

EXECUTIVE SUMMARY

INTRODUCTION

Traditionally, governments provide the community with information on where tax dollars are spent but provide very little non-anecdotal information on what is accomplished through the expenditure of those funds. This report attempts to provide the community, the Board of County Supervisors, and County management with information on not only what resources are provided to County government agencies but also the results that are achieved by County agencies with the funding provided to them. The report also provides comparisons to performance over the prior five years; the performance of other jurisdictions; and where applicable, targets established in the Strategic Plan and the Adopted Fiscal Plan.

Prince William County has entered into the Service Efforts and Accomplishments initiative in the belief that this information will help improve services as well as improve accountability and trust in government. Prince William is one of only a handful of jurisdictions in the Country that provide SEA reporting to the community. The report can be a powerful tool for public accountability and operational improvements if used correctly. However, because of the many factors that may cause variances in the data, care must be taken to not misuse the data by casting blame where substantial variances exist. Substantial variances in critical measures should instead trigger more in-depth analysis and, where appropriate, improvements in operating methods and resource allocation.

This report responds to direction provided in both the County's Fiscal Year 1996 and Fiscal Year 2000 Strategic Plans. The Fiscal Year 1996 Strategic Plan directed that the County "develop SEA reports that provide cost, workload, and performance measures for some major service areas as benchmarked against prior year performance and similar measures in other jurisdictions." In the Fiscal Year 2000 Strategic Plan, the Effective Government Task Force recommended promoting attitudes of accountability by broadening the SEA report to encompass additional major service areas. The original SEA report, issued in January 1995, contained three service areas: Library, Police, and Public Welfare. The report now encompasses 17 service areas reported on a biennial cycle. The report follows a biennial cycle to enable broader coverage of service areas than would be possible on an annual cycle with available resources. The current year's report contains seven major service areas, with the other ten service areas that were reported last year included in the appendix. Together, the seventeen major service areas reported on a biennial cycle total 57 percent of the County Fiscal Year 2003 Adopted General Fund Budget (excluding the School Transfer) and also include 51 percent of the Special Revenue Funds, 98 percent of Enterprise Funds, 10 percent of Internal Service Funds, and 100 percent of Fire Levy funding. One service area, Community Improvement and Maintenance, is presented for the first time in this year's report.

Initial data for this report was reviewed by focus groups composed of executive management, agency management and staff, and Internal Audit for the purpose of questioning unusual variances in the reported data. Agency staff then prepared responses to the questions based on internal information, contacts with their peers in the comparison jurisdictions, and in some cases site visits to the jurisdictions. The resultant contextual information is included in the comments section provided with each SEA indicator. Due to the number and complexity of variables related to many indicators it was not possible to address or fully analyze every variable.

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REPORT ADVANTAGES

By providing key measures of spending, outputs and program results, along with comparative benchmarks, the SEA report is uniquely able to provide objective information that addresses many key questions raised by concerned citizens, elected officials, and management. Examples of these questions include:

- ◆ Does Prince William County spend more on a given service area than other jurisdictions?
- ◆ If so, are the citizens being provided more service or a higher quality of service?
- ◆ Is a given service area providing more or less service this year than in prior years?
- ◆ Is a given service area effectively accomplishing its key objectives?

In addition, the report allows management to see key operating variances that may require attention. The measurement and reporting of performance information allows managers to be aware of where we stand and when it is necessary take action to try and improve performance. The old axiom “what gets measured gets done” applies to SEA Reporting. The report also promotes public accountability and fosters a spirit of competition by providing comparisons to performance in other jurisdictions.

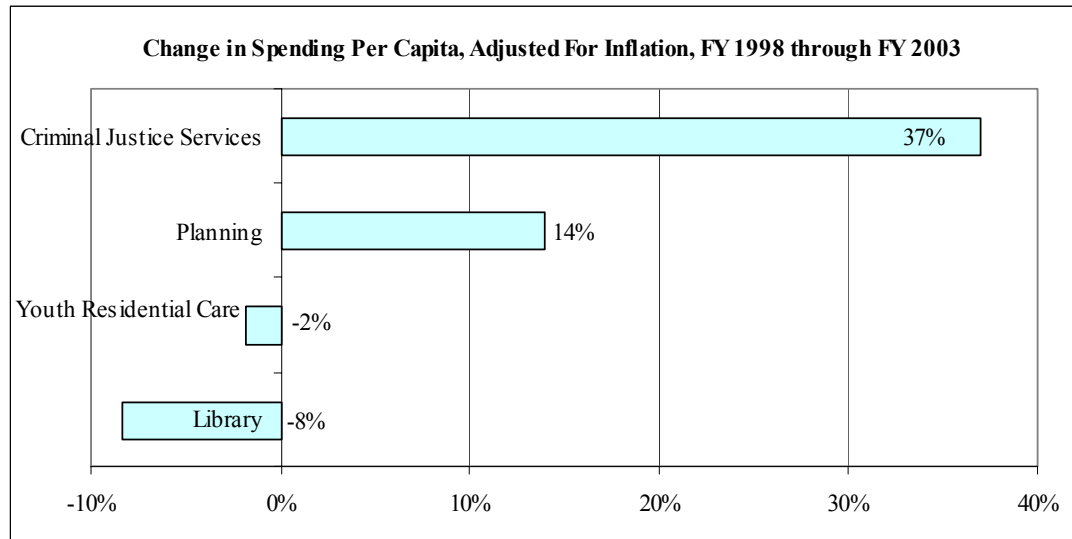
SEA HIGHLIGHTS BY SERVICE AREA

While considering the information contained in this report, the reader should be aware that Prince William County has several factors that increase its service level requirements in some areas compared to other jurisdictions. These factors include the highest percent juvenile population of any county in the State and one of the fastest growing populations in the State of Virginia. Also, the community’s expectations for services may be heightened by Prince William’s location next to relatively wealthy Northern Virginia jurisdictions. As Appendix A (Demographic Information by Jurisdiction) illustrates, the average assessed property value per capita in Prince William County in 2000 (most recent date for which data was available) was about 55 percent of the average value of a parcel in Loudoun County and Fairfax County.

Following is a chart that summarizes changes in spending per capita by service area followed by a summary of some notable service efforts and accomplishments results for the service areas contained in this report. The summary contains spending, efficiency, and results indicators. Spending indicators provide information regarding the level of resources provided to a service area. Efficiency measures compare the level of outputs achieved for a given level of spending. Results indicators provide information on the degree to which key program objectives are achieved. There are many other service efforts and accomplishments indicators that are not summarized here but are included in the more detailed chapters of this report.

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Spending per Capita Trend – The following table shows changes in spending per capita, adjusted for inflation, over the period FY 1998 through FY 2003 for four of the seven major service areas included in this report. Spending per capita is not calculated for the Solid Waste and Stormwater Infrastructure Management service areas which are fully fee supported. Inflation-adjusted spending per capita for the Community Improvement and Maintenance Service area increased 6 percent from FY 2001, when the program was established in the Department of Public Works, to FY 2003.



Summary of Service Efforts and Accomplishments Results – The following tables summarize some notable service efforts and accomplishments results for the service areas contained in this report. Reference page numbers are presented at the end of each bullet for readers who wish to read more about the summarized topic.

Community Improvement and Maintenance

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Spending per capita increased by 6 percent between FY 2001 and FY 2003. (pages 5-7) ◆ The FY 2004 adopted budget increases spending per capita by 55.6 percent. These increases reflect the County’s commitment to improving and maintaining the appearance of the County. (pages 6-9) 	<ul style="list-style-type: none"> ◆ Property Code Enforcement activity: Between FY 2001 and FY 2003, two indicators (initial inspections and closed cases) increased at a faster rate than spending and one indicator (reinspections) increased at a slower rate. (pages 12-14) 	<ul style="list-style-type: none"> ◆ The percent of initial Property Code Enforcement inspections that were completed within 7 days of the complaint was 55 percent in FY 2003. The targeted goal for FY 2004 is to complete 100 percent of initial inspections within 7 days. (page 17) ◆ The average litter rating for designated County roads went from 1.60 in FY 2001 to 1.43 in FY 2003. A rating of “one” represents no visible trash and “five” represents a trash dumping site. (pages 21-22)

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Community Improvement and Maintenance (continued)

Spending	Efficiency	Results
	<ul style="list-style-type: none"> ◆ Litter Control, Weed Elimination and Trash Pickup, and Landscaping activities: Between FY 2001 and FY 2003, three indicators increased (lane miles of County roads cleaned, tons of trash picked up, and landscaping work orders issued) and one indicator decreased (weed and trash cases processed), while spending remained approximately the same. (pages 10-11) 	<ul style="list-style-type: none"> ◆ Citizen satisfaction with the job the County is doing to prevent neighborhood deterioration declined from 73.6 percent in FY 2001 to 67.0 percent in FY 2003; Satisfaction with the appearance of deteriorated buildings and other structures increased from 76.7 percent to 80.4 percent; and Satisfaction with the appearance of trash, debris, and litter along roadways and in neighborhoods increased from 78.8 percent to 82.5 percent. (pages 24-25)

Criminal Justice Services

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Spending per capita, adjusted for inflation, increased 37 percent from FY 1998 through FY 2003. (page 31) ◆ From FY 1998 through FY 2003, a steadily decreasing majority of funding was from the state, with a roughly corresponding increase in the percent of local funding. (page 36) 	<ul style="list-style-type: none"> ◆ The average cost per supervision day for post trial cases remained relatively stable while the cost per supervision day for pretrial services increased 83 percent. (page 57) This is due primarily to increased staffing for the arraignment investigation to meet new DCJS data collection/entry requirements. (page 57) ◆ During the period FY 1998 through FY 2003, the inflation-adjusted increase in spending outpaced the increases in total average daily caseload, pretrial screening investigations, and referrals to substance abuse groups. (page 40) 	<ul style="list-style-type: none"> ◆ As the Adult Detention Center average daily population grew (23 percent), the average daily supervision services caseload also grew (54 percent)—indicating that the programs that are alternatives to incarceration helped to control the increase in the ADC population. (page 48) The average daily cost in FY 2002 of OCJS services (\$3.83) is less than the cost of incarceration in the ADC (\$75.73). (page 56) ◆ In FY 2003 the program’s average daily caseload was 1,158. (page 41) During that year, there were 18 serious incidents committed by offenders in the program. (page 47) ◆ The average length of stay in pretrial programs increased 23 percent (page 49) indicating that the pretrial court process is taking longer. (page 50) Prince William’s pretrial length of stay was shorter than in most comparison jurisdictions. (page 51) ◆ In FY 2003, 69 percent of pretrial and 54.9 percent of post trial cases did not return to court on a violation. (page 52) The post trial rate is low compared to other jurisdictions but this may be due to Prince William’s more extensive use of drug testing. (page 54)

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Library

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Spending per capita, adjusted for inflation, decreased by 8.3 percent between FY 1998 and FY 2003. (page 61) ◆ Prince William spent more per capita than Fairfax and Chesterfield, about the same as Henrico, and less than Virginia Beach in FY 2003. (page 62) ◆ Library square footage per capita has declined by 19 percent since FY 1998 and is below the Comprehensive Plan Standard. New libraries are planned. (page 67) 	<ul style="list-style-type: none"> ◆ Spending per visit increased by 14 percent from FY 1999 to FY 2003. This can largely be attributed to a drop in physical visits. However, virtual visits (visits to the library's web page), which are not included in cost per visit, have increased. (page 80) 	<ul style="list-style-type: none"> ◆ Library services have consistently received the highest satisfaction ratings of all Prince William County government services. (page 84) ◆ The title fill rate has improved steadily and substantially since FY 1998. (page 79) ◆ Items circulated and library visits per capita have declined rapidly while virtual visits per capita have risen rapidly. (page 74)

Planning

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Spending per capita, adjusted for inflation, increased 14 percent from FY 1998 through FY 2003. (page 90) ◆ The percent of total funding received through local tax support declined from 54 percent in FY 1998 to 31 percent in FY 2003 as fee revenue increased. (page 93) 	<ul style="list-style-type: none"> ◆ Two Planning outputs increased at a faster rate and two changed at a slower rate than spending between FY 1998 and FY 2003. (page 94) ◆ While efficiency indicators for certain Planning functions can be developed, overall efficiency measures could not be developed because a large portion of Planning's workload includes special projects and comprehensive plan administration. The effort required to complete special projects varies greatly by project making any quantitative measure unrealistic. (page 94) 	<ul style="list-style-type: none"> ◆ The average time for special use permits to get to a Planning Commission public hearing increased from 2.6 months in FY 1998 to 7.5 months in FY 2003, while rezoning cases took 3.8 months in FY 1998 and 5.2 months in FY 2003. (page 98) ◆ First review of site and subdivision plans conducted within established time frames was at 90 percent (non-residential) and 85 percent (residential) in FY 2003. (page 101) ◆ Citizen satisfaction with the coordination of roads with development went from 57 percent in FY 1998 to 42.8 percent in FY 2003. (page 105)

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Pre and Post – Dispositional Youth Residential Care Services

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Spending per capita declined 1.8 percent from \$16.58 in FY 1998 to \$16.28 in FY 2003. (page 113) ◆ Driven by a substantial decline in care days, spending per capita for Secure Detention declined 6.5 percent between FY 1998 and FY 2003. (page 114) ◆ In FY 2003, 43.1 percent of total funding was from local tax support and 48.5 percent was from State funding. Prince William received substantially less Virginia Juvenile Community Crime Control Act funding per target population youth than Chesterfield and more than Fairfax. (pages 124-125, page 128) 	<ul style="list-style-type: none"> ◆ The average cost per care day rose 34 percent at the Juvenile Shelter, 33 percent at Secure Detention, and also rose in the Electronic Monitoring and Outreach to Detention activities. (pages 136-138) ◆ Three activities decreased average cost per care day in FY 2003 compared to FY 1998. Average cost per care day decreased 16 percent for the Group Home for Girls, 14 percent for the Group Home for Boys, and 12 percent for the Day Reporting Center. (pages 136-138) ◆ An activity's utilization rate impacts its cost per care day. In FY 2003, the Group Home for Boys had the highest utilization rate at 97 percent and Electronic Monitoring had the lowest utilization rate at 46.5 percent. (page 137) 	<ul style="list-style-type: none"> ◆ The number of diversions of youth from the judicial system, without a petition being filed, per thousand youth was 59 percent higher in FY 2003 than in FY 1999. Diversions prior to a petition are generally considered good because they provide a range of sanctions and services that can be utilized in response to a juvenile's behavior without the youth having to be directly involved in the judicial system. (pages 141-142) ◆ The percent of youth completing the group home program was 54 percent for the Group Home for Boys and 43 percent for the Group Home for Girls. (pages 149-150) ◆ There was one escape from the Juvenile Detention Center in FY 2002 and no escapes in the other years. The Juvenile Detention Center reported one critical incident each in FY 2001 and FY 2003, five critical incidents in FY 2000, and four critical incidents in FY 2002. (pages 151-152) ◆ The percent of Outreach to Detention clients not re-offending while in the program was 96.6 percent in FY 2003 compared to 87.7 percent in FY 1998. (pages 154-155) ◆ Juvenile Shelter Clients not running away was 90.7 percent in FY 2003, higher than any other year except FY 2002 when it was 91.8 percent. (page 157)

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Solid Waste

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Landfill program spending, adjusted for inflation, grew 34% from FY 1998 to FY 2003. (pages 167-168) ◆ Solid waste total expenses were fully funded without local tax support. (page 165) ◆ Projections show solid waste revenues and reserves are sufficient to meet spending needs through FY 2008. (page 165) 	<ul style="list-style-type: none"> ◆ The operating cost per ton to process refuse increased 71 percent from FY 1998 to FY 2003. This resulted largely from a decline in tons processed caused by a decision to not accept out of State trash and an increase in operating costs to support a number of service improvements. (page 181) ◆ In FY 2003, Prince William spent more per ton to process refuse, recyclables, and yard waste than Stafford and less than Loudoun and Spotsylvania. Prince William also provided substantially greater hours of landfill operation. (page 180) 	<ul style="list-style-type: none"> ◆ Pounds of hazardous waste diverted from the waste stream increased from 40,800 in FY 1998 to 185,620 in FY 2003. (page 173) ◆ 95% of regulations were passed during a State inspection of the Landfill. Areas of concern have been addressed. (page 174) ◆ 93% of groundwater wells met groundwater standards. Two wells detected compounds that originated outside of the landfill. (page 175) ◆ 33% of the waste stream was recycled in FY 2003, below the 40% County recycling goal. (page 176) ◆ In FY 2003 97% of citizens were satisfied with landfill services, a significant improvement from 87.5% in FY 1998. (page 183)

Stormwater Infrastructure Management

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ Overall spending grew by 14% from FY 1998 to FY 2003. This increase was driven by Development Fee Program spending which grew by 56%. (pages 188 and 192) ◆ In FY 2003 Prince William spent more on Stormwater Infrastructure Management services than Chesterfield and about the same amount as Fairfax. The difference in spending may be attributable to differences in key workload factors. (page 190) 	<ul style="list-style-type: none"> ◆ Between FY 1998 and FY 2003 all Stormwater Management Fee Program key outputs grew faster than spending. (page 198) ◆ Between FY 1998 and FY 2003 most Development Fee Program outputs grew faster than spending. While spending grew by 56%, single family inspections were up 254%, erosion control inspections were up 151%, site inspections were up 77%, and site plans reviewed were up 25%. (page 200) 	<ul style="list-style-type: none"> ◆ Prince William County fully met Virginia Pollutant Discharge Elimination Program requirements. (page 203) ◆ In FY 2003, 97% of site development and 94% of lot grading plans were reviewed within internal time standards. (page 205) ◆ Prince William achieved a higher rate of plans reviewed within internal time standards than the comparison jurisdictions. (page 206) ◆ In FY 2003, 100% of flood plain determinations were completed and 99% of drainage assistance requests were responded to within internal time standards. (page 207)

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Stormwater Infrastructure Management (continued)

Spending	Efficiency	Results
<ul style="list-style-type: none"> ◆ The Stormwater Management Fee Program and Development Fee Program are fully fee supported. Development Fee program revenues have substantially exceeded spending in each year since FY 1998. Stormwater Management Fee Program revenues are projected to be adequate until FY 2007 when analysis shows a Stormwater Management Fee increase will be required. (pages 194-195) 		

INITIATIVES

The following initiatives are currently underway, planned, or under evaluation to address issues raised in this report.

- ◆ Reducing Cost Per Pretrial Supervision Day – The Office of Criminal Justice Services plans to take several actions to reduce pretrial cost per supervision day. These actions include: reduce down time between interviews by having inmates available for processing immediately, make consistent use of laptop computers to input data immediately during the interview, and work with the Court to reduce the number of case continuances.
- ◆ Increasing Library Square Footage Per Capita – New libraries are planned for Montclair in FY 2008 and Gainesville in FY 2009, each with around 19,000 square feet. This additional square footage will increase the total library sq. ft. by 29 percent, and using the FY 2003 population, increase the square footage per capita to 0.45.
- ◆ Providing Service for Increasing Library Virtual Usage – Technology changes have greatly impacted the library information market and the citizens’ use of the Library. Traditional methods of visiting / using libraries have declined and electronic visits and on-line resource usage have dramatically increased. To address this changing market condition, resources continue to be shifted from traditional library materials formats into on-line resources accessible 24 / 7 from remote locations. An example of this shift in resources is the significant increase in expenditures on technology from \$378,008 in FY 1998 to \$1,260,674 in FY 2003 as spending on materials decreased. In addition, a pilot merchandising effort at one library will incorporate a new “targeted book / material selection” process to increase traditional circulation and usage.
- ◆ Shifting Electronic Monitoring Resources – Due to the sharp drop in the utilization rate for Electronic Monitoring in FY 2003, a 0.5 FTE position was shifted from Electronic Monitoring to Outreach to Detention in FY 2004. This change in the staffing allocation decreases the Electronic Monitoring capacity from 10 to 5 youths and increases the Outreach to Detention capacity from 28 to 31.5 youths. This change will result in an increase in the utilization rate for Electronic Monitoring, which had dropped to 46.5 percent in FY 2003.

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- ◆ Addressing Compounds Detected in Groundwater Wells – Groundwater Protection Standards (GPS) have been exceeded in three of the twenty-seven monitoring wells. One of the three wells is detecting compounds that are likely from solid waste leachate. The concentrations of the volatile organic compounds in this well exceeding the standards are very small. They are manufactured chemicals primarily used as a degreasing solvent. As a result of exceeding the standards, a corrective measures assessment has been performed and a remedy proposed. The remedy proposed and being implemented is referred to as Monitored Natural Attenuation (MNA). The compound concentrations in this well have been and continue to break down over time. The two additional wells exceeding groundwater protection standards have detected compounds in the groundwater that originated outside of the Landfill. Staff is reviewing options to address this off-site source with the owner of the property.
- ◆ Enhancing the Percent of Waste Stream Recycled – The County’s recycling goals and means to achieve those goals are being analyzed as part of the Solid Waste Management Plan update. The County is actively evaluating plans for adding textiles and mixed paper to the recycling program in order to achieve the 40 percent recycling goal. Another option would be to mandate haulers’ separate collection of Prince William yard waste material.

REPORT LIMITATIONS

It is important to note the limitations of this report:

- ◆ Inter-jurisdictional comparisons should be used carefully. We have attempted to adjust comparison data for variations in the kinds of services provided and the manner in which a jurisdiction defines a given indicator. However, deviations may be attributable to factors our research did not identify. Great deviations from average should be a starting point for more detailed analysis.
- ◆ For the most part, indicators are presented in total and are not broken down by geographical location, time of day, portions of a process time line, etc. Therefore, a breakout of sub- elements of a performance indicator is likely to show some sub-elements with performance that varies from the total. For example, the overall crime rate for Prince William County differs from crime rates for different parts of the County.
- ◆ While the report offers insights on service results, its focus is not to analyze the cause of negative or positive results. While we have attempted to add contextual information and to look at causes of major variances, more detailed analysis may be necessary to provide reliable explanations and solutions.
- ◆ Internal data is subject to periodic audit for the accuracy of the data. However, the data is not audited annually. Also, data received from comparison jurisdictions is not subject to audit. Data is reviewed annually for major variations from prior years and there is follow-up on cases that appear substantially out of line.

Since the inception of this report we have made great strides in expanding its breadth and improving the indicators and contextual information. However, this is an evolutionary process. There are aspects of performance for which we currently have no indicators or for which improved indicators are needed. We will continue to add to and refine indicators and add to the contextual information contained in the report. Also, as more and better performance data becomes available in other jurisdictions, we will be able to compare many additional areas of performance for which data are not currently available to us. These future enhancements, along with efforts made by our SEA agencies to establish relationships with their comparative jurisdiction peers, hold promise for improving the breadth and quality of comparative performance data.

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METHODOLOGY

The Service Efforts and Accomplishments Report is prepared by the Office of Executive Management, Internal Audit Division in coordination with the various agencies included in the SEA report. The following general steps were involved in the preparation of this year's report.

Agreement on Indicators – Internal Audit and agency management for each service area discussed which measures of spending, outputs, and results were appropriate to include in the report. Sources of spending, outputs, and results measures included: measures currently available in the County budget or other internal reports, measures reported to national or state organizations / agencies, and performance measures recommended by organizations researching performance measurement and reporting (such as the Government Accounting Standards Board). Measures were selected that the group felt were representative of the service area and that were fairly readily available in current internal information systems.

Comparison Jurisdictions – Early in the development of the SEA Report, Internal Audit agreed to use Chesterfield, Henrico, and Fairfax Counties as comparison jurisdictions for each SEA service area. Chesterfield and Henrico Counties were selected because they are the closest Virginia jurisdictions to Prince William in population size. Fairfax County was selected because of its proximity to Prince William and inevitable questions about how we compare. In addition, each SEA agency was responsible for selecting one additional comparative jurisdiction of its choice. The only restriction was that the selected jurisdiction must be either a Virginia or D.C. metro area jurisdiction.

Data Gathering – Agencies gathered and provided internal data for reporting. In addition, Internal Audit developed, in conjunction with agency staff, survey forms to be issued to comparison jurisdiction agencies for collecting the interjurisdictional comparative data. Agency representatives then administered the surveys and provided the survey information to Internal Audit for inclusion in the SEA Report. Surveys were not completed and returned by each comparison jurisdiction in all cases. As a result, some service areas include survey results for fewer than the intended four comparison jurisdictions.

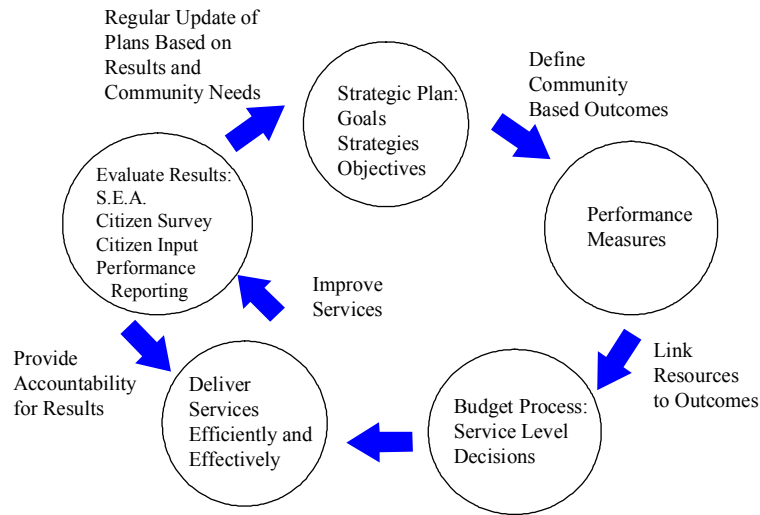
Inflation and Population Adjustments – Where appropriate, data was adjusted for changes in population and changes in purchasing power to maintain comparability between years and jurisdictions. Inflation adjustments are based on the Consumer Price Index as reported by the Bureau of Labor Statistics. Population statistics were obtained from each local jurisdiction's demographic section.

Variance Analysis / Contextual Information – A focus group meeting was held for each SEA service area to review the report in draft form. During the focus group meeting, unusual variances were discussed and agency staff was asked to research the reasons for the variances. The resultant information forms the basis of the contextual information included in the report. The contextual information is included in the comment section related to each measure. The focus groups were composed of agency management, Internal Audit staff, Budget staff and, for some chapters, either the County Executive and / or Assistant County Executive.

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SYSTEM FOR RESULTS ORIENTED GOVERNMENT

The SEA Report is a part of Prince William County's System for Results Oriented Government. Major components of this system include strategic planning, performance measurement, budgeting, service delivery, and evaluation of results / accountability. The results oriented government model is depicted below.



Strategic Plan – The foundation of the system for results oriented government is the County's Strategic Plan. The Strategic Plan is a four-year document designed to help the County achieve its long-term vision. It provides policy guidance for service delivery and resource allocation decisions during the Board of County Supervisor's four-year term. The Prince William County Strategic Plan defines: 1) The mission statement for the County Government; 2) Strategic goals for the County; 3) Community outcomes which measure success in achieving the strategic goals; and 4) Strategies and objectives to achieve the goals. There is substantial citizen involvement in development of the Strategic Plan and in the establishment of the community outcome goals. The Strategic Plan represents many hundreds of hours of work from citizens, the Board of County Supervisors, and County staff.

Budget Process – All agencies included in the Prince William County Adopted Budget identify service levels (performance measures) for their key activities. The County Executive considers these service levels in the context of the previous year's actual performance in developing his recommended budget. Also, guidance from the Strategic Plan and information from the SEA Report are used by the County Executive in developing his recommended budget. This information is also available to the public and to the Board of County Supervisors during the period leading up to budget adoption.

Evaluate Results / Accountability – Substantial information is gathered and publicly reported to enable citizens, the Board of County Supervisors, and County staff to evaluate the performance of Prince William County Government programs. These reports include the SEA Report, the annual Prince William County Citizen Satisfaction Survey, the Comprehensive Annual Financial Report, and the Financial Trending System (FITNIS) Report.

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Government Services Planning, Budgeting, and Accountability Ordinance – In July, 1994 the Prince William Board of County Supervisors adopted the “Government Services planning, budgeting, and accountability” ordinance (Prince William County Code Section 2-1). The ordinance’s requirements for accountability and emphasis on strategic planning and the use of performance measures is implemented through Prince William’s System for Results Oriented Government. Some key provisions of the ordinance include: 1) the County Executive shall periodically report to the Board on the performance of the government; 2) the County Executive shall review and consider program performance in making funding recommendations to the Board in the proposed budget; 3) entities covered by the ordinance are required to submit accurate, complete, and timely service level data; and 4) the County Executive may periodically require verification or audit of service level data.

HOW TO OBTAIN REPORTS

The Strategic Plan, Adopted Fiscal Plan, SEA Report, Citizen Satisfaction Survey, Comprehensive Annual Financial Report, and FITNIS Report are on the Prince William County website at www.pwcgov.org. At the website select Government, Executive Management, and then publications or search on “accountability”. The documents can also be found at www.pwcgov.org/accountability. Copies can also be obtained by contacting the County Executive’s office at (703) 792-6600.