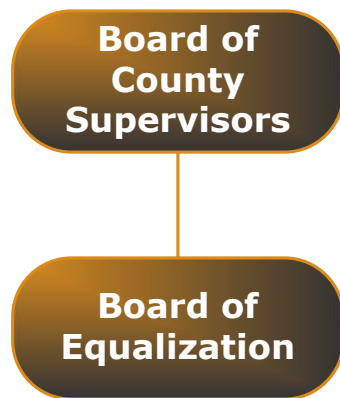


# Board of Equalization



## AGENCY & PROGRAM

### Administration

#### ➤ Board of Equalization

- Contingency Reserve
- Finance Department
- General Registrar
- Human Resources
- Human Rights Office
- Information Technology, Department of
- Management and Budget, Office of
- Prince William Self-Insurance
- Unemployment Insurance Reserve

## MISSION STATEMENT

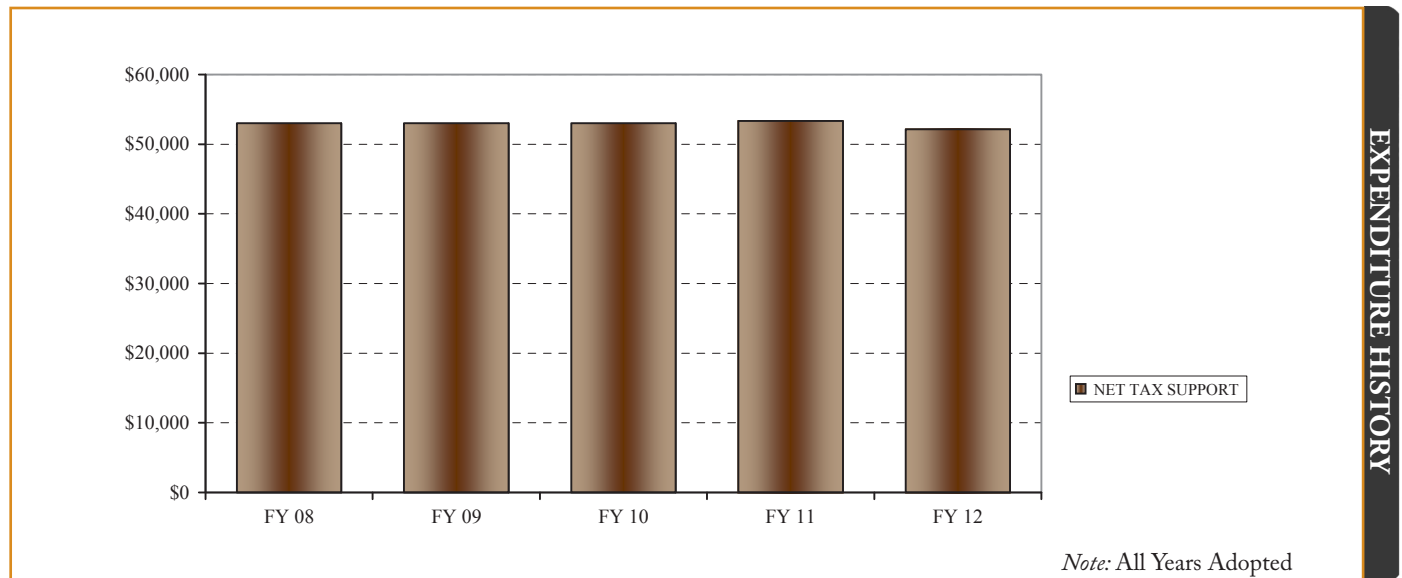
The Board of Equalization holds public hearings for individual taxpayers who file applications for assessment reconsideration. The Board rules on uniformity, consistency, correctness and fairness of the assessments made by the Real Estate Assessments Division of the Finance Department.

LOCATOR



**EXPENDITURE AND REVENUE SUMMARY**

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Administration	\$54,905	\$41,834	\$53,328	\$52,148	-2.21%
<b>Total Expenditures</b>	<b>\$54,905</b>	<b>\$41,834</b>	<b>\$53,328</b>	<b>\$52,148</b>	<b>-2.21%</b>
<b>B. Expenditure by Classification</b>					
1 Personal Services	\$44,910	\$32,892	\$45,410	\$45,410	0.00%
2 Fringe Benefits	\$0	\$172	\$0	\$0	—
3 Contractual Services	\$375	\$371	\$1,600	\$1,600	0.00%
4 Internal Services	\$3,795	\$3,795	\$2,218	\$1,038	-53.20%
5 Other Services	\$3,325	\$2,900	\$1,600	\$1,600	0.00%
6 Capital Outlay	\$0	\$0	\$0	\$0	—
7 Leases & Rentals	\$2,500	\$1,704	\$2,500	\$2,500	0.00%
<b>Total Expenditures</b>	<b>\$54,905</b>	<b>\$41,834</b>	<b>\$53,328</b>	<b>\$52,148</b>	<b>-2.21%</b>
<b>Net General Tax Support</b>	<b>\$54,905</b>	<b>\$41,834</b>	<b>\$53,328</b>	<b>\$52,148</b>	<b>-2.21%</b>



## I. Major Issues

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### A. Revision of Internal Services Fund (ISF)

**Technology Billing** - The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is a decrease of \$1,180 in the Board of Equalization.





# Contingency Reserve



## AGENCY & PROGRAM

### Administration

Board of Equalization

#### ➤ Contingency Reserve

Finance Department

General Registrar

Human Resources

Human Rights Office

Information Technology,  
Department of

Management and Budget,  
Office of

Prince William Self-Insurance

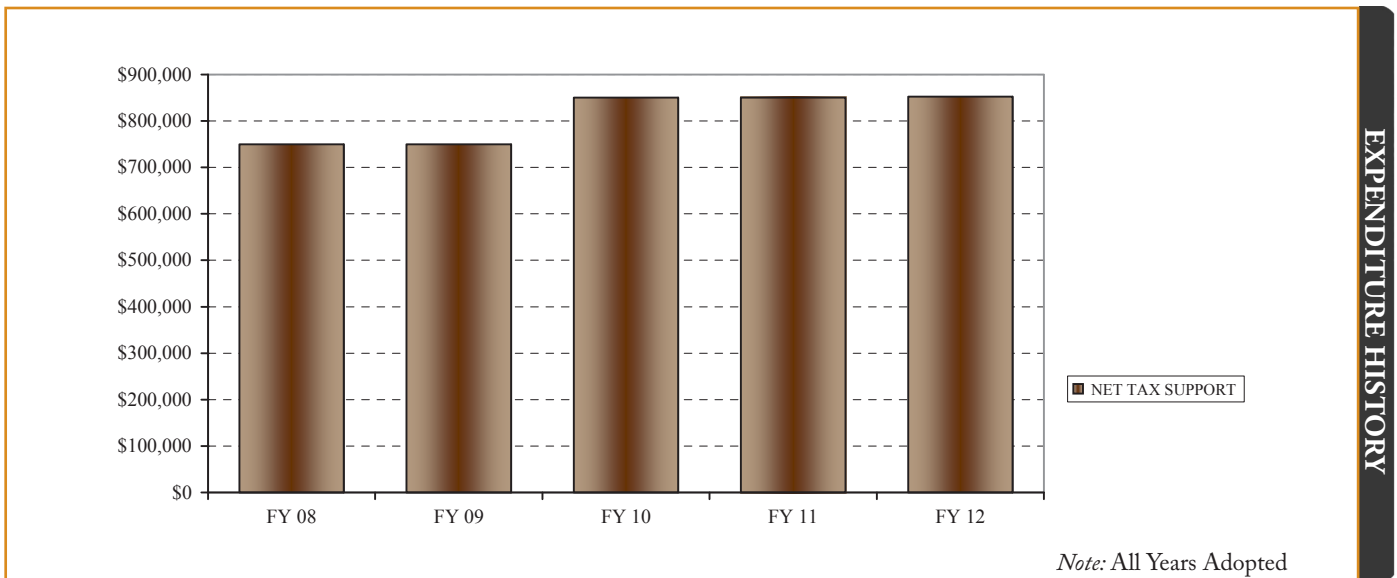
Unemployment Insurance  
Reserve

LOCATOR



**EXPENDITURE AND REVENUE SUMMARY**

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Contingency Reserve	\$468,436	\$0	\$850,301	\$852,301	0.24%
<b>Total Expenditures</b>	\$468,436	\$0	\$850,301	\$852,301	0.24%
<b>B. Expenditure by Classification</b>					
1 Other Services	\$468,436	\$0	\$850,301	\$852,301	0.24%
<b>Total Expenditures</b>	\$468,436	\$0	\$850,301	\$852,301	0.24%
<b>Net General Tax Support</b>	\$468,436	\$0	\$850,301	\$852,301	0.24%





## I. Major Issues

- A. The Contingency Reserve is established within the General Fund** to provide limited funding to accommodate unanticipated increases in service delivery costs and to accommodate unanticipated revenue shortfalls. Any funds remaining at the end of FY 12 will be requested as a carryover to FY 13.
- 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 October 2009 (FY 10) call for a minimum Contingency Reserve of \$500,000 for the fiscal year in which the contingency budget is dedicated.
- C. Shift Homeland Security Reserve to General Contingency Reserve Budget (\$250,000)**  
- With unforeseen events occurring throughout the world on a daily basis, a Homeland Security Reserve was established within the Contingency Reserve for FY 04 and continued in future fiscal years to help cover some of the costs of responding to these events on a local level.

## II. Budget Adjustments

### A. Budget Additions

#### 1. Boys & Girls Club Funding Increase

Added Expenditure -	\$2,301
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$2,301
FTE Positions -	0.00

##### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

- b. Description** - This initiative reflects a 2% increase (\$2,301) in the FY 12 adopted donation to the Dale

City/Dumfries/Manassas Boys & Girls Clubs in the Contingency Reserve budget.

The total donation amount provided to the Boys & Girls Club in the Contingency Reserve budget is \$102,301. The distribution of this amount is contingent upon future Board of County Supervisors action in FY 12. For additional detail please refer to the Budget Summary section of this document where all donations provided to community partners are itemized.

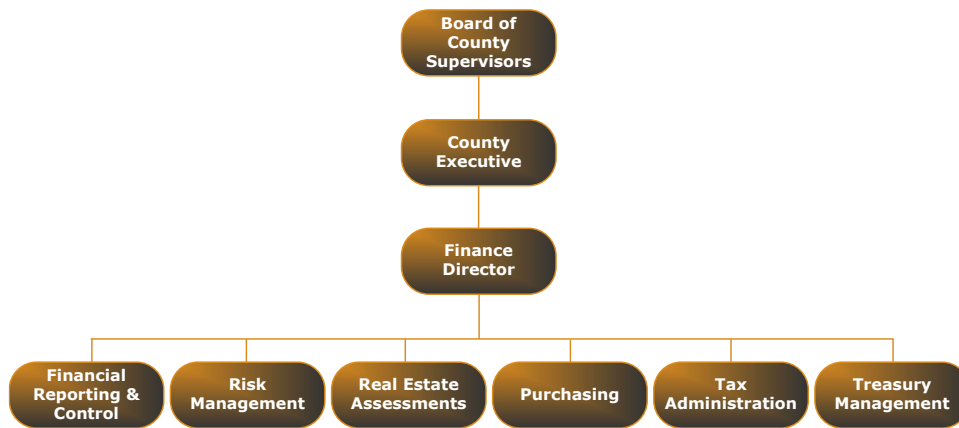
- c. Service Level Impacts** - This budget addition supports existing agency outcomes and service levels.
- d. Five Year Plan Impacts** - The five year plan impacts are \$2,040 in FY 13, \$2,081 in FY 14, \$2,122 in FY 15 and \$2,165 in FY 16.







# Finance Department



## 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.

## AGENCY & PROGRAM

### Administration

Board of Equalization

Contingency Reserve

### ➤ Finance Department

Financial Reporting and Control

Risk Management

Real Estate Assessments

Purchasing

Tax Administration

Treasury Management

Director's Office

General Registrar

Human Resources

Human Rights Office

Information Technology,  
Department of

Management and Budget,  
Office of

Prince William Self-Insurance

Unemployment Insurance  
Reserve

## LOCATOR



EXPENDITURE AND REVENUE SUMMARY

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Financial Reporting & Control	\$2,626,232	\$2,398,026	\$2,734,089	\$3,943,905	44.25%
2 Risk Management	\$875,661	\$794,540	\$840,836	\$948,099	12.76%
3 Real Estate Assessments	\$2,869,324	\$2,848,187	\$2,830,726	\$2,905,794	2.65%
4 Purchasing	\$891,131	\$888,680	\$866,607	\$892,853	3.03%
5 Tax Administration	\$5,271,651	\$5,145,401	\$4,894,181	\$5,228,352	6.83%
6 Treasury Management	\$906,971	\$818,326	\$958,138	\$928,624	-3.08%
7 Director's Office	\$816,246	\$694,125	\$610,312	\$626,382	2.63%

<b>Total Expenditures</b>	\$14,257,216	\$13,587,285	\$13,734,889	\$15,474,009	12.66%
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**B. Expenditure by Classification**

1 Personal Services	\$8,296,626	\$7,949,274	\$8,576,475	\$8,813,059	2.76%
2 Fringe Benefits	\$2,651,363	\$2,555,450	\$2,841,870	\$2,931,174	3.14%
3 Contractual Services	\$1,827,115	\$1,425,901	\$1,231,780	\$1,340,780	8.85%
4 Internal Services	\$840,067	\$840,067	\$474,691	\$1,752,384	269.16%
5 Other Services	\$833,397	\$765,459	\$804,807	\$831,246	3.29%
6 Capital Outlay	\$32,699	\$26,790	\$17,909	\$17,909	0.00%
7 Leases and Rentals	\$26,672	\$24,344	\$38,181	\$38,181	0.00%
8 Reserves and Contingencies	(\$250,724)	\$0	(\$250,724)	(\$250,724)	0.00%

<b>Total Expenditures</b>	\$14,257,216	\$13,587,285	\$13,734,988	\$15,474,009	12.66%
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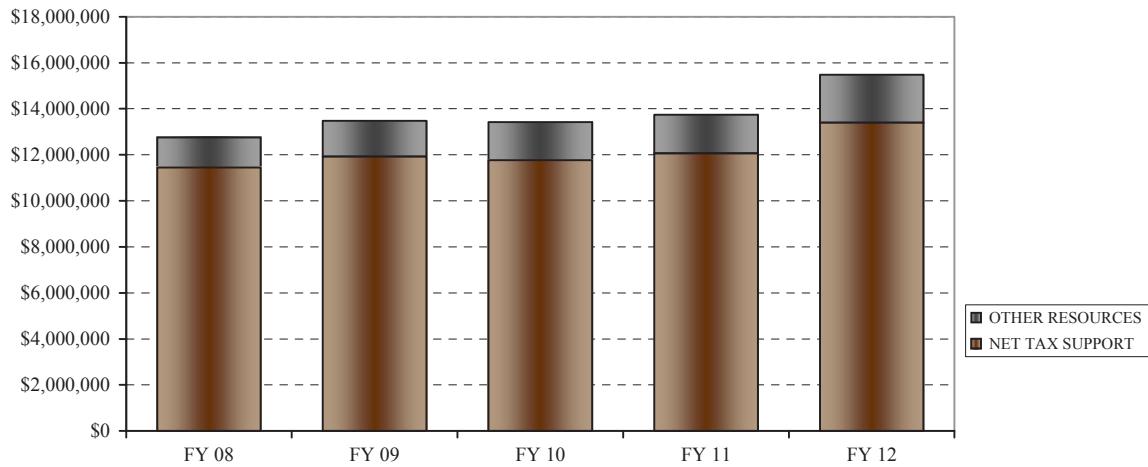
**C. Funding Sources**

1 General Property Taxes	\$874,512	\$1,301,606	\$950,238	\$1,302,915	37.11%
2 Permits, Privilege Fees and Regulatory Licenses	\$250	\$230	\$250	\$250	0.00%
3 Fines and Forfeitures	\$112,000	\$23,155	\$12,000	\$12,000	0.00%
4 Revenue From Use of Money and Property	\$7,200	\$20,930	\$7,200	\$7,200	0.00%
5 Charges for Services	\$125,181	\$128,800	\$145,181	\$145,181	0.00%
6 Miscellaneous Revenue	\$0	\$44,191	\$0	\$0	—
7 Revenue From Commonwealth	\$719,379	\$672,414	\$564,171	\$534,494	-5.26%
8 Transfers In	\$2,200	\$2,200	\$2,200	\$73,200	3227.27%

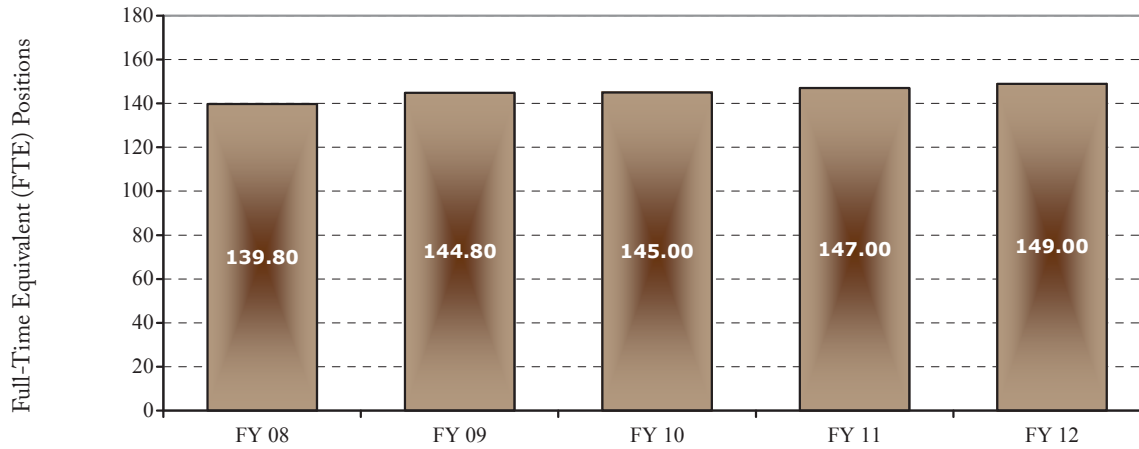
<b>Total Designated Funding Sources</b>	\$1,840,722	\$2,193,526	\$1,681,240	\$2,075,240	23.44%
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<b>Net General Tax Support</b>	\$12,416,494	\$11,393,759	\$12,053,748	\$13,398,769	11.16%
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Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
1 Financial Reporting & Control	24.00	26.00	25.00
2 Risk Management	7.00	7.00	8.00
3 Real Estate Assessments	34.00	33.00	33.00
4 Purchasing	10.00	10.00	10.00
5 Tax Administration	58.00	59.00	61.00
6 Treasury Management	8.00	8.00	8.00
7 Director's Office	4.00	4.00	4.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>145.00</b>	<b>147.00</b>	<b>149.00</b>



## I. Major Issues

### A. Revision of Internal Services Fund (ISF)

**Technology** - The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is an increase of \$1,090,043 in Finance.

## II. Budget Adjustments

### A. Compensation Adjustments

Total Cost -	\$243,336
Supporting Revenue -	\$0
Total PWC Cost -	\$243,336
Additional FTE Positions -	0.00

1. **Description** - Compensation adjustments totaling \$243,336 are made to support an 8% Dental Insurance rate increase, a 5% Retiree Health increase, a 4% Health Insurance rate increase, and a 2% COLA increase. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

### B. Budget Additions

#### 1. Tax Administration DMV Stop Registration Program

Added Expenditure -	\$220,000
Budget Shift -	\$0
Supporting Revenue -	\$220,000
PWC Cost -	\$0
FTE Positions -	0

##### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - Beginning in FY 02, the Tax Administration Division started placing holds on registration or re-registration of vehicles with DMV if the individuals or businesses were past due paying personal property taxes. This hold prevents the individual or business from renewing their drivers license. The County is charged a fee by DMV for placing the hold, but the program generates equal or greater revenue since the delinquent taxpayer is charged a collection fee at the time the past due taxes are paid. With this \$220,000 increase, the total expenditure budget for this program will be \$442,000.

**c. Service Level Impacts** - DMV registration holds are an effective tool to help the Tax Administration program achieve the delinquent tax percentage target of 2.5%. This addition will increase the number of holds from 9,295 to 20,295.

**d. Five Year Plan Impacts** - There is no general fund impact with this increase since it is offset by the administrative fee collected.

#### 2. New Financial Analyst III in Tax Administration

Added Expenditure -	\$103,000
Budget Shift -	\$0
Supporting Revenue -	\$103,000
PWC Cost -	\$0
FTE Positions -	1.00

##### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - This Financial Analyst III position will be the project manager for the acquisition and implementation of the new Tax Administration and Real Estate Appraisal software systems and serve as the liaison between the Finance Department and the Department of Information Technology (DoIT). This position will be funded by administrative fees on delinquent taxes collected by Tax Administration staff. This revenue line item will increase from \$700,000 to \$803,000. Historically, the revenue collected has exceeded the budget.



**c. Service Level Impacts** - The additional FTE will result in the following service level increase:

<b>▪ Amount of audit/discovery billing:</b>	
<i>FY 12 Base</i>	\$2,500,000
<i>FY 12 Adopted</i>	\$2,700,000

**d. Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative.

**3. New Environmental Specialist in Risk Management**

Added Expenditure -	\$89,741
Budget Shift -	\$89,741
Supporting Revenue -	\$0
PWC Cost -	\$0
FTE Positions -	1.00

**a. Category**

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - The Environmental Specialist will coordinate the overall County environmental management program and will lead a multi-agency council/committee to address and implement program components and initiatives. This position will be responsible for coordinating and conducting inspections and audits associated with DEQ Virginia Environmental Excellence Program (VEEP) certifications and will assist all County agencies in matters of compliance with State and Federal regulations. This position will also work on the development and implementation of a more countywide environmental management program. The position will provide in-house training on many environmental topics and will provide general direction of the environmental consultant contract. The position will better enable risk management to address/reduce claims and to impact/reduce environmental exposures, which in turn will lead to decreased insurance premiums. Funding for the Environmental Specialist will be shifted from the County's self insurance premium budget.

**c. Service Level Impacts** - The additional FTE will have the following impacts:

<b>▪ Inspections:</b>	
<i>FY 12 Base</i>	0
<i>FY 12 Adopted</i>	22
<b>▪ Audits:</b>	
<i>FY 12 Base</i>	0
<i>FY 12 Adopted</i>	2

**d. Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative.

**4. Increase in Maintenance Expenditures for New Tax Administration and Real Estate Assessment Systems**

Added Expenditure -	\$71,000
Budget Shift -	\$0
Supporting Revenue -	\$71,000
PWC Cost -	\$0
FTE Positions -	0.00

**a. Category**

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - The County's Tax Administration and Real Estate Appraisal Systems are being replaced in FY 12. Both systems are over ten years old, and the technology is outdated. The Tax Administration System manages the billing and collection of taxes, personal property assessments and business licenses. The Real Estate Appraisal System is used to track real estate assessed values throughout the County, the basis for generating real estate tax bills. The maintenance expenditures are estimated to increase by \$71,000 in FY 12; \$54,000 increase for the Real Estate Appraisal System maintenance and \$17,000 for the Tax Administration System maintenance. The \$111,000 maintenance expenditure on the existing Tax Administration System will be shifted within Finance from contractual services to internal services.



- c. **Service Level Impacts** - There are no service level impacts associated with this initiative.
- d. **Five Year Plan Impacts** - Each year in the five year plan the estimated maintenance expenditures escalate. The funding for maintenance expenditures is already factored into the FY 2012-2017 CIP.





## Budget Summary - Financial Reporting and Control

Total Annual Budget	
FY 2011 Adopted	\$ 2,734,089
FY 2012 Adopted	<u>\$ 3,943,905</u>
Dollar Change	\$ 1,209,816
Percent Change	44.25%

Number of FTE Positions	
FY 2011 FTE Positions	26.00
FY 2012 FTE Positions	<u>25.00</u>
FTE Position Change	-1.00

### Outcome Targets/Trends

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Receive Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
▪ Compliance with Principles of Sound Financial Management which Financial Reporting controls/influences	100%	100%	100%	100%	100%
▪ Audit adjustments	1	<5	0	<5	<5
▪ Management letter comments	1	<5	4	<5	<5
▪ Payroll processed on schedule	100%	100%	100%	100%	100%
▪ Disbursement checks processed on schedule	100%	100%	100%	100%	100%

### Activities/Service Level Trends Table

#### 1. Pay Bills

Maintain and pay approximately 33,000 vendors annually.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$838,187	\$783,944	\$972,327	\$472,961	\$450,035
▪ Vendor transactions processed	161,438	156,000	155,733	160,000	156,000
▪ Vendor checks per disbursement FTE	53,812	52,000	38,933	53,000	39,000
▪ Percent of electronic payments	39%	NA	34%	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 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,361,893	\$1,699,053	\$1,425,699	\$1,612,967	\$2,827,704
▪ Financial transactions processed	526,485	512,000	503,768	527,000	510,000
▪ Capital asset transactions processed	2,762	2,100	5,647	2,800	2,300
▪ System users	431	440	431	440	440
▪ Average length of time to complete monthly close	3 weeks	3 weeks	3 weeks	3 weeks	3 weeks



**3. Payroll Processing**

Maintain records and pay approximately 4,100 employees annually.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	—	—	—	\$648,160	\$666,166
▪ Payroll payments processed	97,129	95,000	99,523	97,000	97,000
▪ Employees per payroll FTE	1,050	1,400	683	1,000	690
▪ Employees on Direct Deposit	98%	98%	98%	98%	98%



## Budget Summary - Risk Management

Total Annual Budget	
FY 2011 Adopted	\$ 840,836
FY 2012 Adopted	<u>\$ 948,099</u>
Dollar Change	\$ 107,263
Percent Change	12.76%

Number of FTE Positions	
FY 2011 FTE Positions	7.00
FY 2012 FTE Positions	<u>8.00</u>
FTE Position Change	1.00

### Desired Strategic Plan Community Outcomes

- Decrease OSHA recordable incidents per 100 Public Safety employees by 20% by 2012
- By 2012, decrease County Public Safety vehicle preventable collision frequency by 10%
- Decrease Public Safety DART (Days Away Restricted or Transferred) cases by 15% by 2012

### Outcome Targets/Trends

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ OSHA Recordable Incident rate among Public Safety Employees	10.9	—	7.2	10.3	<=10.2
▪ Preventable Collision Frequency Rate (motor vehicle)	10.5	—	12.8	9.9	<=9.6
▪ DART Rate for public safety employees	6.9	—	5.4	5.9	<=5.7
▪ Accidents per 100,000 employee miles	2.62	3.4	3.19	3.4	3.4
▪ Auto claims per 100,000 employee miles	\$3,092	\$3,400	\$3,463	\$3,800	\$3,800
▪ Injury Incident Rate (IIR) per 100 employees	6.81	7.75	5.26	7.75	7.75
▪ Lost Workday Incident Rate (LWDR) per 100 employees	1.46	2.50	1.9	2.50	2.50

### Activities/Service Level Trends Table

#### 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. Additionally, Risk Management has changed its program to manage claims internally to reduce costs.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$754,581	\$776,271	\$758,899	\$785,063	\$802,485
▪ Employees trained	2,994	1,750	1,451	1,750	1,000
▪ Safety inspections made	107	60	73	60	60
▪ Dangerous/hazardous situations identified	52	30	54	30	30
▪ Required programs in place	73%	80%	73%	80%	80%
▪ Claims	404	<750	377	<404	<400
▪ Average cost per property claim	\$1,677	\$3,400	\$1,022	\$3,400	\$3,400
▪ Incidents reported	NA	—	1,112	—	<1,200



**2. Environmental Management**

The County will strive to meet Emergency Management System (EMS) E2 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.

	<b>FY 09</b> <b><u>Actual</u></b>	<b>FY 10</b> <b><u>Adopted</u></b>	<b>FY 10</b> <b><u>Actual</u></b>	<b>FY 11</b> <b><u>Adopted</u></b>	<b>FY 12</b> <b><u>Adopted</u></b>
▪ Total Activity Annual Cost	\$49,939	\$65,092	\$35,640	\$55,873	\$145,614
▪ Training employees identified in the program	100%	75%	100%	100%	100%
▪ Re-certifications of E2 facilities	100%	100%	100%	100%	100%
▪ Environmental inspections	0	0	0	0	22
▪ Environmental audits	0	0	0	0	2



## Budget Summary - Real Estate Assessments

Total Annual Budget	
FY 2011 Adopted	\$ 2,830,726
FY 2012 Adopted	\$ 2,905,794
Dollar Change	\$ 75,068
Percent Change	2.65%

Number of FTE Positions	
FY 2011 FTE Positions	33.00
FY 2012 FTE Positions	33.00
FTE Position Change	0.00

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Appealed real estate assessments upheld by the Board of Equalization	87%	70%	76%	85%	80%
▪ Overall Assessment Level	92%	85%	91%	92%	90%

### Activities/Service Level Trends Table

#### 1. Mass Appraisal of Real Property

Assess real estate parcels in the County each year.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$2,152,358	\$2,154,593	\$2,196,504	\$2,217,319	\$2,288,075
▪ Sales verified	19,081	8,000	7,004	8,000	8,000
▪ Sales	21,243	17,000	15,128	21,000	15,000
▪ Properties reviewed for accuracy as a percent of total improved properties	9.0%	16%	10.3%	8.5%	10%
▪ Parcels appealed as a percent of total parcels	.21%	<1%	.50%	<1%	.50%
▪ Parcels per appraiser	6,219	6,273	6,270	6,240	6,315
▪ Cost per property assessed	\$20.46	\$20.38	\$20.65	\$20.38	\$20.65
▪ Overall average accuracy, measured as average error	11.3%	<=8.5%	9.97%	<=10%	<=10%
▪ Appeals resolved within 20 working days	98%	80%	94%	90%	90%

#### 2. Customer Service

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

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$647,650	\$661,499	\$651,682	\$613,407	\$617,719
▪ Walk-in customers	4,676	5,800	2,685	3,000	2,500
▪ Calls by real estate professionals, citizens or public agencies	26,137	22,000	16,173	22,000	16,000
▪ Tax relief applicants	3,321	3,100	3,540	3,400	3,600
▪ Use-value parcels reviewed	100%	100%	100%	100%	100%
▪ Internet user sessions on Real Property Assessment site	894,206	850,000	728,422	890,000	728,000



## Budget Summary - Purchasing

Total Annual Budget	
FY 2011 Adopted	\$ 866,607
FY 2012 Adopted	\$ 892,853
Dollar Change	\$ 26,246
Percent Change	3.03%

Number of FTE Positions	
FY 2011 FTE Positions	10.00
FY 2012 FTE Positions	10.00
FTE Position Change	0.00

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Vendors who rate the procurement process as good or excellent	97%	91%	95%	91%	91%
▪ Customers rating their purchasing experiences as good or excellent	96%	87%	97%	91%	91%
▪ Solicitations and awards without protest	93%	95%	99%	95%	95%

### Activities/Service Level Trends Table

#### 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.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$830,165	\$900,689	\$888,680	\$866,607	\$892,853
▪ Average turnaround for processing solicitations (in days)	9	10	11	10	10
▪ Average daily turnaround for processing contracts	12	7	9	10	10
▪ Average daily turnaround in working days for CIP projects	61	76	67	70	70





## Budget Summary - Tax Administration

Total Annual Budget	
FY 2011 Adopted	\$ 4,894,181
FY 2012 Adopted	\$ 5,228,352
Dollar Change	\$ 334,171
Percent Change	6.83%

Number of FTE Positions	
FY 2011 FTE Positions	59.00
FY 2012 FTE Positions	61.00
FTE Position Change	2.00

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Citizen satisfaction with helpfulness and accuracy on tax questions per Citizen Survey	86.1%	75%	87%	85%	85%
▪ Citizen satisfaction with tax staff's response time on tax questions per Citizen Survey	88.9%	80%	88.5%	85%	85%
▪ Cumulative delinquent tax as a percent of total tax levy	2.2%	2.5%	2.2%	2.5%	2.5%

### Activities/Service Level Trends Table

#### 1. Bill Tax Items

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

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$3,036,818	\$2,398,615	\$2,930,676	\$2,458,822	\$2,759,099
▪ Business license and personal property tax items processed	443,050	440,000	451,276	440,000	440,000
▪ Amount of audit/discovery billing	\$3,573,624	\$1,500,000	\$4,236,423	\$3,000,000	\$2,700,000

#### 2. Collect County Revenue

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

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$2,191,752	\$2,346,998	\$2,214,725	\$2,435,359	\$2,469,253
▪ Manual payment transactions	22%	30%	29%	30%	30%
▪ Delinquent tax expenses as a percent of delinquent collections	7%	10%	7%	10%	10%
▪ Delinquency notices sent	91,714	75,000	106,418	75,000	75,000
▪ Total service level (total calls less busy signals and abandoned calls)	96%	95%	96%	95%	95%
▪ On-hold time	.26 min	<1 min	.31 min	<1 min	<1 min



## Budget Summary - Treasury Management

Total Annual Budget	
FY 2011 Adopted	\$ 958,138
FY 2012 Adopted	\$ 928,624
Dollar Change	\$ (29,514)
Percent Change	-3.08%

Number of FTE Positions	
FY 2011 FTE Positions	8.00
FY 2012 FTE Positions	8.00
FTE Position Change	0.00

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Full adherence to the Prince William County investment policy	Yes	Yes	Yes	Yes	Yes
▪ Accuracy of the first year of the five-year revenue forecast	0.66%	+2%/-1%	0.84%	+2%/-1%	+2%/-1%

### Activities/Service Level Trends Table

#### 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.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$433,523	\$515,842	\$471,936	\$522,278	\$487,054
▪ Financial planning documents prepared	17	17	47	17	40
▪ Finance issues reviewed or analyzed	135	90	134	120	120
▪ Demographic inquiries analyzed within five days	NA	45%	80%	45%	75%
▪ Demographic analysis for special projects completed as scheduled	NA	80%	100%	80%	80%

#### 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.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$206,976	\$283,380	\$241,441	\$278,342	\$285,472
▪ Bond sales executed	3	3	3	1	1
▪ Difference between true interest cost of bond sale and Bond Buyer index of municipal sales	-0.84%	<0	-0.82%	<0	<0



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

Maintain full adherence to the Prince William County investment policy.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$50,726	\$110,936	\$104,948	\$157,518	\$156,098
▪ Cost of investments management as a percent of interest earnings	0.16%	0.30%	0.30%	0.51%	—
▪ Cost of investments management as a percent of average total portfolio size	NA	—	1.1%	—	1.6%



## Budget Summary - Director's Office

Total Annual Budget	
FY 2011 Adopted	\$ 610,312
FY 2012 Adopted	<u>\$ 626,382</u>
Dollar Change	\$ 16,070
Percent Change	2.63%

Number of FTE Positions	
FY 2011 FTE Positions	4.00
FY 2012 FTE Positions	<u>4.00</u>
FTE Position Change	0.00

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Citizen satisfaction with their Quality of Life	7.30	6.98	7.28	7.30	7.28
▪ Achieve a AAA bond rating	AAA/Aa1	AAA/Aa1	AAA/Aaa	AAA/Aa1	AAA/Aaa
▪ Compliance with Principles of Sound Financial Management	98%	98%	99%	98%	98%
▪ Finance Department outcome measures achieved	95.7%	70%	95%	80%	80%

### Activities/Service Level Trends Table

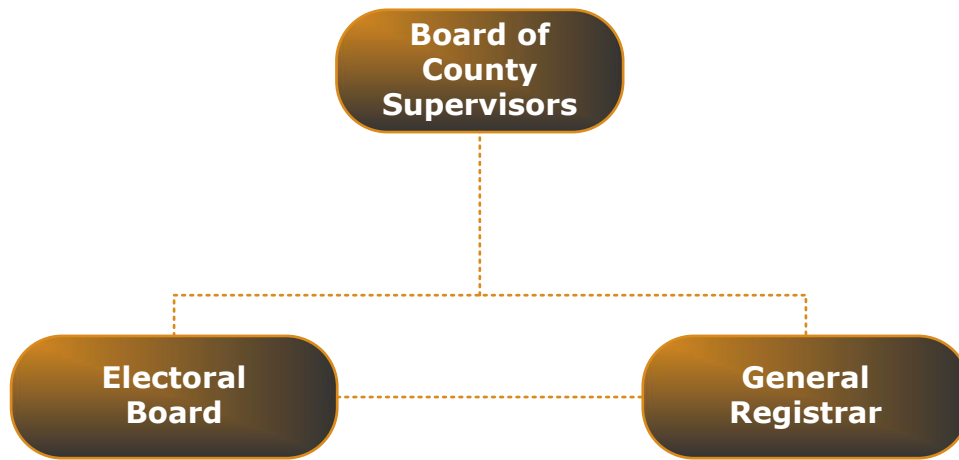
#### 1. Leadership, Coordination and Oversight

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

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$872,655	\$726,940	\$698,579	\$610,312	\$626,382
▪ Trackers responded to within 15 days	69%	85%	79%	85%	85%
▪ BOCS agenda items reviewed	384	400	238	400	400
▪ Legislative issues analyzed	19	10	14	10	10



# General Registrar



## AGENCY & PROGRAM

### Administration

- Board of Equalization
- Contingency Reserve
- Finance Department

### ➤ General Registrar

- Registrar and Elections
- Human Resources
- Human Rights Office
- Information Technology, Department of
- Management and Budget, Office of
- Self-Insurance
- Unemployment Insurance Reserve

## MISSION STATEMENT

The Office of Voter Registration and Elections 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.

## LOCATOR

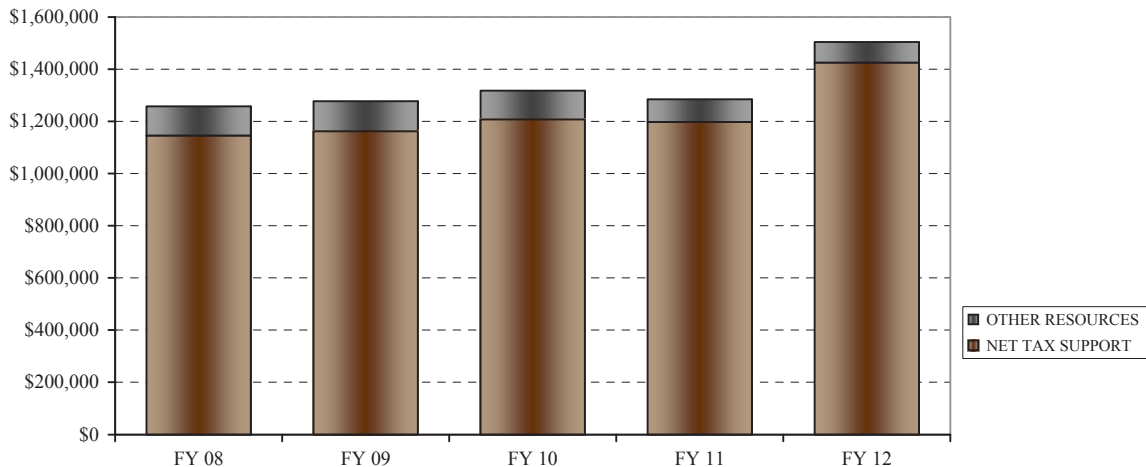


EXPENDITURE AND REVENUE SUMMARY

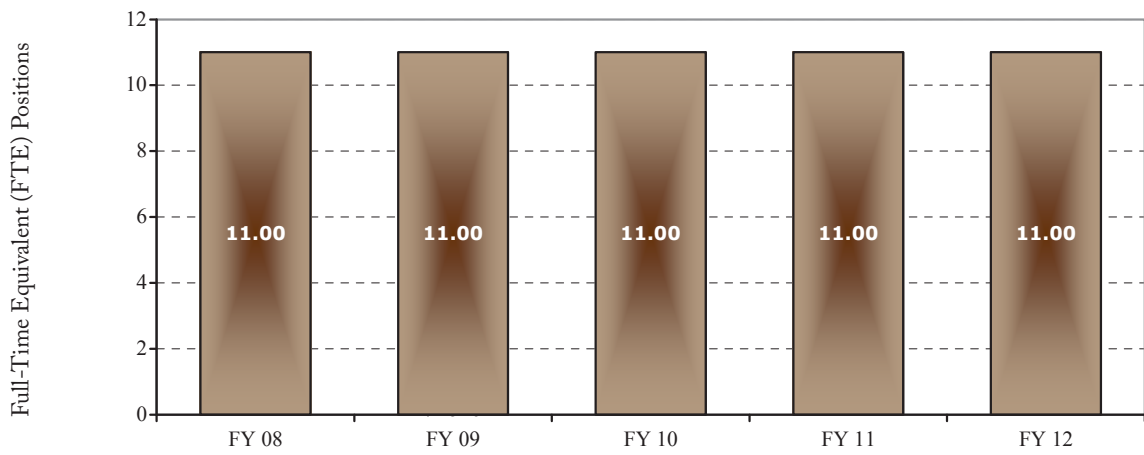
	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Registrar & Elections	\$1,351,029	\$1,186,541	\$1,284,604	\$1,504,345	17.11%
<b>Total Expenditures</b>	<b>\$1,351,029</b>	<b>\$1,186,541</b>	<b>\$1,284,604</b>	<b>\$1,504,345</b>	<b>17.11%</b>
<b>B. Expenditure by Classification</b>					
1 Personal Services	\$724,258	\$706,601	\$703,838	\$679,578	-3.45%
2 Fringe Benefits	\$161,376	\$157,065	\$171,926	\$173,853	1.12%
3 Contractual Services	\$258,551	\$145,725	\$275,247	\$305,250	10.90%
4 Internal Services	\$97,344	\$97,344	\$53,229	\$48,500	-8.88%
5 Other Services	\$98,276	\$71,884	\$72,640	\$204,140	181.03%
6 Capital Outlay	\$0	\$0	\$0	\$85,300	—
7 Leases & Rentals	\$11,224	\$7,922	\$7,724	\$7,724	0.00%
<b>Total Expenditures</b>	<b>\$1,351,029</b>	<b>\$1,186,541</b>	<b>\$1,284,604</b>	<b>\$1,504,345</b>	<b>17.11%</b>
<b>C. Funding Sources</b>					
1 Revenue From Commonwealth	\$109,641	\$94,377	\$87,051	\$79,854	-8.27%
2 Revenue From Other Localities	\$0	\$0	\$0	\$0	—
3 Miscellaneous Revenue	\$0	\$9,632	\$0	\$0	—
<b>Total Designated Funding Sources</b>	<b>\$109,641</b>	<b>\$104,009</b>	<b>\$87,051</b>	<b>\$79,854</b>	<b>-8.27%</b>
<b>Net General Tax Support</b>	<b>\$1,241,388</b>	<b>\$1,082,532</b>	<b>\$1,197,553</b>	<b>\$1,424,491</b>	<b>18.95%</b>







Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
1 Registrar & Elections	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>



## I. Major Issues

### A. Reduction in Reimbursement from the State Board of Elections

- The State's 2011-2012 biennium budget included a \$60 million reduction in state aid to local governments. Consequently, the amount of reimbursement received from the State Board of Elections for the Registrar, Electoral Board Chairman, Vice Chairman and Secretary salaries as well as mileage and expense reimbursements for the Registrar and Electoral Board members has been reduced by \$4,822. This reduction has been offset by reducing the amount budgeted for repairs and maintenance of voting equipment resulting in no increase in net county tax support.

### B. Revision of Internal Services Fund (ISF) Technology Billing

- The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is a decrease of \$4,729 in the General Registrar.

## II. Budget Adjustments

### A. Compensation Adjustments

Total Cost -	\$14,492
Supporting Revenue -	\$0
Total PWC Cost -	\$14,492
Additional FTE Positions -	0.00

- Description** - Compensation adjustments totaling \$14,492 are made to support an 8% Dental Insurance rate increase, a 5% Retiree Health increase, a 4% Health Insurance rate increase, and a 2% COLA increase. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## B. Budget Savings

### 1. Reduction in Reimbursement from the State Board of Elections

Expenditure Savings -	(\$2,375)
Budget Shift -	\$0
Supporting Revenue -	(\$2,375)
PWC Savings -	\$0
FTE Positions -	0.00

#### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

- Description** - In order to balance the State's 2012 budget the amount of reimbursement received from the State Board of Elections for the Registrar, Electoral Board Chairman, Vice Chairman and Secretary salaries as well as mileage and expense reimbursements for the Registrar and Electoral Board members has been reduced by \$2,375. This reduction has been offset by reducing the amount budgeted for repairs and equipment maintenance resulting in no increase in net county tax support.

- Service Level Impacts** - There are no service level impacts associated with this initiative.

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

## C. Budget Additions

### 1. Redistricting of Board of County Supervisor Magisterial Districts

Added Expenditure -	\$260,000
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$260,000
FTE Positions -	0.00



**a. Category**

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - After every census, the population across magisterial districts must be equalized to account for population growth in the county. This initiative provides funding for the sorting/ mailing of 250,000 voter registration cards countywide, temporary staff to accomplish the mailing and the creation of up to five new precincts. State law requires that all voters in a precinct be notified when the boundaries of a precinct change. All 73 precincts will be changing due to redistricting.

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

▪ **Voters Satisfied with Time Spent at Voting**

**Places:**

<i>FY 12 Base</i>	90%
<i>FY 12 Adopted</i>	90%

**d. Five Year Impacts** - There will be \$11,000 in on-going costs associated with this initiative. These include additional rental space for storing security cages plus ballots and programming the voting equipment for up to 5 new precincts.



## Budget Summary - Registrar and Elections

Total Annual Budget	
FY 2011 Adopted	\$ 1,284,604
FY 2012 Adopted	<u>\$ 1,504,345</u>
Dollar Change	\$ 219,741
Percent Change	17.11%

Number of FTE Positions	
FY 2011 FTE Positions	11.00
FY 2012 FTE Positions	<u>11.00</u>
FTE Position Change	0.00

### Outcome Targets/Trends

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Citizens satisfied with registration accessibility	NA	90%	95.7%	90%	95%

### Activities/Service Level Trends Table

#### 1. Register Voters

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

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$637,965	\$509,161	\$525,766	\$450,476	\$472,047
▪ Transactions involving citizen voting records	244,170	200,000	191,562	190,000	245,000

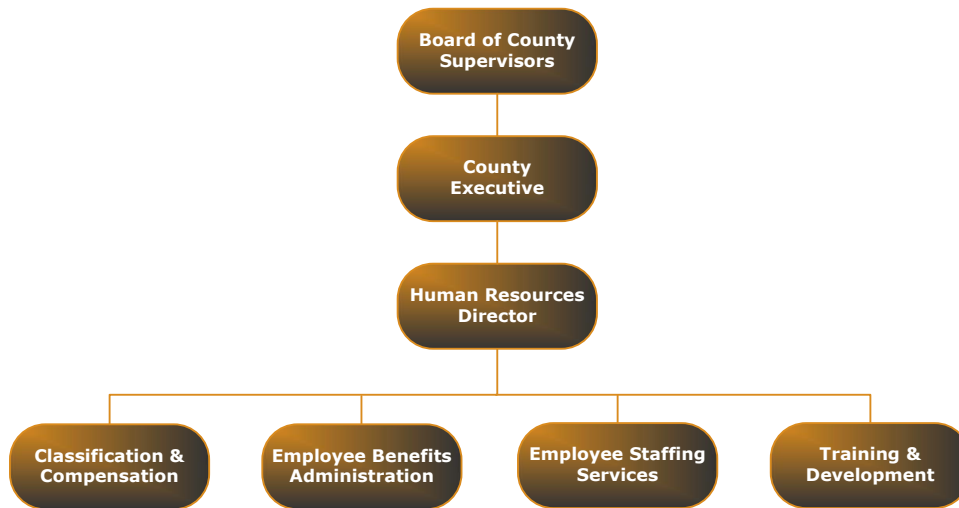
#### 2. Conduct and Certify Elections

Provide to 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 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$809,262	\$807,743	\$660,774	\$834,128	\$1,032,298
▪ Voters served at voting places	172,800	98,000	85,042	135,000	88,000
▪ Voters satisfied with time spent at voting places	90%	90%	92%	90%	90%



# Human Resources



## MISSION STATEMENT

Human Resources provides equal opportunities and competitive benefits, compensation and employment benefits to attract and retain high performing and dedicated employees who are motivated and excited to serve our community.

## AGENCY & PROGRAM

### Administration

Board of Equalization  
 Contingency Reserve  
 Finance Department  
 General Registrar

### ➤ Human Resources

Classification and Compensation  
 Employee Benefits Administration  
 Employee Staffing Services  
 Training and Development  
 Information Technology,  
 Department of  
 Management and Budget,  
 Office of  
 Prince William Self-Insurance  
 Unemployment Insurance  
 Reserve

## LOCATOR

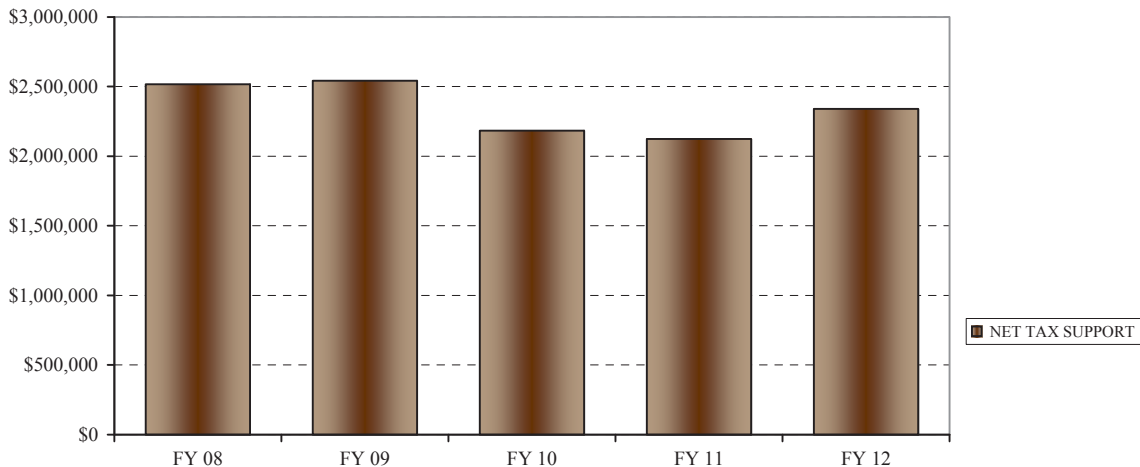


**EXPENDITURE AND REVENUE SUMMARY**

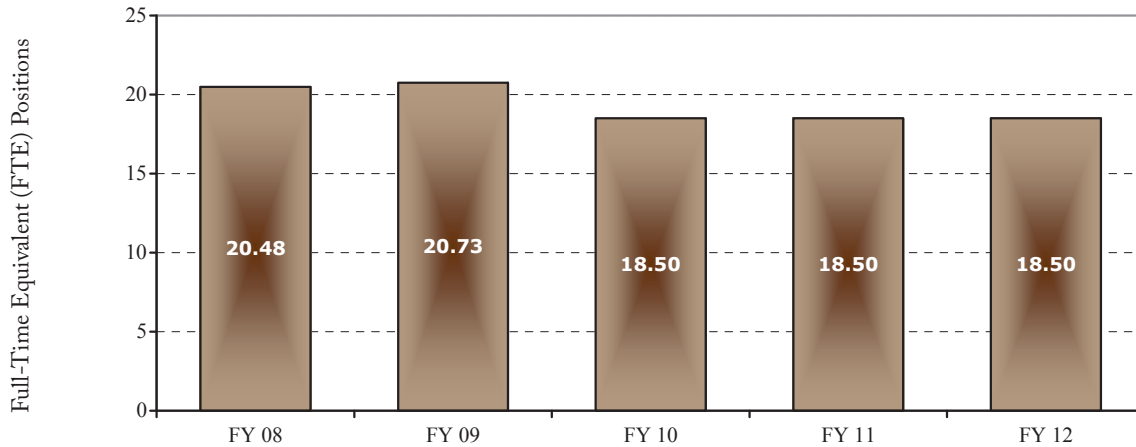
	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Equal Opportunity/Affirmative Action	\$222,561	\$211,843	\$229,959	\$0	-100.00%
2 Classification & Compensation	\$333,649	\$419,532	\$426,486	\$450,392	5.61%
3 Employee Benefits Administration	\$572,814	\$575,155	\$519,681	\$728,607	40.20%
4 Employee Staffing Services	\$574,380	\$485,395	\$490,468	\$501,320	2.21%
5 Training and Development	\$678,320	\$557,215	\$455,769	\$657,936	44.36%
<b>Total Expenditures</b>	<b>\$2,381,724</b>	<b>\$2,249,139</b>	<b>\$2,122,363</b>	<b>\$2,338,255</b>	<b>10.17%</b>
<b>B. Expenditure by Classification</b>					
1 Personal Services	\$1,366,408	\$1,375,478	\$1,378,441	\$1,358,756	-1.43%
2 Fringe Benefits	\$406,405	\$404,339	\$431,315	\$420,381	-2.54%
3 Contractual Services	\$365,691	\$273,709	\$176,720	\$185,583	5.02%
4 Internal Services	\$102,455	\$102,455	\$57,665	\$283,135	391.00%
5 Other Services	\$136,114	\$80,677	\$76,830	\$89,008	15.85%
6 Leases & Rentals	\$15,221	\$11,481	\$12,962	\$12,962	0.00%
7 Recovered Costs	(\$11,570)	\$0	(\$11,570)	(\$11,570)	0.00%
8 Transfers	\$1,000	\$1,000	\$0	\$0	—
<b>Total Expenditures</b>	<b>\$2,381,724</b>	<b>\$2,249,139</b>	<b>\$2,122,363</b>	<b>\$2,338,255</b>	<b>10.17%</b>
<b>Net General Tax Support</b>	<b>\$2,381,724</b>	<b>\$2,249,139</b>	<b>\$2,122,363</b>	<b>\$2,338,255</b>	<b>10.17%</b>

Note: Prior to FY 12 the programs listed in *A. Expenditure by Program* were part of the Office of Executive Management budget.





Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
1 Equal Opportunity/Affirmative Action	1.45	1.45	0.00
2 Classification & Compensation	3.20	4.20	4.35
3 Employee Benefits Administration	4.90	4.90	5.00
4 Employee Staffing Services	5.95	4.95	5.00
5 Training and Development	3.00	3.00	4.15
<b>Full-Time Equivalent (FTE) Total</b>	<b>18.50</b>	<b>18.50</b>	<b>18.50</b>

Note: Prior to FY 12 these programs were part of the Office of Executive Management budget.





## I. Major Issues

### A. Shift Human Resources Program from Office of Executive Management (OEM)

- The FY 12 budget shifts the Human Resources program from OEM into a new department - Human Resources. In addition, the training portion of the Training and Organizational Development program shifts from OEM and merges with Human Resources. The organizational development component of the Training and Organizational Development program will remain in OEM. Shifting these resources has no fiscal impact.

### B. Revision of Internal Services Fund (ISF) Technology Billing

- The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is an increase of \$182,318 in Human Resources.

### C. Shift Technical Training from Department of Information Technology (DoIT)

- The Technical Training activity shifted from DoIT to Human Resources, Training and Development program. The action results in an increase of \$174,235 and the shift of one full-time equivalent (FTE) Computer Training Coordinator position in the FY 12 budget.

### D. Funding Increase for Professional and Leadership Development

- The FY 12 budget in the Training and Development program includes an increase of \$43,000 for professional and leadership development. Programming includes the Washington Metropolitan Council of Government's (COG) Executive Development program (participation results in becoming a Certified Public Manager), University of Virginia's Learning, Educating and Developing (LEAD) program and Senior Executive Institute (SEI) programming/tuition costs for mid-level and senior managers and George Mason University's Master of Public Administration Cohort Fellows Program.

## II. Budget Adjustments

### A. Compensation Adjustments

Total Cost -	\$39,143
Supporting Revenue -	\$0
Total PWC Cost -	\$39,143
Additional FTE Positions -	0.00

1. **Description** - Compensation adjustments totaling \$39,143 are made to support an 8% Dental Insurance rate increase, a 5% Retiree Health increase, a 4% Health Insurance rate increase, and a 2% COLA increase. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

### B. Budget Savings

#### 1. Shift Equal Opportunity/Affirmative Action Program to Office of Executive Management

Expenditure Savings -	(\$175,697)
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	(\$175,697)
FTE Positions -	(1.00)

#### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

- b. **Description** - This item shifts the Equal Opportunity/Affirmative Action program from Human Resources to the Office of Executive Management (OEM). The existing program includes one full-time equivalent (FTE) position (Diversity Director). The impact to the Human Resources budget is an expenditure decrease of \$175,697 and a decrease of 1.00 FTE. Additional details about this shift can be found in the OEM supplemental budget pages.

- c. **Service Level Impacts** - The existing program and activities will be shifted, therefore there are no changes to existing service level impacts.

- d. **Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative.



## Budget Summary - Classification and Compensation

Total Annual Budget	
FY 2011 Adopted	\$ 426,486
FY 2012 Adopted	<u>\$ 450,392</u>
Dollar Change	\$ 23,906
Percent Change	5.61%

Number of FTE Positions	
FY 2011 FTE Positions	4.20
FY 2012 FTE Positions	<u>4.35</u>
FTE Position Change	0.15

### Outcome Targets/Trends

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Classification/pay structure recommendations approved by County Executive or Board of County Supervisors	100%	100%	100%	100%	100%
▪ Citizens satisfied with the helpfulness of County employees	79.9%	80%	84.6%	79.9%	84.6%

### Activities/Service Level Trends Table

#### 1. Employee Classification and Compensation Management

To 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 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$422,804	\$336,677	\$419,532	\$426,486	\$450,392
▪ Classification studies completed with number of documents reviewed	327	425	306	350	400
▪ Classifications within competitive range	93%	90%	99%	90%	95%
▪ Percentage of class specifications revised and revised related to classification studies	26%	25%	40%	30%	40%
▪ Average staff hours and cost per study completed	15.4/\$763	13.0/\$691	16.2/\$832	16.8/\$603	12.4/\$638
▪ Annual average number of surveys conducted per staff	368	315	609	325	400
▪ Cost per survey conducted	\$471	\$395	\$271	\$432	\$464
▪ Average number of Human Resources Information (HRIS) position entries per month	33	—	89	50	60



## Budget Summary - Employee Benefits Administration

Total Annual Budget	
FY 2011 Adopted	\$ 519,681
FY 2012 Adopted	\$ 728,607
Dollar Change	\$ 208,926
Percent Change	40.20%

Number of FTE Positions	
FY 2011 FTE Positions	4.90
FY 2012 FTE Positions	5.00
FTE Position Change	0.10

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Employees satisfied with benefit program services	90%	90%	NR	90%	—
▪ County turnover rate without retirement	6.22%	8%	4.8%	7.25%	5.5%
▪ County turnover rate with retirement	7.79%	3%	6.7%	8.75%	7.5%
▪ County turnover rate for Police without retirement	4.33%	6%	4%	5.5%	5%
▪ County turnover rate for Police with retirement	5.09%	7%	6.6%	6%	7.5%
▪ County turnover rate for Fire & Rescue without retirement	6.01%	6.50%	5%	7%	6%
▪ County turnover rate for Fire & Rescue with retirement	7.60%	6.50%	6.8%	8.50%	7.5%
▪ Citizens satisfied with the helpfulness of County employees	79.9%	80%	84.6%	79.9%	84.6%

### Activities/Service Level Trends Table

#### 1. Benefits Management

Develop, communicate and administer a comprehensive program of high quality cost effective employee benefits. The overall benefits program is integral to the County's total compensation program and is designed to attract and retain qualified employees to serve our citizens. The benefits program is comprised of health, dental, vision and long-term care insurance. County sponsored and optional pension and retirement savings, plans, life insurance, employee assistance program and other benefits support the health and well-being of employees.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$595,029	\$538,414	\$575,155	\$519,681	\$728,607
▪ Employees and retirees who utilize health care program	3,040	2,955	3,264	3,100	3,375
▪ Employees provided benefits orientation and training	900	900	875	900	800
▪ Employees satisfied with benefits orientation program	95%	95%	98%	95%	98%
▪ Percentage of benefit costs as % of total salary	35%	40%	35%	38%	39%
▪ Percentage of questions responded to within 24 hours	98%	95%	98%	95%	95%



## Budget Summary - Employee Staffing Services

Total Annual Budget	
FY 2011 Adopted	\$ 490,468
FY 2012 Adopted	\$ 501,320
Dollar Change	\$ 10,852
Percent Change	2.21%

Number of FTE Positions	
FY 2011 FTE Positions	4.95
FY 2012 FTE Positions	5.00
FTE Position Change	0.05

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Employees attending employment-related training rating training as very good or excellent	—	—	95%	90%	90%
▪ Advertised vacancies filled within 60 days	90%	80%	90%	85%	85%
▪ Citizens satisfied with the helpfulness of County employees	79.9%	80%	84.6%	79.9%	84.6%

### Activities/Service Level Trends Table

#### 1. Recruitment/Assessment/Volunteer Management

To 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.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$491,685	\$538,602	\$485,395	\$490,468	\$501,320
▪ Positions advertised and filled	—	—	410	400	400
▪ Percent of agencies receiving resumes within 10 days	95%	80%	90%	90%	90%
▪ Resumes received and processed per month	327	2,600	2,877	2,600	3,000
▪ Hiring managers rating employment process satisfactory	95%	95%	95%	95%	95%
▪ Volunteers in County Government tracked	2,701	2,800	3,156	2,700	2,900
▪ Volunteer of the Quarter Awards administered	4	4	4	4	4
▪ Average # of hours donated per volunteer	41	40	38	40	40



## Budget Summary - Training and Development

Total Annual Budget	
FY 2011 Adopted	\$ 455,769
FY 2012 Adopted	<u>\$ 657,936</u>
Dollar Change	\$ 202,167
Percent Change	44.36%

Number of FTE Positions	
FY 2011 FTE Positions	3.00
FY 2012 FTE Positions	<u>4.15</u>
FTE Position Change	1.15

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Citizens satisfied with the value of County tax dollars	80.8%	74.8%	83.1%	80.8%	83.1%
▪ Citizens satisfied with the effectiveness and efficiency of County government	89.7%	85.8%	88.4%	89.7%	88.4%
▪ Citizens satisfied with overall County government	90.6%	89.4%	91.9%	90.6%	91.9%
▪ Employee satisfaction with employee training	91.8%	85%	90.0%	90%	90%
▪ Supervisor satisfaction with employee training	83%	80%	85.0%	83%	85%
▪ Citizens satisfied with the helpfulness of County employees	79.9%	80%	82.4%	79.9%	82.4%
▪ Overall employee satisfaction with PWC as a place to work	NA	NA	84.0%	NA	84.0%

### Activities/Service Level Trends Table

#### 1. Training, Development and Presentation

This activity relates to research, development, training presentations and training and educational opportunities that are needed or requested by department managers and/or employees that enable them to fulfill the vision, mission and Strategic Plan of Prince William County. Responsibilities include consulting with managers, supervisors, employees and employee teams/groups; administering and managing contractual services; and developing learning and educational opportunities to create a high-performing organization of employees empowered to be successful and provide quality customer services.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$524,561	\$438,916	\$441,218	\$354,269	\$481,837
▪ Number of Organization-wide Employee Training Opportunities Completed through the learning management system	6,161	3,978	4,271	4,190	4,190
▪ Cost per training participant	\$87.20	\$150	\$103.31	\$85	\$115.00
▪ Employees attending courses rating the training as useful (5 point scale)	4.59	4	4.5	4.25	4.25
▪ Employees attending courses rating training as very good or excellent	91.8%	85%	90%	90%	90%
▪ Supervisors satisfied with employee training and development	83%	80%	85%	83%	85%
▪ Average # of training hours per FTE per year	4.69	4.64	6.77	4.69	6.75



## 2. Technical Training

Provide Prince William County employees with information technology training resources and support for individualized learning. Instructor-led classroom training and e-learning opportunities for employees are included.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$176,099
▪ Technical training customers rating services very satisfied based on a scale of one to five	96%	90%	96%	90%	90%
▪ Percentage of total County staff taking technical training either on-line or in a class setting	43%	25%	44%	34%	35%

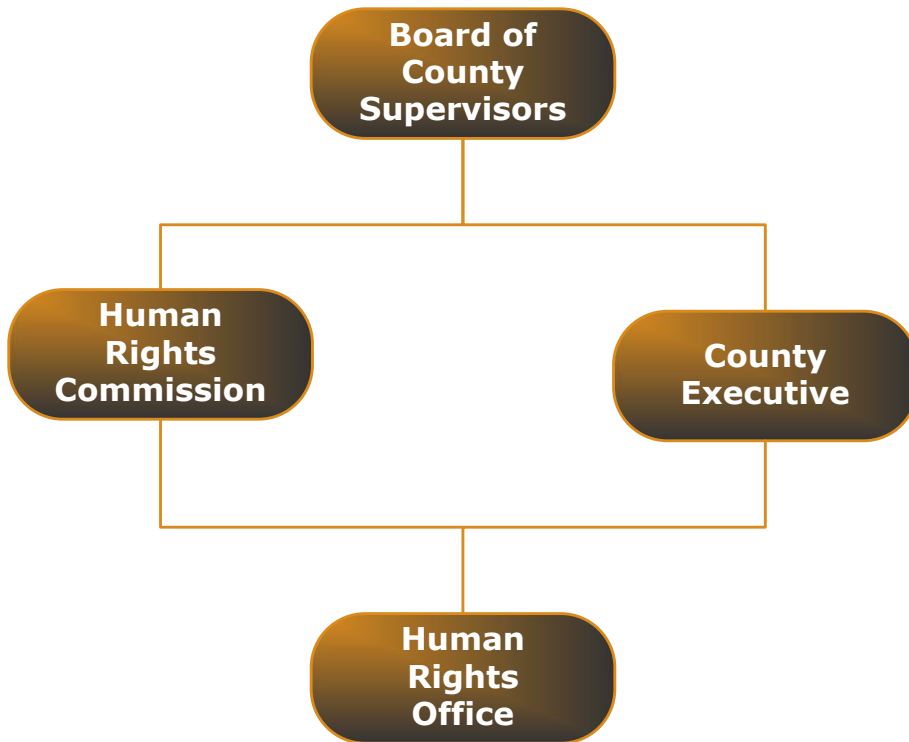








# Human Rights Office



## AGENCY & PROGRAM

### Administration

- Board of Equalization
- Contingency Reserve
- Finance Department
- General Registrar
- Human Resources

### ➤ Human Rights Office

- Commission
- Information Technology, Department of
- Management and Budget, Office of
- Prince William Self-Insurance
- Unemployment Insurance Reserve

## 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.

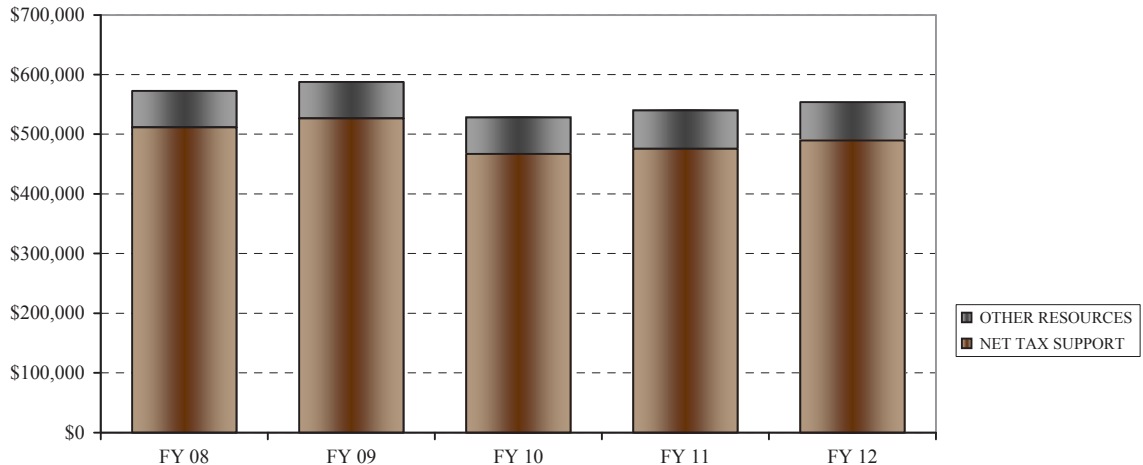
## LOCATOR



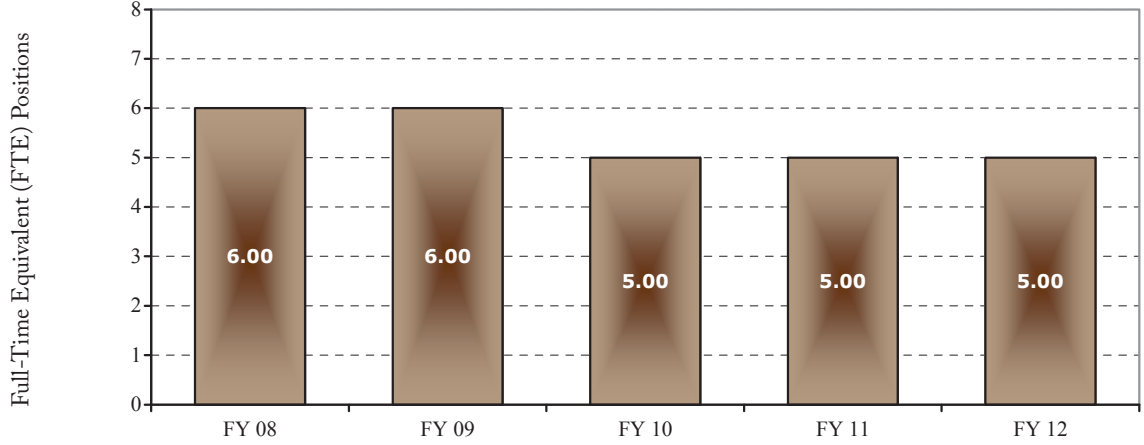
**EXPENDITURE AND REVENUE SUMMARY**

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Commission	\$547,043	\$542,487	\$539,973	\$553,900	2.58%
<b>Total Expenditures</b>	<b>\$547,043</b>	<b>\$542,487</b>	<b>\$539,973</b>	<b>\$553,900</b>	<b>2.58%</b>
<b>B. Expenditure by Classification</b>					
1 Personal Services	\$387,346	\$390,656	\$388,997	\$396,777	2.00%
2 Fringe Benefits	\$108,040	\$109,647	\$114,024	\$116,335	2.03%
3 Contractual Services	\$1,952	\$709	\$3,652	\$3,652	0.00%
4 Internal Services	\$28,012	\$28,012	\$13,307	\$17,143	28.83%
5 Other Services	\$17,254	\$11,182	\$15,894	\$15,894	0.00%
6 Leases & Rentals	\$4,439	\$2,281	\$4,099	\$4,099	0.00%
<b>Total Expenditures</b>	<b>\$547,043</b>	<b>\$542,487</b>	<b>\$539,973</b>	<b>\$553,900</b>	<b>2.58%</b>
<b>C. Funding Sources</b>					
1 Charges for Services	\$36,000	\$125	\$36,000	\$36,000	0.00%
2 Federal Revenue	\$28,580	\$12,800	\$28,580	\$28,580	0.00%
<b>Total Designated Funding Sources</b>	<b>\$64,580</b>	<b>\$12,925</b>	<b>\$64,580</b>	<b>\$64,580</b>	<b>0.00%</b>
<b>Net General Tax Support</b>	<b>\$482,463</b>	<b>\$529,562</b>	<b>\$475,393</b>	<b>\$489,320</b>	<b>2.93%</b>





Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
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>



## I. Major Issues

### A. Revision of Internal Services Fund (ISF)

**Technology** - The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is an increase of \$3,836 in the Human Rights Office.

## II. Budget Adjustments

### A. Compensation Adjustments

Total Cost -	\$10,462
Supporting Revenue -	\$0
Total PWC Cost -	\$10,462
Additional FTE Positions -	0.00

- Description** - Compensation adjustments totaling \$10,462 are made to support an 8% Dental Insurance rate increase, a 5% Retiree Health increase, a 4% Health Insurance rate increase, and a 2% COLA increase. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.



## Budget Summary - Commission

Total Annual Budget	
FY 2011 Adopted	\$ 539,973
FY 2012 Adopted	\$ 553,899
Dollar Change	\$ 13,926
Percent Change	2.58%

Number of FTE Positions	
FY 2011 FTE Positions	5.00
FY 2012 FTE Positions	5.00
FTE Position Change	0.00

### Outcome Targets/Trends

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Persons benefiting from civil rights enforcement/training	603	600	657	600	600
▪ Enforcement compliance rate	100%	100%	100%	100%	100%
▪ Citizens aware of the programs and activities of the Human Rights Commission	75%	75%	75%	75%	75%

### Activities/Service Level Trends Table

#### 1. Charge Management

This activity includes the processing of all inquiries, intakes and charges filed with the agency. In addition, funds are provided for the administrative activities of the agency.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$428,653	\$369,832	\$387,529	\$383,456	\$394,427
▪ Inquiries processed	583	575	622	575	575
▪ Cases worked	126	120	143	120	120
▪ Cost per case worked	\$3,402	\$3,445	\$2,710	\$3,445	\$3,287
▪ Closed charges	72	70	66	70	70
▪ Average caseload per investigator	42	40	47	40	40
▪ Average closed case processing time (days)	179	175	210	175	175
▪ Average intake processing time (days)	49	20	63	40	40
▪ Mediations and conciliations	30	32	35	30	32

#### 2. Outreach/Education

Training, outreach and education programs conducted by the office to customers and the general public.

	FY 09 <u>Actual</u>	FY 10 <u>Adopted</u>	FY 10 <u>Actual</u>	FY 11 <u>Adopted</u>	FY 12 <u>Adopted</u>
▪ Total Activity Annual Cost	\$29,930	\$28,481	\$26,762	\$29,311	\$29,816
▪ Cost per number of outreach/education projects	\$1,108	\$1,351	\$991	\$1,200	\$1,192
▪ Outreach/educational projects (requests)	27	25	27	25	25
▪ Customers seeking services as result of outreach efforts	1,564	1,550	1,600	1,550	1,550
▪ Favorable customers survey response	71%	70%	72%	70%	70%



**3. Public Information**

This activity provides funding to respond to requests for information regarding the agency from citizens, the media and other government agencies and officials.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$16,783	\$16,473	\$15,010	\$16,971	\$17,273
▪ Requests for public information	78	70	84	75	75
▪ Timely response to public information requests (within 5 working days)	100%	100%	100%	100%	100%
▪ Favorable customers survey response	80%	80%	80%	80%	80%
▪ Cost per request for information	\$215	\$280	\$178	\$250	\$230

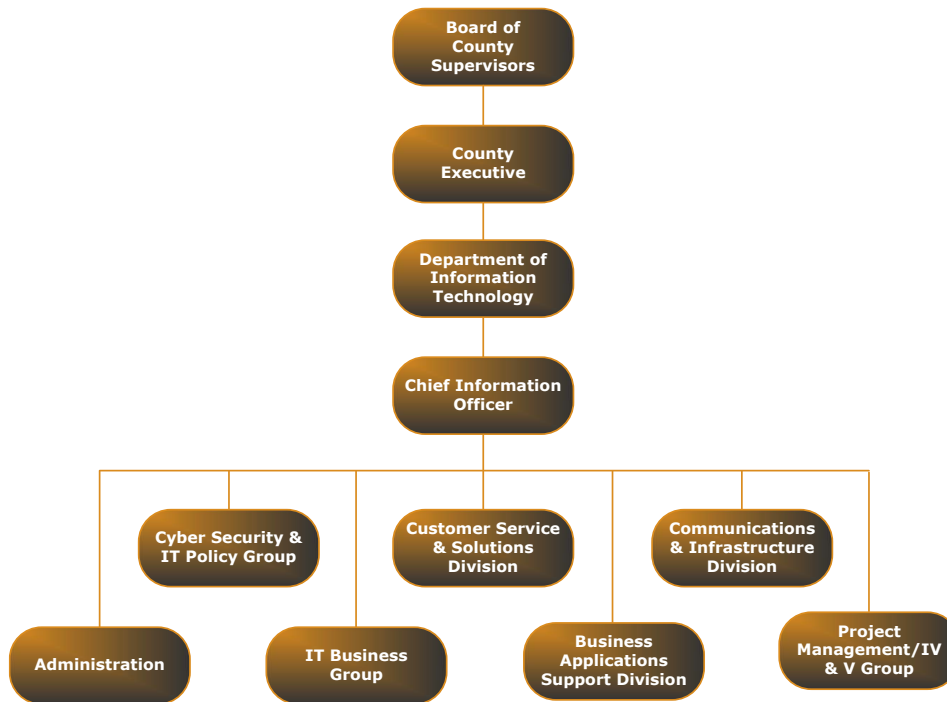
**4. Staff Support to the Human Rights Commission**

Staff time dedicated to support the Human Rights Commission and its activities.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$126,906	\$113,081	\$113,185	\$110,236	\$112,384
▪ Staff time dedicated to support the Human Rights Commissioners	20%	20%	20%	20%	20%



# Department of Information Technology



## AGENCY & PROGRAM

### Administration

- Board of Equalization
- Contingency Reserve
- Finance Department
- General Registrar
- Human Resources
- Human Rights Office

### Information Technology, Department of

- Chief Information Officer
- Communications & Infrastructure
- Customer Service & Solutions
- Business Applications Support
- Management and Budget, Office of
- Prince William Self-Insurance
- Unemployment Insurance Reserve

## MISSION STATEMENT

The Department of Information Technology provides secure, innovative, cost effective and sustainable technology solutions that function as the backbone of a modern, results-based government.

## LOCATOR





EXPENDITURE AND REVENUE SUMMARY

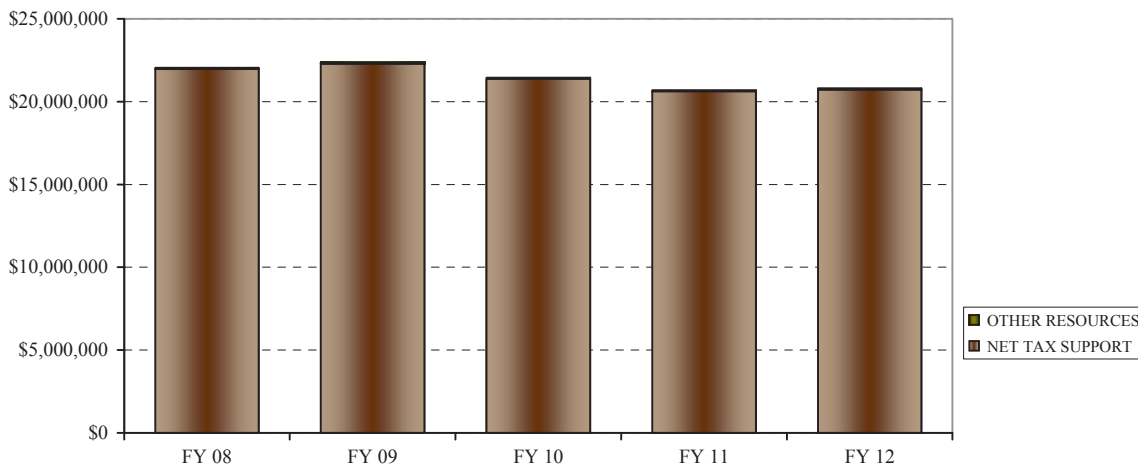
	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Chief Information Officer	\$846,208	\$2,108,648	\$1,464,371	\$1,492,045	1.89%
2 Communications & Infrastructure	\$14,318,191	\$10,776,747	\$11,989,795	\$7,745,380	-35.40%
3 Customer Service & Solutions	\$1,901,602	\$1,805,185	\$1,917,442	\$7,425,135	287.24%
4 Business Applications Support	\$5,812,099	\$3,931,127	\$5,320,495	\$4,139,518	-22.20%
5 Technology Improvement Plan (TIP) *	\$9,516,329	\$5,170,519	\$4,174,072	\$31,631,369	657.81%
<b>Total Expenditures</b>	<b>\$32,394,429</b>	<b>\$23,792,226</b>	<b>\$24,866,175</b>	<b>\$52,433,447</b>	<b>110.86%</b>

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>B. Expenditure by Classification</b>					
1 Personal Services	\$5,856,685	\$5,573,472	\$5,889,419	\$5,962,617	1.24%
2 Fringe Benefits	\$1,754,370	\$1,632,746	\$1,817,767	\$1,845,285	1.51%
3 Contractual Services	\$9,415,178	\$7,188,159	\$12,638,804	\$8,236,818	-34.83%
4 Internal Services	\$354,596	\$354,595	\$164,905	\$23,702	-85.63%
5 Other Services	\$4,574,659	\$2,259,304	\$3,772,314	\$4,047,156	7.29%
6 Debt Maintenance	\$58,853	\$50,507	\$0	\$80,000	0.00%
7 Depreciation	\$0	\$2,909,269	\$0	\$0	0.00%
8 Capital Outlay	\$816,906	(\$5,743,011)	\$579,820	\$32,155,069	5445.70%
9 Leases & Rentals	\$4,070	\$3,132	\$3,146	\$6,500	106.61%
10 Reserves & Contingencies	(\$4,942)	\$0	\$0	\$0	0.00%
11 Transfers Out	\$9,564,054	\$9,564,054	\$0	\$76,300	0.00%
<b>Total Expenditures</b>	<b>\$32,394,429</b>	<b>\$23,792,227</b>	<b>\$24,866,175</b>	<b>\$52,433,447</b>	<b>110.86%</b>

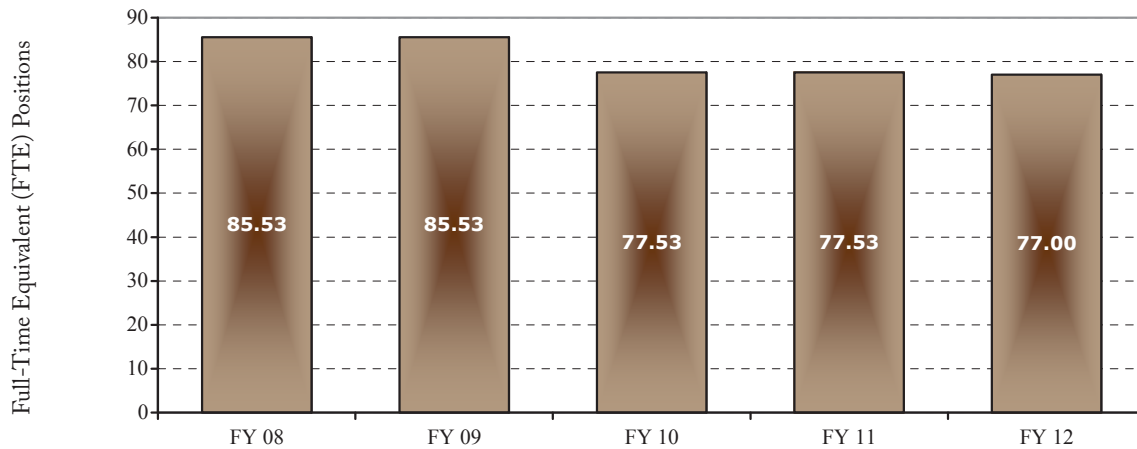
	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>C. Funding Sources</b>					
1 Revenue From use of Money & Property	\$75,528	\$130,080	\$43,160	\$43,160	0.00%
2 Charges for Services	\$15,918,854	\$14,296,362	\$14,583,613	\$14,920,120	2.31%
3 Miscellaneous Revenue	\$0	\$1,389,520	\$0	\$0	0.00%
4 Revenue From Commonwealth	\$42,900	\$39,600	\$42,900	\$42,900	0.00%
5 Non-Revenue Receipts	\$0	\$1,000	\$0	\$0	0.00%
6 Transfers In	\$10,019,161	\$10,019,161	\$310,343	\$28,497,947	9082.73%
<b>Total Designated Funding Sources</b>	<b>\$26,056,443</b>	<b>\$25,875,723</b>	<b>\$14,980,016</b>	<b>\$43,504,127</b>	<b>190.41%</b>
<b>Net General Tax Support</b>	<b>\$6,337,986</b>	<b>(\$2,083,496)</b>	<b>\$9,886,159</b>	<b>\$8,929,320</b>	<b>-9.68%</b>

\* Expenditures shown for the TIP in Section A are not reflected in the Budget Summary because they are related to the capital costs associated with the TIP projects; TIP project management is reflected in the respective Budget Summary sections





Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
1 Chief Information Officer	3.00	3.15	9.04
2 Communications & Infrastructure	31.31	32.16	25.00
3 Customer Service & Solutions	18.77	17.77	24.00
4 Business Applications Support	24.45	24.45	18.96
<b>Full-Time Equivalent (FTE) Total</b>	<b>77.53</b>	<b>77.53</b>	<b>77.00</b>



## I. Major Issues

### A. Revision of Internal Services Fund (ISF)

**Technology Billing** - The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is a decrease of \$122,914 in the Department of Information Technology's General Fund support.

**B. Internal Services Fund (ISF) Budget** - The ISF billing revisions, described above, include the full replacement cost of computers. The previous billing structure set the four year replacement cost based on a desktop, and agencies were required to shift funds into the 4000 series if they purchased laptops or mobile data computers (MDCs). The new billing system factors in the full replacement costs, eliminating the need for interagency transfers (IDTs) and increasing the total ISF budget by \$688,367.

**C. Technical Training** - The Technical Training activity shifted into the Department of Human Resources in FY 11, resulting in a decrease of \$174,235 in the base budget of the Department of Information Technology.

## II. Budget Adjustments

### A. Compensation Adjustments

Total Cost -	\$65,317
Supporting Revenue -	\$0
Total PWC Cost -	\$65,317
Additional FTE Positions -	0.00

**1. Description** - Compensation adjustments totaling \$65,317 are made to support an 8% Dental Insurance rate increase, a 5% Retiree Health increase, a 4% Health Insurance rate increase, and a 2% COLA increase. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

## B. Budget Savings

### 1. Seat Management Contract

Expenditure Savings -	(\$607,668)
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Savings -	(\$607,668)
FTE Positions -	0.00

#### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - The Department of Information Technology (DoIT) entered into a five year contract with a new vendor to provide seat management services at a lower annual rate. Total savings, over the life of the contract, exceeds \$3.5 million, with an average annual savings of \$702,900.

**c. Service Level Impacts** - There are no service level impacts associated with this initiative.

**d. Five Year Plan Impacts** - This initiative results in savings over the life of the five year plan - \$607,668 in FY 12, \$697,908 in FY 13, \$753,108 in FY 14, \$739,188 in FY 15, and \$716,628 in FY 16.

## C. Budget Additions

### 1. Technology Improvement Plan (TIP)

Added Expenditure -	\$31,631,369
Budget Shift -	\$0
Supporting Revenue -	\$31,631,369
PWC Cost -	\$0
FTE Positions -	0.00

#### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts



**b. Description** - This initiative covers the technology projects included in FY 12 of the adopted FY 12-17 Capital Improvement Program (CIP). These projects are housed in the Information Technology Internal Service Fund (IT-ISF), with projects jointly managed by DoIT staff and impacted agency staff. Project expenditures total \$31,555,069 for all projects. New revenues total \$30,799,173, with \$18,000,000 from the Capital Reserve, \$6,100,000 from the E-911 Reserve, \$4,000,000 from the Fire Levy, \$2,437,497 from the ISF Fund Balance, \$174,072 from the County's Cable Grant, and \$87,604 from the Technology Reserve. The remaining \$755,896 is covered by existing project revenue that has not yet been appropriated as expenditures. Details on the specific projects can be found in the FY 12-17 CIP. An additional transfer of \$76,300 from the TIP Holding Account to Finance (\$71,000) and Development Services (\$3,500) is to cover maintenance costs for new systems.

**c. Service Level Impacts** - The Technology Improvement Plan (TIP) projects include the replacement of several County systems - the 800 MHz radio system, the community services information management system, the public safety dispatch (CAD) system, the E-911 trunking system, the financial information management system, the land use information system, the public safety records management system, the real estate assessment systems, the tax administration system, and the I-NET - bringing those systems up to current standards. Additionally, enhancements will be made to the County's cable equipment, the ADC information management system, the GIS system, and the human resources system, bringing those up to current standards. New projects include virtual desktops, business continuity/disaster recovery programs, radio enhancements and general technology infrastructure upgrades.

**d. Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative.

**2. TIP Maintenance Costs**

Added Expenditure -	\$187,300
Budget Shift -	\$0
Supporting Revenue -	\$187,300
PWC Cost -	\$0
FTE Positions -	0.00

**a. Category**

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - This initiative provides \$187,300 of additional expenditure in the IT-ISF budget to cover the ongoing maintenance costs associated with three systems in the TIP portion of the FY 12-17 CIP: the Development Services Queuing System, the Real Estate Assessment System, and the Tax Administration System. As systems are upgraded or replaced, the annual maintenance fees associated with the systems are added to the IT-ISF. Revenue to cover this additional expenditure is provided by the Development Services and Finance Departments, with funds allocated from previously budgeted funds and the TIP Holding Account.

**c. Service Level Impacts** - There are no service level impacts associated with this initiative.

**d. Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative because funds for the ongoing impacts of this initiative are drawn from the TIP Holding Account and the annual allocation for technology improvements are already programmed into the five year plan.

**3. Manassas and Manassas Park Mobile Data Computer (MDC) Seat Support**

Added Expenditure -	\$52,296
Budget Shift -	\$0
Supporting Revenue -	\$52,296
PWC Cost -	\$0
FTE Positions -	0.00

**a. Category**

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts





**b. Description** - This initiative provides \$52,296 of additional expenditure in the IT-ISF budget to cover the seat management costs of MDCs associated with the consolidated dispatch agreement between the County, Manassas and Manassas Park. Revenue to cover this additional expenditure is provided by Manassas and Manassas Park.

**c. Service Level Impacts** - There are no service level impacts associated with this initiative.

**d. Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative as annual expenditures will be offset by revenues from the two localities.

**4. Conversion of Permanent Part Time Administrative Support II Position to Permanent Full Time**

Added Expenditure -	\$0
Budget Shift -	\$29,303
Supporting Revenue -	\$0
PWC Cost -	\$0
FTE Positions -	0.47

**a. Category**

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - This initiative implements BOCS Resolution 11-04, approving the conversion of PCN 967001, Administrative Support Assistant II, from permanent part time (0.53 FTE) to permanent full time (1 FTE). The cost of the conversion is covered by a permanent shift from the 5000 series (Other Services) to the 2000 series (Personal Services/Fringe Benefits).

**c. Service Level Impacts** - There are no service level impacts associated with this initiative because it was assumed in the development of the FY 12 targets.

**d. Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative.

**5. Agency Reorganization**

Added Expenditure -	\$0
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$0
FTE Positions -	0.00

**a. Category**

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - This initiative captures the revenue and expenditure-neutral reorganization of the agency, and establishes new programs and activities that better reflect the customer service focus of the agency under the newly appointed Chief Information Officer. The programs and associated activities are as follows:

- Chief Information Officer
  - Administration
  - Business Group
  - Project Management / Independent Verification and Validation
  - Cyber Security / Policy Group
- Communications & Infrastructure
  - Radio Communications
  - Network Communications
  - Technology Hosting Centers
  - Capital Replacement Plan
- Customer Service & Solutions
  - GIS Data Center
  - GIS Technical Solutions
  - Customer & Technology Advocate
  - Web Solutions & Services
- Business Applications Support
  - Public Safety Applications Support
  - Community Development Applications Support
  - General Government Applications Support
  - Human Services Applications Support



c. **Service Level Impacts** - There are no service level impacts associated with this initiative because these adjustments were taken into account with the FY 12 service level targets.

d. **Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative.



**Budget Summary - Chief Information Officer** (formerly Policy and Administration)

Total Annual Budget	
FY 2011 Adopted	\$ 1,464,371
FY 2012 Adopted	\$ 1,492,045
Dollar Change	\$ 27,674
Percent Change	1.89%

Number of FTE Positions	
FY 2011 FTE Positions	3.15
FY 2012 FTE Positions	9.04
FTE Position Change	5.89

**Outcome Targets/Trends**

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Customers very satisfied with products and services in all divisions	93%	85%	97%	90%	95%

**Activities/Services Level Trends Table**

**1. Administration**

This activity oversees the entire Department of Information Technology to ensure activities and projects are aligned with the County's overall goals and objectives. Provides administrative, payroll, and switchboard services.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$506,498	\$518,739	\$360,582	\$572,595	\$533,249
▪ Customers very satisfied with products and services in all divisions	93%	85%	97%	90%	95%

**2. Data Assurance - Capital Replacement**

Maintains the replacement of infrastructure and improvement of systems efficiently and cost effectively in order to better serve customers and citizens. Tracks costs and industry standards to ensure appropriate technology is in place to support the County's Enterprise Systems. Year-end actuals reflect depreciation.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$636,420	\$1,002,873	\$1,748,066	\$891,776	—
▪ Percentage of Capital Replacement projects completed on-time	NA	100%	NA	NA	—





### 3. Information Technology (IT) Business Group

This group develops and monitors 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 in order to manage the IT infrastructure across the County government.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$233,890
▪ DoIT staff satisfied with IT purchasing quality and timeliness	—	—	—	—	95%

### 4. Cyber Security & IT Policy Group

Manages the County's security services and provides protection for the County's data from computer viruses and malicious attacks. Formulates technology policy recommendations and standards to govern Information Technology infrastructure across the County government.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$363,508
▪ Conduct information & network security audit at least once per year	—	—	—	—	100%
▪ Work to resolve security issues identified from security audits	—	—	—	—	100%

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

The Project Management and IV&V group strives to enhance customer satisfaction, increase communication, standardize processes, and audit (evaluate) projects while providing valuable project support.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$361,398
▪ Respond to projects that meet validation and verification threshold	—	—	—	—	100%
▪ Mentoring and coaching project teams satisfaction with effectiveness based on a scale of one to five	—	—	—	—	90%



**Budget Summary - Communications & Infrastructure Division**  
(formerly Infrastructure Management Division)

Total Annual Budget	
FY 2011 Adopted	\$ 11,989,795
FY 2012 Adopted	<u>\$ 7,745,380</u>
Dollar Change	\$ (4,244,415)
Percent Change	-35.40%

Number of FTE Positions	
FY 2011 FTE Positions	32.16
FY 2012 FTE Positions	<u>25.00</u>
FTE Position Change	-7.16

**Desired Strategic Plan Community Outcomes**

- Maintain a Police Emergency response time of 7 minutes or less annually
- Reach 70% of the population 90% of the time annually by attaining:
  - Fire and Rescue turnout time of <= 1 minute
  - Emergency incident response <= 4 minutes
  - First engine on scene-suppressions <= 4 minutes
  - Full first-alarm assignment on scene-suppression <= 8 minutes
  - Advance Life Support (ALS) Response <= 8 minutes

**Outcome Targets/Trends**

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Radio network unplanned unavailability based on 8,760 hours annually	0.00	<1.00	0.08	<1.00	<1.00
▪ Telephone enterprise network unplanned unavailability based on 8,760 hours annually	0.00	<2.00	1.01	<2.00	<2.00
▪ Data enterprise network unplanned unavailability based on 8,760 hours annually	5.10	<10.00	5.86	<10.00	<10.00
▪ Infrastructure Management Division customers rating services very satisfied based on a scale of one to five	95%	90%	96%	90%	—
▪ Communication & Infrastructure Division customers rating services very satisfied based on a scale of one to five	—	—	—	—	95%
▪ Average emergency response time	5.1	6.5	5.1	6.5	<=7.0
▪ Fire and Rescue turnout time of <= 1 minute	41%	—	42%	50%	>=90%
▪ Emergency incident response <= 4 minutes	49%	—	46%	50%	>=90%
▪ First engine on scene-suppressions <= 4 minutes	37%	—	35%	45%	>=90%
▪ Full first-alarm assignment on scene-suppression <= 8 minutes	31%	—	14%	35%	>=90%
▪ Advance Life Support (ALS) Response <= 8 minutes	78%	—	75%	84%	>=90%



**Activities/Service Level Trends Table**

**1. Radio Communications**

Provides public safety and general government agencies with radio and microwave radio services for voice and data communications. Plans and manages 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 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,367,787	\$1,427,855	\$1,483,191	\$1,524,568	\$1,517,451
▪ Percent of Public Safety radio repairs completed within eight business hours	85%	75%	68%	80%	75%
▪ Radio Communications customers rating services very satisfied based on a scale of one to five	96%	95%	93%	95%	95%
▪ Radio network unplanned unavailability based on 8,760 hours annually	0.00	<1.00	0.08	<1.00	<1.00

**2. Network Communications** (formerly Network Engineering)

Provides 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. Plans and manages voice and data network infrastructure, evaluates and installs new technologies, resolves network malfunctions and services interruptions, and manages commercial voice and data communications services used by the County Government.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$4,295,328	\$4,484,870	\$3,183,297	\$3,575,924	\$3,612,324
▪ Percentage of voice and data service calls completed within 8 business hours	95%	85%	96%	90%	94%
▪ Telephone enterprise network unplanned unavailability based on 8,760 hours annually	0.00	<2.00	1.01	<2.00	<2.00
▪ Data enterprise network unplanned unavailability based on 8,760 hours annually	5.10	<10.00	5.86	<10.00	<10.00
▪ Voicemail enterprise network unplanned unavailability based on 8,760 hours annually	3.25	<5.00	3.00	<5.00	<5.00
▪ Network Communications customers rating services very satisfied based on a scale of one to five	96%	90%	96%	92%	95%



### 3. Technical Training

Provides Prince William County employees with information technology training resources and support for individualized learning. Included are instructor-led classroom training and e-learning opportunities for employees.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$290,863	\$382,007	\$256,460	\$185,992	—
▪ Technical training customers rating services very satisfied based on a scale of one to five	96%	90%	96%	90%	—
▪ Percentage of total County staff taking technical training either online or in a class setting	43%	25%	17.25%	34%	—

### 4. Seat Management

Administers and supports the seat management program that includes Help Desk support, Deskside support, and hardware and software technology refreshment. Ensures the contractor is providing the services consistent with the contract service levels.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$6,836,007	\$4,472,815	\$4,614,890	\$4,712,675	—
▪ CompuCom customers rating services very satisfied based on a scale of one to five	95%	90%	95%	85%	—
▪ Service desk resolvable calls received by the service desk and completed on initial contact	98%	90%	98%	95%	—
▪ Seat Management customers rating services very satisfied based on a scale of one to five	97%	90%	97%	85%	—
▪ Customer on-site hardware and software problems resolved in less than 8 business hours	90%	97%	100%	85%	—
▪ Percentage of hardware refreshments (desktops, laptops, MDCs) completed on schedule	36%	NA	100%	95%	—

### 5. Technology Hosting Centers (formerly Systems Engineering)

Manages and monitors the County's email, servers, and network resources.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,085,625	\$1,318,324	\$1,238,908	\$1,990,636	\$1,633,613
▪ Email enterprise network unplanned unavailability based on 8,760 hours annually	0.3	<2.0	0.0	<1.0	<1.0
▪ Customers rating Technology Hosting Center very satisfied based on a scale of one to five	89%	90%	94%	90%	90%
▪ Percentage of problem reports completed within 8 business hours	93%	85%	100%	90%	92%
▪ Average unscheduled hardware unavailability based on 8,760 hours annually	1.34	<2.00	0.40	<2.00	<2.00
▪ Percentage of critical security patches applied within five business days	79%	75%	75%	80%	80%



**6. Capital Replacement Plan** (formerly Data Assurance - Capital Replacement)

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.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$981,992
▪ Percentage of Capital Replacement Projects completed on schedule (based on yearly projection)	—	—	—	—	90%



**Budget Summary - Customer Service & Solutions Division** (formerly Geographic Information Systems)

Total Annual Budget	
FY 2011 Adopted	\$ 1,917,442
FY 2012 Adopted	\$ 7,425,135
Dollar Change	\$ 5,507,693
Percent Change	287.24%

Number of FTE Positions	
FY 2011 FTE Positions	17.77
FY 2012 FTE Positions	24.00
FTE Position Change	6.23

**Outcome Targets/Trends**

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Land detail currently in the geographic database in compliance with the established maintenance schedule	94%	95%	93%	95%	95%
▪ Geographic Information Systems Division customers rating services very satisfied based on a scale of one to five	94%	94%	100%	94%	—
▪ Customer Service & Solutions Division customers rating services very satisfied based on a scale of one to five	—	—	—	—	94%
▪ GIS Database average unavailability based on 8,760 hours annually	7.75	<2.20	3.50	<2.20	—
▪ Citizen Satisfaction with County website	92%	90%	92.8%	90%	92%

**Activities/Service Level Trends Table**

**1. Geographic Information Systems Data Services**

The Data Services activity is responsible for the creation and maintenance of all geo-spatial data within the geographic information system database. The activity provides customer support to include interfacing on a daily basis with other County agencies and the public to ensure the accuracy, currency of data; maps and geographic information; and all addressing support including new address assignment through plan review, street name and address changes, and problem resolution.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	\$880,166	\$932,491	\$947,204	\$1,050,545	\$1,059,201
▪ Percent parcel data updated in the Geographic Information System and Permitting databases within 15 days	95%	84%	98%	88%	90%
▪ Percentage of update work completed without error	97%	90%	94%	95%	95%
▪ Percentage of address projects completed on time	100%	90%	97%	95%	95%
▪ GIS Data Services customers rating service very satisfied based on a scale of one to five	89%	85%	100%	89%	96%



## 2. Geographic Information Systems Technical Solutions

The Application Services activity is responsible for the database, applications and software support necessary to access the County's geo-spatial data. This activity provides maps and geographic information to other County agencies and to the public through Geographic Information System web applications.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,169,220	\$912,341	\$857,981	\$866,897	\$748,678
▪ Percentage of GIS projects/applications completed within projected deadline	100%	85%	93%	90%	—
▪ Percentage of customer requests for digital data or map analysis completed on time and without error	100%	90%	100%	90%	—
▪ GIS Customer Support customers rating services very satisfied based on a scale of one to five	98%	98%	99%	98%	—
▪ GIS Technical Solutions customers rating services very satisfied based on a scale of one to five	97%	85%	100%	90%	96%
▪ GIS Database average unavailability based on 8,760 hours annually	7.75	<2.20	3.50	<2.20	<5.00

## 3. Customer and Technology Advocate (formerly Seat Management)

Administers and supports the seat management program that includes Help Desk support, Deskside support, and hardware/software technology refreshment. Ensures that the contractor is providing the services consistent with the contract service levels and that the customers' technology needs are met satisfactorily.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$4,215,458
▪ Resolvable calls received by the service desk and completed on initial contact	—	—	—	—	95%
▪ Overall Customer satisfaction rating Customer and Tech Advocate services very satisfied based on a scale of one to five	—	—	—	—	95%
▪ Customer on-site hardware and software problems resolved in less than 8 business hours	—	—	—	—	95%
▪ Percentage of hardware refreshments (desktops, laptops, MDCs) completed on schedule	—	—	—	—	95%
▪ Number of closed tickets that are subsequently reopened for additional follow-up due to problems with initial service	—	—	—	—	<5%





**4. Web Solutions and Services** (formerly Web Services System Support)

Provides support for web applications, including assistance in selection of software products for adherence to standards and for functional requirements, and maintains security and development standards for all web applications.

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Adopted</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Adopted</u>	<u>FY 12</u> <u>Adopted</u>
▪ Total Activity Annual Cost	—	—	—	—	\$1,401,797
▪ Web enterprise unplanned unavailability based on 8,760 hours annually	—	—	—	—	<10
▪ Web customers rating services very satisfied based on a scale of one to five	—	—	—	—	90%



**Budget Summary - Business Applications Support Division** (formerly Information Systems Division)

Total Annual Budget	
FY 2011 Adopted	\$ 5,320,495
FY 2012 Adopted	\$ 4,139,518
Dollar Change	\$ (1,180,977)
Percent Change	-22.20%

Number of FTE Positions	
FY 2011 FTE Positions	24.45
FY 2012 FTE Positions	18.96
FTE Position Change	-5.49

**Desired Strategic Plan Community Outcomes**

- Maintain a Police Emergency response time of 7 minutes or less annually
- Reach 70% of the population 90% of the time annually by attaining:
  - Fire and Rescue turnout time of <= 1 minute
  - Emergency incident response <= 4 minutes
  - First engine on scene-suppressions <= 4 minutes
  - Full first-alarm assignment on scene-suppression <= 8 minutes
  - Advance Life Support (ALS) Response <= 8 minutes

**Outcome Targets/Trends**

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Average emergency response time	5.1	6.5	5.1	6.5	<=7.0
▪ Fire and Rescue turnout time of <= 1 minute	41%	—	42%	50%	>=90%
▪ Emergency incident response <= 4 minutes	49%	—	46%	50%	>=90%
▪ First engine on scene-suppressions <= 4 minutes	37%	—	35%	45%	>=90%
▪ Full first-alarm assignment on scene-suppression <= 8 minutes	31%	—	14%	35%	>=90%
▪ Advance Life Support (ALS) Response <= 8 minutes	78%	—	75%	84%	>=90%
▪ Information Systems Division customers rating services very satisfied based on a scale of one to five	91%	95%	94%	91%	92%
▪ Public Safety Applications Systems enterprise unplanned unavailability based on 8,760 hours annually	6.41	<6.00	1.13	<6.00	<5.00
▪ Non-Public Safety Applications Systems enterprise unplanned unavailability based on 8,760 hours annually	26.69	<12.00	10.92	<12.00	<15.00



**Activities/Service Level Trends Table**

**1. Public Safety Applications Support**

Provides implementation and systems support to Public Safety agencies within Prince William County, businesses, and citizens. This group specializes in the support of systems such as Computer Aided Dispatch, Records Management & Reporting systems, and Inter-jurisdictional Data Sharing systems.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,239,926	\$1,484,725	\$859,745	\$1,200,950	\$866,061
▪ Public Safety Applications Systems enterprise unplanned unavailability based on 8,760 hours annually	6.41	<6.00	1.13	<6.00	<5.00
▪ Public Safety customers rating services very satisfied based on a scale of one to five	96%	90%	88%	90%	90%

**2. Web Services Systems Support**

WSSS maintains support for web applications not assigned to agencies, assists agencies in selection of off-the-shelf products in the areas of adherence to standards and functional requirements, oversees and participates in application development where off-the-shelf products are not available or appropriate, and maintains security and development standards for all web applications.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,317,149	\$1,404,937	\$1,084,805	\$1,280,605	—
▪ Web Services Applications Systems enterprise unplanned unavailability based on 8,760 hours annually	18.00	<6.00	7.96	<10.00	—
▪ WSSS customers rating services very satisfied based on a scale of one to five	84%	90%	93%	90%	—

**3. Community Development Applications Support**

Provides implementation and systems support to the Community Development agencies within Prince William County, businesses, and citizens. This group specializes in the support of systems such as Development Management systems, Asset Management, Records Management, Document Management, Enterprise Reporting, Solid Waste Operations, and Building Monitoring and Security.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,784,561	\$1,125,945	\$810,538	\$1,260,290	\$1,266,267
▪ Community Development Applications Systems enterprise unplanned unavailability based on 8,760 hours annually	3.33	<6.00	1.26	<6.00	<5.00
▪ Community Development customers rating services very satisfied based on a scale of one to five	99%	90%	98%	90%	90%



**4. General Government Applications Support** (formerly *Financial Services Systems Support*)

Provides implementation and systems support to the General Government agencies within Prince William County, businesses, and citizens. This group specializes in the support of systems such as Taxes, Assessments, Accounting, Payroll, and Human Resources Management systems.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$1,239,614	\$1,373,792	\$1,003,504	\$1,307,956	\$1,768,503
▪ General Government Applications Systems enterprise unplanned unavailability based on 8,760 hours annually	1.16	<6.00	1.44	<6.00	<5.00
▪ General Government customers rating services very satisfied based on a scale of one to five	86%	90%	94%	90%	90%

**5. Human Services Applications Support**

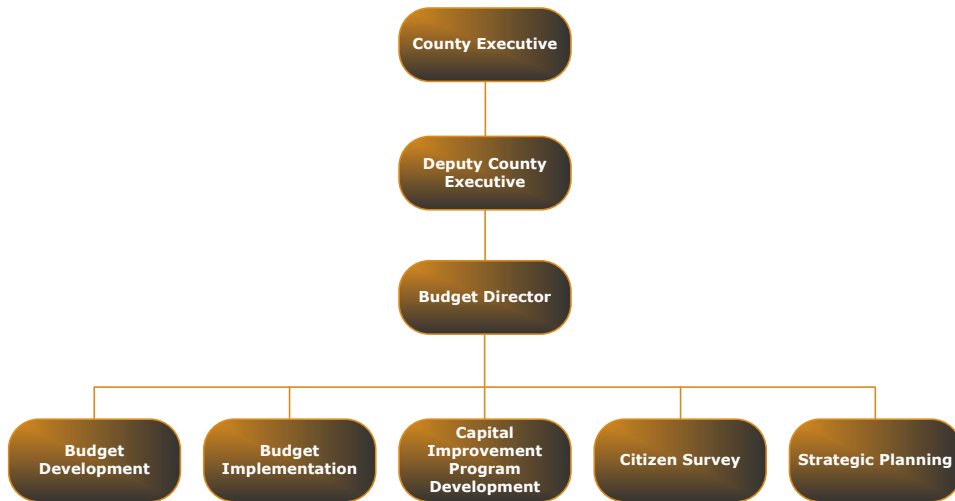
Provides implementation and systems support to the Human Services agencies within Prince William County, businesses, and citizens. This group specializes in the support of systems such as Patient Records Management systems and State reporting regulations.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$275,674	\$349,999	\$172,536	\$270,693	\$238,687
▪ Human Services Applications Systems enterprise unplanned unavailability based on 8,760 hours annually	4.20	<6.00	0.26	<6.00	<5.00
▪ Human Services customers rating services very satisfied based on a scale of one to five	92%	90%	82%	90%	90%





# Office of Management and Budget



## MISSION STATEMENT

The Office of Management and Budget will 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.

## AGENCY & PROGRAM

### Administration

- Board of Equalization
- Contingency Reserve
- Finance Department
- General Registrar
- Human Resources
- Human Rights Office
- Information Technology, Department of

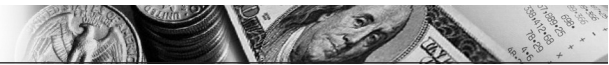
### ➤ Management and Budget, Office of

- Management and Budget
- Prince William Self-Insurance
- Unemployment Insurance Reserve

## LOCATOR



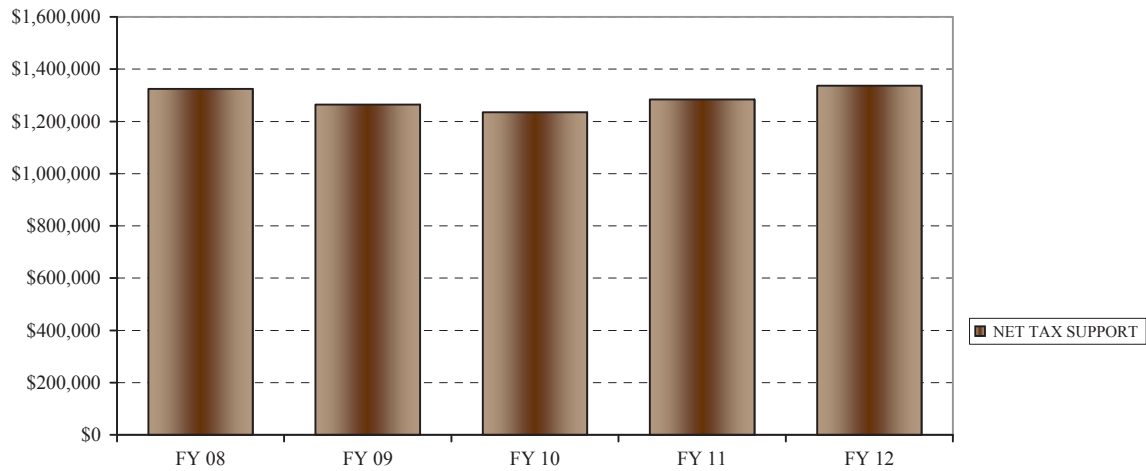
EXPENDITURE AND REVENUE SUMMARY



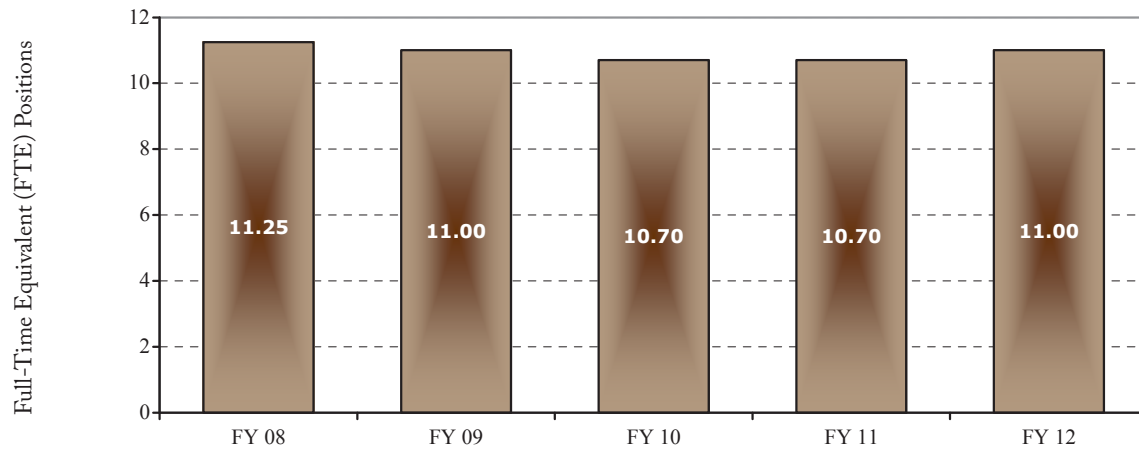
	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Management and Budget	\$1,362,965	\$1,357,402	\$1,283,575	\$1,336,350	4.11%
<b>Total Expenditures</b>	\$1,362,965	\$1,357,402	\$1,283,575	\$1,336,350	4.11%
<b>B. Expenditure by Classification</b>					
1 Personal Services	\$867,001	\$994,629	\$874,107	\$902,957	3.30%
2 Fringe Benefits	\$245,714	\$238,809	\$245,322	\$271,253	10.57%
3 Contractual Services	\$118,972	\$11,138	\$85,461	\$79,961	-6.44%
4 Internal Services	\$57,305	\$57,305	\$33,741	\$31,735	-5.95%
5 Other Services	\$67,098	\$48,644	\$38,444	\$43,944	14.31%
6 Leases & Rentals	\$6,876	\$6,876	\$6,500	\$6,500	0.00%
<b>Total Expenditures</b>	\$1,362,965	\$1,357,402	\$1,283,575	\$1,336,350	4.11%
<b>Net General Tax Support</b>	\$1,362,965	\$1,357,402	\$1,283,575	\$1,336,350	4.11%







Note: All Years Adopted



Note: All Years Adopted

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted
1 Management and Budget	10.70	10.70	11.00
<b>Full-Time Equivalent (FTE) Total</b>	<b>10.70</b>	<b>10.70</b>	<b>11.00</b>



## I. Major Issues

### A. Shift Budget and Analysis Program from Office of Executive Management (OEM)

- The FY 12 budget shifts the Budget and Analysis program from OEM into a new department - Office of Management and Budget (OMB). Shifting these resources has no fiscal impact. Note, a Deputy County Executive (DCXO) was partially allocated to the program; since the DCXO position will remain in OEM the full-time equivalent (FTE) position count is reduced by 0.25 FTE.

### B. Reversal of Position Share with Office of Planning

- The partnership established in the FY 2010 Fiscal Plan to share a position between the Office of Planning and OMB is no longer in effect; the 0.45 FTE has been returned to the Planning budget. The OMB position count is reduced 0.45 FTE.

### C. Position Shift for Capital Improvement Program (CIP) Coordinator

- The FY 12 budget shifts one FTE position from Public Works, Facilities Construction Management program to OMB to establish a Management and Budget Analyst III/CIP Coordinator. Previously, a partnership with the Office of Planning provided part-time staffing for a CIP Coordinator. This shift increases the OMB position count by 1.00 FTE.

Note, the net effect of major issues A, B and C, is a 0.30 FTE increase to the OMB position count.

### D. Revision of Internal Services Fund (ISF) Technology Billing

- The Department of Information Technology's formula to develop each agency's ISF bill has been revised to better align actual costs with activities. Seat management costs are based on the number of seats in each agency, network costs are based on the number of network logins in each agency, and application support costs are "hosted" in the agency or agencies most closely associated with the application. The net result of this billing revision is a decrease of \$2,006 in the Office of Management and Budget.

## II. Budget Adjustments

### A. Compensation Adjustments

Total Cost -	\$24,411
Supporting Revenue -	\$0
Total PWC Cost -	\$24,411
Additional FTE Positions -	0.00

- Description** - Compensation adjustments totaling \$24,411 are made to support an 8% Dental Insurance rate increase, a 5% Retiree Health increase, a 4% Health Insurance rate increase, and a 2% COLA increase. Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.



## Budget Summary - Management and Budget

Total Annual Budget	
FY 2011 Adopted	\$ 1,283,575
FY 2012 Adopted	\$ 1,336,350
Dollar Change	\$ 52,775
Percent Change	4.11%

Number of FTE Positions	
FY 2011 FTE Positions	10.70
FY 2012 FTE Positions	11.00
FTE Position Change	0.30

### Desired Strategic Plan Community Outcomes

- Prioritize road bond projects in order to serve economic development needs
- Achieve 9.16 million passenger trips by bus, rail, and ridesharing (i.e., carpools [including slugging] and vanpools) assuming prevailing service levels. This is broken down as follows: bus – 2.39 million; rail – 1.43 million; and ridesharing – 5.34 million

### Outcome Targets/Trends

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ # of bond construction projects started serving economic development needs	1	—	1	2	>=1
▪ Annual passenger trips by bus, rail, and ridesharing including carpools, slugging and van pools by Prince William residents	7.93m	—	8.59m	8.54m	>=9.16m
▪ Citizens satisfied with the value of County tax dollars	80.8%	74.8%	83.1%	80.8%	83.1%
▪ Citizens satisfied with the efficiency and effectiveness of County government	89.7%	85.8%	88.4%	89.7%	88.4%
▪ Percent of compliance with the Sound Financial Management Principles	98%	98%	99%	98%	98%
▪ Receive the annual Government Finance Officers Association Budget Award	Yes	Yes	Yes	Yes	Yes
▪ Citizens satisfied with overall County Government	90.6%	89.4%	91.9%	90.6%	91.9%

### Activities/Service Level Trends Table

#### 1. Budget Development

Provide financial and analytical services, develop a financial plan and produce information for Prince William County agencies, the Board of County Supervisors, the County Executive and citizens in order to maintain the County's fiscal integrity and accountability and to support effective decision-making. Primary activities include coordination of the County's annual budget process, which includes development of budget guidelines, review of agency requests, adopted budget analysis and presentation of recommendations to the County Executive, preparation of the Advertised Budget plan, support of deliberations by the Board of County Supervisors and preparation of the Adopted Budget plan.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$719,145	\$735,176	\$801,381	\$728,122	\$746,771
▪ Customer satisfaction rating	81%	87%	79%	85%	87%



## 2. Budget Implementation

Ensure that budget policy as articulated and/or legislatively mandated by the Board of County Supervisors is implemented in an effective and economical manner by providing technical support with processes such as strategic planning, performance measurement and adopted budget analysis in order to assist County agencies with providing efficient and effective services to the citizens of Prince William County.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$274,500	\$268,033	\$303,582	\$272,253	\$256,467
▪ Countywide variance in actual and projected expenditures	4.95%	4%	5.09%	4%	4%
▪ Board Agenda/Right-of-Way Items reviewed	542	425	352	500	400

## 3. Capital Improvement Program Development

Provide financial and analytical services to 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. Staff develops processes that clearly define and prioritize capital needs based on criteria established by the Board of County Supervisors via the Strategic and Comprehensive Plans.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$205,564	\$224,777	\$252,440	\$224,431	\$274,343
▪ Percent of authorized bond projects (since 1988) not yet begun (48 authorized)	—	—	22.9%	17%	8.3%

## 4. Citizen Survey

Coordinate the County's annual citizen survey which measures citizen satisfaction with various aspects of County government service.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	—	—	—	\$52,169	\$52,169
▪ Projects completed	1	1	1	1	1

## 5. Strategic Planning

This activity helps facilitate the countywide strategic planning efforts.

	<u>FY 09 Actual</u>	<u>FY 10 Adopted</u>	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 12 Adopted</u>
▪ Total Activity Annual Cost	\$29,344	\$6,600	\$0	\$6,600	\$6,600
▪ % of measures trending positively towards 4 year community target	—	—	70%	80%	100%



# Prince William Self-Insurance



## AGENCY & PROGRAM

### Administration

Board of Equalization

Contingency Reserve

Finance Department

General Registrar

Human Resources

Human Rights Office

Information Technology,  
Department of

Management and Budget,  
Office of

### ➤ Prince William Self-Insurance

Unemployment Insurance  
Reserve

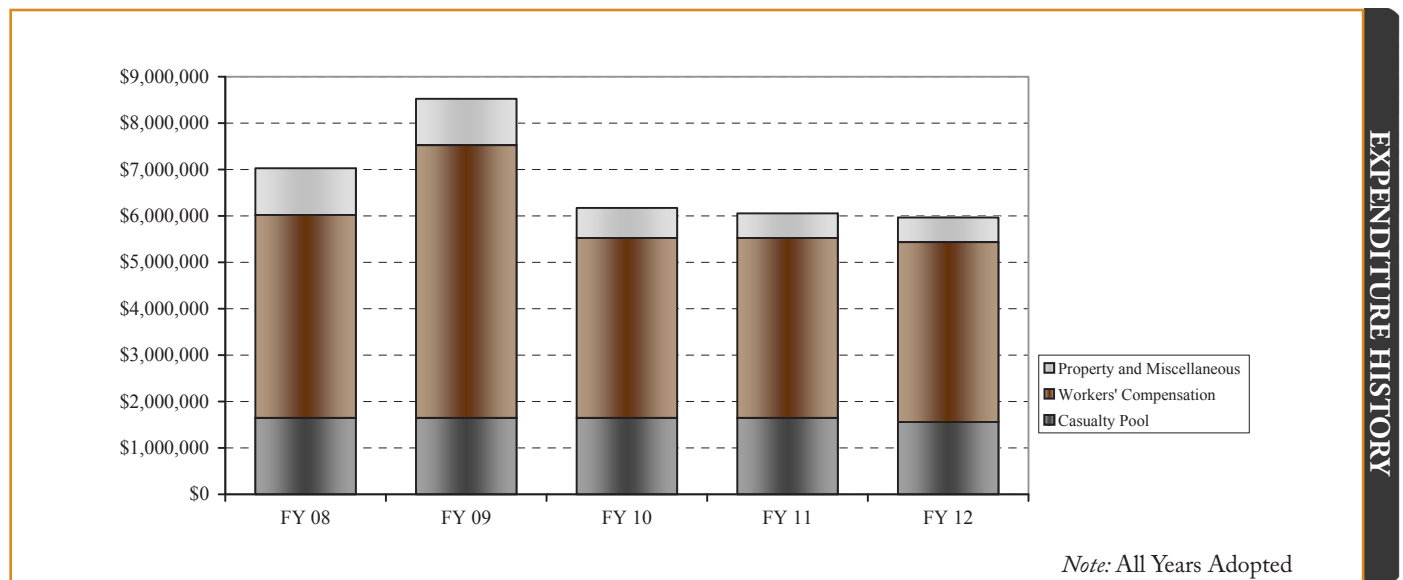
LOCATOR



EXPENDITURE AND REVENUE SUMMARY

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Casualty Pool	\$1,624,974	\$1,176,934	\$1,641,937	\$1,552,196	-5.47%
2 Workers' Compensation	\$3,916,254	\$3,495,743	\$3,876,869	\$3,876,869	0.00%
3 Property & Miscellaneous	\$627,797	\$364,800	\$536,227	\$536,227	0.00%
<b>Total Expenditures</b>	<b>\$6,169,025</b>	<b>\$5,037,477</b>	<b>\$6,055,033</b>	<b>\$5,965,292</b>	<b>-1.48%</b>

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>B. Expenditure by Classification</b>					
1 Contractual Services	\$56,269	\$18,458	\$29,769	\$29,769	0.00%
2 Internal Services	\$5,594,607	\$4,732,952	\$5,558,806	\$5,469,065	-1.61%
3 Other Services	\$518,149	\$286,067	\$466,458	\$466,458	0.00%
<b>Total Expenditures</b>	<b>\$6,169,025</b>	<b>\$5,037,477</b>	<b>\$6,055,033</b>	<b>\$5,965,292</b>	<b>-1.48%</b>
<b>Net General Tax Support</b>	<b>\$6,169,025</b>	<b>\$5,037,477</b>	<b>\$6,055,033</b>	<b>\$5,965,292</b>	<b>-1.48%</b>





## I. 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 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 12 General Fund workers compensation and casualty pool budget is \$5,140,238 and the all funds budget is \$5,429,065. The FY 12 Property and Miscellaneous Insurance budget is \$536,227.
- B. Self-Insurance Claims** - The Prince William County Self-Insurance Group Casualty Pool, providing coverage to the County, Adult Detention Center and Park Authority, has a \$500,000 per occurrence retention for all lines of coverage. The Self-Insurance Group purchases commercial excess insurance with a \$10,000,000 per occurrence and \$20,000,000 annual aggregate limit, except for automotive liability, which has no annual aggregate limit and public official liability, which has a \$10,000,000 aggregate limit. The Prince William County Self-Insurance Workers Compensation Association, providing coverage to the County, Adult Detention Center and Park Authority, has a \$400,000 per occurrence retention and purchases commercial excess coverage, which provides statutory limits for workers compensation claims and a \$2,000,000 per occurrence and annual aggregate limit for employers liability coverage.
- C. Internal Services Fund** - The activities of these programs 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.

## II. Budget Adjustments

### A. Budget Reductions

#### 1. Resource Shift from Casualty Pool to Finance Department for Environmental Specialist Positions

Added Expenditure -	\$0
Budget Shift -	(\$89,741)
Supporting Revenue -	\$0
PWC Cost -	\$0
FTE Positions -	0.00

#### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - This initiative shifts \$89,741 from the Self-Insurance Group Casualty Pool to the Finance Department and creates an Environmental Specialist position. The position will be located in the Finance Department’s Risk Management program and will be responsible for coordinating and conducting inspections and audits associated with the Department of Environmental Quality’s (DEQ) Virginia Environmental Excellence Program (VEEP) certification. It will also assist County agencies in matters of environmental regulatory compliance.

**c. Service Level Impacts** - This resource shift has no impact on service levels in the Self-Insurance budget. Please refer to the Finance Department budget for service level impacts associated with the Environmental Specialist position.

**d. Five Year Plan Impacts** - There are no five year plan impacts associated with this initiative.







# Unemployment Insurance Reserve



## AGENCY & PROGRAM

### Administration

Board of Equalization

Contingency Reserve

Finance Department

General Registrar

Human Resources

Human Rights Office

Information Technology,  
Department of

Management and Budget,  
Office of

Prince William Self-Insurance

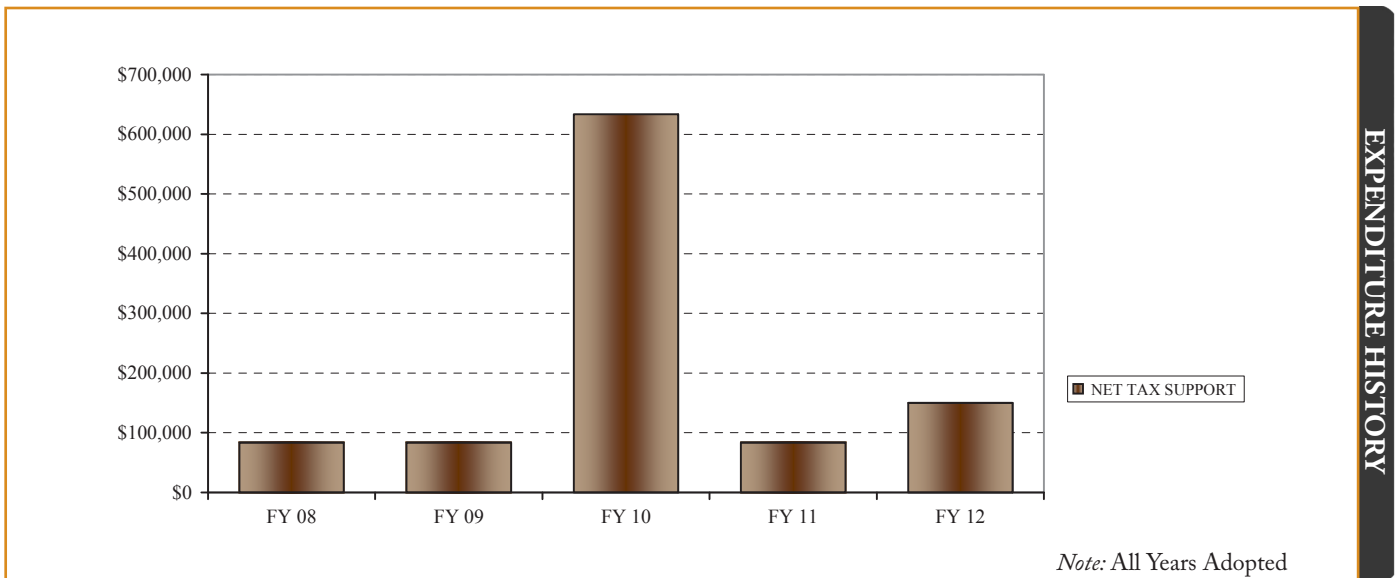
### ➤ Unemployment Insurance Reserve

LOCATOR



**EXPENDITURE AND REVENUE SUMMARY**

	FY 10 Approp	FY 10 Actual	FY 11 Adopted	FY 12 Adopted	% Change Adopt 11/ Adopt 12
<b>A. Expenditure by Program</b>					
1 Unemployment Insurance Reserve	\$633,524	\$147,121	\$83,524	\$150,000	79.59%
<b>Total Expenditures</b>	<b>\$633,524</b>	<b>\$147,121</b>	<b>\$83,524</b>	<b>\$150,000</b>	<b>79.59%</b>
<b>B. Expenditure by Classification</b>					
1 Other Services	\$633,524	\$147,121	\$83,524	\$150,000	79.59%
<b>Total Expenditures</b>	<b>\$633,524</b>	<b>\$147,121</b>	<b>\$83,524</b>	<b>\$150,000</b>	<b>79.59%</b>
<b>C. Funding Sources</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>\$633,524</b>	<b>\$147,121</b>	<b>\$83,524</b>	<b>\$150,000</b>	<b>79.59%</b>



## I. Major Issues

**A. Unemployment Insurance Reserve** - 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. The County receives quarterly billings from the VEC. The VEC determines the actual benefits to be paid. When a former employee files a claim, the County receives a Notice of Benefit Liability advising of the claim, the weekly benefit amount to be paid, the number of weeks the benefit potentially will be paid, and the total potential benefit. The notice also indicates the percentage of the claim that the County will be charged, which can be 100% or less. Historically, the weeks for benefits have varied from 12 to 26 weeks and the County's liability percentages have varied from 29% to 100%.

**d. Five Year Plan Impacts** - The five year plan impact is \$332,380; however, if the unemployment claims decrease as the economy improves this budget increase will be reevaluated during the annual budget process.

## II. Budget Adjustments

### A. Budget Additions

#### 1. Unemployment Compensation

Added Expenditure -	\$66,476
Budget Shift -	\$0
Supporting Revenue -	\$0
PWC Cost -	\$66,476
FTE Positions -	0.00

##### a. Category

- Addition
- Base Reduction
- Fees/Revenue Increase
- Five Year Plan Reduction
- Resource Shifts
- State Cuts

**b. Description** - This increase will raise the FY 12 unemployment insurance reserve budget to \$150,000. The budget was increased in FY 10; however, was lowered again in FY 11 to the previous budget level of \$83,524. The past three fiscal years (FY 09-FY 11) have exceeded \$83,524.

**c. Service Level Impacts** - There are no service level impacts associated with this initiative.



