroll system is planned in FY21 to integrate with the Ascend Financial System. It will provide the means to leverage information and data about the workforce, provide employees with self-service portals, reduce the burden on administrative staff, and provide critical responsiveness to legislative changes and new reporting requirements.

## 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 FY17 the Human Resources technology bill increases by \$6,440 to \$565,953.
- B. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Human Resources printing services budget will increase \$9,996 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- C. Additional Position for Affordable Care Act (ACA) Compliance** - On November 17, 2015, through [BOCS Resolution 15-708](#), the Board of County Supervisors approved the addition of one Human Resources Analyst I to assist with compliance requirements of the ACA. In FY17, the full year salary and benefit cost of the position is \$69,646, with technology and other costs an additional \$13,624 for a total cost of \$83,270. The funding to support this position will come from the medical insurance internal service fund and has no impact on the general fund.
- D. One-Time Funding for Office Reconfiguration in Human Resources** - Additional staffing resources for Human Resources will require space reconfiguration to accommodate existing and new staff, therefore a one-time amount of \$67,516 has been added to Human Resources budget to make space modifications.
- E. Increase General Government Application Support** - This initiative funds 15% of the increase in maintenance support of the general government technology systems. The maintenance is funded by the general fund providing revenue to the Information Technology internal service fund. The remaining 85% of the maintenance is funded in the Department of Finance budget. Human Resources share of the increase for the maintenance of general government systems in FY17 is \$9,414.

# Human Resources

**F. Compensation Increase** - Compensation adjustments totaling \$34,759 are made to support the following changes:

**Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

**Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Classifications within competitive range (+5/-5%) compared to the labor market	72%	97%	92%	95%	97%
Class specifications revised and reviewed	61%	42%	55%	50%	55%
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Employee Classification &amp; Compensation Management</b>	<b>\$451</b>	<b>\$414</b>	<b>\$398</b>	<b>\$397</b>	<b>\$537</b>
Classification studies and analyses of comparison jurisdiction position classifications	477	447	480	475	480
Classifications reviewed for internal compensation equity	109	155	175	175	165

# Human Resources

## A. Budget Initiatives

### 1. Add One Human Resources Analyst II

Expenditure	\$90,796
Revenue	\$0
General Fund Impact	\$90,796
FTE Positions	1.00

**a. Description** - This initiative funds one full-time equivalent (FTE) Human Resources Analyst II position that will be assigned 50% to the Classification & Compensation program and 50% dedicated to general human resources activities. The position will provide better turnaround time to address increasing requests for classification studies and to provide appropriate levels of customer service to internal departments. The position will perform ongoing maintenance and review of classifications and compensation to ensure internal and external equity, provide job analysis consultant services to departments, perform labor market assessments to ensure the County attracts and retains an exceptional workforce.

In addition, the position will be dedicated to the review, formulation and updating of a wide range of County policies, resources for employee relations, grievance issues, special projects, studies, and surveys and helping to complete work in all programs within the department. The total cost of the new position includes salary and benefits (\$75,825), information technology and other costs (\$4,631), and reconfiguration costs (\$10,000). The position is funded by the general fund.

**b. Service Level Impacts** - This initiative will ensure that classification and compensation requests will be responded to in a timely manner and will impact the following service level.

▪ **Classifications within competitive range (+5/-5%) compared to the labor market**

FY17 w/o Addition		95%
FY17 w/ Addition		97%

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Inquiries answered within 24 hours	95%	98%	98%	98%	98%
Employees satisfied with benefit program services	75%	80%	80%	80%	80%

# Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Benefits &amp; Retirement Management</b>	<b>\$1,065</b>	<b>\$1,172</b>	<b>\$958</b>	<b>\$1,070</b>	<b>\$822</b>
Employees enrolled in County healthcare	2,807	3,012	3,101	3,150	3,200
Employees provided benefits orientation and training	875	790	1,362	800	1,000
Individual retirement consultations/hours spent	100/380	312/505	292/465	350/540	320/485

## A. Budget Reductions

### 1. Cost Recover Additional Positions from Medical Internal Service Fund

Expenditure	(\$267,936)
Revenue	\$0
General Fund Impact	(\$267,936)
FTE Positions	0.00

- a. **Description** - This initiative funds existing staffing for the employee benefits administration program with revenue from the medical insurance internal service fund (MISF). In FY14, a Human Resources Analyst was added to the program and cost recovered by the MISF, this action will cost recover two additional staff: one Human Resources Analyst III and one Human Resources Analyst II.
- b. **Service Level Impacts** - Existing service levels are maintained.

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Personnel actions processed electronically	95.0%	90.0%	94.5%	92.0%	95.0%
Personnel Action Forms (PAFs) processed within pay period form is received	97.0%	96.0%	97.3%	95.0%	96.0%

# Human Resources

<b>Program Activities &amp; Workload Measures</b> (Dollar amounts expressed in thousands)	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
<b>Human Resources Information System</b>	—	\$157	\$412	\$445	\$422
Personnel documents scanned into the Electronic Data Management System (EDMS)	53,370	81,512	32,178	60,000	43,000
Monthly average of retroactive payroll payments processed	88	13	108	25	75

## 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.

<b>Key Measures</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
Hires occurring within 90 days from advertisement to acceptance	—	94%	91%	90%	—
Hires occurring within 65 days from advertisement to acceptance	—	—	—	—	95%
County turnover rate without retirement	6%	5%	8%	6%	7%
County turnover rate with retirement	8%	7%	10%	8%	9%
Hiring manager satisfaction with recruitment services	—	97%	95%	95%	95%
Agencies/departments receiving applications within 10 business days of advertisement closing	90%	94%	97%	90%	—
Agencies/departments receiving applications within 5 business days of advertisement closing	—	—	—	—	98%

# Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Recruitment &amp; Staffing</b>	<b>\$641</b>	<b>\$628</b>	<b>\$603</b>	<b>\$569</b>	<b>\$721</b>
Positions advertised and filled	541	578	594	580	600
Applications received and processed per year	47,974	55,678	61,345	60,000	65,000

## A. Budget Initiatives

### 1. Add One Human Resources Analyst II

Expenditure	\$90,796
Revenue	\$0
General Fund Impact	\$90,796
FTE Positions	1.00

- a. Description** - This initiative funds one full-time equivalent (FTE) Human Resources Analyst II position that will be assigned 50% to the Recruitment & Retention program and 50% dedicated to general human resources activities. The position will reduce the time to hire new employees, support a reduction in the number of recruitment assignments per analyst, provide for more recruitment outreach initiatives, and provide better customer service to departments to ensure the County attracts and retains the best qualified and diverse workforce to lead the County into the future.

In addition, the position will be dedicated to the review, formulation and updating of a wide range of County policies, resources for employee relations, grievance issues, special projects, studies, and surveys and helping to complete work in all programs within the department. The total cost of the new position includes salary and benefits (\$75,825), information technology and other costs (\$4,971), and reconfiguration costs (\$10,000). The position is funded by the general fund.

- b. Service Level Impacts** - This initiative will ensure staffing levels are closer to benchmarks identified in an audit of the County's hiring process by RSM, the County's internal auditor. In addition, this FTE will change two existing service levels by reducing the time to hire and how quickly agencies receive applications.

- **Hires occurring within 65 days from advertisement to acceptance**

FY17 w/o Addition		—
FY17 w/ Addition		95%

- **Agencies/departments receiving applications within 5 business days**

FY17 w/o Addition		—
FY17 w/ Addition		98%

# Human Resources

## Training & Development

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Employee satisfaction effectiveness of training (on a 5 point scale)	4.1	4.4	4.6	4.4	4.5
eLearning licenses used	—	68%	72%	72%	74%

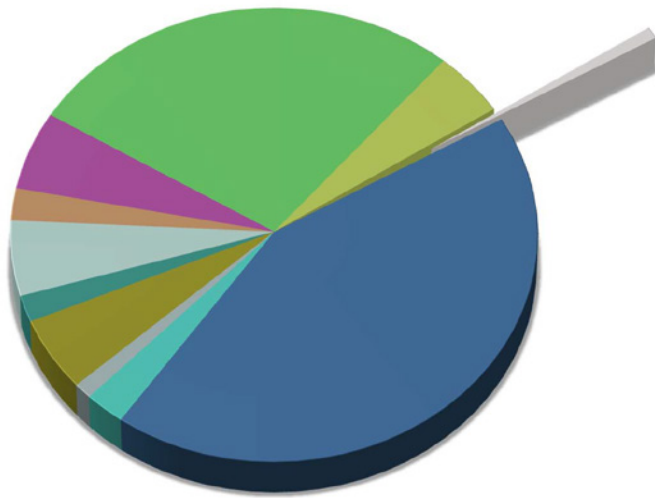
  

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Training, Development &amp; Presentation</b>	<b>\$571</b>	<b>\$470</b>	<b>\$542</b>	<b>\$643</b>	<b>\$690</b>
Instructor-led sessions	154	151	241	300	400
Individuals attending Instructor-led training	1,069	893	1,734	1,440	1,800
eLearning training completions	6,115	6,023	9,737	11,400	11,970

# 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:**  
**\$589,966**



0.9% of General Government

### Program:

- Commission: \$589,966

**General Government Expenditure Budget:**  
**\$69,278,846**

## 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 & Revenue Summary



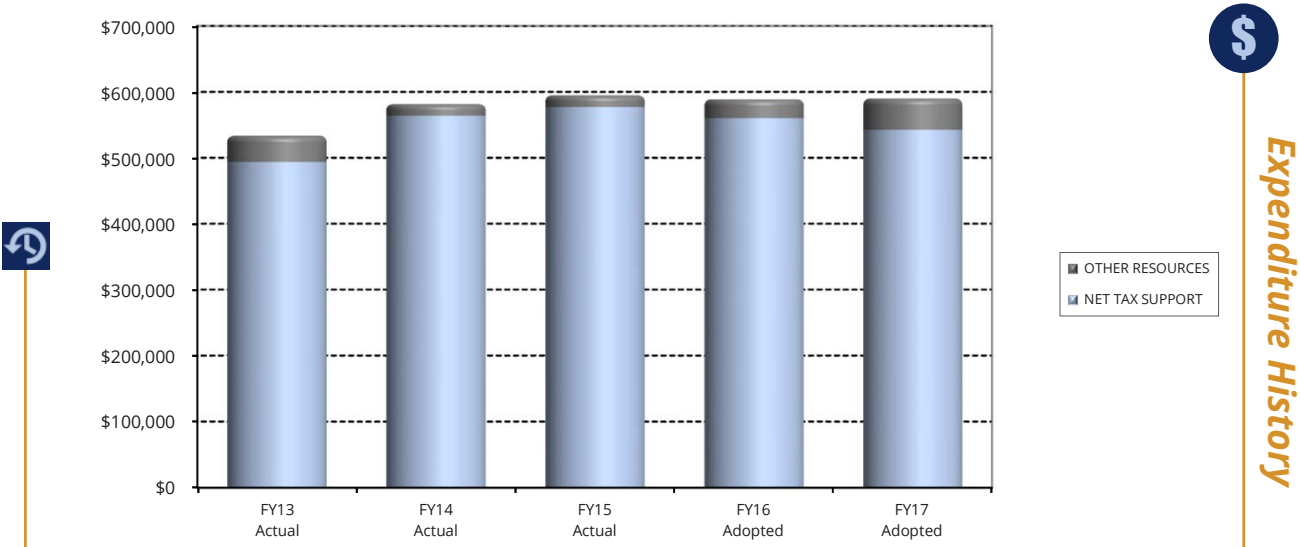
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 Commission	\$533,283	\$581,167	\$594,500	\$588,770	\$589,966	0.20%
<b>Total Expenditures</b>	\$533,283	\$581,167	\$594,500	\$588,770	\$589,966	0.20%

### Expenditure by Classification

1 Personal Services	\$365,893	\$406,887	\$425,370	\$428,908	\$411,826	(3.98%)
2 Fringe Benefits	\$123,407	\$129,853	\$126,145	\$131,266	\$118,324	(9.86%)
3 Contractual Services	\$2,744	\$0	\$625	\$3,652	\$3,652	0.00%
4 Internal Services	\$26,231	\$25,535	\$21,536	\$19,710	\$20,370	3.35%
5 Purchase Good & Supplies	\$13,113	\$15,671	\$17,793	\$15,894	\$46,454	192.27%
6 Leases & Rentals	\$1,896	\$3,221	\$3,031	\$4,099	\$4,099	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$14,759)	(\$14,759)	0.00%
<b>Total Expenditures</b>	\$533,283	\$581,167	\$594,500	\$588,770	\$589,966	0.20%

### Funding Sources

1 Federal Revenue	\$39,600	\$17,650	\$17,650	\$28,580	\$17,650	(38.24%)
2 Transfers In	\$0	\$0	\$0	\$0	\$30,000	—
<b>Total Designated Funding Sources</b>	\$39,600	\$17,650	\$17,650	\$28,580	\$47,650	66.72%
<b>Net General Tax Support</b>	\$493,683	\$563,517	\$576,850	\$560,190	\$542,316	(3.19%)
<b>Net General Tax Support</b>	92.57%	96.96%	97.03%	95.15%	91.92%	

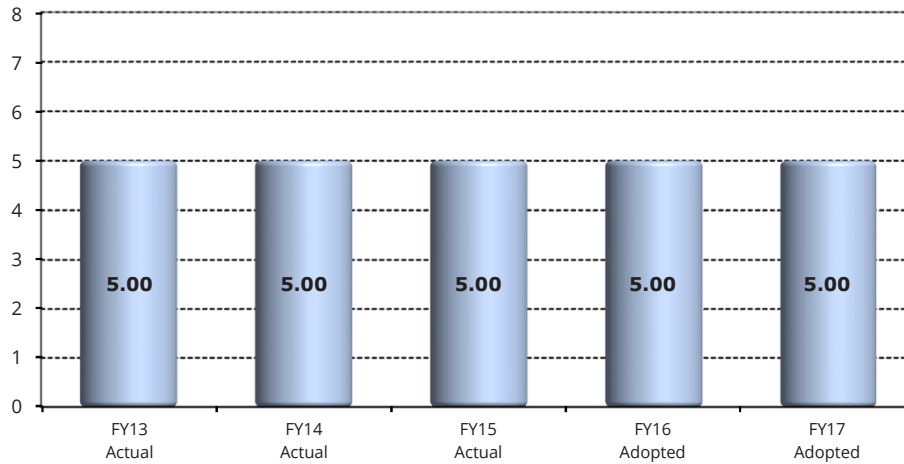


Expenditure History

# Human Rights



Staff History



Staff By Program



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Commission	5.00	5.00	5.00	5.00	5.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## Future Outlook

**Revise Local Human Rights Ordinances** - Revisions to local human rights ordinances are needed to keep PWC current with state and federal guidelines. Elderliness was added by the state a few years ago. Elderliness means an individual who has attained his 55th birthday. Under this protected class, a housing provider could not deny a housing opportunity to someone because they are age 55 or older. In addition, the Equal Employment Opportunity Commission (EEOC) has added genetic information as a basis to Title VII (Employment Discrimination). Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members (i.e. family medical history). An employer may never use genetic information to make an employment decision because genetic information is not relevant to an individual's current ability to work.

# Human Rights

**Fair Housing Testing** - This project will conduct testing in the rental housing market to make certain citizens are receiving fair treatment when seeking housing. HUD funds are provided through the Office of Housing and Community Development to conduct the training that will sample the market to make certain citizens are not discriminated against because of their race, color, national origin, sex, elderliness, marital status, religion, or disability.

**Fair Housing Training** - The Human Rights Office will conduct training with the real estate community based on the outcome of the fair housing testing results. Areas of weakness or need for further education will be assessed and training will be offered to rental property owners to assist with compliance in areas of deficiencies.

**Outreach Initiatives** - This is the third year receiving funds from the EEOC to do training and an outreach initiative to the community's diverse populations. The office will conduct at least one outreach event with the EEOC and other local agencies during FY17 to reach the Hispanic population.

**Assess Fleet Needs** - Continue to assess additional fleet needs for staff travel to mediations and other meetings. A fleet vehicle may need to be added to the agency at some point.

## 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 FY17 the Human Rights Office technology bill increases by \$660.
- B. Budget Shift** - \$278 has been shifted into the internal service series from contractual services to support a computer purchase during FY16.
- C. Shift from County Print Shop for Printing Services** - In FY16, the Print Shop was converted to a cost recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17, the entire activity will be cost recovered so the \$228,000 allocation will be shifted to those departments. As a result, the Human Rights Office printing services budget will increase \$838 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- D. Compensation Increase** - Compensation adjustments totaling \$8,421 are made to support the following rate changes:

### **Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

### **Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

# 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Favorable customer survey responses	72%	73%	72%	72%	72%
Enforcement compliance rate	100%	100%	100%	100%	100%
Cases resolved through mediation and conciliation processes	19%	21%	20%	20%	20%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Charge Management</b>	<b>\$375</b>	<b>\$412</b>	<b>\$422</b>	<b>\$419</b>	<b>\$398</b>
Inquiries processed	582	579	576	575	575
Cases worked	141	135	130	130	130
<b>Outreach/Education</b>	<b>\$27</b>	<b>\$30</b>	<b>\$30</b>	<b>\$31</b>	<b>\$61</b>
Customers seeking services as a result of outreach efforts	1,567	1,574	1,577	1,574	1,574
Persons attending training or benefiting from civil rights enforcement	701	659	657	650	650
<b>Public Information</b>	<b>\$16</b>	<b>\$17</b>	<b>\$18</b>	<b>\$18</b>	<b>\$17</b>
Requests for public information	76	75	77	75	75
<b>Staff Support to the Human Rights Commission</b>	<b>\$115</b>	<b>\$123</b>	<b>\$124</b>	<b>\$120</b>	<b>\$114</b>
Staff time supporting the Human Rights Commissioners	20%	20%	20%	20%	20%

## A. Budget Reductions

### 1. Federal Revenue Reduction

Expenditure	\$0
Revenue	(\$10,930)
General Fund Impact	\$10,930
FTE Positions	0.00

**a. Description** - Based on prior year actuals, federal revenue budgeted for the Human Rights department has been reduced by \$10,930.

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

# Human Rights

## B. Budget Shifts

### 1. Fair Housing Testing and Training

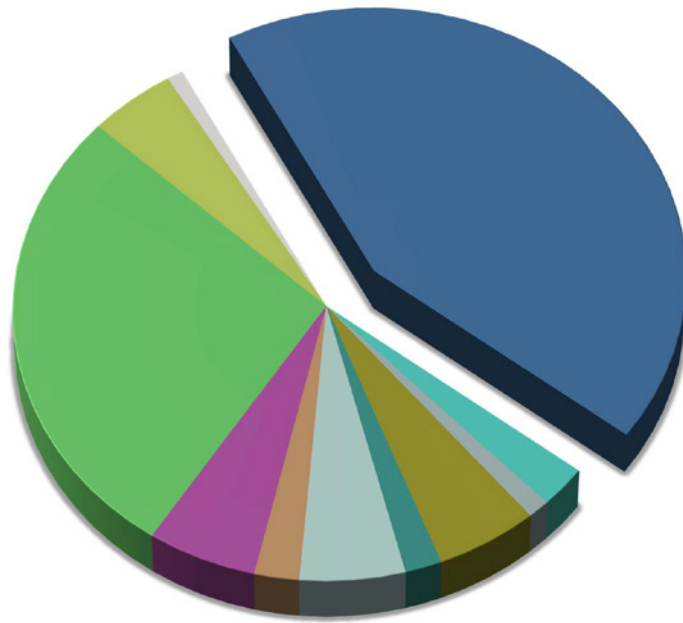
Budget Shift	\$30,000
Agency Impact	\$30,000
FTE Positions	0.00

- a. **Description** - Transfer of funds from the Office of Housing and Community Development to the Human Rights Office to conduct Fair Housing Testing and Training
- b. **Service Level Impacts** - Ensure citizens are receiving fair treatment when seeking housing.

# 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:**  
**\$29,830,059**

43.1% of General Government

### Programs:

- Leadership, Management & Security: \$1,795,130
- Communications & Infrastructure: \$7,757,346
- GIS : \$2,346,589
- Business Applications Support: \$10,991,931
- Customer Service & Business Group: \$6,764,063

**General Government Expenditure Budget:**  
**\$69,278,846**

## 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 & Revenue Summary

	FY13	FY14	FY15	FY16	FY17	% Change
<b>Expenditure by Program*</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted16/ Adopted17</b>
1 Leadership, Management & Security	\$860,447	\$1,464,117	\$1,367,556	\$1,578,524	\$1,795,130	13.72%
2 Communications & Infrastructure	\$8,658,723	\$7,318,397	\$6,580,648	\$7,675,750	\$7,757,346	1.06%
3 Geographic Information System	\$1,700,506	\$1,536,868	\$1,788,098	\$2,023,368	\$2,346,589	15.97%
4 Business Applications Support	\$9,224,793	\$7,056,182	\$7,580,020	\$11,547,419	\$10,991,931	(4.81)%
5 Customer Service & Business Group	\$3,896,747	\$5,519,534	\$4,940,330	\$5,678,563	\$6,764,063	19.12%
<b>Total Expenditures</b>	<b>\$24,341,216</b>	<b>\$22,895,098</b>	<b>\$22,256,652</b>	<b>\$28,503,624</b>	<b>\$29,655,059</b>	<b>4.04%</b>

### Expenditure by Classification

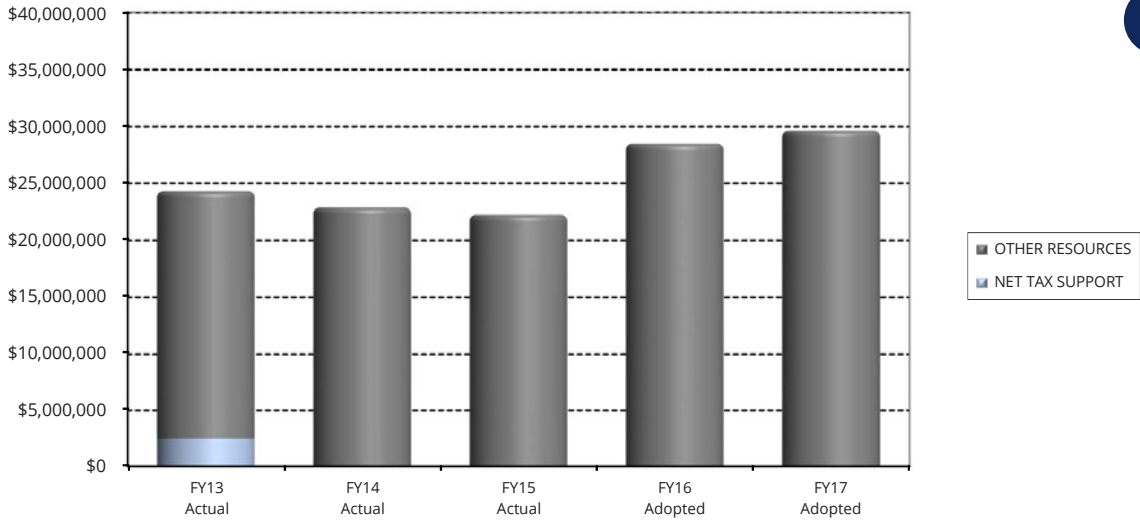
1 Personal Services	\$5,948,173	\$6,903,007	\$7,303,767	\$7,656,798	\$8,006,085	4.56%
2 Fringe Benefits	\$1,851,609	\$2,052,506	\$1,780,126	\$2,407,845	\$2,416,642	0.37%
3 Contractual Services	\$6,565,310	\$8,444,082	\$9,558,643	\$13,793,551	\$14,060,106	1.93%
4 Internal Services	\$89,205	\$81,796	\$91,126	\$23,702	\$23,702	0.00%
5 Purchase Goods & Supplies	\$3,378,103	\$4,166,860	\$2,743,518	\$4,166,484	\$4,355,186	4.53%
6 Debt Maintenance	\$51,167	\$25,588	\$0	\$0	\$0	—
7 Depreciation	\$2,058,211	\$561,019	\$780,983	\$0	\$0	—
8 Capital Outlay	\$84,309	(\$2,366)	(\$15,760)	\$1,098,382	\$1,428,726	30.08%
9 Leases & Rentals	\$3,425	\$13,094	\$14,249	\$10,000	\$17,750	77.50%
10 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$653,138)	(\$653,138)	—
11 Transfers Out	\$4,311,704	\$649,512	\$0	\$0	\$0	—
<b>Total Expenditures</b>	<b>\$24,341,216</b>	<b>\$22,895,098</b>	<b>\$22,256,652</b>	<b>\$28,503,624</b>	<b>\$29,655,059</b>	<b>(100.00%)</b>

### Funding Sources

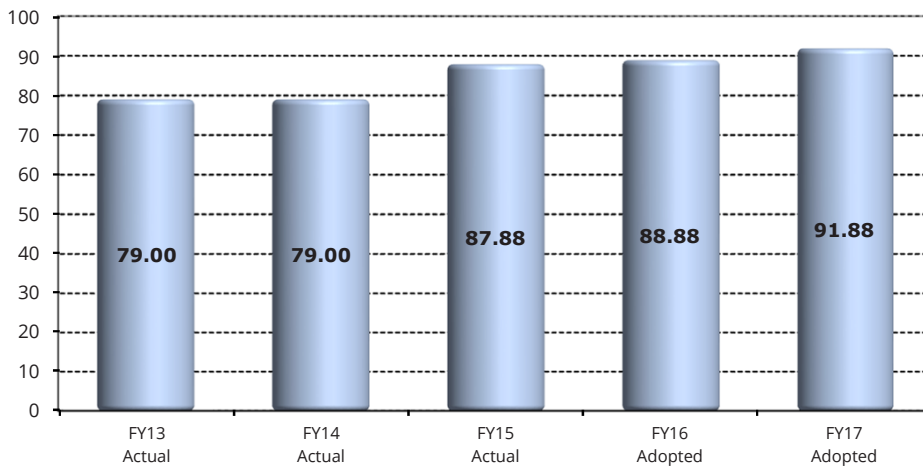
1 Revenue From Use of Money & Property	\$139,047	\$137,034	\$155,486	\$183,826	\$183,826	0.00%
2 Charges for Services	\$18,420,535	\$22,907,542	\$25,953,781	\$28,108,527	\$28,940,198	2.96%
3 Miscellaneous Revenue	\$916	\$3,170	\$8,775	\$0	\$0	—
4 Revenue From Commonwealth	(\$4,922)	\$0	\$0	\$0	\$0	—
5 Non-Revenue Receipts	\$2,174,760	\$2,902	\$6,589	\$0	\$0	—
6 Transfers In	\$648,314	\$494,593	\$136,271	\$211,271	\$531,035	151.35%
7 Use of Fund Balance	\$466,242	(\$694,684)	(\$4,004,250)	\$0	\$0	—
<b>Total Designated Funding Sources</b>	<b>\$21,844,892</b>	<b>\$22,850,557</b>	<b>\$22,256,652</b>	<b>\$28,503,624</b>	<b>\$29,655,059</b>	<b>4.04%</b>
<b>Net General Tax Support</b>	<b>\$2,496,324</b>	<b>\$44,541</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>—</b>
<b>Net General Tax Support</b>	<b>10.26%</b>	<b>0.19%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	

\*Detail regarding the Technology Improvement Plan has been moved to the Capital Improvement Program section of the document.

# Information Technology



Expenditure History



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Leadership, Management & Security	10.04	9.04	5.39	5.89	7.50
2 Communications & Infrastructure	26.00	27.00	26.00	25.50	25.50
3 Geographic Information System	24.00	24.00	17.00	18.00	17.00
4 Business Applications Support	18.96	18.96	33.84	34.84	33.88
5 Customer Service & Business Group	0.00	0.00	5.65	4.65	8.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>79.00</b>	<b>79.00</b>	<b>87.88</b>	<b>88.88</b>	<b>91.88</b>



Staff By Program



# Information Technology

## Future Outlook

**Mobile Technology** - Mobile technology will continue to expand as staff performs most of their work in the field and citizens move away from a stationary technology environment to one of small, cheaper, and more manageable mobile devices. The department's challenge is to forecast, develop, and deploy internet applications which will be both easy to use and readable on any device for the County's citizenry. For County staff needs, the department's challenges include providing and supporting devices needed while maintaining device standards that will allow for fiscal efficiencies, and providing secure access to County data.

**Analytics/Big Data** - Data from several systems can be harvested for reports and information critical to decision making or for citizens as the County processes becomes more transparent. The department must identify current and future analytic requirements and design, develop and deploy systems that provide useful reports. The challenge is the current staffing level; existing staff is fully employed supporting existing applications and infrastructure. There are also potential financial requirements should external software be needed for this service. Additional challenges include the identification of the data owner and the primary party responsible for data administration to ensure proper distribution.

**Staffing** - The upgrade of County systems have greatly expanded and complicated the previous designs and equipment in the County's technological infrastructure. The County has also further defined and implemented policies to strengthen internal controls. The department must look to meet these new requirements with existing personnel. Without additional personnel, the department must reassign duties and review existing position classifications to meet these new requirements. With current staff fully engaged with existing workloads, existing tasks and priorities must be reviewed and adjusted to meet the new requirements.

**Wearable Devices** - Wearable devices will expand in their potential use while new devices will offer collection of information with less effort that can be utilized to provide a safer and/or more convenient environment for staff and citizens. The challenge is the marriage of policies and technology so that the devices are both usable and manageable. The department needs to forecast these needs and analyze the increased efficiencies resulting from potential deployment of such devices versus the potential costs while also securing the data to be collected by such devices.

## General Overview

- A. Technology Improvement Plan (TIP)** - In past years the TIP has been included in the Expenditure and Revenue Summary for DoIT. These projects are all capital and are included in the County's Capital Improvement Program and from FY17 forward the funding will be shown in the Capital Improvement Program section of the budget document.
- B. Revenue Shift** - As part of the annual allocation of all technology costs using the approved costs bases, the FY17 budget includes a revenue shift of \$8,306 from Billings to Outside Agencies to Billings to County Agencies.
- C. Agency Shifts** - DoIT reviewed its expenditure history and identified internal shifts to improve operations. Funds previously used for contractor services have been redirected to the creation of a Data Base Administrator (one FTE) in the Business Applications Support Division (BASD); additional shifts fund the 6.5% increase to the seat management contract, new seats in Cyber Security, copier lease increases, and the increased lease costs for the tower at Vint Hill.

# Information Technology

**D. Compensation Increase** - Compensation adjustments totaling \$119,386 are made to support the following changes:

**Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

**Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

## Program Summary

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

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Customer satisfaction level for all DoIT services	NR	93%	94%	96%	96%
Technology Improvement Plan (TIP) projects completed on time, within budget and to customer satisfaction	67%	24%	38%	65%	65%
Security breaches	—	0	0	0	0
Disaster recovery exercises meeting system restoration time objectives	—	80%	100%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Executive Management (formerly Administration)</b>	\$554	\$737	\$130	\$131	\$256
<b>Cyber Security &amp; IT Policy Group</b>	\$306	\$727	\$1,080	\$1,302	\$1,394
<b>Disaster Recovery Group</b>	—	—	\$158	\$146	\$145

# Information Technology

## A. Budget Reductions

### 1. Decrease Related to Cyber Security Training

Expenditure	(\$5,420)
Revenue	(\$5,420)
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative reduces the Cyber Security budget in accordance with a compensatory increase to the Human Resources budget for cyber security training. DoIT policy requires all employees and contractors to participate in the cyber security training provided by Human Resources. In past years DoIT paid for contractors' training via a budget transfer; this initiative places the funding to cover DoIT's contractors more appropriately in the Human Resources budget with the funds for all other employees.

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

## 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Communications and infrastructure network availability	—	100%	100%	100%	100%
Customer satisfaction level with CID services	96%	98%	98%	95%	95%
Capital equipment replaced in accordance with capital replacement plan	—	100%	28%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Radio Communications</b>	<b>\$1,173</b>	<b>\$1,407</b>	<b>\$1,241</b>	<b>\$1,781</b>	<b>\$1,850</b>
Work requests completed	—	1,133	1,103	1,000	1,000
Public Safety radio repairs completed within 8 business hours	99%	94%	94%	95%	95%
<b>Network Communications</b>	<b>\$3,623</b>	<b>\$3,986</b>	<b>\$3,407</b>	<b>\$4,010</b>	<b>\$4,007</b>
Work requests completed	—	2,125	3,004	1,250	2,500
Voice and data service calls completed within 8 business hours	93%	91%	94%	94%	94%

# Information Technology

<b>Program Activities &amp; Workload Measures (Continued)</b> (Dollar amounts expressed in thousands)	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
<b>Technology Hosting Centers</b>	<b>\$1,396</b>	<b>\$1,294</b>	<b>\$1,176</b>	<b>\$957</b>	<b>\$973</b>
Work requests completed	—	1,861	2,194	1,500	1,800
<b>Capital Replacement Plan</b>	<b>\$2,467</b>	<b>\$631</b>	<b>\$757</b>	<b>\$928</b>	<b>\$928</b>
Capital asset replacements	—	96	114	113	100

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

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

<b>Key Measures</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
Customer satisfaction level for GIS services	—	98%	96%	94%	94%
Property address projects completed on time	71%	90%	85%	95%	95%

<b>Program Activities &amp; Workload Measures</b> (Dollar amounts expressed in thousands)	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Adopted</b>	<b>FY17 Adopted</b>
<b>GIS Data Services</b>	<b>\$1,015</b>	<b>\$1,064</b>	<b>\$1,124</b>	<b>\$1,252</b>	<b>\$1,300</b>
Parcel data projects completed	—	299	349	265	300
Parcel data projects updated in the GIS and permitting databases within 15 days	71%	75%	30%	85%	85%
Property address projects completed	—	369	625	350	350
<b>GIS Technical Solutions</b>	<b>\$686</b>	<b>\$473</b>	<b>\$664</b>	<b>\$771</b>	<b>\$711</b>
County Mapper hits	—	170,749	173,372	170,000	170,000
Digital data orders	—	128	144	120	120
<b>GIS Updates</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$336</b>

# Information Technology

## A. Budget Initiatives

### 1. Increase to Fund GIS Updates

Expenditure	\$332,944
Revenue	\$332,944
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative transfers the GIS updates from DoIT's capital subfund to the operating subfund, and increases the funding for GIS updates. The capital project's existing balance of \$129,764 is transferred into the operating budget and an additional \$203,180 is added to the operating budget in Planning, the GIS application host agency.

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

### 2. Increase to Fund Oracle Licenses

Expenditure	\$50,000
Revenue	\$50,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative funds the maintenance of the Oracle licenses used to operate the GIS system. In prior years this maintenance was covered by the Tidemark land use system, but the replacement of Tidemark with Energov shifted the system from Oracle to SQL, eliminating the Tidemark support. Continued maintenance of the Oracle licenses is required to maintain the relational databases for the GIS; without this maintenance staff would revert to paper maps and manual processing of digital files, impacting Computer Aided Dispatch, Voter Registration, Energov, and Real Estate Assessments.

**b. Service Level Impacts** - Service level impacts are as follows:

▪ **Parcel data updated in databases within 15 days**

<i>FY17 w/o Addition</i>		0%
<i>FY17 w/ Addition</i>		85%

▪ **Parcel data updated within 60 days**

<i>FY17 w/o Addition</i>		75%
<i>FY17 w/ Addition</i>		99%

▪ **Property address projects completed on time**

<i>FY17 w/o Addition</i>		50
<i>FY17 w/ Addition</i>		265

▪ **County mapper hits**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		144,000

▪ **Digital data orders**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		120

# Information Technology

## Business Applications Support Division (BASD)

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
BASD projects completed on time, within budget and to customer satisfaction	—	100%	90%	75%	—
Customer satisfaction with BASD services	—	98%	97%	92%	92%
Incident requests completed within 2 business days	—	—	—	—	90%
Customer contact regarding change requests within 3 business days	—	—	—	—	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Public Safety Applications Support</b>	<b>\$869</b>	<b>\$1,655</b>	<b>\$1,716</b>	<b>\$4,865</b>	<b>\$4,461</b>
Work requests completed	—	5	9	12	10
System improvements	—	—	180	150	150
<b>Community Development Applications Support</b>	<b>\$1,216</b>	<b>\$1,630</b>	<b>\$1,740</b>	<b>\$1,809</b>	<b>\$2,033</b>
Work requests completed	—	246	783	250	250
<b>General Government Applications Support</b>	<b>\$5,926</b>	<b>\$1,920</b>	<b>\$2,590</b>	<b>\$3,051</b>	<b>\$2,784</b>
Work requests completed	—	1,169	1,883	1,250	1,250
<b>Human Services Applications Support</b>	<b>\$257</b>	<b>\$703</b>	<b>\$337</b>	<b>\$405</b>	<b>\$391</b>
Work requests completed	—	167	140	150	150
<b>Web Solutions and Services</b>	<b>\$955</b>	<b>\$1,149</b>	<b>\$1,197</b>	<b>\$1,418</b>	<b>\$1,323</b>
Work requests completed	—	521	759	250	250

## A. Budget Reductions

### 1. Decreased Maintenance Costs of TIP System Improvements

Expenditure	(\$102,096)
Revenue	(\$102,096)
General Fund Impact	\$0
FTE Positions	0.00

# Information Technology

- a. **Description** - This initiative funds the increased maintenance costs associated with TIP system improvements in the four BASD areas - Community Development (\$104,936), General Government (\$62,762), Human Services (-\$5,060) and Public Safety (-\$264,734). The revenue to support this initiative is found in the budgets of the host agencies - Community Development is hosted in Development Services; General Government is hosted in Finance (85%) and Human Resources (15%); Human Services is hosted in Community Services; and Public Safety is hosted in Police (50%) and Fire and Rescue (50%).
- b. **Service Level Impacts** - Existing service levels are maintained.

## B. Budget Initiatives

### 2. Add One System Developer in Community Development Application Support (CDAS)

Expenditure	\$115,000
Revenue	\$115,000
General Fund Impact	\$0
FTE Positions	1.00

- a. **Description** - This initiative was approved via [BOCS Res. 16-172](#) and funds the System Developer (one FTE) dedicated to the support of the Energov (land use development) system in CDAS. Implementation of Energov has increased the customer base, time needed for system updates, number of reports generated, and service expansions such as electronic plan review, all of which are taxing existing CDAS staff. Revenue for this initiative comes from the special revenue fund.
- b. **Service Level Impacts** - Service level impacts are as follows:
  - **Customer satisfaction with Energov**
    - FY17 w/o Addition | 80%
    - FY17 w/ Addition | 90%
  - **Energov work orders completed**
    - FY17 w/o Addition | 100
    - FY17 w/ Addition | 250

## Customer Service & Business Group Division

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

Key Measures	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Transactions processed on time	—	NR	88%	90%	90%
Customer satisfaction level with seat management services	—	95%	97%	90%	90%

# Information Technology

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>IT Business Group</b>	<b>\$180</b>	<b>\$216</b>	<b>\$377</b>	<b>\$316</b>	<b>\$587</b>
Procurements and reimbursements processed	—	844	660	800	800
Payments processed	—	2,032	1,955	2,000	2,000
Human Resource transactions processed	—	2,119	2,220	2,000	2,000
DoIT ISF inventory maintenance tickets	—	1,105	1,961	1,000	1,000
Physical inventory of department assets	—	1	1	1	1
<b>Customer and Technology Advocate</b>	<b>\$3,510</b>	<b>\$4,959</b>	<b>\$4,387</b>	<b>\$5,278</b>	<b>\$6,092</b>
Work tickets processed	—	21,668	23,249	20,000	20,000
<b>Project Management/Independent Validation and Verification Group</b>	<b>\$207</b>	<b>\$344</b>	<b>\$176</b>	<b>\$85</b>	<b>\$85</b>
Projects upon which independent validation and verification is performed	—	12%	20%	8%	8%

## A. Budget Initiatives

### 1. Increase Microsoft Enterprise Agreement Contract

Expenditure	\$385,000
Revenue	\$385,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative funds the increased contract costs of the Microsoft Enterprise Agreement that governs the use of software licenses and updates to the software. The agreement provides the County the right to upgrade to the latest version of Windows and Office, and the ability to move licenses between servers as needed for disaster recovery. The revenue to support this initiative is found in the budgets of the various County agencies.

**b. Service Level Impacts** - Service level impacts are as follows:

▪ **Customer satisfaction with DoIT**

FY17 w/o Addition		25%
FY17 w/ Addition		90%

### 2. Increase to Seat Management and Hardware Replacement

Expenditure	\$85,228
Revenue	\$85,228
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative funds the seat management and hardware replacement costs associated with new positions in the various County agencies. The revenue to support this initiative comes from the budgets in those agencies that have new positions.

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



# Information Technology

## 3. Increase to Support the Updated County Computer Standard

Expenditure	\$55,395
Revenue	\$55,395
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative funds the one-time conversion of existing County computers to 8GB of RAM and supplements the hardware replacement fund so that all new computers meet the updated standard. The revenue to support this initiative is found in the budgets of the various County agencies.

**b. Service Level Impacts** - Service level impacts are as follows:

▪ **Customer satisfaction with seat management services**

<i>FY17 w/o Addition</i>		75%
<i>FY17 w/ Addition</i>		90%

## 4. Add One Management & Fiscal Analyst I

Expenditure	\$66,542
Revenue	\$66,542
General Fund Impact	\$0
FTE Positions	1.00

**a. Description** - This initiative funds the addition of a Management & Fiscal Analyst I in the Business Group to assist with operating budget requests, budget control for seat management and hardware replacement, ISF inventory maintenance, and preparation of quotes and budget transfers related to new seat requests. The revenue to support this initiative is found in the budgets of the various County agencies.

**b. Service Level Impacts** - Service level impacts are as follows:

▪ **Customer satisfaction with seat management services**

<i>FY17 w/o Addition</i>		75%
<i>FY17 w/ Addition</i>		90%

## 5. Add Three Mobile Digital Computers (MDCs) for Fire and Rescue Services

Expenditure	\$5,433
Revenue	\$5,433
General Fund Impact	\$0
FTE Positions	0.00

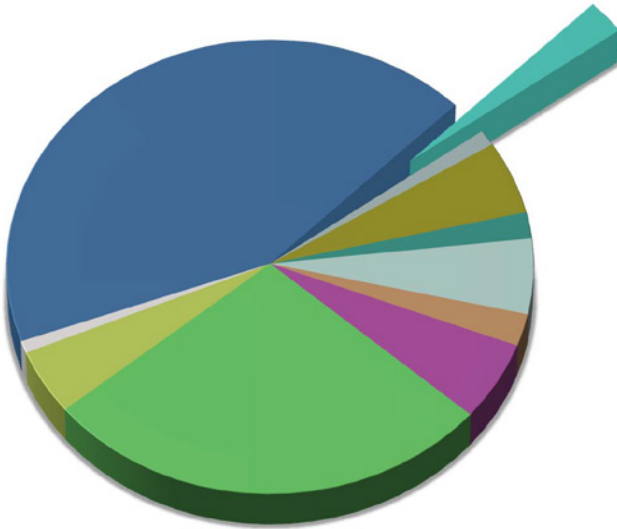
**a. Description** - This initiative funds the seat management and hardware replacement costs associated with three additional MDCs used for fire and emergency medical services in the City of Manassas Park. The revenue to support this initiative comes from the City of Manassas Park.

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

# 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:**  
**\$1,708,165**

2.5% of General Government

### Program:

- Management & Budget: \$1,708,165

**General Government Expenditure Budget:**  
**\$69,278,846**

## 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 & Revenue Summary



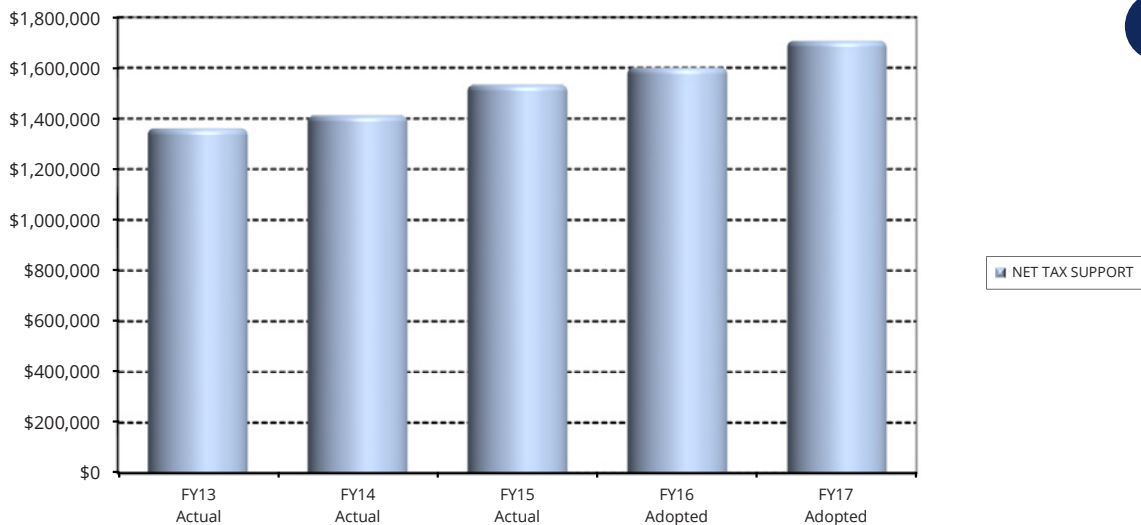
Expenditure by Program	FY13	FY14	FY15	FY16	FY17	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopted16/ Adopted17
1 Management & Budget	\$1,361,733	\$1,412,853	\$1,534,787	\$1,602,312	\$1,708,165	6.61%
<b>Total Expenditures</b>	<b>\$1,361,733</b>	<b>\$1,412,853</b>	<b>\$1,534,787</b>	<b>\$1,602,312</b>	<b>\$1,708,165</b>	<b>6.61%</b>

### Expenditure by Classification

1 Personal Services	\$919,509	\$992,840	\$1,096,152	\$1,136,248	\$1,221,664	7.52%
2 Fringe Benefits	\$302,071	\$318,838	\$325,103	\$347,409	\$342,184	(1.50%)
3 Contractual Services	\$56,500	\$27,062	\$34,531	\$34,200	\$45,250	32.31%
4 Internal Services	\$46,191	\$41,273	\$47,778	\$40,105	\$41,092	2.46%
5 Purchase Goods & Supplies	\$33,959	\$29,453	\$28,345	\$79,827	\$93,452	17.07%
6 Leases & Rentals	\$3,503	\$3,387	\$2,878	\$5,378	\$5,378	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$40,855)	(\$40,855)	0.00%
<b>Total Expenditures</b>	<b>\$1,361,733</b>	<b>\$1,412,853</b>	<b>\$1,534,787</b>	<b>\$1,602,312</b>	<b>\$1,708,165</b>	<b>6.61%</b>

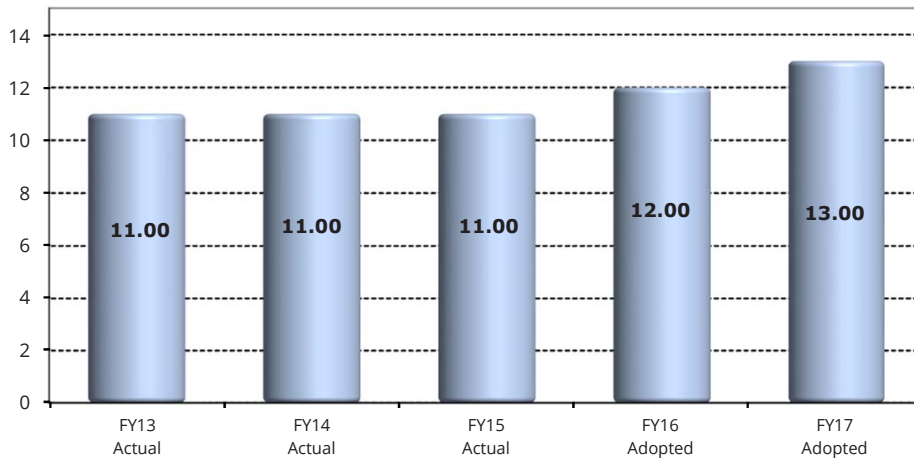
### Funding Sources

1 Miscellaneous Revenue	\$41	\$0	\$0	\$0	\$0	—
<b>Total Designated Funding Sources</b>	<b>\$41</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>—</b>
<b>Net General Tax Support</b>	<b>\$1,361,692</b>	<b>\$1,412,853</b>	<b>\$1,534,787</b>	<b>\$1,602,312</b>	<b>\$1,708,165</b>	<b>6.61%</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	



Expenditure History

# Management & Budget



Staff History



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
1 Management & Budget	11.00	11.00	11.00	12.00	13.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>13.00</b>



Staff By Program

## Future Outlook

**Zero-Based Budgeting** - The County engaged in a vigorous review of agency budgets from 2010-2015, resulting in \$29 million in ongoing savings that were reprogrammed by the BOCS to provide priority public safety services and new infrastructure. During the same time frame, there were no inflationary or other increases to agency budgets other than approved initiatives. The combination of these two factors has significantly reduced the amount of ongoing savings that can be captured and reprogrammed. While OMB continues to seek efficiencies, the annual budget scrub will yield smaller levels of ongoing savings.

**Continued Reliance on Real Estate Tax** - While PWC 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.

# Management & Budget

**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 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 system support, GIS, web services, capital equipment replacement, and administration. In FY17 OMB's technology budget decreases by \$1,984 to \$37,908.
- B. Shift from County Print Shop for Printing Services** - in FY16 the Print Shop was converted to a cost-recovered activity. The only thing not billed to customers in FY16 was a \$228,000 allocation used by certain departments for recurring print jobs. In FY17 the entire activity will be cost-recovered, so the \$228,000 allocation will be shifted to those departments. As a result, the OMB printing services budget will increase \$3,476 in FY17. There is a corresponding decrease in the Public Works Print Shop activity budget.
- C. Compensation Increase** - Compensation adjustments totaling \$2,271 are made to support the following changes:

### **Benefits:**

- 5.00% Retiree Health Credit;
- 0.03% Long Term Disability Insurance for VRS Hybrid Plan employees;
- -0.01% Group Life Insurance;
- -1.00% VRS Plan 1 Savings; and
- -1.75% VRS employer rate;

### **Salaries:**

- 3.00% Pay for Performance; and
- 1.00% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

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

# Management & Budget

## Program Summary

### Management & Budget

The Management and 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	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
Criteria rated proficient or outstanding in GFOA Distinguished Budget Presentation Awards Program	100%	98%	98%	100%	100%
County services and facilities are a fair value for the tax dollar (community survey)	85%	86%	86%	86%	86%
Countywide variance in actual and projected expenditures	5%	6%	8%	4%	4%
Website visits from external users	50%	87%	NR	75%	—

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Adopted
<b>Budget Development and Implementation</b>	<b>\$1,312</b>	<b>\$1,343</b>	<b>\$1,360</b>	<b>\$1,413</b>	<b>\$1,519</b>
Board agenda items reviewed within two business days	92%	87%	82%	90%	90%
Total number of budget website visits *	40,375	65,808	42,220	75,000	50,000
Number of CIP projects	73	53	58	64	61
Strategic measures trending positively towards the 4 year community target	77%	74%	65%	95%	100%
<b>Organizational Development</b>	<b>\$50</b>	<b>\$70</b>	<b>\$175</b>	<b>\$189</b>	<b>\$189</b>
Projects completed	1	1	4	30	25

\* FY15 Actual & FY17 Adopted reflect a new data source

# Management & Budget

## A. Budget Initiatives

### 1. Add One Management & Fiscal Analyst III

Expenditure	\$100,456
Revenue	\$0
General Fund Impact	\$100,456
FTE Positions	1.00

**a. Description** - This initiative funds the creation of a Management & Fiscal Analyst III to assist in the analysis of prior year data, the management of the current year budget, the development of the upcoming year's budget, and special projects. Existing analysts' workloads are at full capacity, and OMB struggles to address the community's desire for additional information and increased transparency. The most recent audit identified the need for additional cross training to create a depth of knowledge, but without additional resources to spread the existing and anticipated workload, cross training is limited to knowledge shares and process maps. Specific cross training needs include transit budgeting, third quarter salary projections, public safety retention pay, internal service billing and state revenue reductions.

**b. Service Level Impacts** - Service level impacts are as follows:

▪ **Agency program/activity analyses undertaken**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		8

▪ **Cross training activities completed**

<i>FY17 w/o Addition</i>		0
<i>FY17 w/ Addition</i>		5

# General Government

