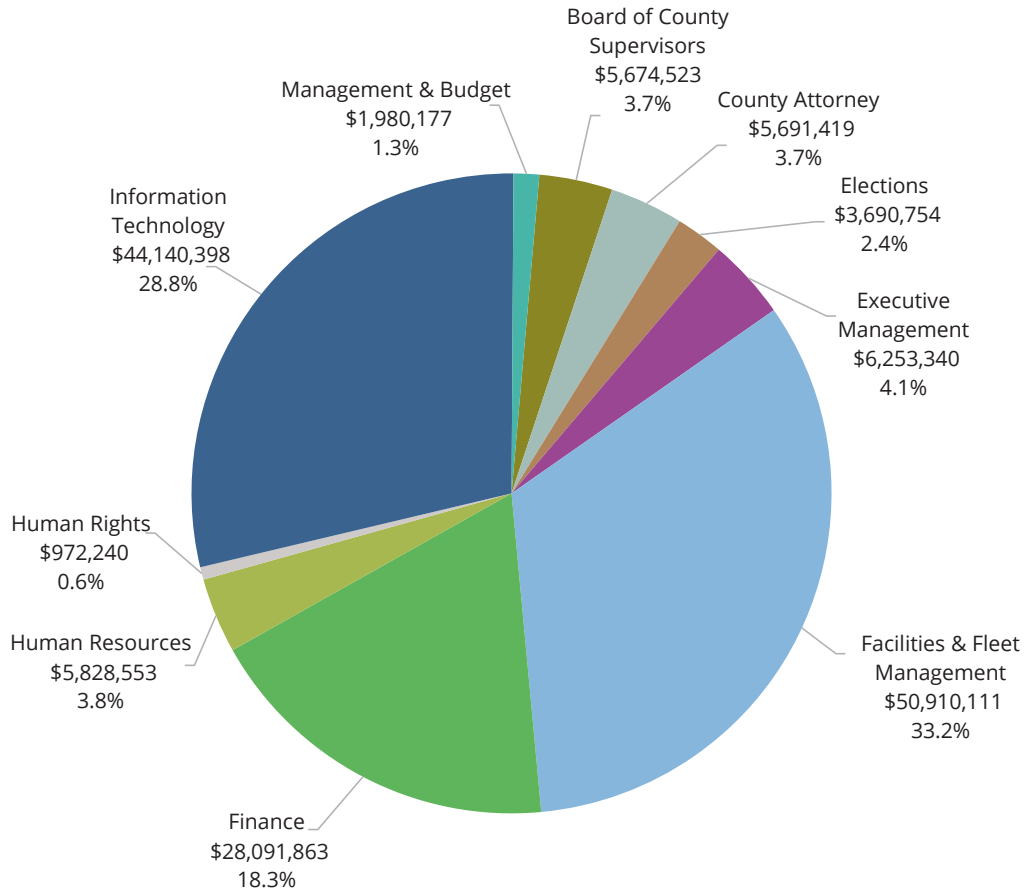


General Government



General Government Expenditure Budget: \$153,233,377

Totals may not add due to rounding.



Average Tax Bill

General Government accounted for \$317 and 6.48% of the average residential tax bill in FY24.

Department & Agencies

- ▶ Board of County Supervisors
- ▶ County Attorney
- ▶ Elections
- ▶ Executive Management

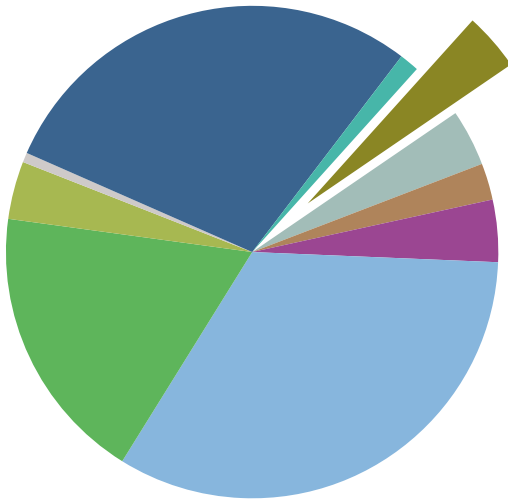
- ▶ Facilities & Fleet Management
- ▶ Finance
- ▶ Human Resources

- ▶ Human Rights
- ▶ Information Technology
- ▶ Management & Budget

Board of County Supervisors

Mission Statement

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



General Government Expenditure Budget:
\$153,233,377

Expenditure Budget:
\$5,674,523



3.7% of General Government

Programs:

- BOCS Administration: \$907,596
- Brentsville District: \$492,500
- Coles District: \$492,500
- Potomac District: \$492,500
- Gainesville District: \$492,500
- Neabsco District: \$492,500
- Occoquan District: \$492,500
- Woodbridge District: \$492,500
- BOCS-Chair: \$492,500
- Audit Services: \$826,926

Mandates

The eight-member Board of County Supervisors makes policy for the administration of the County government within the framework of the Constitution and laws of the Commonwealth of Virginia and the County Executive form of government, as defined in the Code of Virginia, Title 15.2, Subtitle I, [Chapter 5](#) (County Executive Form of Government). Seven members are elected from Magisterial Districts, while the Chair is elected at-large.

State Code: [15.2-502](#), (Powers vested in board of county supervisors; election and terms of members; vacancies)

Board of County Supervisors

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
BOCS Administration	\$708,372	\$490,905	\$543,297	\$900,956	\$907,596	0.74%
Brentsville District	\$358,398	\$346,240	\$408,649	\$475,000	\$492,500	3.68%
Coles District	\$384,814	\$374,118	\$386,822	\$475,000	\$492,500	3.68%
Potomac District	\$323,516	\$419,877	\$446,077	\$475,000	\$492,500	3.68%
Gainesville District	\$426,354	\$358,406	\$422,197	\$475,000	\$492,500	3.68%
Neabsco District	\$382,330	\$435,271	\$425,471	\$475,000	\$492,500	3.68%
Occoquan District	\$430,698	\$405,507	\$417,418	\$475,000	\$492,500	3.68%
Woodbridge District	\$423,642	\$386,020	\$337,271	\$475,000	\$492,500	3.68%
BOCS-Chair	\$371,342	\$342,972	\$382,527	\$475,000	\$492,500	3.68%
Audit Services	\$816,226	\$799,817	\$810,286	\$816,069	\$826,926	1.33%
Total Expenditures	\$4,625,692	\$4,359,134	\$4,580,016	\$5,517,025	\$5,674,523	2.85%

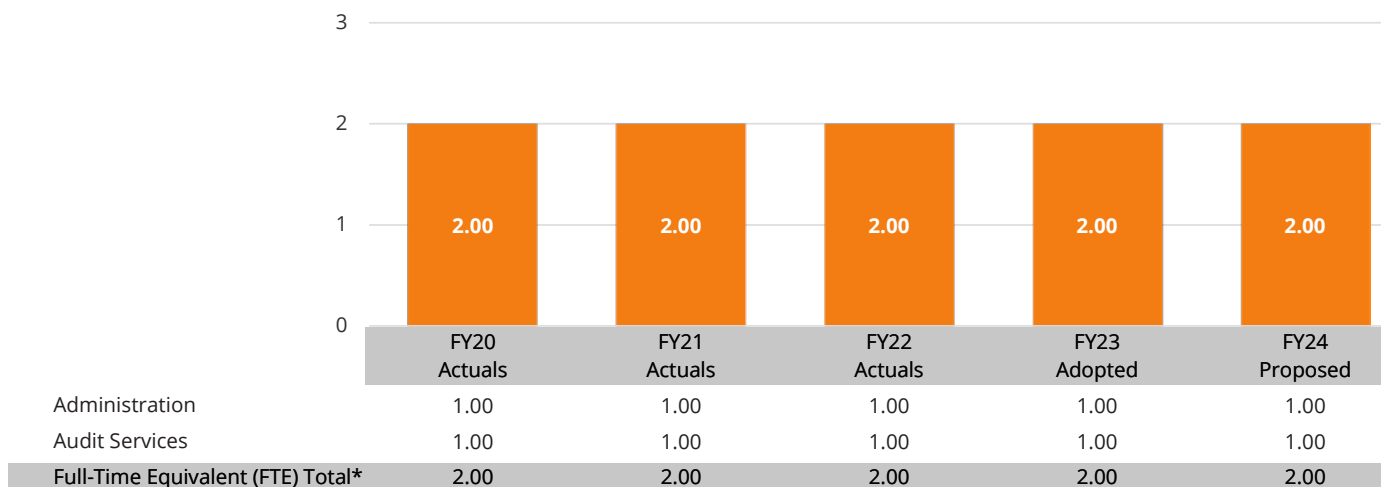
Expenditure by Classification

Salaries & Benefits	\$2,940,441	\$2,855,823	\$2,954,428	\$3,033,204	\$3,873,582	27.71%
Contractual Services	\$943,836	\$817,226	\$906,328	\$843,203	\$843,203	0.00%
Internal Services	\$134,204	\$127,734	\$135,117	\$365,764	\$365,697	(0.02%)
Purchase of Goods & Services	\$574,835	\$529,631	\$553,112	\$1,246,669	\$581,744	(53.34%)
Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
Leases & Rentals	\$32,376	\$28,719	\$31,030	\$27,000	\$27,000	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$17,888)	-
Total Expenditures	\$4,625,692	\$4,359,134	\$4,580,016	\$5,517,025	\$5,674,523	2.85%

Funding Sources

Miscellaneous Revenue	\$70,055	\$1,243	\$1,094	\$0	\$0	-
Total Designated Funding Sources	\$70,055	\$1,243	\$1,094	\$0	\$0	-
Net General Tax Support	\$4,555,637	\$4,357,891	\$4,578,922	\$5,517,025	\$5,674,523	2.85%
Net General Tax Support	98.49%	99.97%	99.98%	100.00%	100.00%	

Staff History by Program



*Does not include the Board Chair and seven Supervisors. Additionally, all Board aides serve at will and are not included in the total.

Board of County Supervisors

Budget Initiatives

A. Budget Initiatives

1. Supervisor Salary Increase – All Board of County Supervisors (BOCS) Districts

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

- a. **Description** – This initiative provides funding based on County staff’s recommendation to increase Supervisor salaries and adjust magisterial district office budgets in a commensurate manner. Current Board member salaries have remained unchanged since January 1, 2011. On November 22, 2022, the Board of County Supervisors issued [Directive 22-37 Salary for Elected Officials](#) for staff to compile information regarding the salaries of elected officials in other local jurisdictions. Based on the collected data, County staff recommends Board salaries increase to the current median salary of Arlington, Fairfax, and Loudoun counties and the City of Alexandria as shown in the table below. The new salaries would be effective January 1, 2024, and the half-year cost in FY24 is \$140,000. The full-year cost in FY25 is \$280,000.

	Current Board Salary	Staff Recommendation (effective January 1, 2024)
Chair	\$49,452	\$84,739
Board Member	\$43,422	\$74,282

Program Summary

Audit Services

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

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

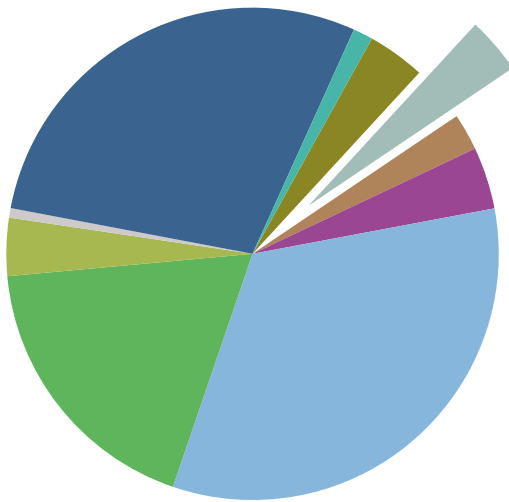
Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Planned audits completed	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Internal Audit Administration	\$816	\$800	\$810	\$816	\$827
Internal audits completed	11	7	8	10	8

County Attorney

Mission Statement

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



Expenditure Budget:
\$5,691,419



3.7% of General Government

Programs:

- County Attorney: \$5,691,419

General Government Expenditure Budget:
\$153,233,377

Mandates

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

State Code: [15.2-1542](#) (Creation of office of county, city or town attorney authorized), [15.2-529](#) (Appointment of county attorney), [15.2-633](#) (Office of the county attorney), [63.2-1949](#) (Authority of city, county, or attorney)

County Code: [Chapter 2](#) (Administration), [Chapter 5](#) (Home Improvement Contractor License), [Chapter 5.6](#) (Cable Television), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 10.1](#) (Human Rights), [Chapter 16](#) (Miscellaneous Offenses), [Chapter 20](#) (Unclaimed Money and Property), [Chapter 22](#) (Refuse), [Chapter 32](#) (Zoning)

County Attorney

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
County Attorney	\$4,068,253	\$3,854,633	\$4,074,240	\$5,269,919	\$5,691,419	8.00%
Total Expenditures	\$4,068,253	\$3,854,633	\$4,074,240	\$5,269,919	\$5,691,419	8.00%

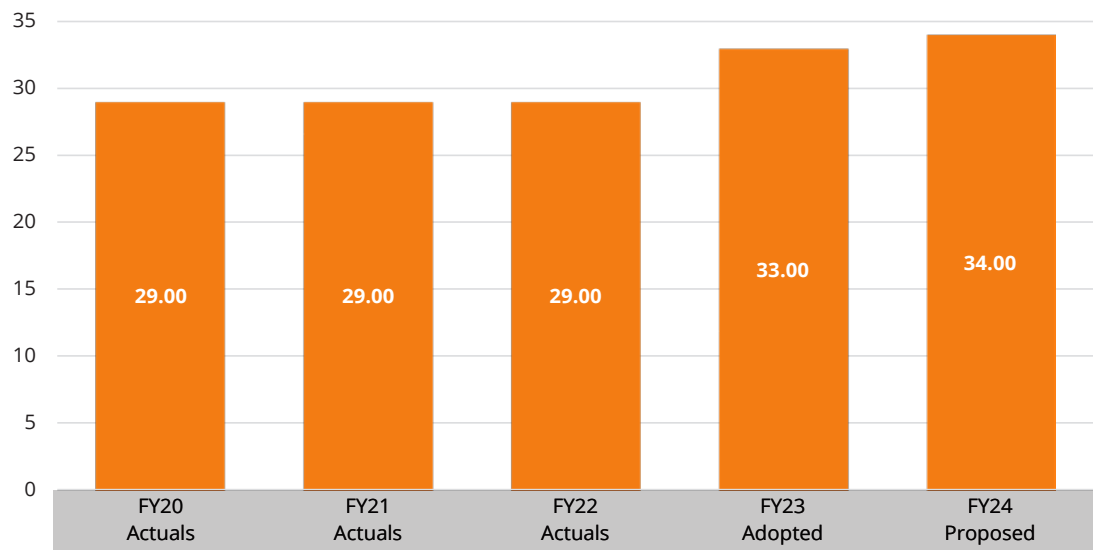
Expenditure by Classification

Salaries & Benefits	\$3,920,417	\$3,830,679	\$4,086,427	\$4,666,069	\$5,076,766	8.80%
Contractual Services	\$85,023	(\$146,186)	(\$107,247)	\$356,014	\$356,014	0.00%
Internal Services	\$105,762	\$104,296	\$107,879	\$292,634	\$298,359	1.96%
Purchase of Goods & Services	\$105,296	\$86,517	\$94,130	\$126,154	\$136,154	7.93%
Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
Leases & Rentals	\$4,795	\$5,098	\$6,447	\$4,845	\$4,845	0.00%
Reserves & Contingencies	(\$153,040)	(\$25,770)	(\$113,396)	(\$176,925)	(\$181,847)	2.78%
Total Expenditures	\$4,068,253	\$3,854,633	\$4,074,240	\$5,269,919	\$5,691,419	8.00%

Funding Sources

Miscellaneous Revenue	\$0	\$2,385	\$340	\$15,000	\$15,000	0.00%
Charges for Services	\$170,000	\$0	\$0	\$180,186	\$180,186	0.00%
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$220,000	\$52,385	\$50,340	\$245,186	\$245,186	0.00%
Net General Tax Support	\$3,848,253	\$3,802,248	\$4,023,900	\$5,024,733	\$5,446,233	8.39%
Net General Tax Support	94.59%	98.64%	98.76%	95.35%	95.69%	

Staff History by Program



County Attorney	29.00	29.00	29.00	33.00	34.00
Full-Time Equivalent (FTE) Total	29.00	29.00	29.00	33.00	34.00

Future Outlook

Overview – Significant future legal matters will continue to need consideration with the issues related to the lessening effects of COVID-19, civil protest, police reform, equity and inclusion, the Virginia Values Act, collective bargaining, civilian police oversight, both sovereign and qualified immunity, and other Board priorities. Potential increases in workload due to these matters may require future discussion about additional staff members at each level of the Office – attorneys, paralegals, and administrative support staffing. The County Attorney’s Office assisted in the development and implementation of the numerous pandemic policies, including employment issues, public safety issues, public meeting issues, and programs funded by the CARES Act. As those policies continue to evolve, there may be areas such as policy matters, retention, and possible liability or discipline issues that will continue to take staff time to address.

Significant future non-pandemic legal issues relate to transportation projects, land use matters, collective bargaining, telecommunications/cable franchise negotiations, and technology issues. Significant time and resources will continue to be devoted to Freedom of Information Act (FOIA) requests and subpoenas, as these matters continue to grow in volume and complexity.

Child Protective Services (CPS) and Human Services – Child abuse and neglect cases will continue to be complex and time consuming, requiring at least three full-time attorneys, with increased support staff time. Mental health, Health Insurance Portability and Accountability Act (HIPAA) compliance, co-responder, and Housing issues will continue to grow. COVID-19 continues to magnify this area of work.

Federal Regulations – Federal regulations and laws will require additional legal resources to support the County in the area of Coronavirus Aid, Relief and Economic Securities (CARES) Act fund assessment and implementation, Internal Revenue Service (IRS) audits, etc.

Property Acquisitions – Property acquisitions and condemnation cases by the County for the construction of public facilities, new roads, and improvements to existing roads throughout the County will continue to require a substantial amount of time. These cases continue to take significant resources, as the Virginia statute and Constitutional amendment on lost profits continue to impact these cases.

Support for the Department of Economic Development – This area of work will continue to increase as prospects and companies look to relocate to the County. These matters are often expected to be a top priority, no matter what other demands are being handled by the Office.

Budget Initiatives

A. Budget Initiatives

1. Collective Bargaining Paralegal – County Attorney’s Office

Expenditure	\$90,313
Revenue	\$0
General Fund Impact	\$90,313
FTE Positions	1.00

- a. **Description** – On December 22, 2022, the Prince William Board of County Supervisors (BOCS) adopted a collective bargaining ordinance ([BOCS Ordinance 22-54](#)) to provide for collective bargaining with public employees. Collective bargaining will begin in spring 2023 (FY23) and labor contracts will be negotiated during FY24. This initiative includes a paralegal position to allow the County Attorney’s Office to meet the increased workload demands associated with collective bargaining. The annual cost of the position is \$80,313. Additionally, \$10,000 in one-time funding is included in FY24 for office space.
- b. **Service Level Impacts** – This budget initiative provides the necessary staffing infrastructure to implement and sustain collective bargaining with public employees.

County Attorney

Program Summary

County Attorney

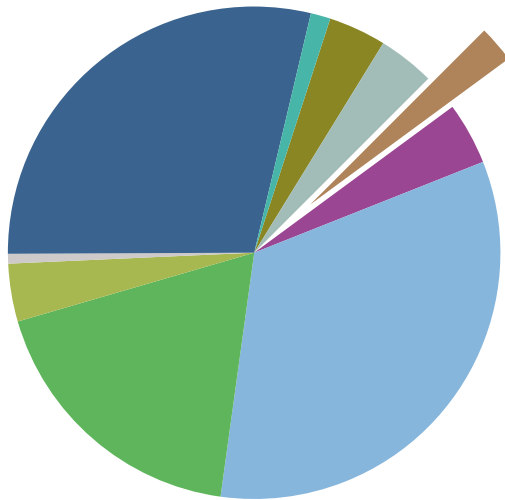
Provides legal assistance, advice to, and litigation representation for the BOCS the County Executive, departments, agencies, and employees of Prince William County in the performance of their duties.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Claims/litigation cases closed with results satisfactory to the County	100%	100%	100%	100%	100%
Thoroughness of response to client request for assistance (4-point scale)	3.8	3.7	3.8	3.8	3.8
Founded property code cases resolved or moved to court action within 100 days	93%	93%	93%	93%	93%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Legal Services	\$2,718	\$2,641	\$2,609	\$3,866	\$4,185
Average days to close BOCS trackers	80	45	70	30	30
Requests for legal advice/assistance responded to	2,244	2,373	2,929	2,500	3,000
FOIA requests/subpoenas responded to	268	321	440	275	400
Staff time spent rendering legal opinion/advice relating to legal services	85%	85%	85%	85%	85%
Collections	\$424	\$502	\$534	\$519	\$517
Delinquent Real Estate taxes collected prior to litigation	34%	33%	35%	34%	35%
Delinquent Personal Property taxes collected prior to litigation	20%	19%	25%	30%	30%
Staff time spent rendering legal opinion/advice relating to collections	80%	80%	80%	80%	80%
Protective Services	\$766	\$642	\$693	\$731	\$805
Cases involving child abuse or neglect opened	200	171	168	200	200
Cases involving child abuse or neglect closed	235	144	170	240	200
Staff time spent rendering legal opinion/advice relating to protective services	64%	65%	65%	64%	65%
Transportation	\$161	\$70	\$238	\$153	\$183
Property acquisitions closed	100	102	86	105	105
Transportation contracts reviewed	4	4	0	5	5
Staff time spent rendering legal opinion/advice relating to transportation	80%	80%	75%	80%	80%

Mission Statement

The mission of the Office of Elections is to provide an equal opportunity for all qualified citizens of Prince William County to register and vote in all local, state, and federal elections. The Office of Elections conducts all elections to the standards of the Virginia Code and meets best practices of the elections' industry. This should be accomplished while ensuring transparency and building public confidence in the election process. The Office of Elections works to ensure that voters can vote via all methods allowed in Virginia including voting by mail, voting early, and voting on Election Day. The Office of Elections operates as a communication and information resource for citizens and keeps the public informed of critical deadlines and procedures for how to register and vote. The major stakeholders are more than 310,000 registered voters, the Prince William County Electoral Board, the State Department of Elections, election officers, candidates, and partnering county agencies.



Expenditure Budget:
\$3,690,754



2.4% of General Government

Programs:

- Conduct & Certify Elections: \$3,690,754

General Government Expenditure Budget:
\$153,233,377

Mandates

The Code of Virginia mandates the appointment of an electoral board in the County, the position of General Registrar and the compensation, expenses, and suitable office space for the General Registrar and associated staff. Reasonable expenses include, but are not limited to, costs for: (i) an adequately trained registrar's staff, including training in the use of computers and other technology to the extent provided to other local employees with similar job responsibilities, and reasonable costs for the general registrar to attend the annual training offered by the State Board; (ii) adequate training for officers of election; (iii) conducting elections as required by this title; and (iv) voter education.

State Code: [24.2-106](#) (Appointment and terms; vacancies; chairman and secretary; certain prohibitions; training) through [24.2-123](#) (Requirements for registration and voting; prohibition on use of power of attorney), [24.2-700](#) (Persons entitled to vote by absentee ballot), and [24.2-701.1](#) (Absentee voting in person)

Elections

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Conduct and Certify Elections	\$2,493,030	\$3,316,902	\$2,933,305	\$3,730,917	\$3,690,754	(1.08%)
Total Expenditures	\$2,493,030	\$3,316,902	\$2,933,305	\$3,730,917	\$3,690,754	(1.08%)

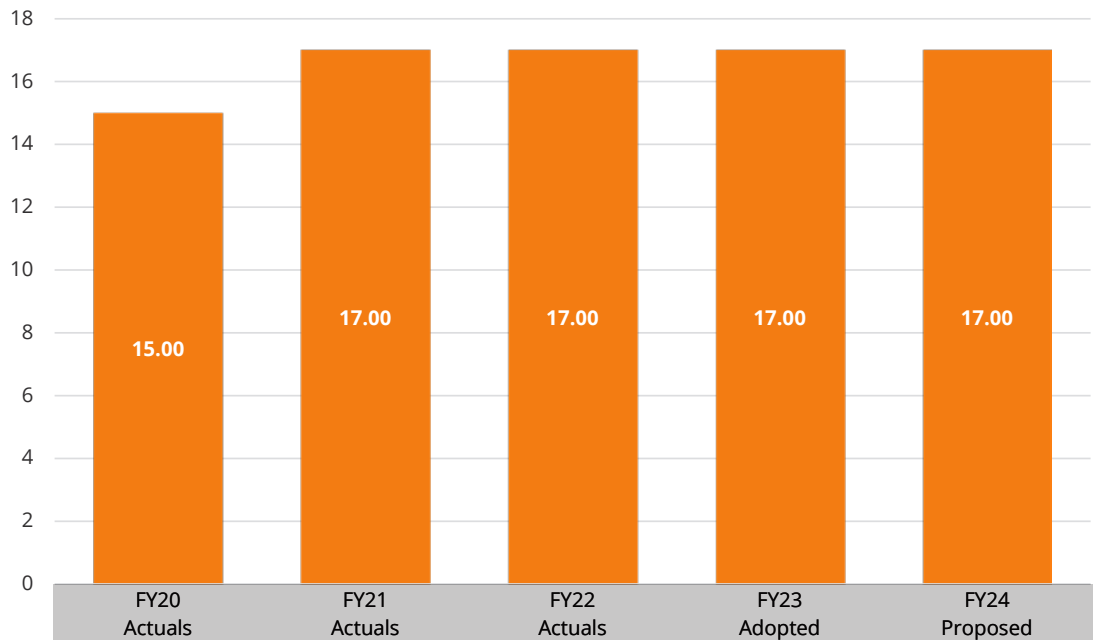
Expenditure by Classification

Salaries & Benefits	\$1,416,791	\$1,890,864	\$1,581,406	\$1,802,653	\$2,049,999	13.72%
Contractual Services	\$434,373	\$738,207	\$365,835	\$996,293	\$1,124,793	12.90%
Internal Services	\$99,132	\$101,431	\$123,181	\$232,230	\$238,701	2.79%
Purchase of Goods & Services	\$261,025	\$364,998	\$851,748	\$283,367	\$283,167	(0.07%)
Capital Outlay	\$266,631	\$0	\$0	\$408,200	\$0	(100.00%)
Leases & Rentals	\$15,093	\$22,931	\$11,135	\$8,174	\$8,174	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$14,080)	-
Debt Maintenance	\$0	\$198,472	\$0	\$0	\$0	-
Total Expenditures	\$2,493,044	\$3,316,902	\$2,933,305	\$3,730,917	\$3,690,754	(1.08%)

Funding Sources

Revenue from Federal Government	\$0	\$198,472	\$0	\$0	\$0	-
Miscellaneous Revenue	\$277,986	\$18,912	\$58	\$0	\$0	-
Revenue from Commonwealth	\$0	\$92,319	\$0	\$92,202	\$92,202	0.00%
Total Designated Funding Sources	\$277,986	\$309,703	\$58	\$92,202	\$92,202	0.00%
Net General Tax Support	\$2,215,058	\$3,007,199	\$2,933,247	\$3,638,715	\$3,598,552	(1.10%)
Net General Tax Support	88.85%	90.66%	100.00%	97.53%	97.50%	

Staff History by Program



Conduct & Certify Elections	15.00	17.00	17.00	17.00	17.00
Full-Time Equivalent (FTE) Total	15.00	17.00	17.00	17.00	17.00

Future Outlook

Continuing to Provide Multiple Voting Types – Planning for three different types of voting (mail, early, and Election Day) means convenience for voters, but extra spending in each area due to uncertainty of how people will choose to vote each election. With the longest early voting period of any state and elections every year, no election officials in any state in the country are open for voting nearly a quarter of every year. Retaining election officers, keeping staff motivated, and spending public dollars efficiently in those conditions requires careful planning and consideration.

Inadequate Operating Space – The Office of Elections main facility does not provide enough room to efficiently service voters, run agency operations, and serve as an early voting site (as required by law). All agency operations are spread across multiple sites including (1) a main office, (2) separate warehouse, (3) borrowed space to train election officers, and (4) another meeting facility for Board meetings and events. This should all be in one location for operational efficiency, improved communications, and ballot security. Early voting sites have inadequate space for major elections and present operational challenges to meeting state (room for privacy, poll watcher requirements, etc.) and federal laws (ADA) even in low turnout elections. Modifications to existing early voting locations and/or infrastructure would be advisable until the Office of Elections can be relocated to a facility that adequately meets operational, accessible, and security needs.

Information and Observation Requests – The Office of Elections often receives information requests, inquiries, and questions on a scale previously unseen that requires the time of many staff members and threaten the completion of core tasks central to Election’s mission. Responses to these requests are important for agency transparency and to meet state and federal Freedom of Information Act (FOIA) laws, but the short response time required by law and the unpredictable nature of the requests creates a response challenge. The office may need a dedicated staff member working in this area to make sure Elections is responsive to the public while still enabling current staff to complete core duties.

Office Security – Ballot security, ballot custody and the security of Elections’ office must be given increased consideration as election security has become increasingly important and threats of violence against public officials have increased. Elections should work to modify the physical office space and custody procedures to build confidence in the voting process, ensure appropriate handling of ballots and safeguard Elections’ staff. County staff should feel safe in their work environment from physical threats for simply doing their job to the best of their ability.

Communication with the Public – In an environment of voter confusion and misinformation, it is important Elections works to ensure voters receive timely information from official sources. Social media and the Elections’ website must be utilized to provide updates for voters. To improve public engagement, reduce voter confusion, and ensure equal access to official information other formats should be leveraged. Staff must work to identify official and unofficial communications to inform the public. Access to the voting process before, during and after the election must be made transparent and visible insofar as the law allows.

General Overview

- A. **Removal of One -Time Cost from Elections Budget** – A total of \$508,200 has been removed from Elections FY23 budget for one-time costs associated with funding for high speed ballot scanners, electronic poll books and digitizing voter registrations for new voting precincts.

Budget Initiatives

A. Budget Initiatives

1. Facility Security Improvements – Conduct and Certify Elections

Expenditure	\$228,500
Revenue	\$0
General Fund Impact	\$228,500
FTE Positions	0.00

- a. **Description** – After completion of local/federal security assessments, this initiative addresses security issues in order to safely maintain operations and the county’s obligation under [VA Code 24.2-600](#). This initiative will secure entry points, protect staff, improve accessibility, protect the public, increase office functionality, and improve ballot/equipment security.
- b. **Service Level Impacts** – Existing service levels will be maintained.

Program Summary

Conduct and Certify Elections

The Office of Elections is comprised of the Electoral Board, the General Registrar/Director of Elections, and Assistant Registrars. The Electoral Board appoints the General Registrar/Director of Elections who serves the Board and appoints Assistant Registrars. The Office of Elections conducts all elections in Prince William County and is a state-mandated office whose purpose is to maintain voter registration records and conduct elections, including voting by mail, early, and on Election Day. The Office of Elections maintains regular hours open to the public, processes voter registration applications, provides election data to citizens and candidates, certifies local candidate filings, trains election officers to conduct each election, maintains election equipment, and certifies the results for each election.

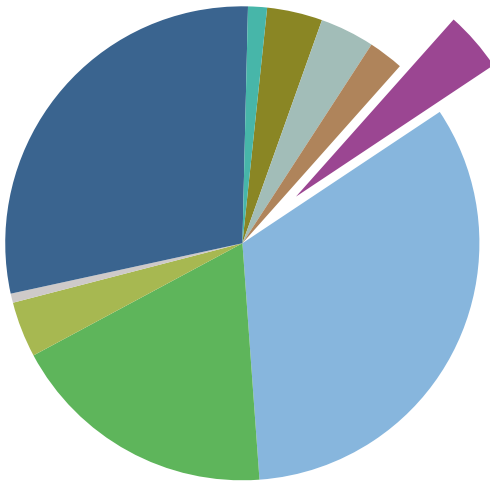
Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Experience of voting in PWC is pleasant (community survey)	96%	84%	84%	85%	85%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Register Voters & Conduct & Certify Elections	\$2,493	\$3,317	\$2,933	\$3,731	\$3,691
Transactions involving voting records (non-mail)	229,584	409,317	164,000	300,000	150,000
Transactions involving mail requests (election specific)	-	-	28,105	75,000	40,000
Transactions involving mail requests (ongoing annual applications)	-	-	16,000	25,000	25,000
Registered county voters	292,701	305,422	312,676	310,000	325,000
Election voter turnout	150,465	258,424	160,658	200,000	155,000
Percentage of registered voters who cast early votes	-	66%	50%	50%	50%

Executive Management

Mission Statement

The Office of Executive Management provides day-to-day leadership and administrative oversight of County departments and agencies to accomplish the strategic goals of the Board of County Supervisors and to ensure effective and efficient performance of county government services while maintaining fiscal responsibility and accountability. The Office of Executive Management supports the Board of County Supervisors by providing operational strategic guidance, as well as overseeing policy direction and development. The office is committed to achieving the County's vision of a diverse community striving to be healthy, safe, and caring with a thriving economy and a protected natural environment. Executive Management is also committed to serving the County's diverse and dynamic workforce by reinforcing the organization's vision and values, as well as leading and building upon the organization's culture of equity, inclusion, diversity, trust, recognition, and engagement.



General Government Expenditure Budget:
\$153,233,377

Expenditure Budget:
\$6,253,340



4.1% of General Government

Programs:

- Management & Policy Development: \$2,831,017
- Administrative Support to the Board: \$750,456
- Communications: \$1,430,142
- Legislative Affairs & Intergovernmental Relations: \$403,536
- Equity & Inclusion: \$478,164
- Environmental & Energy Sustainability: \$360,025

Mandates

The County is organized as a county executive form of government in accordance with the Code of Virginia.

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

State Code: [Title 15.2 Chapter 5](#) (County Executive Form of Government)

County Code: [Chapter 2-1](#) (Government services planning, budgeting, and accountability)

Executive Management

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Management & Policy Development	\$1,667,977	\$1,914,023	\$2,419,561	\$2,442,617	\$2,831,017	15.90%
Administrative Support to the Board	\$428,015	\$457,598	\$573,321	\$659,282	\$750,456	13.83%
Communications	\$1,507,353	\$1,157,819	\$1,375,365	\$1,403,850	\$1,430,142	1.87%
Legislative Affairs & Intergovernmental Relations	\$326,668	\$260,083	\$373,027	\$405,391	\$403,536	(0.46%)
Equity & Inclusion	\$0	\$73,440	\$325,654	\$383,865	\$478,164	24.57%
Environmental & Energy Sustainability	\$0	\$0	\$62,937	\$172,732	\$360,025	108.43%
Equality, Affirmative Employment, & Diversity	\$460,016	(\$10,104)	\$0	\$0	\$0	-
Total Expenditures	\$4,390,030	\$3,852,859	\$5,129,865	\$5,467,737	\$6,253,340	14.37%

Expenditure by Classification

Salaries & Benefits	\$3,694,400	\$3,379,769	\$4,231,398	\$4,564,617	\$5,146,052	12.74%
Contractual Services	\$312,590	\$258,409	\$596,337	\$441,488	\$610,975	38.39%
Internal Services	\$219,593	\$137,198	\$176,165	\$268,448	\$297,875	10.96%
Purchase of Goods & Services	\$153,519	\$77,392	\$123,043	\$177,403	\$190,043	7.13%
Leases & Rentals	\$9,929	\$91	\$2,923	\$15,780	\$15,780	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$7,385)	-
Total Expenditures	\$4,390,030	\$3,852,859	\$5,129,865	\$5,467,737	\$6,253,340	14.37%
Miscellaneous Revenue	\$0	\$1,979	\$1,659	\$0	\$0	-
Total Designated Funding Sources	\$0	\$1,979	\$1,659	\$0	\$0	-
Net General Tax Support	\$4,390,030	\$3,850,880	\$5,128,206	\$5,467,737	\$6,253,340	14.37%
Net General Tax Support	100.00%	99.95%	99.97%	100.00%	100.00%	

Staff History by Program



Management & Policy Development	7.50	9.50	10.50	10.50	13.50
Administrative Support to the Board	5.00	5.00	5.00	5.00	5.00
Communications	11.00	10.00	9.00	9.00	9.00
Legislative Affairs & Intergovernmental Relations	1.50	1.50	1.50	1.50	0.50
Equity & Inclusion	0.00	0.00	3.00	3.00	3.00
Environmental & Energy Sustainability	0.00	0.00	0.00	2.00	3.00
Equality, Affirmative Employment, & Diversity	4.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	29.00	26.00	29.00	31.00	34.00

Executive Management

Future Outlook

New Policy Directions – Since January 2021, the Board of County Supervisors (BOCS) has adopted significant policy changes in the Comprehensive Plan, Strategic Plan, Annual Budget, and Capital Improvement Program. These changes, combined with the implementation of collective bargaining, project labor agreements, new land use tools, and other initiatives, will require infrastructure and reallocation of resources to support these policy shifts. In addition, several new programs have been established to provide additional services to the community without significant investment in internal support. State and local taxation policy changes combined with the influx of one-time federal pandemic relief funding have provided significant funding for community infrastructure projects. However, Executive Management will need to balance the ongoing internal support and available resources with the ability to accomplish the goals of the BOCS in meeting the needs and desires of the community.

An Inclusive and Equitable Prince William County – The Office of Equity and Inclusion (established in 2021) serves in partnership with all Prince William County government departments to provide leadership and coordination of the County's continuing efforts toward building, sustaining, and ensuring equitable and inclusive culture of operations for all employees and communities.

In July 2021, the County Executive authorized the Equity and Inclusion Policy. The policy informs all other policies, planning, practices, programs, and applications to the delivery of all County government services. To actualize the policy on a continuum, all County departments will report yearly progress on the key priority inclusion indicators (Organizational Climate and Culture, Organizational Infrastructure, and Community Engagement and Services) to ensure the County's systems and business standards build capacity in providing equitable, inclusive, and fair delivery of services to the community.

Sustaining a High-Performance Workforce – The Office of Executive Management (OEM) continues to develop and implement strategies to recruit, develop, and retain people who are committed to public service and are passionate about meeting the needs of the community. The County believes that employees are the organization's most valuable asset, and as such, OEM recognizes the need to recognize, engage and retain its highly qualified workforce, as well as find innovative and creative ways to recruit new employees to join the County's workforce.

Energy and Sustainability – The County's 2021-2024 Strategic Plan Vision calls for a "protected natural environment." To make this vision a reality, the [Office of Sustainability](#) was established in 2022. The Office of Sustainability is currently leading the development of a Community Energy and Sustainability Master Plan (CESMP). This plan will serve as a roadmap for the County to reach the BOCS' adopted Climate Mitigation and Resiliency goals. A [Sustainability Commission](#) was also established in 2022 as the public body providing recommendations to the CESMP.

Longer term outcomes include implementation of the CESMP and strategic protection of the ecological balance in the community by supporting energy, watershed, land use, transportation, waste, and building design policies and programs. By 2030, it is expected that this Office will experience double digit staffing growth to support the achievement of the Climate Mitigation and Resiliency goals.

General Overview

- A. **Shift of Salaries & Benefits to Contractual Services** – A Legislative Affairs Liaison position, 1.00 FTE, has been vacant for an extended period, with the position savings used to pay a temporary employee. Therefore, the Legislative Affairs Liaison position, 1.00 FTE, has been eliminated and the \$119,487 position expense permanently shifted to professional services in the Contractual Services expenditure category. There is no net general fund impact.

Executive Management

Budget Initiatives

A. Budget Initiatives

1. Community Safety Initiative – Management & Policy Development

Expenditure	\$422,019
Revenue	\$0
General Fund Impact	\$422,019
FTE Positions	4.00

a. Description – This Community Safety initiative funds 4.00 FTEs including total salary & benefits of \$342,903. The four positions include a Public Safety Manager (\$102,444), a Senior Executive Assistant (\$85,395), an Administrative Specialist (\$69,669), and a Communications Analyst (\$85,395). Additional program operating costs total \$79,116 for technology and professional services. The [Community Safety Initiative](#) was presented on December 6, 2022 and will provide PWC residents a proactive focus on prevention, intervention, diversion, and other evidence informed strategies driven by data. Community engagement and data will be used to determine priorities and community action plans. The implementation steps include building community collaboration by creating an advisory committee comprised of representatives from governmental agencies and members of the community, engaging residents and stakeholders, compiling data, and based on the results of the data assessment, determining strategic priorities customized to focus on community needs. Following implementation of a safety plan, performance measures will be identified, tracked, and evaluated. These results will be used to develop a continuous quality improvement plan, ensuring input is incorporated into strategy and approaches are holistic.

b. Service Level Impacts – Enhanced community safety.

2. Energy Program Manager – Environmental & Energy Sustainability

Expenditure	\$117,363
Revenue	\$0
General Fund Impact	\$117,363
FTE Positions	1.00

a. Description – This initiative provides funding for 1.00 FTE, an Energy Program Manager. The Community Energy and Sustainability Master Plan (CESMP) is expected to be approved in fall 2023. The Energy Program Manager will manage staff to implement and meet the County's Climate Mitigation and Resiliency Goals. This position includes Salary & Benefits costs of \$102,444, seat management costs of \$6,279, and a one-time office set-up cost of \$8,640. The position supports the [2021-2024 Strategic Plan](#) areas including Goal 5 of Environmental Conservation, OBJ EC-3, Action Strategy B and Goal 6 of Sustainable Growth, OBJ 2, Action Strategies A,B,C,D,E, F.

b. Service Level Impacts – Staffing supports the implementation of the CESMP projects incorporating goals of the Sustainability Plan, and the Joint Environmental Task Force and Sustainability Commission meetings.

B. Budget Reduction

1. Eliminate Long Term Vacant Senior Business Services Administrator

Expenditure	(\$125,927)
Revenue	\$0
General Fund Impact	(\$125,927)
FTE Positions	(1.00)

a. Description – After a review of vacant positions in the County, a long-term vacant Senior Business Services Administrator position is eliminated resulting in savings of \$125,927.

Executive Management

Program Summary

Management & Policy Development

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

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Strategic Plan key performance indicators trending positively toward targets*	60%	NR	78%	100%	100%
Overall quality of PWC services meets residents' expectations (community survey)	91%	95%	95%	>93%	>93%
County services & facilities are a fair value for the tax dollar (comm. survey)	94%	90%	90%	>90%	>90%
County employees are courteous and helpful (community survey)	94%	95%	95%	>94%	>94%
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Growth in commercial tax base (in square feet)	1.1M	1.8M	1.6M	1.6M	-

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Effective & Efficient Delivery of County Government Services	\$620	\$773	\$997	\$1,070	\$952
Countywide workload measures	606	650	797	733	790
Workforce development projects completed	12	15	7	18	12
Strategic Planning	\$356	\$345	\$458	\$452	\$902
Strategic Plan key performance indicators trending positively*	26	NR	46	59	59
Work sessions with the BOCS	2	5	5	5	5
Taxable commercial square feet	50.7M	52.2M	54.0M	55.4M	55.2M
Policy Development	\$364	\$451	\$419	\$474	\$503
Ordinances & resolutions passed	824	810	706	775	775
BOCS Response	\$328	\$345	\$546	\$446	\$474
Trackers responded to within 30 days	-	-	-	100%	100%

*The new 2021-2024 Strategic Plan was adopted July 20, 2021 (FY22); therefore, FY21 Actuals were not collected and will not be reported.

Executive Management

Administrative Support to the Board

Manage the review process for BOCS meeting agenda items in accordance with the County's framework for analysis. Maintain compliance with Virginia law regarding public notice for meetings and public hearings.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
BOCS agenda dispatch packages available to the public by deadline	100%	100%	100%	100%	100%
BOCS agenda/briefs available to citizens by deadline	100%	100%	100%	100%	100%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Administrative Support to the Board and Executive	\$428	\$458	\$573	\$659	\$750
Ordinances processed	62	65	67	75	75
Resolutions processed	762	745	639	700	700

Communications

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

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
News quality analysis rating	81%	95%	94%	95%	95%
Social media reach	3.7M	3.8M	2.4M	3.8M	2.5M
Online, graphic, print & video pieces produced	610	720	889	720	800

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Information Dissemination	\$1,048	\$783	\$929	\$971	\$982
Internal communication messages	505	420	530	450	450
Events supported	33	30	42	30	30
Articles produced	124	150	163	200	150
Video views online	198,452	2,000,000	1,278,995	250,000	300,000
Media Production	\$460	\$375	\$447	\$433	\$448
Graphic arts pieces produced	265	400	507	500	445
Videos produced (including BOCS meetings)	210	250	219	250	205

Executive Management

Legislative Affairs & Intergovernmental Relations

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

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Bills analyzed each session that impact PWC	-	100%	100%	100%	100%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Legislative Affairs & Intergovernmental Relations	\$327	\$260	\$373	\$405	\$404
General Assembly and committee meetings attended	-	206	180	200	190
3rd party organizations, study commissions and committee meetings	-	72	73	75	75
Meetings/communication efforts with PWC delegation (state and federal)	-	175	186	125	125
BOCS reports	-	12	13	12	12

Equity & Inclusion

This program will develop a framework for becoming a more inclusive and equitable PWC. The County aspires to ensure all its residents are treated fairly, to reduce disparities, and to proactively give all residents opportunities to participate fully in the benefits, programs, and services that the County offers. This includes the development of equitable lenses or tools to assess the County's programs, planning, and processes.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
County Programs Assessed for Equity	-	-	100%	100%	100%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Equity & Inclusion Office	\$0	\$37	\$218	\$384	\$356
Leadership level of Equity & Inclusion Index	-	-	24	34	24
Employee level of Equity & Inclusion Index	-	-	4,283	4,283	4,360
Racial & Social Justice Commission	\$0	\$37	\$108	\$0	\$123
RSJC agenda/briefs available to citizens by deadline	-	-	10	48	12
RSJC agenda dispatch packages available to the public by deadline	-	-	10	48	12

Executive Management

Environmental & Energy Sustainability

Work with other key internal agency personnel, external interest groups, and vendors to set sustainability objectives, engage with community stakeholders, collect environmental data, implement program initiatives, and regularly communicate goals, plans, and progress to stakeholders.

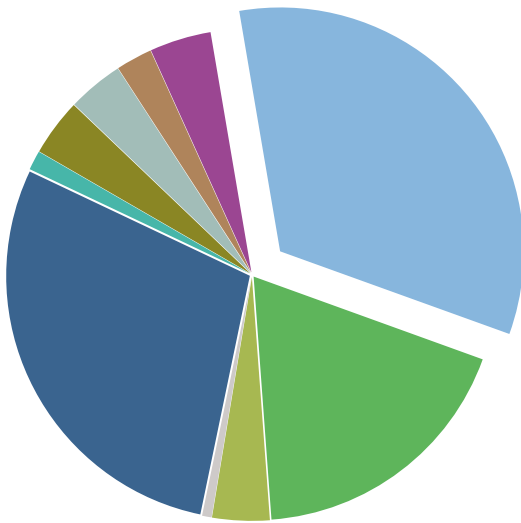
Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
PWC Maintenance Projects Meeting Goals of the Sustainability Plan	-	-	60%	60%	60%
CIP Projects Incorporating Goals of the Sustainability Plan	-	-	10%	60%	40%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Environmental Sustainability Administration	\$0	\$0	\$63	\$173	\$360
Implementation of projects to lower PWC greenhouse gas emissions	-	-	-	-	3
Development of policies to lower PWC greenhouse gas emissions	-	-	-	-	3
Support Joint Environmental Taskforce and Energy and Environmental Commission	\$0	\$0	\$0	\$0	\$0
Meetings per year	-	-	-	-	24
Meeting agenda/briefs available to citizens by deadlines	-	-	-	-	24

Facilities & Fleet Management

Mission Statement

Facilities & Fleet Management sustains the foundation of local democracy. The Prince William County (PWC) Department of Facilities & Fleet Management provides safe, sustainable, proactive, and effective infrastructure and services to County agencies, so agencies can achieve their mission of serving the residents of PWC.



Expenditure Budget:
\$50,910,111



33.2% of General Government

Programs:

- Director's Office: \$1,425,781
- Buildings & Grounds: \$16,076,831
- Facilities Construction Management: \$290,000
- Fleet Management: \$15,017,130
- Property Management: \$18,100,369

General Government Expenditure Budget:
\$153,233,377

Mandates

Facilities & Fleet Management does not provide a federally mandated service; however, it does provide a state-mandated service.

State Code: [Title 42.1-76 Chapter 7](#) (Virginia Public Records Act)

Facilities & Fleet Management

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Director's Office	\$0	\$1,007,331	\$1,318,558	\$1,205,298	\$1,425,781	18.29%
Buildings & Grounds	\$0	\$12,276,509	\$13,306,704	\$14,034,843	\$16,076,831	14.55%
Facilities Construction Management	\$0	\$253,459	\$328,295	\$290,000	\$290,000	0.00%
Fleet Management	\$0	\$11,332,688	\$13,031,037	\$15,393,713	\$15,017,130	(2.45%)
Property Management	\$0	\$13,543,867	\$15,146,940	\$15,756,771	\$18,100,369	14.87%
Total Expenditures	\$0	\$38,413,854	\$43,131,533	\$46,680,626	\$50,910,111	9.06%

Expenditure by Classification

Salaries & Benefits	\$0	\$13,597,213	\$14,047,733	\$14,254,432	\$16,849,604	18.21%
Contractual Services	\$0	\$6,550,569	\$8,837,714	\$8,109,496	\$9,098,814	12.20%
Internal Services	\$0	\$973,454	\$974,012	\$1,569,874	\$1,720,702	9.61%
Purchase of Goods & Services	\$0	\$8,512,374	\$10,830,532	\$11,481,147	\$11,784,240	2.64%
Capital Outlay	\$0	\$2,778,179	\$1,875,766	\$4,390,176	\$4,587,576	4.50%
Leases & Rentals	\$0	\$8,223,180	\$7,787,029	\$9,540,787	\$10,157,609	6.47%
Reserves & Contingencies	\$0	(\$2,288,582)	(\$1,578,337)	(\$2,665,286)	(\$3,288,434)	23.38%
Depreciation Expense	\$0	\$67,466	\$357,085	\$0	\$0	-
Total Expenditures	\$0	\$38,413,854	\$43,131,533	\$46,680,626	\$50,910,111	9.06%

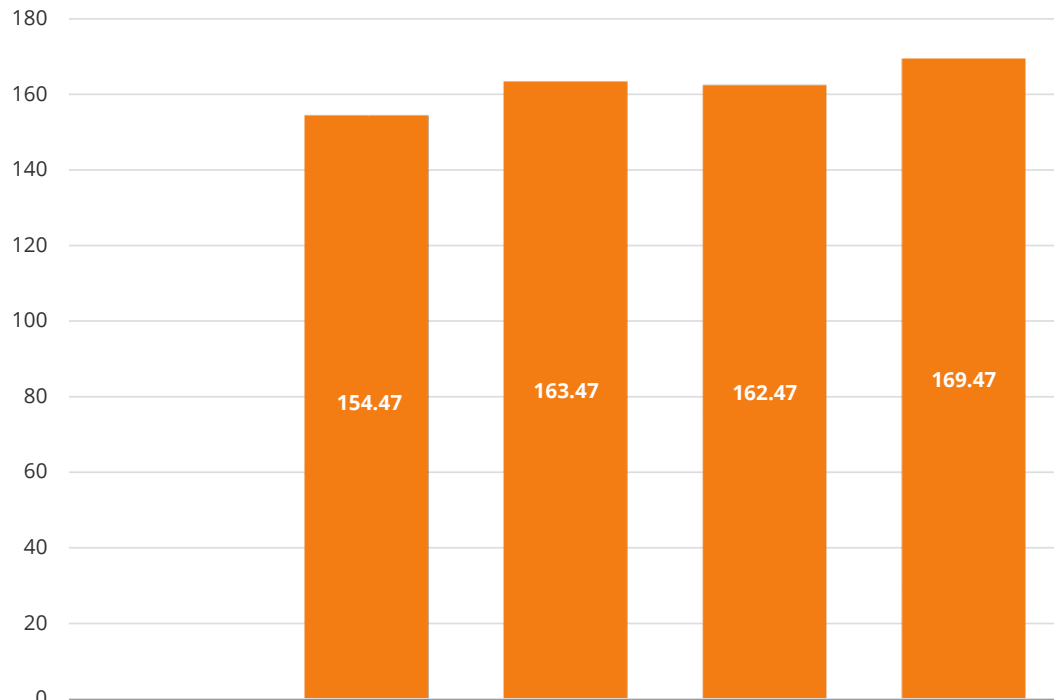
Funding Sources

Permits & Fees	\$0	\$0	\$161	\$0	\$0	-
Use of Money & Property	\$0	\$826,270	\$898,929	\$710,000	\$847,572	19.38%
Miscellaneous Revenue	\$0	\$35,064	\$58,261	\$22,000	\$22,000	0.00%
Non-Revenue Receipts	\$0	\$171,651	\$151,791	\$320,000	\$320,000	0.00%
Charges for Services	\$0	\$8,653,219	\$9,991,316	\$11,821,828	\$11,453,935	(3.11%)
Revenue from Commonwealth	\$0	\$30,970	\$30,970	\$71,424	\$71,424	0.00%
Transfers In	-	\$49,317	\$49,317	\$49,317	\$49,317	0.00%
Total Designated Funding Sources	-	\$9,766,490	\$11,180,744	\$12,994,569	\$12,764,248	(1.77%)
Use/(Contribution) of Fund Balance	\$0	\$20,265	\$1,459,353	\$0	\$0	
Net General Tax Support	-	\$28,627,098	\$30,491,436	\$33,686,057	\$38,145,863	13.24%
Net General Tax Support	-	74.52%	70.69%	72.16%	74.93%	

The FY20 Actuals for each program are included in the Public Works department.

Facilities & Fleet Management

Staff History by Program



	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Director's Office	0.00	0.00	9.00	7.00	8.00
Buildings & Grounds	0.00	81.47	80.47	80.47	80.47
Facilities Construction Management	0.00	10.00	10.00	11.00	11.00
Fleet Management	0.00	44.00	44.00	44.00	44.00
Property Management	0.00	19.00	20.00	20.00	26.00
Full-Time Equivalent (FTE) Total	0.00	154.47	163.47	162.47	169.47

Future Outlook

2021-2024 Strategic Plan Initiatives – The 2021-2024 Strategic Plan adopted by the Board of County Supervisors (BOCS) has visionary goals that are critical to the Department of Facilities & Fleet Management (FFM). The department comprises a workforce in multiple lines of business. Goal 4: Quality Education & Workforce Development of the County Strategic Plan presents an opportunity for FFM to develop young county residents for future full-time employment with the County. To meet this goal and to recruit talented people to work for the County and the Department, FFM has developed an internship/apprenticeship program. The Department will develop partnerships with Prince William County (PWC) public schools and Commonwealth of Virginia workforce programs to develop young people to work in trade positions. This program will provide job shadowing and paid internships for young county residents looking to enter the local workforce. Further, the program will include an internship component to provide college students a pathway to professional staff positions within the department. FFM is striving to achieve the BOCS' goal while simultaneously building the department's future workforce.

FFM is also critical to Goal 6: Sustainable Growth of the Strategic Plan. This goal encourages the installation of vehicle charging stations throughout the County as well as the incorporation of environmentally sustainable vehicles, such as hybrid and/or electric vehicles, into the County's fleet. Staff projects that additional funding will be necessary to acquire these vehicles, enhance facility and fleet's infrastructure to charge vehicles, and acquire the tools and staff training to maintain the vehicles. The implementation and use of renewable energy at existing and future County facilities is also part of the goal of Sustainable Growth. For years FFM has completed energy saving projects. These projects have reduced energy use at County facilities. To advance the department's sustainability efforts, FFM needs to implement

Facilities & Fleet Management

more renewable energy initiatives such as solar panels on County facilities in conjunction with the implementation of energy efficiency projects including LED upgrade projects, enhanced BAS (Building Automation Systems) systems, and the installation of efficient HVAC (heating, ventilation, and air conditioning) systems.

Post Coronavirus Disease of 2019 (COVID-19) Challenges – In the post-COVID-19 business environment, challenges have arisen that affect all facets of FFM. The building maintenance and fleet maintenance operations have experienced significant cost increases to contractual labor, parts, and materials. Also, there have been numerous instances of parts & materials not being available without significant lead times. This has led to vehicles and building components being out of service for extended periods of time. Furthermore, FFM is experiencing significant price increases to utilities.

The construction of new and renovated facilities will continue to be challenging. Building materials and product costs have risen steadily over the past year. Prices have recently stabilized at higher overall levels; however, it is unlikely that prices will return to their pre-COVID-19 levels. An additional concern for new construction and renovation is schedule. Most specialty products are now available for purchase but require much longer time periods for production and delivery. In most cases, suppliers will not commit to a delivery date even with full payment in-hand. This appears to be a “new normal” for the building industry in general. The department is unsure how this “new normal” for delivery of products will affect overall budgets and schedules as projects move forward.

Space and Infrastructure Challenges – FFM has been tasked with eliminating facilities leased outside of the County, reducing the number of leases held by the County, and moving County operations out of areas that would be more appropriate for critical County operations or attractive to prospective businesses. The Countywide Space Capital Improvement Program (CIP) project is an opportunity to address these issues on County owned land.

General Overview

- A. **Removal of One-Time Costs in Fleet Management** – A total of \$825,000 in expenditures has been removed from the Fleet Management Program for FY23 one-time costs associated with the County’s fuel budget. A portion of the FY23 fuel increase, \$825,000 of the \$1,325,000 increase, was a one-time increase in FY23.
- B. **Removal of One-Time Costs in Facilities Construction Management (FCM)** – A total of \$42,907 in expenditures has been removed from the FCM Program for FY23 one-time costs associated with the vehicle purchase and office start-up costs for the Senior CIP Project Manager included in the FY2023 Budget.
- C. **Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation of existing budget increases the FFM Proposed FY2024 Budget by \$104,223.
- D. **Position Shift of Adult Detention Center (ADC) Jail Officer to FFM** – During FY23, a vacant Jail Officer position, 1.00 FTE, was shifted from the ADC, Inmate Security, to FFM, Property Management. The position was reclassified from a Jail Officer to Senior Engineer, a Construction Manager position. This Construction Manager position was authorized for the Property Management Program on July 19, 2022, via [BOCS Resolution 22-362](#) to manage construction and maintenance of the Crisis Receiving Center (CRC) located at 14041 Worth Avenue, Woodbridge as well as the multi-year Judicial Center Renovation project. The total salary and benefits cost for the Senior Engineer position in FY24 is \$96,415.
- E. **Positions Shifts Within FFM** –
 - **Position Shift from FFM (Buildings & Grounds) to FFM (Director’s Office)** – During FY23, 1.00 FTE was shifted out of Buildings & Grounds and into the Director’s Office, and was reclassified from a Custodian position to a Business Services Analyst to work with PWC Public Schools, Northern Virginia Community College, and other external organizations to establish and coordinate a vocational trades program for FFM. Trades will include auto mechanics and building mechanics; the County intends to hire entry-level workers and pay for the vocational training program in exchange for an employment commitment to the County. Further, the incumbent will create and coordinate auto-progression programs and policies for the department, and assist with marketing, including communication of FFM’s accomplishments and efforts.
 - **Position Shift from FFM (Buildings & Grounds) to FFM (Property Management)** – During FY23, 1.00 FTE was shifted out of Buildings & Grounds and into Property Management as a Senior Facilities Planner. Property Management manages more than three hundred projects (\$3M+ budget) annually; the Senior Facilities Planner will allow the division to keep pace with the current volume of projects. The position will address increased County agencies’ work requests and telework office configuration projects, and manage complex space projects and large-scale CIP projects.

Facilities & Fleet Management

Budget Initiatives

A. Budget Initiatives

1. Existing Lease Escalations, New Leases, and Utilities – Property Management

Expenditure	\$1,346,502
Revenue	\$0
General Fund Impact	\$1,346,502
FTE Positions	0.00

a. Description – This initiative provides funding for contract escalations and leases:

- \$306,502 in annual rent escalations of existing leased space, including \$37,000 for a net increase for the Gainesville District supervisor space authorized during calendar year 2022.
- \$200,000 in additional Commonwealth’s Attorney’s lease space located at 9300 West Courthouse Road. The space will accommodate additional Commonwealth’s Attorney’s staffing included in the Proposed FY24 Budget.
- \$90,000 in new lease space for the Buildings & Grounds hub located at the Judicial Center. As part of the Judicial Center Expansion capital improvement project, the building that currently houses Buildings & Grounds employees will be razed for a future surface parking lot. This initiative funds additional lease space for the misplaced group.
- \$750,000 in utility escalations. The Virginia Energy Purchasing Governmental Association (VEPGA) has projected a 20%-34% increase in utility charges in 2022 and 2023. In addition, the County’s Columbia Gas accounts saw approximately a 50% increase in natural gas rates in the calendar 2021-2022 winter.

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

2. Public Safety Firearms Range Operating Costs – Buildings & Grounds and Property Management

Expenditure	\$810,886
Revenue	\$0
General Fund Impact	\$810,886
FTE Positions	2.00

a. Description – On January 17, 2023, the BOCS authorized the purchase of Elite Shooting Sports, LLC located at 7751 Doane Dr, Manassas ([BOCS Resolution 23-040](#)) for public safety firearms training. This initiative funds 2.00 FTEs and the associated facility operating costs to manage the newly acquired building of approximately 65,000 square feet. The FTEs include a Maintenance & Operations Specialist and a Maintenance & Operations Supervisor, funding salary & benefit costs of \$161,584. Additional personnel costs of approximately \$50,000 include protective equipment, technology and communications equipment, workwear, tools, and fleet costs. The Maintenance & Operations Specialist and Supervisor will perform and coordinate preventive maintenance and repair activities on building systems, develop and coordinate workplans, provide oversight of service contracts, and prepare records, files, reports, work orders, and other related information to ensure effective and efficient operations. Additional costs include custodial and landscaping contractual services and professional services for a range consultant, and one-time costs of \$62,090 for a shared work vehicle and heavy-duty maintenance equipment.

b. Service Level Impacts – Effective and efficient management of the Elite Shooting range.

3. Contractual Increases - Custodial and Security – Buildings & Grounds

Expenditure	\$740,488
Revenue	\$0
General Fund Impact	\$740,488
FTE Positions	0.00

a. Description – This initiative provides funding for existing contract escalations and maintenance of existing systems.

- \$213,988 for existing custodial & trash contract increases.
- \$200,000 for existing annual security equipment maintenance required for normal usage.

Facilities & Fleet Management

- \$200,000 supports the existing Judicial Center security equipment following the expiration of the equipment's warranty.
- \$90,500 for contractual increase for the security guard contract covering county facilities.
- \$36,000 for funding increase for ongoing software maintenance of HID Security software and closed-circuit television license.

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

4. Principal Engineer and Senior Engineer – Property Management

Position Cost	\$343,665
Cost Recovery	(\$343,665)
Total Expenditure (Net)	\$0
Revenue	\$0
General Fund Impact	\$0
FTE Position	2.0

a. **Description** – This initiative funds 2.00 FTEs, a Principal Engineer and a Senior Engineer, to manage the design and construction activities of the Fire & Rescue Station Renovation and Replacement Program for the Prince William County Fire & Rescue System (PWCFRS). The initiative includes salaries & benefits of \$219,807, ongoing operating costs of \$16,438, and one-time organizational costs of \$107,420. The one-time costs include \$38,300 for office set-up costs and \$69,120 for two vehicles. The costs for this initiative are cost recovered to the capital projects managed by Property Management staff. There is no net impact to the general fund. For more information on the Fire & Rescue Renovation and Replacement Program, please see the project page in the Proposed FY2024-2029 CIP included in this document.

b. **Service Level Impacts** – These positions will manage major renovations as well as rebuilding aged Fire & Rescue stations as programmed by PWCFRS thereby extending their useful life and service to the community.

5. Crisis Receiving Center Maintenance and Operations Technician – Property Management

Expenditure	\$192,001
Revenue	\$0
General Fund Impact	\$192,001
FTE Positions	1.00

a. **Description** – This initiative funds 1.00 FTE, a Maintenance and Operations Technician, to manage maintenance at the newly constructed CRC. The initiative includes salaries & benefits of \$69,885, ongoing operating costs of \$13,041, and one-time organizational costs of \$109,075, inclusive of a cargo van. This technician will be dedicated solely to the CRC which will be, at buildout, 78,925 SF and open 24 hours a day, seven days a week. It is critical that facility systems operate without interruption. The CRC deed of lease agreement was passed on July 19, 2022, via [BOCS Resolution 22-362](#). The accompanying staff report noted FFM's requirement for 1.00 FTE beginning in FY24 to manage maintenance operational needs of the planned CRC. The technician will have responsibility to oversee all HVAC equipment maintenance and repair, locksmith requests, pest inspections/treatments, painting, drywall repair, plumbing issues, appliance problems, electrical issues, and office construction.

b. **Service Level Impacts** – CRC maintenance requests will be addressed in an appropriate amount of time.

6. Cell Tower Agreements – Property Management

Expenditure	\$137,572
Revenue	\$137,572
General Fund Impact	\$0
FTE Positions	1.00

a. **Description** – This initiative funds 1.00 FTE, a Business Services Analyst, to manage collection of the County's cell towers' revenue. The initiative includes salaries & benefits of \$90,878, ongoing operating costs of \$8,749, and one-time costs of \$37,945, primarily a vehicle. This initiative is supported by a Prince William County's cell tower lease assessment and creation of a master lease schedule by RSM on October 27, 2021. Property Management currently manages revenue from 17 cell towers, including more than 100 cell tower lease contracts, and receives multiple tower lease revenue checks weekly. These cell tower leases are variable leases

Facilities & Fleet Management

which depend on cell company usage on each cell tower. This position will maintain and track the cell tower leases, ensure appropriate collection of the revenue in a timely manner, ensure payments are compliant and accurate according to executed leases, and maintain continuity of operations. The leases currently generate approximately \$900,000 in cell tower revenue annually. This position is funded by cell tower lease revenue at no cost to the general fund.

b. Service Level Impacts –

- **Cell tower lease payments reviewed against contracts for compliance and accuracy**

FY24 w/o Addition | 0%
 FY24 w/ Addition | 100%

7. Fleet Vehicle Replacement Fund for Proposed Vehicles in FY24 – Fleet Management

Expenditure	\$21,600
Revenue	\$0
General Fund Impact	\$21,600
FTE Positions	0.00

- a. Description** – This initiative increases the vehicle replacement budget \$21,600 for future vehicle replacements as a result of vehicle additions in the Proposed FY2024 Budget. The Proposed FY2024 Budget includes the addition of five vehicles, all non-public safety vehicles.

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

Program Summary

Director's Office

Provide overall leadership and management oversight for all FFM activities. Work as a catalyst between customers and divisions. Review all major policy issues, financial transactions, BOCS reports, County Executive-generated directives, and interface with executive management on complex issues within the department. Provide human resource management for the department.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Key Department Program Measures Met	-	59%	67%	60%	60%
Days Away Restricted or Transferred	-	3.80	4.00	4.00	4.00

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Director's Office	\$0	\$1,007	\$1,319	\$1,205	\$1,426
Number of Employees Hired	-	18	26	20	25

Facilities & Fleet Management

Buildings & Grounds

Provide building maintenance services to over 130 County-owned facilities (approximately 1.5 million square feet) and selected leased properties; assist with property beautification by providing landscaping services through internal and contracted grounds maintenance operations; manage security system installation and repair; conduct snow removal, asphalt repairs, and installation; and provide moving services. Support County government operations through mail, graphic arts, and printing services. Provide 24/7 emergency response support to address natural or manmade disasters.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Security alarms & access devices work orders completed w/in 10 working days	-	80%	77%	85%	80%
Printing jobs completed within 10 working days	83%	81%	74%	85%	85%
Cost per square foot for custodial services	\$2.54	\$3.38	\$2.99	\$3.50	\$3.00
Routine maintenance work requests completed within 10 working days	68%	79%	79%	79%	80%
Cost per square foot for building maintenance program service	\$2.38	\$3.21	\$4.50	\$3.50	\$3.50
Routine grounds maintenance requests completed within 10 working days	73%	80%	77%	85%	80%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Building Maintenance	\$0	\$5,146	\$5,770	\$5,374	\$6,525
Work orders	4,224	3,800	4,491	3,800	4,500
Grounds Maintenance	\$0	\$1,741	\$1,355	\$1,934	\$2,049
Grounds work requests received	803	684	695	900	900
Custodial Services	\$0	\$3,514	\$3,687	\$3,884	\$4,196
Square footage maintained by custodial services (internal & contracted)	1.2M	1.2M	1.2M	1.2M	1.2M
Graphics Arts & Print Shop	\$0	\$349	\$341	\$301	\$238
Copies produced in-house	2.5M	4.5M	2.1M	4.0M	2.0M
Printing jobs completed (internal)	1,436	1,093	1,236	1,100	1,400
Printing jobs completed (contractors)	116	282	65	150	65
Mail Room and Courier Service	\$0	\$413	\$316	\$420	\$444
Total pieces of mail handled	1.1M	1.0M	0.9M	1.0M	1.0M
Security	\$0	\$1,112	\$1,837	\$2,122	\$2,625
Citizen meeting agreements supported by paid guard service	51	28	69	50	70
Security alarms and access devices work orders	1,651	1,613	1,808	1,700	2,000

Facilities & Fleet Management

Facilities Construction Management (FCM)

Support the CIP by developing budgets and managing the design and construction of County facilities. The majority of expenditure costs in this activity are recovered from capital projects.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Capital projects payment issued within thirty calendar days	-	-	-	-	>80%
CIP design and construction contracts, change from base contracted amount	-	-	-	-	<10%
FCM customers satisfied with overall project management	90%	90%	100%	90%	80%
CIP construction change order different from original contracted amount	9%	2%	2%	<10%	-
Architectural/Engineering design contract modifications	-	5%	7%	<25%	-

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
County Facility Construction	\$0	\$253	\$328	\$290	\$290
Total CIP projects	8	7	6	6	11
Total non-CIP projects	4	1	5	5	1

Fleet Management

Provide County vehicle maintenance and County vehicle replacement. Provide fuel, repairs, vehicle acquisition, equipment disposal, and maintenance services to the County's vehicles and equipment in an efficient, environmentally responsible, and cost-effective manner, and minimize downtime due to breakdowns or other unscheduled maintenance. Replace County vehicles at the optimum point in the vehicle life cycle, maximizing cost-effectiveness and vehicle safety and reliability.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Cost per mile - light duty public safety vehicles	\$0.28	\$0.36	\$0.33	\$0.35	\$0.35
Cost per mile - light duty non-public safety vehicles	\$0.28	\$0.28	\$0.27	\$0.32	\$0.32
Work orders that are scheduled maintenance	54%	62%	56%	65%	65%
Availability of public safety light duty vehicles	94%	94%	94%	95%	96%
Public Safety vehicles due or overdue for replacement	10%	14%	14%	14%	12%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
County Vehicle Maintenance	\$0	\$8,587	\$11,236	\$11,671	\$11,273
Vehicles maintained that are under 10,000 lbs. gross vehicle weight	1,365	1,384	1,383	1,402	1,400
Heavy equipment maintained that are over 10,000 lbs. gross vehicle weight	324	340	198	212	212
Fleet work orders	8,935	7,979	8,199	8,000	8,200
County Vehicle Replacement	\$0	\$2,746	\$1,796	\$3,723	\$3,744
Vehicles purchased (general fund)	84	70	83	75	100

Facilities & Fleet Management

Property Management

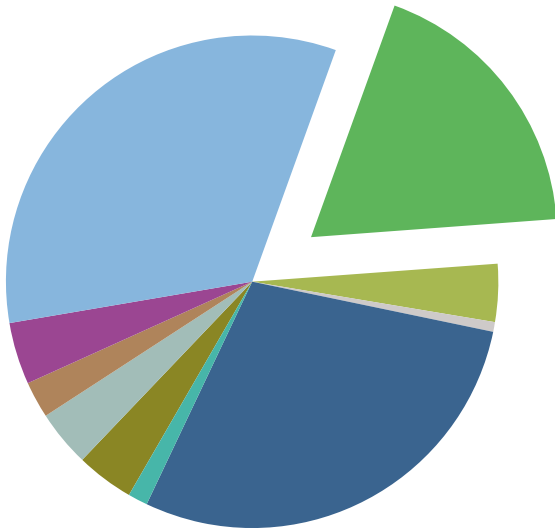
Provide a wide array of internal County services, including space planning, agency moves, furniture purchasing, and management of surplus furniture items. Manage the County's leased spaces. Make utility payments and monitor energy consumption at both owned and leased properties. Manage the County's Archives and Records Center in accordance with the mandated Library of Virginia retention standards. Manage the County's Building & Facilities Capital Program. Manage CIP renovation projects.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Customers satisfied with overall project management	99%	100%	99%	98%	98%
Average cost per square foot of leased space	\$20.82	\$21.43	\$22.00	\$23.69	\$25.27
Cost avoidance realized by redeploying surplus items	\$114,070	\$105,360	\$113,905	\$110,500	\$100,000

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Property Management	\$0	\$2,113	\$3,744	\$2,666	\$3,023
Property management projects completed	363	299	339	300	300
Energy Management	\$0	\$2,886	\$3,167	\$3,637	\$4,619
Annual facility electrical usage - KWH per square foot	15.39	13.20	9.45	16.00	16.00
Real Estate	\$0	\$8,245	\$7,950	\$9,144	\$10,116
Commercial square feet leased & maintained	350,799	368,729	366,202	366,577	455,653
Records Management	\$0	\$300	\$286	\$310	\$343
Boxes delivered/picked up	4,773	3,486	3,975	3,500	3,500
Records checked in/checked out	5,822	4,985	4,288	5,000	4,300

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 at all levels, and a team of employees committed to maintaining fiscal integrity and financial solvency of the County government.



General Government Expenditure Budget:
\$153,233,377

Expenditure Budget:
\$28,091,863



18.3% of General Government

Programs:

- Financial Reporting & Control: \$3,180,925
- Payroll & Disbursement Services: \$1,585,655
- Risk and Wellness Services: \$1,958,768
- Real Estate Assessment: \$4,583,871
- Procurement Services: \$1,947,031
- Tax Administration: \$9,651,170
- Treasury Management: \$1,294,177
- Director's Office: \$1,094,505
- Financial Systems Services: \$2,795,762

Mandates

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

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

State Code: [15.2-519](#) (Department of finance; director; general duties), [15.2-716.1](#) (Board of Equalization)

County Code: [Chapter 2](#) (Government Services), [Chapter 2.5](#) (Alarm Systems), [Chapter 3](#) (Amusements), [Chapter 4](#) (Dog License), [Chapter 9.2-5](#) (Planning, budgeting, accountability and purchasing), [Chapter 11.1](#) (Licenses), [Chapter 13](#) (Motor Vehicles and Traffic), [Chapter 20](#) (Unclaimed Money & Property), [Chapter 22](#) (Solid Waste Disposal Fee System), [Chapter 23.2](#) (Stormwater Management Fund), [Chapter 26](#) (Taxation), [Chapter 30](#) (Water Supply Driller's License), [Chapter 32](#) (Zoning Site Plans)

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Financial Reporting & Control	\$4,712,717	\$6,213,220	\$5,327,088	\$3,061,759	\$3,180,925	3.89%
Payroll & Disbursement Services	\$1,047,098	\$1,326,080	\$1,384,241	\$1,350,780	\$1,585,655	17.39%
Risk & Wellness Services	\$1,565,497	\$1,571,587	\$1,710,789	\$1,762,686	\$1,958,768	11.12%
Real Estate Assessment	\$3,719,629	\$3,992,939	\$3,953,602	\$4,367,158	\$4,583,871	4.96%
Procurement Services	\$1,338,009	\$1,362,487	\$1,437,288	\$1,607,959	\$1,947,031	21.09%
Tax Administration	\$6,427,460	\$6,155,945	\$6,904,810	\$7,775,254	\$9,651,170	24.13%
Treasury Management	\$911,147	\$1,013,324	\$985,228	\$1,252,502	\$1,294,177	3.33%
Director's Office	\$792,807	\$772,094	\$904,912	\$727,753	\$1,094,505	50.40%
Financial Systems Services	\$705,033	\$716,949	\$920,168	\$2,354,559	\$2,795,762	18.74%
Total Expenditures	\$21,219,398	\$23,124,625	\$23,528,125	\$24,260,410	\$28,091,863	15.79%

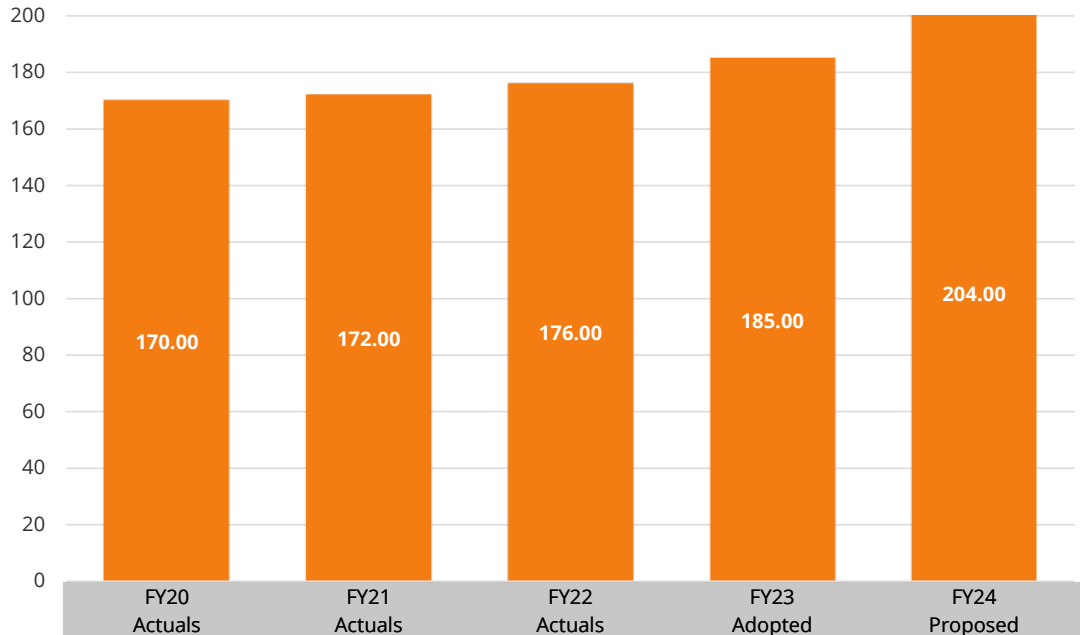
Expenditure by Classification

Salaries & Benefits	\$15,591,403	\$16,528,238	\$17,378,670	\$19,037,749	\$22,938,669	20.49%
Contractual Services	\$1,764,942	\$1,480,087	\$2,218,532	\$2,322,884	\$2,337,121	0.61%
Internal Services	\$3,384,558	\$4,698,853	\$3,335,981	\$1,820,244	\$1,896,050	4.16%
Purchase of Goods & Services	\$1,119,106	\$975,248	\$1,083,168	\$1,539,431	\$1,529,845	(0.62%)
Capital Outlay	\$0	\$0	\$0	\$16,625	\$16,625	0.00%
Leases & Rentals	\$45,414	\$37,740	\$35,082	\$46,784	\$46,784	0.00%
Reserves & Contingencies	(\$687,791)	(\$595,681)	(\$523,308)	(\$523,307)	(\$673,231)	28.65%
Amortization	\$1,542	\$0	\$0	\$0	\$0	-
Debt Maintenance	\$224	\$140	\$0	\$0	\$0	-
Total Expenditures	\$21,219,398	\$23,124,625	\$23,528,125	\$24,260,410	\$28,091,863	15.79%

Funding Sources

Permits & Fees	\$80	\$6,830	\$90	\$250	\$250	0.00%
Fines & Forfeitures	\$56,909	\$53,143	\$73,218	\$12,000	\$12,000	0.00%
Use of Money & Property	\$2,608	\$0	\$0	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$234,961	\$238,351	\$265,391	\$329,391	\$1,487,672	351.64%
Other Local Taxes	(\$0)	\$0	\$0	\$0	\$142,813	-
General Property Taxes	\$2,831,796	\$2,044,426	\$2,507,138	\$3,042,358	\$3,042,358	0.00%
Charges for Services	\$348,800	\$348,800	\$345,000	\$308,794	\$308,794	0.00%
Revenue from Commonwealth	\$718,492	\$720,526	\$757,986	\$794,267	\$794,267	0.00%
Transfers In	\$236,611	\$239,111	\$236,611	\$236,611	\$236,611	0.00%
Total Designated Funding Sources	\$4,430,257	\$3,651,187	\$4,185,434	\$4,730,871	\$6,031,965	27.50%
Net General Tax Support	\$16,789,141	\$19,473,438	\$19,342,692	\$19,529,540	\$22,059,898	12.96%
Net General Tax Support	79.12%	84.21%	82.21%	80.50%	78.53%	

Staff History by Program



	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Financial Reporting & Control	13.00	14.00	16.00	20.00	19.00
Payroll & Disbursement Services	12.00	12.00	12.00	12.00	14.00
Risk and Wellness Services	14.00	14.00	13.00	13.00	14.00
Real Estate Assessment	35.00	36.00	36.00	37.00	37.00
Procurement Services	14.00	14.00	14.00	16.00	17.00
Tax Administration	66.00	66.00	70.00	72.00	84.00
Treasury Management	6.00	6.00	6.00	6.00	6.00
Director's Office	4.00	4.00	3.00	4.00	6.00
Financial Systems Services	6.00	6.00	6.00	5.00	7.00
Full-Time Equivalent (FTE) Total	170.00	172.00	176.00	185.00	204.00

Future Outlook

Technology – The County previously completed the migration and upgrade of its financial management system from a third-party hosted, off-premises solution to a cloud-based solution. Migration to the cloud will allow the County to take advantage of enhanced functionality, promote efficiencies by streamlining current processes, and increase ease of financial reporting and financial data collection. Also in progress is the implementation of a new risk management claims system to better support the tracking and settlement of claims activity. Other future technology initiatives will likely include an upgrade to the Real Estate Assessment database to lift the real estate assessment system to the cloud and provide advanced tools for the more efficient recording of assessment data from the field as well as the potential acquisition and implementation of automated tools such as artificial intelligence and cloud-based virtual assistants to provide 24/7 support and interaction with taxpayers. These initiatives require an investment of County funds and implementation time frames that span multiple years.

Governmental Accounting Standards Board (GASB) Pronouncements – [GASB No. 96](#), effective for FY2023, altered the accounting treatment and financial reporting requirements for how governmental entities report subscription-based information technology arrangements. This particular pronouncement has a significant ongoing impact on the County, much like GASB No. 87 for leases, and requires resources to implement and maintain the new GASB standard. In addition, GASB has several other major projects underway that will ultimately result in new pronouncements in future years that have the potential to significantly impact the financial reporting model and conceptual framework for revenue and expense recognition. These new standards are anticipated to require significant staff time and effort to implement.

Finance

Data Centers – The data center industry is an increasingly larger segment of the County's tax base and resulting revenues. As such, this is a sector the County must continually monitor and seek to fully understand, given the complexities and rapid refreshment cycle of the property housed within data centers. Recent new legislation passed by the General Assembly changes certain aspects of the assessment methodology as it pertains to data centers. As a result, considerably more time, effort, resources, and expertise will be required to complete assessments of data center properties.

Staffing Levels - Staffing levels in Tax Administration remain constrained given the rapid growth in population and transactions over the last 20 years, resulting in dramatically increased workload measures. Independent validation of stressed staffing levels has been evidenced in internal audits performed by RSM in 2015 and again in 2022, wherein comparisons with several comparable localities indicated severe understaffing by every measure (population, tax bills, and revenue) undertaken. Despite the recent addition of new FTEs in Tax Administration, productivity improvements alone will not be sufficient to maintain current high collection rates and the effort needed to keep pace with the expanded revenue streams (i.e., namely food & beverage tax) and rapidly growing data center industry from a tax compliance perspective.

Grants & Capital Projects – As increased funding opportunities have arisen out of new appropriations by the federal government in direct response to the COVID-19 crisis and to improve infrastructure across the country, the County has continued to make a concerted effort to identify other federal and state funding sources to address community needs. As a result, there has been a significant increase in the number of capital and operational grants awarded to the County and thus, has increased the level of effort by staff to develop, support, and report on these new and/or expanded existing grants.

Potential New Future Taxes – The Virginia General Assembly granted localities the authority to levy certain new taxes (i.e., admissions tax, and commercial & industrial tax). Any new tax levied creates added pressures on the already constrained staffing levels in the Tax Administration and Treasury Management Divisions to bill, collect, and monitor these new revenue streams.

General Overview

- A. **Position Shifts from Information Technology (IT) to Finance** – During FY23, a Senior Business Systems Analyst and an IT Analyst, 2.00 FTEs, were shifted from IT to Finance, Financial Systems Services. This results in a 2.00 FTE decrease in IT and a 2.00 FTE increase in Finance. Both positions are needed to support the County's Financial Management system on a technical and functional basis to respond to high volume of calls, issues, and tasks that the Financial Systems Services team supports. The total salary and benefits of these two positions was \$191,253.
- B. **Position Shift from Adult Detention Center (ADC) to Finance for the Workplace Safety Program** – During FY23, a vacant ADC position, 1.00 FTE, was shifted from ADC to Finance, Risk & Wellness Services, to establish the Workplace Safety program. The Prince William County (PWC) Workplace Safety Program establishes policies, procedures, training, and guidance for employees to recognize, reduce, and eliminate violence in the workplace. This program includes facility hardening initiatives and notification system enhancements for the workplace. Ongoing funding of \$111,255 will be cost recovered through the Prince William Self-Insured Group.
- C. **Position Shift from Department of Parks, Recreation & Tourism (DPRT) to Finance** – During FY23, a vacant DPRT position, 1.00 FTE, was shifted from DPRT to Finance, Procurement Services program. In FY23, DPRT was granted a Procurement Analyst position in response to an audit recommendation. Auditors recommended that DPRT and Procurement Services collaborate to establish a structure that creates efficiencies and promotes proactive procurement planning. DPRT and Procurement Services determined that it would be appropriate that this FTE be placed in Procurement Services for reporting and internal control purposes. However, this position will be embedded in DPRT and be fully dedicated to providing procurement support to DPRT. The ability to have an individual with both the technical knowledge of DPRTs operations and be a procurement expert will help address audit findings. The total salary and benefits transferred was \$111,903.
- D. **Position Shift within Finance from Procurement Services to Director's Office** – During FY23, a vacant Procurement Manager position, 1.00 FTE, was shifted from Procurement Services and reclassified to a Deputy Finance Director position in the Director's Office. As part of this shift, a \$50,000 ongoing shift was processed from Treasury Management Professional Services to Director's Office Salaries & Benefits to defray the added salary and benefit costs of the Deputy Finance Director position. This second deputy position allows for more efficient and enhanced leadership of the Finance department by splitting the department oversight into two distinct tracks: One for Assessments/Taxation and the other for General Operations (Treasury, Financial Reporting & Control (FRC), Procurement, Risk & Wellness, Finance Systems, and Payroll & Disbursement).

Budget Initiatives

A. Budget Initiatives

1. Collective Bargaining Staffing – Payroll & Disbursement Services

Expenditure	\$92,174
Revenue	\$0
General Fund Impact	\$92,174
FTE Positions	2.00

- a. **Description** – On December 22, 2022, the Prince William Board of County Supervisors (BOCS) adopted a collective bargaining ordinance ([BOCS Ordinance 22-54](#)) to provide for collective bargaining with public employees. Collective bargaining will begin in spring 2023 (FY23) and labor contracts will be negotiated during FY24. This initiative includes two Fiscal Specialists in Payroll & Disbursement Services beginning January 2024. These positions will allow the Finance Department to meet the increased workload demands associated with collective bargaining. The half-year cost of the positions is \$79,966 in FY24, and the full-year cost in FY25 will be \$159,932. Additionally, \$12,208 is included for information technology costs associated with collective bargaining. An additional FTE, a Senior Fiscal Analyst, is programmed in FY25, impacting the Five-Year Plan with an ongoing cost of \$96,011.
- b. **Service Level Impacts** – This budget initiative provides the necessary staffing infrastructure to implement and sustain collective bargaining with public employees.

2. Tax Administration Staffing – Tax Administration

Expenditure	\$933,094
Revenue	\$933,094
General Fund Impact	\$0
FTE Positions	12.00

- a. **Description** – This initiative provides funding for 12.00 FTEs, including 6.00 Financial Regulatory Technicians, 1.00 Principal Fiscal Analyst, 4.00 Financial Regulatory Specialists, and 1.00 Business Systems Analyst. Staffing shortages, as supported by the [April 1, 2022, Internal Audit Report-Tax Administration Division](#) have resulted in long wait times for residents and lack of prompt service. Specifically, page 7 charts key performance indicators including missed calls and holds. Page 8 of the report includes comparative data with other jurisdictions. Page 21 of the report includes comparison data on the customer service function. And observation #5 on page 22 of the report directly discusses staffing considerations in the tax administration area.

These FTEs will result in increased service levels in the implementation and collection of taxes and automated programs required to execute them. The Financial Regulatory Technicians will improve customer service to County residents. The Principal Fiscal Analyst will perform essential accounting services required to accurately account for County general revenues and resources. The four Financial Regulatory Technicians will aid in generating missed revenue by billing and taxing out of state license plates, and support tax compliance, including the new Food & Beverage tax and Vehicle Compliance Program. The Business Systems Analyst will perform systems services needed to accurately account for County General revenues and resources as well as maintain the records of Tax Administration in the Revenue One/Cash One tax administration system. These positions are revenue supported with no net general fund impact.

- b. **Service Level Impacts** – Increased collection of revenue and a higher level of service to the residents of the County. In November 2022, the average time a caller waited in the queue before being answered by an agent was 24 minutes. Additional staffing will decrease wait times.

3. P-card Business Services Analyst – Procurement Services

Expenditure	\$97,157
Revenue	\$368,000
General Fund Impact	(\$270,843)
FTE Positions	1.00

Finance

a. **Description** – This initiative provides funding for 1.00 FTE, a Business Services Analyst. Adequate staffing is required to sustain projected virtual card enrollment expansion, current program workloads, administrative cost savings, and general expansion of both the P-card and E-payables programs. The additional FTE will not only allow for the continued growth but will also allow for increased audits and trainings. This Business Services Analyst is required to maintain existing & future service levels, mitigate financial risk, promote expansion, and implement & enforce policy compliance. The virtual card [ePayables](#) payment solution is processed like a credit card, streamlining the payment process for both PWC and suppliers. The second ePayables vendor enrollment campaign concluded November 4, 2022, adding 67 new enrollments and bringing the total virtual card enrollments to 123 vendors. This position is revenue supported, funded through rebates from the ePayables program and the P-Card program. This initiative generates a net positive revenue impact of \$270,843 to the general fund.

b. **Service Level Impacts** –

▪ **Purchase card spend (fiscal year)**

FY24 w/o Addition | \$10M
 FY24 w/ Addition | \$15M

4. **Avenity Software – Tax Administration**

Expenditure	\$69,500
Revenue	\$0
General Fund Impact	\$69,500
FTE Positions	0.00

a. **Description** – This initiative supports the contract escalation funding that supports the existing Avenity tax software contract. Avenity is a contractual requirement for technology services that supports Tax Administration work. This application must be kept current for efficient and effective management of the tax programs, including the Tax Evader Program and Food & Beverage tax.

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

Program Summary

Financial Reporting & Control

Financial Reporting & Control maintains the County's books and records in accordance with Generally Accepted Accounting Principles and complies with the Auditor of Public Accounts' Uniform Guidance for locality financial reporting. The division oversees the accounting of the County's day-to-day financial activity, supporting departments and agencies regarding accounting treatment and process determinations, compiles the County's Annual Comprehensive Financial Report as well as other reports, and manages the annual audit of the County's financial statements as required by the Code of Virginia and the BOCS.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Receive certificate of achievement for excellence in financial reporting	Yes	NA	NA	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	1	3	3	<3	<3

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Maintain the County's Financial Records	\$4,713	\$6,213	\$5,327	\$3,062	\$3,181
Financial transactions	609,396	581,006	507,785	632,400	550,000
Capital asset transactions	719	3,159	928	1,000	500

Payroll & Disbursement Services

Payroll & Disbursement Services makes all payments to employees and vendors and prepares and transmits all related tax reporting to federal and state agencies.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Accounts Payable customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	47%	51%	21%	51%	25%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	99%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Pay Bills	\$396	\$414	\$609	\$390	\$627
Vendor transactions	126,190	95,195	102,259	130,000	105,000
Payroll Processing	\$651	\$912	\$775	\$961	\$959
Payroll payments	136,507	133,228	138,966	137,000	139,000

Risk & Wellness Services

Risk & Wellness Services administers the County's occupational safety and health, environmental safety and health, employee wellness, and insurance programs, including the Prince William Self Insurance Group Workers' Compensation and Casualty Pool. Oversight ranges from policy development, financial management, data collection, insurance premium negotiations to payment, and employee communication and training.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Countywide workers' compensation incidents per 100 employees	5.36	4.77	5.10	5.38	5.38
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	4.26	4.11	3.96	4.27	4.11
Countywide number of preventable collisions per 1,000,000 miles driven	7.00	6.91	6.48	10.00	7.00

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Risk Management	\$1,228	\$1,190	\$1,154	\$1,285	\$1,302
Safety inspections and incident reviews	-	-	-	-	50
Number of employees trained	-	-	-	-	4,500
Outreach events	-	-	-	-	18
Number of employees served	-	-	-	-	4,800
Incidents reported	1,913	1,764	1,993	<1,831	<2,079
Safety inspections made	51	65	99	48	-
Number of training sessions offered	108	269	185	130	-
Environmental Management	\$337	\$381	\$557	\$478	\$656
Environmental audits and inspections	-	-	-	-	50
Environmental audits	12	12	25	12	-
Environmental inspections	43	46	46	46	-

Real Estate Assessment

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

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Overall accuracy in annual assessment	95%	95%	93%	93%	93%
Appealed real estate assessments upheld by the Board of Equalization	89%	79%	81%	80%	80%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Mass Appraisal of Real Property	\$2,954	\$3,168	\$3,246	\$3,521	\$3,678
Sales transferring ownership of property	13,757	16,343	17,332	16,000	16,000
Sales verified to establish the assessments	7,674	10,391	12,814	9,000	10,000
Parcels per appraiser	6,033	6,060	6,097	6,100	5,897
Customer Service	\$766	\$825	\$707	\$846	\$905
Total inquiries	14,461	16,502	20,882	16,000	18,000
Internet user sessions on Real Property Assessment site	540,320	586,698	1,113,893	550,000	800,000
Tax relief applications processed	5,389	6,253	6,489	6,400	6,400

Procurement Services

Procurement Services promotes excellence and efficiency by maximizing fair and open competition, while obtaining quality goods and services that support the mission of the County in compliance with applicable laws and regulations.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
External customers' procurement process satisfaction	79%	73%	87%	85%	90%
Internal customers' procurement process satisfaction	84%	73%	81%	80%	85%
IFB savings low bid vs average all bids	10%	4%	4%	-	-
P-card transaction savings over previous year	-8%	-18%	36%	-	-

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Procure Goods and Services	\$1,338	\$1,362	\$1,437	\$1,608	\$1,947
Purchase card spend per Purchase Card Program FTE (fiscal year)	-	-	-	-	\$6.8M
Solicitations issued annually	64	54	79	82	80
Purchase card spend (fiscal year)	-	\$10.0M	\$12.3M	\$10.0M	\$13.5M
Purchase order spend per Contract Specialist FTE (fiscal year)	\$40.7M	\$103.9M	\$64.5M	\$41.0M	\$62.5M
Purchase order spend (fiscal year)	\$407.2M	\$934.8M	\$709.4M	\$410.0M	\$750.0M
Purchase card spend per Purchase Card Program FTE (calendar year)	\$4.4M	\$4.6M	\$6.2M	\$5.0M	-

Tax Administration

Tax Administration enrolls and assesses personal and business property for local taxation; bills and collects current and delinquent property taxes; deposits and records revenues; and enforces compliance with local tax laws.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Cumulative delinquent tax as a percent of total tax levy	1.0%	1.0%	1.0%	1.0%	1.0%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Bill Tax Items	\$3,791	\$3,606	\$4,076	\$4,341	\$5,544
All tax items processed	719,453	714,458	714,174	725,000	722,200
Collect County Revenue	\$2,636	\$2,550	\$2,829	\$3,435	\$4,107
Delinquency notices sent	95,823	93,317	88,625	100,000	90,000
Real property taxes levied	\$729.2M	\$767.7M	\$814.3M	\$768.0M	\$834.1M
Real property taxes collected	\$726.9M	\$763.5M	\$812.6M	\$764.0M	\$832.4M

Finance

Treasury Management

Treasury Management is a critical component of the County's financial management infrastructure, managing the County's cash flow, investments, and debt portfolio. Treasury Management administers the County's banking contracts, performs economic and revenue analyses and forecasts, and provides recommendations on issues involving financial, investment, and debt policies.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
First year accuracy of the five-year revenue forecast	101%	102%	105%	99-102%	99-102%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Financial Analysis	\$219	\$288	\$290	\$302	\$328
Financial planning documents prepared	268	428	406	325	325
Finance issues reviewed or analyzed	80	226	227	175	150
Debt Management	\$258	\$264	\$273	\$326	\$356
Bond sales executed	2	2	2	2	2
Value of outstanding debt	\$1.09B	\$1.14B	\$1.07B	\$1.26B	\$1.20B
Cash Management/Investments/Banking	\$434	\$462	\$422	\$625	\$611
Assets under management	\$1.15B	\$1.48B	\$1.52B	\$1.53B	\$1.62B

Director's Office

The Director's Office provides leadership, coordination, oversight, and sound financial management over the financial affairs of the County, including the areas of tax administration, real estate assessments, procurement, risk and wellness, treasury management, payroll and disbursement, financial reporting and control, and financial systems administration, to ensure compliance with statutory and administrative requirements of the Director of Finance position as defined by State and County codes.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Compliance with Principles of Sound Financial Management	100%	100%	98%	100%	100%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Leadership, Coordination and Oversight	\$793	\$772	\$905	\$728	\$1,095
Trackers responded to	8	8	5	10	8
Revenue forecasts generated	83	37	45	40	40
BOCS agenda items processed	318	285	307	350	350

Financial Systems Services

Financial Systems Services provides organizational support and coordination for the financial management, budget, tax administration, human resources/payroll, and corresponding systems. The program provides guidance for implementing processes and procedures for efficient and effective systems.

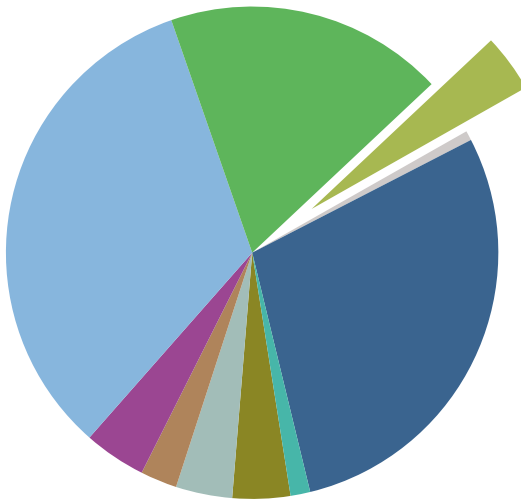
Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Achieve project milestones outlined per project	91%	95%	95%	95%	95%
Work tickets completed as a percent of those created	98%	97%	96%	97%	97%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Maintain the County's Financial Systems	\$705	\$717	\$920	\$2,355	\$2,796
Number of active vendor users	17,832	17,852	19,031	18,744	20,934
Number of active system users	6,423	6,439	6,419	7,850	6,500

Human Resources

Mission Statement

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



Expenditure Budget:
\$5,828,553



3.8% of General Government

Programs:

- Benefits & Retirement Management: \$231,667
- Shared Services: \$1,009,399
- Talent Management: \$1,160,235
- Training: \$497,119
- Employee Relations: \$1,397,971
- Equal Employment Opportunity Programs: \$216,590
- HR Administrative Services: \$1,315,571

General Government Expenditure Budget:
\$153,233,377

Mandates

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

State Code: [15.2-1506](#) (Establishment of grievance procedure, personnel system and uniform pay plan for employees), [51.1](#) (Pensions, Benefits, and Retirement)

County Code: [Chapter 19](#) (Personnel), [Ord. No. 22-54](#) (Collective Bargaining)

Human Resources

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Classification & Compensation	(\$18,831)	\$15,044	\$17,379	\$0	\$0	-
Benefits & Retirement Management	\$755,256	\$634,256	\$790,994	\$384,947	\$231,667	(39.82%)
Shared Services	\$726,176	\$951,918	\$720,269	\$992,194	\$1,009,399	1.73%
Talent Management	\$1,282,121	\$1,343,775	\$1,739,543	\$1,475,194	\$1,160,235	(21.35%)
Training	\$779,193	\$820,062	\$1,680,121	\$891,507	\$497,119	(44.24%)
Employee Relations	\$0	\$0	\$1,235	\$528,716	\$1,397,971	164.41%
Equal Employment Opportunity Programs	\$0	\$0	\$0	\$0	\$216,590	-
HR Administrative Services	\$0	\$0	\$0	\$0	\$1,315,571	-
Total Expenditures	\$3,523,915	\$3,765,054	\$4,949,541	\$4,272,558	\$5,828,553	36.42%

Expenditure by Classification

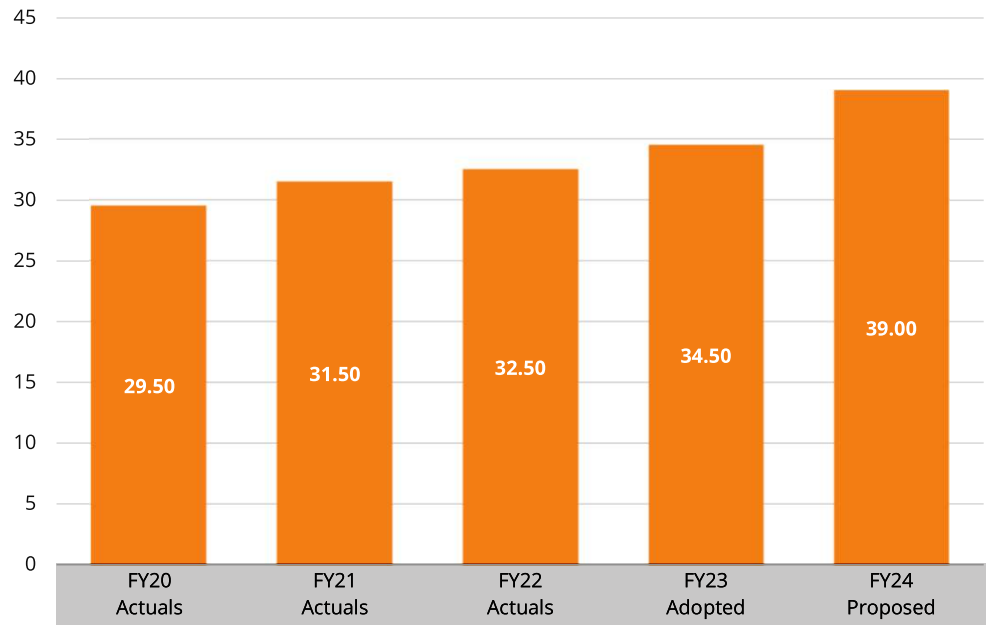
Salaries & Benefits	\$3,060,230	\$3,452,770	\$3,602,185	\$4,154,167	\$5,180,696	24.71%
Contractual Services	\$242,320	\$268,354	\$1,310,355	\$255,069	\$524,561	105.65%
Internal Services	\$591,579	\$595,568	\$601,002	\$365,959	\$533,091	45.67%
Purchase of Goods & Services	\$109,471	\$55,838	\$45,566	\$173,857	\$173,857	0.00%
Capital Outlay	\$0	\$0	\$0	\$0	\$100,000	-
Leases & Rentals	\$10,155	\$8,832	\$5,304	\$12,962	\$12,962	0.00%
Reserves & Contingencies	(\$489,840)	(\$616,307)	(\$614,871)	(\$689,456)	(\$696,614)	1.04%
Total Expenditures	\$3,523,915	\$3,765,054	\$4,949,541	\$4,272,558	\$5,828,553	36.42%

Funding Sources

Miscellaneous Revenue	\$0	\$2,004	\$1,159	\$0	\$0	-
Total Designated Funding Sources	\$0	\$2,004	\$1,159	\$0	\$0	-
Net General Tax Support	\$3,523,915	\$3,763,050	\$4,948,383	\$4,272,558	\$5,828,553	36.42%
Net General Tax Support	100.00%	99.95%	99.98%	100.00%	100.00%	

Human Resources

Staff History by Program



	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Benefits & Retirement Management	8.00	8.25	5.75	7.00	5.00
Shared Services	7.50	7.75	9.25	7.50	7.00
Talent Management	9.50	9.75	10.75	11.00	8.00
Training	4.50	5.75	4.75	5.00	2.00
Employee Relations	0.00	0.00	2.00	4.00	9.00
Equal Employment Opportunity Programs	0.00	0.00	0.00	0.00	2.00
HR Administrative Services	0.00	0.00	0.00	0.00	6.00
Full-Time Equivalent (FTE) Total	29.50	31.50	32.50	34.50	39.00

Future Outlook

As the agency responsible for sourcing the talent to achieve the County’s strategic goals, Human Resources is undergoing a functional revolution to recruit and retain exceptional employees. Human Resources is focused on attracting and retaining employees by maintaining competitive health, retirement, and work-life balance programs, aligning policy and procedure with a strategic focus, maximizing training resources in support of employees’ maximum movement and promotion throughout their career while still focusing on competencies, all with the goal of improving employee satisfaction and engagement. With the new Human Capital Management system in place, the Office of Human Resources is poised in FY24 to baseline metrics and put in place a set of standard measures, which will support the Office’s efforts to provide quality programs while continuing our commitment to cost containment.

Redesign Professional Development Opportunities – Provide maximum movement and promotion through the classification system. By focusing on competencies, employees have more opportunities to work in different service areas, thereby improving employee satisfaction and engagement.

Evaluate Health and Retirement Benefits – Maintaining regional competitiveness with health, retirement, and work-life balance programs is critical to support the ability to recruit and retain employees, and these are an integral part of total compensation. This is particularly true for those employees in high demand positions for which there are few qualified applicants. Additionally, healthcare costs are steadily increasing with the introduction of new prescription drugs, medical technology advances, and rising hospital costs. Continuous commitment to controlling costs is critical.

Plan for Transition in Key Leadership Roles – Ensure the transfer of historical knowledge and skills. Within the next five years, hundreds of baby boomers will be eligible for full retirement benefits. Four generations of an increasingly diverse workforce will work together, requiring strategies that respect generational diversity, as groups of employees move into, through, and ultimately out of the workplace.

Human Resources

Collective Bargaining – With adoption of the County’s collective bargaining ordinance in November 2022, the Human Resources Department will need additional employees to adequately support the County in this area. Human Resources will pair with other county agencies to successfully implement collective bargaining in support of county employees.

General Overview

A. Creation of New Human Resources Programs – Equal Employment Opportunity Programs and Human Resources Administrative Services were created to finalize the Human Resources office reorganization that began with shifting positions across functional areas in FY22. This reorganization was completed to align office functions and more clearly reflect the work completed across the department. The department’s 36 positions previously held in 5 programs were reorganized to create the two new programs. Equal Employment Opportunity Programs ensures compliance with all state and federal employment laws. Human Resources Administrative Services brings to fruition the development of a planned management division for the department, which consolidates the departments leadership positions. The development of these programs resulted in the following position shifts: a 2.00 FTE decrease in Benefits and Retirement Management, a 1.50 FTE decrease in Shared Services, a 3.0 FTE decrease in Talent Management, a 3.0 FTE decrease in Training, to provide for a 1.5 FTE increase in Employee Relations, a 2.0 FTE allocation in Equal Employment Opportunity Programs and a 6.0 FTE allocation in Human Resources Administrative Services, with commensurate changes in program funding. These shifts are shown through the Human Resources reorganization table below.

Proposed FY2024 Program Changes for Human Resources Reorganization						
# of Programs	Program-FY2023 Budget	# of FTEs		# of Programs	Program-FY2024 Budget	# of FTEs
1	Benefits & Retirement Management	7.00	>>>>	1	Benefits & Retirement Management	5.00
2	Shared Services	7.50		2	Shared Services	6.00
3	Talent Management	11.00	>>>>	3	Talent Management	8.00
4	Training	5.00	>>>>	4	Training	2.00
				5	Employee Relations	5.50
5	Employee Relations	4.00	>>>>	6	Equal Employment Opportunity	2.00
				7	Administrative Services	6.00

- B. Consolidation of Contractual Services for PWC University** – Funding for the Percipio/SkillSoft contract, which manages the County’s online training system (PWC University), was shifted from Human Resources to the Department of Information Technology. This move transferred \$130,508 within Human Resources’ budget from contractual services to internal services where it will be billed by the Department of Information Technology. This transfer allows for information technology system services and contracts to be consolidated and managed in one location by the Department of Information Technology.
- C. Position Shift from Information Technology (IT) to Human Resources (HR)** – During FY23 1.00 FTE, a vacant Senior Business Systems Analyst position, was shifted from the Business Technology Services program in IT to Shared Services in HR. This resulted in a 1.00 FTE decrease in IT and a 1.00 FTE increase in HR with salary and benefits for the position totaling \$98,312. The position transfer supports increased HR Information System needs as the County transitions to Mobius Workforce.
- D. Position Shift from Parks, Recreation, and Tourism to HR** – In late FY22, a vacant pooled Administrative Assistant position (0.50 FTE) was shifted from Parks, Recreation, and Tourism to Employee Relations in HR. The transfer supports critical HR functions related to added collective bargaining preparation tasks, including contract negotiations and employee conditions and an increased workload in Employee Relations. The salary and benefits cost of the 0.50 FTE was \$19,463.

Human Resources

Budget Initiatives

A. Budget Initiatives

1. Collective Bargaining Staffing and Contractual Services – Employee Relations

Expenditure	\$740,044
Revenue	\$0
General Fund Impact	\$740,044
FTE Positions	3.00

- a. **Description** – On December 22, 2022, the Prince William Board of County Supervisors (BOCS) adopted a collective bargaining ordinance ([BOCS Ordinance 22-54](#)) to provide for collective bargaining with public employees. Collective bargaining will begin in spring 2023 (FY23) and labor contracts will be negotiated during FY24. The 3.00 FTEs for the Human Resources Department are for three Senior Human Resources Business Partners for the Employee Relations program. One position is budgeted for the entire fiscal year (July 1, 2023 start date) and two positions are budgeted half-year (January 1, 2024 start date). These positions will allow the Human Resources Department to meet the increased workload demands associated with collective bargaining. The FY24 cost of the positions is \$240,044 with full-year, recurring cost of \$341,754 in FY25. Additionally, \$400,000 in ongoing costs is also included for contractual services associated with labor relations agreements and any necessary information technology modifications. One-time costs of \$100,000 is included for space needs associated with the added staffing for collective bargaining. Three additional Human Resources Analyst positions are programmed in FY25 of the proposed FY24-28 Five-Year Plan at a cost of \$350,131.
- b. **Service Level Impacts** – This budget initiative provides the necessary staffing infrastructure to implement and sustain collective bargaining with public employees.

Program Summary

Benefits & Retirement Management

Benefits & Retirement Management designs, recommends, administers, and manages highly competitive, sustainable, cost-effective, high-quality benefit programs to attract and retain employees and promote productivity, job satisfaction, and work-life balance.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Participants enrolled in County healthcare	9,468	3,641	8,497	3,655	8,450
Employees satisfied with benefit program services	80%	80%	80%	80%	-
Individuals supported by retirement programs	9,150	NR	NR	-	-

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Benefits & Retirement Management	\$755	\$634	\$791	\$385	\$232
Employees provided benefits orientation and training	1,900	1,649	1,885	1,800	1,500
Employees enrolled in County healthcare	3,500	3,500	3,500	-	-

Human Resources

Shared Services

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

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Personnel actions processed electronically	98%	98%	100%	100%	100%
Personnel Action Forms (PAFs) processed within pay period form is received	98%	98%	100%	100%	100%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Shared Services	\$726	\$952	\$720	\$992	\$1,009
Personnel documents scanned into the Electronic Data Management System (EDMS)*	15,908	NR	13,723	17,500	1,400

* Targets for scanning documents into EDMS changed due to adjustment of usage after Mobius Workforce implementation.

Talent Management

In partnership with department hiring managers and support staff, Talent Management leads efforts to pair top talent with the right career opportunities. This is accomplished by maintaining the accuracy and integrity of the County's job classifications; recruiting campaigns to attract a diverse pool of talented candidates; and administering multiple pay plans to facilitate robust salary negotiations, while maintaining the integrity of the County's compensation structure and internal equity.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
County turnover rate without retirement	9%	8%	9%	9%	9%
County turnover rate with retirement	11%	10%	10%	12%	12%
Department satisfaction with talent management services	-	80%	75%	80%	75%
Average days to fill position (from advertisement to acceptance)	70	80	72	80	80
Average days to present qualified candidates to hiring managers	-	-	80	-	80

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Talent Management	\$1,282	\$1,344	\$1,740	\$1,475	\$1,160
Applications received annually	61,192	68,851	60,904	70,000	70,000
Vacancies advertised and/or filled	850	825	850	850	850
Position reclassification requests reviewed	50	40	60	60	60
Review of all County budget requests for new positions	50	50	35	35	35
Compensation surveys initiated and completed	200	150	160	160	160
Consultations related to performance management	750	750	800	800	800
Training sessions conducted	50	50	60	60	60

Human Resources

Training

Training supports leaders at all levels by offering professional development opportunities through e-learning, live online and in-person training classes, as well as self-paced e-learning courses. Leadership, management, and supervisory skills training programs are conducted regularly, using a cohort model enabling a richer learning experience. Academic scholarships are offered annually through a competitive process. Training staff occasionally advise on organizational change management efforts and provide large and small group facilitation.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Employee satisfaction effectiveness of training (on a 5 point scale)	-	4.8	4.8	4.8	4.8

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Training	\$779	\$820	\$1,680	\$892	\$497
Instructor-led training sessions delivered countywide*	585	1,700	10	1,700	500
Employees completing at least one e-learning class	-	4,200	4,604	4,200	5,000

* HR redefined Training program functions, resulting in changes to instructor-led training delivery. This included the disbandment of the Learning & Development division in FY22 and the creation of the Training division in FY23. The FY24 target indicates a renewed focus on direct HR staff instructor-led sessions.

Employee Relations

Employee Relations conducts personnel-related investigations and manages and administers County personnel policies, FOIA requests, subpoenas, and grievances. Administers the Performance Management Program.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Personnel investigation mediations	-	11	7	25	416
Average days to resolve personnel investigations	-	41	127	90	84
Personnel investigations resolved within 30 days (%)*	-	81%	90%	90%	-
Personnel investigations resolved within 90 days (%)*	-	-	90%	-	90%
Personnel investigations and management consults	-	-	7	-	416

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Performance Management & Policy Administration	\$0	\$0	\$1	\$529	\$1,398
Personnel policies originated	-	-	5	2	4
Personnel policies reviewed	-	-	21	20	21
Personnel policies updated	-	-	41	15	28
Progressive discipline actions processed	-	109	108	100	109

* Measure changed from 30 to 90 days to be consistent and compliant with Prince William County Complaint Procedures.

Human Resources

Equal Employment Opportunity Programs (EEO)

EEO ensures compliance with federal and state laws, regulations, executive orders, and ordinances for County employees and applicants who seek employment, by providing proactive prevention, proficient resolution, and strategic enforcement to achieve a non-discriminatory, non-retaliatory, and harassment free work environment.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
EEO complaints closed within 90 days of filing	-	-	95%	-	66%
Diversity of County female representation	-	-	50%	-	50%
Diversity of County minority representation	-	-	41%	-	40%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Equal Employment Opportunity	\$0	\$0	\$0	\$0	\$217
EEO complaints filed	-	-	11	-	12
Internal EEO inquires successfully resolved and closed without litigation	-	-	9	-	10
EEO trainings provided	-	-	6	-	23
Employees rating EEO management training as beneficial	-	-	98	-	98

Human Resources (HR) Administrative Services

HR Administrative Services is dedicated to providing exemplary customer service, quality professional administrative support, strategic staff and program alignment within HR, and oversight and management of a variety of HR programs. Leading the HR office, this division includes the department director and assistant director leadership.

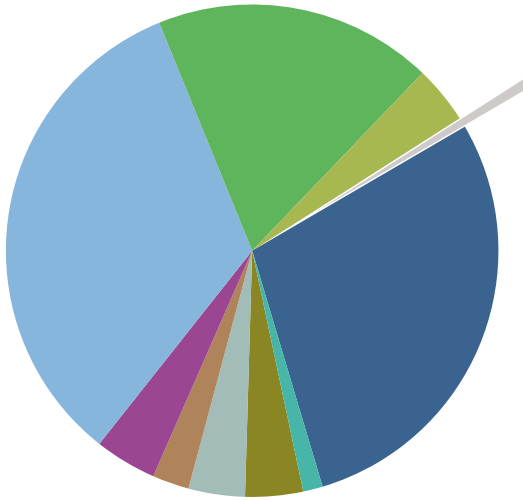
Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
County turnover rate without retirement	9%	8%	9%	9%	9%
County turnover rate with retirement	11%	10%	10%	12%	12%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Administration	\$0	\$0	\$0	\$0	\$1,316
FOIAs processed	-	12	2	50	25
Subpoenas processed	-	8	2	25	25

Human Rights

Mission Statement

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



Expenditure Budget:
\$972,240



0.6% of General Government

Programs:

- Human Rights Commission: \$972,240

General Government Expenditure Budget:
\$153,233,377

Mandates

The County operates under a mandate to safeguard and protect citizens from unlawful discrimination. The Board of County Supervisors has enacted additional local mandates for which the Human Rights Office has responsibility.

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

Human Rights

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Human Rights Commission	\$774,861	\$790,196	\$821,330	\$875,874	\$972,240	11.00%
Total Expenditures	\$774,861	\$790,196	\$821,330	\$875,874	\$972,240	11.00%

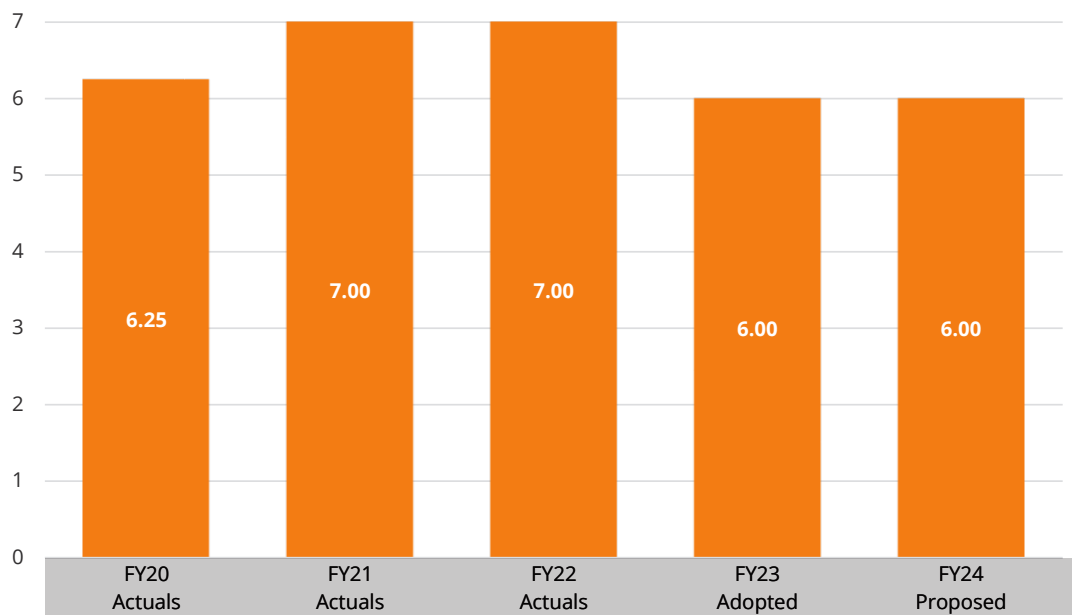
Expenditure by Classification

Salaries & Benefits	\$677,239	\$744,266	\$734,929	\$767,162	\$854,213	11.35%
Contractual Services	\$4,891	\$4,659	\$37,140	\$2,600	\$12,600	384.62%
Internal Services	\$25,655	\$30,925	\$30,857	\$46,010	\$46,010	0.00%
Purchase of Goods & Services	\$67,076	\$10,347	\$18,404	\$56,004	\$56,004	0.00%
Leases & Rentals	\$0	\$0	\$0	\$4,099	\$4,099	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$686)	-
Total Expenditures	\$774,861	\$790,196	\$821,330	\$875,874	\$972,240	11.00%

Funding Sources

Revenue from Federal Government	\$43,411	\$29,600	\$27,400	\$27,200	\$27,200	0.00%
Miscellaneous Revenue	\$0	\$431	\$56	\$0	\$0	-
Revenue from Commonwealth	\$16,869	\$0	\$0	\$0	\$0	-
Transfers In	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	0.00%
Total Designated Funding Sources	\$90,280	\$60,031	\$57,456	\$57,200	\$57,200	0.00%
Net General Tax Support	\$684,581	\$730,165	\$763,874	\$818,674	\$915,040	11.77%
Net General Tax Support	88.35%	92.40%	93.00%	93.47%	94.12%	

Staff History by Program



Human Rights Commission	6.25	7.00	7.00	6.00	6.00
Full-Time Equivalent (FTE) Total	6.25	7.00	7.00	6.00	6.00

Human Rights

Future Outlook

Provide High-Quality Public Service – Increase the percentage of cases resolved within one year or less attributable to changes made to forms, policies, and procedures identified and implemented.

Expand Internal and External Areas of Work – Continue in exploratory conversations with Manassas Park and the City of Manassas for extending Human Rights investigation services to these jurisdictions. The assessment includes the level of interest, an agreeable cost structure, and a willingness to continue the exploration of a probable structure for the delivery of services that may lead to or not lead to an agreement.

Increase Use of Technology for Managing and Delivering Services – Fully implement and master digitized case management systems.

Develop Outreach and Education Strategies – Sponsor, support, and participate in community outreach activities, events, and forums. Develop training programs and materials for staff, commissioners, and the community. Develop a robust technology-based outreach and education program. Engage the community with the assistance of interns and volunteers.

General Overview

- A. **Budget Shift from Management & Budget to Human Rights** – A total of \$10,000 in expenditures has been shifted from Management & Budget to Human Rights. The Human Rights office will use these funds for printing and distribution of community engagement outreach and educational materials. These funds will support a post-pandemic community re-engagement plan through outreach and education that is critical to the Human Rights Office's mission of eliminating discrimination. With the pandemic subsiding, the need exists to re-engage the community in person, including festivals and large congregations of people. Additional educational materials and resources are required to achieve this re-engagement.

Human Rights

Program Summary

Human Rights Commission

Enforce the Human Rights Ordinance through investigation of complaints; provide outreach and education to the public on civil rights laws; staff the HRC and respond to public information requests in a timely manner. Ensure compliance with federal and state laws, regulations, executive orders, and ordinances.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Cases closed within 12 months of filing with HRC (External)	84%	96%	87%	80%	80%
Cases resolved through alternative resolution (without adjudication)*	14%	14%	14%	20%	15%
Residents contacted seeking services	10%	5%	6%	10%	4%
Completed investigations appealed to the HRC	9%	11%	6%	10%	8%
Appeals upheld by the HRC	100%	100%	100%	100%	100%
EEO cases closed within 90 days of filing (Internal)	-	70%	NR	-	-

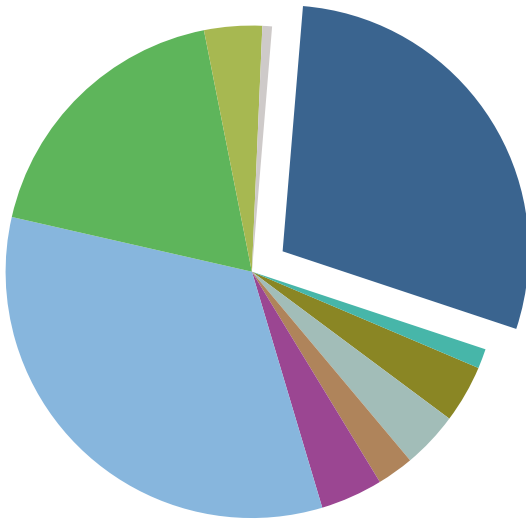
Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Charge Management	\$452	\$525	\$537	\$547	\$612
Complaints filed (External)	51	48	74	50	60
Cases resolved through alternative resolution	6	7	7	10	10
Cases appealed	3	3	3	5	5
EEO complaints filed (Internal)	-	11	NR	-	-
Outreach/Education	\$162	\$127	\$139	\$180	\$195
Number of resident contacts	3,000	1,500	27,000	2,000	20,000
Staff Support to the HRC	\$123	\$139	\$145	\$149	\$166
Staff time supporting the Human Rights Commission	20%	20%	20%	20%	20%
Long-Term Care Ombudsman**	\$38	\$0	\$0	\$0	\$0

* The FY21 Actuals for "Cases resolved through alternative resolution (without adjudication)" has been corrected to accurately report data.

** As of FY21, the Ombudsman activity is a separate program under Area Agency on Aging.

Mission Statement

The mission of the Department of Information Technology is to direct the strategy, delivery, and management of Prince William County government technology with an unwavering commitment to information technology excellence, efficiency, and value for our government, and the residents, businesses, and visitors of Prince William County.



General Government Expenditure Budget:
\$153,233,377

Expenditure Budget:
\$44,140,398



28.8% of General Government

Programs:

- Leadership, Management & Security: \$3,930,656
- Communications & Infrastructure: \$24,135,996
- Geospatial Technology Services: \$2,964,422
- Business Technology Services: \$8,621,725
- Customer Services & Business Group: \$4,487,599

Mandates

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

The Board of County Supervisors has enacted additional local mandates for which the Department of Information Technology is responsible.

State Code: [2.2-3803](#) (Administration of systems including personal information; Internet privacy policy; exceptions), [Chapter 15.1](#) (Wireless Communications Infrastructure)

County Code: [Chapter 24](#) (Streets), [Chapter 5.6](#) (Cable Television)

Information Technology

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Leadership, Management & Security	\$2,379,558	\$7,152,077	(\$1,045,479)	\$3,151,867	\$3,930,656	24.71%
Communications & Infrastructure	\$12,468,798	\$12,703,434	\$14,696,507	\$22,421,986	\$24,135,996	7.64%
Geospatial Technology Services	\$2,132,335	\$2,488,051	\$2,525,075	\$3,033,505	\$2,964,422	(2.28%)
Business Technology Services	\$11,880,632	\$12,030,295	\$11,656,067	\$9,035,039	\$8,621,725	(4.57%)
Customer Services & Business Group	\$11,321,228	\$4,836,503	\$6,651,787	\$4,699,313	\$4,487,599	(4.51%)
Total Expenditures	\$40,182,552	\$39,210,360	\$34,483,956	\$42,341,710	\$44,140,398	4.25%

Expenditure by Classification

Salaries & Benefits	\$10,865,603	\$12,189,786	\$10,225,964	\$12,910,021	\$12,909,983	0.00%
Contractual Services	\$16,056,350	\$18,854,056	\$20,539,832	\$20,568,642	\$22,992,246	11.78%
Internal Services	\$114,920	\$116,919	\$143,684	\$23,702	\$55,601	134.58%
Purchase of Goods & Services	\$3,559,090	\$2,611,302	\$4,684,072	\$5,346,790	\$5,790,013	8.29%
Capital Outlay	\$0	(\$1,496)	\$2,503	\$3,242,052	\$2,142,052	(33.93%)
Leases & Rentals	\$622,227	\$565,578	\$635,206	\$250,503	\$250,503	0.00%
Reserves & Contingencies	(\$284,609)	(\$6,725)	(\$56,201)	\$0	\$0	-
Depreciation Expense	\$1,248,970	\$980,939	(\$1,691,105)	\$0	\$0	-
Transfers Out	\$8,000,000	\$3,900,000	\$0	\$0	\$0	-
Total Expenditures	\$40,182,552	\$39,210,360	\$34,483,956	\$42,341,710	\$44,140,398	4.25%

Funding Sources

Use of Money & Property	\$202,896	\$204,261	\$209,852	\$180,000	\$180,000	0.00%
Miscellaneous Revenue	\$0	\$8,047	\$46,615	\$0	\$0	-
Charges for Services	\$31,881,038	\$34,795,635	\$37,799,925	\$41,760,439	\$43,559,127	4.31%
Transfers In	\$401,271	\$401,271	\$401,271	\$401,271	\$401,271	0.00%
Total Designated Funding Sources	\$32,485,205	\$35,409,214	\$38,457,663	\$42,341,710	\$44,140,398	4.25%
(Contribution to)/Use of Fund Balance	\$7,697,347	\$3,801,146	(\$3,973,707)	\$0	\$0	-
Net General Tax Support	\$0	\$0	\$0	\$0	\$0	-
Net General Tax Support	0.00%	0.00%	0.00%	0.00%	0.00%	

Staff History by Program



Future Outlook

Digital Services and Application Engineering – Instituting a Digital Services model, where solutions are treated as products and where end users participate in solution design activities throughout the process, will change the way that the Department of Information Technology (DoIT) engages with colleagues. Putting the user experience at the center of the solution process will provide strong business value and enable wider use of Agile Development principles. A natural extension of the Cloud First approach, moving to a responsive, repeatable, and accessible solution model helps DoIT deliver better outcomes to the County workforce, constituents, and businesses.

The Technology Inclusion Initiative (TII) – Started in late 2021, DoIT’s Technology Inclusion Initiative is an example of how a County Information Technology (IT) Department can become an engine of inclusion. County technology investments in FY2022 positioned the department to work directly with private industry to deliver high speed broadband to areas of the County where service was absent or constrained. In FY2023, as DoIT pursues more technology inclusion partnerships with industry to expand educational programs for technology literacy, the Technology Inclusion Team will expand and focus on potential affordability programs, and to target more free technology education courses to areas of the community who need assistance in adopting technology.

Cloud First – Cloud services and solutions have transformed the IT industry and are now a key part of the Prince William County (PWC) enterprise. DoIT’s drive toward modern IT platforms, high-speed infrastructures, and agile methodologies has resulted in a new high performance, mobile-ready technology ecosystem. Technology is now a driving force behind PWC government, and the services delivered to County residents, businesses, and visitors. The goal is to see County technology work to translate into new force-multiplying capabilities for the PWC community. DoIT accepts the challenge of continuously strategizing new ways to impact emergency response capabilities for [2021-2024 Strategic Plan](#) goals and strategies, including Environmental Conservation, Safe and Secure Community, next level community engagement services, enhanced Health, Wellbeing and Human Services, Resilient Economy, Quality Education and Workforce Development, Transportation and Mobility, and Sustainable Growth. As DoIT continues to cultivate new capabilities, the County is emerging as a national model of strategic municipal technology innovation.

Information Technology

Mobile Devices – As done during the pandemic, when workers were required to deliver new services from a variety of locations from new delivery models, DoIT continues to bring the County new and efficient modes for work, including work tools, techniques, and workspaces. Additional options for securing mobile and personal devices will be undertaken during 2023 and 2024 as cyber programs focus more on the mobile county workforce than ever before.

General Overview

- A. Budget Cost Redistribution and Position Allocation Realignment** – Various internal services costs were shifted within the Information Technology budget to correct misallocations due to the elimination of various activities and the creation of others to support the internal services fund methodology shift completed in FY23. Position allocations were adjusted to properly align with the functions associated with the program and activity shifts made. The PCN realignment was necessary to finalize and designate the proper allocation for IT services provided after various activities were retired. This process resulted in shifts in funding across programs to properly detail work functions completed by numerous PCNs across multiple programs. This realignment resulted in the following adjustments of positions across programs in FY23: a 1.00 FTE increase in Leadership, Management & Security, a 1.00 FTE decrease in Communications & Infrastructure, and a 2.00 FTE increase in Customer Service & Business Group. These shifts aligned funding and position allocations with newly created activity functions within the proper programs.
- B. Removal of One-Time Costs for Voice Over Internet (VOIP) Infrastructure Capital Project** – \$1.035 million has been removed from DoIT's Proposed FY2024 Budget for one-time costs associated with updating and modernizing the County's enterprise voice infrastructure. The costs focused on updating all components of the government's communication capabilities including voicemail, cloud integration, and upgrading cable and other critical infrastructure to enhance voice/telecom service across the County.
- C. Removal of One-Time Costs for Credible Software Upgrades** – \$265,000 has been removed from DoIT's Proposed FY2024 Budget for one-time costs associated with a FY22 study to replace existing software in Community Services. The Credible Software Upgrade in Community Services updated the current software to meet system requirements that mitigated deficiencies while meeting state regulatory reporting requirements for tracking client and consumer medical information.
- D. Removal of One-Time Costs for Harmony/SoftTec Software Replacement** – \$265,000 has been removed from DoIT's Proposed FY2024 Budget for one-time costs associated with the FY23 study to replace existing software in Social Services. The Harmony/SoftTec Software Replacement project served to indicate the proper approach toward replacing obsolete case management software utilized in Social services to avoid audit findings for improper reporting. Associated costs were utilized to determine the best software system replacement for the proper (timely and accurate) reporting of services and eligibility for the same and to extend usage of the Harmony system during its planned sunset.
- E. Removal of One-Time Costs for the ESRI Enterprise Agreement** – \$261,000 has been removed from DoIT's Proposed FY2024 Budget for one-time costs associated with a FY23 increase in enterprise services costs associated with software platforms (ArcGIS, EnerGov, and County Mapper) that provide the County with necessary geospatial and analytical tools. The costs were utilized to continue user access to location-based data through online and mobile GIS applications that served to better manage workflow, create process efficiencies, and improve communication to maximize productivity.
- F. Shift of 2.00 FTEs from Information Technology (IT) to Finance** – During FY23, 2.00 FTEs a Senior Business Systems Analyst, and an IT Analyst were shifted from Business Technology Services and Communications & Infrastructure Division programs in IT to Financial Systems Services in Finance. This resulted in a 2.00 FTE decrease in IT and a 2.00 FTE increase in Finance. The positions are needed to support the County's Financial Management system on a technical and functional basis to respond to high call volume, issues, and tasks that the Financial Systems Services team supports. The total salary and benefits of the two positions was \$191,253.
- G. Shift of 1.00 FTE from IT to Human Resources** – During FY23, a Senior Business Systems Analyst was shifted from the Business Technology Services program in IT to the Shared Services program in Human Resources. This resulted in a 1.00 FTE decrease in IT and a 1.00 FTE increase in Human Resources with salary and benefits for the position totaling \$98,312. The position is needed to support the Mobius Workforce technical and functional workload for human resources applications and tasks for county staff.
- H. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation of existing budget increases the Information Technology Proposed FY2024 Budget by \$31,899.

Information Technology

- I. **Shift of 0.12 FTE from Parks, Recreation, and Tourism (DPRT) to IT** – In FY23 funding for 0.12 FTE was shifted from DPRT to convert a part-time benefitted Information Technology Analyst position to a full-time position. The original shift from DPRT to IT was performed in FY19 but only 0.88 FTE was shifted at the time. This final shift was completed to support Parks and Recreation information technology needs. Funding of \$27,713 was added to the position to bring it to full funding.
- J. **Consolidation of Contractual Services for PWC University** – Funding for the Percipio/SkillSoft contract, which manages the County’s online training system (PWC University), was shifted from Human Resources to the Department of Information Technology. This move transferred \$130,508 within Human Resources’ budget from contractual services to internal services where it will be billed by the Department of Information Technology. This transfer allows for information technology system services and contracts to be consolidated and managed in one location by the Department of Information Technology.

Budget Initiatives

A. Budget Initiatives

1. Technology Improvement Plan (TIP) – Communications and Infrastructure Division

Expenditure	\$1,621,000
Revenue	\$0
General Fund Impact	\$1,621,000
FTE Positions	0.00

- a. **Description** – This initiative provides funding for DoIT’s continuing Technology Improvement Plan to address County IT service, cloud, infrastructure, and system security needs. Projects funded for FY24 include:
 - **Enterprise Cloud Security – Secure Access Service Edge (SASE Edge) \$852,000** – This project will enable private secure internet connectivity from any location, further supporting PWC agencies with remote working capabilities and enhanced secured mobility features. This project maintains employee mobility and remote work environments and increases the County’s cyber security posture through secure tunnels and continuous inspection and re-authentication with the use of software as a service products.
 - **Enhance Voice Over Internet Protocol (VOIP) Infrastructure \$649,000** – Begun in FY23, this project modernizes the County’s legacy analog phone system by updating the entire enterprise voice infrastructure, including voicemail, cloud integration, and upgrading cable and other critical infrastructure to enhance voice/telecom service across the County. This project enhances and updates the VOIP infrastructure, positioning the County workforce to better capitalize on cloud-based mobile technologies, improving remote work and making it more functional, seamless, and productive. FY24 funding will complete the installation of the new VOIP system.
 - **Public Wi-Fi \$120,000** – This project will enhance wi-fi/internet connectivity at libraries, public safety facilities, parks, major health institutions, and in general spaces around county buildings, increasing usability for County residents. This project improves County internet stability and infrastructure, providing an enhanced internet experience in public spaces. This project will support the needs of residents and businesses by expanding outdoor Wi-Fi coverage.
- b. **Service Level Impacts** – These projects and initiatives will improve current service levels and mitigate deficiencies to allow for growth in service provision with systems that will meet various system requirements for functionality, reporting, and security. These initiatives support [2021–2024 Strategic Plan](#) goals of Health, Wellbeing & Human Services and Safe & Secure Community by enhancing relations among departments and the communities they serve and continues services and preparation for response to public health needs.

Information Technology

- c. **Five-Year Technology Improvement Plan** – These projects represent DoIT’s FY24 initiatives set to address the [IT Done Right Strategic Plan](#). Below is a summary of the TIP and costs included in the FY2023 Budget:

Prince William County Five-Year Technology Improvement Plan						
Project Title		FY2024	FY2025	FY2026	FY2027	FY2028
Enterprise Cloud Security (SASE Edge)	One-time	\$ 352,000	\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 500,000	\$ 598,200	\$ 598,200	\$ 598,200	\$ 598,200
Enhance Voice (VOIP) Infrastructure	One-time	\$ 609,000	\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 40,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000
Public WiFi	One-time	\$ 120,000	\$ 255,000	\$ -	\$ -	\$ -
	Ongoing	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ 1,621,000	\$ 1,133,200	\$ 878,200	\$ 878,200	\$ 878,200

2. Contractual Increases – Enterprise Agreements and Subscriptions – Multiple Programs

Expenditure	\$1,544,000
Revenue	\$0
General Fund Impact	\$1,544,000
FTE Positions	0.00

- a. **Description** – This initiative provides funding for IT contract escalations. Various contracts include built-in increases that occur on a regular, 3-year schedule or are tied to license counts and subscriptions. In addition, DoIT must manage professional services contracts for software across different county agencies. Items funded for contractual increases in FY24 include the following six projects:

- **Motorola – Communications and Infrastructure Division \$600,000** – This project covers the Enterprise Agreement for public safety applications and services utilized in the Fire Department, the Police Department, and in Public Safety Communications (PSC). This funding supports functionality improvements and contractual escalations related to emergency response.
- **CISCO – Communications and Infrastructure Division \$266,000** – This project provides infrastructure, background, and software solutions (like Webex & Virtual Private network, CISCO AnyConnect connection, end point, and security monitoring) and provides all network switches in the county’s IT Modernization capital project. Network switches connect multiple devices and networks to expand the Local Area Network (this is the PWC network). This contract supports the maintenance of the equipment and network to ensure the functionality of the equipment and hardware.
- **Microsoft – Communications and Infrastructure Division \$243,000** – This project provides funding for expanded software license counts and subscriptions for the entire array of Microsoft desktop applications and the Azure cloud platform for web application launch and cloud connected mobile functionality. Each user of the software must have an individual license. This project ensures subscription availability for all County employees.
- **Kinship Software Licensing – Customer Services and Business Group \$228,000** – This project completes the replacement of obsolete case management software utilized in the Department of Social Services reporting. In FY23 DoIT collaborated with the Department of Social Services to purchase a new software product to replace the existing Harmony information system. It was determined that Kinship met the security and reporting abilities needed to meet the mandated requirements for the reporting of foster care payments and case management by the Virginia Department of Social Services. This purchase addressed identified deficiencies in the old Harmony system and mitigated reporting difficulties.
- **Library Electronic Payments/Mobile Apps and Kiosks – Customer Services and Business Group \$137,000** – This project expends the usage of electronic payment options through mobile hotspots, apps, and kiosks. During COVID CARES Act funding was utilized to purchase items and materials making it possible to provide hands-free services.
- **Avenity – Communications and Infrastructure Division \$70,000** – This project provides funding for the existing Avenity contract, which provides support services for the Tax Administration, Procurement, and Financial Reporting & Control programs in the Finance Department which supports online taxpayer services.

Information Technology

- b. Service Level Impacts** – These projects and initiatives will provide funding support for increased contract and services costs for IT software systems already in place. These systems serve multiple county agencies and are necessary for continued service provision. The table below summarizes funding budgeted for FY24 and the expanded 5-year costs of the contracts, subscriptions, and licenses, many of which have automatic cost escalators over time.

FY2024 IT Contracts, Licenses, & Subscriptions						
Project Title		FY2024	FY2025	FY2026	FY2027	FY2028
Motorola	One-time		\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Cisco	One-time	\$ -	\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 266,000	\$ 266,000	\$ 266,000	\$ 266,000	\$ 266,000
Microsoft	One-time	\$ -	\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 243,000	\$ 243,000	\$ 243,000	\$ 243,000	\$ 243,000
KinShip Software	One-time		\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 228,000	\$ 635,000	\$ 685,000	\$ 712,000	\$ 764,000
Library Electronic Payment/Mobile Apps and Kiosks	One-time	\$ -	\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 137,000	\$ 137,000	\$ 137,000	\$ 137,000	\$ 137,000
Avenity	One-time	\$ -	\$ -	\$ -	\$ -	\$ -
	Ongoing	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Total		\$ 1,544,000	\$ 1,951,000	\$ 2,001,000	\$ 2,028,000	\$ 2,080,000

3. ISF Increases for Agency Initiatives – Multiple Programs

Expenditure	\$431,078
Revenue	\$0
General Fund Impact	\$431,078
FTE Positions	0.00

- a. Description** – This initiative provides funding added to the Internal Services Fund for all FY24 budgeted initiatives and is for the computer and IT Seat Management costs associated with all new positions included in the Proposed FY2024 Budget. This funding supports hardware/equipment, subscriptions and licenses, enterprise services, and specific work quad IT costs. Funds are initially budgeted in the Leadership, Management & Security program but will be redistributed to various programs based upon quad and the specific IT services requested.
- b. Service Level Impacts** – These projects enhance current IT services and maintain operational functionality. The table below summarizes funding for all IT projects in the Proposed FY2024 Budget.

B. Budget Reduction

1. Eliminate Long Term Vacant Positions – Multiple Programs

Expenditure	(\$393,225)
Revenue	\$0
General Fund Impact	(\$393,225)
FTE Position	(3.00)

- a. Description** – After a review of vacant positions in the County, three long-term vacant positions (an Assistant Director Business Systems position in Business Technology Services, an Assistant Director Info Technology position in the Communications and Infrastructure Division, and a Senior IT Manager position in the Communication and Infrastructure Division) were eliminated resulting in savings of \$393,225. Necessary services and service levels will continue to be maintained through existing contractual services.
- b. Service Level Impacts** – Existing service levels are maintained.

C. Budget Shifts

1. Long Term Vacant Position Funding Shift – Multiple Programs

Budget Shift	\$339,096
Agency Impact	\$0
FTE Position	(4.00)

- a. **Description** – This initiative eliminates four long-term vacant positions and shifts the funding from salaries and benefits to contractual services. The positions (an IT Specialist in the Leadership, Management & Security program, a Senior IT Specialist in the Leadership, Management & Security program, a Senior IT Analyst position in the Communications and Infrastructure Division, and a Senior IT Specialist Position in the Communications and Infrastructure Division) were difficult to fill positions and are currently filled by contractors using the annual vacant position savings. The functions of these four positions will continue to be completed through contractual services.
- b. **Service Level Impacts** – Existing service levels are maintained.

Program Summary

Leadership, Management & Security

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

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Percent of IT Regulatory Compliance Reviews Performed Annually	-	-	100%	95%	95%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Executive Management IT	\$535	\$5,459	(\$82)*	\$1,376	\$2,104
Percent of Policies Reviewed and/or Updated	-	-	100%	95%	95%
Cyber Security & IT Policy Group	\$1,844	\$1,693	(\$908)*	\$1,776	\$1,826
Percent of security alerts reviewed and resolved annually	-	-	100%	95%	95%
Percent of critical security incidents resolved within Service Level Agreements	-	-	100%	95%	100%
Percent of Workforce completing Annual Cyber Awareness Course	98%	98%	97%	95%	95%

*Depreciation costs for a large disposal correction for furniture was coded here creating negative Actuals because current assets are coded in this program (the original booking location for the purchase is no longer active).

Information Technology

Communications & Infrastructure Division (CID)

CID is responsible for designing, building, and supporting the PWC Government 24/7/365 IT Infrastructure. The IT infrastructure at PWC encompasses all data and services delivered through the internet, the cloud, the enterprise computing environment, or any combination of these. CID supports the use of cloud-based infrastructure, computing hardware, and software tools enabling each County Agency to accomplish its various missions. The work performed in CID is strategic, foundational, and allows countywide efficient delivery of services. The County uses a flexible IT infrastructure with product usage and licensing based on demand consumption. This includes a wide range of proven technologies that enable capabilities in networks, security, and connectivity; data center hosting and cloud services; customer experience service hub; unified communications and collaboration services.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Communications and infrastructure network availability	99%	99%	99%	99%	99%
Customer satisfaction level with CID services	97%	98%	96%	98%	95%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Radio Communications	\$1,529	\$2,217	\$2,349	\$2,748	\$2,712
Percent time public safety radio infrastructure is available and operational	-	-	100%	100%	100%
Network Communications	\$4,353	\$4,446	\$5,717	\$5,749	\$8,511
Percent time all network services is available and operational	-	-	99%	99%	99%
The number of telephone endpoints upgraded to VOIP	-	-	475	1,500	500
Technology Hosting Centers	\$1,305	\$2,165	\$2,481	\$3,591	\$2,365
Percent time private cloud services are available and operational	-	-	100%	99%	98%
Percent time public cloud services are available and operational	-	-	99%	99%	98%
Messaging AD Services	\$103	\$2,185	\$2,482	\$2,157	\$2,157
Percent time messaging, collaboration, and directory services are available	-	-	99%	99%	98%
Enterprise Services, Support, and Reporting	\$205	\$936	\$1,039	\$7,249	\$7,462
Annual Average calculation of performance enhancement	-	-	10%	10%	10%
Percent annual increase in County website services	-	-	10%	5%	5%
Capital Replacement Plan	\$4,974	\$540	\$629	\$929	\$929
Infrastructure designated 'end-of-life end of support' refreshed per year	-	-	80%	-	85%

Information Technology

Geospatial Technology Services (GTS)

GTS is part of the Enterprise Applications Division of the Department of Information Technology. The GTS program prepares and maintains a multipurpose data warehouse, application suite, and infrastructure, delivering specialized geospatial, geodetic, demographic, and legal information derived from authoritative resources. The GTS team engineers, operates, and maintains the central Geographic Information System (GIS) technology platform and its associated GIS web applications, GIS desktop application, and custom GIS tools. GTS serves as the official resource and geospatial service for information about the County's population, social characteristics, households, housing, and economic attributes for use by the public and County agencies, as well as operates an information and map distribution center for dissemination of geospatial and demographic information to the public, regulators, developers, businesses, and other interested parties.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Response to new requests for service occurring within one business day	-	-	100%	100%	100%
New GIS Service requests completed on time	-	-	100%	100%	100%
Number of new public geographic datasets made available through open data	-	-	5	2	5

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
GIS Data Services	\$757	\$867	\$999	\$1,048	\$1,074
Average number of business days to complete cadastral update after recordation	-	-	14	15	15
Accuracy of GIS data for NG911 that meets NENA accuracy standards of 98.9%	-	-	100%	100%	100%
GIS Technical Solutions	\$733	\$879	\$885	\$1,233	\$1,036
Percent projects completed on time	-	-	100%	100%	100%
Demographic data requests completed on time	90%	92%	100%	100%	100%
GIS Updates	\$103	\$123	\$141	\$206	\$206
Percentage of GIS base datasets compliant with refresh cycle	-	-	100%	100%	100%
GIS Customer and Addressing	\$539	\$620	\$499	\$547	\$648
Percent of validations completed for permitting within 1 business day	-	-	100%	100%	100%
Average business days to complete development plan review for address assignment	-	-	11.61	<6	<6

Information Technology

Business Technology Services (BTS)

BTS is part of the DoIT Enterprise Applications Division. BTS delivers applications and business solutions to meet County business needs and to enable continuous improvement of government services through technology. BTS provides business application services for all County departments in support of strategic business objectives through dedicated program areas for IT service delivery. Services include capital projects for new business solutions, custom application solutions, commercial solutions, operations and maintenance of business applications, business intelligence, systems administration, application-specific training, and special projects.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Percentage of time spent improving applications	-	-	34%	5%	-
Average time to initiate support for applications operational issues	-	-	4.4 hours	2 hours	-
Service Requests responded to within 1 business day	-	-	-	-	100%
Applications that completed an improvement initiative	-	-	-	-	20%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Public Safety Applications Support (PSAS)*	\$5,588	\$3,791	\$3,473	\$0	\$0
Annual Average calculation of performance enhancement	-	-	10%	-	-
Community Development Applications Support (CDAS)	\$1,962	\$1,962	\$2,048	\$2,595	\$1,862
Percent of new Community Development online services	-	-	10%	5%	-
Percent of new Parks, Recreation, and Tourism online services	-	-	20%	5%	-
Community Development service requests responded to within 1 business days	-	-	-	-	100%
Community Development applications within assigned lifecycle	-	-	-	-	80%
General Government Applications Support (GGAS)	\$2,847	\$4,641	\$4,316	\$5,813	\$6,204
Percent annual increase in financial interactions handled through tech services	-	-	5%	5%	-
General Government service requests responded to within 1 business day	-	-	-	-	100%
Financial transactions that occurred digital vs. manual	-	-	-	-	90%
Human Services Applications Support (HSAS)	\$503	\$562	\$589	\$628	\$556
Percent annual time toward application improvements versus operational support	-	-	28%	5%	-
Internal Business Technology service requests responded to within 1 business day	-	-	-	-	100%
Technology solution requests that received digital service review	-	-	-	-	100%
Web Solutions and Services*	\$981	\$1,074	\$1,230	\$0	\$0
Percent annual increase in County website services	-	-	10%	-	-
Planned database availability	99%	99%	NR	-	-

*Reporting as "Enterprise Services, Support, and Reporting" in the Communications & Infrastructure Division program as result of a FY23 reorganization.

Information Technology

Customer Service & Business Group Division (CSBG)

CSBG is known as the Portfolio Management Office (PMO) and is responsible for driving business services to enable departments to receive services from DoIT. As a business partner to agencies, the PMO's charge is to take in business requirements and shepherd them through DoIT for potential business solutions and governance. The PMO is a strategic business partner to agencies and exists to ensure strong acquisition practice, process, and IT investment protection.

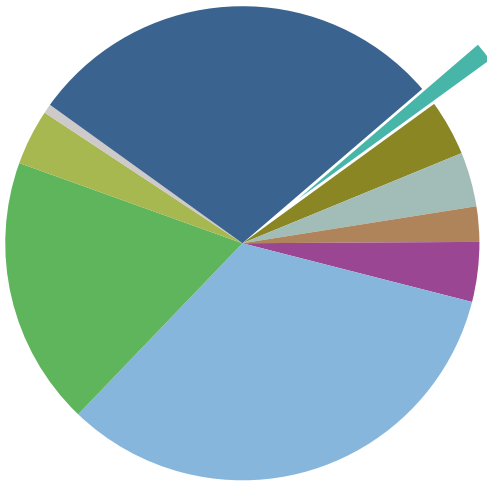
Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Customer satisfaction level with seat management services	98%	93%	98%	95%	-
New technology projects managed using PMI standards	70%	96%	73%	96%	96%
Customer satisfaction with project management oversight	97%	100%	100%	97%	97%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
IT Business Group	\$841	\$1,206	\$1,109	\$1,412	\$1,109
Procurements and reimbursements processed	5,151	4,733	1,960	5,000	2,000
Payments processed	5,937	5,842	3,490	5,800	3,500
Human Resource transactions processed	3,069	2,838	5,148	1,010	1,010
Physical inventory of department assets	1	1	1	1	1
DoIT ISF inventory maintenance tickets	3,781	1,028	6,000	-	-
Customer and Technology Advocate	\$10,431	\$3,576	\$5,458	\$2,170	\$2,149
Percent of technology incidents resolved within Service Level Agreements	-	-	96%	95%	98%
Project Management/Independent Validation and Verification Group	\$48	\$54	\$85	\$1,117	\$1,229
Percent of projects completed within budget	-	-	98%	85%	95%
Percent of projects completed on time	-	-	93%	85%	95%
Business Value - Classification of Projects by Type - Operational	-	52%	38%	45%	45%
Business Value - Classification of Projects by Type - Grow, Transform	-	-	58%	50%	50%
Business Value - Classification by Projects Type - Innovation	-	-	3%	5%	5%

Management & Budget

Mission Statement

The Office of Management & Budget shapes the future by partnering with the community, elected leadership, and government agencies to recommend the best use of public resources in pursuit of the community's strategic goals.



General Government Expenditure Budget:
\$153,233,377

Expenditure Budget:
\$1,980,177



1.3% of General Government

Programs:

- Management & Budget: \$1,980,177

Mandates

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

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

State Code: [15.2-516](#) (Duties of county executive), [15.2-539](#) (Submission of budget by executive; hearings; notice; adoption), [15.2-2503](#) (Time for preparation and approval of budget; contents), [15.2-2506](#) (Publication and notice; public hearing; adjournment; moneys not to be paid out until appropriated), [15.2-2507](#) (Amendment of budget), [22.1-93](#) (Approval of annual budget for school purposes), [58.1-3007](#) (Notice prior to increase of local tax levy; hearing), [58.1-3321](#) (Effect on rate when assessment results in tax increase; public hearings)

County Code: [Chapter 2-1](#) (Government services planning, budgeting, and accountability)

Management & Budget

Expenditure and Revenue Summary



Expenditure by Program	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Change Budget FY23/ Budget FY24
Management & Budget	\$1,548,724	\$1,413,232	\$1,633,444	\$1,770,716	\$1,980,177	11.83%
Total Expenditures	\$1,548,724	\$1,413,232	\$1,633,444	\$1,770,716	\$1,980,177	11.83%

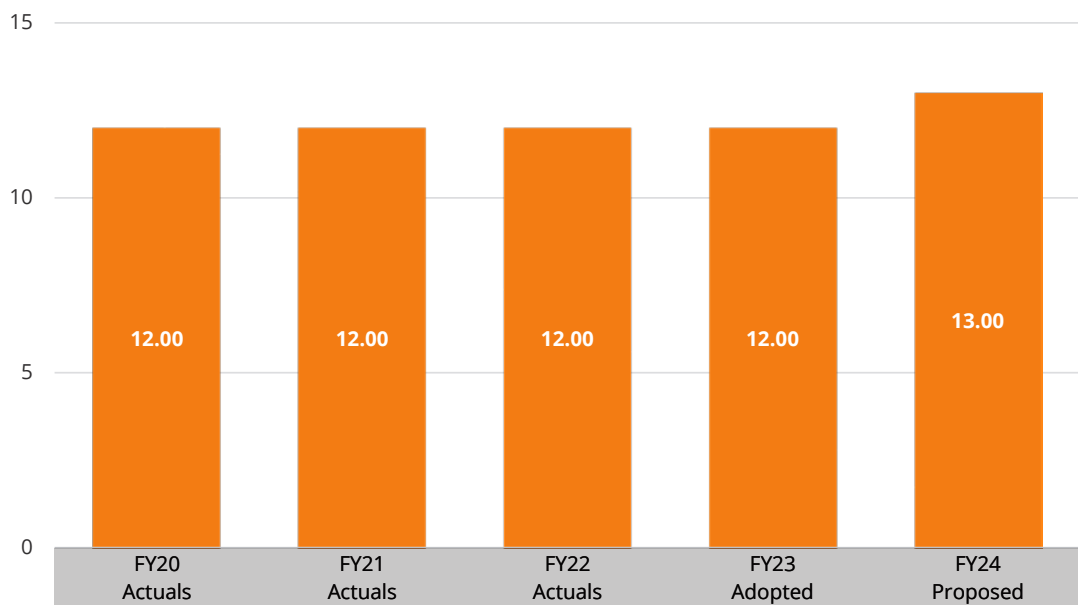
Expenditure by Classification

Salaries & Benefits	\$1,482,041	\$1,327,401	\$1,565,120	\$1,583,653	\$1,795,442	13.37%
Contractual Services	\$0	\$588	\$13,014	\$14,200	\$14,200	0.00%
Internal Services	\$47,235	\$68,080	\$47,874	\$99,884	\$105,775	5.90%
Purchase of Goods & Services	\$17,291	\$14,102	\$4,259	\$67,600	\$60,100	(11.09%)
Leases & Rentals	\$2,158	\$3,061	\$3,177	\$5,378	\$5,378	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$718)	-
Total Expenditures	\$1,548,724	\$1,413,232	\$1,633,444	\$1,770,716	\$1,980,177	11.83%

Funding Sources

Miscellaneous Revenue	\$0	\$812	\$190	\$0	\$0	-
Total Designated Funding Sources	\$0	\$812	\$190	\$0	\$0	-
Net General Tax Support	\$1,548,724	\$1,412,421	\$1,633,253	\$1,770,716	\$1,980,177	11.83%
Net General Tax Support	100.00%	99.94%	99.99%	100.00%	100.00%	

Staff History by Program



Management & Budget	12.00	12.00	12.00	12.00	13.00
Full-Time Equivalent (FTE) Total	12.00	12.00	12.00	12.00	13.00

Management & Budget

Future Outlook

Revenue Diversification – Real estate and personal property tax revenue continues to be the primary revenue sources for County operations, providing nearly 87% of local tax revenue in FY23. The County will strive to diversify revenue sources to ensure stability as identified in Policy 3.01 of the adopted [Principles of Sound Financial Management \(PSFM\)](#). Opportunities exist to recalibrate existing revenue sources as well as identify new resources to achieve key performance indicators identified in the community's Strategic Plan. New legislation from the Commonwealth allows counties the same taxation authority as cities and towns. As such, admissions taxes provide future opportunities for the County to diversify local tax revenue.

Another revenue option available for future consideration is the commercial and industrial real property tax with revenue dedicated for new mobility initiatives increasing transportation capacity. The revenue generated by the tax could be used to pay debt service costs associated with November 2019 mobility bond projects authorized by voters.

Reduced Year-end Agency Operating Surplus – The budget includes a reduction (approximately \$22.6 million due to position vacancy savings) to agency operating budgets in order to maintain a structurally balanced budget recommended by bond rating agencies. In other words, agencies receive less than 100% of the funding required to provide 100% service to the community.

The County has a responsibility to the community to end the year with an operating surplus sufficient to meet fund balance obligations prescribed by the PSFM. Implementing the programmed savings built into the budget has effectively reduced the year-end operating surplus generated from agency operations.

Achieving required year-end financial requirements will be challenging during years where revenue shortfalls are projected. Year-end savings must be enough to recoup any revenue shortfall as well as meet adopted fund balance requirements. The County has demonstrated strong financial management in its established policies, such as monthly and quarterly monitoring, but vigilance must be maintained. In addition to the impact on PSFM requirements, reduced year-end savings limits funds available for one-time capital investments. Declining year-end agency savings as a percentage of the budget is generally perceived by bond rating agencies as a budgetary weakness when evaluating the County's credit worthiness at the AAA-rated standard.

Inflation and Higher Borrowing Costs – Inflation refers to the general price increase of goods and services over time in an economy. According to the U.S. Bureau of Labor Statistics, the consumer price index (CPI; the best-known measure of inflation) increased 7.1% nationally from November 2021 through November 2022. The food component of CPI increased 10.6% and energy increased 13.1%. Prince William County government operating budgets do not receive automatic, across-the-board increases due to inflation. Inflationary budget increases are strategic and generally confined to volatile commodities such as fuel and utilities. Unless otherwise noted, County agencies absorb inflationary cost increases within their existing budgets. In an effort to combat inflation, the Federal Reserve has raised interest rates. This impacts the County's borrowing costs necessary to finance projects contained in the County and Prince William County Schools' capital improvement programs. Within the past year, interest rates on municipal debt issuances have doubled and may continue to increase during the first six months of calendar year 2023. Combined with inflationary increases on construction commodities such as steel, diesel fuel, drywall, and copper, the cost of financing capital projects will increase.

General Overview

- A. **Budget Shift from Management & Budget to Human Rights** – A total of \$10,000 in expenditures has been shifted from Management & Budget to Human Rights. The Human Rights office will use these funds for printing and distribution of community engagement outreach and educational materials. These funds will support a post-pandemic community re-engagement plan through outreach and education that is critical to the Human Rights Office's mission of eliminating discrimination. With the pandemic subsiding, the need exists to re-engage the community in person, including festivals and large congregations of people. Additional educational materials and resources are required to achieve this re-engagement.

Management & Budget

Budget Initiatives

A. Budget Initiatives

1. Collective Bargaining – Management & Budget

Expenditure	\$59,459
Revenue	\$0
General Fund Impact	\$59,459
FTE Positions	1.00

- a. **Description** – On December 22, 2022, the Prince William Board of County Supervisors (BOCS) adopted a collective bargaining ordinance ([BOCS Ordinance 22-54](#)) to provide for collective bargaining with public employees. Collective bargaining will begin in spring 2023 (FY23) and labor contracts will be negotiated during FY24. This initiative includes one position for a Principal Fiscal Analyst beginning January 1, 2024. This position will allow the Office of Management & Budget to meet the increased workload demands associated with collective bargaining. The half-year cost of the position is \$59,459 in FY24, and the full-year cost in FY25 will be \$110,047.
- b. **Service Level Impacts** – This budget initiative provides the necessary staffing infrastructure to implement and sustain collective bargaining with public employees

Program Summary

Management & Budget

Implement the County’s strategic goals and policy guidance through collaborative budget development (both operational and capital), structured implementation, and focus on service improvements through performance management. Transparency and accountability to County residents are emphasized through continuous public engagement.

Key Measures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Criteria rated proficient/outstanding in GFOA Program	100%	88%	100%	100%	100%
Countywide variance in actual and projected expenditures	5%	7%	6.9%	3%	3%
County services & facilities are a fair value for the tax dollar (comm. survey)	94%	90%	90%	90%	90%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed
Budget Development and Implementation	\$1,549	\$1,413	\$1,633	\$1,771	\$1,980
Budget questions answered within 2 business days	99%	88%	93%	99%	90%
Number of budget questions received	93	144	138	150	150
Number of CIP projects	93	86	54	55	53
Key performance indicators trending positively toward targets (Strategic Plan)	60%	NA	78%	100%	100%

