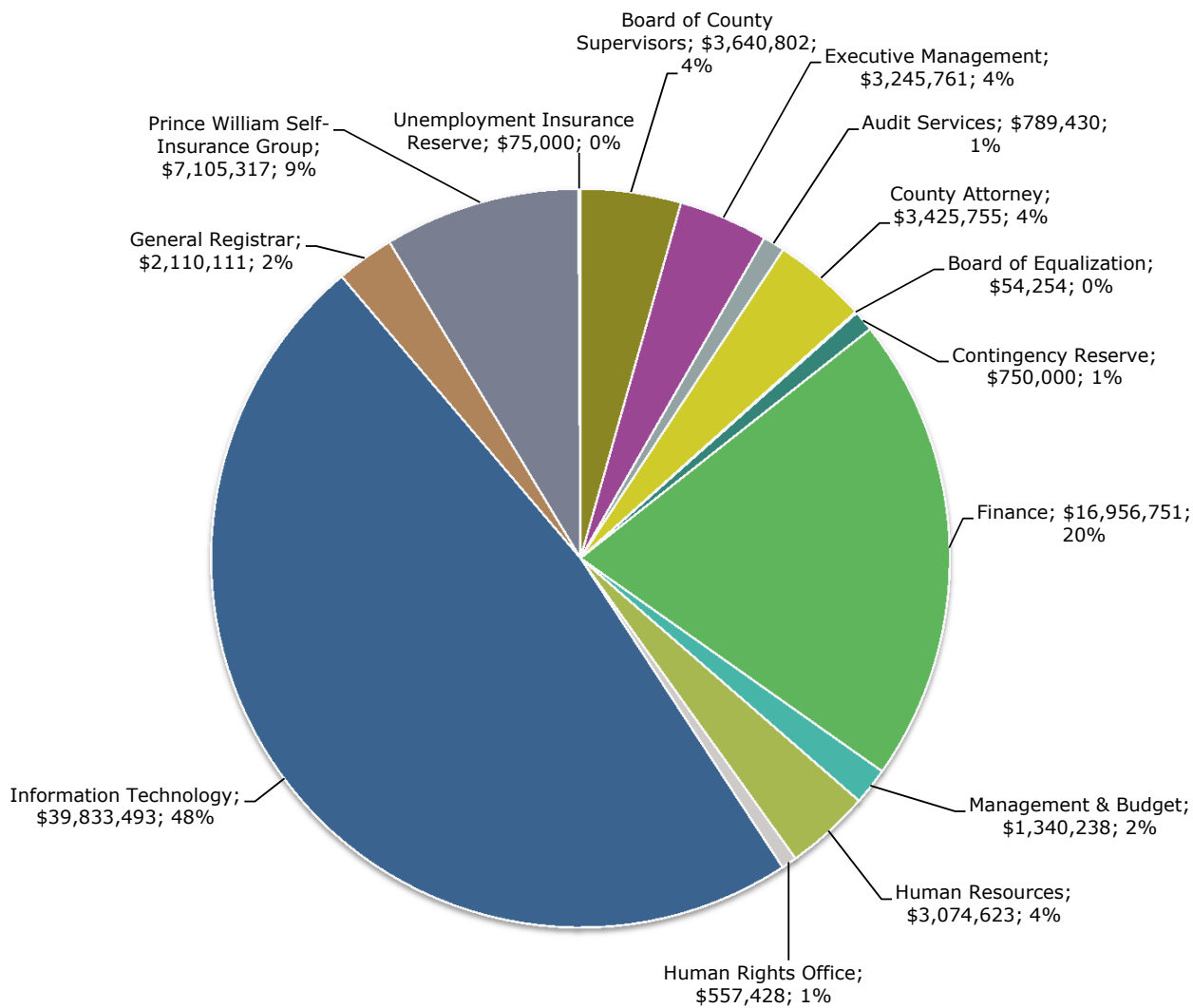




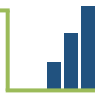
# General Government



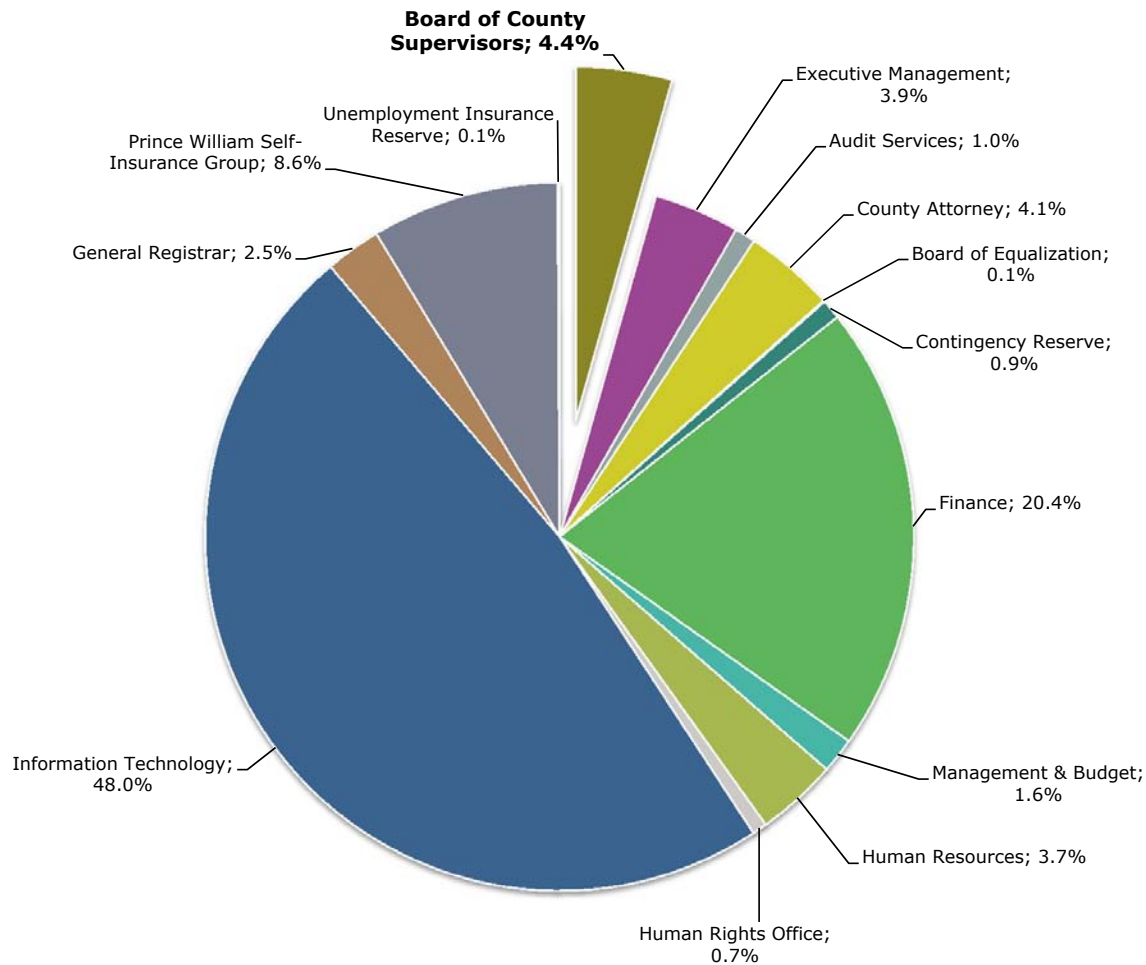
**Expenditure Budget: \$82,958,964**

## DEPARTMENTS AND AGENCIES

- Board of County Supervisors
- Finance
- Prince William Self-Insurance Group
- Audit Services
- General Registrar
- Unemployment Insurance Reserve
- Board of Equalization
- Human Resources
- Board of Equalization
- Human Rights
- Contingency Reserve
- Information Technology
- County Attorney
- Management & Budget
- Executive Management



# Board of County Supervisors



## MISSION STATEMENT

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



EXPENDITURE AND REVENUE SUMMARY



A. Expenditure by Program	FY 12	FY 12	FY 13	FY 14	% Change
	Approp	Actual	Adopted	Adopted	Adopt 13/ Adopt 14
1 Administration	\$959,205	\$769,692	\$609,294	\$617,930	1.42%
2 Brentsville District	\$384,765	\$238,017	\$407,999	\$409,932	0.47%
3 Coles District	\$396,547	\$323,114	\$358,673	\$352,218	-1.80%
4 Potomac District	\$374,532	\$369,471	\$359,302	\$411,681	14.58%
5 Gainesville District	\$346,072	\$339,323	\$359,669	\$350,433	-2.57%
6 Neabsco District	\$353,011	\$344,517	\$373,177	\$365,272	-2.12%
7 Occoquan District	\$298,274	\$273,212	\$374,633	\$384,691	2.68%
8 Woodbridge District	\$361,175	\$356,113	\$378,027	\$362,332	-4.15%
9 Board-Chair	\$332,994	\$326,246	\$361,798	\$386,313	6.78%
<b>Total Expenditures</b>	<b>\$3,806,575</b>	<b>\$3,339,705</b>	<b>\$3,582,572</b>	<b>\$3,640,802</b>	<b>1.63%</b>
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>—</b>
<b>Net General Tax Support</b>	<b>\$3,806,575</b>	<b>\$3,339,705</b>	<b>\$3,582,572</b>	<b>\$3,640,802</b>	<b>1.63%</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

FTE BY PROGRAM

	FY 12 Adopted	FY 13 Adopted	FY 14 Adopted
1 Administration	1.00	1.00	1.00
2 Brentsville District*	2.00	3.00	3.00
3 Coles District*	3.00	3.00	3.00
4 Potomac District*	2.00	3.00	3.00
5 Gainesville District*	2.00	3.00	3.00
6 Neabsco District*	3.00	3.00	3.00
7 Occoquan District*	2.00	3.00	3.00
8 Woodbridge District*	3.00	3.00	3.00
9 Board-Chair*	3.00	3.00	3.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>21.00</b>	<b>25.00</b>	<b>25.00</b>

\*Seven members of the Board of County Supervisors are elected from magisterial districts with the Board Chair elected at-large. Supervisors are not included in FTE totals.



BOARD OF COUNTY SUPERVISORS

**Description**

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

**Strategic Plan Vision and Outcomes**

The 2013-2016 Strategic Plan includes the following vision and goal statements:

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



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

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

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

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

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



**BUDGET ADJUSTMENTS**

**A. Budget Reductions**

**1. Decrease Magisterial District Funds**

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

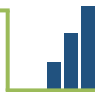
- a. Description** - On June 5, 2012, [BOCS Resolution 12-574](#) was adopted, amending the FY 2013 Budget to reduce each Magisterial District budget by \$20,000. This action was taken to ensure that the Magisterial District budgets contain the same level of budget funding as the Chairman’s Office.
- b. Service Level Impacts** - Donations to non-profit organizations will only be made through the County’s Community Partner policy.
- c. Five Year Plan Impacts** - General fund support is reduced by \$700,000, FY 14 through FY 18.

**B. Budget Additions**

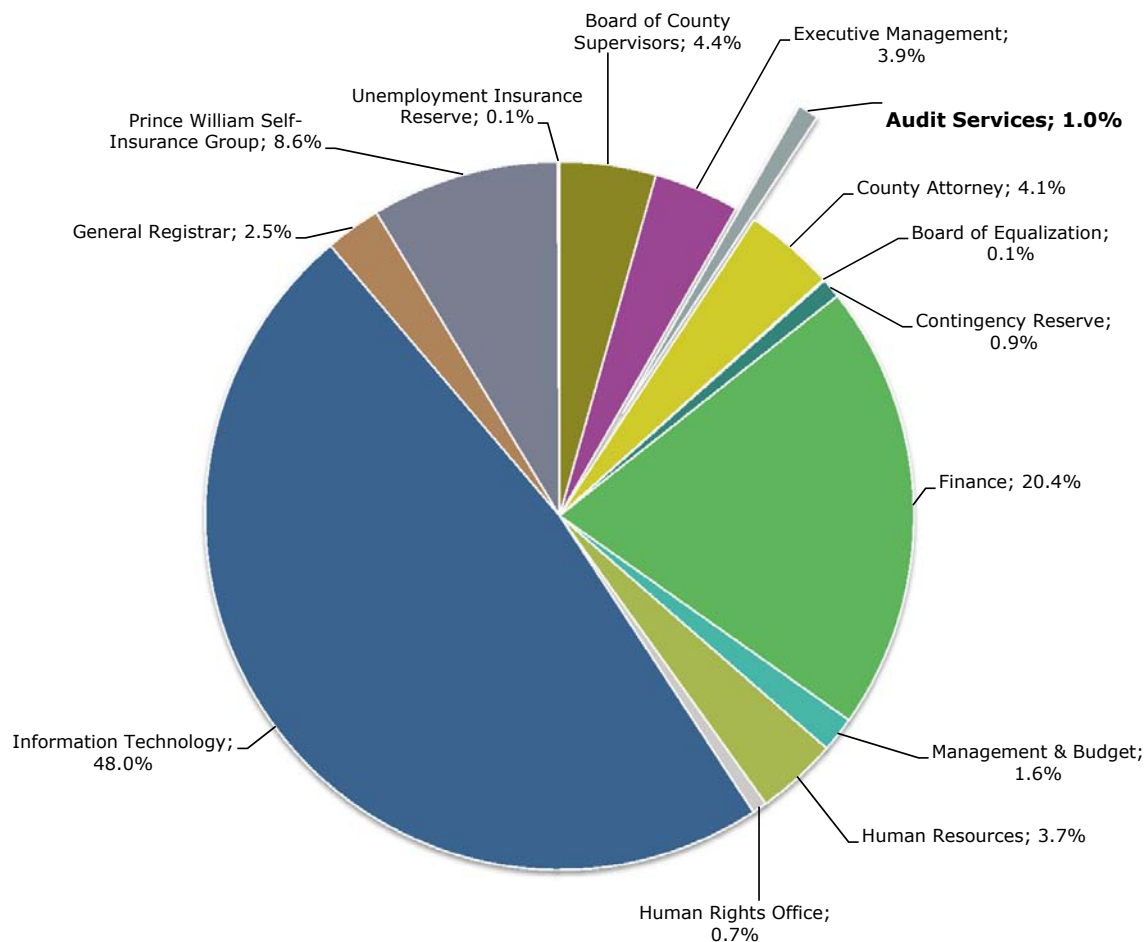
**1. Increase in Northern Virginia Regional Commission (NVRC) Membership**

Expenditure	\$6,529
Revenue	\$0
General Fund Impact	\$6,529
FTE Positions	0.00

- a. Description** - Per capita membership fees for the NVRC will increase for FY 14. The increase is based on the County’s 2011 population. The per capita rate for all participating jurisdictions is \$0.53.
- b. Service Level Impacts** - There are no service level impacts associated with this initiative.
- c. Five Year Plan Impacts** - General fund support is increased by \$32,645, FY 14 through FY 18.



# Audit Services



## MISSION STATEMENT

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



**EXPENDITURE AND REVENUE SUMMARY**



<b>A. Expenditure by Program</b>	<b>FY 12 Approp</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>	<b>% Change Adopt 13/ Adopt 14</b>
1 Audit Services	\$729,990	\$651,057	\$786,233	\$789,430	0.41%
<b>Total Expenditures</b>	\$729,990	\$651,057	\$786,233	\$789,430	0.41%
<b>Net General Tax Support</b>	\$729,990	\$651,056	\$786,234	\$789,430	0.41%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	

**FTE BY PROGRAM**

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



**MAJOR ISSUES**

**A. Audit Services Privatized** - On November 27, 2012 [BOCS Resolution 12-880](#) was adopted which privatized the Internal Audit function. An internal audit contractor will serve as the lead for this function and will report independently to the Board of County Supervisors and the Board Audit Committee. This action led to the elimination of the in house internal Audit Services staff (six FTE) and a shift of \$498,063 from salary and benefits to contractual support.

**PROGRAM SUMMARY**

**Audit Services**

**Outcome Targets & Trends**

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Overall quality of PWC services meets residents' expectations	—	90%	—	90%

**Activities & Service Level Trends**

**1. Assurance Engagements**

Examine evidence to provide independent assessments on governance, risk management and control processes for the County. Conduct scheduled audits derived from the annual risk-based audit plan and performance, compliance and operational audits.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$525,999	\$441,993	\$538,136	\$672,190
▪ Percentage of planned audits completed	—	—	—	100%
▪ Direct staff hours performing assurance engagements	3,808	2,973	3,870	—
▪ Scheduled assurance engagements completed	80%	100%	80%	—

**2. Investigations, Consulting and Special Projects**

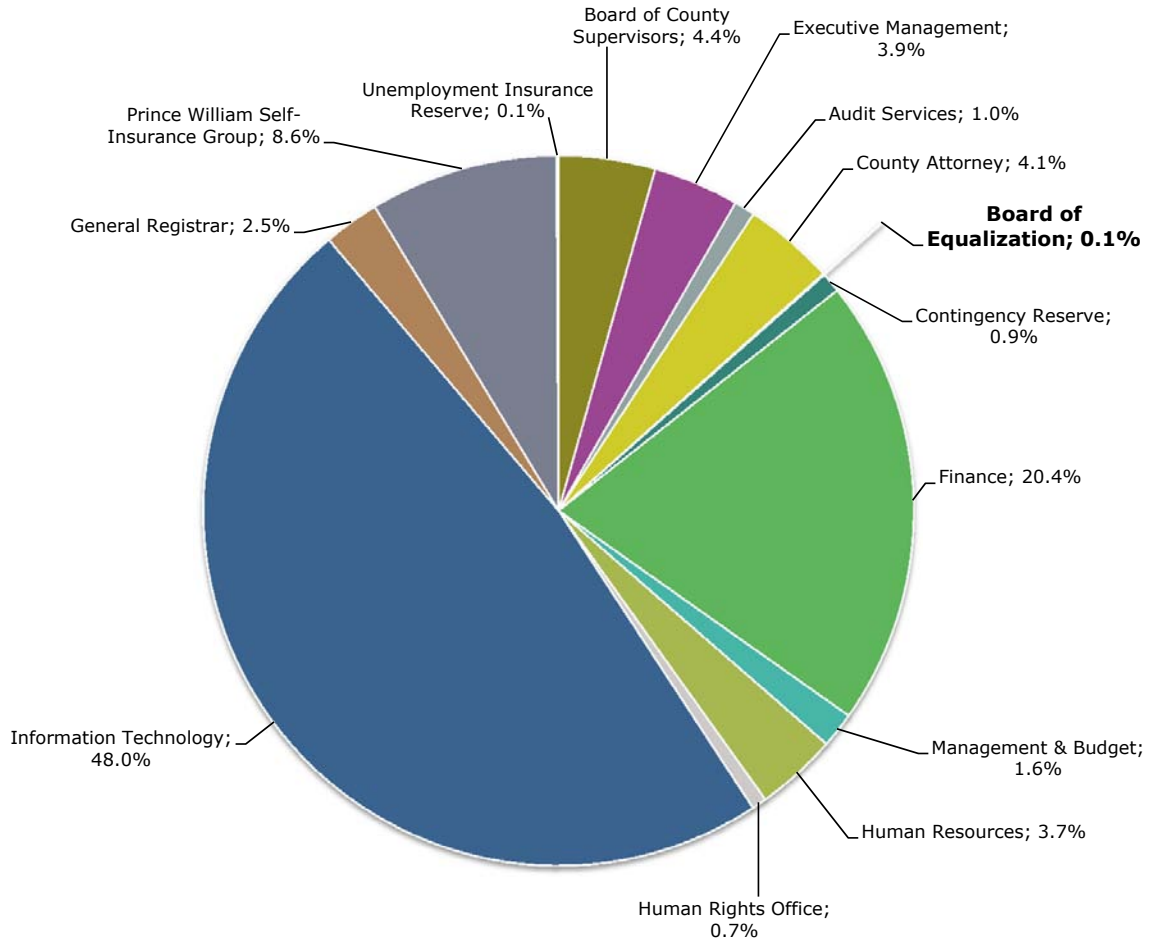
Investigate allegations of fraud, waste and abuse involving County resources. Serve in an advisory capacity with management to improve the internal control environment. Conduct internal support assignments involving research and quality assurance.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$178,215	\$179,198	\$212,655	\$117,240
▪ Staff hours responding to hotline and performing investigations	—	—	—	300
▪ Investigations and special projects completed	80%	90%	80%	90%
▪ Direct staff hours performing investigations and special projects	1,755	1,881	1,786	—





# Board of Equalization



## MISSION STATEMENT

The Board of Equalization holds public hearings for individual taxpayers who file applications for assessment reconsideration. The Board rules on uniformity, consistency, correctness and fairness of the assessments made by the Real Estate Assessments Division of the Finance Department.



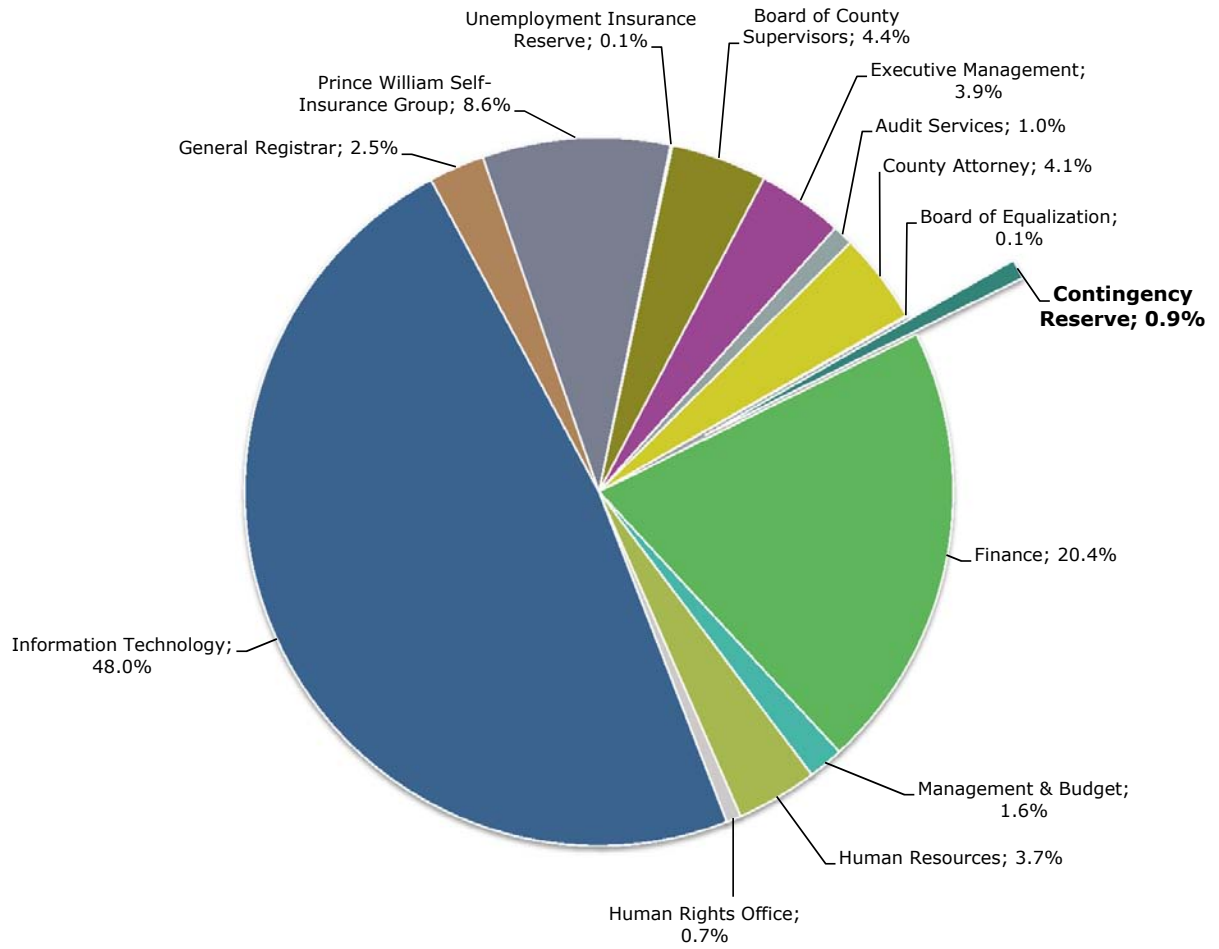
EXPENDITURE AND REVENUE SUMMARY



	FY 12 Approp	FY 12 Actual	FY 13 Adopted	FY 14 Adopted	% Change Adopt 13/ Adopt 14
<b>A. Expenditure by Program</b>					
1 Administration	\$52,075	\$27,491	\$52,344	\$54,254	3.65%
<b>Total Expenditures</b>	\$52,075	\$27,491	\$52,344	\$54,254	3.65%
<b>Net General Tax Support</b>	\$52,075	\$27,491	\$52,344	\$54,254	3.65%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	



# Contingency Reserve





EXPENDITURE AND REVENUE SUMMARY

A. Expenditure by Program	FY 12 Approp	FY 12 Actual	FY 13 Adopted	FY 14 Adopted	% Change Adopt 13/ Adopt 14
1 Contingency Reserve	\$666,977	\$265,404	\$1,068,021	\$750,000	-29.78%
<b>Total Expenditures</b>	\$666,977	\$265,404	\$1,068,021	\$750,000	-29.78%
<b>Total Designated Funding Sources</b>	\$0	\$0	\$0	\$0	—
<b>Net General Tax Support</b>	\$666,977	\$265,404	\$1,068,021	\$750,000	-29.78%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	

MAJOR ISSUES

- A. **The Contingency Reserve is established within the General Fund** to provide limited funding for service delivery costs and unanticipated agency revenue shortfalls. Any funds remaining at the end of FY 13 will be requested as a carryover to FY 14.
- B. **The Principles of Sound Financial Management (Policy Statement 2.14)** as adopted by the Board of County Supervisors during FY 03 and amended in FY 13 call for a minimum Contingency Reserve of \$500,000 to be appropriated each fiscal year.
- C. **Homeland Security Reserve Shift to General Contingency Reserve Budget (\$250,000)** - A Homeland Security Reserve was established within the Contingency Reserve in FY 04 and continued in future fiscal years to partially defray costs for local area response to unforeseen national security events.



**BUDGET ADJUSTMENTS**

**A. Budget Reductions**

**1. Eliminate Deputy County Executive Position Funding**

Expenditure	(\$210,960)
Revenue	\$0
General Fund Impact	(\$210,960)
FTE Positions	0.00

**a. Description** - This reduction eliminates funding for one Deputy County Executive position in the Office of Executive Management (OEM). This reduction was taken as part of [BOCS Resolution 13-304](#), on May 7, 2013.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - General fund support is reduced by \$1,054,800, FY 14 through FY 18.

**B. Budget Shifts**

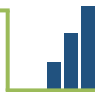
**1. Shift Boys and Girls Club Funding to Parks & Recreation**

Budget Shift	\$105,361
Agency Impact	(\$105,361)
FTE Positions	0.00

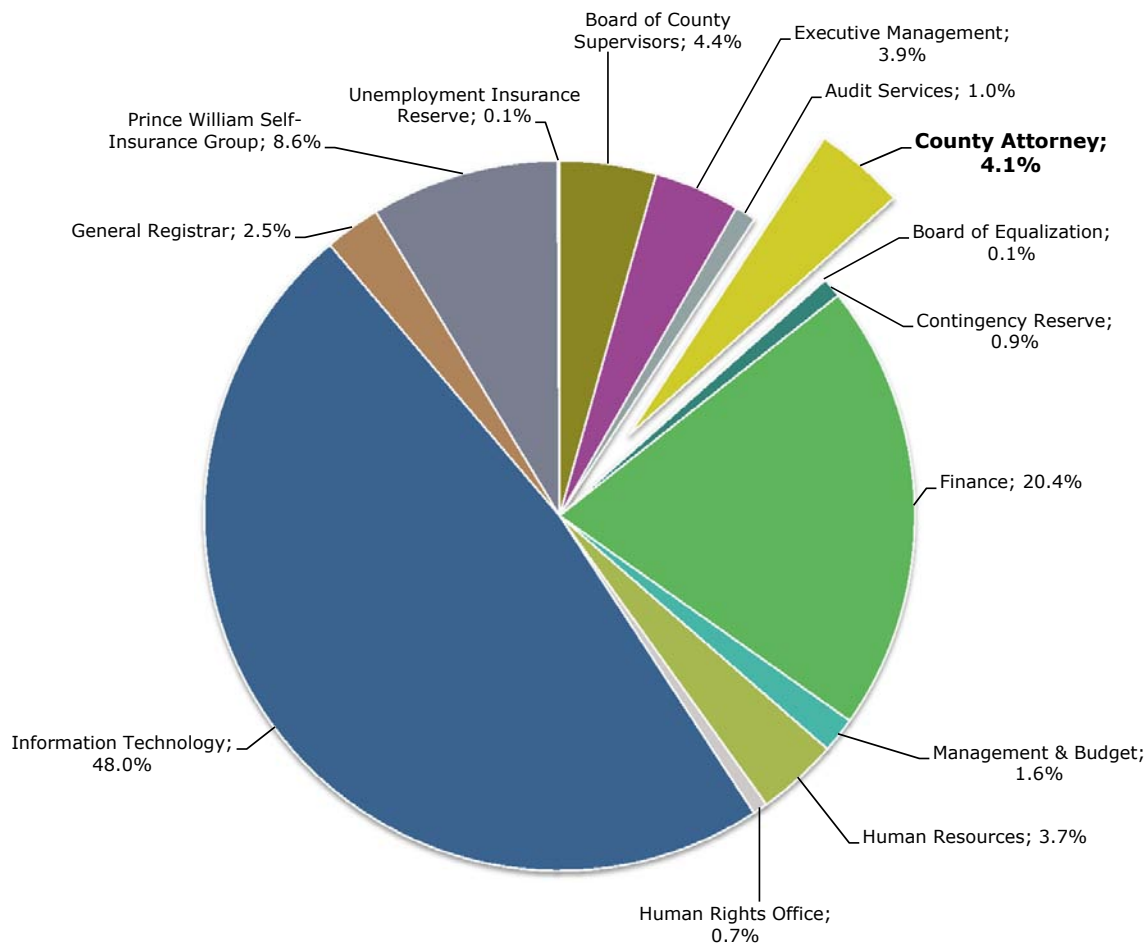
**a. Description** - This shift moves \$105,361, the Boys & Girls Club community partner funding, into the Department of Parks & Recreation (Parks) budget. Parks now serves as the host agency for the Boys & Girls Club.

**b. Service Level Impacts** - Existing Boys & Girls Club service level impacts for FY 14 will be supported with this shift.

**c. Five Year Plan Impacts** - There are no five year plan impacts associated with this resource shift.



# County Attorney



## MISSION STATEMENT

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



**EXPENDITURE AND REVENUE SUMMARY**



<b>A. Expenditure by Program</b>	<b>FY 12 Approp</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>	<b>% Change Adopt 13/ Adopt 14</b>
1 County Attorney	\$3,154,137	\$3,095,422	\$3,443,835	\$3,425,755	-0.52%
<b>Total Expenditures</b>	\$3,154,137	\$3,095,422	\$3,443,835	\$3,425,755	-0.52%
<b>Total Designated Funding Sources</b>	\$245,186	\$304,318	\$245,186	\$245,186	0.00%
<b>Net General Tax Support</b>	\$2,908,951	\$2,791,104	\$3,198,649	\$3,109,693	-2.78%
<b>Net General Tax Support</b>	92.23%	90.17%	92.88%	90.77%	

**FTE BY PROGRAM**

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



**MAJOR ISSUES**

**A. Activity Reorganization** - This item reorganizes the County Attorney’s Office from one activity to four: Legal Services, Collections, Protective Services and Transportation to better reflect the duties of the office. The Collections activity includes the provision of legal advice and assistance to the Finance Department in recovering delinquent taxes through all phases of collection. The Protective Services activity includes the provision of legal advice and litigation on behalf of County Human Services agencies. The Transportation activity includes the provision of legal advice to the Department of Transportation to support strategic transportation initiatives. New measures and service levels have been identified for each new activity.

**PROGRAM SUMMARY**

**County Attorney**

**Outcome Targets & Trends**

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Founded cases of child abuse, neglect or exploitation per CPS investigations	≤1.50	3.00	≤1.50	—
▪ Repeat cases of founded abuse	≤1.75%	1.15%	≤1.75%	—
▪ % of founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	≥93%	96.3%	≥93%	94%
▪ Lawsuits concluded favorably	98%	99%	98%	98%
▪ Citizens who trust the County Government	63%	85%	63%	85%

**Activities & Service Level Trends**

**1. Legal Services**

Provide advice to the Board of County Supervisors and all boards, commissions, departments, agencies, offices and officials of the general County government in all civil matters; defend and bring actions in which the County or any of its boards, commissions, etc., shall be a party; prosecute property maintenance violations; and draft County ordinances and legislative proposals.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$3,148,180	\$3,095,422	\$3,443,835	\$1,986,139
▪ Average number of days to close Board of County Supervisors trackers	20	24	13	14
▪ Tracker closure rate within 15 days	61.0%	62.5%	80.0%	75.0%
▪ Thoroughness of response to request for assistance (Data calculated on a 1-4 point scale from Client Satisfaction Survey)	3.80	4.00	3.90	3.90
▪ Percentage of requests for legal advice/assistance concluded	—	76%	—	75%
▪ Percentage of civil claims/litigation cases closed with results satisfactory to the County	—	100%	—	100%
▪ Percentage of federal claims/litigation cases closed with results satisfactory the County	—	100%	—	100%
▪ Percentage of time devoted to preventive legal advice	—	50%	—	50%





## 2. Collections

Provide legal advice and assistance to the Finance Department in recovering delinquent taxes, both real estate and personal property, as well as business license taxes, motor vehicle decal fees and other County license fees or taxes and other uncollected fees owed to the County at all phases of collection, from the administrative process through court action to foreclosure sales. The Collections activity also includes providing legal advice concerning statutory collection tools and the legalities of tax assessments, tax exemptions and bankruptcy actions.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	\$355,512
▪ Number of delinquent real estate tax accounts referred for legal action	—	129	—	75
▪ Number of delinquent personal property tax accounts referred for legal action	—	73	—	50
▪ Percentage of delinquent accounts closed with resolutions satisfactory to the Finance Department	—	57%	—	57%
▪ Percentage of time devoted to rendering legal opinion and advice	—	54%	—	54%

## 3. Protective Services

Provide legal advice and assistance to the Department of Social Services, the Community Services Board, and related agencies involved in plan development, case management and prevention services for at-risk children, families and vulnerable adults, including involvement with the community and the courts, as well as litigation on behalf of the County's human services agencies.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	\$578,623
▪ Number of cases involving child abuse or neglect opened	—	393	—	375
▪ Number of cases involving child abuse or neglect closed	—	270	—	250
▪ Number of trials terminating parental rights	—	17	—	15
▪ Number of appeals to Circuit Court	—	35	—	30
▪ Number of delinquency/child in need of services/relief of custody cases	—	57	—	50
▪ Number of adult guardianship cases opened	—	26	—	20
▪ Number of adult guardianship cases closed	—	17	—	15
▪ Percentage of time devoted to rendering legal opinion and advice	—	40%	—	40%



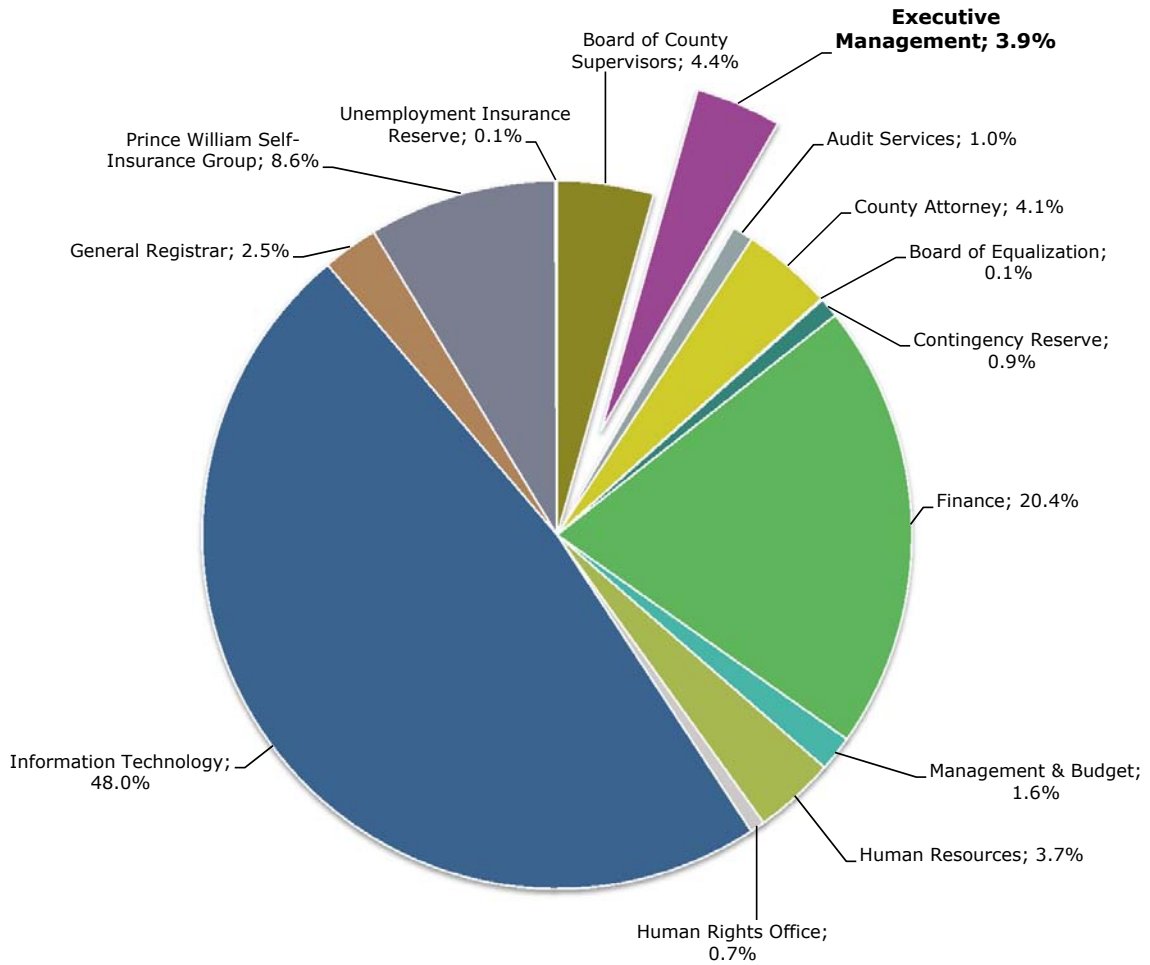
#### 4. Transportation

Provide legal advice and assistance to the Transportation Department in achieving the Board of County Supervisors' transportation initiatives as identified in the County's Strategic Plan. This activity also includes the provision of legal advice and assistance to the Potomac and Rappahannock Transportation Commission (PRTC).

	<u>FY 12</u> <u>Adopted</u>	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Adopted</u>	<u>FY 14</u> <u>Adopted</u>
▪ Total Activity Annual Cost	—	—	—	\$505,481
▪ Number of property acquisitions closed	—	53	—	50
▪ Number of quick-takes filed in Circuit Court	—	18	—	15
▪ Percentage of condemnation cases favorably concluded	—	100%	—	100%
▪ Percentage of projects completed within 60 days of original contract completion date	—	100%	—	100%
▪ Number of transportation contracts reviewed	—	8	—	8
▪ Number of PRTC contracts reviewed	—	8	—	8
▪ Percentage of time devoted to litigating cases and providing legal advice	—	62%	—	62%



# Executive Management



## MISSION STATEMENT

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



EXPENDITURE AND REVENUE SUMMARY

	FY 12 Approp	FY 12 Actual	FY 13 Adopted	FY 14 Adopted	% Change Adopt 13/ Adopt 14
<b>A. Expenditure by Program</b>					
1 Management & Policy Development	\$1,470,440	\$1,358,548	\$1,360,602	1,384,493	1.76%
2 Administrative Support to the Board	\$436,930	\$482,931	\$447,038	458,003	2.45%
3 Communications	\$1,186,179	\$1,052,231	\$1,161,104	1,077,946	-7.16%
4 Equal Opportunity/ Diversity	\$295,351	\$292,702	\$328,123	325,319	-0.85%
<b>Total Expenditures</b>	\$3,388,899	\$3,186,412	\$3,296,866	\$3,245,761	-1.55%
<b>Total Designated Funding Sources</b>	\$0	\$0	\$0	\$0	—
<b>Net General Tax Support</b>	\$3,388,899	\$3,186,412	\$3,296,866	\$3,245,761	-1.55%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	

FTE BY PROGRAM

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



## BUDGET ADJUSTMENTS

### A. Budget Reductions

#### 1. Eliminate Prince William Reports Newsletter [Communications]

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

**a. Description** - This reduction eliminates the postage and printing costs of the Prince William Reports newsletters.

**b. Service Level Impacts** - The following service level impacts are associated with this reduction:

▪ **Produce *Prince William Reports* newsletter:**

<i>FY 14 Base</i>	4
<i>FY 14 Adopted</i>	0

**c. Five Year Plan Impacts** - General fund support is reduced by \$500,000, FY 14 through FY 18.

### B. Budget Shifts

#### 1. Add One Public Information Specialist Position [Communications]

Budget Shift	\$94,079
Agency Impact	\$0
FTE Positions	1.00

**a. Description** - This resource shift utilizes existing resources to provide new ways to give information to citizens online, including live updates and enhanced response to citizen inquiries. Funding is generated from the elimination of the *Prince William Reports* newsletters. The shift will fund one Public Information Specialist FTE to write online content and respond to citizen inquiries. This initiative responds to BOCS Directive 13-08 (approved on January 15, 2013) and [BOCS Resolution 13-53](#) (approved on January 22, 2013). The total cost includes salary and benefits (\$89,522), technology/seat management costs (\$3,557) and operating expenses (\$1,000).

**b. Service Level Impacts** - This addition will enhance communication and the timeliness of information provided to residents of the community, especially through online and electronic outlets.

**c. Five Year Plan Impacts** - There are no five year plan impacts associated with this resource shift.



## PROGRAM SUMMARY

## Management &amp; Policy Development

## Outcome Targets &amp; Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Citizens satisfied with overall County government	91.9%	—	—	—
▪ Overall quality of PWC services meets residents' expectations	—	90%	—	90%
▪ Citizens satisfied with the efficiency and effectiveness of County government	88.4%	—	—	—
▪ County provides efficient and effective services	—	90%	—	90%
▪ Citizens satisfied with the helpfulness of County employees	82.4%	—	—	—
▪ County employees are courteous and helpful	—	92%	—	92%

## Activities &amp; Service Level Trends

## 1. Effective and Efficient Delivery of County Government Services

Provide vision, leadership and management to the organization with a focus on delivery County government services effectively and efficiently.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$339,336	\$302,086	\$250,981	\$262,417
▪ Number of AAA bond ratings	2	3	3	3
▪ PWC Citizens satisfied with the value of County tax dollars	83.1%	—	—	—
▪ County services and facilities are a fair value for the tax dollar	—	85%	—	85%
▪ Percent of measures trending positively towards 4 year strategic goal target	100%	72%	100%	100%

## 2. Strategic Planning

Facilitate and implement Prince William County's community-adopted Strategic Planning.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$140,839	\$134,861	\$146,378	\$147,252
▪ Percent of measures trending positively towards 4 year strategic goal target	100%	72%	100%	100%



### 3. Policy Development

Manage the policy development process and provides policy recommendations to the Board of County Supervisors.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$235,014	\$247,710	\$271,939	\$277,591
▪ Board of County Supervisors' (BOCS) meetings	34	28	34	30

### 4. Legislative/Intergovernmental

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.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$520,103	\$471,415	\$545,537	\$550,116
▪ Virginia House & Senate bills analyzed	2,700	2,876	2,700	2,700
▪ State legislative program outcomes success rate	50%	50%	50%	50%

### 5. Board Response

Respond to Board of County Supervisors' information and action requests.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$140,040	\$134,450	\$145,767	\$147,063
▪ BOCS directives	180	151	180	180
▪ BOCS trackers	300	53	300	300
▪ Percent of trackers responded to within 15 days	80%	76%	80%	80%
▪ Average closure time for trackers (days)	12	17	12	12

## Administrative Support to the Board

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ BOCS agenda dispatch packages available to BOCS by deadline	100%	100%	100%	100%
▪ BOCS agenda/briefs available for citizens by deadline	100%	100%	100%	100%
▪ Citizens satisfied with the helpfulness of County employees	82.4%	—	—	—
▪ County employees are courteous and helpful	—	92%	—	92%



## Activities & Service Level Trends

### 1. Administrative Support to the Board and Executive

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.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$440,407	\$482,931	\$447,038	\$458,003
▪ Ordinances processed	100	76	100	100
▪ Resolutions processed	1,000	970	1,000	1,000

## Communications

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Citizens satisfied with County efforts to keep citizens informed	76.7%	—	—	—
▪ Residents can easily access information about programs and services	—	90%	—	90%
▪ Citizens satisfied with the helpfulness of County employees	82.4%	—	—	—
▪ County employees are courteous and helpful	—	92%	—	92%

## Activities & Service Level Trends

### 1. Community Relations

Inform and educate the community, employees, media and elected officials about Prince William County government programs, services and activities. Information provided is effective, timely and accurate.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$601,269	\$707,449	\$758,643	\$667,344
▪ PWC position placed in relevant issues	—	80%	65%	75%
▪ Produce <i>Prince William County Reports</i> newsletter	—	3	4	0
▪ Unique visits to web site (in millions)	—	—	4.0	4.0
▪ Citizen satisfaction with web site	—	—	93%	93%
▪ Number of special events, including Plaza events	20	21	20	20
▪ Generated media stories/media mentions	—	202	50	—
▪ Media inquiries handled	750	752	—	—
▪ Visits to web site (in millions)	4.0	51.3	—	—





## 2. Media Production

Multimedia content production for the County government cable television channel (through the production of monthly County news programs and public service announcements), web and social media sites. Also, coordinates the cable franchise agreements.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$442,435	\$344,782	\$402,460	\$410,602
▪ Produce <i>Prince William Edition News</i>	—	12	12	12
▪ Produce <i>Community Focus</i>	—	12	12	12
▪ Cover community events	—	19	10	14
▪ Produce original video programs	—	19	11	11
▪ Board meetings broadcast live	—	100%	100%	100%
▪ Cable inquiries handled	200	203	200	200
▪ Increase in social media followers (Facebook and Twitter)	—	—	25%	30%
▪ Social media mentions	—	—	100	100
▪ YouTube video views (median)	—	72	150	150
▪ Flickr set views (median)	—	76	50	100
▪ Cable television program segments produced locally	30	50	—	—
▪ Bulletin board messages broadcasted	400	400	—	—
▪ Hours of broadcasted Board meetings	150	96	—	—

## Equal Opportunity/Diversity

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Federal Equal Employment Opportunity (EEO) compliance and County targeted Affirmative Action goals and objectives satisfied	90%	95%	90%	90%
▪ Number of EEO inquiries	800	3,264	800	800
▪ Percentage of EEO cases and affirmative action inquiries processed, managed, negotiated and settled internally	90%	95%	90%	90%
▪ Minority representation in workplace	15%	29%	15%	15%
▪ Female representation in workplace	45%	48%	45%	45%
▪ Citizens satisfied with the helpfulness of County employees	84.6%	—	—	—
▪ County employees are courteous and helpful	—	92%	—	92%



## Activities & Service Level Trends

### 1. EEO Employee Relations

Provide timely investigation and resolution of discrimination complaints by employees as defined under Civil Rights laws such as Title VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), etc. Provide technical assistance to department heads and other key management officials in identifying, eliminating and resolving workplace conflicts/issues to ensure the application of uniformity and consistency for optimal employee productivity.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$165,754	\$155,497	\$175,304	\$174,040
▪ Percentage of complaints resolved and corrective action measures accepted by management	90%	98%	90%	90%
▪ Percent of investigations completed within 45 days	—	85%	90%	85%
▪ Percent of complaints resolved without litigation	—	95%	90%	90%
▪ Percent of management who seek consultation involving disciplinary actions	95%	99%	95%	95%
▪ Number of complaints received	5	18	—	—
▪ Number of EEO investigative complaints	3	12	—	—
▪ Percent of investigations completed within 30 days	85%	85%	—	—

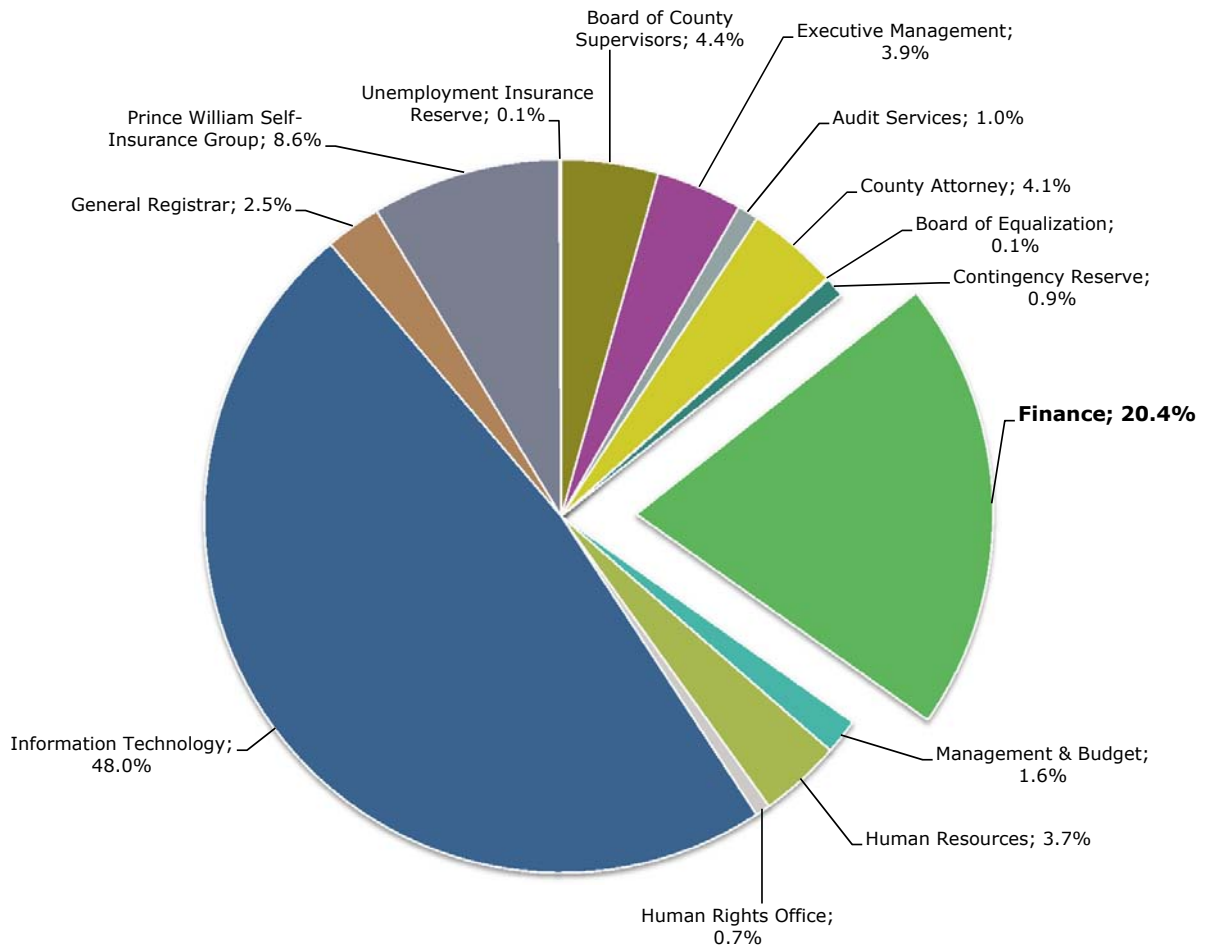
### 2. EEO Training and Outreach

Diversity is a core value of the County's organizational culture. Develop, monitor and evaluate the County Equal Employment Opportunity/Affirmative Action/Diversity training programs and provide technical assistance to employees to ensure a diversified workforce which observes County employment policies and practices as well as federal, state and local laws.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$146,410	\$137,205	\$152,819	\$151,279
▪ Cost per person trained	\$77.07	\$58.89	\$77.36	\$77.36
▪ Employees rating diversity management training as helpful and excellent	—	98%	95%	90%



# Finance



## MISSION STATEMENT

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



**EXPENDITURE AND REVENUE SUMMARY**

<b>A. Expenditure by Program</b>	<b>FY 12 Approp</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>	<b>% Change Adopt 13/ Adopt 14</b>
1 Financial Reporting & Control	\$4,662,181	\$4,392,471	\$4,617,261	\$4,436,217	-3.92%
2 Risk Management	\$989,723	\$990,930	\$986,383	\$1,179,707	19.60%
3 Real Estate Assessments	\$2,902,540	\$2,870,278	\$3,065,937	\$3,089,165	0.76%
4 Purchasing	\$877,305	\$823,279	\$982,229	\$1,053,401	7.25%
5 Tax Administration	\$5,290,561	\$5,108,318	\$5,463,776	\$5,474,901	0.20%
6 Treasury Management	\$901,323	\$884,363	\$897,131	\$1,061,697	18.34%
7 Director's Office	\$784,311	\$706,166	\$648,202	\$661,663	2.08%
<b>Total Expenditures</b>	<b>\$16,407,944</b>	<b>\$15,775,806</b>	<b>\$16,660,918</b>	<b>\$16,956,751</b>	<b>1.78%</b>
<b>Total Designated Funding Sources</b>	<b>\$2,280,948</b>	<b>\$2,705,276</b>	<b>\$2,139,803</b>	<b>\$2,200,808</b>	<b>2.85%</b>
<b>Net General Tax Support</b>	<b>\$14,126,996</b>	<b>\$13,070,530</b>	<b>\$14,521,115</b>	<b>\$14,755,943</b>	<b>1.62%</b>
<b>Net General Tax Support</b>	<b>86.10%</b>	<b>82.85%</b>	<b>87.16%</b>	<b>87.02%</b>	

**FTE BY PROGRAM**

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



## MAJOR ISSUES

- A. Full-Time Equivalent (FTE) Shifts** - There were two FTE shifts in FY 13 that are being captured in the FY 14 budget. One of the shifts was within the Finance Department. A vacant Financial Analyst II position in Financial Reporting & Control was reclassified to a Contract Specialist assigned to Purchasing to support the integration of the new Parks and Recreation Department. The other shift was between the Finance Department and Human Resources. In FY 11, a Human Resource Information System (HRIS) Administrator position was created in Finance to help strengthen internal controls over the payroll and benefits process. Since FY 11, this FTE has worked closely with the Finance and Human Resources Departments. It has been determined that the HRIS Administrator duties and responsibilities align better with the Human Resources daily operations and mission; therefore, the FTE was permanently shifted to Human Resources.

## BUDGET ADJUSTMENTS

### A. Budget Reductions

#### 1. Benefits FTE Paid by Medical Internal Service Fund (ISF)

Expenditure	(\$101,650)
Revenue	\$0
General Fund Impact	(\$101,650)
FTE Positions	0.00

- a. Description** - In Finance, there is one FTE that is responsible for the financial reporting and analysis of the employee health benefit plans. This position will continue to be dedicated to employee health benefits but will be funded by the Medical ISF.
- b. Service Level Impacts** - There are no service level impacts.
- c. Five Year Plan Impacts** - General fund support is reduced by \$508,250 FY 14 through FY 18.

#### 2. Elimination of State Aid Reductions

Expenditure	\$0
Revenue	\$25,230
General Fund Impact	(\$25,230)
FTE Positions	0.00

- a. Description** - In 2008 the General Assembly adopted the Commonwealth of Virginia's biennium budget for FY 09 and FY 10, which initiated an annual \$50 million reduction in state aid to local governments beginning in FY 09. The state provided each locality a list of programs impacted by this reduction. The assistance provided by the State Compensation Board for Local Finance Directors was one of the programs reduced in FY 09 to FY 13. In FY 14, state aid reductions will be eliminated. In FY 14, the state aid for Finance Directors will be increased by \$25,230. The finance expenditure budget will not be increased which will lower the general fund tax support for Finance by \$25,230.
- b. Service Level Impacts** - There are no service level impacts.
- c. Five Year Plan Impacts** - General fund support is reduced by \$126,150 FY 14 through FY 18.



## B. Budget Additions

### 1. Increase Budget for Countywide Physical Inventory Contract

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

**a. Description** - This request is needed for the countywide inventory of all county owned furniture and equipment. The scope has increased to include parks and volunteer fire stations. This process aligns with the County's Capital Asset Policy to conduct a physical inventory at least once every two years. The results of the inventory are used for financial reporting purposes as well as determining appropriate levels of insurance coverage.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - General fund support is increased by \$250,000 FY 14 through FY 18.

### 2. Increase Software Maintenance Budget

Expenditure	\$35,775
Revenue	\$35,775
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - The County's Real Estate Appraisal System is being replaced in FY 14. The system is over ten years old, and the technology is outdated. This system is used to track real estate assessed values throughout the County, the basis for generating real estate bills. Future increases are associated with the tax administration and financial reporting systems. FY 14 and FY 15 maintenance costs will be funded by a transfer from the Technology Improvement Plan (TIP) budget and by the general fund in FY 16, FY 17 and FY 18.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - General fund support is increased by \$3,551,626 FY 16 through FY 18.

## C. Budget Shifts

### 1. Shift Two Positions and Related Costs from Department of Parks and Recreation

Budget Shift	\$197,639
Agency Impact	\$197,639
FTE Positions	2.00

**a. Description** - The Risk Management function in Department of Parks and Recreation (Parks) is being merged into the Risk Management Division in the Finance Department. Two Safety Specialist FTEs are shifting from Parks. The total shift for the Risk Management merger is \$177,639. The remaining \$20,000 relates to the banking services contract. This function will be centralized in the Treasury Management activity in the Finance Department.

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

▪ **Safety inspections made:**

<i>FY 14 Base</i>	60
<i>FY 14 Adopted</i>	104

▪ **Dangerous/hazardous situations identified:**

<i>FY 14 Base</i>	36
<i>FY 14 Adopted</i>	45

**c. Five Year Plan Impacts** - There are no five year plan impacts associated with this resource shift.



## PROGRAM SUMMARY

## Financial Reporting and Control

## Outcome Targets &amp; Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Receive Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
▪ Compliance with Principles of Sound Financial Management which Financial Reporting controls/influences	100%	100%	100%	100%
▪ Audit adjustments	<5	0	<5	<5
▪ Management letter comments	<5	1	<5	<5
▪ Payroll processed on schedule	100%	100%	100%	100%
▪ Disbursement checks processed on schedule	100%	100%	100%	100%

## Activities &amp; Service Level Trends

## 1. Pay Bills

Maintain and pay approximately 37,000 vendors annually.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$450,035	\$366,099	\$370,832	\$366,171
▪ Vendor transactions processed	156,000	148,385	152,000	150,000
▪ Vendor checks per disbursement FTE	39,000	37,096	38,000	38,000
▪ Percent of electronic payments	40%	33%	40%	40%

## 2. Maintain the County's Financial Records

Maintain the County's books and records in accordance with the Generally Accepted Accounting Principles, remain in compliance with the Single Audit Act of 1984 as amended and have the County's books and records audited annually as required by §15.2-2511 of the Code of Virginia.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$2,827,704	\$3,413,743	\$3,632,654	\$3,557,930
▪ Financial transactions processed	510,000	484,384	500,000	490,000
▪ Capital asset transactions processed	2,300	3,931	2,400	2,400
▪ System users	440	474	500	490
▪ Average length of time to complete monthly close	3 weeks	3 weeks	3 weeks	3 weeks



### 3. Payroll Processing

Maintain records and pay approximately 4,200 employees annually.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$666,166	\$612,629	\$613,774	\$512,116
▪ Payroll payments processed	97,000	102,768	97,000	97,000
▪ Employees per payroll FTE	690	700	690	700
▪ Employees on Direct Deposit	98%	99%	99%	99%

## Risk Management

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ OSHA Recordable Incident rate among Public Safety Employees	≤10.2	8.0	≤10.2	—
▪ Preventable Collision Frequency Rate (motor vehicle)	≤9.6	11.3	≤9.6	—
▪ DART Rate for public safety employees	≤5.7	5.7	≤5.7	—
▪ Accidents per 100,000 employee miles	3.40	3.10	3.40	3.40
▪ Auto claims per 100,000 employee miles	\$3,800	\$4,219	\$3,800	\$3,800
▪ Injury Incident Rate (IIR) per 100 employees	7.75	5.67	7.75	6.22
▪ Lost Workday Incident Rate (LWDR) per 100 employees	2.50	1.51	2.50	1.88

### Activities & Service Level Trends

#### 1. Risk Management

Identify and analyze loss exposures to implement appropriate loss prevention and reduction programs, thereby reducing the County's exposure to financial loss. Claims are managed internally to reduce costs.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$802,485	\$808,370	\$842,785	\$1,015,129
▪ Employees trained	1,000	1,592	1,000	1,250
▪ Safety inspections made	60	64	60	104
▪ Dangerous/hazardous situations identified	30	86	36	45
▪ Required programs in place	80%	80%	80%	80%
▪ Claims	<400	462	<400	<400
▪ Average cost per property claim	\$3,400	\$1,195	\$3,400	\$3,400
▪ Incidents reported	<1,200	1,257	<1,200	<1,200





## 2. Environmental Management

The County will strive to meet Emergency Management System (EMS) E2/E3/E4 Certification. The EMS is a set of management processes and procedures that will allow the County to analyze, control and reduce the environmental impact of its activities, products and services and operate with better efficiency and control.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$145,614	\$182,560	\$143,597	\$164,577
▪ Employees requiring training per EMS and the County's Environmental Policy Statement are properly trained	100%	100%	100%	100%
▪ Certification and re-certification of E2/E3/E4 facilities	100%	100%	100%	100%
▪ Environmental inspections	22	27	22	22
▪ Environmental audits	2	4	2	2

## Real Estate Assessments

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Appealed real estate assessments when original assessment was upheld by the Board of Equalization	80%	81%	75%	75%
▪ Overall accuracy in annual assessment per Principles of Sound Financial Management Section 3.08	90.0%	92.9%	92.0%	92.0%

### Activities & Service Level Trends

#### 1. Mass Appraisal of Real Property

Assess real estate parcels in the County each year.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$2,288,075	\$2,262,791	\$2,415,575	\$2,510,770
▪ Sales verified	8,000	8,531	8,000	8,000
▪ Sales	15,000	12,373	13,000	12,000
▪ Properties reviewed for accuracy as a percent of total improved properties	10.0%	9.3%	9.0%	8.0%
▪ Parcels appealed as a percent of total parcels	0.50%	0.29%	<1.00%	<1.00%
▪ Parcels per appraiser	6,315	6,374	6,100	6,100
▪ Cost per property assessed	\$20.65	\$20.47	\$20.85	\$20.85
▪ Overall average accuracy, measured as average error	≤10.00%	8.46%	≤10.00%	≤10.00%
▪ Appeals resolved within 20 working days	90%	94%	90%	90%



## 2. Customer Service

Respond to information requests from taxpayers; provide information on processes, procedures and tax relief programs.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$617,719	\$607,487	\$650,362	\$578,395
▪ Walk-in customers	2,500	2,750	2,600	2,600
▪ Calls by real estate professionals, citizens or public agencies	16,000	17,084	14,000	14,000
▪ Tax relief applicants	3,600	4,086	3,800	4,000
▪ Use-value parcels reviewed	100%	100%	100%	100%
▪ Internet user sessions on Real Property Assessment site	728,000	540,347	650,000	500,000

## Purchasing

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Vendors who rate the procurement process as good or excellent	91%	95%	91%	93%
▪ Customers rating their purchasing experiences as good or excellent	91%	96%	91%	93%
▪ Solicitations and awards without protest	95%	96%	95%	95%

### Activities & Service Level Trends

#### 1. Procure Goods and Services

Provide 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.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$892,853	\$823,279	\$982,229	\$1,053,401
▪ Average turnaround for processing solicitations (in working days)	10	9	10	10
▪ Average turnaround for processing contracts (in working days)	10	9	10	10
▪ Average turnaround for CIP projects (in working days)	70	67	65	65



## Tax Administration

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Tax office employees are helpful	—	92%	—	92%
▪ Cumulative delinquent tax as a percent of total tax levy	2.5%	1.7%	2.4%	2.4%

### Activities & Service Level Trends

#### 1. Bill Tax Items

Bill personal/business property tax and Business, Professional and Occupational Licenses taxes.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$2,759,099	\$2,753,905	\$2,895,642	\$3,048,737
▪ Business license and personal property tax items processed	440,000	486,151	460,000	480,000
▪ Amount of audit/discovery billing	\$2,700,000	\$3,179,825	\$3,500,000	\$3,500,000

#### 2. Collect County Revenue

Collect County real estate, personal property and other general fund taxes.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$2,469,253	\$2,354,413	\$2,568,134	\$2,426,163
▪ Manual payment transactions	30%	25%	<30%	<30%
▪ Delinquent tax expenses as a percent of delinquent collections	10%	8%	<10%	<10%
▪ Delinquency notices sent	75,000	115,347	100,000	100,000
▪ Total service level (total calls less busy signals and abandoned calls)	95%	98%	>95%	>95%
▪ On-hold time	<1 min	0.21 min	<1 min	<1 min



## Treasury Management

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Full adherence to the Prince William County investment policy	Yes	Yes	Yes	Yes
▪ Accuracy of the first year of the five year revenue forecast	+2%/-1%	+0.59%	+2%/-1%	+2%/-1%

### Activities & Service Level Trends

#### 1. Financial Analysis

Review and analyze financial issues, including changes in policies/procedures, preparation of annual reports and completion of the Finance Division's performance measures. Manage the gathering and analysis of statistical data and make projections for use in County decision-making.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$487,054	\$448,205	\$442,673	\$445,159
▪ Financial planning documents prepared	40	51	40	45
▪ Finance issues reviewed or analyzed	120	206	120	150
▪ Demographic inquiries analyzed within five days	75%	85%	75%	85%
▪ Demographic analysis for special projects completed as scheduled	80%	90%	80%	90%

#### 2. Debt Management

Complete debt management activities by ensuring that all actions necessary to complete financing are finalized on a timely basis and all debt service payments are made.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$285,472	\$242,485	\$295,759	\$296,740
▪ Bond sales executed	1	3	1	1
▪ Difference between true interest cost of bond sale and Bond Buyer index of municipal sales	<0.00%	-1.36%	<0.00%	<0.00%



### 3. Cash Management/Investments/Banking Services

Maintain full adherence to the Prince William County investment policy.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$156,099	\$193,673	\$158,699	\$319,798
▪ Cost of cash and investments management as a percent of average total portfolio size	0.0160%	0.0193%	0.0130%	0.0200%
▪ Cost of cash and investments management as a percent of average total portfolio size (in basis points)	1.60bp	1.93bp	1.30bp	2.00bp

## Director's Office

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Number of AAA bond ratings	2	3	3	3
▪ Compliance with Principles of Sound Financial Management	98%	98%	98%	98%
▪ Finance Department outcome measures achieved	80%	93%	85%	85%

### Activities & Service Level Trends

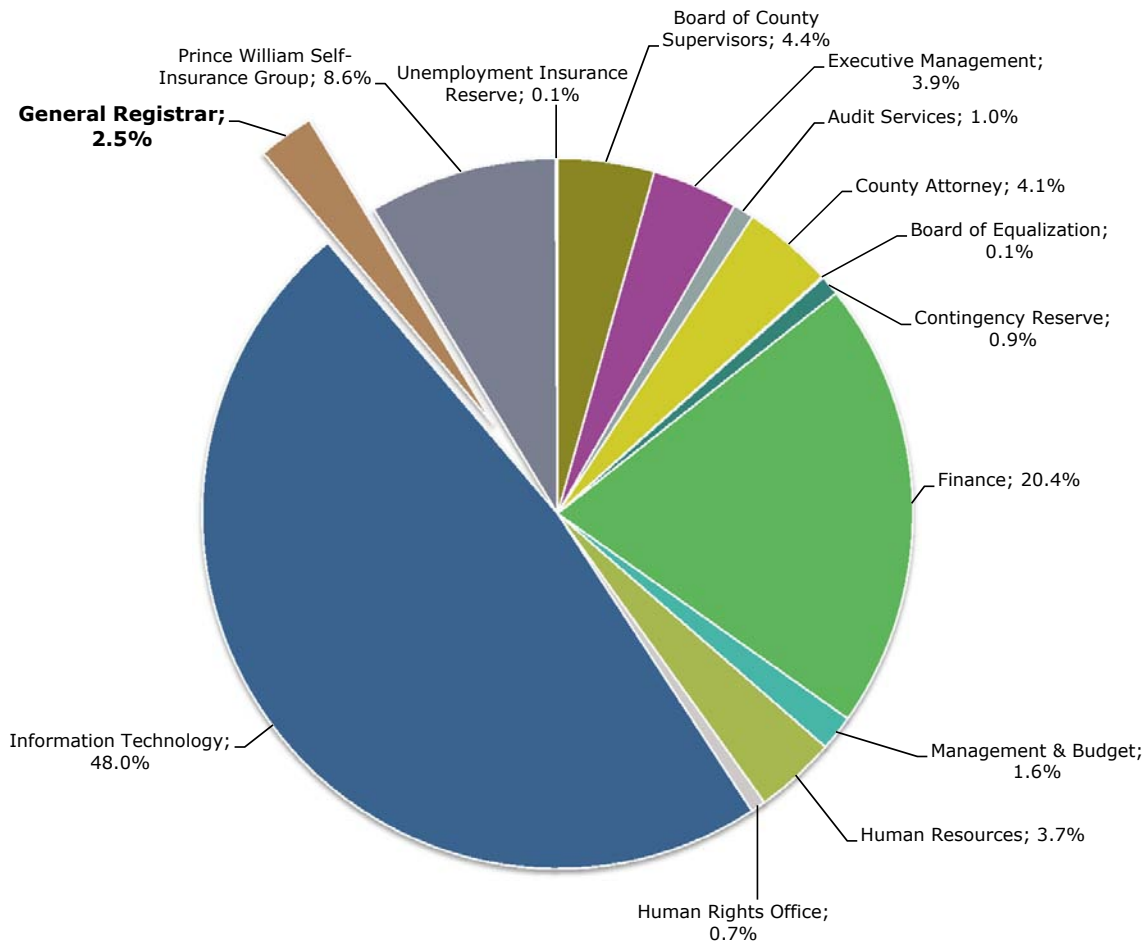
#### 1. Leadership, Coordination and Oversight

Provide leadership, coordination and oversight to divisions. Review and respond to citizen and Board of County Supervisor (BOCS) requests for information. Develop Board agenda items and provide financial input for items developed by other departments.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$626,382	\$706,166	\$648,202	\$661,663
▪ Trackers responded to within 15 days	85%	86%	85%	85%
▪ BOCS agenda items reviewed	400	280	275	275
▪ Legislative issues analyzed	10	11	30	30



# General Registrar



## MISSION STATEMENT

The General Registrar performs the duties imposed by the election laws of Virginia pertaining to voter registration and administration of elections in the County and incorporated towns. Under these laws, everything possible must be done to make the opportunity for registration available to all citizens of the County and, once registered, each citizen's right to cast his or her ballot in elections free from potential fraud must be protected. Additionally, support must be provided to the Electoral Board to prepare for, conduct and administer elections and obtain and certify election results.



**EXPENDITURE AND REVENUE SUMMARY**



<b>A. Expenditure by Program</b>	<b>FY 12 Approp</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>	<b>% Change Adopt 13/ Adopt 14</b>
1 Registrar & Elections	\$1,617,830	\$1,470,826	\$1,303,398	\$2,110,111	61.89%
<b>Total Expenditures</b>	\$1,617,830	\$1,470,826	\$1,303,398	\$2,110,111	61.89%
<b>Total Designated Funding Sources</b>	\$79,854	\$184,960	\$79,854	\$83,669	4.78%
<b>Net General Tax Support</b>	\$1,537,976	\$1,285,866	\$1,223,544	\$2,026,442	65.62%
<b>Net General Tax Support</b>	95.06%	87.42%	93.87%	96.03%	

**FTE BY PROGRAM**

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



**MAJOR ISSUES**

- A. Remove One Time Costs Associated with Establishing a New Voter Precinct in the Town of Quantico** - One time costs of \$6,500 have been removed from the Registrar’s budget that were associated with the establishment of a new voter precinct in the Town of Quantico in FY 13.

**BUDGET ADJUSTMENTS**

**A. Budget Additions**

**1. Replace Voting Equipment**

Expenditure	\$500,000
Revenue	\$0
General Fund Impact	\$500,000
FTE Positions	0.00

- a. Description** - This initiative funds one third of the replacement cost for the County’s voting equipment. The existing touch screen machines (396) are currently 12 years old. At this time, touch screen voting equipment is no longer available for purchase in Virginia and will be replaced with optical scan readers. The County can only purchase voting equipment approved for use by the Virginia Board of Elections. Equipment will need to be replaced and tested before the November 2016 (FY 17) presidential election.
- b. Service Level Impacts** - It is expected that optical scan readers will allow for faster voting compared to the touch screen voting machines.
- c. Five Year Plan Impacts** - General fund support is increased by \$500,000, FY 14 through FY 16.

**2. Acquisition of Election and Asset Management Software**

Expenditure	132,000
Revenue	\$0
General Fund Impact	\$132,000
FTE Positions	0.00

- a. Description** - This initiative funds acquisition of election and asset management software for the General Registrar. Currently, the General Registrar utilizes manual methods and personal computer database software to keep track of voting equipment, electronic poll books, voting supplies, maintenance on voting equipment, voter calls and complaints, and voting machines issues for the County’s 77 precincts. The election and asset management system is expected to provide the following benefits:
- Inventory and audit trail of the custody of voting equipment and electronic poll books
  - Uniform reports that will allow for improved planning used to determine the dispersal of equipment and staffing of precincts
  - Floor plans of each precinct
  - Call system for election officers
  - Call in system for voter calls that would allow the General Registrar to track recurring issues with voting machines and voter complaints
- b. Service Level Impacts** - There are no service level impacts.
- c. Five Year Plan Impacts** - General fund support is increased by \$132,000 in FY 14.





**3. Add Two Senior Assistant Registrar Positions**

Expenditure	\$102,024
Revenue	\$0
General Fund Impact	\$102,024
FTE Positions	2.00

**a. Description** - This initiative funds two senior assistant registrar (FTE) to address increase voter transactions (primarily voter registration applications), anticipated election turnout and absentee ballot requests over the past 14 years. The General Registrar has not had an increase in staff since 1998 when there were 58 precincts and 133,500 registered voters. In 2012 there were 240,000 registered voters, 77 precincts and three sites for absentee voting. The actual number of voter transactions processed by the General Registrar increased over 200% on a full-time equivalent basis. The number of voters participating in the election process has climbed on a linear basis from 75,000 to over 120,000. The General Registrar expects more than 30,000 absentee voter requests during FY 13.

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

▪ **Voter Transactions per Full-Time Equivalent Position:**

<i>FY 14 Base</i>		18,182
<i>FY 14 Adopted</i>		15,385

**c. Five Year Plan Impacts** - General fund support is increased by \$102,024, FY 14 through FY 18.

**4. Add Funding for Election Officers**

Expenditure	\$30,000
Revenue	\$0
General Fund Impact	\$30,000
FTE Positions	0.00

**a. Description** - This initiative provides \$30,000 in additional funding to address the increase in the number and cost of election officers as a result of increased voter participation and growth in the number of county precincts. This amount together with existing base funding (\$130,000) will provide the General Registrar with \$160,000 for election officers and should be sufficient to fund one general and one primary election in any given year. Election officer staffing for presidential election years will continue to be provided with carryover funds and excess agency revenues received for town elections and presidential primaries can be budgeted and appropriated for election officer salaries should shortfalls in budgeted funding occur.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - General fund support is increased by \$30,000, FY 14 through FY 18.

**B. Budget Shifts**

**1. Shift Funding from Temporary Employee Salaries to Temporary Contractual Services**

Budget Shift	\$130,000
Agency Impact	\$0
FTE Positions	0.00

**a. Description** - Funding has been shifted from temporary employee salaries to temporary contractual services to correctly reflect where payments to Election Officers should be budgeted.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - There are no five year plan impacts associated with this resource shift.



PROGRAM SUMMARY

Registrar & Elections

Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Citizens satisfied with registration accessibility	95%	—	—	—
▪ It is easy to register to vote	—	97%	—	97%

Activities & Service Level Trends

1. Register Voters

Provide to all citizens ample opportunity for voter registration and maintain accurate registration records per Code of Virginia.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$472,047	\$471,380	\$484,601	\$460,728
▪ Transactions involving citizen voting records	245,000	406,068	190,000	200,000
▪ Voter transactions per full-time equivalent position	—	—	—	15,385

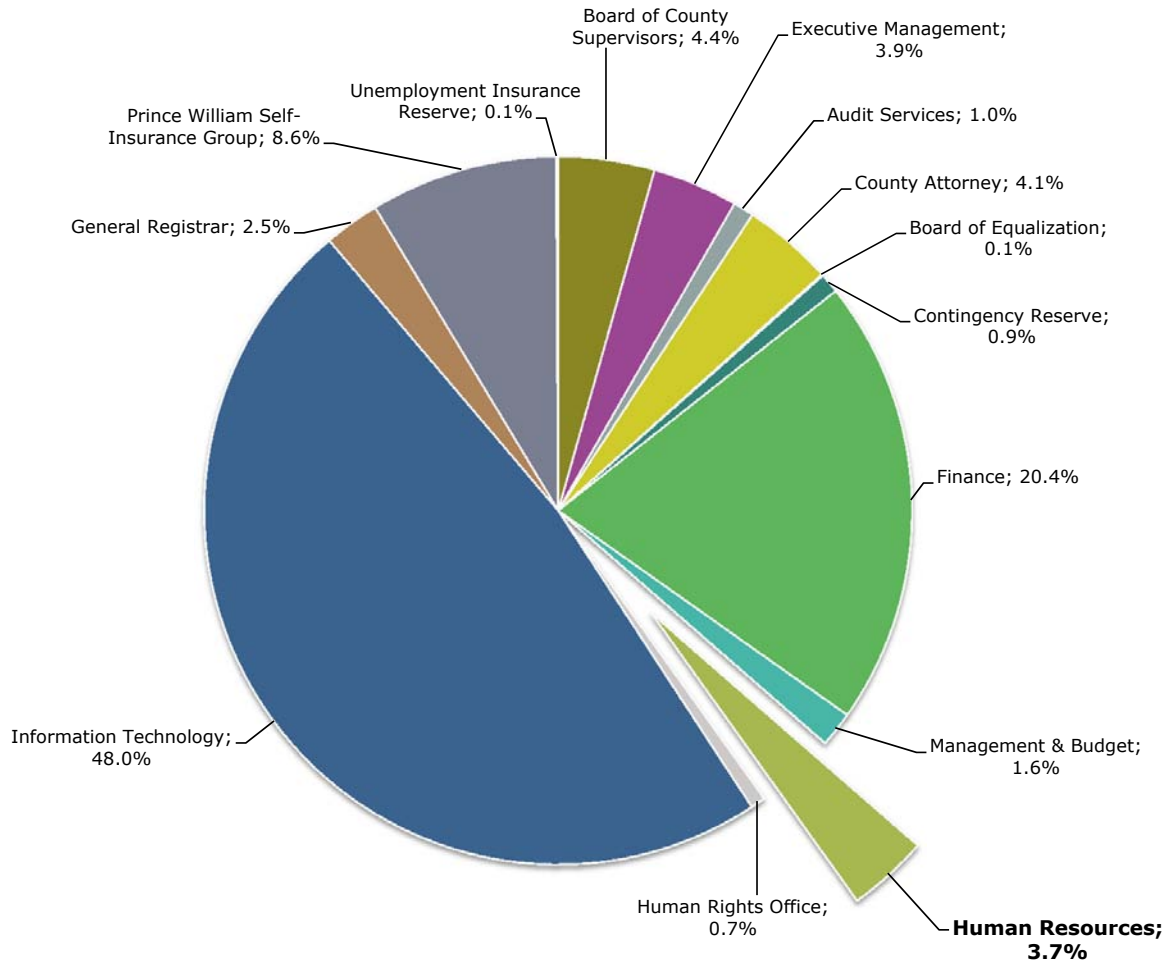
2. Conduct and Certify Elections

Provide all registered voters the opportunity to cast ballots in elections free from potential fraud. Maintain voting statistics. Provide easy access and safe voting sites. Provide State Board of Elections certified results of each election.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$1,032,298	\$999,446	\$818,797	\$1,649,383
▪ Voters served at voting places	88,000	81,975	188,000	87,000
▪ Voters satisfied with time spent at voting places	90%	—	—	—
▪ Voting at polling places is quick and easy	—	96%	—	96%



# Human Resources



## MISSION STATEMENT

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



EXPENDITURE AND REVENUE SUMMARY



	FY 12 Approp	FY 12 Actual	FY 13 Adopted	FY 14 Adopted	% Change Adopt 13/ Adopt 14
<b>A. Expenditure by Program</b>					
1 Classification & Compensation	\$443,789	\$469,724	\$480,943	\$396,374	-17.58%
2 Employee Benefits Administration	\$774,180	\$810,147	\$807,789	\$806,051	-0.22%
3 Employee Relations/ Performance Mgmt	\$0	\$0	\$0	\$190,320	—
4 Human Resources Information System	\$0	\$0	\$0	\$281,987	—
5 Recruitment	\$505,286	\$497,047	\$516,378	\$599,539	16.10%
6 Training & Development/Org Development	\$664,307	\$607,988	\$722,490	\$800,353	10.78%
<b>Total Expenditures</b>	\$2,387,562	\$2,384,907	\$2,527,600	\$3,074,623	21.64%
<b>Total Designated Funding Sources</b>	\$0	\$0	\$20,000	\$21,000	5.00%
<b>Net General Tax Support</b>	\$2,387,562	\$2,384,907	\$2,507,600	\$3,053,623	21.77%
<b>Net General Tax Support</b>	100.00%	100.00%	99.21%	99.32%	

FTE BY PROGRAM

	FY 12 Adopted	FY 13 Adopted	FY 14 Adopted
1 Classification & Compensation	4.35	4.30	4.00
2 Employee Benefits Administration	5.00	5.30	4.00
3 Employee Relations/Performance Mgmt	0.00	0.00	4.00
4 Human Resources Information System	0.00	0.00	3.00
5 Recruitment	5.00	4.90	3.50
6 Training & Development/Org Development	4.15	4.00	5.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>18.50</b>	<b>18.50</b>	<b>23.50</b>



## MAJOR ISSUES

- A. Shift Human Resource Information System (HRIS) Administrator from Finance Department** - In FY 11, a HRIS Administrator position was created in the Finance Department to strengthen internal controls over the payroll and benefits process. Since inception, this position has worked closely with Human Resources. During late FY 12, it was determined duties and responsibilities aligned better with Human Resources daily operations and mission; therefore, the position has been permanently shifted to Human Resources resulting in an increase of 1.0 FTE.
- B. Resource Shift to Create Two New Programs** - The budget includes resource shifts to create two additional programs in the department, Employee Relations/Performance Management and HRIS. Descriptions for the activities and performance measures of the new programs are included in the budget summary section on the following pages. These shifts have no net fiscal impact.

## BUDGET ADJUSTMENTS

### A. Budget Additions

#### 1. Additional Software Maintenance for HRIS

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

**a. Description** - This initiative funds additional software maintenance costs associated with the Human Resource Information System (HRIS). Maintenance costs in FY 14-15 will be funded by a transfer from the Technology Improvement Plan (TIP) budget and by the general fund in FY 16-18.

**b. Service Level Impacts** - This addition will maintain existing service levels.

**c. Five Year Plan Impacts** - The software maintenance budget impacts the five year plan by \$3,153 in FY 16, \$4,310 in FY 17 and \$5,526 in FY 18. General fund support is increased by \$12,989, FY 16 through 18.

#### 2. Add One Human Resource Analyst Position for Benefits Administration

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

**a. Description** - This initiative funds staffing for the employee benefits administration program with revenue from the medical insurance internal service fund. A new Human Resource Analyst II FTE will assist the agency with increasing health insurance and retiree benefit workloads. By January 2014, staff will be administering four different employee retirement systems mandated by the Code of Virginia.

The total cost includes salary and benefits (\$71,564) and technology/seat management costs (\$2,723). The expenses associated with this position are fully funded by the medical insurance internal service fund through cost recovery.

**b. Service Level Impacts** - This addition will maintain existing service level impacts with the anticipated increased workload.

**c. Five Year Plan Impacts** - There are no five year plan impacts.



**B. Budget Shifts**

**1. Shift Three Positions from the Department of Parks & Recreation**

Budget Shift	\$315,942
Agency Impact	\$315,942
FTE Positions	3.00

**a. Description** - This initiative shifts three full-time equivalent (FTE) positions from the Department of Parks and Recreation to Human Resources. The shifts consolidate staffing to improve service delivery and result from the merger of the Park Authority with Prince William County government. The resource shifts include two Human Resource Analyst II positions that will be involved in recruitment and employment (in the Employee Relations program) and one Organizational Development Manager position involved in county-wide organizational development (in the Training & Development/Organizational Development program).

**b. Service Level Impacts** - This resource shift will support existing service level impacts.

**c. Five Year Plan Impacts** - There are no five year plan impacts associated with this resource shift.

**PROGRAM SUMMARY**

**Classification & Compensation**

**Outcome Targets & Trends**

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Classification/pay structure recommendations approved by County Executive and Board of County Supervisors	100%	100%	100%	100%
▪ Citizens satisfied with the helpfulness of County employees	84.6%	—	—	—
▪ County employees are courteous and helpful	—	92%	—	92%



## Activities & Service Level Trends

### 1. Employee Classification and Compensation Management

Design and administer classification and compensation systems which provide fair and competitive salaries in order to attract and retain the most qualified individuals in positions of employment with Prince William County.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$450,392	\$469,724	\$480,943	\$396,374
▪ Classification studies	400	544	450	502
▪ Classifications within competitive range (+5/-5% compared to the labor market)	95%	96%	95%	95%
▪ Percentage of class specifications revised and revised related to classification studies	40%	45%	55%	45%
▪ Average staff hours and cost per study completed	12/\$638	10/\$504	—	11/\$618
▪ Annual average number of surveys conducted per staff	400	396	400	—
▪ Number of compensation plan reviews for internal and external equity	—	—	—	240
▪ Special classification projects to maintain County's Position Classification Plan	—	—	—	10

## Employee Benefits Administration

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Employees satisfied with benefit program services	—	—	—	65%
▪ County turnover rate without retirement	5.50%	5.48%	6.50%	6.00%
▪ County turnover rate with retirement	7.50%	7.09%	8.00%	7.50%
▪ County turnover rate for Police without retirement	5.00%	1.59%	5.00%	3.00%
▪ County turnover rate for Police with retirement	7.50%	3.37%	6.00%	6.00%
▪ County turnover rate for Fire & Rescue without retirement	6.00%	2.30%	7.50%	6.00%
▪ County turnover rate for Fire & Rescue with retirement	7.50%	3.35%	8.00%	6.00%
▪ Citizens satisfied with the helpfulness of County employees	84.6%	—	—	—
▪ County employees are courteous and helpful	—	92%	—	92%



## Activities & Service Level Trends

### 1. Benefits Management

Develop, design, implement and administer a comprehensive, cost-effective, competitive employee benefit package.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$728,607	\$810,147	\$807,789	\$806,051
▪ Employees and retirees who utilize health care program	3,375	3,300	3,150	—
▪ Employees provided benefits orientation and training	800	820	1,000	—
▪ Employees satisfied with benefits orientation program	98%	98%	98%	—
▪ Benefit costs as percentage of total salary	39%	36%	38%	39%
▪ Inquires answered within 24 hours	95%	95%	95%	98%
▪ Employees enrolled in County healthcare programs	—	—	—	84%
▪ Retirees (under age 65) enrolled in County healthcare programs	—	—	—	41%
▪ Individual retirement consultations/hours (hrs) spent	—	—	—	96/368 hrs
▪ Personnel documents scanned into the Electronic Data Management System (EDMS) and filed	—	—	—	51,500
▪ Employees provided orientation and training	—	—	—	800
▪ Employee satisfaction with orientation and training	—	—	—	90%

## Employee Relations/Performance Management

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Complaints resolved before grievance filed	—	—	—	90%
▪ Grievances resolved prior to reaching Executive Management level (3rd step in process)	—	—	—	90%

## Activities & Service Level Trends

### 1. Employee Relations

Guide and support employees, supervisors and appointing authorities regarding disciplinary, grievance and performance management issues. Address and resolve workplace issues that interfere with employee performance and ensure fair and uniform application of related laws, policies and practices.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	\$190,320
▪ Number of formal disciplinary action reviews/consolations	—	—	—	50
▪ Number of grievances processed	—	—	—	10
▪ Percentage of departments receiving guidance regarding Performance Evaluation System	—	—	—	90%





## Human Resources Information System

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Personnel Action Forms (PAFs) processed within pay period received	—	—	—	95%

### Activities & Service Level Trends

#### 1. Human Resources Information System (HRIS)

Provide centralized support to process payroll actions; serve as liaison between Human Resources and Payroll; and propose, analyze, and implement employment-related workflow initiatives for greater efficiency.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	\$281,987
▪ Personnel Action Forms (PAFs) rejected / received	—	—	—	15%
▪ Personnel Action Forms (PAFs) on paper / received	—	—	—	35%
▪ Average number of Human Resources Information (HRIS) position control number (PCN) entries per month (per Board Resolution)	60	62	93	80
▪ Late PAFs per month (average) that result in retroactive payment	—	—	—	40

## Recruitment

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Percentage of hires where number of days to hire from advertise to acceptance is within 90 days	—	—	—	90%
▪ Employees attending employment-related training rating training as very good or excellent	90%	95%	90%	95%
▪ Citizens satisfied with the helpfulness of County employees	84.6%	—	—	—
▪ County employees are courteous and helpful	—	92%	—	92%



**Activities & Service Level Trends**

**1. Recruitment**

Support agencies in the selection and development of competent employees by providing effective, cost-efficient recruitment and selection consulting services and optimize community support of County agencies by recruiting and recognizing volunteers.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$501,320	\$497,047	\$516,378	\$599,539
▪ Percentage of employees attending employment-related training rating the training as beneficial	—	—	—	95%
▪ Positions advertised and filled	400	510	400	500
▪ Percentage of agencies/departments receiving applications within 10 business days	90%	75%	90%	90%
▪ Applications received and processed per month	3,000	3,100	3,000	3,000
▪ Hiring managers rating employment process satisfactory	95%	NR	95%	—
▪ Volunteers in County Government tracked	2,900	3,140	3,000	3,000
▪ Volunteer of the Quarter Awards administered	4	4	4	—
▪ Average # of hours donated per volunteer	40	30	43	—
▪ Total volunteer hours donated	—	95,110	—	96,000

**Training & Development/Organizational Development**

**Outcome Targets & Trends**

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Percentage of supervisors satisfied with employee training	—	—	—	85%
▪ Employee satisfaction with training (aggregate average, on a 5 point scale)	—	—	—	4

**Activities & Service Level Trends**

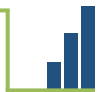
**1. Training, Development and Presentation**

Provide research, development, training presentations and educational opportunities to department managers and employees.

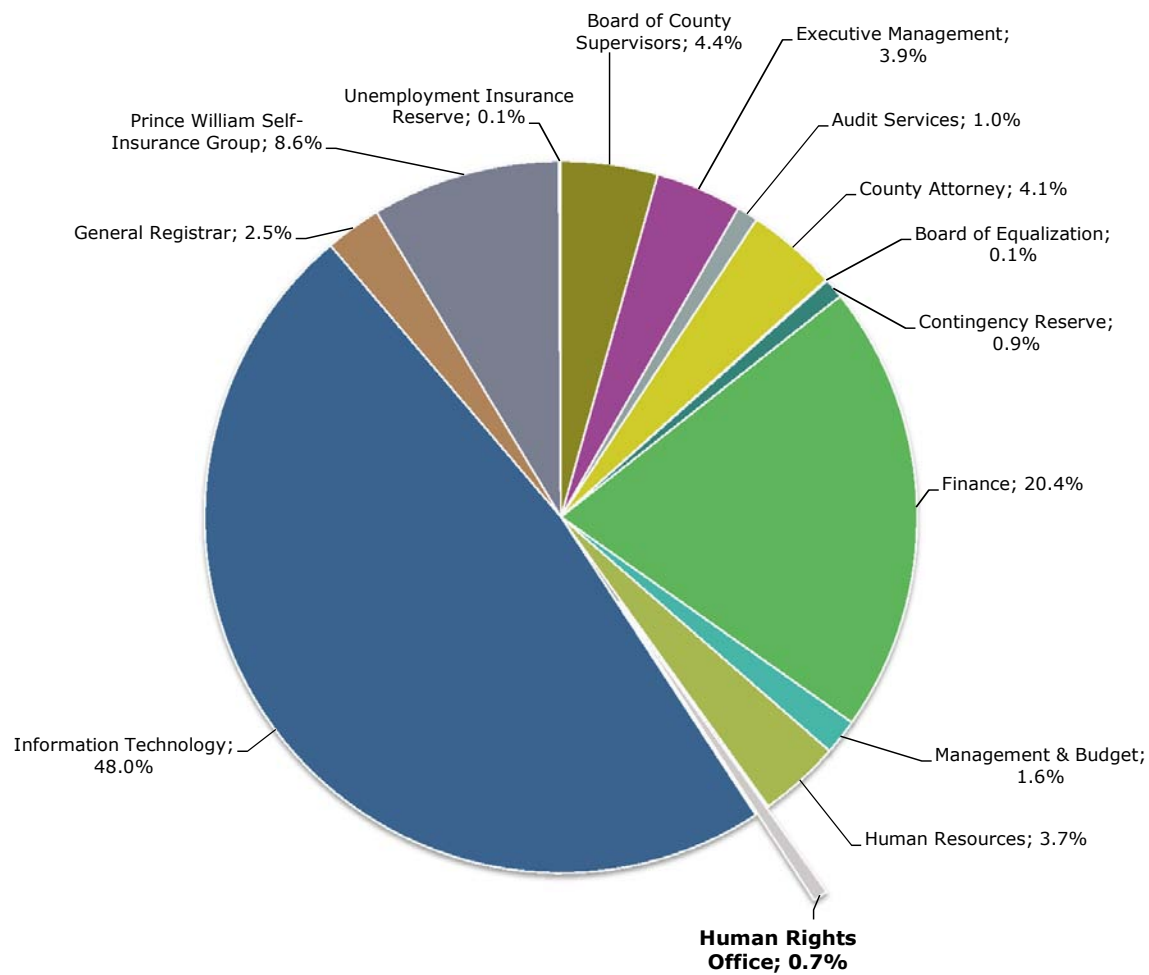
	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$481,837	\$607,988	\$722,490	\$800,353
▪ Online learning utilization rate (users who access online libraries within PWC University)	—	—	—	80%
▪ Workforce attending a minimum of 1 hour training annually (includes all training through PWC University)	—	—	—	80%

**Activities & Service Level Trends (continued)****1. Training, Development and Presentation (continued)**

	<u>FY 12</u> <u>Adopted</u>	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Adopted</u>	<u>FY 14</u> <u>Adopted</u>
▪ Employees who have received CQI-related training	—	—	—	75%
▪ Cost per training participant	\$115	\$45	—	\$115
▪ Average # of training hours per FTE per year	6.75	NR	—	6.75
▪ Number of completed training opportunities	4,190	NR	7,000	—



# Human Rights



## 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 AND REVENUE SUMMARY**



<b>A. Expenditure by Program</b>	<b>FY 12 Approp</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>	<b>% Change Adopt 13/ Adopt 14</b>
1 Commission	\$556,879	\$536,047	\$582,292	\$557,428	-4.27%
<b>Total Expenditures</b>	\$556,879	\$536,047	\$582,292	\$557,428	-4.27%
<b>Total Designated Funding Sources</b>	\$64,580	\$0	\$28,580	\$28,580	0.00%
<b>Net General Tax Support</b>	\$492,299	\$536,047	\$553,712	\$528,848	-4.49%
<b>Net General Tax Support</b>	88.40%	100.00%	95.09%	94.87%	

**FTE BY PROGRAM**

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



## PROGRAM SUMMARY

## Commission

## Activities &amp; Service Level Trends

## 1. Charge Management

Process all inquiries, intakes and charges filed with the agency.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$394,427	\$378,491	\$414,403	\$397,052
▪ Inquiries processed	575	598	575	575
▪ Cases worked	120	138	120	120
▪ Cost per case worked	\$3,287	\$2,846	\$3,000	\$3,000
▪ Closed charges	70	75	70	70
▪ Average caseload per investigator	40	46	45	45
▪ Average closed case processing time (days)	175	182	—	—
▪ Cases open ≥ 365 days	—	5	6	6
▪ Average intake processing time (days)	40	62	50	50
▪ Mediations and conciliations	32	30	—	—
▪ Percentage of cases resolved through mediation and conciliation processes	—	16%	20%	20%
▪ Enforcement compliance rate	100%	100%	100%	100%

## 2. Outreach/Education

Training, outreach and educational programs are provided to customers and the general public.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$29,816	\$27,044	\$31,243	\$29,907
▪ Cost per number of outreach/education projects	\$1,192	\$1,089	\$1,000	\$1,000
▪ Outreach/educational projects (requests)	25	27	25	25
▪ Customers seeking services as result of outreach efforts	1,550	1,580	1,550	1,550
▪ Favorable customer survey responses	70%	70%	70%	70%
▪ Persons attending training or benefiting from civil rights enforcement	600	652	600	600



### 3. Public Information

Respond to requests for information from citizens, media and other government agencies and officials.

	<b>FY 12 <u>Adopted</u></b>	<b>FY 12 <u>Actual</u></b>	<b>FY 13 <u>Adopted</u></b>	<b>FY 14 <u>Adopted</u></b>
▪ Total Activity Annual Cost	\$17,273	\$15,583	\$18,130	\$17,328
▪ Requests for public information	75	75	75	75
▪ Average time (in working days) to respond to public information requests	—	3	5	5
▪ Favorable customer survey responses	80%	80%	80%	80%
▪ Cost per request for information	\$230	\$220	\$230	\$230

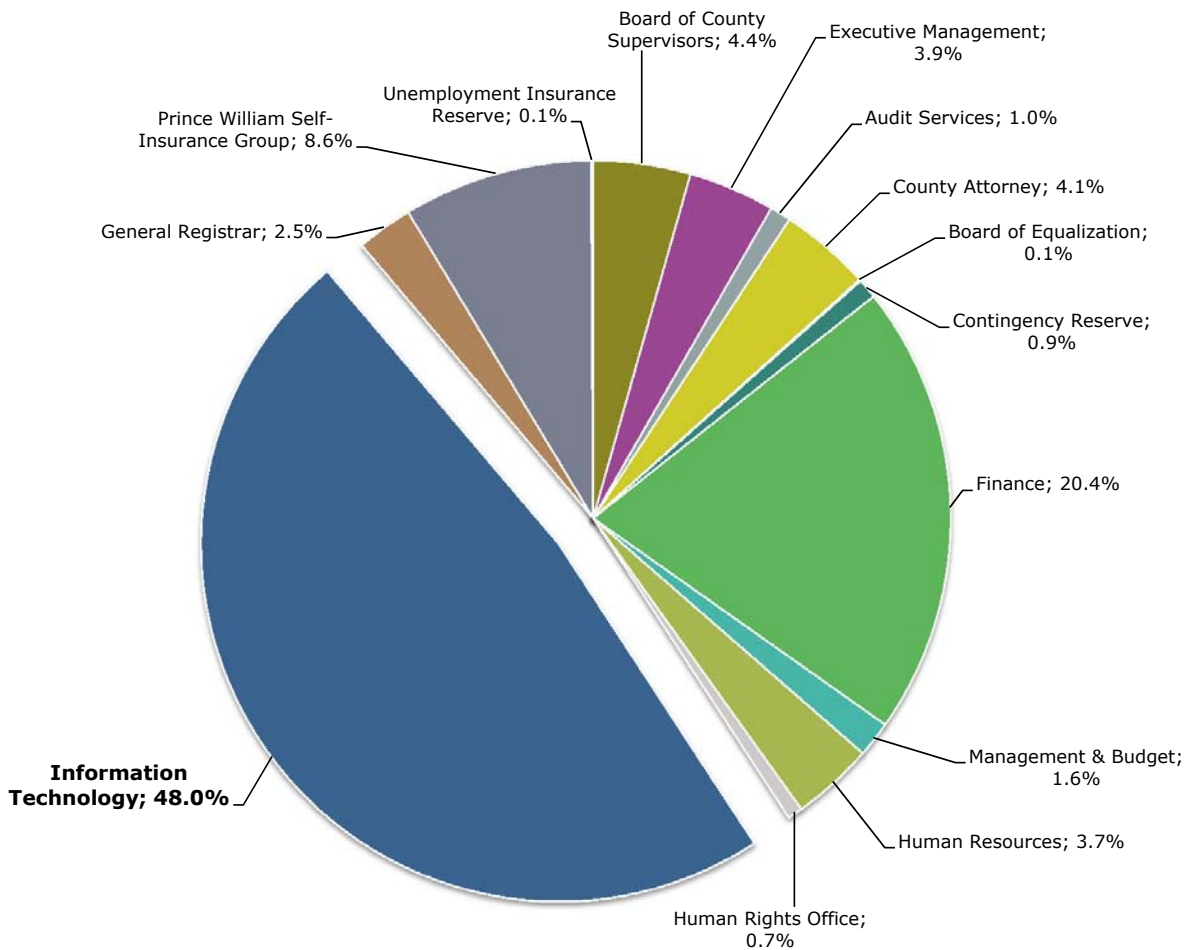
### 4. Staff Support to the Human Rights Commission

Support the Human Rights Commission and its activities.

	<b>FY 12 <u>Adopted</u></b>	<b>FY 12 <u>Actual</u></b>	<b>FY 13 <u>Adopted</u></b>	<b>FY 14 <u>Adopted</u></b>
▪ Total Activity Annual Cost	\$112,384	\$114,928	\$118,516	\$113,141
▪ Staff time dedicated to support the Human Rights Commissioners	20%	20%	20%	20%
▪ Citizens aware of the programs and activities of the Human Rights Commission	75%	75%	—	—



# Information Technology



## MISSION STATEMENT

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





**EXPENDITURE AND REVENUE SUMMARY**

<b>A. Expenditure by Program</b>	<b>FY 12 Approp</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>	<b>% Change Adopt 13/ Adopt 14</b>
1 Chief Information Officer	\$1,874,038	\$1,096,427	\$1,603,231	\$1,986,414	23.90%
2 Communications & Infrastructure	\$8,444,522	\$6,216,808	\$7,864,534	\$7,523,217	-4.34%
3 Customer Service & Solutions	\$8,337,945	\$6,507,563	\$7,502,702	\$7,666,941	2.19%
4 Business Applications Support	\$4,643,615	\$3,657,776	\$4,528,669	\$5,431,465	19.94%
5 Technology Improvement Plan (TIP)	\$11,932,035	\$12,507,531	\$10,006,495	\$17,225,456	72.14%
<b>Total Expenditures</b>	<b>\$35,232,155</b>	<b>\$29,986,105</b>	<b>\$31,505,631</b>	<b>\$39,833,493</b>	<b>26.43%</b>
<b>Total Designated Funding Sources</b>	<b>\$57,787,430</b>	<b>\$57,803,114</b>	<b>\$24,249,559</b>	<b>\$25,502,421</b>	<b>5.17%</b>
<b>Net General Tax Support</b>	<b>(\$22,555,275)</b>	<b>(\$27,817,009)</b>	<b>\$7,256,072</b>	<b>\$14,331,072</b>	<b>97.50%</b>
<b>Net General Tax Support</b>	<b>-64.02%</b>	<b>-92.77%</b>	<b>23.03%</b>	<b>35.98%</b>	

Expenditures shown for the TIP in Section A are not reflected in the Budget Summary because they are related to the capital costs; TIP project management is reflected in the respective Budget Summary sections. FY 12 Actuals reflect depreciation of capital assets.

**FTE BY PROGRAM**

	<b>FY 12 Adopted</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>
1 Chief Information Officer	9.04	10.04	10.04
2 Communications & Infrastructure	25.00	26.00	26.00
3 Customer Service & Solutions	24.00	24.00	24.00
4 Business Applications Support	18.96	18.96	18.96
<b>Full-Time Equivalent (FTE) Total</b>	<b>77.00</b>	<b>79.00</b>	<b>79.00</b>



**MAJOR ISSUES**

- A. Technology Improvement Plan (TIP)** - The capital subfund within the Department of Information Technology (DoIT) internal service fund was reduced by \$9,702,200 to remove the FY 13 TIP project allocations.
- B. Administration, Business Group and GIS Shift from General Fund Budget to Internal Services Fund (ISF) Budget** - The final phase of the plan to move DoIT services entirely into the ISF requires the shift of four activities (Administration, Business Group, GIS Data Services and GIS Technical Services) from the general fund into the ISF. This shift results in a reduction of \$2,648,720 and a commensurate increase in the ISF. All DoIT services are now included in the ISF.

**BUDGET ADJUSTMENTS**

**A. Budget Additions**

**1. Increase Technology Improvement Plan (TIP)**

Expenditure	\$15,123,000
Revenue	\$966,000
General Fund Impact	\$14,157,000
FTE Positions	0.00

**a. Description** - The TIP portion of the Capital Improvement Program (CIP) totals \$15,123,000 in FY 14; \$966,000 is funded by the TIP Holding Account and the remaining \$14,157,000 comes into the DoIT ISF as a transfer from the general fund. The FY 14 TIP projects are as follows: Police and Fire and Rescue Records Management System (\$4,157,000); Harmony Replacement (\$796,000); Geographic Information System Upgrade (\$170,000); and the Financial Management System Replacement (\$10,000,000).

**b. Service Level Impacts** - The service level impacts are included in the CIP.

**c. Five Year Plan Impacts** - There are no five year plan impacts.

**2. Increase Business Applications Associated with TIP Systems Maintenance and a Position Upgrade**

Expenditure	\$854,461
Revenue	\$0
General Fund Impact	\$854,461
FTE Positions	0.00

**a. Description** - Changes to the Business Applications budget in coordination with the TIP are as follows: Community Development (-\$70,874); General Government (\$36,775); Human Services (\$76,560); and Public Safety (\$812,000). The TIP Holding Account provides \$831,961 through the 4000 series in the various County agencies hosting these applications. Additionally, \$22,500 is provided to DoIT ISF via a shift in Community Services to cover the cost of an upgraded position to provide support to the Human Services applications.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - General fund support is increased by \$17,461,824, FY 14 through FY 18; increased support from the TIP Holding Account totals \$901,406, FY 14 through FY 18.



**3. Increase Transfers from TIP Holding Account for TIP Systems Maintenance**

Expenditure	\$831,961
Revenue	\$831,961
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - The TIP Holding Account funds \$831,961 of maintenance costs through the 4000 series of the various County agencies hosting business applications to support contractual systems maintenance increases.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - There are no five year plan impacts because the TIP Holding Account is not in the general fund.

**4. Increases to Seat Management and Seat Hardware Replacement**

Expenditure	\$322,207
Revenue	\$322,207
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - DoIT's seat management costs increased due to contractual increases related to virtualization and seats associated with new positions in the County organization, totaling \$279,553; seat hardware costs associated with those new positions total \$42,654.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - The five year plan impacts can be seen in the 4000 series of the various County agencies.

**B. Budget Shifts**

**1. Internal Agency Shifts**

Budget Shift	\$526,675
Agency Impact	\$0
FTE Positions	0.00

**a. Description** - The Audio/Visual Broadcast Engineer position (\$101,675) shifted from Administration to Network Communications Data, and \$425,000 shifted from Technology Hosting Centers to Cyber Security/Policy to place revenues and expenditures in the appropriate activity.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - There are no five year plan impacts associated with this resource shift.



**PROGRAM SUMMARY**

**Chief Information Officer**

**Outcome Targets & Trends**

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Customers satisfied with products and services in all divisions	95%	94%	96%	96%

**Activities & Services Level Trends**

**1. Administration**

Oversee the entire department to ensure activities and projects are aligned with the County’s overall goals and objectives. Provide administrative, payroll and switchboard services.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$533,249	\$539,415	\$537,014	\$477,200
▪ Customers satisfied with products and services in all divisions	95%	94%	96%	96%
▪ Technology Improvement Plan (TIP projects completed on time and within budget, in accordance with customer sign off)	—	—	—	65%

**2. Information Technology (IT) Business Group**

Develop and monitor short/long term Information Technology plans including annual department budget and Capital Improvement Plan (CIP), service/performance targets, contract and grant management, internal service billing, facilities management, organizational development and five year strategic planning. Formulates and provides leadership in IT business procedures and practices to manage the IT infrastructure across the County government.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$233,890	\$181,825	\$240,240	\$241,220
▪ DoIT staff satisfied with IT purchasing quality and timeliness	95%	100%	95%	95%

**3. Cyber Security & IT Policy Group**

Manage the County’s security services and protect for the County’s data from computer viruses and malicious attacks. Formulate technology policy recommendations and standards to govern Information Technology infrastructure across the County government.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$363,508	\$185,841	\$370,082	\$799,000
▪ Conduct information & network security audit at least once per year	1	0	1	1
▪ Resolution of audit issues identified from security audits in previous year	100%	NA	100%	100%



#### 4. Project Management / Independent Validation and Verification Group

Enhance customer satisfaction, increase communication, standardize processes and audit (evaluate) projects and provide valuable project support.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$361,398	\$189,347	\$455,895	\$468,994
▪ Respond to projects that meet validation and verification threshold	100%	100%	100%	100%
▪ Mentoring and coaching project teams satisfaction with effectiveness	90%	100%	90%	90%

### Communications & Infrastructure Division

#### Outcome Target & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Annual hours of unplanned radio network unavailability	<1.00	0.08	<1.00	<1.00
▪ Annual hours of unplanned telephone enterprise network unavailability	<2	0	<2	<2
▪ Annual hours of unplanned data enterprise network unavailability	<2.00	0.56	<10.00	<10.00
▪ Communication & Infrastructure Division customers satisfied	95%	97%	95%	95%

#### Activities & Services Level Trends

##### 1. Radio Communications

Provide public safety and general government agencies with radio and microwave radio services for voice and data communications. Plan and manage system infrastructure, performs engineering services, installs and maintains infrastructure, mobile and other electronic devices for all Prince William County entities including public schools, incorporated towns and volunteer fire and rescue companies.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$1,517,451	\$1,291,863	\$1,538,270	\$1,535,724
▪ Percent of Public Safety radio repairs completed within eight business hours	75%	87%	75%	75%
▪ Radio Communications customers satisfied	95%	97%	95%	95%



## 2. Network Communications

Provide Prince William County government agencies with voice and data capability sufficient to support the County’s e-services, public safety activities and day-to-day operations. Plan and manage voice and data network infrastructure, evaluate and install new technologies, resolve network malfunctions and services interruptions and manage commercial voice and data communications services used by the County Government.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$3,612,324	\$3,015,402	\$3,537,350	\$3,621,247
▪ Percentage of voice and data service calls completed within 8 business hours	94%	95%	94%	94%
▪ Annual hours of unplanned voicemail enterprise network unavailability	<2	0	<5	<5
▪ Network Communications customers satisfied	95%	97%	95%	95%

## 3. Technology Hosting Centers

Manage and monitor the County’s email, servers and network resources.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$1,633,613	\$1,241,735	\$1,802,632	\$1,377,864
▪ Technology Hosting Center customers satisfied	90%	97%	90%	90%
▪ Percentage of problem reports completed within 8 business hours	92%	49%	92%	92%
▪ Average annual hours of unscheduled hardware unavailability	<2.00	0.14	<2.00	<2.00
▪ Percentage of critical security patches applied within five business days	80%	79%	80%	80%

## 4. Capital Replacement Plan

Maintain the replacement of infrastructure and improvement of systems efficiently and cost effectively in order to better serve customers and citizens. Track costs and industry standards to ensure appropriate technology is in place to support the County’s enterprise systems. Year end costs reflect depreciation.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$981,992	\$667,808	\$986,282	\$988,382
▪ Percentage of Capital Replacement Projects completed on schedule (based on yearly DoIT projection)	90%	NR	90%	90%



## Customer Service & Solutions Division

### Outcome Targets & Trends

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Customer Service & Solutions Division customers satisfied	94%	96%	94%	94%

### Activities & Services Level Trends

#### 1. Geographic Information Systems (GIS) Data Services

Create and maintain all geo-spatial data within the GIS database. Provides customer support, to include daily interfacing to ensure the accuracy and timeliness of data, maps and geographic information; and all land parcel addressing support including new address assignments through development plan reviews, street name and address changes, and problem resolution.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$1,059,201	\$1,147,377	\$1,098,243	\$1,119,779
▪ Percent parcel data updated in the GIS and Permitting data bases within 15 days	90%	60%	90%	75%
▪ Percentage of update work completed without error	95%	93%	95%	95%
▪ Percentage of address projects completed on time	95%	100%	95%	98%
▪ GIS Data Services customers satisfied	96%	98%	96%	96%
▪ Land detail currently in the geographic database in compliance with the established maintenance schedule	95%	93%	95%	95%

#### 2. GIS Technical Solutions

Responsible for the database, applications and software support necessary to access the County's geo-spatial data. Provide maps and geographic information to other County agencies and to the public through GIS web applications.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$748,678	\$607,935	\$773,222	\$785,768
▪ GIS Technical Solutions customers satisfied	96%	77%	96%	90%
▪ Annual hours of unplanned GIS Database unavailability	<5	2	<5	<5



### 3. Customer and Technology Advocate

Administer and support the seat management program that includes Customer support, Deskside support and hardware/software technology refreshment. Ensure that the contract service levels and customer technology needs are met satisfactorily.

	<b>FY 12 Adopted</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>
▪ Total Activity Annual Cost	\$4,215,458	\$3,442,824	\$4,217,371	\$4,374,589
▪ Resolvable calls received by the service desk and completed on initial contact	95%	74%	95%	95%
▪ Overall customer satisfaction rating Customer and Tech Advocate services very satisfied	95%	96%	95%	95%
▪ Customer on-site hardware and software problems resolved in less than 8 business hours	95%	73%	95%	95%
▪ Percentage of hardware refreshments (desktops, laptops, MDCs) completed on schedule	95%	2%	95%	95%
▪ Number of closed tickets reopened due to problems with initial service	<5%	1%	<5%	<5%

### 4. Web Solutions and Services

Provide support for web applications, including assistance in selection of software products and functional requirements and maintain security and development standards for all web applications.

	<b>FY 12 Adopted</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>
▪ Total Activity Annual Cost	\$1,401,797	\$1,309,855	\$1,413,866	\$1,386,805
▪ Annual hours of unplanned web enterprise unavailability	<10.00	0.82	<10.00	<10.00
▪ Web customers satisfied	90%	94%	90%	90%

## Business Applications Support Division

### Outcome Targets & Trends

	<b>FY 12 Adopted</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>
▪ Information System Division customers satisfied	92%	92%	92%	92%
▪ Annual hours of unplanned Public Safety Applications Systems enterprise unavailability	<5.00	9.67	<5.00	<5.00
▪ Annual hours of unplanned Non-Public Safety Applications Systems enterprise unavailability	<15.0	6.6	<15.0	<15.0





## Activities & Services Level Trends

### 1. Public Safety Applications Support

Provide systems support to Public Safety agencies within Prince William County, businesses and citizens, and the computer-aided dispatch (CAD), records management and reporting, and interjurisdictional data sharing systems.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$866,061	\$775,954	\$884,611	\$1,706,585
▪ Annual hours of unplanned Public Safety Applications Systems enterprise unavailability	<5.00	9.67	<5.00	<5.00
▪ Public Safety customers satisfied	90%	80%	95%	95%

### 2. Community Development Applications Support (CDAS)

Provide support to the Community Development agencies within Prince William County, businesses and citizens, and the development management, asset management, records management, document management, enterprise reporting, solid waste operations, and building monitoring and security systems.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$1,266,267	\$1,170,128	\$1,486,136	\$1,432,012
▪ Annual hours of unplanned CDAS enterprise unavailability	<5.00	2.79	<5.00	<5.00
▪ CDAS customers satisfied	90%	96%	90%	90%

### 3. General Government Applications Support (GGAS)

Provide support to the General Government agencies within Prince William County, businesses and citizens, and the tax, assessments, accounting, payroll and human resources management systems.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$1,768,503	\$1,510,464	\$1,854,019	\$1,893,207
▪ Annual hours of unplanned GGAS enterprise unavailability	<5.00	2.14	<5.00	<5.00
▪ GGAS customers satisfied	90%	96%	90%	90%



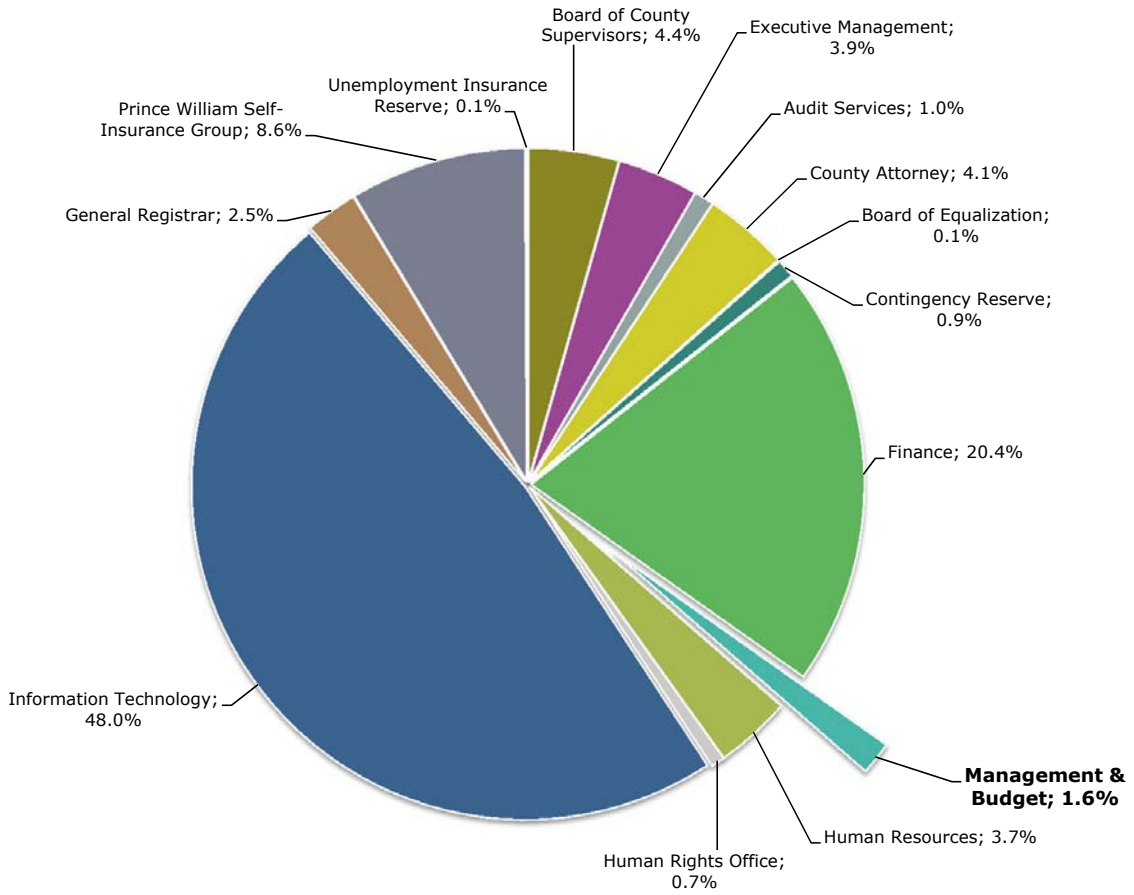
**4. Human Services Applications Support (HSAS)**

Provide support to the Human Services agencies within Prince William County, businesses and citizens, and the patient records management systems and State reporting regulations.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$238,687	\$201,229	\$303,903	\$399,661
▪ Annual hours of unplanned HSAS enterprise unavailability	<5.00	1.67	<5.00	<5.00
▪ HSAS customers satisfied	90%	95%	90%	90%



# Management & Budget



## MISSION STATEMENT

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



EXPENDITURE AND REVENUE SUMMARY



<b>Expenditure by Program</b>	<b>FY 12 Approp</b>	<b>FY 12 Actual</b>	<b>FY 13 Adopted</b>	<b>FY 14 Adopted</b>	<b>% Change Adopt 13/ Adopted 14</b>
Management & Budget	\$1,457,597	\$1,390,756	\$1,368,357	\$1,340,238	-2.05%
<b>Total Expenditures</b>	\$1,457,597	\$1,390,756	\$1,368,357	\$1,340,238	-2.05%
<b>Total Designated Funding Sources</b>	\$0	\$41	\$0	\$0	0.00%
<b>Net General Tax Support</b>	\$1,457,597	\$1,390,715	\$1,368,357	\$1,340,238	-2.05%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	

FTE BY PROGRAM

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



**PROGRAM SUMMARY**

**Management & Budget**

**Outcome Targets & Trends**

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Citizens satisfied with the value of County tax dollars	83.1%	—	—	—
▪ County services and facilities are a fair value for the tax dollar	—	85%	—	85%
▪ Citizens satisfied with the efficiency and effectiveness of County government	88.4%	—	—	—
▪ Percent of compliance with the Sound Financial Management Principles	98%	98%	98%	98%
▪ Receive the annual Government Finance Officers Association Budget Award	Yes	Yes	Yes	Yes
▪ Citizens satisfied with overall County Government	91.9%	—	—	—
▪ Overall quality of County services meets residents' expectations	—	90%	—	90%

**Activities & Service Level Trends**

**1. Budget Development & Implementation**

Provide financial and analytical services to the Board of County Supervisors, the County Executive, agencies and citizens to maintain the County's fiscal integrity and accountability and support effective decision-making. Coordinate the County's annual budget process, including budget guideline development, review and analysis of new resource requests, and preparation of the proposed and adopted budget documents. Implement the adopted budget through performance management, agency support, base budget reviews and special project analyses.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$1,003,238	\$1,178,913	\$1,046,039	\$1,126,220
▪ Customer satisfaction rating	87%	95%	95%	95%
▪ Countywide variance in actual and projected expenditures	4.00%	4.56%	4.00%	4.00%
▪ Board agenda/right-of-way items reviewed	400	307	350	310
▪ Percent of Board agenda items reviewed within two business days	—	81%	90%	90%

**2. Capital Improvement Program Development**

Develop a fiscal plan which ensures a proper balance between protecting existing investments in facilities and infrastructure while meeting the needs of related future growth. Define and prioritize capital needs based on criteria established by the Board of County Supervisors via the Strategic and Comprehensive Plans.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$274,343	\$209,563	\$288,549	\$112,773
▪ Percent of authorized bond projects (since 1988) not yet begun (49 authorized)	8.3%	8.2%	6.3%	6.3%



### 3. Community Survey

Coordinate the County’s biennial survey, measuring citizen concurrence with various aspects of County government service.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$52,169	\$0	\$27,169	\$27,169
▪ Projects completed	1	0	1	—
▪ Average variance between the demographics of community survey participants and those of the community	—	1.11	—	1.00

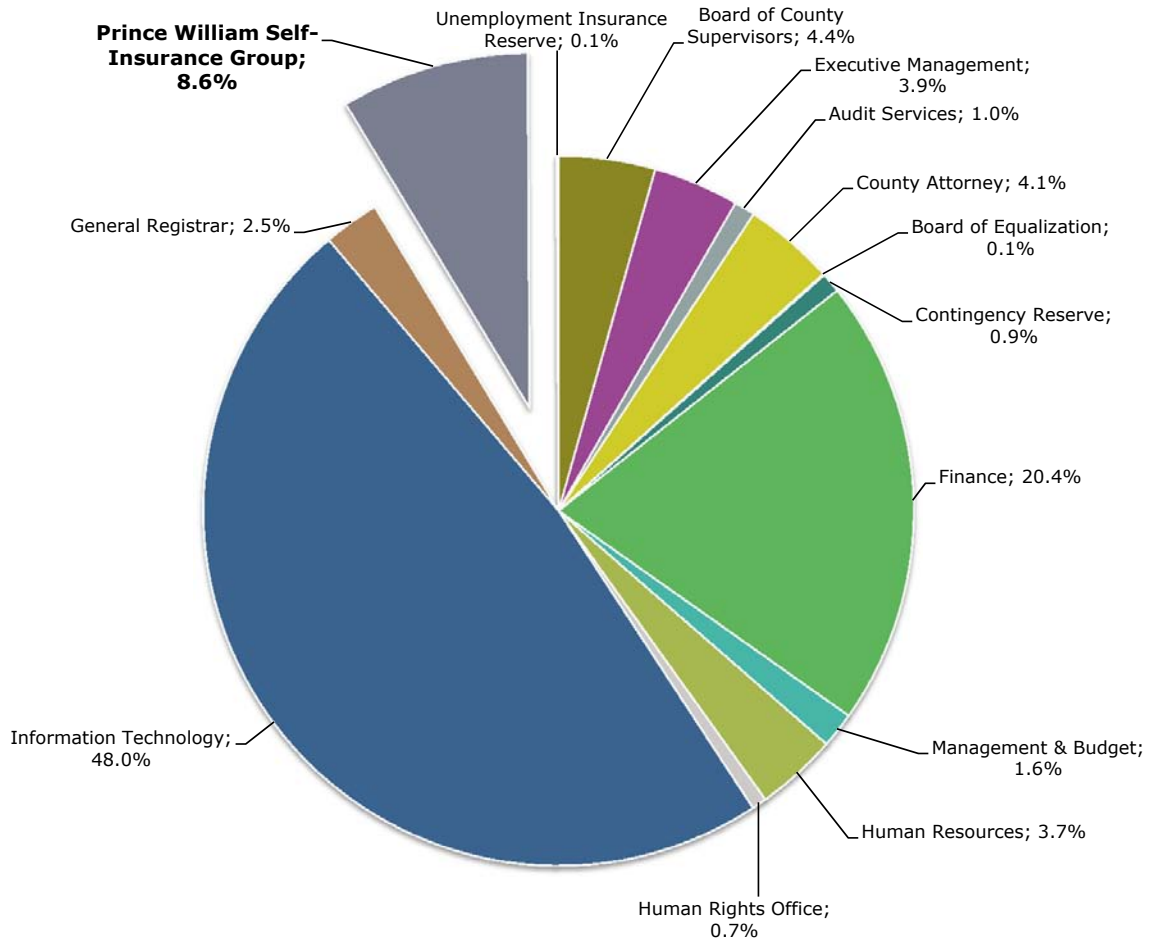
### 4. Strategic Planning

Facilitate countywide strategic planning efforts.

	<u>FY 12 Adopted</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
▪ Total Activity Annual Cost	\$6,600	\$2,280	\$6,600	\$74,076
▪ Percent of measures trending positively towards 4 year community target	100%	72%	100%	100%



# Prince William Self-Insurance Group





EXPENDITURE AND REVENUE SUMMARY

	FY 12 Approp	FY 12 Actual	FY 13 Adopted	FY 14 Adopted	% Change Adopt 13/ Adopt 14
<b>A. Expenditure by Program</b>					
1 Casualty Pool	\$1,531,896	\$1,042,417	\$1,552,196	\$1,617,638	4.22%
2 Workers Compensation	\$3,947,669	\$3,862,164	\$3,876,869	\$4,532,304	16.91%
3 Property & Miscellaneous	\$439,362	\$337,148	\$896,227	\$955,375	6.60%
<b>Total Expenditures</b>	\$5,918,927	\$5,241,729	\$6,325,292	\$7,105,317	12.33%
<b>Total Designated Funding Sources</b>	\$0	\$0	\$360,000	\$360,000	0.00%
<b>Net General Tax Support</b>	\$5,918,927	\$5,241,729	\$5,965,292	\$6,745,317	13.08%
<b>Net General Tax Support</b>	100.00%	100.00%	94.31%	94.93%	

MAJOR ISSUES

**A. Self-Insurance Programs** - The County maintains self-insurance programs for general liability, automobile, public official and law enforcement professional liability, pollution liability and workers compensation insurance through the Prince William County Self-Insurance Group (PWSIG) casualty pool and workers compensation pool. The two self-insurance programs began operations July 1, 1989 and are licensed by the State Corporation Commission. The FY 14 general fund workers compensation and casualty pool budget is \$5,746,115 and the all funds budget is \$6,149,942. The FY 14 property and miscellaneous insurance budget is \$955,375.

**B. Internal Services Fund** - These activities are reported in the Internal Services Fund. Revenues come primarily from other County funds through “premiums” set to cover estimated self-insured claims and liabilities, excess and other insurance premiums and operating expenses. Claims filed or to be filed through the end of the previous fiscal year are accrued liabilities. Each of the programs has sufficient reserves to cover its estimated claims liability.





**BUDGET ADJUSTMENTS**

**A. Budget Additions**

**1. Increase in Workers Compensation Insurance Premiums**

Expenditure	\$415,000
Revenue	\$0
General Fund Impact	\$300,000
FTE Positions	0.00

**a. Description** - The workers compensation premiums have increased the past few years, consistent with national trends. The current budget (all funds) is \$3,876,869 and has not changed since FY 10. The FY 12 actuals (all funds) were \$3,849,656 which included the final year of a dividend credit of \$269,978. The general fund workers compensation premium budget is being increased \$300,000 and the Adult Detention Center (ADC) premium budget is being increased \$115,000. For more detail about the ADC budget please see page 245.

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - General fund support is increased by \$1,500,000 FY 14 through FY 18.

**B. Budget Shifts**

**1. Shift Department of Parks and Recreation (Parks) Insurance Premium Budget into PWSIG**

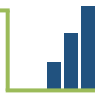
Budget Shift	\$365,025
Agency Impact	\$365,025
FTE Positions	0.00

**a. Description** - In FY 13, the Department of Parks and Recreation was created as a result of the Park Authority integration. The casualty pool, workers' compensation and property insurance premium budgets formerly in Parks are being shifted into the PWSIG. The shift includes the following increases:

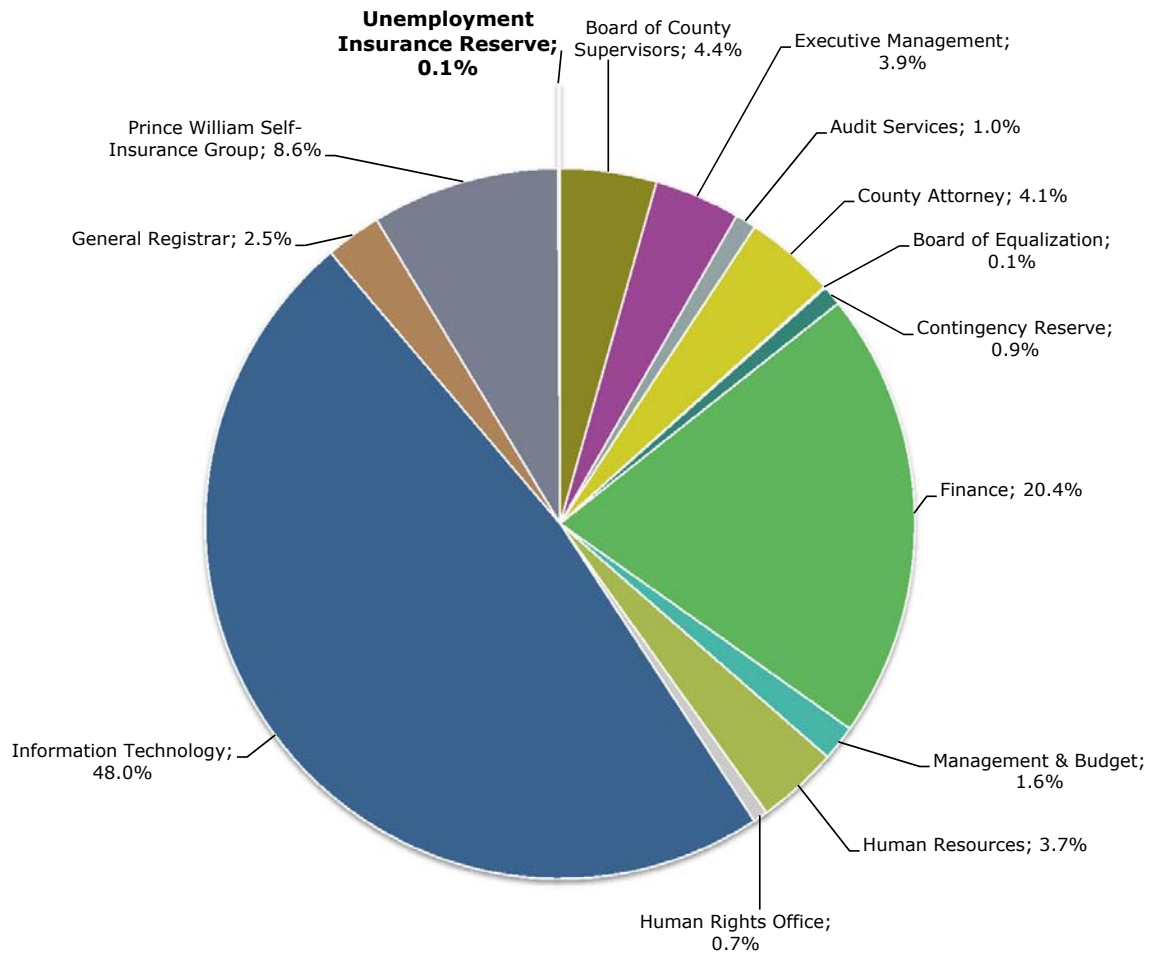
- **Casualty Pool - \$65,442**
- **Workers Compensation - \$240,435**
- **Property & Miscellaneous Insurance - \$59,148**

**b. Service Level Impacts** - There are no service level impacts.

**c. Five Year Plan Impacts** - There are no five year plan impacts associated with this resource shift.



# Unemployment Insurance Reserve





EXPENDITURE AND REVENUE SUMMARY



	FY 12 Approp	FY 12 Actual	FY 13 Adopted	FY 14 Adopted	% Change Adopt 13/ Adopt 14
<b>A. Expenditure by Program</b>					
1 Unemployment Insurance Reserve	\$150,000	\$49,684	\$150,000	\$75,000	-50.00%
<b>Total Expenditures</b>	\$150,000	\$49,684	\$150,000	\$75,000	-50.00%
<b>Total Designated Funding Sources</b>	\$0	\$0	\$0	\$0	—
<b>Net General Tax Support</b>	\$150,000	\$49,684	\$150,000	\$75,000	-50.00%
<b>Net General Tax Support</b>	100.00%	100.00%	100.00%	100.00%	

MAJOR ISSUES

**A. Unemployment Insurance Reserve Budget Reduction** - The Virginia Employment Commission (VEC) administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. Based on the FY 12 actuals and the five most recent quarterly payments to VEC, the budget was reduced from \$150,000 to \$75,000. The decrease in payments is primarily due to a favorable experience rating.

