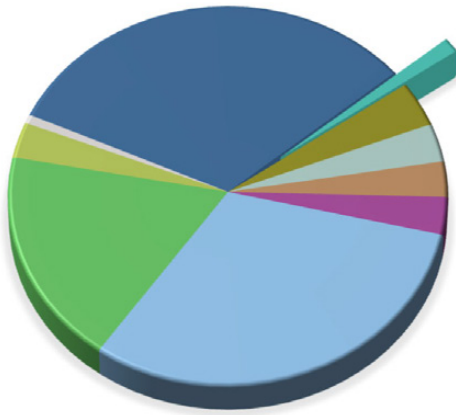


# Management & Budget

## 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 vision.



**Expenditure Budget:**  
**\$1,591,013**

*1.3% of General Government*

### Programs:

- Management & Budget: \$1,591,013

**General Government Expenditure Budget:**  
**\$124,990,648**

## Mandates

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

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

**State Code:** [15.2-516](#) (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](#) (Government services planning, budgeting, and accountability)

# Management & Budget

## Expenditure and Revenue Summary

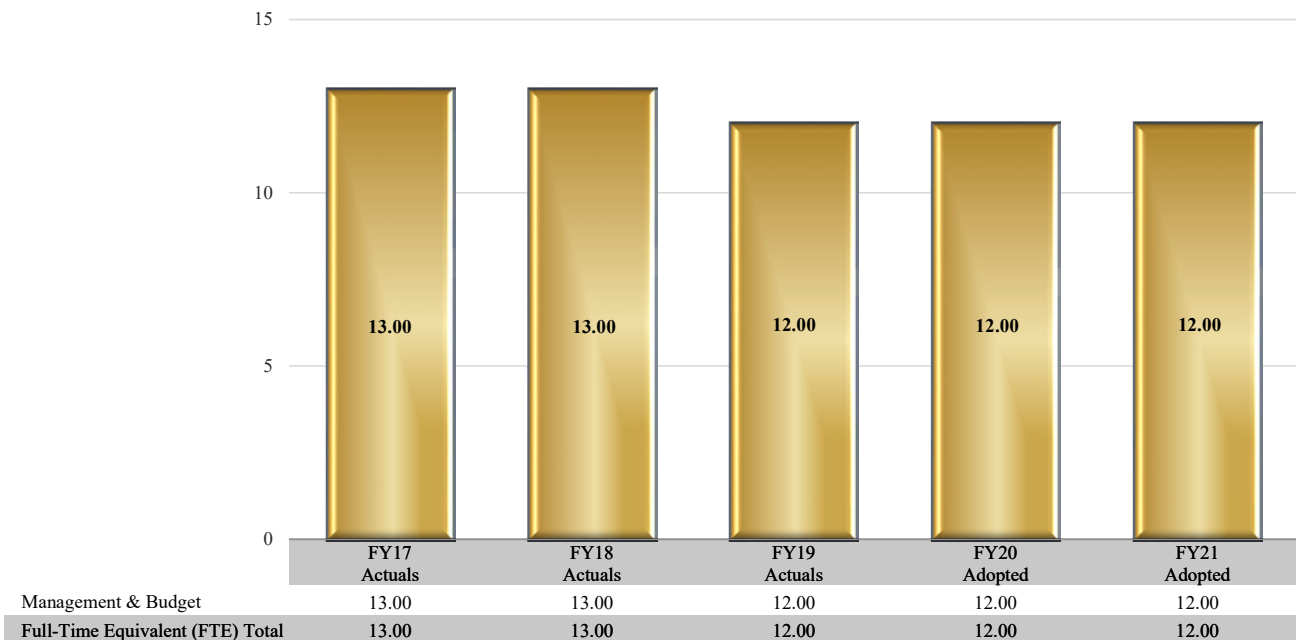


Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted	% Change Budget FY20/ Budget FY21
Management & Budget	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,591,013	0.29%
<b>Total Expenditures</b>	<b>\$1,677,971</b>	<b>\$1,698,445</b>	<b>\$1,549,869</b>	<b>\$1,586,473</b>	<b>\$1,591,013</b>	<b>0.29%</b>

### Expenditure by Classification

Salaries and Benefits	\$1,529,236	\$1,523,924	\$1,469,774	\$1,448,538	\$1,453,078	0.31%
Contractual Services	\$53,006	\$96,753	\$144	\$9,200	\$9,200	0.00%
Internal Services	\$48,585	\$50,446	\$47,282	\$40,757	\$40,757	0.00%
Purchase of Goods & Services	\$43,494	\$24,920	\$30,886	\$82,600	\$82,600	0.00%
Capital Outlay	\$730	\$0	\$0	\$0	\$0	-
Leases & Rentals	\$2,920	\$2,401	\$1,782	\$5,378	\$5,378	0.00%
<b>Total Expenditures</b>	<b>\$1,677,971</b>	<b>\$1,698,445</b>	<b>\$1,549,869</b>	<b>\$1,586,473</b>	<b>\$1,591,013</b>	<b>0.29%</b>
<b>Net General Tax Support</b>	<b>\$1,677,971</b>	<b>\$1,698,445</b>	<b>\$1,549,869</b>	<b>\$1,586,473</b>	<b>\$1,591,013</b>	<b>0.29%</b>
<b>Net General Tax Support</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

## Staff History by Program



## Future Outlook

**Continued Reliance on Real Estate Tax** – The real estate tax continues to be the primary revenue source for County operations, providing nearly 67% of local tax revenue in FY20. 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 the outcomes identified in the community’s Strategic Plan. Vehicle registration fees and personal property tax revenue could be maximized.

**Reduced Year-end Operating Surplus** – The budget includes a reduction (approximately \$24.1 million) 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.

Achieving the required year-end financial requirements will be challenging during years where a revenue shortfall is 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 increased vigilance is required. In addition to the impact on PSFM requirements, reduced year-end savings limits funds available for one-time capital investments. Declining year-end 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.

**Strategic Plan Development** – County staff will facilitate the development of the County’s 2021–2024 Strategic Plan during calendar year 2020. By establishing the County’s direction and identifying key priorities, the Strategic Plan is one of the most important documents that guides the allocation of financial resources during the County’s annual budget process. A strategic plan with definite objectives and monitoring tools ensures accountability and reinforces the reciprocal partnership that the government has to its citizens. The development process, which will include extensive community participation via online survey and group sessions, must be completed within a short timeframe, and will culminate with the adoption of the new Strategic Plan by the Board of County Supervisors.

## General Overview

**A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the FY2021 Budget for completion in FY21. Salary and benefits increases in the FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.

# Management & Budget

## Program Summary

### Management & Budget

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
Criteria rated proficient/outstanding in GFOA Program	100%	100%	100%	100%	100%
Countywide variance in actual and projected expenditures	4%	7%	2%	6%	3%
County services & facilities are a fair value for the tax dollar (comm. survey)	88%	94%	94%	>90%	>90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Adopted
<b>Budget Development and Implementation</b>	<b>\$1,678</b>	<b>\$1,698</b>	<b>\$1,550</b>	<b>\$1,586</b>	<b>\$1,591</b>
Budget questions answered within 2 business days	100%	99%	99%	99%	99%
Number of CIP projects	55	86	75	85	75
Outcomes trending positively towards four year goal target	55%	64%	60%	100%	100%