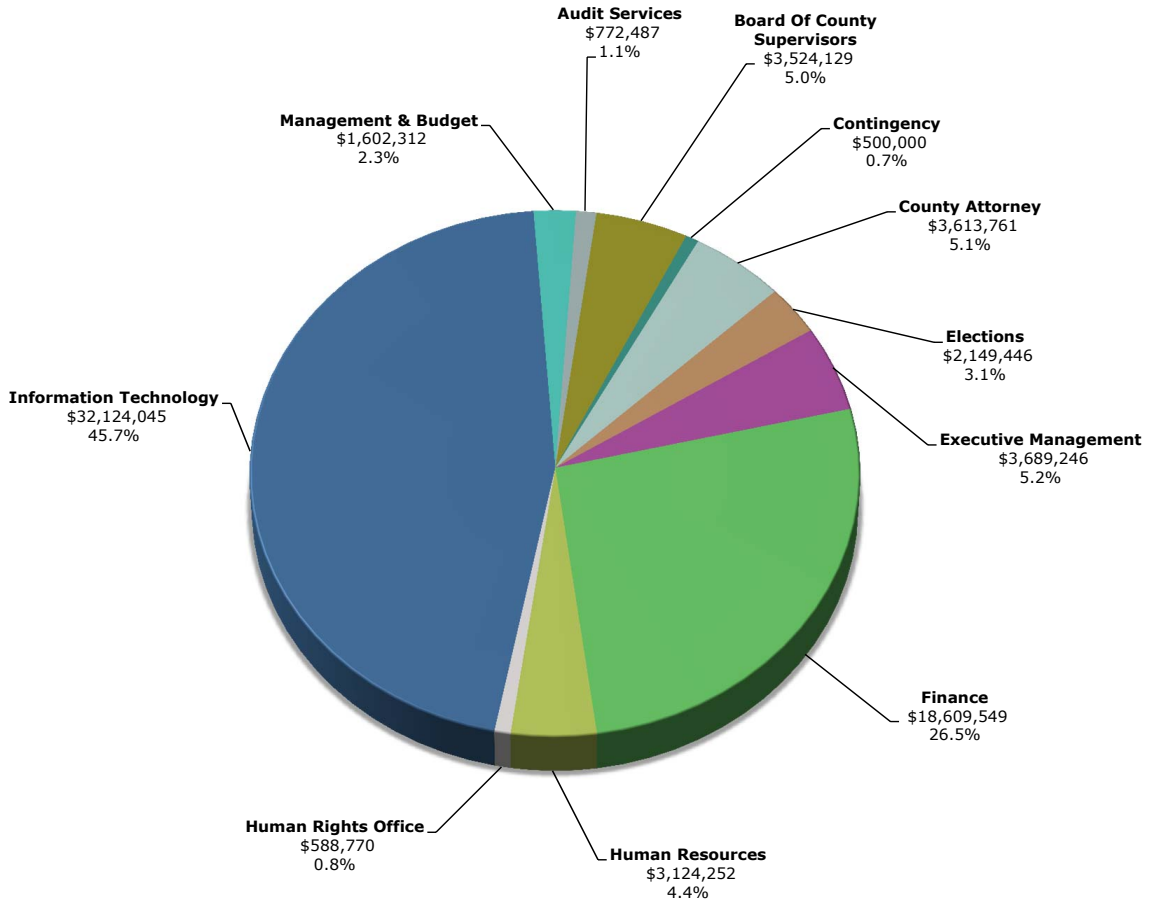


General Government



General Government Expenditure Budget: \$70,297,997



Average Tax Bill: General Government accounted for \$146 and 3.9% of the average residential tax bill in FY16.

Department & Agencies

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

- Elections
- Executive Management
- Finance
- Human Resources

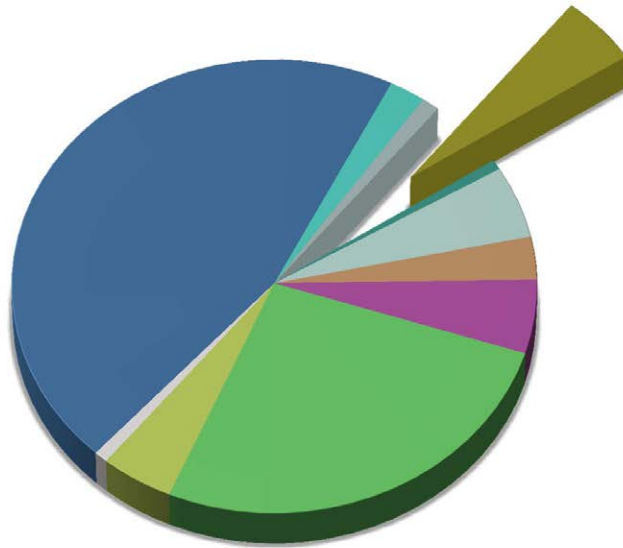
- Human Rights
- Information Technology
- Management & Budget





Mission Statement

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



General Government Expenditure Budget
\$70,297,997

Expenditure Budget:
\$3,524,129

5.0% of General Government

Programs:

- Administration: \$535,847
- Brentsville District: \$328,278
- Coles District: \$381,713
- Potomac District: \$356,049
- Gainesville District: \$368,632
- Neabsco District: \$403,033
- Occoquan District: \$343,884
- Woodbridge District: \$399,801
- Board-Chair: \$406,892

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 Chairman is elected at-large.

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

Board of County Supervisors



Expenditure and Revenue Summary



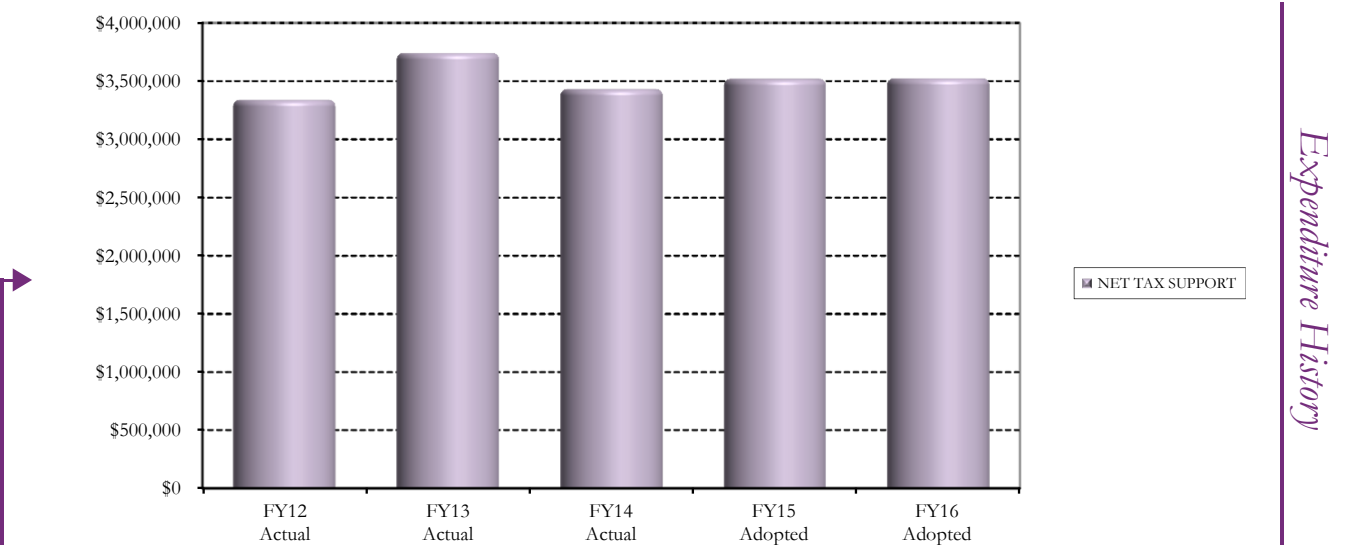
Expenditure by Program	FY12	FY13	FY14	FY15	FY16	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopt15/ Adopted16
1 Administration	\$769,692	\$647,434	\$458,543	\$534,382	\$535,847	0.27%
2 Brentsville District	\$238,017	\$512,947	\$429,107	\$375,558	\$328,278	(12.59%)
3 Coles District	\$323,114	\$481,680	\$298,236	\$371,145	\$381,713	2.85%
4 Potomac District	\$369,471	\$416,644	\$320,205	\$366,914	\$356,049	(2.96%)
5 Gainesville District	\$339,323	\$360,111	\$363,407	\$359,526	\$368,632	2.53%
6 Neabsco District	\$344,517	\$359,763	\$382,511	\$389,088	\$403,033	3.58%
7 Occoquan District	\$273,212	\$289,963	\$401,762	\$346,707	\$343,884	(0.81%)
8 Woodbridge District	\$356,113	\$338,479	\$416,546	\$379,179	\$399,801	5.44%
9 Board-Chair	\$326,246	\$335,252	\$362,147	\$396,998	\$406,892	2.49%
Total Expenditures	\$3,339,705	\$3,742,273	\$3,432,464	\$3,519,497	\$3,524,129	0.13%

Expenditure by Classification

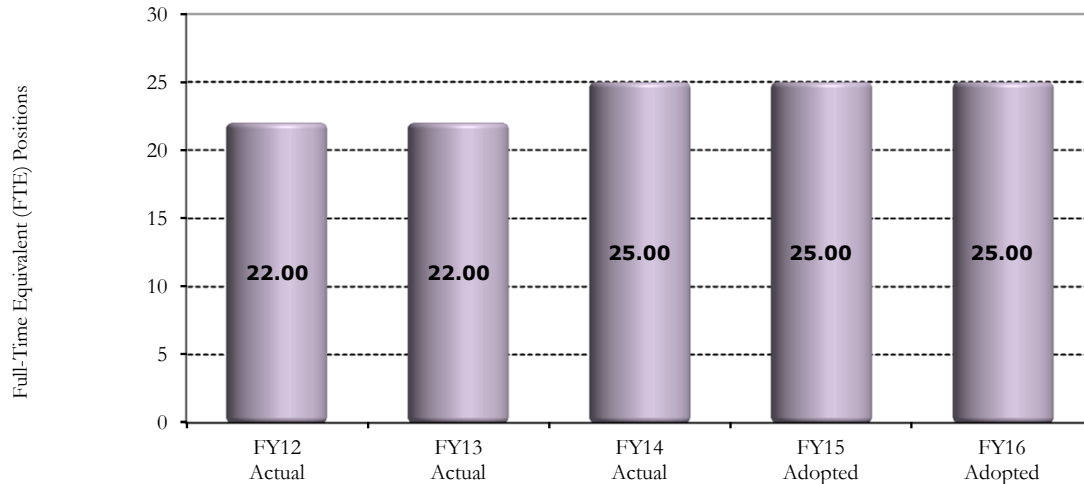
1 Personal Services	\$1,687,649	\$1,770,584	\$1,819,629	\$1,782,803	\$1,890,981	6.07%
2 Fringe Benefits	\$485,025	\$555,912	\$554,108	\$560,944	\$602,536	7.41%
3 Contractual Services	\$42,938	\$43,895	\$64,612	\$95,900	\$95,900	0.00%
4 Internal Services	\$97,977	\$118,349	\$109,156	\$107,428	\$116,165	8.13%
5 Purchase Goods & Supplies	\$914,596	\$560,575	\$477,611	\$944,237	\$882,951	(6.49%)
6 Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
7 Leases & Rentals	\$22,520	\$23,090	\$26,312	\$27,000	\$27,000	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$92,589)	—
9 Transfers Out	\$89,000	\$669,868	\$381,036	\$0	\$0	—
Total Expenditures	\$3,339,705	\$3,742,273	\$3,432,464	\$3,519,497	\$3,524,129	0.13%

Funding Sources

1 Non-Revenue Receipts	\$0	\$3	\$0	\$0	\$0	—
2 Transfers In	\$0	\$60,000	\$0	\$0	\$0	—
Total Designated Funding Sources	\$0	\$60,000	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,339,705	\$3,682,273	\$3,432,464	\$3,519,497	\$3,524,129	0.13%
Net General Tax Support	100.00%	98.40%	100.00%	100.00%	100.00%	



Expenditure History



Staff History

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Administration	1.00	1.00	1.00	1.00	1.00
2 Brentsville District*	2.00	2.00	3.00	3.00	3.00
3 Coles District*	3.00	3.00	3.00	3.00	3.00
4 Potomac District*	2.00	2.00	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*	2.00	2.00	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
Full-Time Equivalent (FTE) Total	22.00	22.00	25.00	25.00	25.00

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

Staff By Program

General Overview

- A. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for the BOCS is \$92,589.
- 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 FY16, the BOCS technology bill increased by \$8,737 to \$116,099.



C. Compensation Increase - Compensation adjustments totaling \$65,009 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan 1 employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% 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.

A. Budget Initiatives

1. Increase in Northern Virginia Regional Commission (NVRC) Membership

Expenditure	\$8,867
Revenue	\$0
General Fund Impact	\$8,867
FTE Positions	0.00

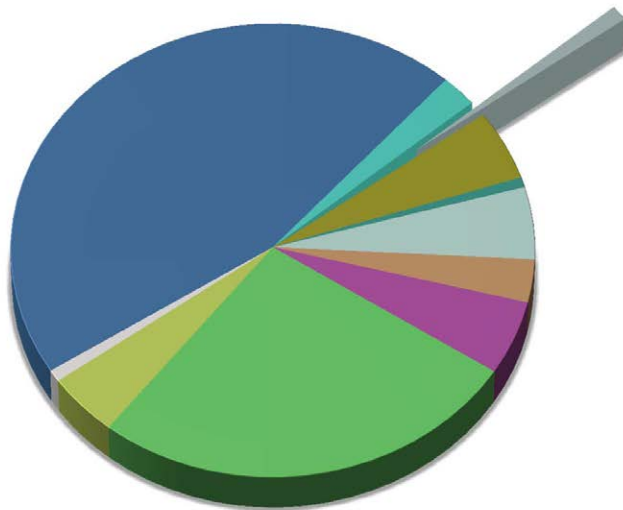
a. Description - This increase covers per capita membership fees for the NVRC for FY16. The increase is based on the County's 2013 population. The per capita rate for all participating jurisdictions is \$0.53.

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



Mission Statement

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



General Government Expenditure Budget
\$70,297,997

Expenditure Budget:
\$772,487
1.1 % of General Government

Program:

- Audit Services: \$772,487

Mandates

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

Audit Services



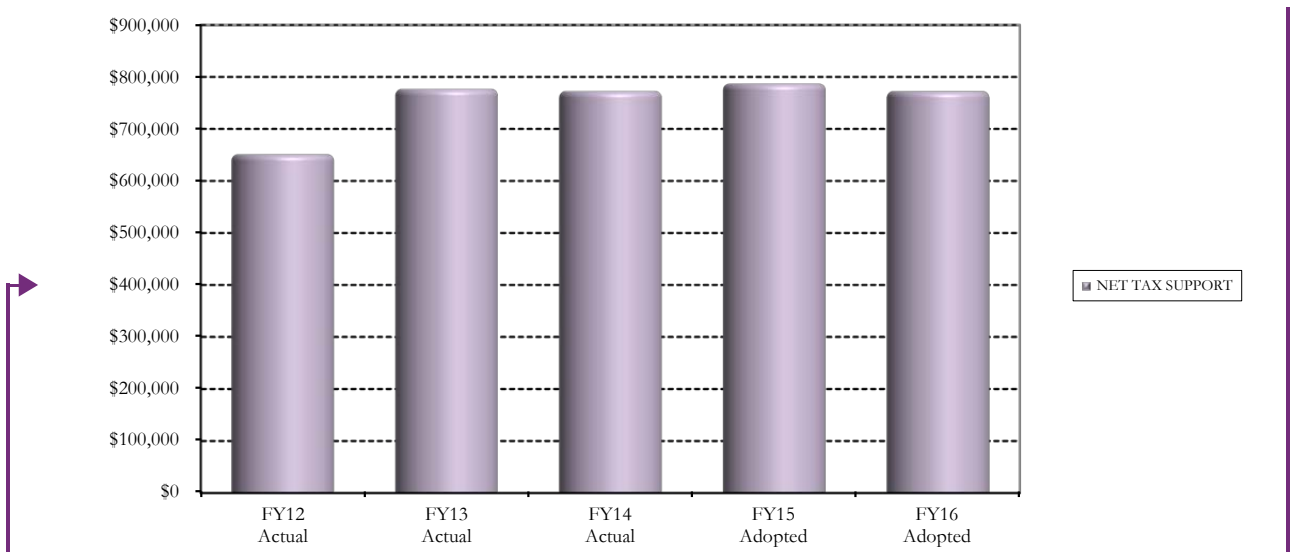
Expenditure and Revenue Summary



Expenditure by Program	FY12	FY13	FY14	FY15	FY16	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopt15/ Adopted16
1 Audit Services	\$651,057	\$776,783	\$772,573	\$787,140	\$772,487	(1.86%)
Total Expenditures	\$651,057	\$776,783	\$772,573	\$787,140	\$772,487	(1.86%)

Expenditure by Classification

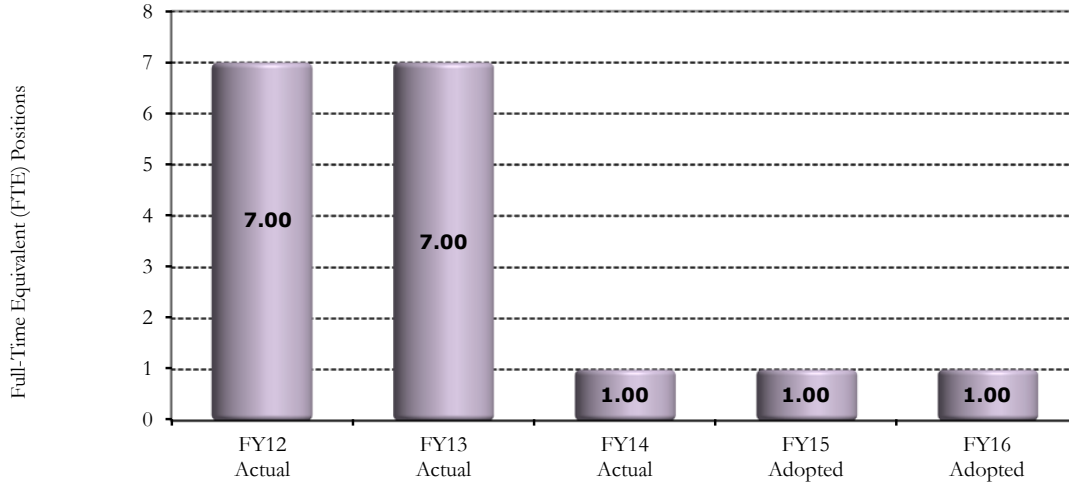
1 Personal Services	\$472,819	\$233,049	\$90,446	\$88,288	\$91,809	3.99%
2 Fringe Benefits	\$130,546	\$66,224	\$31,614	\$32,518	\$34,462	5.98%
3 Contractual Services	\$480	\$451,670	\$641,214	\$644,958	\$644,958	0.00%
4 Internal Services	\$21,990	\$19,070	\$5,038	\$4,218	\$3,800	(9.91%)
5 Purchase Goods & Supplies	\$23,061	\$5,330	\$4,262	\$17,158	\$17,158	0.00%
6 Leases & Rentals	\$2,161	\$1,440	\$0	\$0	\$0	—
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$19,700)	—
Total Expenditures	\$651,057	\$776,783	\$772,573	\$787,140	\$772,487	(1.86%)
Net General Tax Support	\$651,057	\$776,783	\$772,573	\$787,140	\$772,487	(1.86%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Audit Services	7.00	7.00	1.00	1.00	1.00
Full-Time Equivalent (FTE) Total	7.00	7.00	1.00	1.00	1.00

Future Outlook

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

During FY15 the internal audits included the following:

- Update Audit Plan
- Follow Up to Previously Issued Reports
- Transition Audits
- Special Requests
- Contract Administration Cycle Audit
- Internal Audit of Cash Handling
- Internal Audit of Child Protective Services
- Internal Audit of Building and Ground Maintenance
- Internal Audit of Overtime



- Internal Audit of Purchasing Card
- DoIT - Remediation
- User Access Review
- Internal Audit of Volunteer Fire Companies
- Internal Audit of Police Department Inventory

Although subject to change, the audits planned for FY16 include:

- Follow Up to Previously Issued Reports
- Transition Audits
- Special Requests
- Asset Management Cycle Audit
- Volunteer Fire Companies
- Department of Social Services
- Department of Public Works
- Department of Information Technology
- Finance Department
- Specific Areas To Be Determined

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 FY16 Audit's technology bill decreased by \$418 to \$3,713.
- B. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Audit Services is \$19,700.
- C. Compensation Increase** - Compensation adjustments totaling \$4,205 are made to support the following rate changes:
- 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% 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

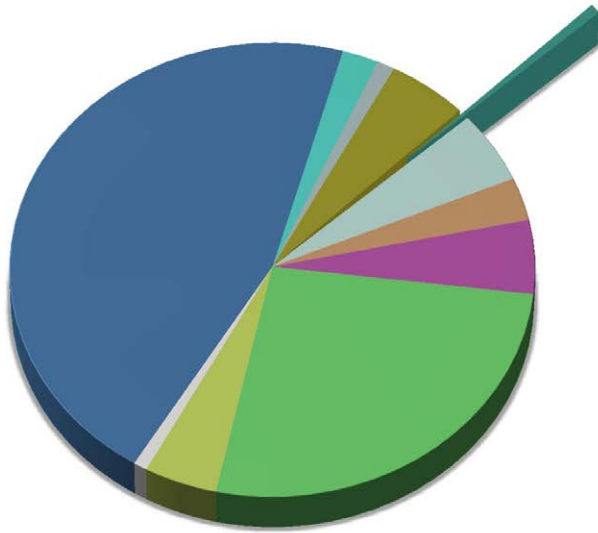
Audit Services

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Planned audits completed	—	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Internal Audit Engagements	\$442	\$455	\$650	\$645	\$632
Internal audits completed	5	5	7	6	6
Internal Audit Administration	\$209	\$322	\$123	\$142	\$140
Staff hours responding to hotline & performing investigations	—	300	250	250	250



Expenditure Budget:
\$500,000

0.7% of General Government

Program:

- Contingency: \$500,000

General Government Expenditure Budget
\$70,297,997

Mandates

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

Contingency



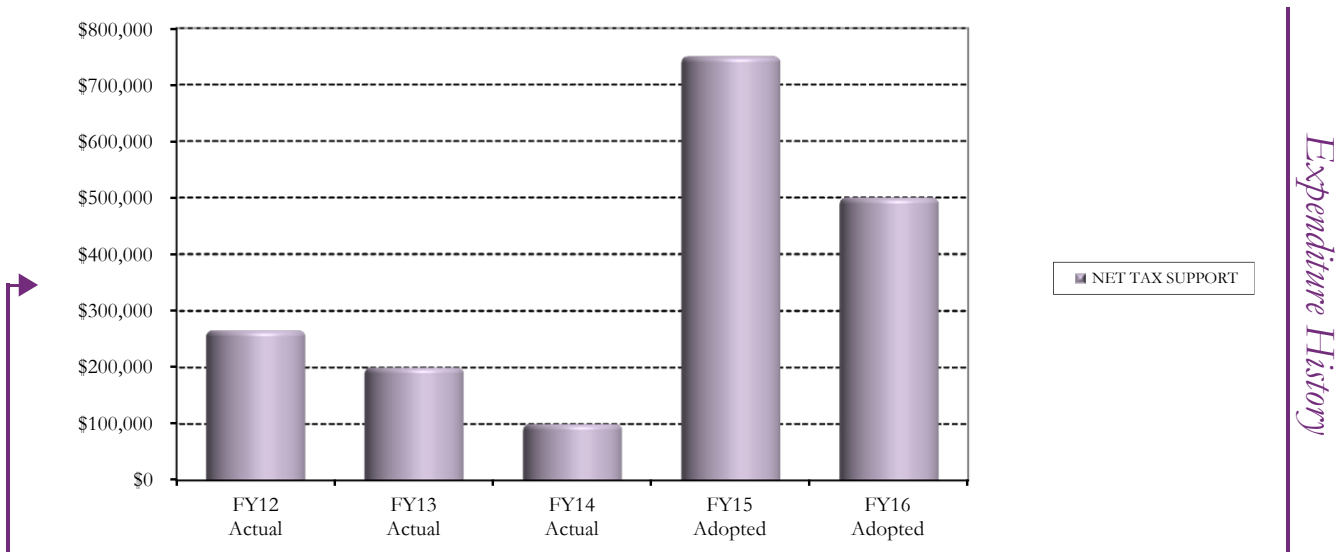
Expenditure and Revenue Summary



Expenditure by Program	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
1 Contingency	\$265,404	\$200,000	\$100,000	\$750,000	\$500,000	(33.33%)
Total Expenditures	\$265,404	\$200,000	\$100,000	\$750,000	\$500,000	(33.33%)

Expenditure by Classification

1 Other Services	\$0	\$0	\$0	\$750,000	\$518,750	(30.83%)
2 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$18,750)	—
3 Transfers Out	\$265,404	\$200,000	\$100,000	\$0	\$0	—
Total Expenditures	\$265,404	\$200,000	\$100,000	\$750,000	\$500,000	(33.33%)
Net General Tax Support	\$265,404	\$200,000	\$100,000	\$750,000	\$500,000	(33.33%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Expenditure History



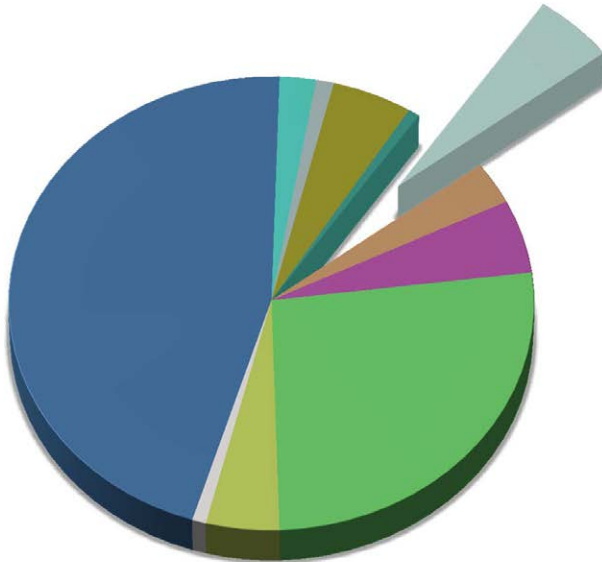
General Overview

- A. **A contingency is established within the general fund** to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls.
- B. **The Principles of Sound Financial Management (PSFM) (Policy Statement 2.14)** as adopted by the BOCS during FY98 and amended in FY13 calls for a minimum contingency of \$500,000 to be appropriated each fiscal year.
- C. **Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Contingency is \$18,750.
- D. **Reduction for 401a Funding** - Contingency is reduced by \$231,250 to help fund the reinstatement of the 401a compensation for County employees. This reduction lowers the total available Contingency funds to \$500,000.



Mission Statement

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



Expenditure Budget:
\$3,613,761

5.1% of General Government

Program:

- County Attorney: \$3,613,761

General Government Expenditure Budget
\$70,297,997

Mandates

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

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

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



Expenditure and Revenue Summary



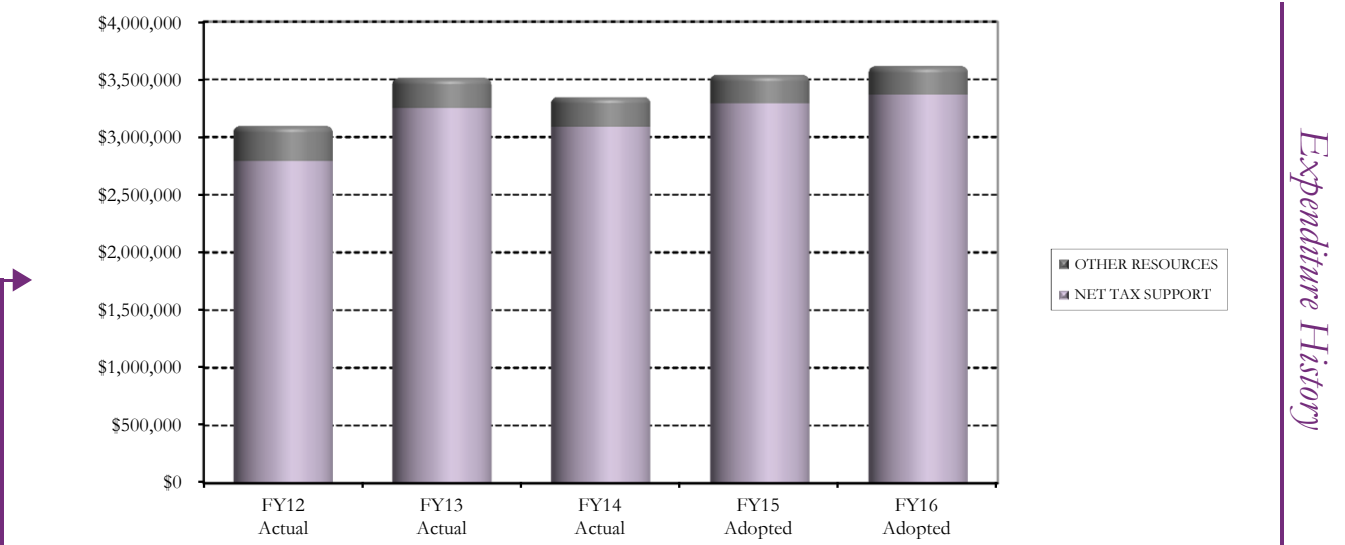
Expenditure by Program	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
1 County Attorney	\$3,095,422	\$3,511,990	\$3,347,354	\$3,538,328	\$3,613,761	2.13%
Total Expenditures	\$3,095,422	\$3,511,990	\$3,347,354	\$3,538,328	\$3,613,761	2.13%

Expenditure by Classification

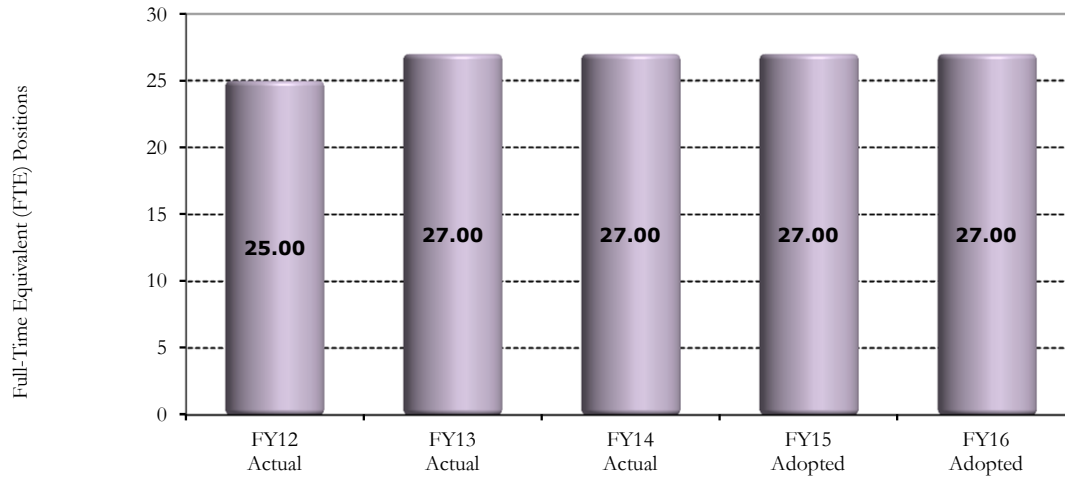
1 Personal Services	\$2,230,815	\$2,406,846	\$2,376,349	\$2,586,408	\$2,726,697	5.42%
2 Fringe Benefits	\$643,438	\$758,323	\$723,451	\$776,408	\$797,842	2.76%
3 Contractual Services	\$33,123	\$128,203	\$43,577	\$56,014	\$56,014	0.00%
4 Internal Services	\$80,884	\$96,235	\$94,287	\$76,244	\$79,942	4.85%
5 Purchase Goods & Supplies	\$102,416	\$118,035	\$103,181	\$125,977	\$123,197	(2.21)%
6 Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
7 Leases & Rentals	\$4,746	\$4,348	\$6,509	\$4,845	\$4,845	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$88,696)	(\$175,904)	98.32%
Total Expenditures	\$3,095,422	\$3,511,990	\$3,347,354	\$3,538,328	\$3,613,761	2.13%

Funding Sources

1 Charges for Services	\$248,000	\$209,000	\$209,000	\$180,186	\$180,186	0.00%
2 Miscellaneous Revenue	\$6,318	\$1,859	\$1,750	\$15,000	\$15,000	0.00%
3 Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$304,318	\$260,859	\$260,750	\$245,186	\$245,186	0.00%
Net General Tax Support	\$2,791,104	\$3,251,131	\$3,086,604	\$3,293,142	\$3,368,575	2.29%
Net General Tax Support	90.17%	92.57%	92.21%	93.07%	93.22%	



Expenditure History



Staff History

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 County Attorney	25.00	27.00	27.00	27.00	27.00
Full-Time Equivalent (FTE) Total	25.00	27.00	27.00	27.00	27.00

Staff By Program

Future Outlook

The County Attorney’s Office anticipates facing many future challenges. The County’s ongoing transportation efforts will require the continued assistance of staff in addressing the legal issues inherent in acquiring property from County citizens to construct roads and road safety improvements throughout the County, as well as participating in regional transportation activities to improve public transportation. The Office will continue representing those Human Services agencies in the protection of at-risk children and mentally disabled adults, to ensure the protection and promotion of their health, safety and welfare, and will devote significant resources in this endeavor. The County Attorney’s Office will assist the County agencies which have received Freedom of Information Act requests, to ensure each request is responded to and in keeping the public fully informed of County activities, within the parameters set out in the State Code. In addition to the ongoing assistance that the Office provides to the Board and the County agencies, the Office will continue to handle and address personnel matters in order to ensure the County government workforce is providing the best customer service to the County’s citizens.



General Overview

- A. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year’s budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for the County Attorney is \$87,208.
- 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 FY16, the County Attorney’s technology bill increased by \$3,698 to \$79,488.
- C. Compensation Increase** - Compensation adjustments totaling \$87,817 are made to support the following rate changes:
 - 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% 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.

- D. Transfer Legal Services Funding from Finance** - The budget shifts \$36,000 in contract legal services funding for delinquent tax collection from Finance to County Attorney. The contract legal services are not effective and the funding will be used to support in-house resources to support delinquent tax collections. Since this is a shift, there is no net general fund impact.

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 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)	4.0	3.9	3.6	3.9	3.5
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96%	96%	95%	94%	94%



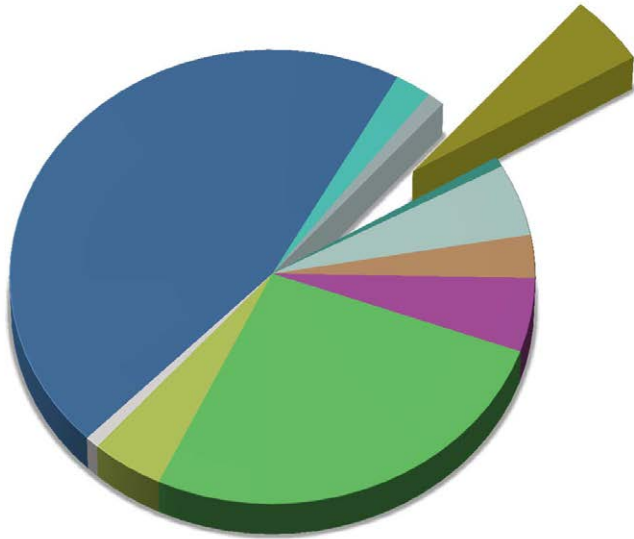
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Legal Services	\$2,877	\$3,284	\$2,063	\$1,827	\$1,822
Average days to close Board of County Supervisors trackers	24	35	53	14	25
Requests for legal advice/assistance responded to	—	991	1,188	991	1,150
FOIA requests/subpoenas responded to	—	244	369	244	300
Staff time devoted to rendering legal opinion and advice relating to legal services activities	50%	85%	86%	80%	85%
Collections	\$75	\$78	\$414	\$572	\$560
Delinquent Real Estate taxes collected prior to litigation	—	72%	32%	72%	32%
Commercial Real Estate assessments challenges with results satisfactory to the County	—	100%	100%	100%	100%
Staff time devoted to rendering legal opinion and advice relating to collections activities	54%	35%	80%	40%	80%
Protective Services	\$144	\$150	\$346	\$607	\$629
Cases involving child abuse or neglect opened	393	373	273	375	275
Cases involving child abuse or neglect closed	270	295	239	250	250
Staff time devoted to rendering legal opinion and advice relating to protective service activities	40%	40%	60%	40%	60%
Transportation	—	—	\$523	\$533	\$603
Property acquisitions closed	53	73	75	50	50
Transportation contracts reviewed	8	6	16	6	6
Staff time devoted to providing legal opinion and advice relating to transportation activities	62%	70%	75%	65%	75%



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:
\$2,149,446

3.1% of General Government

Program:

- Elections: \$2,149,446

General Government Expenditure Budget
\$70,297,997

Mandates

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

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

Elections



Expenditure and Revenue Summary



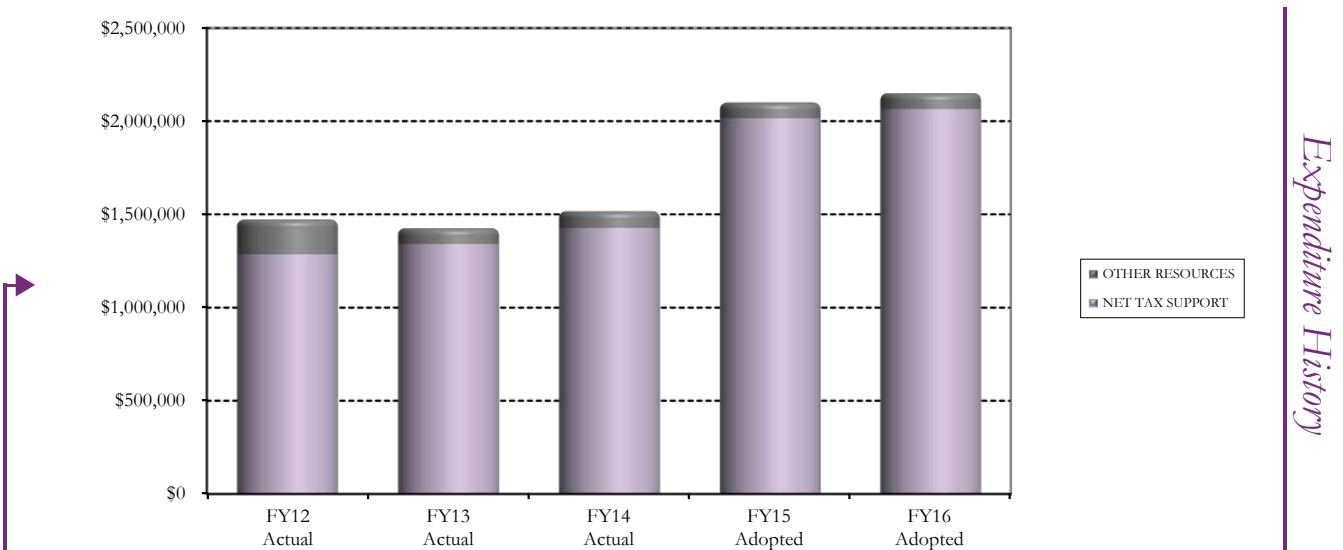
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
1 Elections	\$1,470,826	\$1,425,157	\$1,426,856	\$2,015,276	\$2,149,446	6.66%
Total Expenditures	\$1,470,826	\$1,425,157	\$1,426,856	\$2,015,276	\$2,149,446	6.66%

Expenditure by Classification

1 Personal Services	\$896,964	\$658,212	\$646,559	\$646,642	\$798,296	23.45%
2 Fringe Benefits	\$162,883	\$181,886	\$175,101	\$219,474	\$216,904	(1.17%)
3 Contractual Services	\$277,748	\$452,455	\$426,684	\$469,650	\$452,352	(3.68%)
4 Internal Services	\$47,767	\$69,421	\$64,078	\$57,456	\$60,710	5.66%
5 Purchase Goods & Supplies	\$77,429	\$55,246	\$103,002	\$114,330	\$163,019	42.59%
6 Capital Outlay	\$0	\$0	\$0	\$500,000	\$500,000	0.00%
7 Leases & Rentals	\$8,035	\$7,937	\$11,432	\$7,724	\$8,224	6.47%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$50,059)	—
Total Expenditures	\$1,470,826	\$1,425,157	\$1,426,856	\$2,015,276	\$2,149,446	6.66%

Funding Sources

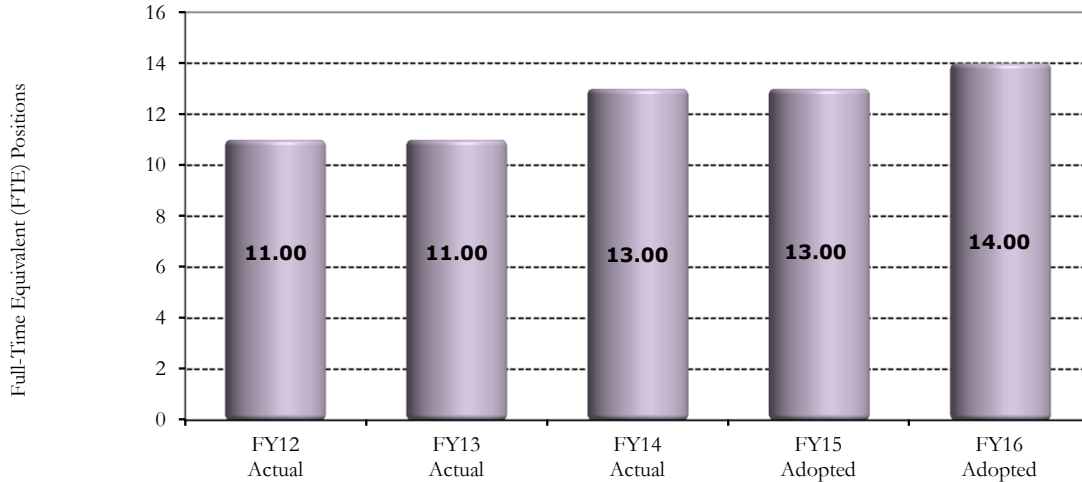
1 Revenue From Commonwealth	\$174,027	\$78,773	\$76,000	\$83,669	\$83,669	0.00%
2 Revenue From Other Localities	\$0	\$0	\$0	\$0	\$0	—
3 Miscellaneous Revenue	\$10,933	\$5,595	\$13,297	\$0	\$0	—
Total Designated Funding Sources	\$184,960	\$84,368	\$89,297	\$83,669	\$83,669	0.00%
Net General Tax Support	\$1,285,866	\$1,340,789	\$1,337,559	\$1,931,607	\$2,065,777	6.95%
Net General Tax Support	87.42%	94.08%	93.74%	95.85%	96.11%	



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Elections	11.00	11.00	13.00	13.00	14.00
Full-Time Equivalent (FTE) Total	11.00	11.00	13.00	13.00	14.00

Future Outlook

March 2016 Presidential Primary - Virginia Election Code § [24.2-544A](#) states concerning Presidential Primaries that they “shall be held on the first Tuesday in March preceding the November general election” which for 2016 will be March 1. Costs pertaining to the primary will include Election Officer compensation, vote machine programming and testing, paper ballot printing, staffing and supplies. A 35% turnout is expected.

New Voting Equipment - Office of Elections has completed research to identify a voting system to replace and contracted with a new voting machine vendor for new voting equipment. Upon federal and state certification, the new Hart Intercivic Verity optical paper scanner and Touch Writer ballot marking device will be implemented in Prince William County Elections.

Office Space - Office of Elections faces space issues with the continued increase of registered voters and the addition of voting precincts. Every precinct requires space to store voting equipment, laptop pollbooks, signs, and other various supplies associated with Election Day voting. Office storage space is at capacity after the addition of fourteen new precincts in 2014.



General Overview

- A. One-Time Reduction** - \$2,945 has been removed from the Office of Elections FY16 budget to support the difference between the old and new classification of a position.
- 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 FY16 Office of Elections technology bill increased by \$3,254 to \$60,710.
- C. Budget Shift** - \$983 has been shifted into the internal service series to support a computer purchase during FY2015.
- D. Postage/Shipping Services** - \$2,313 has been removed for postage/shipping services in the Elections FY16 budget.
- E. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for the Office of Elections is \$50,059.
- F. Reorganization** - The Office of Elections has been reorganized to merge two activities (Register Voters and Conduct and Certify Elections) into one (Conduct and Certify Elections). The combining of the two activities into one activity will assist the Office of Elections in accomplishing the mission of conducting all elections at the highest level of professional standards.
- G. Compensation Increase** - Compensation adjustments totaling \$23,605 are made to support the following rate changes:
- 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 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%	96%	88%	96%	88%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Register Voters & Conduct & Certify Elections	\$1,471	\$1,425	\$1,427	\$2,015	\$2,149
Transactions involving citizen voting records	406,068	250,556	183,577	250,000	255,000
Registered County Voters	233,045	254,649	248,940	258,600	265,000
Election voter turnout	81,975	202,230	100,439	129,300	200,000

A. Budget Initiatives

1. Presidential Preference Primary

Expenditure	\$174,880
Revenue	\$0
General Fund Impact	\$174,880
FTE Positions	0.00

- a. **Description** - A presidential preference primary will be held in Virginia on March 1, 2016. Costs pertaining to the primary will include Election Officer compensation, vote machine programming and testing, paper ballot printing, staffing and supplies. Projected expenses are based on an estimated 35% voter turnout.



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

▪ **Transactions involving citizen voting records**

FY16 w/o Addition | 250,000

FY16 w/ Addition | 255,000

▪ **Registered County voters**

FY16 w/o Addition | 258,600

FY16 w/ Addition | 265,000

▪ **Election voter turnout**

FY16 w/o Addition | 129,300

FY16 w/ Addition | 200,000

B. Budget Shifts

1. Two Permanent Part-Time Positions for Woodbridge Department of Motor Vehicles Office

Budget Shift \$35,748

Agency Impact \$0

FTE Positions 1.00

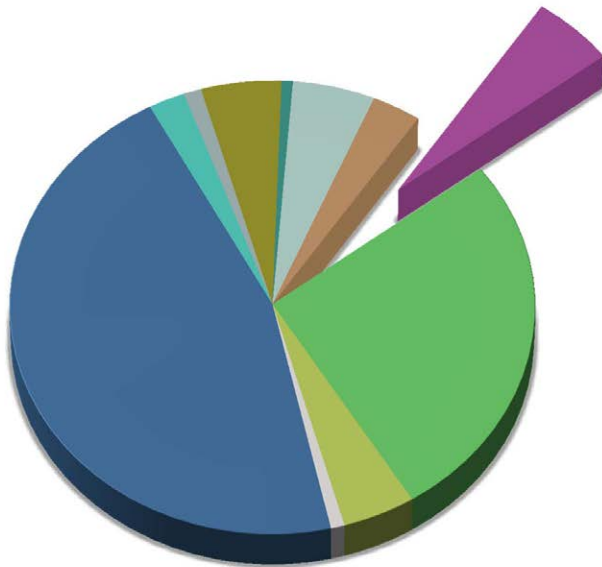
a. **Description** - This shift funds the creation of two permanent part-time positions at 0.50 FTE each for staffing the Woodbridge Department of Motor Vehicles office. Staffing at this facility has been provided for many years by combinations of temporary employees. It has been determined that the permanent nature of the positions requires the creation of permanent FTE's. Funding is provided by shifting funding from temporary contractual personal services resulting in no general fund impact.

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



Mission Statement

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



General Government Expenditure Budget
\$70,297,997

Expenditure Budget:
\$3,689,246

5.2% of General Government

Programs:

- Management & Policy Development: \$1,320,915
- Administrative Support to the Board: \$495,350
- Communications: \$1,126,062
- Equal Opportunity/Diversity: \$375,005
- Legislative Affairs & Intergovernmental Relations: \$371,914

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

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

Executive Management

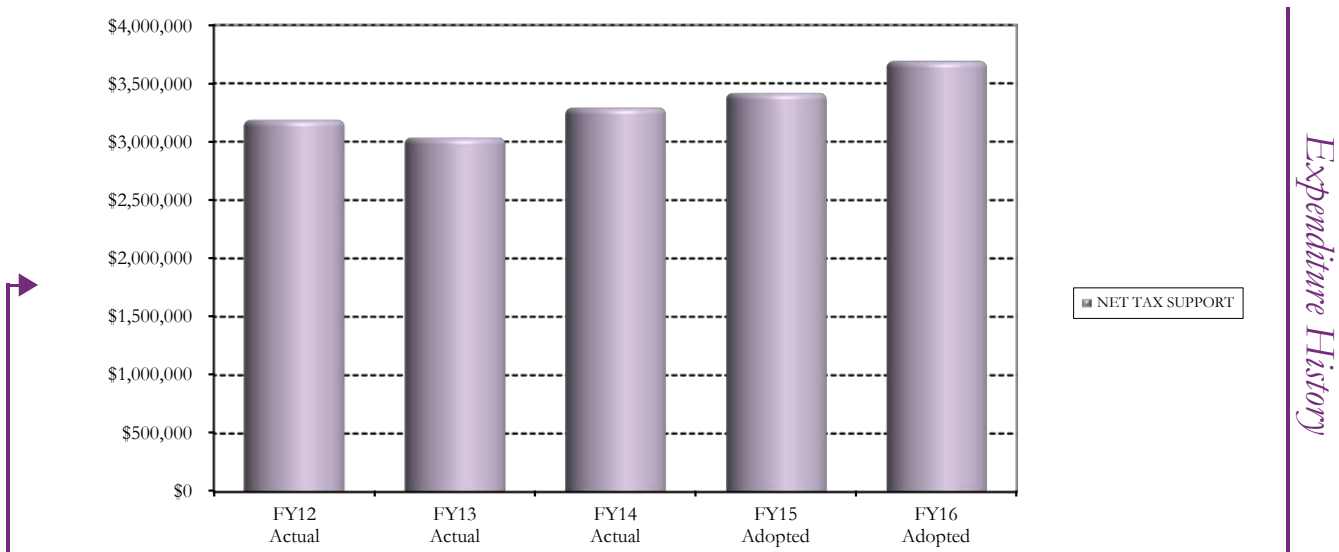


Expenditure and Revenue Summary



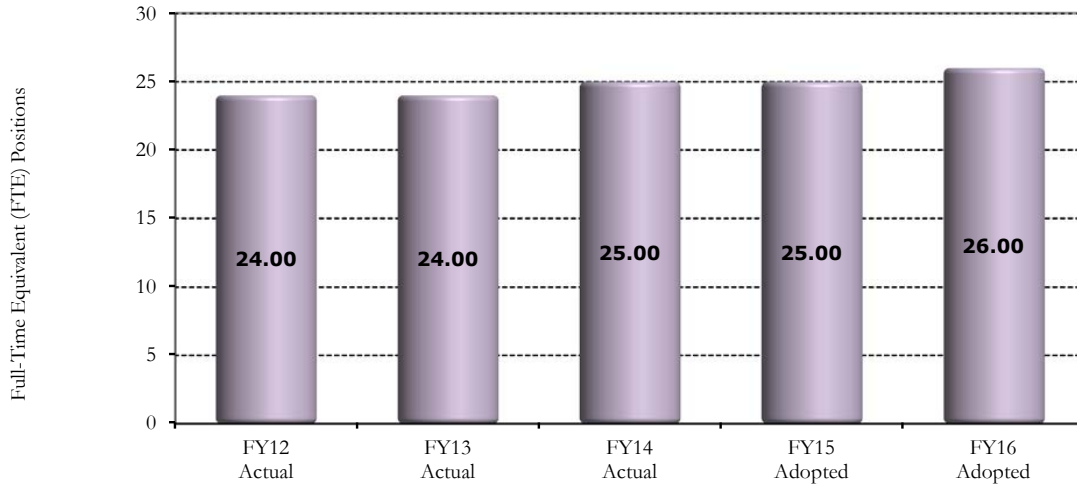
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
1 Management & Policy Development	\$1,358,548	\$1,378,141	\$1,437,809	\$1,080,968	\$1,320,915	22.20%
2 Administrative Support to the Board	\$482,931	\$406,090	\$448,169	\$478,878	\$495,350	3.44%
3 Communications	\$1,052,231	\$964,542	\$1,141,680	\$1,149,148	\$1,126,062	(2.01%)
4 Equal Opportunity/Diversity	\$292,702	\$285,639	\$263,002	\$344,542	\$375,005	8.84%
5 Legislative Affairs & Intergovt Relations ¹	\$0	\$0	\$0	\$363,297	\$371,914	2.37%
Total Expenditures	\$3,186,412	\$3,034,413	\$3,290,661	\$3,416,832	\$3,689,246	7.97%
Expenditure by Classification						
1 Personal Services	\$1,910,288	\$1,873,168	\$2,082,808	\$2,185,884	\$2,456,010	12.36%
2 Fringe Benefits	\$563,311	\$615,426	\$667,015	\$684,879	\$730,366	6.64%
3 Contractual Services	\$343,841	\$288,499	\$287,595	\$268,488	\$280,488	4.47%
4 Internal Services	\$100,610	\$102,667	\$118,867	\$101,587	\$105,246	3.60%
5 Purchase Goods & Supplies	\$258,145	\$145,002	\$122,376	\$160,214	\$193,855	21.00%
6 Capital Outlay	\$0	\$0	\$5,741	\$0	\$0	—
7 Leases and Rentals	\$10,217	\$9,651	\$6,258	\$15,780	\$15,780	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$92,499)	—
Total Expenditures	\$3,186,412	\$3,034,413	\$3,290,661	\$3,416,832	\$3,689,246	7.97%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	—
Net General Tax Support	\$3,186,412	\$3,034,413	\$3,290,661	\$3,416,832	\$3,689,246	7.97%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

¹ Legislative Affairs & Intergovernmental Relations program was an activity in the Management & Policy Development program in FY12-14.





Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Management & Policy Development	7.00	7.00	7.00	5.50	6.50
2 Administrative Support to the Board	5.00	5.00	5.00	5.00	5.00
3 Communications	9.00	9.00	10.00	10.00	10.00
4 Equal Opportunity/Diversity	3.00	3.00	3.00	3.00	3.00
5 Legislative Affairs & Intergovt Relations ¹	0.00	0.00	0.00	1.50	1.50
Full-Time Equivalent (FTE) Total	24.00	24.00	25.00	25.00	26.00

¹ Legislative Affairs & Intergovernmental Relations program was an activity in the Management & Policy Development program in FY12-14.

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 the citizens of Prince William County. The BOCS Strategic Plan, which was developed with input from citizens of each magisterial district, provides goals and outcome measures to accomplish the vision espoused in that Future Report. OEM provides support to make certain the organization accomplishes those goals and outcome measures as they highlight the needs and desires of the community over the next four years.

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 amount of documentation created each year. Expectations for easy access to information by citizens, elected officials and staff are growing, and appropriate technologies can assist in meeting that demand. The Clerk will need to investigate future automation and bring these solutions to the BOCS for consideration.



Communications - 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.

Equal Opportunity/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 and hire the brightest and the best applicants, fundamental changes in how 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 FY16 the Office of Executive Management's technology bill increased by \$3,659 to \$99,935.
- B. Addition of Deputy County Executive for Human Services** - On September 23, 2014, the BOCS approved the addition of a Deputy County Executive position that would focus on human services agencies ([Resolution No. 14-585](#)). One vacant full-time equivalent (FTE) position was shifted from the Department of Social Services with initial year funding (FY15) for the position supported by health insurance savings. The total FY16 cost of the position is \$231,145. Costs include salary and benefits (\$205,504) and operating costs (\$25,641). Operating costs include information technology equipment and internal service charges, network connectivity and telephone, fleet management, memberships, travel/conference fees and supply costs. The addition of this position adds one FTE to the department's FTE count.
- C. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for the Office of Executive Management is \$92,499.



D. Compensation Increase - Compensation adjustments totaling \$82,184 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan 1 employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% 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

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Measures trending positively towards 4 year strategic goal target	72%	77%	74%	100%	100%
Overall quality of PWC services meets residents' expectations (community survey)	90%	90%	91%	90%	91%
County provides efficient and effective services (community survey)	89%	89%	91%	90%	91%
County services and facilities are a fair value for the tax dollar (community survey)	85%	85%	86%	85%	86%
County employees are courteous and helpful (community survey)	92%	92%	91%	92%	91%
AAA bond ratings	3	3	3	3	3



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Effective & Efficient Delivery of County Government Services	\$302	\$235	\$246	\$364	\$440
Counties with three AAA bond ratings	—	—	1%	1%	1%
County employees are proud to work for Prince William County (organizational survey)	—	85%	85%	—	85%
Strategic Planning	\$135	\$151	\$158	\$253	\$325
Community Outcome Measures in Strategic Plan	—	52	53	53	53
Policy Development	\$248	\$281	\$292	\$258	\$326
Ordinances & Resolutions passed	1,046	651	747	1,100	1,100
Board Response	\$134	\$151	\$157	\$206	\$229
Trackers responded to within 15 days	76%	59%	52%	80%	62%

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 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)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Administrative Support to the Board and Executive	\$483	\$406	\$448	\$479	\$495
Ordinances processed	76	64	64	100	100
Resolutions processed	970	587	683	1,000	1,000



Communications

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Total web page views	—	—	2.94M	3M	3M
Online, print & video pieces produced	—	—	408	287	400
Social media growth rate	—	—	384%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Information Dissemination	\$707	\$637	\$776	\$584	\$677
Video views online	—	—	54,828	35,000	54,000
Social media reach <i>*Facebook only</i>	—	—	949,702*	250,000	500,000
Media Production	\$345	\$327	\$366	\$565	\$449
Email newsletters produced	—	—	8	12	12
BOCS meetings broadcast live	—	—	100%	100%	100%

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Diversity of County female representation	48%	49%	48%	47%	47%
Diversity of County minority representation	29%	29%	29%	20%	29%
Management satisfaction with EEO consultation services	—	98%	98%	95%	95%
Internal EEO inquiries successfully resolved and closed without litigation	—	95%	97%	95%	95%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Equal Employment Opportunity Compliance Laws	\$155	\$153	\$142	\$185	\$202
EEO inquiries received	3,264	3,417	3,512	1,600	3,200
Education & Outreach	\$137	\$132	\$121	\$160	\$173
EEO trainings provided	—	42	37	15	30

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
State legislative program outcomes success rate	50%	83%	50%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Legislative Affairs & Intergovernmental Relations	—	—	—	\$363	\$372
Virginia House & Senate bills analyzed	2,876	2,575	2,888	2,700	2,800
Hours of active representation	—	—	—	—	1,000
General Assembly committee meetings attended	—	—	—	—	450
Agenda development/planning meetings with outside groups/allies	—	—	—	—	70

A. Budget Initiatives

1. Increase Contract, Travel and Rental Expenses

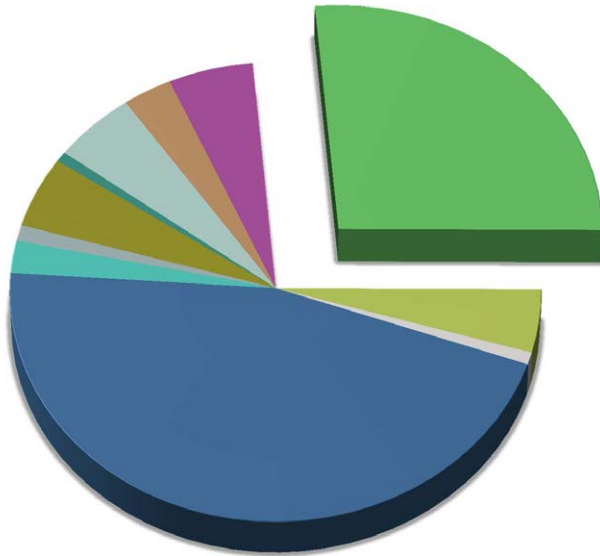
Expenditure	\$20,000
Revenue	\$0
General Fund Impact	\$20,000
FTE Positions	0.00

- a. **Description** - This initiative provides funding for contract increases for the coordination of legislative services (\$12,000), and travel and rental expenses (\$8,000) for existing staff tasked with managing legislative services for the County.
- b. **Service Level Impacts** - Existing service levels will be maintained.



Mission Statement

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



General Government Expenditure Budget
\$70,297,997

Expenditure Budget:
\$18,609,549

26.5% of General Government

Programs:

- Financial Reporting & Control: \$4,841,639
- Payroll & Disbursements: \$924,726
- Risk Management: \$1,199,570
- Real Estate Assessments: \$3,259,247
- Purchasing: \$1,153,716
- Tax Administration: \$5,702,871
- Treasury Management: \$1,088,101
- Director's Office: \$439,680

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 and Revenue Summary



	FY12	FY13	FY14	FY15	FY16	% Change
Expenditure by Program	Actual	Actual	Actual	Adopted	Adopted	Adopt15/ Adopted16
1 Financial Reporting & Control	\$4,392,471	\$4,320,061	\$4,207,512	\$4,497,603	\$4,841,639	7.65%
2 Payroll & Disbursements	—	—	—	—	\$924,726	—
3 Risk Management	\$990,930	\$1,062,074	\$1,191,670	\$1,226,254	\$1,199,570	(2.18%)
4 Real Estate Assessments	\$2,870,278	\$3,090,404	\$3,285,363	\$3,238,201	\$3,259,247	0.65%
5 Purchasing	\$823,279	\$968,822	\$1,103,698	\$1,167,381	\$1,153,716	(1.17%)
6 Tax Administration	\$5,108,318	\$5,241,455	\$5,313,479	\$5,758,933	\$5,702,871	(0.97%)
7 Treasury Management	\$884,363	\$1,008,554	\$1,050,470	\$1,093,915	\$1,088,101	(0.53%)
8 Director's Office	\$706,166	\$700,883	\$650,783	\$615,341	\$439,680	(28.55%)
Total Expenditures	\$15,775,806	\$16,392,254	\$16,802,976	\$17,597,627	\$18,609,549	5.75%

Expenditure by Classification

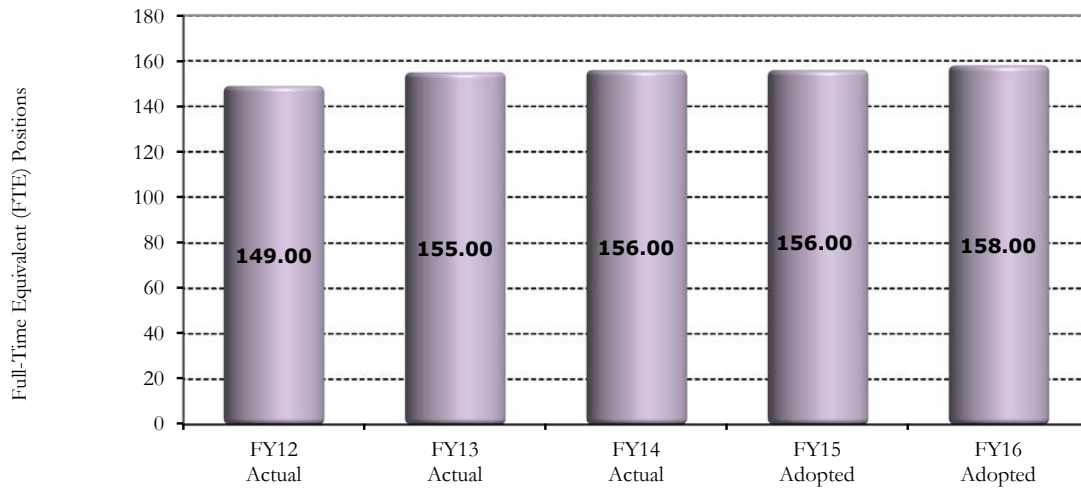
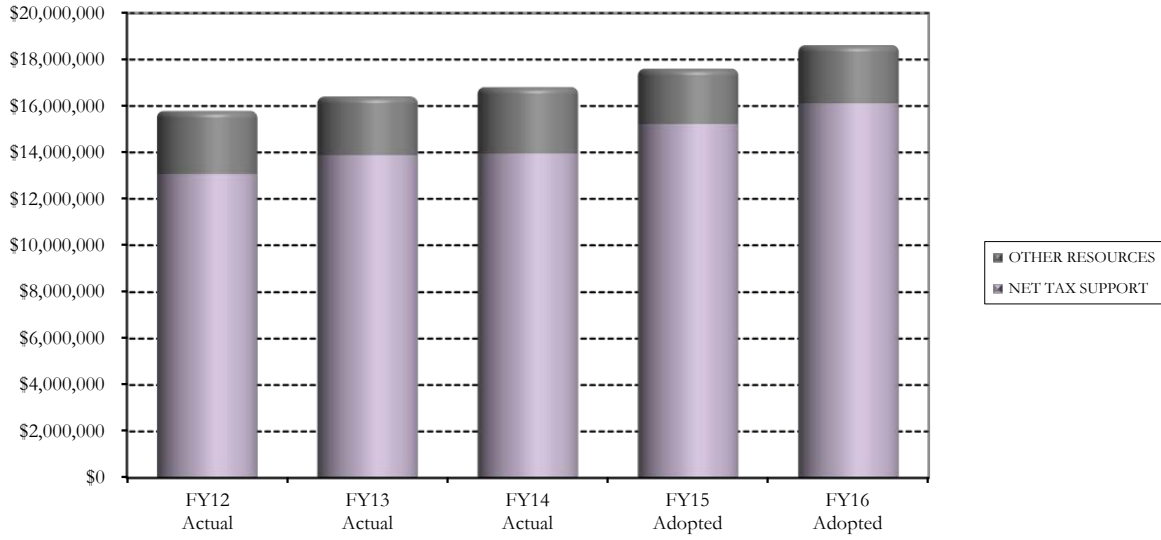
1 Personal Services	\$8,554,780	\$8,649,692	\$8,885,907	\$9,702,578	\$9,903,210	2.07%
2 Fringe Benefits	\$2,812,674	\$3,120,092	\$3,096,288	\$3,335,576	\$3,378,320	1.28%
3 Contractual Services	\$1,542,484	\$1,501,382	\$1,500,724	\$1,646,595	\$1,835,160	11.45%
4 Internal Services	\$1,969,863	\$2,196,017	\$2,359,632	\$2,338,704	\$3,206,029	37.09%
5 Purchase Goods & Supplies	\$860,536	\$888,336	\$911,785	\$935,993	\$1,090,558	16.51%
6 Capital Outlay	\$0	\$0	\$8,695	\$17,909	\$17,909	0.00%
7 Leases and Rentals	\$35,468	\$36,734	\$38,944	\$53,284	\$50,284	(5.63%)
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$433,012)	(\$871,921)	101.36%
9 Transfers Out	\$0	\$0	\$1,000	\$0	\$0	—
Total Expenditures	\$15,775,806	\$16,392,254	\$16,802,976	\$17,597,627	\$18,609,549	5.75%

Funding Sources

1 General Property Taxes	\$1,555,192	\$1,565,477	\$1,568,634	\$1,481,665	\$1,481,665	0.00%
2 Permits, Privilege Fees and Regulatory Licenses	\$560	\$80	\$190	\$250	\$250	0.00%
3 Fines and Forfeitures	\$19,230	\$21,903	\$24,989	\$12,000	\$12,000	0.00%
4 Revenue From Use of Money and Property	\$107,557	\$168,756	\$178,918	\$7,200	\$7,200	0.00%
5 Charges for Services	\$128,800	\$128,800	\$156,430	\$125,181	\$125,181	0.00%
6 Miscellaneous Revenue	\$27,473	\$8,538	\$72,204	\$81,338	\$81,338	0.00%
7 Revenue From Commonwealth	\$587,557	\$593,257	\$652,444	\$559,724	\$559,724	0.00%
8 Non-Revenue Receipts	\$0	\$0	\$12,477	\$0	\$0	—
9 Transfers In	\$278,908	\$20,425	\$185,112	\$104,950	\$233,111	122.12%
Total Designated Funding Sources	\$2,705,276	\$2,507,237	\$2,851,397	\$2,372,308	\$2,500,469	5.40%
Net General Tax Support	\$13,070,530	\$13,885,017	\$13,951,578	\$15,225,319	\$16,109,080	5.80%
Net General Tax Support	82.85%	84.70%	83.03%	86.52%	86.56%	



Expenditure History



Staff History

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Financial Reporting & Control	25.00	27.00	24.00	24.00	16.00
2 Payroll & Disbursements	0.00	0.00	0.00	0.00	10.00
3 Risk Management	8.00	8.00	10.00	10.00	10.00
4 Real Estate Assessments	33.00	34.00	34.00	34.00	34.00
5 Purchasing	10.00	12.00	13.00	13.00	14.00
6 Tax Administration	61.00	63.00	64.00	64.00	64.00
7 Treasury Management	8.00	7.00	7.00	7.00	7.00
8 Director's Office	4.00	4.00	4.00	4.00	3.00
Full-Time Equivalent (FTE) Total	149.00	155.00	156.00	156.00	158.00

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 falls on the heels of the replacement of the Real Estate Assessment System. All three systems require integration to function efficiently and most effectively. The County's Human Resource Information System is also in need of replacement but funding has not yet been identified in the County's Five-Year Plan. The Commonwealth also recently deployed a system upgrade to its Virginia Retirement System. This overhaul has had a trickle-down effect on local government as much of the maintenance/monitoring efforts have been shifted from the state to the local level.

Increased Unfunded Federal Mandates - 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 form of 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 from real estate and personal property taxes for those who are elderly and disabled and meet specified income and net worth requirements. More recently, in 2011, the State mandated an additional tax relief program that provides disabled veterans with 100% real estate tax exemption on their primary residence and up to one acre of land, irrespective of income and net worth. This relief program did not come with funding from the Commonwealth and cost the County in excess of \$1.7 million in tax year 2014 alone. In November 2014 voters passed an amendment to the state constitution expanding the benefit to any surviving spouse of a veteran killed in active duty. The cost impact to the County is unknown.

Internal Controls - The Finance Department is continuing to spearhead the lead to implement 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; consolidations, and regulatory and statutory changes, among others, 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 administration. These staff ratio disparities are recurring themes noted in independent internal audits and inadequate staffing poses an inherent risk to the control environment, particularly as the County 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 FY16 Finance's technology bill increased by \$170,971 to \$2,480,525.
- B. New Payroll & Disbursements Program** - Due to the growing complexity of County operations and the impending ERP system implementation project, the Financial Reporting & Control (FRC) program will be split in two separate divisions: FRC and Payroll & Disbursements. Under the new structure, FRC is responsible for the County's financial reporting and control functions which includes the administration of the County's financial management system. The new Payroll & Disbursements program is responsible for the County's payroll, benefit, and accounts payable/disbursement functions. There is no impact to Finance's budget. The 10.0 FTE associated with the new program are shifted out of FRC accordingly. The existing Payroll & Benefit Financial Manager position was upgraded to the Payroll & Disbursements Division Chief via [BOCS Resolution 14-600](#) on October 7, 2014.
- C. Shift for Audit Services Contract** - The FY16 budget includes a \$51,000 shift from Parks & Recreation to Finance for audit contract expenditures since Parks is now a County department and no longer a component unit of the county.



- D. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Finance is \$438,909.
- E. FY15 State Aid Reductions (Eliminate One Position)** - On November 10, 2014, the General Assembly passed HB [5010](#) which requires a \$30 million reduction in state aid to local governments in FY15. The Prince William County reductions totaled \$754,683. These reductions were approved via [BOCS Resolution 14-736](#) and are being carried into FY16. Finance's expenditure budget is reduced \$97,022, including the elimination of one vacant FTE position in Tax Administration.
- F. Contract Increases** - Financial Reporting & Control (FRC) is responsible for managing the capital asset inventory contract and the indirect cost management contract. The contracts have increased, \$42,600 and \$9,965 respectively. The capital asset inventory is completed biennially and is used for financial reporting and insurance valuation purposes. The indirect cost contract calculates the County's indirect costs which are used for internal analyses, billings to Virginia Department of Social Services and to Manassas City and Manassas Park as part of the shared services agreement.
- G. Postage Increases** - Several activities within Finance require mass mailings. For example, Payroll mails W-2s to all County employees. Tax Administration mails tax bills - real estate and personal property—to all property owners. This initiative will increase the postage budget by \$150,000 to reflect the actual postage costs that have been incurred by Finance the past two years.
- H. Transfer Legal Services Funding to County Attorney** - The budget shifts \$36,000 in contract legal services funding for delinquent tax collection from Finance to County Attorney. The contract legal services are not effective and the funding will be used to support in-house resources to support delinquent tax collections. Since this is a shift, there is no net general fund impact.
- I. 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 and the budget is located in the 4000 series, providing revenue to the Information Technology internal service fund. The remaining 15% of the maintenance is funded in the Human Resources' budget. Finance's share of the increase in general fund support for the maintenance of general government systems in FY16 is \$690,454.
- J. Independent Validation & Verification of New Financial Management System** - The County will contract with our independent external auditors for independent validation and verification services over the chart of accounts conversion and from the current financial reporting system to the new system. In addition, the internal controls over the financial system will be reviewed as part of this contract. The contractual services budget receives this one-time funding in the budget and increases \$125,000 for this auditing service.



K. Compensation Increase - Compensation adjustments totaling \$354,819 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan 1 employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 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	0	1	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Maintain the County's Financial Records	\$3,414	\$3,389	\$3,256	\$3,613	\$4,842
Financial transactions	484,384	485,330	528,506	490,000	550,000
Capital asset transactions	2,744	3,183	1,741	2,700	2,000

A. Budget Initiatives

1. Add Two Capital Asset Accountants

Expenditure	\$147,044
Revenue	\$147,044
General Fund Impact	\$0
FTE Positions	2.00



- a. **Description** - This initiative will add a Capital Asset Accountant and a Capital Asset Accountant Trainee. Currently, there is one Senior Capital Asset Accountant responsible for reviewing all capital transactions and overseeing the biennial capital asset inventory which now includes Parks & Recreation and Volunteer Fire & Rescue assets. These positions will also manage the asset disposal process. They will be responsible for monitoring, financial analysis and reporting all fire levy transactions in the financial system. The fire levy will fund the cost of these two positions; there is no general fund impact.
- b. **Service Level Impacts** - Internal controls over capital asset transactions will improve which will reduce the risk of financial statements being misstated.

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Accounts Payable customer satisfaction survey results (Scale 1-10)	9.35	9.50	9.21	—	9.35
Payroll customer satisfaction survey results (Scale 1-10)	9.41	9.17	9.37	—	9.31
Vendors utilizing direct deposit for payments	75%	73%	71%	—	73%
Employees utilizing direct deposit for payroll	99%	99%	99%	—	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Pay Bills	\$366	\$385	\$415	\$377	\$384
Vendor transactions	148,385	154,481	160,785	150,000	170,000
Payroll Processing	\$613	\$545	\$536	\$508	\$541
Payroll payments	102,768	107,964	120,205	123,700	123,700



Risk Management

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Injury Incident Rate (IIR) - Countywide	6	6	6	6	6
DART Rate – Countywide (Days away, restricted or transferred)	4	4	4	4	4
Preventable Collision Frequency Rate - Countywide	12	10	11	11	11

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Risk Management	\$808	\$913	\$1,013	\$1,056	\$1,035
Incidents reported	1,257	1,534	1,619	<1,200	<1,700
Safety inspections made	64	76	125	104	68
Environmental Management	\$183	\$150	\$179	\$170	\$165
Environmental audits	4	9	6	6	6
Environmental inspections	27	37	48	22	22

Real Estate Assessments

The Real Estate Assessments program annually assesses all real property in Prince William County, maintains property ownership records, and administers the County’s tax relief programs. In order to perform these duties, the Real Estate Assessments Office gathers and maintains data on every property in the County. The Real Estate Assessments Office also collects and analyzes data pertaining to real estate market indicators such as sales and property income and expense data. This information enables staff to assess property at fair market value as required by law.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Overall accuracy in annual assessment	93%	93.1%	92%	92%	92%
Appealed real estate assessments upheld by the Board of Equalization	94%	96%	93%	90%	90%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Mass Appraisal of Real Property	\$2,263	\$2,451	\$2,618	\$2,629	\$2,619
Sales transferring ownership of property	12,373	12,601	11,694	12,000	12,000
Sales verified to establish the assessments	8,531	9,328	8,122	8,000	8,000
Parcels per appraiser	6,374	6,298	6,232	6,220	6,250
Customer Service	\$607	\$639	\$668	\$609	\$640
Total inquiries	17,084	12,780	12,414	14,000	12,500
Internet user sessions on Real Property Assessment site	540,347	515,723	452,232	520,000	520,000

Purchasing

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Vendors who rate the procurement process as good or excellent	95%	94%	91%	93%	93%
Customers rating their purchasing experiences as good or excellent	96%	93%	93%	93%	94%
Solicitations and awards without protest	96%	99%	100%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Procure Goods and Services	\$823	\$969	\$1,104	\$1,167	\$1,154
Solicitations issued annually	75	77	77	75	75

A. Budget Initiatives

1. Add a Contract Specialist

Expenditure	\$83,867
Revenue	\$83,867
General Fund Impact	\$0
FTE Positions	1.00



- a. **Description** - This initiative will add a Contract Specialist that will support volunteer fire station purchasing transactions. The number of direct purchase orders processed for the volunteers has increased 86% since FY12. The position is funded by the fire levy so there is no general fund impact.
- b. **Service Level Impacts** - The need for the position is related to the increased workload due to the requirements of the County Code. Chapter 9.1 of the Prince William County Code was adopted by the Board of County Supervisors in August 2009 and necessitates all volunteer companies to comply with County financial regulations. The number of purchase orders associated with volunteer companies increased from 643 in FY12 to 1,194 in FY14. In addition, the Contract Specialist position will have the following impact on performance measures:
 - **Customers rating their purchasing experiences as good or excellent**
FY16 w/o Addition | 93%
FY16 w/ Addition | 94%

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Cumulative delinquent tax as a percent of total tax levy	2%	2%	1%	2%	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Bill Tax Items	\$2,754	\$2,958	\$3,044	\$3,081	\$3,251
Business license and personal property tax items processed	486,151	500,179	510,377	480,000	500,000
Collect County Revenue	\$2,354	\$2,283	\$2,269	\$2,678	\$2,452
Manual payment transactions	25%	25%	25%	<30%	<30%
Delinquency notices sent	115,347	114,941	116,529	100,000	100,000



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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
First year accuracy of the five year revenue forecast	-0.59%	-0.30%	-0.62%	+2%/-1%	+2%/-1%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Financial Analysis	\$448	\$451	\$470	\$464	\$466
Financial planning documents prepared	51	114	157	50	150
Finance issues reviewed or analyzed	260	243	185	150	170
Debt Management	\$242	\$262	\$277	\$308	\$304
Bond sales executed	3	4	3	1	1
Cash Management/Investments/Banking	\$194	\$296	\$304	\$323	\$317
Investment transactions	1,051	1,092	1,174	1,071	1,125



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.

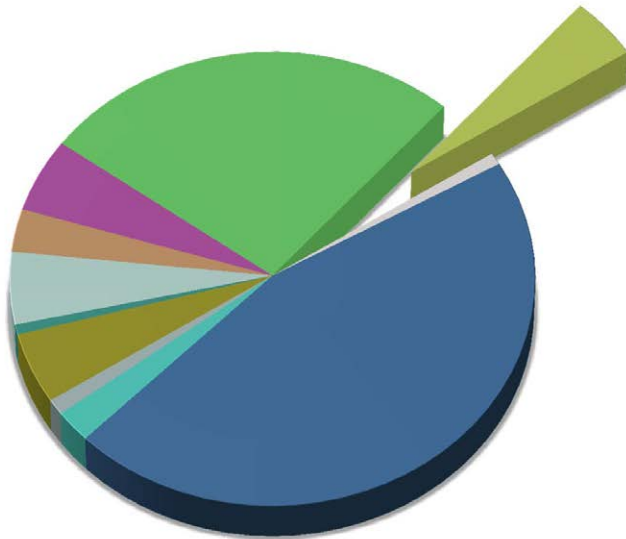
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
AAA bond ratings	3	3	3	3	3
Compliance with Principles of Sound Financial Management	98%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Leadership, Coordination and Oversight	\$706	\$701	\$651	\$615	\$440
Trackers received	15	17	8	17	15
Revenue forecasts generated	55	65	99	70	80



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:
\$3,124,252

4.4% of General Government

Programs:

- Classification & Compensation: \$397,363
- Employee Benefits Administration: \$1,070,500
- Human Resources Information System: \$444,877
- Recruitment & Staffing: \$568,927
- Training & Development: \$642,585

General Government Expenditure Budget
\$70,297,997

Mandates

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

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

Human Resources



Expenditure and Revenue Summary



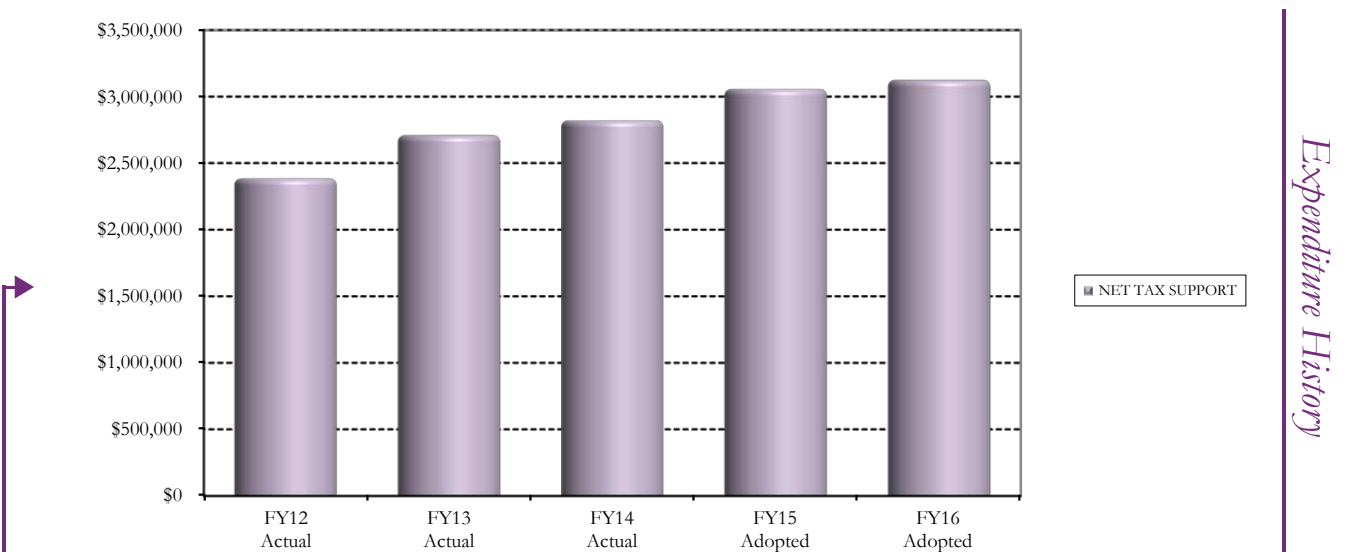
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
1 Classification & Compensation	469724	450586	413621	441436	397363	(9.98%)
2 Employee Benefits Administration	\$810,147	\$1,065,423	\$1,172,431	\$708,407	\$1,070,500	51.11%
3 Human Resources Information System	\$0	\$0	\$157,412	\$352,032	\$444,877	26.37%
4 Recruitment & Staffing	\$497,047	\$641,180	\$628,290	\$756,652	\$568,927	(24.81%)
5 Training & Development	\$607,988	\$571,275	\$469,656	\$828,314	\$642,585	(22.42%)
Total Expenditures	\$2,384,907	\$2,728,464	\$2,841,410	\$3,086,840	\$3,124,252	1.21%

Expenditure by Classification

1 Personal Services	\$1,388,924	\$1,598,891	\$1,623,921	\$1,871,243	\$1,820,665	(2.70%)
2 Fringe Benefits	\$393,666	\$500,709	\$494,964	\$557,954	\$562,758	0.86%
3 Contractual Services	\$168,815	\$148,778	\$251,841	\$220,083	\$235,083	6.82%
4 Internal Services	\$318,874	\$365,391	\$400,247	\$398,155	\$559,513	40.53%
5 Purchase Goods & Supplies	\$100,642	\$96,704	\$59,985	\$100,731	\$80,731	(19.85%)
6 Leases & Rentals	\$13,985	\$17,991	\$10,451	\$12,962	\$12,962	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$74,287)	(\$147,459)	98.50%
Total Expenditures	\$2,384,907	\$2,728,464	\$2,841,410	\$3,086,840	\$3,124,252	1.21%

Funding Sources

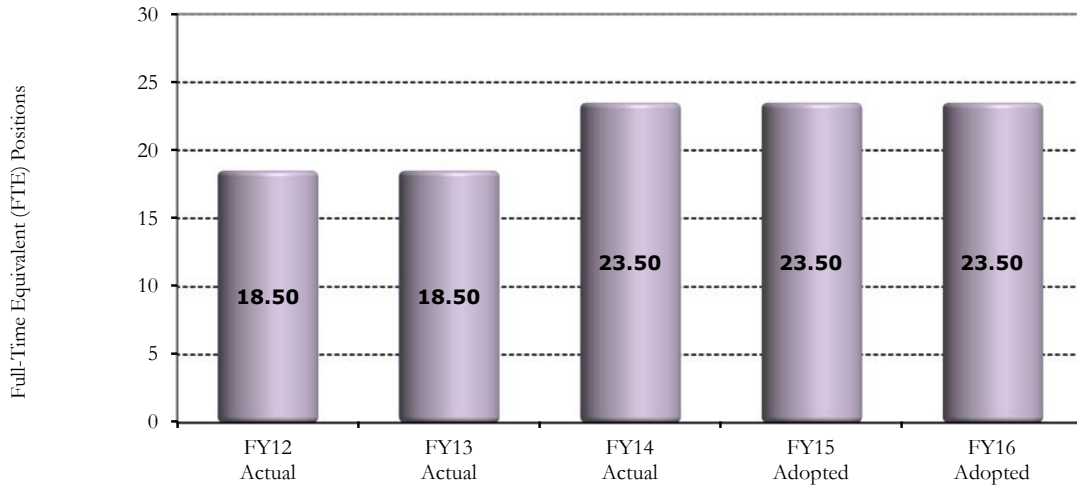
1 Transfers In	\$0	\$20,000	\$21,000	\$29,603	\$0	(100.00%)
Total Designated Funding Sources	\$0	\$20,000	\$21,000	\$29,603	\$0	(100.00%)
Net General Tax Support	\$2,384,907	\$2,708,464	\$2,820,410	\$3,057,237	\$3,124,252	2.19%
Net General Tax Support	100.00%	99.27%	99.26%	99.04%	100.00%	



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Classification & Compensation	4.35	4.30	4.00	4.20	3.20
2 Employee Benefits Administration	5.00	5.30	5.50	4.20	6.70
3 Human Resources Information System	0.00	0.00	3.00	3.70	4.20
4 Recruitment & Staffing	5.00	4.90	6.00	6.20	5.20
5 Training & Development	4.15	4.00	5.00	5.20	4.20
Full-Time Equivalent (FTE) Total	18.50	18.50	23.50	23.50	23.50

Future Outlook

Retirements and Changing Workforce - Within the next ten years, approximately 520 baby boomers employed by County government will be eligible for full-retirement benefits. Replacement planning for key leadership roles is crucial to ensure the transfer of skills. Four generations of employees will work together requiring workplace strategies that respect generational diversity as groups of employees move into, through and ultimately out of the workplace. For the foreseeable future, there will be a greater demand for skilled talent than supply. In a competitive job market it will be increasingly challenging to remain “an employer of choice” to attract the most skilled employees and retain the most capable.

Improving Economy Impact on Recruitment - An improving economy and low unemployment rates will impact the County’s ability to attract and retain quality employees going forward. The County is already seeing areas where salaries are inadequate to compete within the market. This includes areas such as: information technology, finance and some specialized human services jobs. The County will have to be vigilant in tracking the market to ensure we can continue to get the talent necessary to serve our citizens.



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

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 are critical. Education and communication are necessary to ensure the value of benefits is understood, they are utilized effectively, and total compensation remains an important strategy for attracting and retaining talent.

The Need and Impact of Technology - A new Human Resources Information System (HRIS)/Payroll system is needed to integrate with the planned enterprise resource planning (ERP) financial system. It will provide the means to leverage information and data about the workforce, provide employees with self-service portals and reduce the burden on administrative staff.

General Overview

- A. Shift Organizational Development Activities to Office of Management & Budget** - The budget shifts the organizational development activities currently associated with Human Resources, Training and Development program to the Office of Management and Budget. The shift includes one FTE and associated operating costs totaling \$40,000. The operating costs include \$25,000 for the employee organizational survey contract and \$15,000 for other support for organizational development activities. The Human Resources agency FTE count is reduced by one and there is no net impact on the general fund.
- 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 FY16 the Human Resources technology bill increased by \$39,513 to \$437,668.
- C. General Government Applications Support** - General Government Applications Support was previously funded from the TIP holding account. Beginning in FY16, \$29,603 will be provided by the general fund.
- D. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Human Resources is \$73,172.
- E. Compensation Increase** - Compensation adjustments totaling \$60,175 are made to support the following rate changes:
 - 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% 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

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Classifications within competitive range (+5/-5%) compared to the labor market	96%	72%	97%	95%	95%
Class specifications revised and reviewed	45%	61%	42%	60%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Employee Classification & Compensation Management	\$470	\$451	\$414	\$441	\$397
Classification studies and analyses of jurisdiction's position classifications	544	477	447	480	475
Classifications reviewed for internal compensation equity	—	109	155	200	175

Employee Benefits Administration

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Inquiries answered within 24 hours	95%	95%	98%	98%	98%
Employees satisfied with benefit program services	—	75%	80%	75%	80%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Benefits & Retirement Management	\$810	\$1,065	\$1,172	\$708	\$1,070
Employees enrolled in County healthcare	2,771	2,807	3,012	3,069	3,150
Employees provided benefits orientation and training	—	875	790	800	800
Individual retirement consultations/hours spent	—	100/380	312/505	100/380	350/540

Human Resources Information System

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Personnel actions processed electronically	—	95%	90%	80%	92%
Personnel Action Forms (PAFs) processed within pay period form is received	—	97%	96%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Human Resources Information System	—	—	\$157	\$352	\$445
Personnel documents scanned into the Electronic Data Management System (EDMS)	—	53,370	81,512	54,000	60,000
Monthly average of retroactive payroll payments processed	—	88	13	27	25

A. Budget Initiatives

1. Shift One Position from Parks & Recreation

Expenditure	\$65,458
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

- a. **Description** - This initiative shifts one full-time equivalent (FTE) Human Resources Analyst II position from Parks & Recreation to Human Resources. The transfer is due to the transition of the Park Authority to the Parks & Recreation Department. The FTE will support the Human Resource Information System program.



- b. **Service Level Impacts** - The addition of this position will enhance management of human resources data, which is vital to ensuring accurate payroll and benefits processing. In addition, the position will provide enhanced centralized report administration and data analysis necessary to support human resources within the organization. The position will ensure that existing service levels will be maintained.

Recruitment & Staffing

Manage County-wide Recruitment and Retention by providing timely recruitment and selection services that meet the needs of Departments to attract and retain highly qualified employees committed to serving the community. Optimize Community support of County Agencies by recruiting and recognizing volunteers.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Hires occurring within 90 days from advertisement to acceptance	—	—	94%	90%	90%
County turnover rate without retirement	6%	6%	5%	6%	6%
County turnover rate with retirement	7%	8%	7%	8%	8%
Hiring manager satisfaction with recruitment services	—	—	97%	95%	95%
Agencies/departments receiving applications within 10 business days of advertisement closing	75%	90%	94%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Recruitment & Staffing	\$497	\$641	\$628	\$757	\$569
Positions advertised and filled	510	541	578	525	580
Applications received and processed per year	37,200	47,974	55,678	50,000	60,000



Training & Development

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

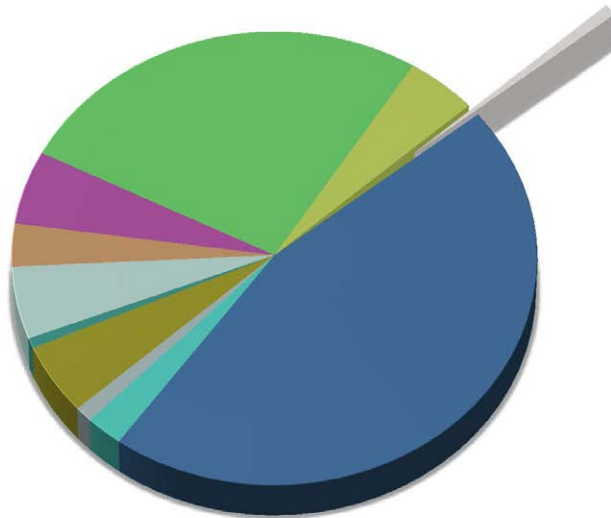
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Employee satisfaction effectiveness of training (on a 5 point scale)	4.3	4.1	4.4	4.3	4.4
eLearning licenses used	—	—	68%	70%	72%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Training, Development & Presentation	\$608	\$571	\$470	\$828	\$643
Instructor-led sessions offered and scheduled by T&D staff	—	154	151	250	300
Individuals attending Instructor-led training	—	1,069	893	1,200	1,440
eLearning training completions	—	6,115	6,023	9,500	11,400



Mission Statement

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



Expenditure Budget:
\$588,770

0.8% of General Government

Program:

- Commission: \$588,770

General Government Expenditure Budget
\$70,297,997

Mandates

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

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

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

Human Rights



Expenditure and Revenue Summary



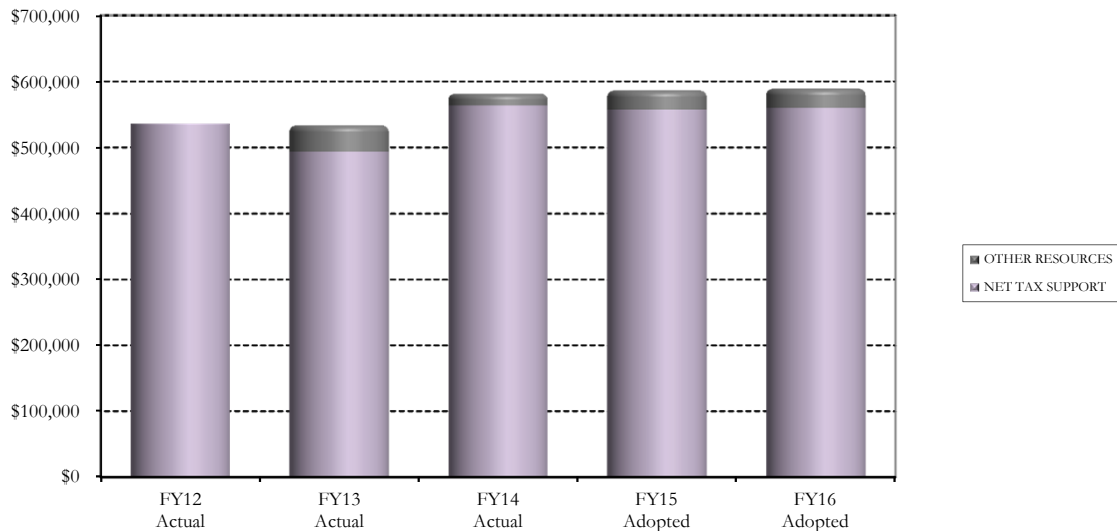
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
1 Commission	\$536,047	\$533,283	\$581,167	\$586,120	\$588,770	0.45%
Total Expenditures	\$536,047	\$533,283	\$581,167	\$586,120	\$588,770	0.45%

Expenditure by Classification

1 Personal Services	\$385,906	\$365,893	\$406,887	\$412,987	\$428,908	3.86%
2 Fringe Benefits	\$113,565	\$123,407	\$129,853	\$130,003	\$131,266	0.97%
3 Contractual Services	\$1,333	\$2,744	\$0	\$3,652	\$3,652	0.00%
4 Internal Services	\$20,123	\$26,231	\$25,535	\$19,485	\$19,710	1.15%
5 Purchase Good & Supplies	\$12,694	\$13,113	\$15,671	\$15,894	\$15,894	0.00%
6 Leases & Rentals	\$2,427	\$1,896	\$3,221	\$4,099	\$4,099	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$14,759)	—
Total Expenditures	\$536,047	\$533,283	\$581,167	\$586,120	\$588,770	0.45%

Funding Sources

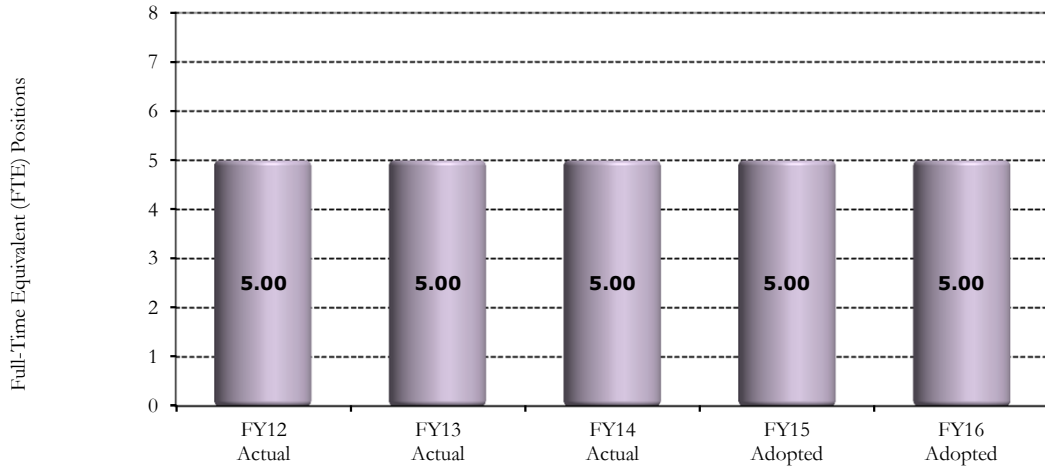
1 Federal Revenue	\$0	\$39,600	\$17,650	\$28,580	\$28,580	0.00%
Total Designated Funding Sources	\$0	\$39,600	\$17,650	\$28,580	\$28,580	0.00%
Net General Tax Support	\$536,047	\$493,683	\$563,517	\$557,540	\$560,190	0.48%
Net General Tax Support	100.00%	92.57%	96.96%	95.12%	95.15%	



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Commission	5.00	5.00	5.00	5.00	5.00
Full-Time Equivalent (FTE) Total	5.00	5.00	5.00	5.00	5.00

Future Outlook

Department of Professional and Occupational Regulation (DPOR) Certification - Renew Fair Housing School certification with DPOR. The Human Rights Office conducts training throughout the year with the real estate community and is certified by the state DPOR agency. This is a four-year renewal.

Revise Local Human Rights Ordinances - Revisions to local human rights ordinance to add elderliness to the Fair Housing statute. Elderliness was added by the state a few years ago. In addition, the Equal Employment Opportunity Commission (EEOC) has added genetic information as a basis to Title VII (Employment Discrimination). These are housekeeping revisions to keep the local ordinance current with State and Federal guidelines.

Outreach Initiatives - Community training and outreach initiative to receive additional EEOC contract funding. The office will conduct at least one outreach event with the Northern Virginia human rights agencies and the EEOC during the 2015 Federal fiscal year.



Voting Rights Act 50th Anniversary - Coordinate local events for the 50th anniversary of the Voting Rights Act commemoration with the Human Rights Commission and Electoral Board. Various events are planned throughout 2015 by the National Association for the Advancement of Colored People (NAACP), League of Women Voters, fraternities and sororities to commemorate the occasion and a calendar of events will be compiled and published for the community.

Transportation - Assess additional fleet support for agency travel to mediations and other meetings.

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 FY16 Human Rights' technology bill increased by \$225 to \$19,710.
- B. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for the Human Rights Office is \$14,759.
- C. Compensation Increase** - Compensation adjustments totaling \$13,297 are made to support the following rate changes:
- 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% 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

Commission

Enforce the Human Rights Ordinance through investigating complaints, providing outreach and education to the public on civil rights laws, staffing the Human Rights Commission, and responding to public information requests in a timely manner.

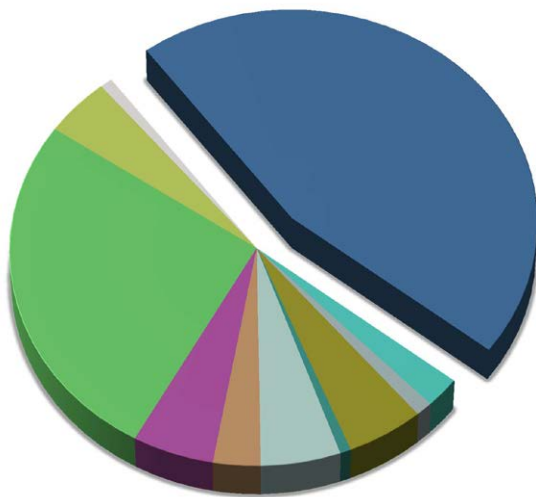
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Favorable customer survey responses	70%	72%	73%	70%	72%
Enforcement compliance rate	100%	100%	100%	100%	100%
Cases resolved through mediation and conciliation processes	16%	19%	21%	20%	20%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Charge Management	\$378	\$375	\$412	\$417	\$419
Inquiries processed	598	582	579	575	575
Cases worked	138	141	135	130	130
Outreach/Education	\$27	\$27	\$30	\$31	\$31
Customers seeking services as a result of outreach efforts	1,580	1,567	1,574	1,550	1,574
Persons attending training or benefiting from civil rights enforcement	652	701	659	600	650
Public Information	\$16	\$16	\$17	\$18	\$18
Requests for public information	75	76	75	75	75
Staff Support to the Human Rights Commission	\$115	\$115	\$123	\$119	\$120
Staff time supporting the Human Rights Commissioners	20%	20%	20%	20%	20%



Mission Statement

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



General Government Expenditure Budget
\$70,297,997

Expenditure Budget:
\$32,124,045

45.7% of General Government

Programs:

- Leadership, Management & Security (formerly Chief Information Officer): \$1,578,523
- Communications & Infrastructure: \$7,675,751
- GIS (formerly Customer Service & Solutions): \$2,023,368
- Business Applications Support: \$11,547,418
- Customer Service & Business Group: \$5,678,564
- Technology Improvement Plan (capital): \$3,620,421

Mandates

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

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

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

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

Information Technology



Expenditure and Revenue Summary



Expenditure by Program	FY12	FY13	FY14	FY15	FY16	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopt15/ Adopted16
1 Leadership, Management & Security (formerly Chief Information Officer)	\$1,246,902	\$1,247,430	\$2,024,967	\$2,166,852	\$1,578,523	(27.15%)
2 Communications & Infrastructure	\$6,583,792	\$8,658,723	\$7,318,396	\$7,483,530	\$7,675,751	2.57%
3 GIS (formerly Customer Service & Solutions)	\$6,391,043	\$6,165,509	\$7,644,597	\$1,830,803	\$2,023,368	10.52%
4 Business Applications Support	\$3,316,761	\$8,269,554	\$5,907,137	\$9,560,373	\$11,547,418	20.78%
5 Customer Service & Business Group	\$0	\$0	\$0	\$5,009,086	\$5,678,564	—
6 Technology Improvement Plan (capital)	\$12,866,812	\$3,505,483	\$4,203,179	\$4,931,410	\$3,620,421	(26.58%)
Total Expenditures	\$30,405,310	\$27,846,699	\$27,098,276	\$30,982,054	\$32,124,045	3.69%

Expenditure by Classification

1 Personal Services	\$5,767,338	\$5,959,123	\$6,907,961	\$7,303,567	\$7,656,798	4.84%
2 Fringe Benefits	\$1,649,185	\$1,855,384	\$2,053,749	\$2,331,240	\$2,407,844	3.29%
3 Contractual Services	\$8,032,914	\$7,379,357	\$8,871,819	\$11,503,693	\$13,793,552	19.91%
4 Internal Services	\$90,415	\$89,205	\$81,891	\$23,702	\$23,702	0.00%
5 Purchase Goods & Supplies	\$2,190,995	\$3,399,014	\$4,236,006	\$3,786,061	\$4,166,484	10.05%
6 Debt Maintenance	\$51,176	\$51,167	\$25,588	\$0	\$0	—
7 Depreciation	\$1,545,174	\$3,368,243	\$1,892,083	\$0	\$0	—
8 Capital Outlay	(\$895,322)	(\$717,382)	\$10,812	\$3,208,382	\$4,718,803	47.08%
9 Leases & Rentals	\$4,159	\$3,425	\$13,094	\$4,000	\$10,000	150.00%
10 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$653,138)	—
11 Transfers Out	\$11,969,276	\$6,459,163	\$3,005,273	\$2,821,409	\$0	(100.00%)
Total Expenditures	\$30,405,310	\$27,846,699	\$27,098,276	\$30,982,054	\$32,124,045	(100.00%)

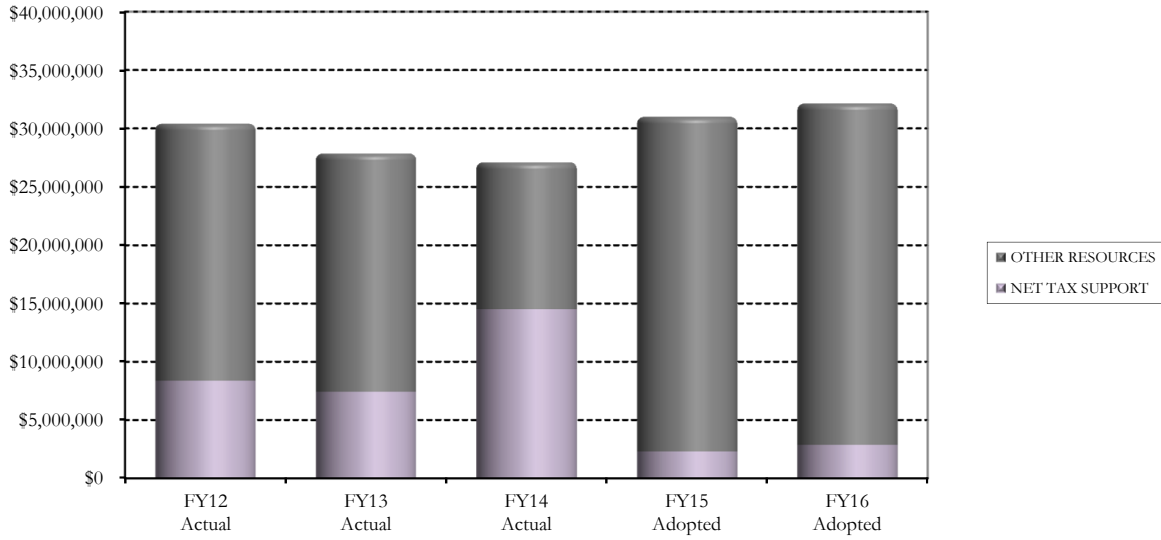
Funding Sources

1 Revenue From Use of Money & Property	\$904,430	(\$141,186)	\$710,721	\$43,826	\$183,826	319.45%
2 Charges for Services	\$14,959,473	\$18,420,535	\$22,907,542	\$25,870,548	\$28,108,527	8.65%
3 Miscellaneous Revenue	\$704	\$916	\$3,170	\$0	\$0	—
4 Revenue From Commonwealth	\$4,922	(\$4,922)	\$0	\$0	\$0	—
5 Non-Revenue Receipts	\$347,754	\$2,174,760	\$2,902	\$0	\$0	—
6 Transfers In	\$22,136,271	\$136,271	\$136,271	\$136,271	\$961,271	605.41%
7 Use of Fund Balance	\$11,922,695	\$2,107,283	\$1,730,625	\$2,647,337	\$0	(100.00%)
Total Designated Funding Sources	\$50,276,249	\$22,693,657	\$25,491,231	\$28,697,982	\$29,253,624	1.94%
Net General Tax Support	\$8,383,676	\$7,404,776	\$14,493,994	\$2,284,072	\$2,870,421	25.67%
Net General Tax Support	27.57%	26.59%	53.49%	7.37%	8.94%	

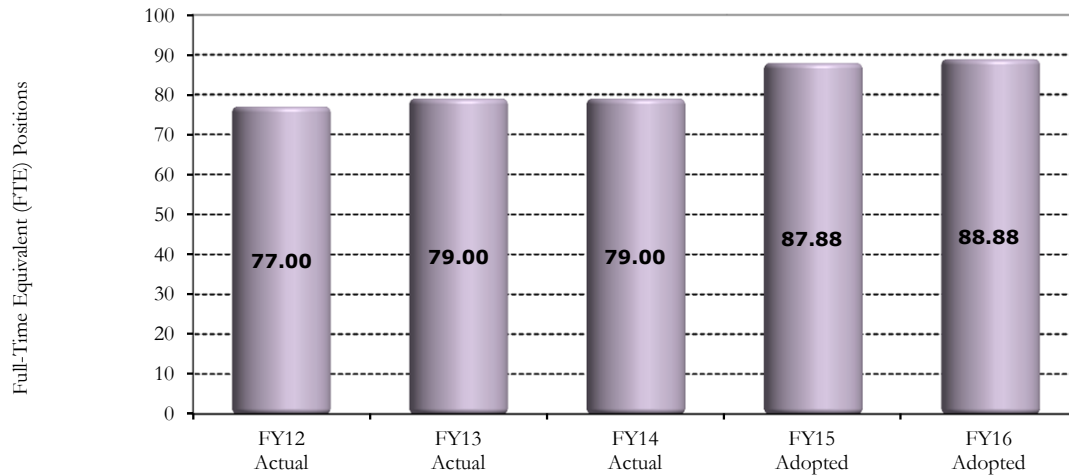
Information Technology



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Leadership, Management & Security (formerly Chief Information Officer)	9.04	10.04	9.04	5.39	5.89
2 Communications & Infrastructure	25.00	26.00	27.00	26.00	25.50
3 GIS (formerly Customer Service & Solutions)	24.00	24.00	24.00	17.00	18.00
4 Business Applications Support	18.96	18.96	18.96	33.84	34.84
5 Customer Service & Business Group	0.00	0.00	0.00	5.65	4.65
Full-Time Equivalent (FTE) Total	77.00	79.00	79.00	87.88	88.88



Future Outlook

Improvements on County Technology - The Department of Information Technology (DoIT) continues working to improve County technology through the Technology Improvement Plan (TIP) based upon total cost of ownership and return on investment analyses. DoIT, partnering with staff from County agencies, is replacing numerous major County systems over the next three to five years, including the County's financial systems, the land use system and public safety systems. DoIT staff is also running pilot programs to determine the best ways to utilize advances in technology, such as tablets, cloud solutions and mobile applications.

TIP - By FY18, the entire \$5.5 million in year-end savings dedicated to the TIP will be consumed by maintenance on new systems currently under development, leaving no funding for replacement of critical applications and systems approaching obsolescence. A new funding source must be identified to be able to replace critical systems which are approaching end of life. These include the Human Resource Information/Payroll System and the Sheriff Department's Physical Security System, both of which are major systems in need of replacement in the near future. Neither of these systems is fully funded in the TIP.

Industry Unpredictability - Expanded cyber-security threats, limited notification of end-of-support systems and changing mandates lead to unpredictability in the information technology industry. With budgetary cycles requiring identification of fiscal needs a year in advance of deployment and the rate of industry advancement, DoIT finds itself frequently adjusting fiscal needs and priorities to keep up with the industry. At times, the lack of flexibility in the County's fiscal model intensifies this problem.

Mobility, Digitalization and Transparency of PWC Information Systems - As the commercial industry expands mobile access to data, the expectation for mobility within the County enterprise expands. Additionally, County agencies have recognized the benefits of digitizing data, which can lead to better access, more productivity and expanded efficiencies. DoIT's challenge is to balance these accessibility options against the need to protect County data from expanding cyber-security threats and other forms of data loss.

Human Capital Management - Staffing continues to be a concern in all divisions of DoIT. Growing systems functionalities demand technical support that exceeds current staffing levels. Funding constraints, combined with the highly competitive industry and region, make it difficult for DoIT to attract and retain qualified personnel. Position classification studies resulted in some adjustments, but the benefit is realized by personnel hired into the newly classified positions, resulting in disparities for existing staff in the same classification. Succession planning is a challenge due to few key senior IT staff with critical institutional knowledge and lack of depth in staffing.

General Overview

- A. TIP** - The FY16 budget includes the following reductions for TIP projects funded in FY15: Voice Logging, -\$750,000; Social Services Electronic Data Management System, -\$400,000; Disaster Recovery/Business Continuity, -\$560,000; and Central Rings, -\$400,000. As with all capital projects, unspent TIP project funds at the end of FY15 will automatically carryover into FY16. The following new funding is included in the TIP for FY16: Land Use Information System Phase 3, \$200,000; E911 Replacement, \$1,970,226; Jail Management System Replacement, \$550,000; Disaster Recovery/Business Continuity, \$555,195; INET, \$175,000; and GIS Upgrade, \$170,000. FY16 project funding comes from the E911 fund balance, \$1,970,226, general fund, \$725,195, Adult Detention Center, \$550,000; special revenue fund, \$200,000, and the cable franchise fee, \$175,000.
- B. TIP Holding Account** - The FY16 budget includes a one-time reduction of \$2,821,409 corresponding to the elimination of the TIP holding account as a funding source for ongoing system maintenance. This maintenance will now be funded by the general fund.
- C. Off-Cycle Seat Purchases** - The FY16 budget includes an increase of \$127,944 to cover seat and hardware costs related to computers purchased off-cycle in FY14.



- D. One-Time Reductions** - The FY16 budget includes a reduction of \$119,620 for the one-time equipment purchases related to the Criminal Justice Information System, the two FTEs in Public Safety Application Support and the two FTE in General Government Support, all funded in FY15.
- E. Human Services Applications** - The FY16 budget includes a reduction of \$40,225, reflecting the shift of Harmony maintenance to the Department of Social Services, allowing for State reimbursement of the expense.
- F. Revenue Shift** - The FY16 budget includes a revenue shift of \$19,530 from Billings to County Agencies to Billings to Outside Agencies.
- G. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria use to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for DoIT is \$653,138.
- H. Financial Management/ERP Project Support (One Full Time Equivalent [FTE])** - The FY16 budget includes \$104,073 to support the Financial Management/ERP project. The required support includes a network pipeline in Network Communications Data and a Technical Services Analyst I split between Network Communications Data and Cyber Security/Policy Group.
- I. Compensation Increase** - Compensation adjustments totaling \$266,336 are made to support the following rate changes:
- 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% 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

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Customer satisfaction level for all DoIT services	94%	NR	93%	96%	96%
Technology Improvement Plan (TIP) projects completed on time, within budget and to customer satisfaction	—	67%	24%	65%	65%
Security breaches	—	—	0	0	0
Disaster recovery exercises meeting system restoration time objectives	—	—	80%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Executive Management (formerly Administration)	\$539	\$554	\$737	\$454	\$131
Cyber Security & IT Policy Group	\$246	\$306	\$727	\$1,573	\$1,302
Disaster Recovery Group	—	—	—	\$140	\$146



Communications & Infrastructure Division

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Communications and infrastructure network availability	—	—	100%	100%	100%
Customer satisfaction level with CID services	97%	96%	98%	95%	95%
Capital equipment replaced in accordance with capital replacement plan	—	—	100%	—	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Radio Communications	\$1,292	\$1,173	\$1,407	\$1,639	\$1,781
Work requests completed	—	—	1,133	1,000	1,000
Public Safety radio repairs completed within 8 business hours	87%	99%	94%	75%	95%
Network Communications	\$3,076	\$3,363	\$3,986	\$3,883	\$4,010
Work requests completed	—	—	2,125	850	1,250
Voice and data service calls completed within 8 business hours	95%	93%	91%	94%	94%
Technology Hosting Centers	\$1,242	\$1,396	\$1,294	\$1,033	\$957
Work requests completed	—	—	1,861	275	1,500
Capital Replacement Plan	\$668	\$2,467	\$631	\$928	\$928
Capital asset replacements	—	—	96	18	113

A. Budget Initiatives

1. Increased Revenue and Expenditure Related to Cell Towers

Expenditure	\$140,000
Revenue	\$140,000
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - This initiative increases the revenues related to cell towers by \$140,000 to reflect actual revenues received. Expenditures are increased to cover the lease payments to the state (\$25,000) and the cost of replacing and maintaining the bi-directional amplifiers (BDAs) that enhance radio coverage in buildings with multiple or thick reinforced concrete walls. Cell tower revenue is restricted to lease payments and BDA-related expenditures.

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



Geographic Information Systems (GIS)

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Customer satisfaction level for GIS services	—	—	98%	94%	94%
Property address projects completed on time	100%	71%	90%	98%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
GIS Data Services	\$1,147	\$1,015	\$1,064	\$1,113	\$1,252
Parcel data projects completed	—	—	299	265	265
Parcel data projects updated in the GIS and permitting databases within 15 days	60%	71%	75%	75%	95%
Property address projects completed	—	—	369	350	350
GIS Technical Solutions	\$608	\$686	\$473	\$718	\$771
County Mapper hits	—	—	170,749	144,000	170,000
Digital data orders	—	—	128	120	120

A. Budget Initiatives

1. Add One GIS Analyst II (One FTE)

Expenditure	\$75,000
Revenue	\$75,000
General Fund Impact	\$0
FTE Positions	1.00

a. **Description** - This initiative adds one GIS Analyst II to support the increased workload and service delivery expectations associated with the implementation of the EnerGov (land use application) system. The position is fully funded with revenue from the Special Revenue Fund.

b. **Service Level Impacts** - The service level impacts are shown below:

- **Property address projects completed on time**

FY16 w/o Increase	75%
FY16 w/ Increase	95%

- **Parcel data projects updated in the GIS and permitting databases within 15 days**

FY16 w/o Increase	75%
FY16 w/ Increase	85%



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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
BASD projects completed on time, within budget and to customer satisfaction	—	—	100%	75%	75%
Customer satisfaction with BASD services	—	—	98%	92%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Public Safety Applications Support	\$776	\$869	\$1,655	\$3,934	\$4,865
Work requests completed	—	—	5	12	12
System improvements	—	—	—	—	150
Community Development Applications Support	\$1,170	\$1,216	\$1,630	\$1,722	\$1,809
Work requests completed	—	—	246	504	250
General Government Applications Support	\$1,510	\$5,926	\$1,920	\$2,206	\$3,051
Work requests completed	—	—	1,169	1,680	1,250
Human Services Applications Support	\$201	\$257	\$703	\$434	\$405
Work requests completed	—	—	167	132	150
Web Solutions and Services	\$1,249	\$955	\$1,149	\$1,265	\$1,418
Work requests completed	—	—	521	12	250

A. Budget Reductions

1. Reduce Parks Support

Expenditure	(\$14,144)
Revenue	(\$14,144)
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - This initiative adjusts the revenue and expenditure in the Community Development activity, specifically in Parks Support, to reflect the support needed and provided. Parks Support was originally set up as part of the Park Authority transition to the Parks and Recreation Department, and the tracking of activity in FY15 has allowed a “right-sizing” of revenues and expenditures.

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



B. Budget Initiatives

1. Increased Cost of Maintenance for TIP Systems

Expenditure	\$1,913,654
Revenue	\$1,913,654
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - As systems are replaced or upgraded through the County's TIP, the cost of ongoing system maintenance is included in the BASD budget. Increases by application group are as follows: Community Development - \$32,333; General Government - \$812,299; Human Services - \$40,000; and Public Safety - \$1,029,022. The revenue is captured through agency billings and can be found in the various host agencies - Development Services, Finance, Human Resources, Community Services, Police, and Fire and Rescue.
- b. **Service Level Impacts** - Existing service levels are maintained.

Customer Service & Business Group Division

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Transactions processed on time	—	—	NA	90%	90%
Customer satisfaction level with seat management services	—	—	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
IT Business Group	\$182	\$180	\$216	\$306	\$316
Procurements and reimbursements processed	—	—	844	750	800
Payments processed	—	—	2,032	1,750	2,000
Human Resource transactions processed	—	—	2,119	2,000	2,000
DoIT ISF inventory maintenance tickets	—	—	1,105	500	1,000
Physical inventory of department assets	—	—	1	1	1
Customer and Technology Advocate	\$3,443	\$3,510	\$4,959	\$4,437	\$5,278
Work tickets processed	—	—	21,668	20,000	20,000
Project Management/Independent Validation and Verification Group	\$189	\$207	\$344	\$266	\$85
Projects upon which independent validation and verification is performed	—	—	12%	19%	8%



A. Budget Reductions

1. Reduction of One FTE - Systems Development Manager

Expenditure	(\$160,871)
Revenue	(\$160,871)
General Fund Impact	\$0
FTE Positions	(1.00)

- a. **Description** - This initiative eliminates a Systems Development Manager in the Project Management/ Independent Validation and Verification (IV&V) Group. Internal IV&V will no longer be performed; contracted IV&V will continue.
- b. **Service Level Impacts** - The service level impact is shown below:
 - **Projects upon which IV&V is performed**

<i>FY16 w/o Reduction</i>		19%
<i>FY16 w/ Reduction</i>		8%

B. Budget Initiatives

1. Increased Cost of Seat Management and Hardware Replacement

Expenditure	\$704,297
Revenue	\$704,297
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative increases the revenue and expenditure related to new seats added to the County's inventory through FY16 agency staff additions or programmatic increases. The revenue is captured through agency billings and can be found in the 4000 series in the individual agencies.
- b. **Service Level Impacts** - Existing service levels are maintained.

2. Increased Cost of Microsoft Enterprise Agreement

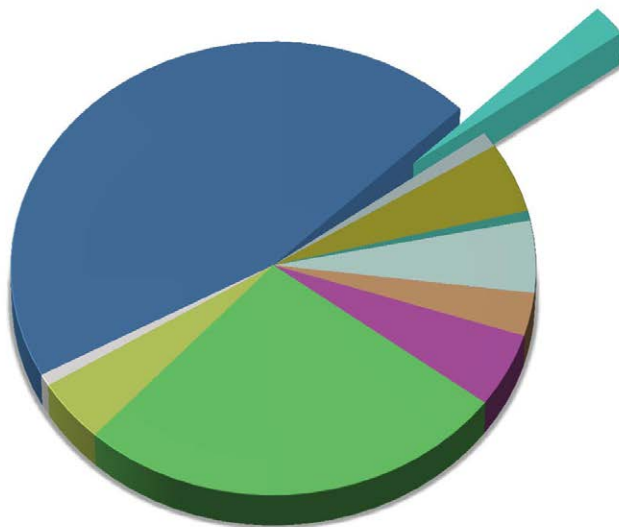
Expenditure	\$400,000
Revenue	\$400,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The County upgraded the enterprise agreement that covers Windows, Office, server and related licenses from Core CAL to ECAL in order to maximize management tools, enhance productivity and more easily transition to future applications. The cost increase also includes the additional database licenses necessitated by new applications. The revenue is captured through agency billings, and can be found in the 4000 series in Non-Departmental.
- b. **Service Level Impacts** - Existing service levels are maintained.



Mission Statement

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



Expenditure Budget:
\$1,602,312

2.3% of General Government

Program:

- Management & Budget: \$1,602,312

General Government Expenditure Budget

\$70,297,997

Mandates

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

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

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

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

Management & Budget



Expenditure and Revenue Summary



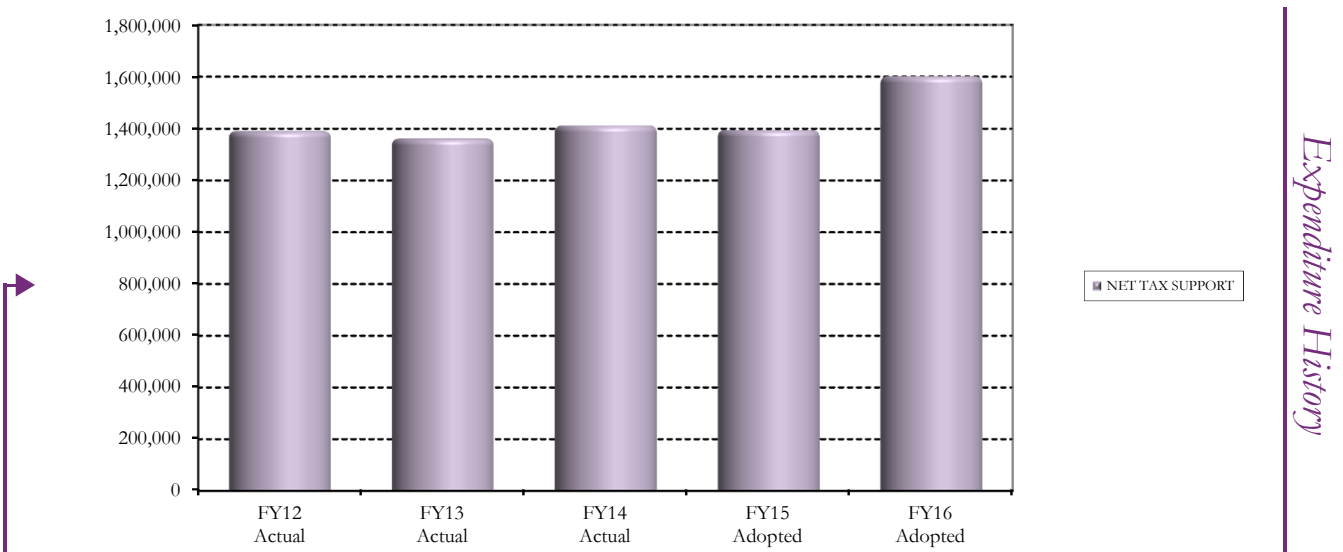
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
1 Management & Budget	\$1,390,756	\$1,361,733	\$1,412,853	\$1,395,329	\$1,602,312	14.83%
Total Expenditures	\$1,390,756	\$1,361,733	\$1,412,853	\$1,395,329	\$1,602,312	14.83%

Expenditure by Classification

1 Personal Services	\$1,028,441	\$919,509	\$992,840	\$943,036	\$1,136,248	20.49%
2 Fringe Benefits	\$285,371	\$302,071	\$318,838	\$308,819	\$347,409	12.50%
3 Contractual Services	\$10,876	\$56,500	\$27,062	\$35,200	\$34,200	(2.84%)
4 Internal Services	\$32,110	\$46,191	\$41,273	\$38,069	\$40,105	5.35%
5 Purchase Goods & Supplies	\$30,454	\$33,959	\$29,453	\$64,827	\$79,827	23.14%
6 Leases & Rentals	\$3,504	\$3,503	\$3,387	\$5,378	\$5,378	0.00%
7 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$40,855)	—
Total Expenditures	\$1,390,756	\$1,361,733	\$1,412,853	\$1,395,329	\$1,602,312	14.83%

Funding Sources

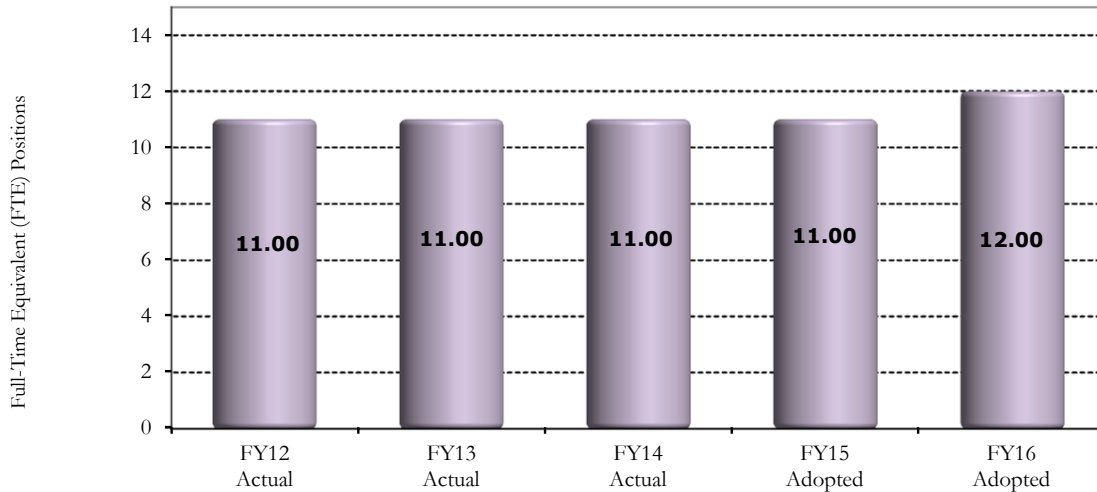
1 Miscellaneous Revenue	\$41	\$0	\$0	\$0	\$0	—
Total Designated Funding Sources	\$41	\$0	\$0	\$0	\$0	—
Net General Tax Support	\$1,390,715	\$1,361,733	\$1,412,853	\$1,395,329	\$1,602,312	14.83%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Management & Budget	11.00	11.00	11.00	11.00	12.00
Full-Time Equivalent (FTE) Total	11.00	11.00	11.00	11.00	12.00

Future Outlook

Revisit Budget Practices - Over the years the County has used a variety of budgetary controls (zero-based budgeting and debt restructuring) to reduce the overall budget by over \$30 million and reduce the tax burden on our citizens and businesses. These controls have allowed the County to “right-size” agency budgets to the degree that the Office of Management and Budget (OMB) can no longer rely on year-end savings (turnback) as a revenue source for upcoming budgets. New rating criteria developed by Standard & Poor’s, Moody’s and Fitch will require the County to amend long-standing financial management practices to retain the AAA ratings needed to issue debt at the lowest possible cost to the taxpayer.

Public Transparency - Community demands for budget information continue to grow, and OMB continues to add information to the budget website. Improvements to the annual “budget question” site, such as filters that allow individuals to read all previous questions and answers related to their topic of interest, along with the new budget information, have resulted in fewer repeat questions and fewer questions overall. OMB needs to continually update the website content to anticipate and address community concerns and questions. The planned replacement of the financial management software in 2017 provides another opportunity to increase public engagement in the budget process.



General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16 OMB's technology bill increased by \$2,036 to \$39,892.
- B. Organizational Development** - The FY16 budget shifts the organizational development activities associated with the Human Resources, Training and Development program to OMB. The shift includes one full time equivalent (FTE) and associated operating costs totaling \$40,000. The operating costs include \$25,000 for the organizational survey contract and \$15,000 for other support for organizational development activities. Since this is a shift of resources, there is no net impact on the general fund.
- C. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for OMB is \$40,855.
- D. Compensation Increase** - Compensation adjustments totaling \$35,304 are made to support the following rate changes:
- 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% 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

Management and Budget

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Criteria rated proficient or outstanding in GFOA Distinguished Budget Presentation Awards Program	97%	100%	94%	—	100%
County services and facilities are a fair value for the tax dollar (community survey)	85%	85%	86%	85%	86%
Countywide variance in actual and projected expenditures	5%	5%	6%	4%	4%
Employees who feel proud to work for PWC (organizational survey)	85%	—	85%	—	85%
Website visits from external users	—	50%	87%	—	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Budget Development and Implementation	\$1,179	\$1,130	\$1,151	\$1,170	\$1,207
Board agenda items reviewed within two business days	81%	92%	87%	92%	90%
Total number of budget website visits	—	40,375	65,808	—	75,000
Capital Improvement Program (CIP) Development	\$210	\$108	\$119	\$118	\$124
Number of CIP projects	77	73	53	63	64
Organizational Development	\$0	\$50	\$70	\$27	\$189
Projects completed	1	1	1	1	30
Strategic Planning	\$2	\$74	\$74	\$80	\$82
Strategic measures trending positively towards the 4 year community target	72%	77%	74%	100%	95%



A. Budget Reductions

1. Eliminate the Organizational Survey

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

a. **Description** - This initiative eliminates the biennial organizational survey of County employees; the funding for the biennial community survey is retained. The general fund impact is -\$130,000, FY16 through FY20.

b. **Service Level Impacts** - The service level impact is shown below:

▪ **Projects completed**

<i>FY16 w/o Reduction</i>	1
<i>FY16 w/ Reduction</i>	0