



**PRINCE
WILLIAM
COUNTY
Government
Center**

PROPOSED

FY2020 BUDGET

PRINCE WILLIAM COUNTY, VIRGINIA

Prince William County
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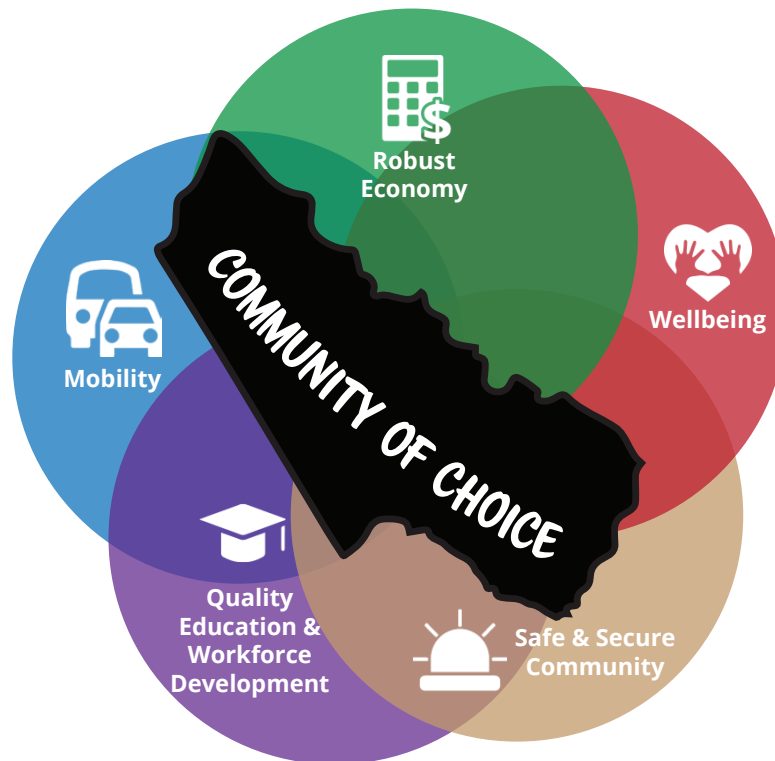
FRANK J. PRINCIPI – *Woodbridge District*

Christopher E. Martino
County Executive



Proposed **FY2020**
BUDGET
Prince William County, VA

PRINCE WILLIAM COUNTY IS A
COMMUNITY OF CHOICE WHERE
INDIVIDUALS & FAMILIES CHOOSE TO LIVE AND
BUSINESSES CHOOSE TO LOCATE



Information about the Proposed FY2020 Budget is available online at
<http://www.pwcgov.org/budget>

In addition, for information about the budget you may contact the Office of Management & Budget at (703) 792-6720 from 8:00 a.m. to 5:00 p.m. Monday - Friday or visit the office at James J. McCoart Building, 1 County Complex Court, Suite 225, Prince William, Virginia 22192

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*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Prince William County
Virginia**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Prince William County Virginia for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device

.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Table of Contents

Introduction	1
Organization Chart.....	1
Transmittal Letter.....	2
Budget Highlights	6
Budget Development Process	15
State Budget Requirements.....	15
Components of the PWC Budget.....	15
Policies & Practices for Budget Preparation.....	16
<i>Adopted Policies</i>	16
<i>County Practices</i>	19
<i>FY2020 Budget Development</i>	22
<i>Amending the Budget</i>	23
<i>Basis of Budgeting</i>	23
<i>Fund Types</i>	23
<i>Outcome Budgeting</i>	27
<i>Defining Short-Term Initiatives</i>	27
<i>Citizen Satisfaction</i>	27
<i>Outstanding Unmet Needs</i>	28
Budget Summary	33
Budget Highlights	33
Five-Year Plan.....	34
General Fund Revenue Summary	40
All Funds Expenditure Summary - County Government	42
Compensation	51
Attracting and Retaining Quality County Employees	51
Agency Page Information	55
Functional Areas	55
Agency Pages.....	56

Table of Contents

Community Development	61
Development Services	62
Economic Development.....	68
Library.....	75
Parks, Recreation & Tourism	83
Planning	93
Public Works	101
Transit Subsidy	119
Transportation	137
General Government	145
Board of County Supervisors.....	146
County Attorney.....	150
Elections.....	154
Executive Management.....	159
Finance.....	166
Human Resources	177
Human Rights	183
Information Technology.....	187
Management & Budget.....	196
Human Services	201
Area Agency on Aging.....	202
Community Services.....	209
Housing & Community Development	221
Public Health.....	227
Social Services.....	235
Virginia Cooperative Extension.....	247

Table of Contents

Public Safety	255
Adult Detention Center	256
Circuit Court Judges	266
Clerk of the Court	270
Commonwealth’s Attorney	276
Criminal Justice Services.....	281
Fire & Rescue	286
General District Court.....	299
Juvenile & Domestic Relations Court.....	302
Juvenile Court Services Unit	305
Magistrates.....	310
Police.....	312
Public Safety Communications.....	323
Sheriff’s Office	328
Non-Departmental	335
Community Partners	343
Funding Provided to Community Partners	347
Debt Service	379
Capital Improvement Program (CIP)	389
Summary	390
Community Development.....	409
Public Safety	428
Technology Improvement	442
Transportation	449
Appendix	467
Glossary	467
Abbreviations.....	477
Index	483

Table of Contents



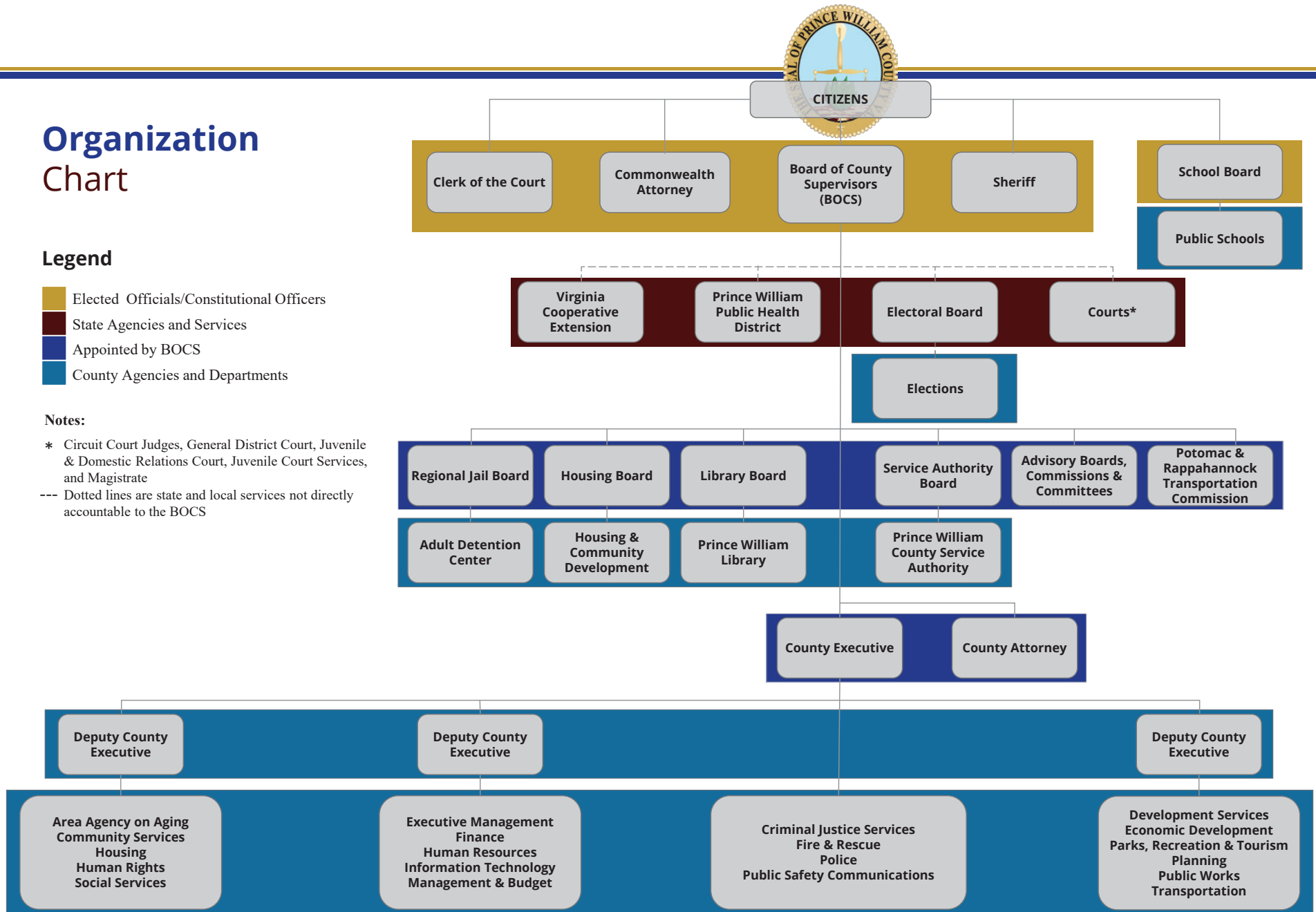
Organization Chart

Legend

- Elected Officials/Constitutional Officers
- State Agencies and Services
- Appointed by BOCS
- County Agencies and Departments

Notes:

- * Circuit Court Judges, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Services, and Magistrate
- Dotted lines are state and local services not directly accountable to the BOCS



Transmittal Letter



February 19, 2019

Mr. Chairman and Members of the Board:

I am pleased to present the Proposed FY2020 Budget, FY2020-2025 Capital Improvement Program, and accompanying Five-Year Plan. The Proposed FY2020 Budget meets statutory and administrative obligations to prepare and present a balanced budget for your consideration consistent with Board directed policies. Throughout the FY20 budget process, my role will be to facilitate discussion, provide guidance, and seek solutions to accomplish the goals and priorities established by the Board of County Supervisors. Working together, the fiscal plan will continue Prince William County's tradition of serving the community first while adhering to strong financial management.

Similar to the FY2018 and FY2019 Budgets, the Proposed FY2020 Budget incorporates the Board of County Supervisors' guidance to cap county government operating expenditure growth at 3.5%. This approach limits real estate tax revenue to the amount needed to support existing services, implement approved Five-Year Plan initiatives, and invest in the community's strategic priorities. The Proposed 2020 Budget also reflects the Board's commitment to implement the second phase of the Public Safety Retention and Recruitment Study in order to address salary competitiveness with surrounding Northern Virginia jurisdictions.

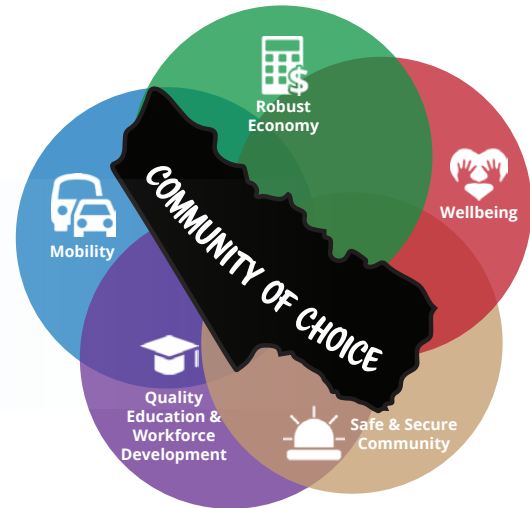
The Proposed FY2020 Budget and Five-Year Plan are sustainable based on a steadily growing national, state, and local economy. Prince William County's unemployment rate of 2.4% remains well below national and state rates and retail sales growth is 4.4%. The County's residential real estate appreciated an average of 3.4% last year, which is sustainable into the future and the average weekly wages for County residents increased 4.0%.

Bond rating agencies acknowledge the Board's financial management by affirming the County's AAA ratings. This lowers the County's cost of financing infrastructure projects to meet the needs of a growing, prosperous community. The Proposed Budget and Five-Year Plan provide a strong, stable, and sustainable fiscal plan for the next five years to facilitate accomplishment of the community's strategic goals and initiatives.

Quality of life is an essential and consistent factor that families, individuals, and businesses rely upon when choosing where to locate. Therefore, the guiding principle of the Strategic Plan is that the Board of County Supervisors and the community should make every effort to accelerate continuous quality of life improvements within Prince William County.

Transmittal Letter

PRINCE WILLIAM COUNTY IS A
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In accordance with the Strategic Plan’s guiding principles, this budget proposal invests resources in vital service improvements within the five strategic goal areas described below.

Robust Economy – The County continues to seek opportunities to foster a diverse, local economy through quality jobs, economic opportunities, and an expanded commercial tax base. The proposed budget supports the Strategic Plan goal of increasing the commercial tax base to 35% as well as increasing existing business retention by providing resources to market Prince William County as a premier business location. Resources are also provided to support and expand existing businesses while promoting redevelopment opportunities. In addition, the proposed budget provides resources to attract and retain sports tourism and other targeted events that increase economic opportunity in the County. The County’s transportation program is expanding and a number of projects underway relieve congestion and improve access to commercial areas.

Mobility – Transportation remains a top priority for residents and businesses alike in the Northern Virginia region. A multi-modal transportation network is critical to economic success and improving quality of life for County residents. All motor vehicle fuel tax revenues are dedicated to Potomac and Rappahannock Transportation Commission commuter and local bus service. Virginia Railway Express commuter rail operations are supported with a portion of the County’s Northern Virginia Transportation Authority (NVTA) 30% local revenue. The proposed budget maintains the Transportation Roadway Improvement Program, which constructs smaller scale projects such as sidewalks, trails, and safety improvements throughout the County. The County’s road construction program increased dramatically during the past four years to approximately \$1 billion as the County effectively uses NVTA local and regional revenue to leverage state and federal funding to advance the County’s transportation priorities. The Proposed 2020 Budget provides the resources necessary to support the County’s expanding road construction program.

Safe & Secure Community – The Board’s ongoing commitment to keeping the community safe and secure is maintained and improved over the next five years. The proposed budget implements the second phase of the Public Safety Retention and Recruitment Study by creating pay scales competitive with surrounding Northern Virginia jurisdictions. In addition, the proposed budget funds other study recommendations such as the creation of a Master Police Officer classification and a County sponsored supplemental retirement program for Sheriff and Adult Detention Center sworn staff.

Transmittal Letter

Implementing the study's phase two recommendations also entails a significant change in Fire & Rescue service delivery to the community. Fire & Rescue staff will transition to a 56-hour shift schedule consistent with the work schedule of other departments in the region and throughout the country. This will retain highly trained personnel while improving service to the community as the number of annual staff hours will increase from 2,496 to 2,912 per employee. Emergency response times and unit coverage will dramatically improve throughout the County without the need for new staffing as more staff hours will be available to operate more apparatus units. The proposed budget also includes a Cadet Program at high schools to increase interest and attract participation in the fire service.

Major investments in a Safe and Secure Community are achieved through police and sheriff staffing plans as well as the civilianization of Public Safety Communications functions which return five Fire & Rescue lieutenants to emergency response activities. The third and final staffing complement for the Adult Detention Center expansion project occurs in FY20. Local support for the Commonwealth's Attorney and administrative assistance for Circuit Court, General District Court, and Juvenile & Domestic Relations Court judges are also included in the Proposed 2020 Budget.

The Proposed 2020 Budget also provides public safety infrastructure improvements such as the implementation of Next Generation 911 (NG911). NG911 provides a public safety communications system for the 21st century by evolving from the current circuit based system with a secure, Internet protocol based system. NG911 provides increased capabilities to receive voice, text, and video data while ensuring inter-operability throughout the region. Future capital improvements associated with a Safe and Secure Community include the future construction of Fire & Rescue Stations 22 and 27, expanding the Public Safety Training Center, and capital improvements at the Judicial Center.

Wellbeing – The County supports the No Wrong Door approach to service delivery for families and individuals. As identified in the Strategic Plan, the proposed budget provides local support for the Human Services Coalition in order to increase cooperation and coordination with non-profit and private sector partners to address human service needs. Community partner organizations are also sustained with a 3% operating increase in FY20. The Proposed 2020 Budget provides new local funding for increased placements associated with mandated Children's Services Act private day school special education costs. In addition, resources are provided to meet increasing demand for adult protective services such as investigations, guardianship cases, and eligibility determinations for vulnerable adults who cannot reside in homeless shelters. Increased general fund support is provided for Birmingham Green, the residential long-term care facility serving the frail, elderly, and disabled adults based on higher utilization rates. Capital initiatives supporting the Wellbeing strategic goal include the future replacement of the Juvenile Detention Center.

Quality Education and Workforce Development – The Board continues to support K-12 education with the revenue sharing agreement, providing 57.23% of general revenue to the Prince William County School Board. In addition to the revenue sharing agreement, funding for the class size reduction grant is included in each year of the Five-Year Plan as well as funding for enhanced school security. Debt service funding to support expanded student capacity at the 13th high school continues throughout the Five-Year Plan. County support for the Northern Virginia Community College is also maintained in the Proposed 2020 Budget.

Compensation – Our workforce is essential to continue providing high-quality services to the community. The Proposed 2020 Budget funds the existing level of health and retirement benefits. This budget proposal continues to focus on addressing internal salary compression and external market competitiveness concerns identified in the Public Safety Retention and Recruitment Study as well as daily experiences in a competitive labor market. These personnel issues have led to increased employee turnover rates, which threaten our ability to retain quality, highly trained employees throughout the organization. Annual 3% pay for performance increases are included in each year of the Five-Year Plan in order to retain our exceptional workforce.

Transmittal Letter

The Proposed FY2020 Budget follows the Board's policy guidance by investing in the community's robust economy, quality education, mobility, safe and secure community, and wellbeing strategic goals. The proposed budget meets the needs of a growing and diversifying community by continuing to build opportunities for businesses, families, and individuals to grow and prosper, thus positioning Prince William County as a community of choice.

The Proposed FY2020 Budget is now in the hands of the Board and the community. County staff is ready to support you as these important decisions are considered in the coming months.

Sincerely,

A handwritten signature in black ink that reads "Christopher E. Martino". The signature is written in a cursive style with a large, looping initial "C".

Christopher E. Martino
County Executive

Budget Highlights

Proposed FY2020 Budget Highlights

The Proposed FY2020 Budget, including the [Proposed FY2020-2025 Capital Improvement Program \(CIP\)](#) and the Proposed FY2020-2024 Five-Year Plan, implements policy guidance found in the [Strategic-Plan](#), the County/School revenue agreement and the [Principles of Sound Financial Management](#). The \$1.24 billion general fund budget addresses the County’s strategic priorities – robust economy, safe and secure community, mobility, wellbeing, and quality education and workforce development.

The Proposed FY2020 Budget is based on a \$1.125 real estate tax rate, generating general revenues of \$1,068,994,000. Additional agency revenues of \$164,916,701 and County resources of \$4,896,316 bring the FY2020 Budget funding total to \$1,238,807,017. The County’s Proposed FY2020-2025 CIP is funded through multiple sources, including the Northern Virginia Transportation Authority, state and federal, debt, general fund cash to capital, solid waste fees, proffers, capital reserve, fire levy, and several local tax and fee sources.

Proposed FY2020 Average Residential Tax Bill - \$4,177

By Dollar Amount with Functional Area



Five-Year Plan

County policy states that no additions shall be included in the annual budget unless they can be afforded throughout the life of the Five-Year Plan. The Five-Year Plan must also be balanced or at least have positive balances in all years. The FY2020-2024 Five-Year Plan accomplishes this while implementing the [Public Safety Retention and Recruitment Study](#) as well as providing pay-for-performance salary increases up to 3% each year. These initiatives address employee salary compression within pay scales as well as salary competitiveness of public safety sworn staff with surrounding Northern Virginia jurisdictions.

Budget Highlights

New Community Investments

The Proposed FY2020 Budget, including the [Proposed FY2020-2025 CIP](#) and the Proposed FY2020-2024 Five-Year Plan, invests operating and capital in the four functional areas of the organization, as well as Debt/CIP and Schools (details can be found in the individual agency pages and the CIP).

Community Development:

- Development Services project manager supervisor
- Economic Development communications specialist
- Economic Development business development manager
- Sports tourism grants and marketing position
- Tourism marketing
- Long Park soccer auxiliary building operating
- Metropolitan Washington Council of Governments membership increase
- Coalition of High Growth Communities membership
- Watershed study/management plan
- Solid Waste management plan
- Soil and Water Conservation District funding increase
- Construction crew equipment replacement
- Construction crew work on major drainage maintenance projects
- Vehicle replacement
- Leases, utilities, operating, and contractual services increases
- Landscaping to support ongoing maintenance
- Solid Waste equipment replacement and equipment operators
- Park-out refuse contractual service increase
- Transportation engineer
- Planner for transportation capital funding and grant applications
- Accountant for transportation services

General Government:

- Assistant County Attorney for transportation services
- Electronic poll books and optical scan readers
- 2020 presidential primary
- Assistant registrar
- Equal Employment Opportunity (EEO) compliance law, outreach, and training
- Senior contract specialist for transportation services
- Business tax auditors
- Payroll accountants
- Delinquent tax collector
- Tax inspector
- Claims and risk analyst
- Procurement card specialist

Budget Highlights

- Human resource analyst
- Prince William self-insurance group premiums
- Tax portal maintenance

Human Services:

- Birmingham Green nursing home interjurisdictional increase
- Mandatory private day school placements
- Human Services Coalition funding
- Family Services Workers for Adult Protective Services

Public Safety:

- Implementation of the Public Safety Retention and Recruitment Study Phase II to address Fire & Rescue, Police, Sheriff, and the Adult Detention Center (ADC) including Fire & Rescue 56-hour work schedule to maintain competitive compensation with surrounding jurisdictions
- Prince William County Fire & Rescue cadet program
- New supplemental retirement program for sworn ADC and Sheriff staff
- ADC jail expansion project staffing
- Police staffing plan
- Sheriff staffing plan
- Human Services worker in ADC
- Assistant Commonwealth Attorney
- Circuit Court Judges, General District Court, and Juvenile & Domestic Relations Court administrative assistants
- Fire & Rescue instruction technology upgrades
- Fire & Rescue secondary burn facility
- Fire & Rescue apparatus replacements
- Fire & Rescue staffing plan to support Station 22 and Station 27
- Firefighter outfitting and emergency medical services supplies
- Public Safety Communications civilianization (watch officers)
- Next Generation 911

Education:

- Transfer general revenue to the Schools in compliance with the adopted revenue sharing agreement - 57.23% Schools/42.77% County
- 13th High School debt funding for additional student capacity
- Class size reduction grant maintained throughout Five-Year Plan
- Northern Virginia Community College interjurisdictional increase
- School security program maintained

Compensation:

- 3% pay for performance increase
- Health (1.6%) insurance premium increase

Budget Highlights

Capital Improvements/Debt Service

The CIP continues to implement the County's fiscal policies regarding cash to capital and debt management (1) invest a minimum of 10% of general revenues in the CIP, (2) annual debt service expenditures as a percentage of annual revenues will be capped at 10%, (3) total bonded debt will not exceed 3% of net assessed valuation of taxable real and personal property in the County. Newly proposed capital projects in the Six-Year Plan include the following:

- Judicial Center
- Adult Detention Center main building repairs

Community Partners

The Proposed FY2020 Budget includes a 3% increase in operating support to existing community partners, totaling \$81,767. The community partners section of the budget outlines the mission of each partner receiving County funds and anticipated performance. An annual review of each partner's financial statements is performed to ensure compliance with County policy and proper categorization in the budget as a donation, pass-through, membership, interjurisdictional agreement, or grant.

Budget Highlights

FY2020 Budget Initiatives List						
Functional Team	Agency	Description	Type of Investment			Impact of Investment
			Must Do	Five-Year Plan	Critical Need	Address Strategic Priority
Compensation	All Agencies	3% Pay for Performance		✓		
	All Agencies	Health Insurance Increase		✓		
	Adult Detention Center, Fire & Rescue, Police, Sheriff	Public Safety Recruitment & Retention Study - Phase 2		✓		✓
	Police	New Master Police Officer Classification Program		✓		
	Adult Detention Center & Sheriff	Supplemental Pension Increase for Sworn Staff			✓	
Community Development	Development Services	Operating Cost Increase - Code Academy			✓	
	Development Services	Operating Cost Increase - Land Development - Bonds and Escrows			✓	
	Development Services	Project Manager Supervisor (1.0 FTE)			✓	✓
	Economic Development	Business Development Manager (1.0 FTE)			✓	✓
	Economic Development	Communications Specialist (1.0 FTE)			✓	✓
	Economic Development	Prince William Science Accelerator Utility Increase	✓			
	Parks, Recreation & Tourism	Catharpin Park Phase 2 Operating Costs	✓			
	Parks, Recreation & Tourism	Concession Stand Food Cost Increase	✓			
	Parks, Recreation & Tourism	Long Park Soccer Building/Restrooms	✓			
	Parks, Recreation & Tourism	Rollins Ford Park Operating Costs	✓			
	Parks, Recreation & Tourism	Sports Tourism Grants			✓	✓
	Parks, Recreation & Tourism	Sports Tourism Sales Specialist (1.0 FTE)			✓	✓
	Parks, Recreation & Tourism	Tourism Marketing Support			✓	✓
	Planning	Coalition of High Growth Communities Membership Dues	✓			
	Planning	Metropolitan Washington Council of Governments (COG) Membership Dues Increase	✓			
	Public Works	County Facilities Utility Cost Increase		✓		
	Public Works	Fuel Tank-Diesel Replacement - Solid Waste	✓			
	Public Works	Heavy Equipment Cat Dozer Replacement - Solid Waste	✓			
	Public Works	Hydraulic Excavator Replacement - Solid Waste	✓			
	Public Works	Landscaping Maintenance Cost Increase	✓			
	Public Works	Leasing Cost Increase		✓		
Public Works	Major Drainage Maintenance Increase - Stormwater Management			✓		
Public Works	Motor Equipment Operator II - Solid Waste (2.0 FTE)			✓		
Public Works	Motor Equipment Operator III - Solid Waste (1.0 FTE)			✓		

Budget Highlights

FY2020 Budget Initiatives List						
Functional Team	Agency	Description	Type of Investment			Impact of Investment
			Must Do	Five-Year Plan	Critical Need	Address Strategic Priority
Community Development <i>(Continued)</i>	Public Works	Park-Out Refuse Service Budget Increase - Solid Waste			✓	
	Public Works	PW Soil and Water Conservation District Funding Increase			✓	
	Public Works	Replacement Equipment Increase - Construction Crew			✓	
	Public Works	Revise and Update 2004 Solid Waste Management Plan			✓	
	Public Works	Vehicle Replacement - Environmental Services			✓	
	Public Works	Watershed Study for MS4 Permit Process			✓	
	Transportation	Accountant I (1.0 FTE)			✓	
	Transportation	Engineer III (1.0 FTE)			✓	
General Government	County Attorney	Assistant County Attorney I (1.0 FTE)	✓			
	Elections	Assistant Registrar - Office of Elections (1.0 FTE)			✓	
	Elections	Electronic Poll Books	✓			
	Elections	March 2020 Presidential Primary	✓			
	Elections	Optical Scan Readers			✓	
	Executive Management	EEO Outreach and Training Increase			✓	
	Finance	Accountant III - Payroll & Disbursement (2.0 FTE)			✓	
	Finance	Business Tax Auditor - Taxpayer Services (2.0 FTE)			✓	✓
	Finance	Claims & Risk Analyst - Risk and Wellness Services (1.0 FTE)			✓	
	Finance	Delinquent Tax Collector - Taxpayer Services (1.0 FTE)			✓	
	Finance	Prince William Self Insurance Group Premiums Increase		✓		
	Finance	Procurement Card Specialist - Purchasing (1.0 FTE)			✓	
	Finance	Senior Contract Specialist - Purchasing (1.0 FTE)			✓	
	Finance	Tax Inspector - Taxpayer Services (1.0 FTE)			✓	
	Human Resources	Human Resource Analyst I (2.0 FTE)	✓			
	Information Technology	Tax Portal Maintenance Increase	✓			
Human Services	Area Agency on Aging	Birmingham Green Cost Increase	✓			
	Social Services	Family Service Worker - Adult Protective Service (2.0 FTE)			✓	✓
	Social Services	Human Services Coalition - New Community Partner Increase			✓	✓
	Social Services	Mandatory Private Day School Placements Contractual Increase	✓			✓

Budget Highlights

FY2020 Budget Initiatives List						
Functional Team	Agency	Description	Type of Investment			Impact of Investment
			Must Do	Five-Year Plan	Critical Need	Address Strategic Priority
Public Safety	Adult Detention Center	Housing of Inmates at Local or Regional Jails (Farm outs) Decrease	✓			
	Adult Detention Center	Human Service Worker II (1.0 FTE)			✓	
	Adult Detention Center	Jail Expansion Phase 2 Operating Costs and Staffing (27.0 FTE)		✓		
	Circuit Court Judges	Administrative Support Assistant III - Circuit Court Judges (2.0 FTE)			✓	
	Circuit Court Judges, General District Court and Juvenile & Domestic Relations Court	Renovations to Courthouse to Support New Staffing in the Courts	✓			
	Commonwealth Attorney	Assistant Commonwealth Attorney (1.0 FTE)			✓	
	Fire & Rescue	Antioch - Engine 524B Replacement	✓			✓
	Fire & Rescue	Bacon Race - Engine 526B Replacement	✓			✓
	Fire & Rescue	Buckhall - Employee Salary Increase			✓	
	Fire & Rescue	Buckhall - Tanker Replacement	✓			✓
	Fire & Rescue	Budget Shift to Centralize FRS Insurance	✓			
	Fire & Rescue	Dale City - Ambulance Replacement	✓			✓
	Fire & Rescue	Dale City - Fuel Cost Increase	✓			✓
	Fire & Rescue	Dale City - Small Vehicle Replacement	✓			✓
	Fire & Rescue	Dumfries - Captain's Vehicle Replacement			✓	
	Fire & Rescue	Evergreen - Engine 515 Replacement	✓			✓
	Fire & Rescue	Instructor Technology Upgrades			✓	✓
	Fire & Rescue	Lake Jackson - Subsidy Shift Due to Decrease in Positions			✓	
	Fire & Rescue	LOSAP - Expenditures Increase	✓			
	Fire & Rescue	OWL - Aerial Truck Replacement	✓			✓
	Fire & Rescue	OWL - Ambulance Replacement	✓			✓
	Fire & Rescue	OWL - Security IP Camera System Replacement			✓	✓
	Fire & Rescue	OWL - Station 2 Asphalt Mill & Overlay			✓	✓
	Fire & Rescue	PWCFRS Apparatus Fund Transfer - OWL Ladder Truck and Buckhall Tanker			✓	
	Fire & Rescue	PWCFRS Cadet Program (1.0 FTE)			✓	
	Fire & Rescue	Re-Structuring Fleet Expenses	✓			✓
	Fire & Rescue	Secondary Burn Facility			✓	✓

Budget Highlights

FY2020 Budget Initiatives List						
Functional Team	Agency	Description	Type of Investment			Impact of Investment
			Must Do	Five-Year Plan	Critical Need	Address Strategic Priority
Public Safety <i>(Continued)</i>	Fire & Rescue	Stonewall Jackson - Apparatus Bay Floor Replacement			✓	✓
	Fire & Rescue	Stonewall Jackson - Exterior Signage Replacement			✓	
	Fire & Rescue	Stonewall Jackson - Gear Washer & Dryer			✓	✓
	Fire & Rescue	Stonewall Jackson - HVAC Gregson Hall			✓	
	Fire & Rescue	Stonewall Jackson - Replacement/Repair of Concrete Pads			✓	✓
	Fire & Rescue	Student Technology Upgrades			✓	✓
	Fire & Rescue	Systemwide - Volunteer TeleStaff Log-ons			✓	
	Fire & Rescue	Systemwide Capital - F&R Medic 503 Replacement	✓			✓
	Fire & Rescue	Systemwide Capital - F&R Medic 507 Replacement	✓			✓
	Fire & Rescue	Systemwide Capital - F&R Medic 514 Replacement	✓			✓
	Fire & Rescue	Traffic Signal Prioritization	✓			✓
	Fire & Rescue	Yorkshire - Pumper E508B Replacement	✓			✓
	Fire & Rescue	Yorkshire - Subsidy Increase for Payroll Fees			✓	
	General District Court	Administrative Support Assistant III - General District Court (2.0 FTE)			✓	
	Juvenile & Domestic Relations Court	Administrative Support Assistant III - Juvenile & Domestic Relations Court (2.0 FTE)			✓	
	Police	FY20 Staffing Plan (15.0 FTE)		✓		✓
	Public Safety Communications	PSC Civilianization - Watch Officers (5.0 FTE)	✓			
	Public Safety Communications & Information Technology	Next Generation 911 (NG911)	✓			✓
	Sheriff	FY20 Staffing Plan (4.0 FTE)	✓			✓
Non-Departmental	Capital Project	CIP-Building & Facility Capital Maintenance			✓	
	Capital Project	CIP-Technology Infrastructure Capital Project Contribution			✓	
	Capital Project	CIP-Transportation Roadway Improvement Program (TRIP)-Transfers to Capital Projects			✓	
	Multiple Agencies	3% Community Partner Increase		✓		✓
	Non-Departmental	Northern Virginia Community College Adjustment		✓		✓
	Non-Departmental	Transfer to the Schools	✓			✓
	Proffers	CIP-Proffers-Transfers to Capital Projects for Fire & Rescue, Stormwater & Transportation			✓	

Budget Highlights



Budget Development Process

State Budget Requirements

The Code of Virginia governs the budget process in Prince William County (PWC). Sections [15.2-516](#) and [2503](#) require the County Executive (CXO) to submit a proposed budget to the Board of County Supervisors (BOCS) no later than April 1 for the upcoming fiscal year; the County's fiscal year runs from July 1 to June 30. The proposed budget includes all projected expenditures, including the transfer to PWC Schools, and must be balanced against projected revenues. Once presented, the BOCS undertakes an extensive review and public comment period prior to final budget adoption.

Sections [15.2-2506](#), [58.1-3007](#), and [58.1-3321](#) of the Code of Virginia govern the public notice requirements that guide the County's budget review and public comment period. After receipt of the proposed budget, the tax and levy rates are advertised. Once the rates are advertised, the BOCS may adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The Code also requires the BOCS to hold public hearings on the proposed budget and the proposed tax and levy rates to collect public comment.

In accordance with state code Section [22.1-93](#), the Schools budget must be adopted by May 15 of each year, or within 30 days of receiving state education funding estimates, whichever occurs later. This mandate impacts the County's schedule because the final budget includes the transfer to the Schools.

Components of the PWC Budget

The PWC budget has two major components – the capital budget and the operating budget. The capital budget includes all projected expenditures for improvements and/or additions to the County's capital inventory, such as roads, facilities, and parkland. The largest funding source for the capital budget is debt, in the form of bonds, and the largest expenditure is debt service on those bonds.

The operating budget includes all projected expenditures not included in the capital budget, including the operating transfer to PWC Schools. The operating budget funds day-to-day County service delivery, and excluding the transfer to the Schools, the largest expenditure category is employee compensation.

The budget is comprised of four fund types – general fund, special revenue funds, capital projects fund, and proprietary funds. Functionally, the County government services and expenditures are organized into the following sections within this budget document:

- **Community Development** – Development Services, Economic Development, Library, Parks, Recreation & Tourism, Planning, Public Works, Transit Subsidy, and Transportation
- **General Government** – BOCS, County Attorney, Elections, Executive Management, Finance, Human Resources, Human Rights, Information Technology, and Management & Budget (OMB)
- **Human Services** – Area Agency on Aging, Community Services, Housing & Community Development, Public Health, Social Services, and Virginia Cooperative Extension
- **Public Safety** – Adult Detention Center (ADC), Circuit Court Judges, Clerk of the Circuit Court, Commonwealth's Attorney, Criminal Justice Services, Fire & Rescue, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Service Unit, Magistrates, Police, Public Safety Communications, and Sheriff
- **Community Partners** – Donations, interjurisdictional agreements, memberships, and grant funding pass-throughs
- **Non-Departmental** – Insurance, restricted use funds, pass-through collections, trust/fiduciary funds, contributions, and contingency
- **Debt Service/Capital Improvement Program (CIP)** – Principal and interest payments on outstanding debt funded from multiple sources; CIP is an overview of the six year capital infrastructure spending plan for the County

Budget Development Process

Policies & Practices for Budget Preparation

The County follows a series of policies and practices to guide the development of the annual budget. The application of these policies and practices promotes a consistent approach to budgeting that allows the community to compare the proposed budget to previous budgets.

Adopted Policies

Principles of Sound Financial Management (PSFM)

The County has a longstanding commitment to sound financial management. In 1988, this commitment was codified into the [PSFM](#) that are regularly reviewed and updated to ensure continued usefulness as a guide for decision-making. The consistent and coordinated approach to decision making provided by the PSFM has enhanced the County's image and credibility with the public, bond rating agencies, and investors, and is reflected in the County's three AAA bond ratings. Three factors make this prudent financial planning imperative:

- Public demand for services and facilities in a rapidly urbanizing environment tends to escalate at a higher rate than population growth and revenues;
- State and federal mandates for services and standards are often not accompanied by sufficient funds to meet the required service levels and standards; and
- Changes in national and local economic conditions can impact the County's revenue base.

Five-Year Plan

One of the financial principles is relatively unique and especially relevant to budget preparation, the requirement to prepare a balanced Five-Year Plan for the general fund. By local code, the County is required to prepare not only a balanced annual budget, but also a balanced Five-Year Plan. The primary benefit of this requirement is that the community cannot fund a new initiative (staffing, facilities, program, or compensation adjustment) if it is not affordable throughout all five years of the budget plan. Adopting a Five-Year Plan provides a longer-term picture of the County's financial future and provides a longer planning window for both the County and the Schools. This process also facilitates community conversations about what services and programs are desired, as well as what the community is willing to fund. This planning process led to the creation of a revenue stabilization reserve that can be used to smooth revenue shortfalls during economic downturns. Over the past two decades, the balanced Five-Year Plan has proven to be an effective financial control tool for the BOCS, the organization, and the community.

County/Schools Revenue Sharing Agreement

The PWC School system is the second largest school division in Virginia, with 90,203 students, 96 schools, and 11,542 full-time employees. The voters in PWC chose, via referendum in 1995, to move from an appointed to an elected School Board. There are eight members of the School Board, one elected from each of the seven magisterial districts and a chairman elected at-large; each member serves a four-year term. The operations of the School Board are independent of the BOCS and County administration, as prescribed by Virginia law.

The operation of public schools in PWC is the responsibility of the elected School Board. The School Board adopts policies to cover instruction, administration, personnel, students, and other areas, all of which are implemented by the appointed Superintendent of Schools. Funding is provided through a combination of federal, state, and local resources. The local share of the system's operating costs is met through an appropriation and transfer from the general fund by the BOCS at budget adoption.

Budget Development Process

The BOCS and the School Board have been partners in protecting the fiscal health of the County, as evidenced by the revenue sharing agreement in place since 1988. The original agreement allocated 56.75% of the County’s general revenues to the Schools and 43.25% to the County government. This agreement was modified in 2004 to exclude recordation tax from the split, and again in 2013 with the adoption of the FY2014 Budget to allocate 57.23% of general revenues (excluding recordation tax) to the Schools and 42.77% to the County government.

The revenue sharing agreement has been the foundation for the County and Schools five-year operating and capital plans, allowing both organizations to program projected revenues with a high degree of certainty. Each organization’s Five-Year Plan is updated annually to reflect the most recent revenue assumptions.

Strategic Plan

PWC recognized the value of strategic planning in the early 1990’s as the BOCS looked for a way to achieve the results identified in the County’s first Commission on the Future Report (the first Future Report). The Commission on the Future, established in 1989, created a 20-year vision for the County rich with opportunities for growth and desired community assets. In 1992, the BOCS adopted the 1992-1995 Strategic Plan, identifying specific goals, outcomes, and strategies for that four-year period. That first plan, and each subsequent plan, covered a four-year period tied to the BOCS term of office. The County codified strategic planning in 1994 by adding it to the PSFM.

The County adopted the [2017-2020 Strategic Plan](#) in January 2017. The current Strategic Plan is based upon the 2030 goals of the County’s [Comprehensive Plan](#) and the second [Future Report](#), both of which provide perspectives on where the community should be in 2030. The Comprehensive Plan goals relate to the physical makeup of the community and the infrastructure necessary to support that, while the second Future Report addresses social and civic as well as physical goals. The 2017–2020 Strategic Plan does not anticipate that the goals of the Comprehensive Plan or the second Future Report will be achieved during this four-year period. The current plan is the third iteration of six Strategic Plans that will build upon each other to achieve those long-term goals by 2030.



The [2017-2020 Strategic Plan](#) provides budget guidance by highlighting those areas critical to the continued success of the community. Agency budgetary resource requests should align with and support the County’s Strategic Plan. The vision set forth in the County’s Strategic Plan states:

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

The adopted strategic goal areas are Robust Economy, Mobility, Wellbeing, Safe and Secure Community, and Quality Education and Workforce Development. The goal statements associated with each of these areas are as follows:

- **Robust Economy:** The community fosters a diverse local economy that creates a culture of innovation and achieves more quality jobs, economic opportunities, and an expanded commercial tax base.

Budget Development Process

- **Mobility:** The community will have an accessible, comprehensive, multi-modal network of transportation infrastructure that supports local and regional mobility.
- **Wellbeing:** The community will support vulnerable individuals and families to ensure the wellbeing of the entire community.
- **Safe & Secure Community:** PWC is a community where people are safe and secure.
- **Quality Education & Workforce Development:** The community fosters a rich, lifelong learning environment to increase educational opportunities and workforce readiness to meet evolving market demands.

Each strategic goal is supported by measurable key outcomes to gauge success. Details and updates regarding the [2017-2020 Strategic Plan](#) are available online.

Connectivity touches all areas of the Strategic Plan and is integral to accomplishing the community's strategic outcomes. Better connectivity facilitates a robust economy by enabling businesses to take advantage of modern technologies and cloud-based services to maintain their competitive advantage. It directly benefits mobility within the community by providing viable telework options, which reduces the need for individuals to commute out of the County for work. It helps students achieve greater success by providing online education opportunities and workforce development training. It allows more effective and efficient case management and service for those in need. Finally, it ensures the County's public safety agencies take advantage of technologies that maintain open lines of communication as well as store and access essential data and information. For these reasons, the Board has embraced "connectivity" as a strategic priority.

Comprehensive Plan

Since 1974, PWC has had a [Comprehensive Plan](#) that provides general guidance to land use and the location, character and extent of supporting infrastructure and public facilities for a 20-year period. In accordance with State law, the Comprehensive Plan is reviewed every five years and updated as conditions or community expectations require new or different action strategies. The current Comprehensive Plan has 15 elements – Community Design, Cultural Resources, Economic Development, Environment, Fire & Rescue, Housing, Land Use, Libraries, Parks/Open Space/Trails, Police, Potable Water, Sanitary Sewer, Schools, Telecommunications, and Transportation. Each element states the community's goal for that specific area and the recommended action strategies to achieve that goal. A major implementation tool for the Comprehensive Plan is the annual capital budget and the six-year CIP. Projected debt service and operating costs are also programmed in the Five-Year Plan.

Capital Improvement Program (CIP)

Each year in conjunction with the budget, the BOCS adopts a six-year [CIP](#). The CIP identifies those capital improvements and construction projects that should be funded over the next six-year period to maintain or enhance County assets and service delivery. All funding sources are identified, and the resources necessary are accounted for in the capital projects fund. In FY2017, a joint County/Schools Capital Process team was established to increase collaboration between the County and the School Board for capital needs. This process continues to identify efficiencies and improve service outcomes for the community.

The first year of the CIP is adopted as the County's capital budget. The primary expenditure included in the capital budget is debt service for general obligation bonds or other types of debt issued to fund specific CIP projects. The Debt Service/CIP section of this document provides detailed information on debt management considerations. The CIP also identifies facility and program operating costs, as well as any operating revenues, associated with the capital projects. Funding for operating costs for an approved CIP project is included in the affected agency's budget, consistent with the projections in the CIP.

Budget Development Process

County Practices

In addition to the adopted policies identified above, the County uses several practices to limit unnecessary growth in agency budgets. Some are undertaken by OMB once the prior year's budget is adopted, and others are collaborative practices between OMB and County agencies. In order to build the FY2020 Budget, a series of adjustments are made to the FY2019 Budget to build a "base" for FY2020 budget discussions:

Removal of All One-Time Revenues and Expenditures

Revenues and expenditures in the annual budget are either ongoing or one-time. In the case of a new staff position, salaries and benefits are ongoing costs; a vehicle or computer station is a one-time cost. OMB staff removes all one-time costs and one-time revenues to establish the true starting point for the FY2020 budget for each agency.

Resetting Vacant Positions Back to Entry Level

In August of each year, the County payroll is interfaced with the budgeting system to establish the base compensation. Current salaries and benefits are entered into the system for all employees. If a position is vacant at the time of the interface, the entry-level salary and benefits for the position, not the previously paid salary and benefits, are entered into the system, resulting in budget savings.

Inflationary Adjustments

Agency budgets are not tied to inflation, and therefore no inflationary adjustments are automatically included in the budget. Agencies must specifically request and justify all program and activity increases.

Replacement of Lost Revenue

BOCS policy does not automatically replace lost agency revenue with tax support. Agencies must specifically request and justify any increase in tax support.

Collaboration between Agencies within and across Functional Areas

The County's organizational vision calls for employees to do the right thing for the customer every time. To meet that challenge, a collaborative approach across all agencies is essential. Communication and coordination of services are greatly enhanced by organizing into four functional teams: Community Development, General Government, Human Services, and Public Safety. The agencies within each team work together to identify savings from efficiencies and items that must be incorporated into the budget to maintain current service levels. The teams' recommendations are forwarded to the CXO for consideration in the proposed budget.

Efficiencies

The CXO has committed to identifying ongoing reductions each year. These efficiencies are identified by agencies and functional teams and are used to fund new initiatives or lower the tax rate.

Add Operating Costs Associated with Capital Projects

In order to meet the balanced Five-Year Plan requirement, the plan includes the full cost of all capital projects, debt service, and associated facility operating and staffing costs. The full cost of capital projects must be affordable in all years of the Five-Year Plan.

Budget Development Process

Position Classification Plan (PCP)

The PCP is a systematic process for grouping jobs into a common classification based on similarities in duties, responsibilities, and requirements. Originally adopted in 1958, the PCP has been amended as needed to accommodate changes in positions.

In FY2001, the BOCS approved a compensation policy to ensure that employee salaries are competitive within the labor market and reflective of salaries in Northern Virginia jurisdictions. To accomplish this, the Department of Human Resources conducts an annual benchmark salary survey of all public safety sworn position classifications and more than 150 other non-sworn positions found in Arlington, Fairfax, and Loudoun Counties and the City of Alexandria. Additionally, positions are reviewed and evaluated on an on-going basis to reflect changes in organizational structure, ensure competitiveness in the labor market, and ensure internal equity.

Compensation Policy

The current compensation policy focuses on annual pay for performance (commonly known as merit) adjustments.

FY2020 Budget Development Process Calendar

2018							2019					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
CITIZEN ENGAGEMENT	Direct contact with BOCS members and public comments at BOCS meeting											
								Proposed FY2020 CIP Presentation Feb 12th Proposed FY2020 Budget Presentation Feb 19th Attend Community Budget Meeting Feb 23rd	Attend/View Budget Worksessions	Attend/View • Public Hearing • Markup • Budget Adoption		
									Participate on BOCS Budget Committees			
									Submit comments/questions to website			
BOCS ACTIONS	Receive citizen comments											
								Receive Proposed FY2020 CIP Presentation Feb 12th	Receive Budget Worksessions	• Receive Schools Budget • Hold Public Hearing • Hold budget markup session • Adopt tax rates and FY2020 Budget		
								Receive Proposed FY2020 Budget Presentation Feb 19th				
COUNTY DEPT/AGENCIES	Post FY2019 Budget online		Report/prepare: • Agency historical variance report	Report/prepare: • Prior year's performance • Strategic Plan Updates	• Prioritize needs • Identify efficiencies/saving • Compensation modeling • Update Five-Year Plan	Provide preliminary revenue forecast	Enter proposed budget into financial system to balance		• Present Proposed FY2020 Budget and CIP to BOCS • Meet with BOCS Budget Committees • Respond to budget questions • Finalize revenue projection			
				Finalize FY19 "Serub" in financial reporting system		Address critical needs in light of budget guidance		Advertise tax rate and public hearing date	Budget Worksessions	Rebalance budget in financial system & prepare budget adoption resolutions		
				Agency budget review								
			Identify operating and capital needs									Finalize FY2020 Budget document

Budget Development Process

FY2020 Budget Development

Scrubbing FY2019 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY2019 Budget to create a starting point for FY2020 budget discussions. One-time revenues and expenditures are removed, as are planned Five-Year Plan reductions such as previously funded capital and technology projects. Current salaries are brought forward, and all vacant positions are reset to the starting salary.

Agency Collaboration

Building the expenditure side of the annual budget and the Five-Year Plan is a multi-step process that involves the entire organization. PWC uses a cross-functional approach where all agencies are organized into four functional area teams that identify savings from efficiencies and those items that must be incorporated into the budget, because either the BOCS has already committed to them or they are necessary to meet current service levels and critical needs. These recommendations are forwarded to the CXO, who makes the final decisions regarding the proposed annual budget and the Five-Year Plan.

The value of this cross-disciplinary review of recommended reductions and additions is the identification of unintended consequences early on. Discussions of proposed reductions and additions highlight the interrelatedness of activities and results across agencies. Since beginning this cross-functional approach, agencies have consistently reported increased knowledge and appreciation of the work of others in the organization and a greater sense of cooperation and coordination. The budget process is no longer viewed as having agency winners and losers; it is a means of appropriately allocating resources toward common goals and objectives.

BOCS Budget Guidance

Prior to adopting the FY2017–2021 Five-Year Plan as part of the FY2017 Budget, the BOCS engaged in a policy discussion regarding future budget guidance. The BOCS agreed that the past practice of using the residential tax bill cap was no longer appropriate, given the community desire to maintain existing services and add planned community infrastructure. New guidance, in the form of a 3.5% annual growth cap on future County operating expenditures, exclusive of operating expenditures associated with new capital expenditures, was adopted for the FY2018 Budget. This guidance remained in place for the preparation and adoption of the FY2019 Budget and the preparation of the Proposed FY2020 Budget.

Revenue Forecast

The revenue projection involves another collaborative process with internal and external partners working together to identify changing economic conditions and analyze a complex market to calculate the anticipated tax base. Information is gleaned from national, state, and local economists and industry professionals, as well as real estate experts, to forecast revenues for the upcoming five years. The process has achieved a high level of accuracy and received an Achievement Award from the Virginia Association of Counties.

Additions and Reductions

The expenditure budget, once scrubbed, and expanded by the items that must be added, is compared to the budget guidance and then matched to the revenue budget. If any capacity exists, the CXO can recommend additions from the priority list, but only if the additions can be sustained for at least five years. If the expenditure budget, before adding anything from the priority list, exceeds the revenue budget or budget guidance, the CXO goes back to the functional teams to identify additional reductions.

Budget Development Process

Amending the Budget

The County budget can be amended through increases or decreases in agency appropriations or through transfers within or between agencies. Changes in agency appropriations require budget and appropriate resolutions adopted through formal BOCS actions. When the total dollar value of the appropriation changes proposed at any one BOCS meeting exceeds one percent (1%) of the total expenditures in the current adopted budget, the BOCS cannot act until the appropriation changes have been advertised for public comment, as required by Section [15.2-2507](#) of the State Code, and a public hearing on such changes has been held.

The Budget Transfer Policy governs transfers within or between agencies to provide operating flexibility while ensuring fiscal control:

- **Department Director or designee approval** is required for transfers up to \$50,000, within a single fund, single department, or capital project, except as designated below;
- **OMB Director or designee approval** is required for (1) transfers over \$50,000, within a single fund and single department, or capital project, (2) transfers of any amount within a single fund and single department that involve salary, benefits, and/or internal service funds, and (3) any transfer required to implement the adopted purposes of the Non-Departmental budget;
- **CXO or designee approval** will be required for administrative budget transfers necessary to accomplish the intent of the BOCS including interdepartmental transfers of budgeted agency savings within a single fund;
- **BOCS approval** will be required for (1) transfers of any amount between funds or between capital projects, with the exception of internal service funds, (2) any increase to the budget, with the exception of trust and agency funds, (3) any increase to a capital project, and (4) any appropriation of fund balance.

Basis of Budgeting

The County's governmental functions and accounting system are organized and controlled on a fund basis. The basis of budgeting for each of these funds is a non-Generally Accepted Accounting Principles basis that is similar to the basis of accounting, which is described below; however, it excludes the effect of fair-value adjustments to the carrying amounts of investments.

Accounts are maintained on the modified accrual basis of accounting for governmental, expendable trust, and agency funds. Revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred.

Proprietary funds are accounted for on the full accrual basis of accounting, which requires that revenues be recognized in the period in which service is given and that expenses be recorded in the period in which the expenses are incurred.

Fund Types

Governmental Funds – Most of the County's governmental functions are accounted for in governmental funds. These funds measure changes in financial position rather than net income. All of these funds are appropriated. The following are the County's governmental funds:

- **General Fund** – The general fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, State and Federal distributions, license and permit fees, charges for services, and interest income. A significant part of the fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional ADC. Debt service expenditures for payments of principal and interest of the County's general long-term debt (bonds and other long-term debt not serviced by proprietary or special revenue funds) are included in the general fund.

Budget Development Process

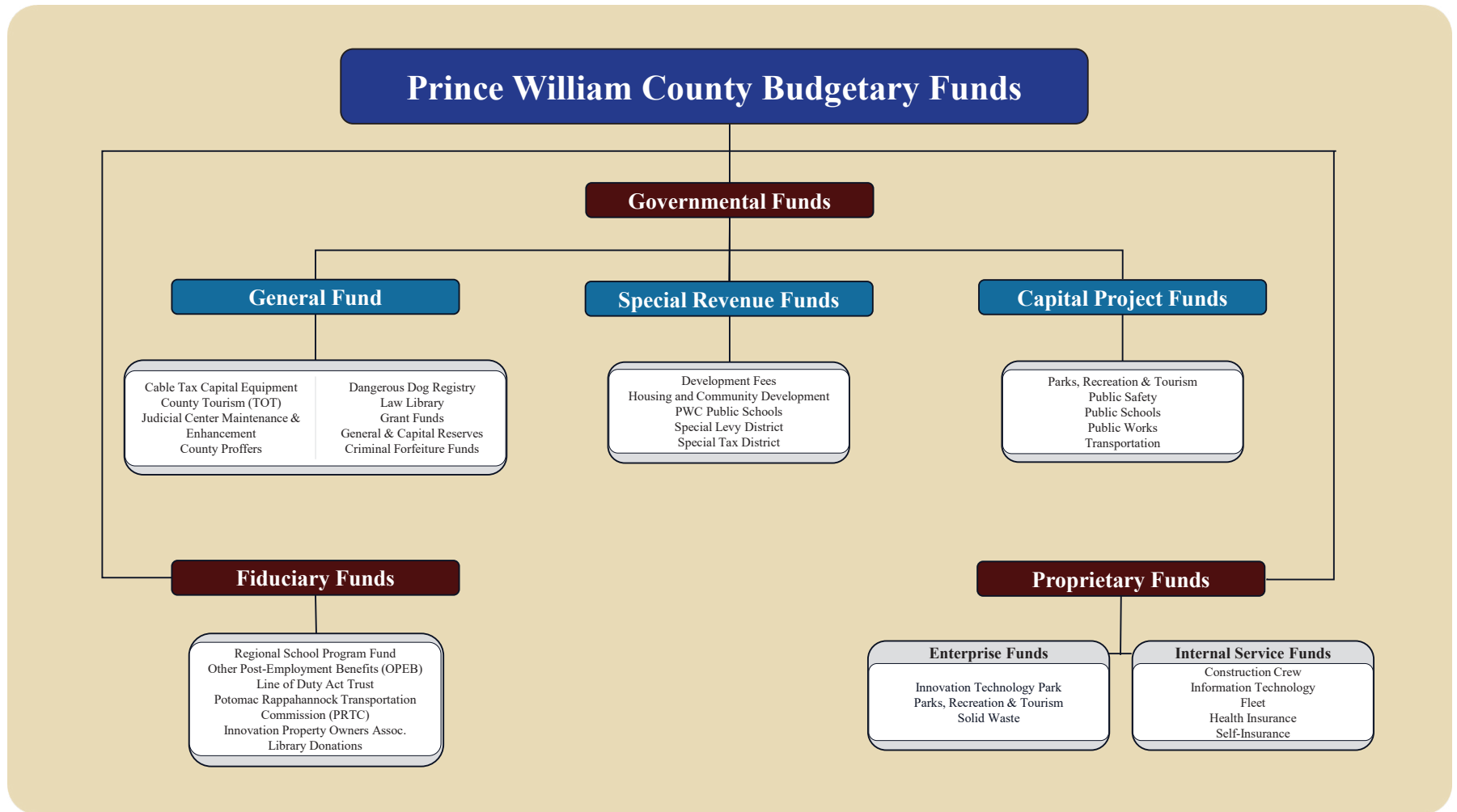
- **Special Revenue Funds** – Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds are used to account for Fire & Rescue levies, school operations, stormwater management fees, transportation service districts, and development fees.
- **Capital Projects Fund** – The capital projects fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types as discussed on the following page). The capital projects fund accounts for all current construction projects including improvements to and the construction of schools, roads, and various other projects.

Proprietary Funds – Proprietary funds account for County activities that operate similarly to private sector businesses. These funds measure net income, financial position, and changes in financial position. The following are the county’s proprietary fund types:

- **Enterprise Funds** – These funds are used to account for operations that are: (a) financed and operated in a manner similar to private business enterprises – where the intent of the BOCS is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the BOCS has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The following are enterprise funds: PWC Parks, Recreation and Tourism, PWC Landfill (solid waste disposal), and Innovation Park (County owned land sold to businesses relocating to the Innovation area).
- **Internal Service Funds** – These funds are used to account for financing of goods or services provided by one county department or agency to other departments and agencies on an allocated cost recovery basis. Internal service funds are established for information technology, vehicle maintenance, small project construction, and self-insurance.

Fiduciary Funds (Trust and Agency Funds) – These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County has established agency and expendable trust funds to account for library donations, other post-employment benefits such as police officer and uniformed fire and rescue personnel supplemental retirement, special welfare, and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not reflect daily government services provided to the community. Expendable trust funds are accounted for in essentially the same manner as governmental funds.

Budget Development Process



Budget Development Process

Operational Fund: Government Fund Types

General Fund

General Government

Board of County Supervisors
County Attorney
Elections
Executive Management
Finance
Human Resources
Human Rights
Management and Budget

Public Safety

Transfer to Adult Detention Center
Circuit Court Judges
Clerk of the Court
Commonwealth's Attorney
Criminal Justice Services
Fire & Rescue
General District Court
Juvenile & Domestic Relations Court
Juvenile Court Service Unit
Magistrates
Police
Public Safety Communications
Sheriff

Community Development

Development Services
Economic Development
Library
Parks, Recreation & Tourism
Planning
Public Works
Transportation

Human Services

Area Agency on Aging
Community Services
Public Health
Social Services
Virginia Cooperative Extension

Non-Departmental

Non-Departmental
Contingency

General Debt/CIP

Capital Improvement Program
Debt Service
Transfer to Construction Funds

Budget Development Process

Outcome Budgeting

PWC budgets for outcomes. Outcome budgets increase accountability by measuring whether an agency achieved its targets, rather than focusing on individual line item spending. This enables decision-makers to make budget decisions based on the desired community outcomes contained in the Strategic Plan and service level targets found in agency program budgets. Outcome budgets also allow citizens to see the County's future direction and, most importantly, what their tax dollars are really buying.

Defining Short-Term Initiatives

When new dollars are allocated for agency initiatives, the impact to the base performance measure is described in the agency detail section of the budget document. Service level impacts, or service level targets, represent the immediate improvements expected to occur with the new resource allocation. These improvements support the desired community outcomes contained in the Strategic Plan.

Citizen Satisfaction

The County is also constantly receiving input from its citizens on what services are appropriate for government to provide. This input is received through the strategic planning process and through the community survey. In 2018, the survey showed that 94.6% of County residents were satisfied or very satisfied with the quality of life in PWC. Also in 2018, 91% of County residents were satisfied or very satisfied with the value for their tax dollar. The next community survey will be conducted during the summer of 2020 and results will be provided in fall of 2020.

Budget Development Process

Outstanding Unmet Needs

Many budget requests come forward during the budget development process that are not included in the final adopted budget. These include expanding capacity to reduce current waiting lists for services, funding enhancements requested by community members, and providing new services not currently funded by the County. Budget requests are often submitted in several budget cycles before being funded. Notwithstanding the work done to address unmet needs during the development of the Proposed FY2020 Budget, the list of outstanding unmet needs remains long. These initiatives will be evaluated during subsequent budget development processes, or as new resources are identified off-cycle, with a goal of addressing as many of these unmet needs as can be accommodated by the BOCS's revenue policies. The current list of outstanding unmet needs is listed below. For a list of all years of unmet needs please [click here](#).

Unmet Needs		
General Fund - Operating	Budget Request	First Identified
Commonwealth Attorney	1 FTE Legal Admin/Teletype Operator	FY20 Unmet Critical Need Request
Commonwealth Attorney	1 FTE Paralegal	FY20 Unmet Critical Need Request
Commonwealth Attorney	Additional Operating Costs for Subscription and Equipment Upgrades	FY20 Unmet Critical Need Request
Community Services	ACCESS Position	FY18 Unmet Critical Need Request
Community Services	Adult Substance Abuse Treatment Positions and Residential Placement Funds	FY18 Unmet Critical Need Request
Community Services	Medication Assisted Substance Abuse Treatment Position	FY18 Unmet Critical Need Request
Community Services	Support clients with intellectual disabilities transitioning from Schools	FY19 Unmet Critical Need Request
Community Services	Therapist II for Family Assessment and Planning Team	FY19 Unmet Critical Need Request
Community Services	Add staff for Credible Health Software training & other information tech projects	FY19 Unmet Critical Need Request
Community Services	Reimbursements for Qualified Mental Health Professional registration costs and clinical licenses	FY19 Unmet Critical Need Request
Community Services	Administrative Support Position	FY19 Unmet Critical Need Request
Community Services	Two Medical Services Nurse Case Managers	FY19 Unmet Critical Need Request
Community Services	Contract Services Administrator	FY19 Unmet Critical Need Request
Community Services	Add 4 FTEs for additional Drug Offenders Recovery Services program	FY19 Unmet Critical Need Request
Community Services	5 FTEs Administrative Services	FY20 Unmet Critical Need Request
Community Services	1 FTE Therapist II for Emergency Services	FY20 Unmet Critical Need Request
Community Services	2 FTEs Administrative Support Assistant IIs for Intellectual Disabilities	FY20 Unmet Critical Need Request
Community Services	2 FTEs Therapist IIs for Same Day Access	FY20 Unmet Critical Need Request
Community Services	1 FTE Service Coordinator for Early Intervention	FY20 Unmet Critical Need Request
Community Services	2 FTEs Early Intervention Specialists (Speech and Occupational Therapy)	FY20 Unmet Critical Need Request
Community Services	5 FTEs Service Coordinator IIs for Intellectual Disabilities	FY20 Unmet Critical Need Request
Community Services	3 FTEs Admin Support Coordinator IIs for Youth, Adult and Families Division	FY20 Unmet Critical Need Request
Community Services	1 FTE Behavioral Health LPN for Medical Services	FY20 Unmet Critical Need Request
Community Services	1 FTE Therapist I for Peer Services	FY20 Unmet Critical Need Request
Community Services	1 FTE Early Intervention Assistant for Early Intervention	FY20 Unmet Critical Need Request
Community Services	1 FTE Therapist II for Early Intervention	FY20 Unmet Critical Need Request
Community Services	2 FTEs Therapist IIs for Adult Mental Health	FY20 Unmet Critical Need Request
Community Services	2 FTEs Therapist IIs New Horizons	FY20 Unmet Critical Need Request
Community Services	Refresh all Computers Scheduled For Refresh With Laptops	FY20 Unmet Critical Need Request
Community Services	Increase Funding for Contracted Day Support and Employment Services for Intellectual Disabilities	FY20 Unmet Critical Need Request
Community Services	Purchase Four Additional Vehicles	FY20 Unmet Critical Need Request
Community Services	Implement Salary Changes for Therapist II s, Therapist III s, and Therapist IV s consistent with County HR Recommendations	FY20 Unmet Critical Need Request
Criminal Justice Services	Accounting Services Coordinator	FY18 Unmet Critical Need Request
Criminal Justice Services	Probation/Pretrial Officer III	FY18 Unmet Critical Need Request
Criminal Justice Services	One Additional Vehicle	FY20 Unmet Critical Need Request
Criminal Justice Services	Probation/Pretrial Officer III	FY20 Unmet Critical Need Request

Budget Development Process

Unmet Needs		
General Fund - Operating (Continued)	Budget Request	First Identified
Economic Development	Marketing Plan for Magisterial Districts	FY18 Unmet Critical Need Request
Economic Development	Contractual Services Data Base	FY18 Unmet Critical Need Request
Economic Development	Existing Business Initiative	FY18 Unmet Critical Need Request
Economic Development	Advertising & Sponsorship	FY18 Unmet Critical Need Request
Economic Development	Advertising	FY20 Unmet Critical Need Request
Elections	Funding for Election Officers, Temporary Help Services, Postage and Printing	FY19 Unmet Critical Need Request
Elections	Funding for Election Day Equipment, Radio Batteries and Ballot-on-Demand Equipment	FY19 Unmet Critical Need Request
Elections	Print shop funding for envelopes, signage Election Officer training materials and voter information	FY20 Unmet Critical Need Request
Executive Management	Media Specialist	FY19 Unmet Critical Need Request
Finance	5 FTEs-Accounting Assistant 1 – Grade 8	FY19 Unmet Critical Need Request
Finance	Website Development for Tax.pwegov.org (tax portal)	FY19 Unmet Critical Need Request
Finance	Accountant II - Capital Projects	FY20 Unmet Critical Need Request
Finance	Senior Contract Specialist	FY20 Unmet Critical Need Request
Finance	Whitebirch Multi-Year Planning Solution	FY20 Unmet Critical Need Request
Finance	Management and Fiscal Analyst – Purchasing	FY20 Unmet Critical Need Request
Fire & Rescue	Northern Virginia Emergency Response System Contribution	FY18 Unmet Critical Need Request
Fire & Rescue	Training Captain – Command Competency	FY18 Unmet Critical Need Request
Fire & Rescue	Emergency Management Planner – Grants	FY18 Unmet Critical Need Request
Fire & Rescue	Fleet Coordinator	FY18 Unmet Critical Need Request
Fire & Rescue	Special Projects Captain	FY18 Unmet Critical Need Request
Fire & Rescue	Staffing Coordinator	FY18 Unmet Critical Need Request
Fire & Rescue	CIT Technical Services Specialist	FY19 Unmet Critical Need Request
Fire & Rescue	EMS Billing fee increase and revenue increase	FY20 Unmet Critical Need Request
Human Resources	Leadership Development Program	FY18 Unmet Critical Need Request
Human Resources	Additional Training and Development staff	FY19 Unmet Critical Need Request
Human Resources	Additional Training and Development Organizational Staffing	FY19 Unmet Critical Need Request
Human Resources	Additional support staff for Training and Development	FY19 Unmet Critical Need Request
Information Technology	Assistant Radio Technicians	FY18 Unmet Critical Need Request
Information Technology	GIS Analyst III	FY18 Unmet Critical Need Request
Information Technology	Network Analyst	FY18 Unmet Critical Need Request
Information Technology	Data Architect/Records Management Position	FY18 Unmet Critical Need Request
Information Technology	Solutions Engineer in Communications & Infrastructure Division	FY19 Unmet Critical Need Request
Information Technology	Premier Services Team in Business Group	FY19 Unmet Critical Need Request
Information Technology	Project Manager in Business Group	FY19 Unmet Critical Need Request
Information Technology	Active Directory/Messaging Engineer in Communications & Infrastructure Division	FY19 Unmet Critical Need Request
Information Technology	1 FTE – Web Engineer	FY20 Unmet Critical Need Request
Information Technology	2 FTEs – Systems Engineering Team	FY20 Unmet Critical Need Request
Information Technology	2 FTEs – Quality Assurance and Test Services Unit	FY20 Unmet Critical Need Request
Information Technology	Enterprise GIS (EGIS) Platform Implementation	FY20 Unmet Critical Need Request
Information Technology	Enterprise Licensing Agreement (ELA) for GIS Software	FY20 Unmet Critical Need Request
Information Technology	2 FTEs – DoIT Financial Team	FY20 Unmet Critical Need Request
Information Technology	1 FTE – Telecom Management	FY20 Unmet Critical Need Request
Information Technology	1 FTE – Support for Database Administration Team	FY20 Unmet Critical Need Request
Information Technology	Upgrade Systems Developer II to Systems Developer III for the Public Safety Applications Support Program Support	FY20 Unmet Critical Need Request
Information Technology	1 FTE dedicated to Business Intelligence, data warehouse, and additional development support for both ASCEND and HCM.	FY20 Unmet Critical Need Request
Information Technology	Co-Location Facility Lease – Technology Infrastructure	FY20 Unmet Critical Need Request
Information Technology	CISCO Enterprise License Agreement (ELA) – Technology Infrastructure	FY20 Unmet Critical Need Request

Budget Development Process

Unmet Needs		
General Fund - Operating <i>(Continued)</i>	Budget Request	First Identified
Library	Increase in materials budget	FY19 Unmet Critical Need Request
Library	Increase in Temporary Substitute funding	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Administrative Support Positions – various locations	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Site Manager for Bushy Park and Barnes House	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Chinn Center Driver – additional hours	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Chinn Center Flooring	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Marketing Services Increase	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Administrative Support Positions	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Landscape Maintenance Position	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Temporary Facility Maintenance Positions	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Armored Bank Services	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Part Specialist Position	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	County-Wide Pool Lifejackets	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Dale City Center Fitness Repairs and Maintenance	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Dale City Center Additional Programming	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Dale City Center Professional Services	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	ARC Community Partner Increase – Staff Support & Rental Fee Assistance	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Golf Cart Fleet Replacement	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Lifeguard and Safety Equipment	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Security Systems Replacement & Upgrades	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Vehicle Replacement	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Requirements Analysis for a new Point of Sale system	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Warehouse Supply Specialist	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	GIS Analyst	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Uniforms and Supplies for Dale City Center	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Uniforms and Apparel for WaterWorks Employees	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Chinn Center Phones	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Signature Event – Tourism (multi-day county festival)	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	New Trails - Maintenance of 24 miles of new trails	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Landscape Maintenance State & County Design Standards Compliance	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Central District Police & Fire Station #26 – Grounds services	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Fischer Properties Grounds Maintenance	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	New Park Ranger	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Unfunded Site Maintenance	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Two Full-time Mechanic II	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Landscape Maintenance Park Sites	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	HR Analyst upgrade from Part-time to Permanent Full-time	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Funding for Seasonal Recruitment Marketing	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Aquatic Specialist I	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Signage Replacement Schedule	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	New Communications Specialist I	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Admin Assistant III Position Upgrade	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Four Temporary Maintenance Workers	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Warehouse Supply Specialist for Automotive Parts	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Background Check Expansion	FY20 Unmet Critical Need Request
Planning	Purchase of Development Rights Program Costs	FY18 Unmet Critical Need Request
Police	Take Home Vehicles	FY18 Unmet Critical Need Request
Police	DUI Unit Task Force Grant	FY19 Unmet Critical Need Request
Police	Rifle Range Lease	FY19 Unmet Critical Need Request
Police	Marketing Brand for Diversity in Recruitment	FY19 Unmet Critical Need Request
Police	Additions to FY20 Staffing Plan	FY20 Unmet Critical Need Request
Public Safety Communications	Telecommunicator I	FY19 Unmet Critical Need Request

Budget Development Process

Unmet Needs		
General Fund - Operating (Continued)	Budget Request	First Identified
Public Works	Increase PSTC Landscaping Service Levels	FY18 Unmet Critical Need Request
Public Works	Security Increase for Ferlazzo and Sudley North	FY18 Unmet Critical Need Request
Public Works	Auto Mechanic	FY18 Unmet Critical Need Request
Public Works	Landscape Maintenance Uniformity	FY19 Unmet Critical Need Request
Public Works	Planner II (Property Management)	FY19 Unmet Critical Need Request
Public Works	Records Center Assistant	FY19 Unmet Critical Need Request
Public Works	Motor Vehicle Shop Supervisor	FY19 Unmet Critical Need Request
Public Works	Management & Fiscal Analyst II (Facilities Construction Management)	FY19 Unmet Critical Need Request
Public Works	Accounting Services Coordinator I (Solid Waste)	FY20 Unmet Critical Need Request
Public Works	Engineer II (Facilities Construction)	FY20 Unmet Critical Need Request
Public Works	Heavy Equipment Mechanic (Fleet)	FY20 Unmet Critical Need Request
Public Works	Maintenance Mechanic II (Buildings & Grounds)	FY20 Unmet Critical Need Request
Public Works	Custodial Building Operations Supervisor (Buildings & Grounds)	FY20 Unmet Critical Need Request
Public Works	Consolidated Contractual Cost Increases (Buildings & Grounds)	FY20 Unmet Critical Need Request
Sheriff's Office	Eviction Squad Supervisor	FY18 Unmet Critical Need Request
Sheriff's Office	Courthouse Security Supervisor	FY19 Unmet Critical Need Request
Sheriff's Office	Training Officer	FY18 Unmet Critical Need Request
Sheriff's Office	Dispatcher	FY18 Unmet Critical Need Request
Sheriff's Office	Admin Support Assistant	FY20 Unmet Critical Need Request
Social Services	Staffing plan to address benefit renewals and applications	FY19 Unmet Critical Need Request
Social Services	Staffing to ensure compliance in financial oversight & federal mandates	FY20 Future Outlook
Social Services	Funds for emergency mass sheltering	FY20 Unmet Critical Need Request
Transportation	Maintenance Fund for public or BOCS owned roads	FY19 Unmet Critical Need Request
Transportation	Assistant Director	FY20 Unmet Critical Need Request
Transportation	Construction Inspector	FY20 Unmet Critical Need Request

Unmet Needs		
General Fund - Capital Facilities	Budget Request	First Identified
Fire & Rescue	Additional Fire & Rescue Stations to Meet Comprehensive Plan Level of Service	FY18 Unmet Critical Need Request
Library	Potomac Community Library Renovation	FY18 Unmet Critical Need Request
Library	Central Community Library Renovation	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Hellwig Administration Building Renovation	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Catharpin Regional Park restrooms & concession building	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Hellwig Complex entrance – traffic light	FY18 Unmet Critical Need Request
Parks, Recreation & Tourism	Howison Homestead Park parking	FY18 Unmet Critical Need Request
Multiple Agencies	Judicial Center Expansion	FY18 Unmet Critical Need Request

Unmet Needs		
General Fund - Capital - Technology	Budget Request	First Identified
Finance	Ascend Enhancements, Phase IV	FY18 Unmet Critical Need Request
Finance	Mobile Data Access for Real Estate	FY18 Unmet Critical Need Request
Finance	Tax Portal	FY18 Unmet Critical Need Request
Information Technology	Core Network Upgrade	FY19 Unmet Critical Need Request
Information Technology	Smart Form – Enterprise document and form platform	FY19 Unmet Critical Need Request
Information Technology	VoIP Upgrade and Voice Optimization	FY19 Unmet Critical Need Request
Parks, Recreation & Tourism	Maintenance Order Tracking System	FY18 Unmet Critical Need Request
Public Safety Communications	Wireless broadband network	FY20 Future Outlook
Multiple Agencies	Computer Assisted Design (CAD)/Record Management System (RMS) Enhancement – Motorola APX Radio Manager Solution	FY18 Unmet Critical Need Request

Budget Development Process

Unmet Needs		
Non-General Fund Operating & Capital	Budget Request	First Identified
Adult Detention Center	Document Management System	FY20 Unmet Critical Need Request
Adult Detention Center	Modernization Project	FY20 Unmet Critical Need Request
Circuit Court	Circuit Court chambers renovation	FY20 Unmet Critical Need Request
Circuit Court	Circuit Court RMS	FY20 Unmet Critical Need Request
Circuit Court	Circuit Courtroom Modernization	FY20 Unmet Critical Need Request
Finance	Finance: County One Enhancements – Phase II Updates (Citizen portal – Tax admin)	FY20 Unmet Critical Need Request
Finance	Finance: Store/Search CountyOne Documents in EDMS	FY20 Unmet Critical Need Request
Finance	Tax Administration CRM	FY20 Unmet Critical Need Request
Fire & Rescue	DFR Fleet Management System	FY20 Unmet Critical Need Request
Fire & Rescue	Station 28 (Spriggs Rd & Minnieville/Dumfries Rd)	FY20 Unmet Critical Need Request
Fire & Rescue	Station 29 (Minnieville Rd & Summit School Rd)	FY20 Unmet Critical Need Request
Fire & Rescue	Station 30 (Fortuna Center Plz & Dumfries Rd)	FY20 Unmet Critical Need Request
Fire & Rescue	Station 35 (Wellington Rd & Freedom Center Blvd)	FY20 Unmet Critical Need Request
Fire & Rescue	Station 36 (Catharpin Rd & Sudley Rd)	FY20 Unmet Critical Need Request
General District Court	General District Court Technology Upgrade	FY20 Unmet Critical Need Request
Human Rights	Human Rights Case Management System	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Broad Run Greenway	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Chinn Park- Field Lights and Restrooms	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Everest Peak Lane Park	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Fairmont Park – Lights & Lighting Infrastructure	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	K9 Gunner Dog Park	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Lake Ridge Park-Pavillion	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park – Convert bball court to a futsal court.	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park – lights and irrigation: 1 lighted soccer field	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park – Lights - Restroom/Concession Area: Baseball field concession/restroom	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park – Lights - Restroom/Concession Area: Irrigate 4 fields	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park – Lights - Restroom/Concession Area: Little League lights	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park – Lights - Restroom/Concession Area: Upgrade sod	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park entrance expansion and additional parking	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Long Park Intersection Improvements	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Mayhew Sports Complex – Restroom Facility	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Neabsco Trail Completion	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Nokesville Park – Irrigation	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Nokesville Park – Lights	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Occoquan Greenway	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	SBDCRC Dale City Recreation Center Lights	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	SBDCRC Dale City Recreation Center Restroom	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Splashdown Water Park – build Phase Two	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Valley View Park- Maintenance Yard	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Valley View Park- Concrete paths	FY20 Unmet Critical Need Request
Parks, Recreation & Tourism	Valley View Park – Lights	FY20 Unmet Critical Need Request
Police	Police: Command Trucks – Total for 3 trucks	FY20 Unmet Critical Need Request
Police	Police: Construction of a new Criminal Evidence Building	FY20 Unmet Critical Need Request
Police	Police: Secure Fenced Parking Lot at Gar-Field Station	FY20 Unmet Critical Need Request
Sheriff's Office	Sheriff Body Worn Cameras (Plus 1 FTE)	FY20 Unmet Critical Need Request
Sheriff's Office	Judicial Center and Campus Anti-Terrorism Measures	FY20 Unmet Critical Need Request
Sheriff's Office	Sheriff's Inventory Management System	FY20 Unmet Critical Need Request
Sheriff's Office	Sheriff: Walk Through Metal Detectors	FY20 Unmet Critical Need Request
Sheriff's Office	Sheriff: X-Ray (2 machines x \$55,000)	FY20 Unmet Critical Need Request

Budget Summary

Budget Highlights

All Funds Expenditure Budget

The total, all funds budget, including the Prince William County Schools (PWCS) budget proposed by the School Superintendent, increases by 4.32% from FY19 to FY20. The County government all funds budget increases 5.78% and the Schools all funds budget increases 2.82%.

All Funds Expenditure				
Funding Area	FY19 Adopted	FY20 Proposed	Change	Change
County Government	\$1,555,491,810	\$1,645,434,020	\$89,942,210	5.78%
Schools	\$1,509,216,252	\$1,551,725,418	\$42,509,166	2.82%
Total County and Schools	\$3,064,708,062	\$3,197,159,438	\$132,451,376	4.32%

All Funds Expenditure Summary (Includes Operating Transfers)				
	FY19 Adopted Budget	FY20 Proposed Budget	Dollar Change	Percent Change
General Fund	\$1,179,005,503	\$1,238,807,017	\$59,801,513	5.07%
Special Revenue Fund	\$152,616,196	\$146,701,333	(\$5,914,864)	(3.88%)
Capital Projects Fund	\$24,501,696	\$31,513,468	\$7,011,772	28.62%
Enterprise Fund	\$27,088,261	\$28,293,753	\$1,205,492	4.45%
Internal Service Fund	\$122,149,822	\$130,508,899	\$8,359,076	6.84%
Trust and Agency Funds	\$1,909,500	\$1,909,500	\$0	0.00%
Adult Detention Center	\$48,220,832	\$67,700,051	\$19,479,219	40.40%
Schools *	\$1,509,216,252	\$1,551,725,418	\$42,509,166	2.82%
Total All Funds	\$3,064,708,062	\$3,197,159,438	\$132,451,376	4.32%

* Schools FY2020 proposed budget as presented by School Superintendent to Prince William County School Board on February 6, 2019.

General Fund Expenditure Budget

The total Prince William County (PWC) general fund budget increases by 5.07% from FY19 to FY20. This includes a 4.91% increase in the transfer to the Schools and a 5.23% increase in the County government general fund budget.

General Fund Expenditures				
	FY19 Adopted	FY20 Proposed	Dollar Change	Percent Change
County Government	\$600,137,321	\$631,542,920	\$31,405,599	5.23%
Transfer to Schools	\$578,868,182	\$607,264,096	\$28,395,914	4.91%
Total General Fund	\$1,179,005,503	\$1,238,807,017	\$59,801,513	5.07%

Budget Summary

Five-Year Plan

The Proposed FY2020 Budget implements the County/School revenue agreement, which allocates 57.23% of general revenues to the Schools and 42.77% of general revenues to the County. This agreement makes the allocation of revenues in the Five-Year Plan more predictable. The Five-Year Plan is an important tool for addressing strategic goals and community needs over a five-year horizon. The proposed FY20-24 five-year budget plan is based on an annual 3.5% cap of County government operating budget increases.

FY2020-FY2024 Five-Year Plan					
	FY2020	FY2021	FY2022	FY2023	FY2024
Revenue and Resources					
General Revenue	\$1,068,994,000	\$1,112,695,000	\$1,156,811,000	\$1,199,550,000	\$1,243,019,520
Less Schools Share of General Revenue	(\$607,264,096)	(\$632,216,949)	(\$657,407,305)	(\$681,809,605)	(\$706,629,981)
County Share of General Revenue	\$461,729,904	\$480,478,052	\$499,403,695	\$517,740,395	\$536,389,539
County General Revenue	\$461,729,904	\$480,478,052	\$499,403,695	\$517,740,395	\$536,389,539
Agency Revenue	\$164,916,701	\$165,066,106	\$165,338,597	\$167,267,886	\$167,608,541
County Resources	\$4,896,316	\$4,219,695	\$3,885,779	\$3,533,599	\$3,490,956
Total County Revenue and Resources Available	\$631,542,921	\$649,763,852	\$668,628,071	\$688,541,880	\$707,489,036
Expenditures					
County Operating Expenditures	\$610,545,657	\$629,608,707	\$639,397,215	\$653,745,589	\$667,192,957
County CIP Expenditures	\$20,997,263	\$19,896,160	\$28,301,348	\$34,769,848	\$40,105,632
Total County Expenditure (Operating and CIP)	\$631,542,920	\$649,504,867	\$667,698,563	\$688,515,437	\$707,298,589
Available Capacity	\$0	\$258,985	\$929,509	\$26,443	\$190,447
Total General Fund Expenditures (Including County Transfer to Schools)	\$1,238,807,017	\$1,281,721,816	\$1,325,105,868	\$1,370,325,042	\$1,413,928,570
Operating Expenditure % Change	3.43%	3.13%	1.56%	2.25%	2.06%

Budget Summary

School Transfer Overview

The School Budget is handled independently from other department budgets reviewed by the County Executive. The School Board, which is elected by the citizens of PWC, submits its budget request directly to the Board of County Supervisors (BOCS). The BOCS then reviews the proposed budget through work sessions with the School Board. The Proposed FY2020 Budget for PWCS includes a total local County transfer of \$611,740,544. Details of the County transfer are summarized in the table and narrative below.

Summary of School Transfer to PWCS			
	FY19 Adopted	FY20 Proposed	\$ Change
Schools Share of General Revenue (57.23%)	\$578,868,182	\$607,264,096	\$28,395,914
Federal government debt service reimbursement on Qualified School Construction Bonds & Virginia Public School Authority (VPSA) Debt	\$1,310,059	\$1,259,145	(\$50,914)
Class Size Reduction Grant	\$1,000,000	\$1,000,000	\$0
13th High School Debt Service Equivalent	\$888,694	\$870,013	(\$18,681)
Cable Grant - Schools Share (57.23%)	\$847,290	\$847,290	\$0
School Security Pilot Program (Transfer from Police Dept)	\$500,000	\$500,000	\$0
Total School Transfer	\$583,414,225	\$611,740,544	\$28,326,319

County/Schools Revenue Agreement – The current County/Schools revenue sharing agreement was approved on December 8, 1998, via [BOCS Resolution 98-1032](#) and amended on April 23, 2013, through [BOCS Resolution 13-257](#). The Proposed FY2020 Budget adheres to current adopted policy whereby the Schools receive 57.23% of general revenues, excluding recordation tax revenue, and the County government receives 42.77%.

Federal Government Debt Service Reimbursements – The Build America Bonds (BAB) and Qualified School Construction Bonds (QSCB) programs were created as part of the American Recovery and Reinvestment Act (ARRA) of 2009. The programs were intended to stimulate the national economy out of economic recession by helping state and local jurisdictions regain access to bond markets after the financial collapse made it difficult to borrow for infrastructure improvements. Municipalities issued taxable bonds at higher interest rates with the federal government subsidizing 35% of interest payments under the BAB program and 100% of interest payments under the QSCB program. BAB and QSCB revenue received from the federal government is transferred from the County's general fund to the Schools' debt service fund since the Schools pay the annual debt service financed by those bond issuances. However, reimbursement from the federal government has declined due to the federal government sequester. The current sequestration reduction rate for the BAB and QSCB programs is 6.2% less than originally planned.

Class Size Reduction Grant – On April 21, 2015, the BOCS adopted [BOCS Resolution 15-292](#) creating a Class Size Reduction Grant of up to \$1.0 million. The grant is intended to help the School Board address the issue that PWCS class sizes are at the maximum permitted under Virginia law. Such funding was contingent upon the execution of a separate grant agreement between the School Board and the Prince William BOCS that includes the following provisions:

- The County's funding, up to \$1,000,000, is matched dollar for dollar by the School Board;
- The combined amount, up to \$2,000,000, is used exclusively to sustain the class size reductions achieved during the 2015-2016 school year;
- The combined amount, up to \$2,000,000, cannot be used to supplant the level of effort toward class size reduction already contained within the Schools' budget;

The Proposed FY2020-2024 Five-Year Plan provides funding for the Class Size Reduction Grant in all years.

Budget Summary

13th High School Debt Service Equivalent – In recognition of higher student enrollment than anticipated by PWCS, the BOCS approved [BOCS Resolution 17-18](#) on January 10, 2017 which transferred \$10,675,000 to the Schools for school site acquisition, renovations, and new school construction in the eastern portion of the County. The BOCS also directed the County Executive to include in the FY2018 Budget annual debt service costs necessary to finance an additional \$10,675,000 for additional capital project expenses at the 13th High School. This is an additional transfer to the Schools over and above the Schools' share of general revenue identified in the County/Schools Revenue Agreement. Board action was in response to the PWCS Board approving an alternative design for the 13th High School on January 4, 2017 that increases student capacity at the new school by over 500 students and increases the cost by \$10,675,000.

Cable Grant – An annual 1% cable equipment grant is provided by cable television providers operating in the County. Grant proceeds must be used for cable related capital needs. Although not considered general revenue, revenue derived from the grant is shared with PWCS in accordance with the County/Schools revenue agreement. Both the County and Schools use cable equipment grant proceeds to support informational programming on their respective access channels. Grant receipts are evaluated on an annual basis for potential, future adjustments.

School Security Pilot Program – The budget continues to transfer \$500,000 to the Schools for a pilot program with the goal of enhancing security at elementary schools in the County. The pilot program is planned to include six staff members including five community security officers and one community safety officer supervisor. The personnel will be school employees and take advantage of state law that allows school system to hire retired law enforcement officers to serve as armed security. The funding will be transferred to the Schools from the Police Department budget.

Budget Summary

General Fund Revenue & Resource Summary				
	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19/FY20 Proposed	% Change FY19/FY20 Proposed
General Revenues				
All Real Estate Taxes				
Real Estate Taxes - Current Year *	\$663,427,000	\$699,347,000	\$35,920,000	5.41%
Real Estate Tax Exonerations *	(\$17,381,798)	(\$15,595,000)	\$1,786,798	(10.28%)
Real Estate Tax Relief	\$0	(\$12,029,000)	(\$12,029,000)	-
Real Estate Tax Deferrals	(\$500,000)	(\$500,000)	\$0	0.00%
Land Redemption	\$315,000	\$315,000	\$0	0.00%
Public Service Real Estate Current Year	\$20,977,614	\$20,956,000	(\$21,614)	(0.10%)
Real Estate Penalties Current Year	\$1,526,000	\$1,608,000	\$82,000	5.37%
Total All Real Estate Taxes	\$668,363,816	\$694,102,000	\$25,738,184	3.85%
All Personal Property Taxes				
Personal Property Taxes Current Year	\$188,400,000	\$204,800,000	\$16,400,000	8.70%
Personal Property Taxes Prior Year	\$50,000	\$120,000	\$70,000	140.00%
Personal Property Tax Deferrals	(\$500,000)	(\$500,000)	\$0	0.00%
Personal Property Penalties Current Year	\$2,200,000	\$2,760,000	\$560,000	25.45%
Total All Personal Property Taxes	\$190,150,000	\$207,180,000	\$17,030,000	8.96%
Interest on Taxes				
Interest on all Taxes	\$1,585,000	\$1,665,000	\$80,000	5.05%
Total Interest On Taxes	\$1,585,000	\$1,665,000	\$80,000	5.05%
Total General Property Taxes	\$860,098,816	\$902,947,000	\$42,848,184	4.98%
Other Local Taxes				
Local Sales Tax	\$66,190,000	\$68,176,000	\$1,986,000	3.00%
Daily Equipment Rental Tax	\$453,000	\$509,000	\$56,000	12.36%
Consumers Utility Tax	\$14,810,000	\$14,590,000	(\$220,000)	(1.49%)
Bank Franchise Tax	\$1,500,000	\$1,500,000	\$0	0.00%
BPOL Tax	\$26,200,000	\$28,000,000	\$1,800,000	6.87%
Public Utility Gross Receipts Tax	\$1,400,000	\$1,414,000	\$14,000	1.00%
Motor Vehicle License	\$8,870,000	\$9,400,000	\$530,000	5.98%
Recordation Tax	\$8,000,000	\$7,900,000	(\$100,000)	(1.25%)
Deed of Conveyance Tax	\$2,200,000	\$2,225,000	\$25,000	1.14%
Transient Occupancy Tax	\$1,428,000	\$1,675,000	\$247,000	17.30%
Total Other Local Taxes	\$131,051,000	\$135,389,000	\$4,338,000	3.31%
Total Local Tax Sources	\$991,149,816	\$1,038,336,000	\$47,186,184	4.76%
Additional Revenue Sources				
Revenue from Money & Property	\$10,455,000	\$13,710,000	\$3,255,000	31.13%
Misc Revenue	\$7,000	\$5,000	(\$2,000)	(28.57%)
State Revenue	\$17,795,000	\$16,868,000	(\$927,000)	(5.21%)
Federal Revenue	\$70,000	\$75,000	\$5,000	7.14%
Total Additional Revenue Sources	\$28,327,000	\$30,658,000	\$2,331,000	8.23%
Total General Revenue	\$1,019,476,816	\$1,068,994,000	\$49,517,184	4.86%

* In the FY2019 Budget, 'Real Estate Tax Exonerations' were included in the 'Real Estate Taxes - Current Year' line item.

Budget Summary

General Fund Revenue & Resource Summary				
	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19/FY20 Proposed	% Change FY19/FY20 Proposed
Agency Revenue				
Economic Development	\$106,939	\$226,939	\$120,000	112.21%
Library	\$2,805,791	\$3,117,450	\$311,659	11.11%
Parks, Recreation & Tourism	\$8,533,661	\$9,648,916	\$1,115,255	13.07%
Planning	\$500	\$500	\$0	0.00%
Public Works	\$3,568,227	\$2,178,494	(\$1,389,733)	(38.95%)
Transportation	\$190,000	\$268,345	\$78,345	41.23%
County Attorney_	\$245,186	\$245,186	\$0	0.00%
Elections	\$83,669	\$248,645	\$164,976	197.18%
Finance	\$3,131,890	\$4,335,032	\$1,203,142	38.42%
Human Rights Office	\$71,019	\$71,019	\$0	0.00%
Area Agency on Aging	\$2,169,509	\$2,468,555	\$299,046	13.78%
Public Health	\$484,859	\$501,550	\$16,691	3.44%
Social Services	\$30,275,440	\$33,531,190	\$3,255,750	10.75%
Virginia Cooperative Extension	\$510,482	\$552,962	\$42,480	8.32%
Community Services	\$24,056,650	\$24,338,203	\$281,553	1.17%
Non-Departmental	\$10,262,696	\$8,934,320	(\$1,328,376)	(12.94%)
Debt Service	\$14,612,545	\$14,496,981	(\$115,564)	(0.79%)
Clerk of the Court	\$3,360,308	\$3,640,034	\$279,726	8.32%
Commonwealth's Attorney	\$2,622,775	\$2,673,330	\$50,555	1.93%
Criminal Justice Services	\$1,380,933	\$1,380,933	\$0	0.00%
Fire & Rescue	\$26,684,281	\$30,411,658	\$3,727,377	13.97%
General District Court	\$2,392,930	\$2,392,930	\$0	0.00%
Juvenile & Domestic Relations Court	\$81,517	\$81,517	\$0	0.00%
Juvenile Court Services Unit	\$5,264	\$5,264	\$0	0.00%
Police	\$11,627,025	\$12,139,025	\$512,000	4.40%
Public Safety Communications_	\$2,502,892	\$3,390,525	\$887,633	35.46%
Sheriff	\$3,439,027	\$3,637,198	\$198,171	5.76%
Total Agency Revenue	\$155,206,015	\$164,916,701	\$9,710,686	6.26%
Total General Fund Revenue	\$1,174,682,831	\$1,233,910,701	\$59,227,870	5.04%
County Resources				
Budgeted County Resources				
Indirect Cost Transfers:				
Transfer from FMO Development Services	\$93,271	\$106,474	\$13,203	14.16%
Transfer from Site Development Review & Inspection	\$778,537	\$692,245	(\$86,292)	(11.08)
Transfer from Building Development	\$1,049,591	\$1,334,490	\$284,899	27.14%
Transfer from Mosquito & Forest Pest	\$214,138	\$258,830	\$44,692	20.87%
Transfer from Stormwater Management Fee	\$613,116	\$757,231	\$144,115	23.51%
Transfer from SW Operations	\$1,109,384	\$1,371,435	\$262,051	23.62%
Special Taxing District Debt Support	\$467,700	\$467,700	\$0	0.00%
Total Budgeted County Resources	4,325,737	4,988,405	662,668	15.32%
Total Budgeted Revenue & Resources	1,179,008,568	1,238,899,106	59,890,538	5.08%

Budget Summary

General Fund Revenue & Resource Summary				
	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19/FY20 Proposed	% Change FY19/FY20 Proposed
Other County Resources				
Recordation Tax Rev Committed for Transportation Projects	\$5,940,000	(\$5,860,000)	\$80,000	(1.35%)
Recordation Tax Rev Used for Transportation Debt Service	\$6,263,137	\$6,015,477	(\$247,660)	(3.95%)
Transient Occupancy Tax Revenue Committed for Tourism	\$2,172,620	(\$2,543,120)	(\$370,500)	17.05%
Transient Occupancy Tax Used for Tourism	\$1,972,418	\$2,545,764	\$573,346	29.07%
Use of Fire Programs Fund for Storage Building at PSTC	\$250,000	\$0	(\$250,000)	(100.00%)
Use of Fire Programs Fund for PSTC Student Technology	\$100,000	\$0	(\$100,000)	(100.00%)
Use of Fire Programs Fund for PSTC Instructor & Student Technology	\$0	\$75,000	\$75,000	0.00%
Use of Fire Programs Fund for Secondary Burn Facility	\$0	\$600,000	\$600,000	0.00%
Add Funds to Remote Access Fee	\$184,000	\$0	\$184,000	(100.00%)
Add Funds to Cable Franchise Fee Fund	\$0	(\$633,210)	(\$633,210)	0.00%
Add Funds to Golf Course Reserve	\$80,000	(\$80,000)	\$0	0.00%
Add Funds to Parks and Recreation Turf Field Reserve	\$212,000	(\$212,000)	\$0	0.00%
Total Other County Resources	(\$3,065)	(\$92,089)	(\$89,024)	2,904.54%
Total County Resources	\$4,322,672	\$4,896,316	\$573,644	13.27%
Total Revenue & Resources	\$1,179,005,503	\$1,238,807,017	\$59,801,514	5.07%

Calculation of County & Schools General Revenue Split				
	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19/FY20 Proposed	% Change FY19/FY20 Proposed
Revenue & Resources County/School Split				
Total General Revenues	\$1,019,476,816	\$1,068,994,000	\$49,517,184	4.86%
Less Recordation Tax Revenue	(\$8,000,000)	(\$7,900,000)	\$100,000	(1.25%)
Total Split Between County & Schools	\$1,011,476,816	\$1,061,094,000	\$49,617,184	4.91%
General Fund Total Transferred to Schools (57.23%)	\$578,868,182	\$607,264,096	\$28,395,914	4.91%
County Share of County/School Split (42.77%)	\$432,608,634	\$453,829,904	\$21,221,270	4.91%
Other County Resources (Not Split)				
-Agency Revenue	\$155,206,015	\$164,916,701	\$9,710,686	6.26%
-Budgeted County Resources	\$4,325,737	\$4,988,405	\$662,668	15.32%
-Other County Resources	(\$3,065)	(\$92,089)	(\$89,024)	2,904.54%
-Recordation Tax Revenue	\$8,000,000	\$7,900,000	(\$100,000)	(1.25%)
County Share of General Fund Total	\$600,137,321	\$631,542,921	\$31,405,599	5.23%
Total County and Transfer to Schools	\$1,179,005,503	\$1,238,807,017	\$59,801,514	5.07%

Budget Summary

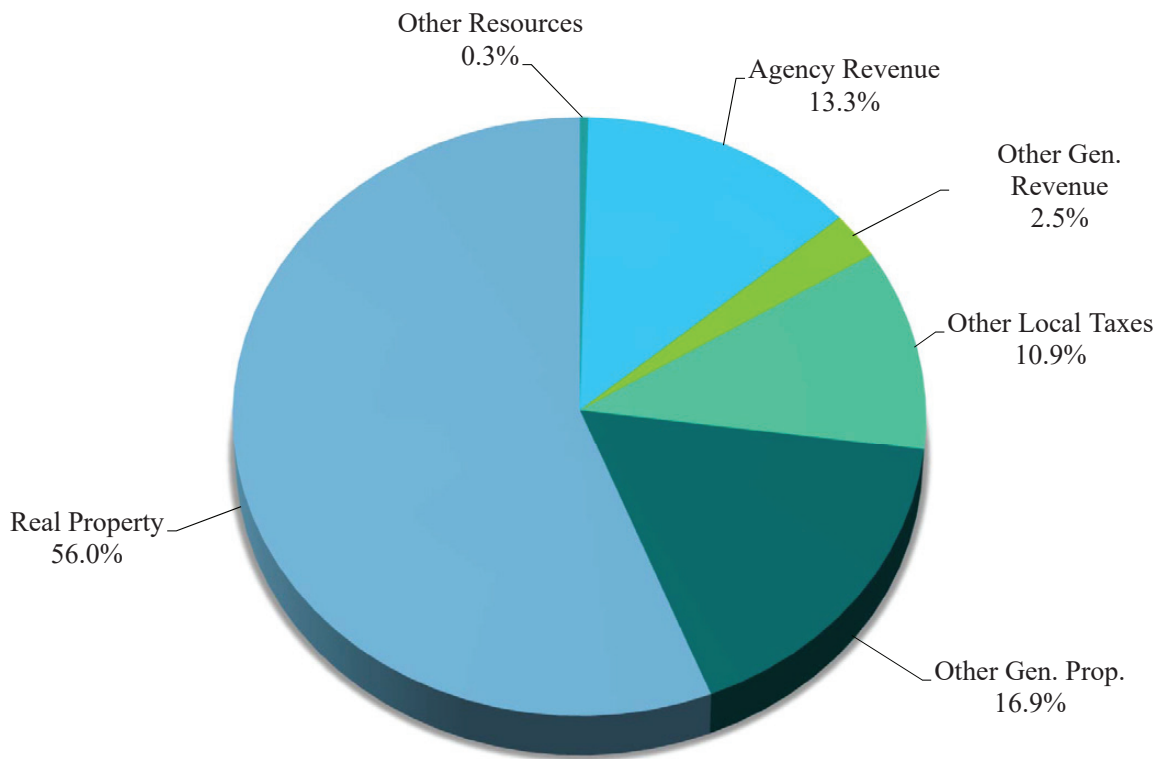
General Fund Revenue Summary

The general fund is the County's largest fund and includes all financial transactions and resources not required to be accounted for in another fund type. The following chart shows the proposed FY20 funding sources for the general fund.

The four largest sources provide 97.1% of revenue to the general fund:

- Real property tax – revenue from County real estate
- Other general property tax – revenue from personal property tax
- Agency revenue – revenue collected by individual County agencies, typically Federal and State grants
- Other local taxes – revenue from sales tax, Business, Professional, Occupational License (BPOL) tax, public utility gross receipts tax, consumer utility tax and transient occupancy tax

FY2020 Funding Sources General Fund



\$1,238,807,017

Budget Summary

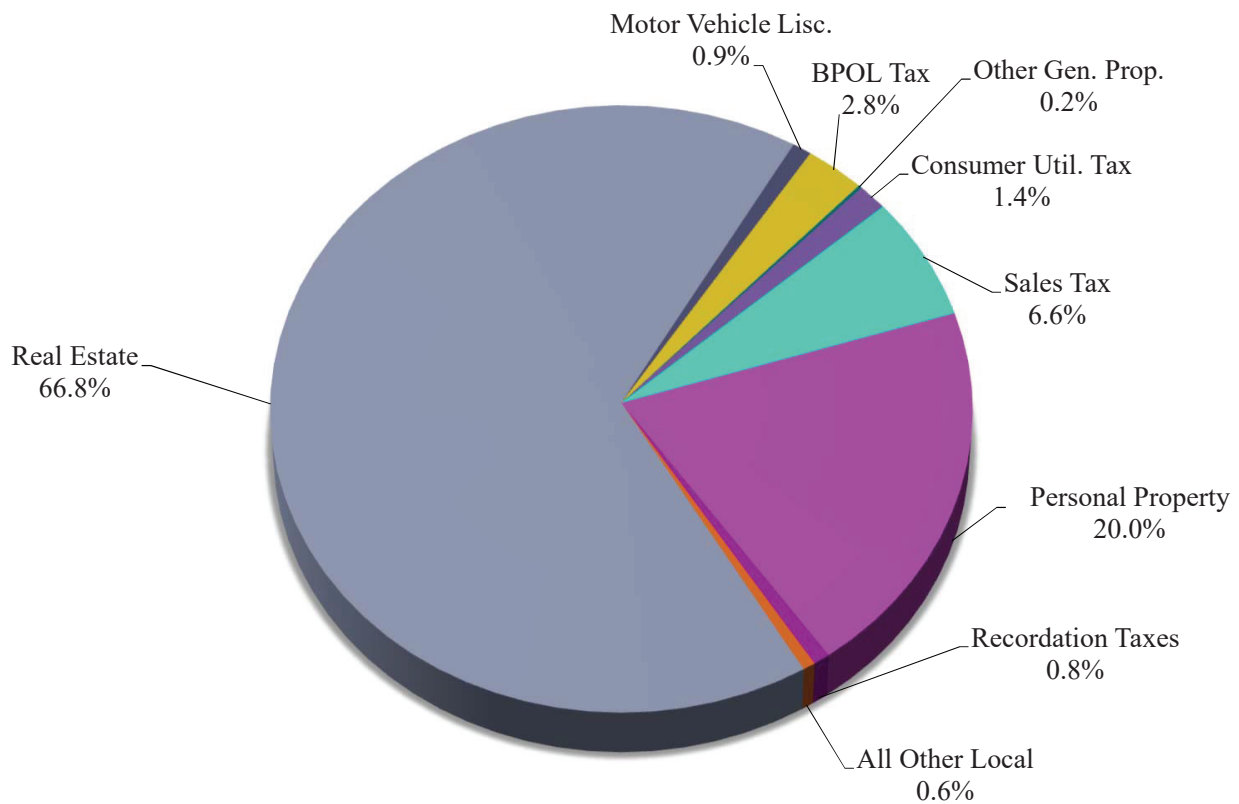
General Fund Local Tax Sources

Local tax sources make up a majority of funding in the County's general fund. The three largest sources provide 93.4% of total local tax dollars from real estate tax assessed on all taxable residential and commercial real estate (\$1.125 per \$100 of assessed value), personal property tax assessed on individual and business personal property, and sales tax levied on the retail sale or rent of most tangible property.

The smaller sources of tax dollars are levied on the following categories:

- BPOL Tax – levied on gross receipts of County businesses
- Consumer Utility Tax – levied on the consumers of electricity and natural gas
- Motor Vehicle License Fee – levied in conjunction with the personal property tax
- Recordation Taxes – levied when a legal instrument regarding real property such as a deed is recorded with the clerk of the circuit court
- All Other Local – miscellaneous tax sources such as TOT and additional taxes
- Other General Property – interest earned on all taxes

Detail of FY2020 Local Tax Sources



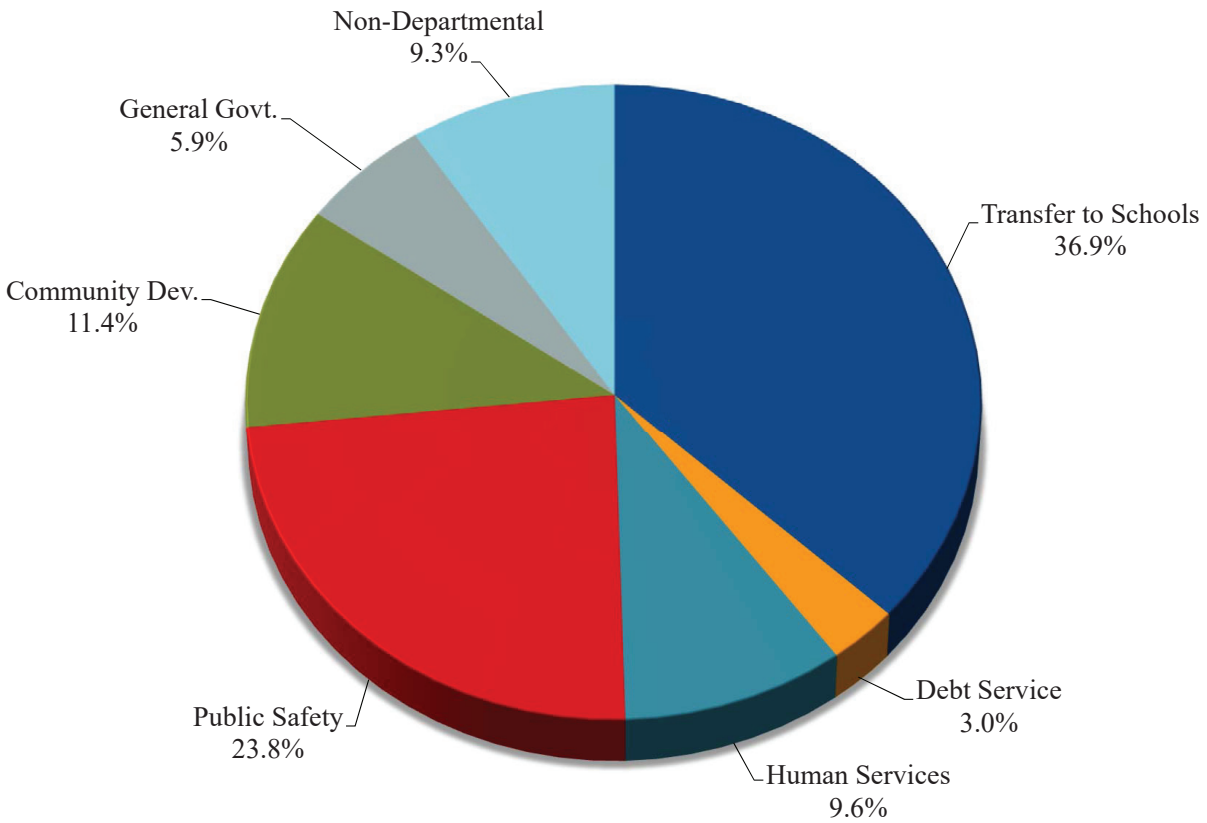
\$1,038,336,000

Budget Summary

All Funds Expenditure Summary - County Government

The chart below shows the County government expenditure budget for all funds, including the general fund transfer to the Schools. It does not include the School Superintendent's proposed budget presented to the School Board.

FY2020 Total County Government Budget by Functional Categories



\$1,645,434,020

Budget Summary

Expenditure Summary							
	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19 To FY20	% Change FY19 To FY20
SECTION ONE:							
GENERAL FUND EXPENDITURE SUMMARY							
Community Development							
Economic Development	\$3,830,159	\$3,458,318	\$3,028,562	\$2,918,779	\$3,274,708	\$355,929	12.19%
Library	\$16,610,758	\$16,329,666	\$17,045,820	\$17,758,658	\$17,682,718	(\$75,940)	(0.43%)
Parks, Recreation & Tourism	\$29,059,350	\$35,270,560	\$30,115,801	\$30,945,302	\$33,764,172	\$2,818,870	9.11%
Planning	\$3,398,062	\$3,691,773	\$3,902,451	\$3,965,819	\$3,990,302	\$24,483	0.62%
Public Works	\$30,660,012	\$33,950,393	\$33,084,462	\$34,868,319	\$33,623,223	(\$1,245,096)	(3.57%)
Transportation	\$2,572,136	\$2,363,540	\$2,635,707	\$2,849,513	\$2,929,998	\$80,485	2.82%
Subtotal	\$86,130,476	\$95,064,249	\$89,812,804	\$93,306,390	\$95,265,121	\$1,958,731	2.10%
General Government							
Board of County Supervisors	\$3,519,609	\$3,302,633	\$4,151,538	\$4,760,166	\$4,789,263	\$29,097	0.61%
Audit Services	\$868,322	\$427,298	\$0	\$0	\$0	\$0	0.00%
County Attorney	\$3,628,370	\$3,543,698	\$3,812,215	\$3,916,028	\$4,014,552	\$98,524	2.52%
Elections	\$2,170,232	\$2,913,542	\$1,927,983	\$1,855,391	\$2,633,866	\$778,475	41.96%
Executive Management	\$3,839,919	\$3,768,312	\$3,926,203	\$4,308,916	\$4,562,651	\$253,736	5.89%
Finance	\$24,425,848	\$35,520,744	\$33,134,797	\$21,072,708	\$21,756,920	\$684,212	3.25%
Human Resources	\$3,090,316	\$2,956,089	\$3,493,912	\$3,411,442	\$3,613,581	\$202,138	5.93%
Human Rights Office	\$591,585	\$643,419	\$761,408	\$852,346	\$771,456	(\$80,890)	(9.49%)
Management & Budget	\$1,613,701	\$1,677,971	\$1,698,445	\$1,589,962	\$1,586,473	(\$3,489)	(0.22%)
Subtotal	\$43,747,902	\$54,753,706	\$52,906,500	\$41,766,960	\$43,728,763	\$1,961,803	4.70%
Human Services							
Area Agency on Aging	\$5,390,653	\$5,467,009	\$5,646,271	\$6,155,703	\$6,783,652	\$627,948	10.20%
Public Health	\$3,351,109	\$3,361,304	\$3,286,949	\$3,402,469	\$3,402,843	\$374	0.01%
Social Services	\$42,951,265	\$46,925,112	\$52,668,614	\$51,998,962	\$57,090,459	\$5,091,497	9.79%
Virginia Cooperative Extension	\$853,888	\$790,974	\$800,012	\$921,082	\$927,709	\$6,627	0.72%
Community Services	\$40,284,827	\$40,911,066	\$45,546,054	\$46,943,288	\$47,103,878	\$160,589	0.34%
Subtotal	\$92,831,741	\$97,455,464	\$107,947,900	\$109,421,504	\$115,308,540	\$5,887,036	5.38%

Budget Summary

Expenditure Summary							
	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19 To FY20	% Change FY19 To FY20
Public Safety							
Adult Detention Center	\$0	\$9,976	\$164,799	\$0	\$0	\$0	0.00%
Circuit Court Judges	\$776,856	\$794,151	\$726,132	\$763,865	\$1,158,437	\$394,573	51.65%
Clerk of the Court	\$3,906,419	\$4,322,887	\$3,780,897	\$4,089,527	\$4,285,254	\$195,726	4.79%
Commonwealth's Attorney	\$5,421,020	\$5,636,438	\$6,344,450	\$6,270,255	\$6,380,527	\$110,272	1.76%
Criminal Justice Services	\$3,564,303	\$3,854,312	\$3,968,584	\$4,437,573	\$4,533,887	\$96,314	2.17%
Fire & Rescue	\$71,729,616	\$80,053,705	\$86,438,168	\$93,603,377	\$102,275,686	\$8,672,309	9.26%
General District Court	\$191,193	\$202,950	\$209,192	\$279,571	\$680,915	\$401,343	143.56%
Juvenile & Domestic Relations Court	\$83,054	\$95,006	\$93,804	\$109,128	\$420,361	\$311,233	285.20%
Juvenile Court Services Unit	\$827,501	\$838,933	\$889,778	\$934,604	\$1,011,941	\$77,338	8.27%
Law Library	\$91,955	\$106,728	\$82,229	\$0	\$0	\$0	0.00%
Magistrates	\$127,902	\$125,654	\$112,647	\$115,667	\$115,667	\$0	0.00%
Police	\$94,411,511	\$96,868,104	\$102,980,917	\$107,412,482	\$114,162,168	\$6,749,686	6.28%
Public Safety Communications	\$11,700,844	\$10,125,469	\$10,336,004	\$11,210,096	\$11,741,791	\$531,695	4.74%
Sheriff	\$9,619,646	\$10,034,237	\$10,321,333	\$10,918,424	\$11,862,277	\$943,853	8.64%
Transfer to Adult Detention Center	\$28,002,921	\$26,838,103	\$27,750,277	\$32,112,225	\$34,243,692	\$2,131,467	6.64%
Subtotal	\$230,454,741	\$239,906,652	\$254,199,213	\$272,256,794	\$292,872,602	\$20,615,808	7.57%
Debt							
Debt Service	\$50,099,963	\$56,748,277	\$53,238,966	\$54,152,176	\$49,636,205	(\$4,515,971)	(8.34%)
Subtotal	\$50,099,963	\$56,748,277	\$53,238,966	\$54,152,176	\$49,636,205	(\$4,515,971)	(8.34%)
Transfers							
Transfer to General Fund	\$67,632,167	\$2,071,452	\$0	\$0	\$0	\$0	0.00%
Transfer to Law Library	\$0	\$16,744	\$10,229	\$10,229	\$32,229	\$22,000	215.07%
Transfer to Aging	\$0	\$0	\$30,000	\$0	\$0	\$0	0.00%
Transfer to F&R Systemwide Initiatives	\$3,523,967	\$0	\$0	\$0	\$0	\$0	0.00%
Transfer to Site Development Review & Inspection	\$0	\$1,614,916	\$1,622,390	\$1,615,186	\$3,809,561	\$2,194,375	135.86%
Transfer to Building Development	\$0	\$1,940,295	\$2,010,428	\$2,303,625	\$0	(\$2,303,625)	(100.00%)
Transfer to Housing Choice Voucher Program	\$11,414	\$0	\$0	\$0	\$0	\$0	0.00%
Transfer to Housing Trust Contribution	\$0	\$11,414	\$11,414	\$84,602	\$84,602	\$0	0.00%
Transfer to Transportation	\$0	\$0	\$0	\$1,575,000	\$1,575,000	\$0	0.00%
Transfer to All Other Projects	\$9,067,501	\$14,032,000	\$0	\$2,850,000	\$10,500,000	\$7,650,000	268.42%
Transfer to Innovation	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$0	0.00%
Transfer to Parks Enterprise Fund	\$1,176,738	\$225,000	\$740,463	\$762,622	\$757,422	(\$5,200)	(0.68%)
Transfer to DoIT Capital Replacement	\$725,195	\$0	\$0	\$0	\$0	\$0	0.00%
Class Size Reduction Grant	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$0	0.00%
Debt Service for 13th High School	\$0	\$0	\$0	\$888,694	\$870,013	(\$18,681)	(2.10%)
Subtotal	\$83,136,982	\$20,946,821	\$5,459,924	\$11,124,958	\$18,663,827	\$7,538,869	67.77%

Budget Summary

Expenditure Summary							
	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19 To FY20	% Change FY19 To FY20
Non-Departmental							
Unclassified Administrative	\$22,003,878	\$38,428,857	\$20,116,182	\$10,197,620	\$7,701,372	(\$2,496,248)	(24.48%)
Contingency Reserve	\$50,000	\$10,000	\$1,745,000	\$544,429	\$500,000	(\$44,429)	(8.16%)
Countywide Insurance Programs	\$748,766	\$827,002	\$776,147	\$7,241,490	\$7,741,490	\$500,000	6.90%
Unemployment Insurance	\$67,397	\$78,514	\$89,412	\$125,000	\$125,000	\$0	0.00%
Subtotal	\$22,870,041	\$39,344,373	\$22,726,741	\$18,108,539	\$16,067,862	(\$2,040,677)	(11.27%)
Total Without School Transfer	\$609,271,846	\$604,219,541	\$586,292,048	\$600,137,321	\$631,542,920	\$31,405,599	5.23%
Transfer to Schools	\$507,302,048	\$530,853,894	\$555,425,820	\$578,868,182	\$607,264,096	\$28,395,914	4.91%
Total With School Transfer	\$1,116,573,894	\$1,135,073,435	\$1,141,717,868	\$1,179,005,503	\$1,238,807,017	\$59,801,513	5.07%

The FY16 Actuals include operating transfers to departments within the general fund. In the old financial system, human services departments such as Social Services, Community Services, and Aging were budgeted in individual funds within the general fund. The operating transfers were a means to provide budgeted general tax support to these departments. Beginning in FY17, this practice was significantly reduced because most of these departments are in the same fund within the general fund.

Please note, that actual agency expenditures in the table above includes the County's capital reserve which is a use of general fund balance in the new chart of accounts. Since the capital reserve does not reflect an agency's operating budget, use of the capital reserve is not depicted in each agency's specific Expenditure & Revenue Summary.

Totals may not add due to rounding.

Budget Summary

Expenditure Summary							
	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19 To FY20	% Change FY19 To FY20
SECTION TWO:							
NON GENERAL FUND EXPENDITURE SUMMARY							
Special Revenue Funds							
Animal Shelter Donations & License Plates	\$0	\$8,413	\$13,247	\$0	\$0	\$0	0.00%
Community Development Authority	\$1,229,479	\$2,592,701	\$2,850,429	\$2,917,000	\$2,917,000	\$0	0.00%
Development Services	\$25,068,097	\$21,160,269	\$22,701,906	\$24,809,509	\$25,403,557	\$594,048	2.39%
Emergency Medical Service Fee	\$4,924,974	\$4,982,593	\$5,072,289	\$5,377,410	\$5,433,650	\$56,240	1.05%
Housing & Community Development	\$31,518,296	\$31,836,380	\$32,619,635	\$43,164,642	\$43,090,057	(\$74,586)	(0.17%)
Fire & Rescue Levy	\$39,319,661	\$48,879,522	\$54,430,684	\$64,797,722	\$58,174,404	(\$6,623,318)	(10.22%)
Mosquito & Forest Pest Management	\$1,431,993	\$1,448,821	\$1,472,725	\$1,855,340	\$1,628,540	(\$226,800)	(12.22%)
Stormwater Management	\$7,528,817	\$7,998,036	\$10,975,044	\$8,861,562	\$9,228,138	\$366,576	4.14%
Transportation/Service Districts	\$486,916	\$735,635	\$645,887	\$833,011	\$825,987	(\$7,024)	(0.84%)
Total Special Revenue Funds	\$111,508,233	\$119,642,370	\$130,781,847	\$152,616,196	\$146,701,333	(\$5,914,864)	(3.88%)
Capital Project Funds							
Capital Project Funds	\$120,431,410	\$103,966,718	\$132,602,645	\$24,501,696	\$31,513,468	\$7,011,772	28.62%
Total Capital Project Funds	\$120,431,410	\$103,966,718	\$132,602,645	\$24,501,696	\$31,513,468	\$7,011,772	28.62%
Enterprise Funds							
Innovation Business Park	\$331,228	\$1,939,516	\$4,153,286	\$195,000	\$195,000	\$0	0.00%
Parks & Recreation	\$6,419,977	\$6,556,941	\$6,896,195	\$6,969,451	\$6,939,668	(\$29,784)	(0.43%)
Solid Waste	\$19,514,397	\$19,284,757	\$17,641,302	\$19,923,809	\$21,159,085	\$1,235,276	6.20%
Total Enterprise Funds	\$26,265,602	\$27,781,214	\$28,690,782	\$27,088,261	\$28,293,753	\$1,205,492	4.45%
Internal Service Funds							
Information Technology	\$26,500,158	\$30,296,970	\$29,626,192	\$31,812,928	\$40,059,446	\$8,246,518	25.92%
Public Works Construction Crew	\$2,713,579	\$2,509,070	\$2,016,298	\$2,089,249	\$1,988,454	(\$100,795)	(4.82%)
Public Works Fleet Management	\$7,060,488	\$7,145,115	\$7,793,067	\$8,017,646	\$9,528,998	\$1,511,353	18.85%
Medical Insurance	\$52,171,443	\$55,360,887	\$56,902,017	\$80,230,000	\$78,932,000	(\$1,298,000)	(1.62%)
Other Self Insurance	\$28,057	\$0	\$212,640	\$0	\$0	\$0	0.00%
Casualty Pool/Worker's Compensation	\$8,027,733	\$9,743,062	\$8,651,908	\$0	\$0	\$0	0.00%
Total Internal Service Funds	\$96,501,458	\$105,055,105	\$105,202,121	\$122,149,822	\$130,508,899	\$8,359,076	6.84%

Budget Summary

Expenditure Summary							
	FY16 Year Ending Actuals	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Adopted Budget	FY20 Proposed Budget	\$ Change FY19 To FY20	% Change FY19 To FY20
Trust and Agency Funds							
Agency Funds (Welfare, Housing & CSB)	\$0	\$501,797	\$458,431	\$0	\$0	\$0	0.00%
Commonwealth Credit	\$453,593	\$486,108	\$427,207	\$500,000	\$500,000	\$0	0.00%
NVTA - 2% Transient Occupancy Tax	\$1,470,370	\$1,576,183	\$1,608,437	\$1,400,000	\$1,400,000	\$0	0.00%
Library Trust	\$152,493	\$140,996	\$125,764	\$0	\$0	\$0	0.00%
Innovation Owners Association	\$115,224	\$120,181	\$73,309	\$0	\$0	\$0	0.00%
Police Donations/Animal Friendly License Plates	\$8,390	\$49,579	\$10,000	\$9,500	\$9,500	\$0	0.00%
Historic Preservation Foundation	\$28	\$0	\$780	\$0	\$0	\$0	0.00%
Other Post Employment Benefits (OPEB)	\$4,412,358	\$3,877,189	\$3,630,723	\$0	\$0	\$0	0.00%
Police & Fire Supplemental Retirement	\$2,308,676	\$2,739,881	\$2,472,534	\$0	\$0	\$0	0.00%
Length of Service Award Program (LOSAP)	\$407,490	\$467,388	\$503,874	\$0	\$0	\$0	0.00%
Total Trust & Agency Funds	\$9,328,622	\$9,959,302	\$9,311,060	\$1,909,500	\$1,909,500	\$0	0.00%
Component Units							
Adult Detention Center	\$43,224,303	\$42,719,861	\$48,260,368	\$48,220,832	\$67,700,051	\$19,479,219	40.40%
Total Adult Detention Center Fund	\$43,224,303	\$42,719,861	\$48,260,368	\$48,220,832	\$67,700,051	\$19,479,219	40.40%
Schools							
Operating Fund	\$927,284,048	\$941,862,727	\$1,011,979,370	\$1,084,774,103	\$1,132,061,466	\$47,287,363	4.36%
School Debt Service Fund	\$84,523,659	\$89,224,373	\$100,896,943	\$107,730,113	\$111,590,305	\$3,860,192	3.58%
Construction Fund	\$135,947,829	\$165,677,017	\$105,116,967	\$87,874,962	\$83,638,286	(\$4,236,676)	(4.82%)
Food Service Fund	\$40,952,508	\$41,836,973	\$44,375,403	\$52,277,451	\$51,595,000	(\$682,451)	(1.31%)
Warehouse Fund	\$36,384	\$67,214	\$204,195	\$5,000,000	\$5,000,000	\$0	0.00%
Facilities Use Fund	\$1,425,097	\$1,506,005	\$1,397,454	\$1,699,392	\$1,755,200	\$55,808	3.28%
Self Insurance Fund	\$4,036,564	\$5,049,723	\$4,642,420	\$5,506,132	\$5,627,478	\$121,346	2.20%
Health Insurance Fund	\$90,684,104	\$71,425,147	\$66,444,770	\$109,530,239	\$110,153,121	\$622,882	0.57%
Regional School Fund	\$7,285,944	\$6,646,055	\$4,768,568	\$51,308,693	\$46,813,026	(\$4,495,667)	(8.76%)
Governor's School at Innovation Park	\$1,203,345	\$1,142,529	\$1,249,691	\$994,340	\$991,114	(\$3,226)	(0.32%)
School Age Child Care (SACC) Program Fund	\$650,718	\$747,176	\$620,019	\$630,000	\$550,000	(\$80,000)	(12.70%)
School Aquatic Center	\$0	\$0	\$0	\$1,281,541	\$1,314,906	\$33,365	2.60%
Imaging Center Fund	\$0	\$0	\$0	\$609,286	\$635,516	\$26,230	4.31%
Total Schools	\$1,294,030,201	\$1,325,184,939	\$1,341,695,801	\$1,509,216,252	\$1,551,725,418	\$42,509,166	2.82%
Grand Total All Funds	\$2,817,863,723	\$2,918,348,942	\$2,978,298,831	\$3,064,708,062	\$3,197,159,438	\$132,451,376	4.32%

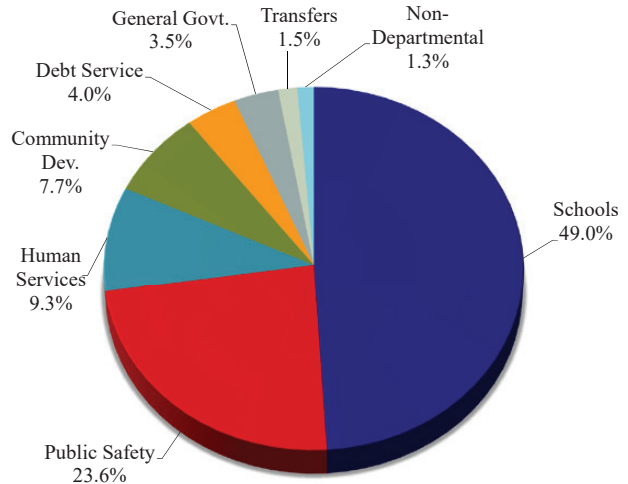
Budget Summary

General Fund Expenditure Summary *Functional Areas with School Transfer*

The general fund is grouped into eight functional categories with four representing 89.6% of the total. Functional categories illustrate the types of services County revenue is buying for residents.

The largest category supports funding for the Schools (49.0%). The next three are Public Safety (23.6%), Human Services (9.3%) and Community Development (7.7%).

FY2020 General Fund Budget by Functional Categories *(Includes School Transfer Budget)*



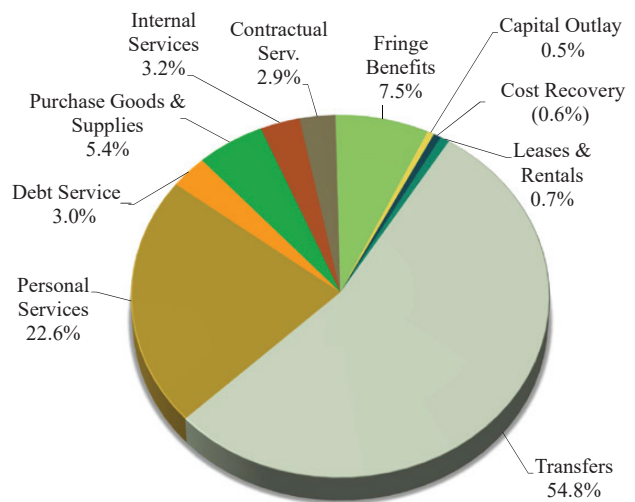
\$1,238,807,017

General Fund Expenditure Summary *Expenditure Categories with School Transfer*

The general fund is grouped into ten expenditure categories with three representing 84.9% of the total. The largest category is transfers (54.8%), which includes funding transfers to the Schools (\$611.7 million), Adult Detention Center (\$34.2 million), and general fund support to other funds within County government.

The next two largest categories (Personal Services and Fringe Benefits) support salaries and benefits for all full-time, part-time, and temporary County employees and total 30.1% of general fund expenditures.

FY2020 General Fund Budget by Category of Expenditure *(Includes School Transfer Budget)*



\$1,238,807,017

Budget Summary

General Fund Expenditure Summary

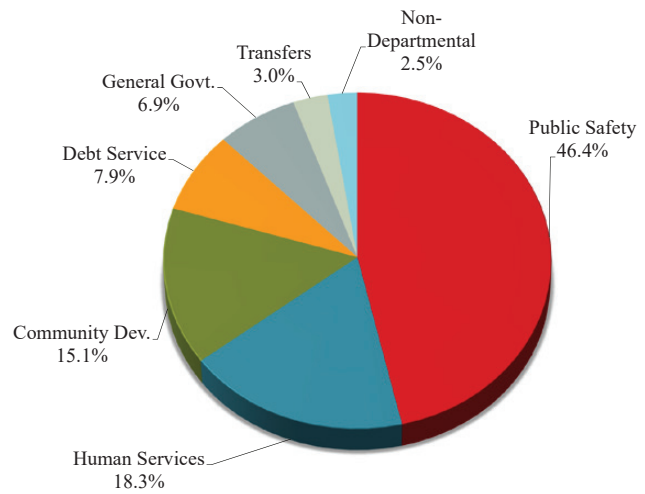
Functional Areas without School Transfer

Excluding the PWCS transfer budget, the general fund is grouped into seven functional categories with two representing 64.7% of the total. Functional categories illustrate the types of services County revenue is buying for residents. The two largest categories support funding for Public Safety (46.4%) and Human Services (18.3%) agencies. The other categories that include departmental budgets are Community Development (15.1%) and General Government (6.9%) agencies.

The three remaining categories include:

- Debt Service – payments for financed public infrastructure
- Non-Departmental – self-insurance programs and expenses unrelated to an individual department
- Transfers – supplemental transfers to Schools, such as the Class Size Reduction Grant and supplemental 13th high school debt service, and support to development fee agencies

FY2020 General Fund Budget by Functional Categories (Excludes School Transfer Budget)



\$631,542,920

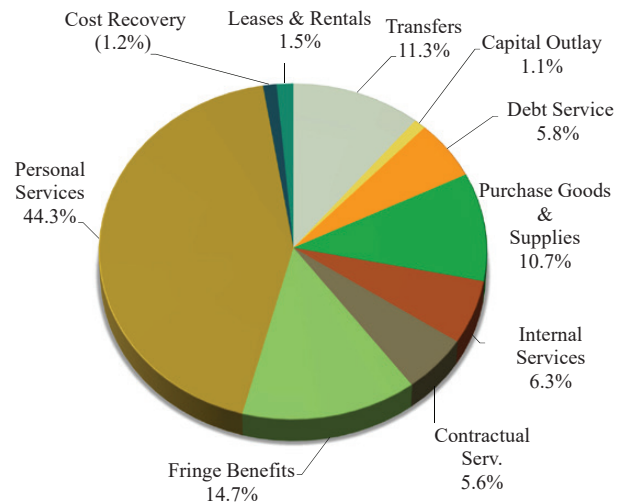
General Fund Expenditure Summary

Expenditure Categories without School Transfer

The general fund is grouped into ten expenditure categories with three representing 69.7% of the total. The largest categories (Personal Services and Fringe Benefits) support salaries and benefits for County employees and total 59.0% of general fund expenditures. The third largest category is Purchase Goods and Supplies (10.7%) funding supply, equipment and training expenses. Other categories include:

- Transfers – transfers out to other funds including Adult Detention Center and the Capital Projects Fund
- Debt Service – payments for financed public infrastructure
- Internal Services – goods and services provided by one County department to another, for example fleet management
- Contractual Services – products and services contracted out
- Leases and Rentals – lease and rental of goods and property
- Capital Outlay – capital asset expenses, for example vehicles purchased
- Cost Recovery – negative expenditure budget used to offset project management costs that are reimbursed from capital projects

FY2020 General Fund Budget by Category of Expenditure (Excludes School Transfer Budget)



\$631,542,920

Budget Summary

Position Summary of Full-Time Equivalent Positions (FTE)						
Department/Agency	FY17 Adopted Total Positions	FY18 Adopted Total Positions	FY19 Adopted Total Positions	FY19 Off-Cycle Added Positions	FY20 Proposed Added Positions	FY20 Proposed Total Positions
<u>Community Development:</u>						
Development Services	112.00	113.00	116.00	0.00	1.00	117.00
Economic Development	13.00	13.00	14.00	1.00	2.00	17.00
Library	208.16	208.16	208.16	(0.02)	0.00	208.14
Parks, Recreation and Tourism ⁽²⁾	408.57	411.16	423.82	16.30	1.00	441.12
Planning	29.00	29.00	30.00	1.00	0.00	31.00
Public Works	352.02	358.02	363.02	(5.29)	3.00	360.73
Transportation	43.80	44.80	44.80	0.00	3.00	47.80
Subtotal	1,166.55	1,177.14	1,199.80	12.99	10.00	1,222.79
<u>General Government:</u>						
Board of County Supervisors ⁽¹⁾	25.00	26.00	26.00	0.00	0.00	26.00
Audit Services ⁽¹⁾	1.00	0.00	0.00	0.00	0.00	0.00
County Attorney	28.00	28.00	28.00	0.00	1.00	29.00
Elections	14.00	14.00	14.00	0.00	1.00	15.00
Executive Management	26.00	26.00	28.00	1.00	0.00	29.00
Finance	159.00	161.00	162.00	(1.00)	9.00	170.00
Human Resources	26.50	26.50	26.50	1.00	2.00	29.50
Human Rights Office	5.00	6.00	7.00	(0.75)	0.00	6.25
Information Technology	91.88	91.88	94.88	0.00	3.00	97.88
Management & Budget	13.00	13.00	12.00	0.00	0.00	12.00
Subtotal	389.38	392.38	398.38	0.25	16.00	414.63
<u>Human Services:</u>						
Area Agency on Aging	32.28	32.28	31.28	2.47	0.00	33.75
Community Services	316.26	331.76	345.76	1.00	0.00	346.76
Housing & Community Development	24.00	24.00	24.00	0.00	0.00	24.00
Public Health	3.60	3.60	3.60	0.00	0.00	3.60
Social Services	331.26	352.26	359.76	29.00	2.00	390.76
Virginia Cooperative Extension Service	6.87	6.87	5.11	0.00	0.00	5.11
Subtotal	714.27	750.77	769.51	32.47	2.00	803.98
<u>Public Safety:</u>						
Adult Detention Center	349.40	377.40	422.40	0.00	28.00	450.40
Circuit Court Judges	10.00	10.00	9.00	1.00	2.00	12.00
Clerk of the Circuit Court ⁽³⁾	48.00	48.00	49.00	0.00	0.00	49.00
Commonwealth's Attorney	45.00	50.00	50.00	(3.00)	1.00	48.00
Criminal Justice Services	42.60	43.60	44.60	0.00	0.00	44.60
Fire & Rescue	662.70	722.70	751.70	7.00	1.00	759.70
General District Court	1.00	1.00	1.00	0.00	2.00	3.00
Juvenile & Domestic Relations District Court	0.00	0.00	0.00	0.00	2.00	2.00
Juvenile Court Services Unit	6.00	6.00	6.00	0.00	0.00	6.00
Law Library ⁽³⁾	1.00	1.00	0.00	0.00	0.00	0.00
Police	854.00	871.00	886.00	0.00	15.00	901.00
Public Safety Communications	113.00	112.00	113.00	0.00	5.00	118.00
Sheriff	100.50	102.50	102.50	0.00	4.00	106.50
Subtotal	2,233.20	2,345.20	2,435.20	5.00	60.00	2,500.20
Total FTE Positions	4,503.40	4,665.49	4,802.89	50.71	88.00	4,941.60

(1) Restructuring in FY18 moved Audit Services under the Board of County Supervisors

(2) In FY18 the BOCS took action that brought 7.5 FTEs from Convention and Visitors Bureau to the Department of Parks, Recreation and Tourism - Office of Tourism

(3) Restructuring in FY19 moved Law Library under the Clerk of the Circuit Court

Compensation

Attracting and Retaining Quality County Employees

The County’s compensation policy is as follows:

Prince William County (PWC) will have a combination of salaries, benefits, employee development, and workplace environment that will attract and retain the most qualified employees in order to implement our vision. To accomplish this, the County recognizes the importance of maintaining salaries that are competitive with other Northern Virginia jurisdictions. Our success in implementing this strategy will be measured by our ability to attract quality applicants, retain quality employees, and maintain employee satisfaction.

To implement this compensation policy, PWC will make every effort, within our position classification structure, to maintain salaries comparable to salaries of similar positions in Fairfax, Loudoun, and Arlington counties and the City of Alexandria. The County will annually benchmark position classifications at the midpoint average and make adjustments when necessary to maintain market competitiveness.

General Overview

- A. **Budgeted Salary Lapse** – This account reduces agency expenditure authority by adding negative funding to the agency budget, essentially reducing the total allowable expenditures. The budgeted salary lapse account is located within Personnel Services because most agencies achieve their savings through employee attrition. The total required agency savings in budgeted salary lapse in FY20 is \$16.4 million.
- B. **Classification and Compensation Study/Position Reclassifications** – The County is currently undergoing a countywide classification and compensation study that is examining the organization’s classification system to create a new model that will accurately reflect the work employees perform while allowing the flexibility needed to effectively attract, manage, and retain employees. The Proposed FY2020 Budget does not include funding for study recommendations because the study will not be completed until summer 2019. Due to the study, no abolishment or upgrades are being made to existing classifications and the creation of new classifications is limited. One classification is recommended to be established for Fire & Rescue to support the new 56-hour work schedule proposed to begin on July 1, 2019.

Establish New Class Specifications Proposed in FY2020 Budget			
Department	Title	Grade	Code
Fire & Rescue	Fire & Rescue Division Chief	PSFR20	6927
Countywide	Technical Writer	13	8150

Budget Initiatives

1. Public Safety Retention and Recruitment Study - Phase 2

Expenditure	\$10,216,400	General Fund Impact	\$6,746,400
Revenue	\$3,470,000	FTE Positions	0.00

- a. **Public Safety Compensation Increases** – During FY17, the Board of County Supervisors directed staff to contract for a [study of public safety retention and recruitment](#) for sworn personnel to determine if compensation adjustments were necessary to reduce attrition and improve overall employee satisfaction in the Adult Detention Center (ADC), the Department of Fire & Rescue (DFR), the Police Department

Compensation

(PD) and the Sheriff's Office (SO). Where appropriate, the study benchmarked County practices against the Northern Virginia comparison group - Alexandria, Arlington, Fairfax, Loudoun, and for the ADC, the Rappahannock Regional Jail.

The study primarily focused on three compensation issues:

- Pay compression, where individuals with the same pay grade and level of experience receive very different compensation, depending on whether they were promoted through the County ranks or came to the County from another locality, or where an insufficient pay differential exists between supervisors and subordinates
- Compensation compared to other Northern Virginia jurisdictions, because County public safety employees have progressed more slowly through their pay ranges relative to employees in other jurisdictions
- The inability of public safety employees to project future earnings, because not all public safety pay adjustments add to base pay

The compensation study recommendations to address these issues fall into four categories:

- Implement targeted pay adjustments for each public safety employee group to address pay compression and improve market competitiveness
- Create pay scales for each public safety employee group
- End the practice of alternating pay for performance increases and market pay adjustments and focus on moving employees through the pay schedule
- Eliminate performance plus pay and redirect savings into other areas of the compensation plan

The study recommended a two-phase approach to implementation:

- **Phase 1 (FY19)** – Targeted pay adjustments occurred in the FY2019 Budget and addressed pay compression by migrating sworn staff in the ADC, DFR, PD, and SO to respective pay scales based on years of service. The annual retention supplement for PD and DFR, and the Career Development Program in PD were eliminated and included with base pay in FY19 at a general fund cost of \$3.0 million.
- **Phase 2 (FY19 & FY20)** – Phase 2 entails creating new public safety pay scales to improve market competitiveness with other jurisdictions while maintaining pay progressions between ranks. All public safety sworn personnel will be moved to a pay scale with 3% step increments over a multi-year period while addressing agency-specific compensation and operational issues. For example, the DFR operating schedule will be changed from 2,496 to 2,912 annual hours, consistent with the most common shift schedule among other regional departments. In addition, a Master Police Officer (MPO) classification is funded and provides a non-supervisory, lead worker career pathway for police officers at an estimated cost of \$800,000 annually. Additional detail on the MPO program is detailed in PD agency budget pages.

Phase 2 actions will result in an increased cost to the general fund of approximately \$400,000 (for PD) beginning on April 1, 2019 (FY19) and full year costs of \$10,216,400 in FY20 for all public safety personnel. Of this full year amount, \$6,940,000 is attributed to the DFR operating schedule change with the cost evenly split between the general fund and the fire levy. Please refer to the DFR agency budget pages for information on the proposed 56-hour work week (2,912 annual hours), operational impacts to the Fire & Rescue system, and enhanced service level impacts to the community's Safe & Secure Community strategic goal.

The Proposed FY2020 Budget includes funding to fully implement Phase 2 for all public safety agencies. The total general fund cost of implementing Phase 2 of the Public Safety Retention and Recruitment Study in FY20-24 is \$54,014,710.

Compensation

2. Pay for Performance Adjustment

Expenditure	\$6,207,272	General Fund Impact	\$6,207,272
Revenue	\$0	FTE Positions	0.00

a. **Pay for Performance Adjustment** – Funding is included to support a 3.0% pay for performance increase in FY20. Annual pay for performance adjustments of 3.0% are included in each remaining year of the Five-Year Plan (FY21-24). Pay for performance includes the following:

- The basic pay for performance increase is calculated on the employee’s current salary/pay as a percentage increase until the employee reaches the maximum salary/pay for that position. Maximum salary/pay scales are not extended based on pay for performance adjustments. The total general fund cost of pay for performance adjustments is \$85,626,541 in FY20-24.
- “Performance Plus” is a lump-sum award that will be added to the first paycheck the employee receives after his/her evaluation, if the performance is rated higher than the “Fully Achieved” rating. This one-time amount is not added to the employee’s base pay. Employees at the maximum salary/pay for their position are eligible for this award. Beginning in FY19, public safety sworn personnel were not eligible for “Performance Plus” as recommended by the Public Safety Retention and Recruitment Study. The savings from this change have been redirected to implement the recommendations contained in the study. Funding to support “Performance Plus” is budgeted in FY20-24. The total general fund cost of “Performance Plus” is \$2,494,180 in FY20-24.

b. **Future Compensation Rollover** – Each year compensation actions are rolled over into the next budget year. This includes positions which were initially funded for a partial year and require a full year budget in the next fiscal year. Pay for performance rollovers are necessary because not all employees receive pay for performance increases at the beginning of the fiscal year. Therefore, a pay for performance increase given halfway through a fiscal year needs to be funded for the entire next fiscal year. This rollover captures the full cost of providing pay for performance increases to employees. When no pay for performance increase is authorized, little if any compensation rollover funds are added to the budget in the next budget year. The total general fund cost of compensation rollover is \$28,542,180 in FY20-24.

3. Health and Dental Insurance Adjustment

Expenditure	\$523,597	General Fund Impact	\$523,597
Revenue	\$0	FTE Positions	0.00

a. **Health and Dental Insurance** – This initiative funds County employer contributions for health insurance increases required to maintain the stability of the County’s self-insurance fund. The expenditure adjustment is due to an average 1.6% increase for the County’s health insurance. There is no increase for dental insurance in FY20. The Five-Year Plan contains provisions for 7.0% annual increases to health insurance rates and 10.0% annual increases to dental insurance rates in FY21-24. The total general fund cost for the County’s employer contribution for health and dental insurance is \$28,855,865 in FY20-24.

4. Pension and Retirement Benefits Adjustment

Expenditure	\$443,498	General Fund Impact	\$443,498
Revenue	\$0	FTE Positions	0.00

a. **Virginia Retirement System (VRS)** – The certified VRS employer contribution rate is 13.16% effective July 1, 2018. VRS rates are evaluated and certified by the VRS Board of Trustees every two years with a projected change of 0.50% for the rate in FY21. Therefore, the contribution rate is projected to be 13.66% in FY21-24. The additional total general fund cost associated with projected VRS rate increases is \$6,409,064 in FY20-24.

Compensation

- b. Retiree Health Credit** – County employees are not provided health insurance coverage upon retirement. The County Retiree Health Credit program is available to employees upon separation and retirement from County service. All full-time employees and existing retirees with a minimum of 15 years of County service can receive \$5.50 per month for each year of service, up to a maximum of \$165 per month for 30 years of County service. When the \$45 maximum per month currently offered as part of the State VRS is added, the maximum for 30 years of County service increases to \$210 per month. The Retiree Health Credit Program is separate from and in addition to the existing VRS Health Credit program, which is also completely funded by County contributions. A 5.0% cost increase of \$125,712 in the retiree health credit budget is projected to cover growth in this benefit due to additional retirees. The amount paid to each individual retiree has not increased. The total general fund cost to increase the retiree health care budget at 5.0% per year is \$2,016,206 in FY20-24.
- c. Supplemental Pension Benefits for Adult Detention Center and Sheriff Sworn Staff** – Supplemental pension benefits, credited for future service beginning July 1, 2019, have been added for sworn staff in the Adult Detention Center and Sheriff. The total contribution rate is 2.34% shared between participant and County with each paying 1.17% of salary. The supplemental benefit is similar to the current supplemental pension plan for police officers and salaried fire and rescue personnel. The additional total general fund cost associated with the supplemental pension benefits increase is \$1,588,930 in FY20-24.

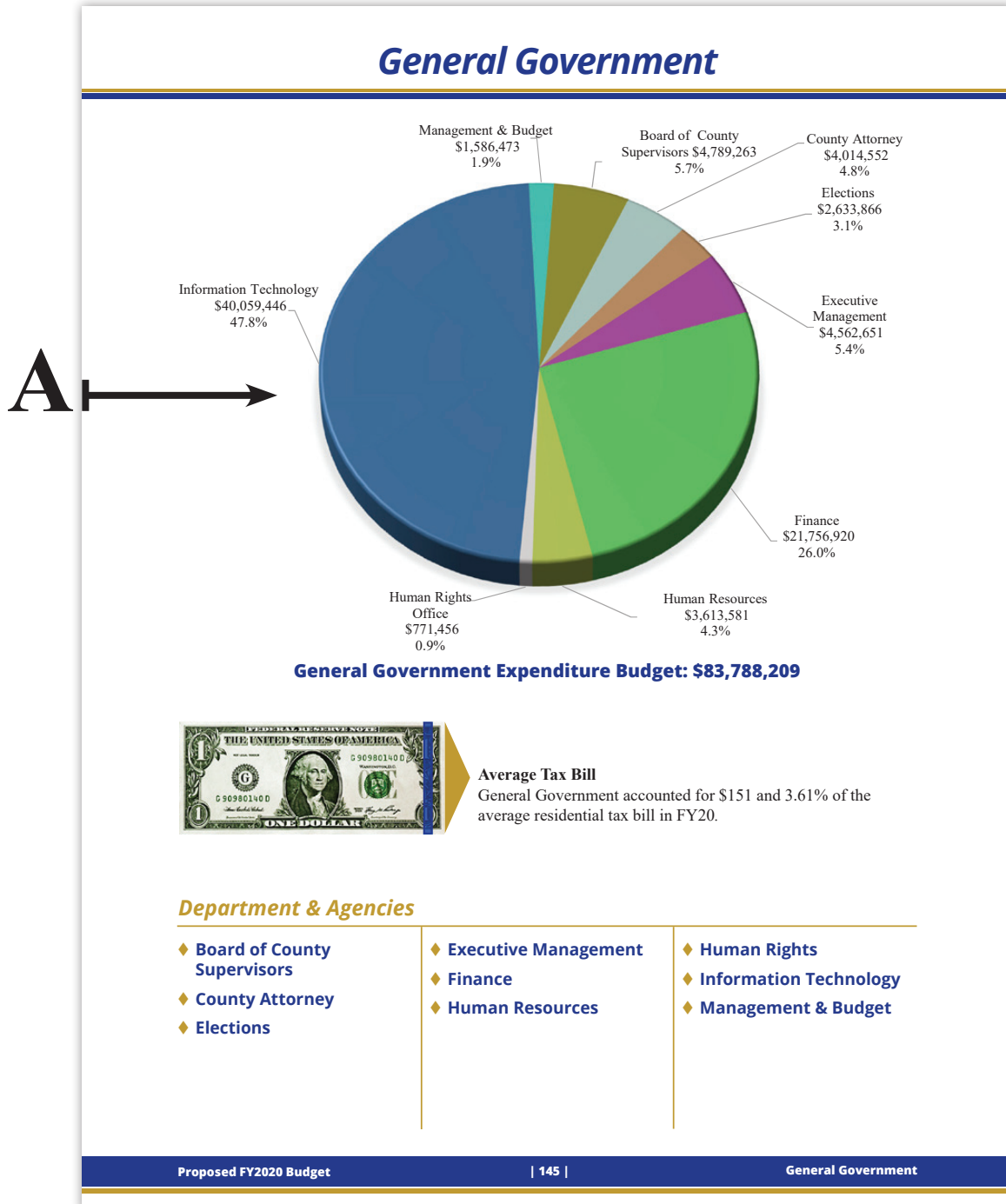
Summary of Compensation Adjustments in FY2020-2024 Five-Year Plan (Amounts are Cumulative)						
	FY20	FY21	FY22	FY23	FY24	Total
Public Safety Compensation Study:						
Phase 2 (FY20)	\$10,216,400	\$10,500,870	\$10,794,230	\$11,096,480	\$11,406,730	\$54,014,710
Subtotal	\$10,216,400	\$10,500,870	\$10,794,230	\$11,096,480	\$11,406,730	\$54,014,710
Pay for Performance:						
Pay for Performance (3% Increase in FY20; 3% Annual Increase in FY21-24)	\$5,708,436	\$11,416,872	\$17,125,308	\$22,833,744	\$28,542,181	\$85,626,541
Compensation Rollover	\$0	\$2,854,218	\$5,708,436	\$8,562,654	\$11,416,872	\$28,542,180
Performance Plus	\$498,836	\$498,836	\$498,836	\$498,836	\$498,836	\$2,494,180
Subtotal	\$6,207,272	\$14,769,926	\$23,332,580	\$31,895,234	\$40,457,889	\$116,662,901
Pension and Retirement Benefits:						
Virginia Retirement System (VRS) (13.16% Rate in FY20; 13.66% Rate in FY21-24)	\$0	\$1,602,266	\$1,602,266	\$1,602,266	\$1,602,266	\$6,409,064
Retiree Health Credit (5% Annual Increase)	\$125,712	\$257,710	\$396,308	\$541,836	\$694,640	\$2,016,206
Supplemental Pension Benefits for Adult Detention Center & Sheriff Sworn Staff	\$317,786	\$317,786	\$317,786	\$317,786	\$317,786	\$1,588,930
Subtotal	\$443,498	\$2,177,762	\$2,316,360	\$2,461,888	\$2,614,692	\$10,014,200
Health/Dental Insurance:						
Health Insurance (1.6% Increase in FY20; 7% Annual Increase in FY21-24)	\$523,597	\$2,850,985	\$5,341,290	\$8,005,916	\$10,857,066	\$27,578,854
Dental Insurance (0% Increase in FY20; 10% Annual Increase in FY21-24)	\$0	\$115,556	\$242,668	\$382,491	\$536,296	\$1,277,011
Subtotal	\$523,597	\$2,966,541	\$5,583,958	\$8,388,407	\$11,393,362	\$28,855,865
Grand Total	\$17,390,767	\$30,415,099	\$42,027,128	\$53,842,009	\$65,872,673	\$209,547,676

Agency Page Information

Functional Areas

The County agency pages are organized by the four functional areas of the County government: Community Development, General Government, Human Services, and Public Safety.

A. **Functional Area Expenditure Budget Pie Chart** – Each section begins with a pie chart showing the FY20 proposed expenditure budget broken out by agency and a list of all the agencies included in the functional area.



Agency Page Information

Agency Pages

- A. **Mission Statement** – The mission statement is a brief description of the purpose and functions of the agency.
- B. **Expenditure Budget within Functional Area** – The agency’s FY20 proposed expenditure budget is shown in relation to other agencies within the functional area.
- C. **Mandates** – Describe the activities in an agency that are governed by requirements from the federal, state, and local mandates with the relevant code or ordinance information referencing the source.

Finance

A → **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:
\$83,788,209

Expenditure Budget:
\$21,756,920

25.97% of General Government

Programs:

- Financial Reporting & Control: \$4,790,835
- Payroll & Disbursements: \$997,542
- Risk and Wellness Services: \$1,697,930
- Real Estate Assessment: \$3,742,731
- Purchasing: \$1,298,363
- Taxpayer Services: \$6,621,616
- Treasury Management: \$1,204,782
- Finance Director’s Office: \$725,020
- Functional Systems: \$678,101

B →

C → **Mandates**

The County is mandated to employ a Director of Finance, assess property values, 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 ([Planning, budgeting, accountability and purchasing](#)), Chapter 11.1 ([Licenses](#)), Chapter 13 ([Motor Vehicles](#)), 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](#))

Proposed FY2020 Budget| 166 |General Government

Agency Page Information

D. Expenditure and Revenue Summary – The expenditure and revenue summary provides historical and adopted expenditure and revenue information for each agency. For historical reference, actual expenditures and revenues are reported for FY16, FY17, and FY18. Adopted budget information is displayed for FY19. The last column calculates the change between the FY19 adopted and FY20 proposed budgets. Five types of information are summarized for each fiscal year displayed:

1. **Expenditure by Program** – These figures represent the amounts appropriated or expended for each program within the agency; the total equals the total expenditure by classification.
2. **Expenditure by Classification** – These figures represent the amounts appropriated or expended in each expenditure classification; the total equals the total expenditure by program.
3. **Total Designated Funding Sources (revenues)** – Includes all sources of agency revenue that support the expenditures.
4. **Net General Tax Support (in dollars)** – The operating subsidy received by the agency; this amount is calculated by subtracting total designated funding sources (revenues) from total expenditures for each fiscal year.
5. **Net General Tax Support (as a %)** – The percentage of the expenditure budget that is supported by the general fund; this percentage is calculated by dividing the net general tax support by the total expenditures for each fiscal year.

Finance

D

Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Financial Reporting & Control	\$4,699,878	\$4,465,252	\$4,644,879	\$4,738,746	\$4,790,835	1.10%
Payroll & Disbursements	\$971,097	\$1,010,822	\$1,026,200	\$993,249	\$997,542	0.43%
Risk and Wellness Services	\$1,191,979	\$1,364,966	\$1,479,651	\$1,586,617	\$1,697,930	7.02%
Real Estate Assessment	\$3,305,399	\$3,300,961	\$3,388,008	\$3,687,177	\$3,742,731	1.51%
Purchasing	\$1,136,679	\$1,126,872	\$1,163,496	\$1,215,979	\$1,298,363	6.78%
Taxpayer Services	\$5,708,556	\$5,878,492	\$5,753,321	\$6,209,916	\$6,621,616	6.63%
Treasury Management	\$1,137,424	\$1,309,404	\$1,002,026	\$1,219,866	\$1,204,782	(1.24%)
Finance Director's Office	\$676,891	\$1,332,063	\$1,464,779	\$706,531	\$725,020	2.62%
Functional Systems	\$0	\$0	\$0	\$714,628	\$678,101	(5.11%)
Total Expenditures	\$18,827,903	\$19,788,832	\$19,922,360	\$21,072,708	\$21,756,920	3.25%
Expenditure by Classification						
Salaries and Benefits	\$13,055,094	\$13,944,095	\$13,887,233	\$14,610,253	\$15,357,516	5.11%
Contractual Services	\$1,462,185	\$1,707,993	\$2,023,638	\$2,366,189	\$2,366,189	0.00%
Internal Services	\$3,262,513	\$3,372,787	\$3,317,916	\$3,180,352	\$3,226,501	1.45%
Purchase of Goods & Services	\$1,009,233	\$1,185,115	\$1,114,532	\$1,393,177	\$1,462,667	4.99%
Capital Outlay	\$0	\$0	\$9,400	\$16,625	\$16,625	0.00%
Leases & Rentals	\$38,878	\$35,605	\$21,964	\$47,284	\$47,284	0.00%
Reserves & Contingencies	\$0	(\$456,762)	(\$452,322)	(\$541,172)	(\$719,861)	33.02%
Total Expenditures	\$18,827,903	\$19,788,832	\$19,922,360	\$21,072,708	\$21,756,920	3.25%
Funding Sources						
Permits & Fees	\$140	\$240	\$150	\$250	\$250	0.00%
Fines & Forfeitures	\$26,987	\$22,494	\$38,189	\$12,000	\$12,000	0.00%
Use of Money & Property	\$149,732	\$132,680	\$74,141	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$101,970	\$120,272	\$183,949	\$81,338	\$286,552	252.30%
Non-Revenue Receipts	\$280	\$0	\$0	\$0	\$0	0.00%
General Property Taxes	\$1,748,521	\$2,107,801	\$2,771,267	\$2,117,086	\$2,854,891	34.85%
Charges for Services	\$128,800	\$228,800	\$228,800	\$125,181	\$225,181	79.88%
Revenue from Commonwealth	\$675,669	\$681,994	\$696,613	\$559,724	\$719,847	28.61%
Transfers In	\$240,611	\$311,611	\$237,281	\$229,111	\$229,111	0.00%
Total Designated Funding Sources	\$3,072,151	\$3,605,892	\$4,230,389	\$3,131,890	\$4,335,032	38.42%
Net General Tax Support	\$15,755,752	\$16,182,940	\$15,691,970	\$17,940,818	\$17,421,888	(2.89%)
Net General Tax Support	83.68%	81.78%	78.77%	85.14%	80.08%	

Proposed FY2020 Budget
| 167 |
General Government

Agency Page Information

- E. **Staff History by Program** – Chart and table showing the staffing history and the total authorized full-time and part-time positions for FY16 actual, FY17 actual, FY18 actual, FY19 adopted, and FY20 proposed summarized by program. Values are expressed in FTEs (full-time equivalents). One FTE is equal to one full-time position.
- F. **Future Outlook** – Information on current and future issues or circumstances that impact an agency’s service delivery.
- G. **General Overview** – Narrative discussion summarizing major FY20 budget changes for the agency as a whole.

Finance

E

Staff History by Program

	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Financial Reporting & Control	16.00	16.00	13.00	13.00	13.00
Payroll & Disbursements	10.00	10.00	10.00	10.00	12.00
Risk and Wellness Services	10.00	11.00	13.00	13.00	14.00
Real Estate Assessment	34.00	34.00	35.00	35.00	35.00
Purchasing	14.00	13.00	12.00	12.00	14.00
Taxpayer Services	64.00	65.00	63.00	62.00	66.00
Treasury Management	7.00	6.00	6.00	6.00	6.00
Director's Office	3.00	4.00	9.00	4.00	4.00
Functional Systems	0.00	0.00	0.00	7.00	6.00
Full-Time Equivalent (FTE) Total	158.00	159.00	161.00	162.00	170.00

F

Future Outlook

Technology – The County implemented a new financial management enterprise solution in FY17. The County implemented core modules due to budget considerations and staff workload. It is the County’s intent to migrate to cloud based applications inclusive of the financial management system. With this, additional efficiencies can be gained and procedures systematized by implementing additional modules to eliminate the need for separate stand-alone systems and leveraging the system maintenance expertise of the private sector. The County also plans to embrace transparency and accountability through robust reporting functionality, the use of dashboards, and implementation of a citizen portal. In addition, the County is currently pursuing the replacement of its

G

General Overview

A. Position Shift of System Administrator from Finance to Human Resources – A System Administrator, 1 FTE, has been shifted from Finance to Human Resources. This resulted in a \$116,764 expenditure decrease to Finance and a corresponding increase to Human Resources. The position was originally hired to manage implementation of the Human Capital Management (HCM) system, with a focus on the project management aspect. The scope and focus of this position changed as several additional initiatives were added, including county-wide salary and policy studies.

Proposed FY2020 Budget
| 169 |
General Government

Agency Page Information

- H. **Budget Initiatives** – Budget adjustments for each program are grouped into three categories, including budget initiatives (additions, reductions, or shifts).
- I. **Program Summary** – Information on the programs that are managed by each agency and include the following details:
 1. **Program Description** – Description of the activities the program performs or services that will be delivered.
 2. **Key Measures** – Shows important performance measures that demonstrate the productivity and effectiveness of the program. Measures are generally outcome measures, which are specific objectives to be accomplished by the program.
 3. **Program Activities with Expenditure Dollars** – List of activities that roll up into the program including the expenditure dollars, expressed in thousands, for FY16 actual, FY17 actual, FY18 actual, FY19 adopted, and FY20 proposed.
 4. **Workload Measures** – Performance measures, specifically workload measures, which demonstrate an aspect of work performed within the activity.

H

Budget Initiatives

A. Budget Initiatives

1. Delinquent Tax Collector 1 FTE, Tax Inspector 1 FTE, Business Tax Auditors 2 FTEs – Taxpayer Services

Expenditure	\$337,805	General Fund Impact	\$0
Revenue	\$337,805	FTE Positions	4.00

a. **Description** – This initiative funds 4 FTEs: 1 Delinquent Tax Collector (\$65,576), 1 Tax Inspector (\$82,551), and 2 Business Tax Auditors (\$94,839 each). As a result of the County’s population growth (approximately 462,000 people in 2019), Taxpayer Services billed \$53 million more in month one of FY19 than in month one of FY18, a 6.5% increase. This included \$41 million in real estate tax, \$7 million in business tangible property tax, and \$5 million in personal property tax. As tax bills increase, so do delinquencies. The Tax Collector is revenue supported based on the collection of additional delinquent taxes. The Tax Inspector will review and process additional business and personal property accounts, generating \$400,000 in additional general revenue. Based on the additional revenue generated, this position is revenue supported. The County currently has one Business Tax Auditor, and there are approximately 20,000 active business accounts. Each additional auditor can audit an additional 100 businesses, generating additional tax revenue and ensuring fair application of County tax policy. Based on the additional revenue generated, these two additional tax auditor positions are revenue supported. There is no general fund impact.

I

Program Summary

Financial Reporting & Control

The Financial Reporting & Control program 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 program manages and coordinates the annual audit of the County’s financial statements as required by the Code of Virginia.

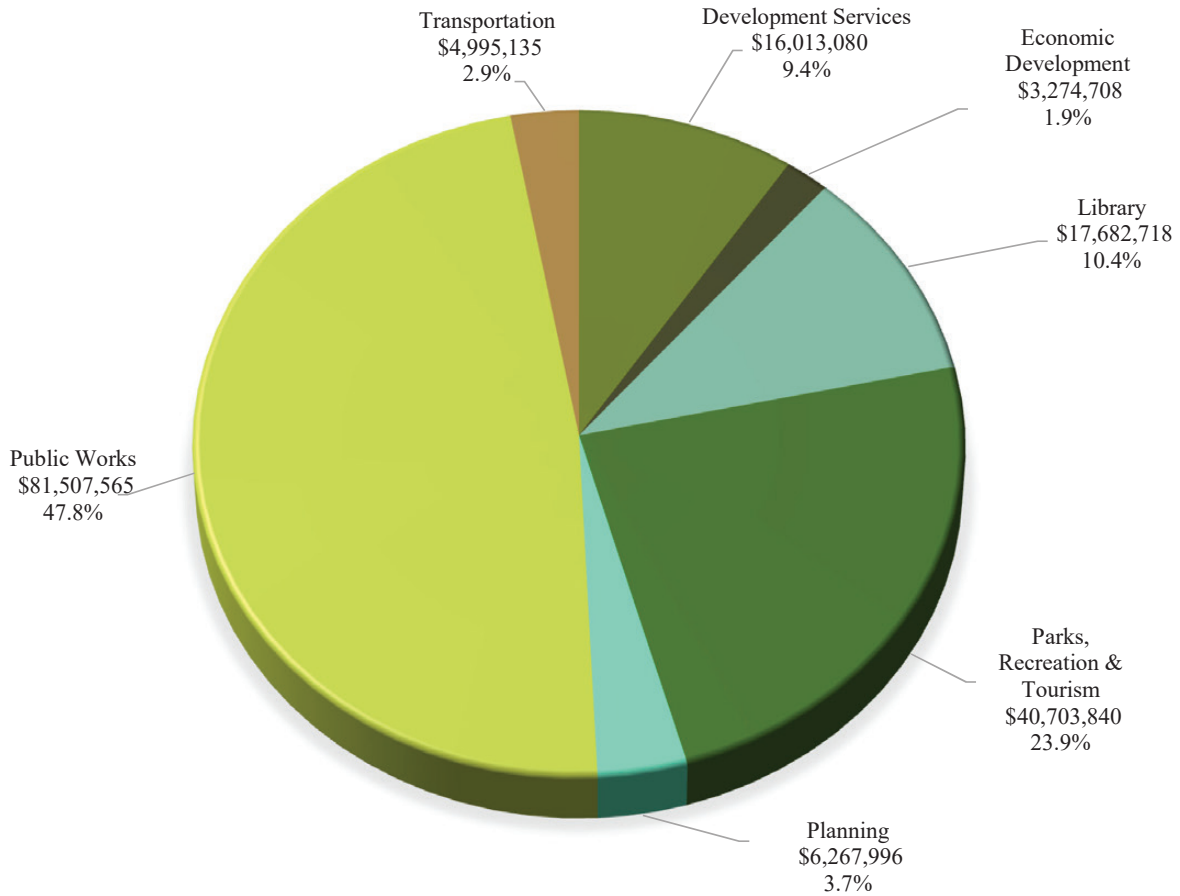
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Receive certificate of achievement for excellence in financial reporting	Yes	Yes	NA	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	4	1	1	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Maintain the County’s Financial Records	\$4,700	\$4,465	\$4,644	\$4,739	\$4,791
Financial transactions	588,090	641,382	611,285	650,000	650,000
Capital asset transactions	3,360	1,011	850	1,500	1,000

Agency Page Information



Community Development



Community Development Expenditure Budget: \$170,445,042



Average Tax Bill

Community Development accounted for \$327 and 7.84% of the average residential tax bill in FY20.

Department & Agencies

- ◆ Development Services
- ◆ Economic Development
- ◆ Library

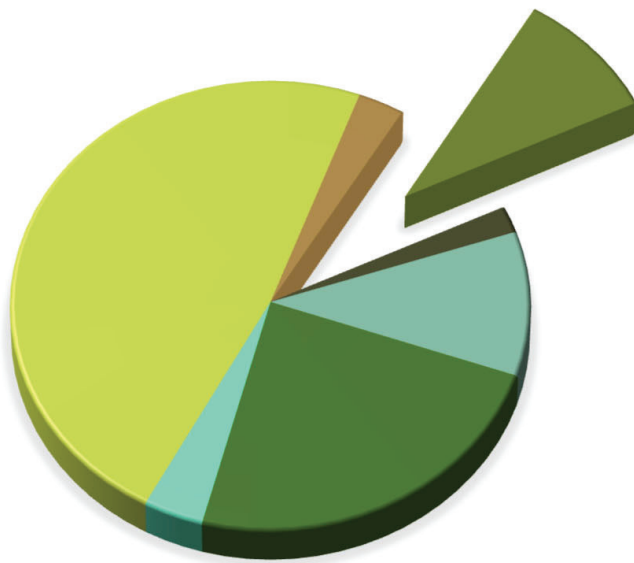
- ◆ Parks, Recreation & Tourism
- ◆ Planning
- ◆ Public Works

- ◆ Transit Subsidy
- ◆ Transportation

Development Services

Mission Statement

The Department of Development Services promotes a culture where staff and customers work in partnership to create and sustain a better quality of life and environment in which to live, work, and play. Development processes are designed to be effective and efficient, and ensure compliance with federal, state, and local regulations. The Department of Development Services supports economic development, public safety, revitalization, infrastructure improvements, and the protection of natural resources. Staff provides customers the highest quality of service and respect. The department supplies the public with development information through effective communication and education.



Expenditure Budget:
\$16,013,080



9.40% of Community Development

Program:

- Building Development: \$13,023,400
- Land Development: \$2,753,183
- Customer Liaison: \$236,496

Community Development Expenditure Budget:
\$170,445,042

Mandates

The Department of Development Services enforces minimum safety standards in accordance with the Uniform Statewide Building Code. Development Services also serves as the liaison to the state mandated Building Code Appeals Board and enforces local mandates enacted by the Board of County Supervisors.

State Code: See [Section 36-105\(A\)](#) VA Code. Also see generally Virginia State Code: [Title 15.2, Chapter 22](#) (Planning, Subdivision of Land and Zoning) including [Article 6](#) (Land Subdivision and Development), [Article 7](#) (Zoning), and [Article 7.2](#) (Zoning for Wireless Communications Infrastructure)

County Code: [Chapter 3](#) (Amusements), [Chapter 5](#) (Buildings & Building Regulation), [Chapter 12](#) (Massage Establishments), [Chapter 20, Article IV](#) (Police – Live Entertainment), [Chapter 25](#) (Subdivisions) [Chapter 25.1](#) (Swimming Pools, Spas, and Health Clubs), [Chapter 26, Article VI](#) (Tax Exemption for Solar Energy Equipment, Facilities or Devices), [Chapter 32](#) (Zoning), [Chapter 33](#) (Expedited Land Development Plan Review).

Development Services also coordinates and approves, in consultation with other County agencies, matters in connection with [Chapter 8](#) (Environmental Protection), [Chapter 9.2](#) (Fire Prevention & Protection), [Chapter 10](#) (Health & Sanitation), [Chapter 14](#) (Noise), [Chapter 17](#) (Parks, Recreation & Tourism), [Chapter 23](#) (Sewers & Sewage Disposal), [Chapter 23.2](#) (Stormwater Management), [Chapter 24](#) (Streets), [Chapter 30](#) (Water Supply).

Other County regulations include: [Design & Construction Standards Manual](#) (DCSM), [Subdivision Ordinance](#), and [Administrative Procedures Manual](#) (APM).

Development Services



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Building Development	\$11,664,223	\$10,911,371	\$11,548,496	\$12,760,990	\$13,023,400	2.06%
Land Development	\$4,299,240	\$2,229,201	\$2,469,502	\$2,530,793	\$2,753,183	8.79%
Customer Liaison	\$316,060	\$285,284	\$276,711	\$310,908	\$236,496	(23.93%)
Total Expenditures	\$16,279,523	\$13,425,857	\$14,294,709	\$15,602,691	\$16,013,080	2.63%

Expenditure by Classification

Salaries and Benefits	\$9,365,203	\$9,431,776	\$9,841,844	\$10,960,194	\$11,052,070	0.84%
Contractual Services	\$121,932	\$114,878	\$92,059	\$103,129	\$115,979	12.46%
Internal Services	\$2,041,825	\$2,060,162	\$2,124,961	\$2,223,002	\$2,166,168	(2.56%)
Purchase of Goods & Services	\$311,790	\$349,923	\$391,004	\$672,275	\$665,294	(1.04%)
Capital Outlay	\$135,231	\$135,404	\$135,023	\$157,000	\$185,857	18.38%
Leases & Rentals	\$15,011	\$14,051	\$15,615	\$23,156	\$19,154	(17.28%)
Transfers Out	\$4,288,531	\$1,319,663	\$1,694,204	\$1,463,935	\$1,808,558	23.54%
Total Expenditures	\$16,279,523	\$13,425,857	\$14,294,709	\$15,602,691	\$16,013,080	2.63%

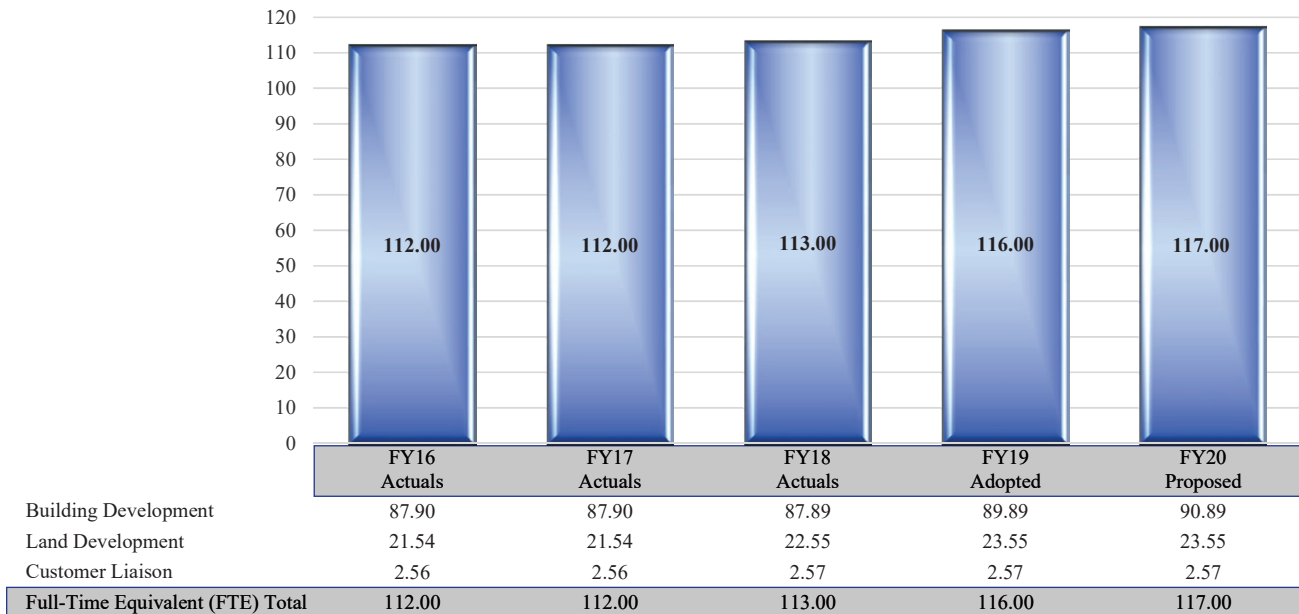
Funding Sources

Permits & Fees	\$11,252,836	\$12,690,954	\$12,538,192	\$12,079,034	\$12,080,034	0.01%
Fines & Forfeitures	\$945	\$385	\$957	\$0	\$0	0.00%
Use of Money & Property	\$46,754	\$0	\$0	\$4,790	\$4,790	0.00%
Miscellaneous Revenue	\$245,655	\$227,910	\$7	\$267,872	\$267,872	0.00%
Non-Revenue Receipts	\$8,767	\$7,297	\$5,012	\$0	\$0	0.00%
Charges for Services	\$131,170	\$118,395	\$113,757	\$138,285	\$137,285	(0.72%)
Transfers In	\$287,393	\$695,527	\$555,412	\$235,412	\$485,412	106.20%
Total Designated Funding Sources	\$11,973,520	\$13,740,467	\$13,213,336	\$12,725,393	\$12,975,393	1.96%
(Contribution to)/Use of Fund Balance	\$2,013,552	(\$2,406,891)	(\$1,081,481)	\$504,580	\$774,219	53.44%
Net General Tax Support	\$2,292,450	\$2,092,280	\$2,162,854	\$2,372,718	\$2,263,468	(4.60%)
Net General Tax Support	14.08%	15.58%	15.13%	15.21%	14.14%	

Development Services



Staff History by Program



Future Outlook

Small Business Program – The Board of County Supervisors (BOCS) aims to increase the growth of small business jobs to over 1,000 jobs per year, and allocated funding to help people through the process of opening their own business. This will promote business growth within the community, help business owners get their business running faster, and will help improve the economy. The Department of Development Services (DDS) is spearheading an effort to improve the small business owner’s experience with the County’s development process. DDS established a Commercial Project Management Program in 2008, which has been very successful with assisting business owners through the development process. Through the implementation of the program, business owners are assigned a dedicated project manager. Depending on the scope of the project, DDS will assign a Building Development and Land Development Project Manager to serve as the owner’s main point of contact throughout the project. The project manager will bring together team members from various County and State agencies to assist with the plan review and permitting process. The goals of the program are to provide a consistent message (eliminating confusion for the owner) and to resolve issues in a timely manner, allowing the owner to move through the development process in an efficient manner. Based on the success of the program, the BOCS provided additional funding to support the hiring of three new project managers with the sole focus of assisting small business through the development process.

Fee Study – The County is collaborating with Fairfax, Loudoun, and Stafford counties to conduct a comparison of each locality’s Land Development Fees for commercial and residential projects. The study will help provide the basis for any fee schedule changes proposed for future budgets.

Land Development Funding – The Land Development program is currently projected to operate at a deficit level for at least the next five fiscal years. At this level of funding, staffing levels will not be able to increase with increases in workload. Service levels may decline as a result of not addressing the deficit situation. The budgetary imbalance between fee revenues and expenditures needs to be addressed with a long-term solution.

Development Services

EnerGov System Enhancements – Energov is the system used to house all development plan review comments, project case files, permits, inspections, and code enforcement cases. This component of the EnerGov project involves adding enhancements to improve the customer experience, data collection, and staff efficiency.

General Overview

- A. Removal of One-Time Items from DDS Budget** – \$117,903 has been removed from the DDS FY20 expenditure budget for one-time costs associated with the Small Business Initiative and the Code Academy. Additionally, a \$109,250 general fund transfer into DDS for the Small Business Initiative has been removed.
- B. Increase Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY20, the indirect cost transfer amount reimbursing the general fund for Development Services increases by \$344,623 from \$1,123,518 in FY19 to \$1,468,141 in FY20.
- C. Transfer Proffer Interest** – \$250,000 in proffer interest is being transferred to DDS to re-establish a funding source for Planner positions that was discontinued in FY19.
- D. Combine Development Fee Funds** – For reporting and tracking purposes, the Building Development Fee Fund will be merged into the Land Development Fee Fund to create a single fund.
- E. Increase to the Building and Land Development Fee Schedules** – The Proposed FY2020 Budget includes a 2.2% increase to the Building Development and Land Development fee schedules. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.

Budget Initiatives

A. Budget Initiatives

1. Project Management Supervisor – Building Development

Expenditure	\$162,832	General Fund Impact	\$0
Revenue	\$162,832	FTE Positions	1.00

- a. Description** – Provide project managers with a single source of supervision. The cost of this position includes \$62,802 in one-time fleet and space reconfiguration expenses.
- b. Service Level Impacts** – Improve supervisory span of control to optimal levels within department.

2. Operational Cost Increases – Building Development and Land Development

Expenditure	\$7,860	General Fund Impact	\$0
Revenue (Existing)	\$7,860	FTE Positions	0.00

- a. Description** – Using current revenue, increase expenditure budget to maintain current level of operations and enable staff to receive required training.
- b. Service Level Impacts** – Existing service levels are maintained.

Development Services

Program Summary

Building Development

Building Development ensures compliance with the Uniform Statewide Building Code by reviewing commercial and residential construction plans, issuing permits, inspecting structures, and enforcing building code requirements.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Inspections performed on day requested	99%	99%	99%	98%	98%
Commercial plans reviewed within 6 weeks, first review	95%	100%	100%	90%	95%
Tenant layout plans reviewed within 3 weeks, first review	99%	98%	100%	90%	95%
Code enforcement cases resolved or moved to court within 100 days	75%	76%	82%	80%	80%
Overall customer satisfaction	88%	95%	92%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Building Plan Review	\$3,854	\$3,454	\$3,886	\$4,203	\$3,678
Plan submissions	8,467	8,549	9,575	8,763	9,500
Building Permitting Services	\$1,245	\$1,272	\$1,334	\$1,487	\$2,272
Permits issued	26,563	25,588	26,773	26,228	26,500
Building Construction Inspections	\$5,604	\$5,080	\$5,162	\$5,733	\$5,763
Inspections performed	70,899	71,017	74,219	72,792	73,500
Building Special Inspections	\$421	\$517	\$554	\$638	\$639
Field and test results, certifications and shop drawings reviewed	2,169	2,179	1,869	2,233	1,969
Building Code Enforcement	\$541	\$588	\$612	\$700	\$672
Enforcement cases	991	1,108	1,064	1,000	1,032

Land Development

Land Development manages the site and subdivision plan review and permit issuance process, administers the posting and releasing of bonds and escrows, and issues zoning permits.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Average days from first to final plan approval, non-residential	57	43	46	45	45
Average days from first to final plan approval, residential	70	53	67	55	55
Overall customer satisfaction	88%	95%	92%	90%	90%

Development Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Site and Subdivision Plans	\$3,157	\$1,143	\$1,161	\$1,157	\$1,264
Plans reviewed	1,014	1,050	1,083	1,076	1,083
Bonds and Escrows	\$723	\$724	\$863	\$859	\$927
Bond and escrow cases administered	1,046	912	1,052	935	983
Lot escrow cases initiated and released	721	841	650	862	862
Customer Service/Zoning Permits	\$419	\$363	\$446	\$514	\$562
Permits processed	6,999	6,770	7,164	6,939	7,200

Customer Liaison

The Early Assistance Desk (EAD) is the central point of contact for all community development customers. The EAD routes customers to the appropriate community development agency in a timely, organized, and efficient manner.

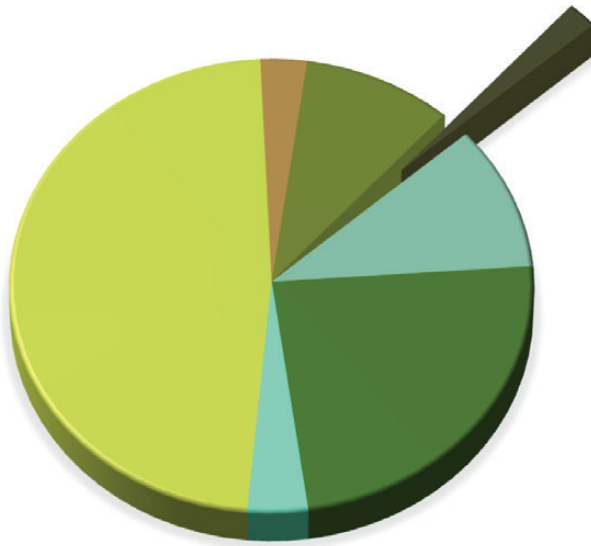
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer transactions processed per FTE	22,045	23,265	22,820	23,847	23,000
Overall customer satisfaction	88%	95%	92%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Early Assistance Desk	\$316	\$285	\$277	\$311	\$236
Customer transactions	44,089	46,530	45,639	47,693	46,000

Economic Development

Mission Statement

The mission of the Department of Economic Development is to enable a robust economy with wealth creation opportunities for its residents by the attraction of new business investment, expansion of existing businesses, and the generation of new companies in our targeted sectors.



Expenditure Budget:
\$3,274,708



1.92% of Community Development

Program:

- Investment Attraction: \$1,840,191
- Existing Business: \$512,186
- Marketing & Research: \$922,330

Community Development Expenditure Budget:
\$170,445,042

Mandates

The Department of Economic Development does not provide a state or federal mandated service.

Economic Development



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Investment Attraction	\$1,626,720	\$2,055,433	\$1,836,148	\$1,830,931	\$1,840,191	0.51%
Existing Business	\$465,963	\$472,531	\$479,423	\$499,196	\$512,186	2.60%
Marketing & Research	\$793,969	\$688,624	\$712,991	\$588,651	\$922,330	56.69%
ED Opportunity Fund	\$0	\$231,730	\$0	\$0	\$0	0.00%
Total Expenditures	\$2,886,652	\$3,448,318	\$3,028,562	\$2,918,779	\$3,274,708	12.19%

Expenditure by Classification

Salaries and Benefits	\$1,488,009	\$1,562,544	\$1,607,385	\$1,681,469	\$1,972,344	17.30%
Contractual Services	\$425,390	\$236,742	\$293,994	\$434,548	\$355,869	(18.11%)
Internal Services	\$67,626	\$74,977	\$85,788	\$53,893	\$63,208	17.28%
Purchase of Goods & Services	\$568,013	\$617,989	\$578,621	\$476,162	\$610,580	28.23%
Capital Outlay	\$26,457	\$6,150	\$0	\$1,000	\$1,000	0.00%
Leases & Rentals	\$251,146	\$267,618	\$275,275	\$271,707	\$271,707	0.00%
Payments to Other Local Agencies	\$5,000	\$295,000	\$187,500	\$0	\$0	0.00%
Transfers Out	\$55,011	\$387,299	\$0	\$0	\$0	0.00%
Total Expenditures	\$2,886,652	\$3,448,318	\$3,028,562	\$2,918,779	\$3,274,708	12.19%

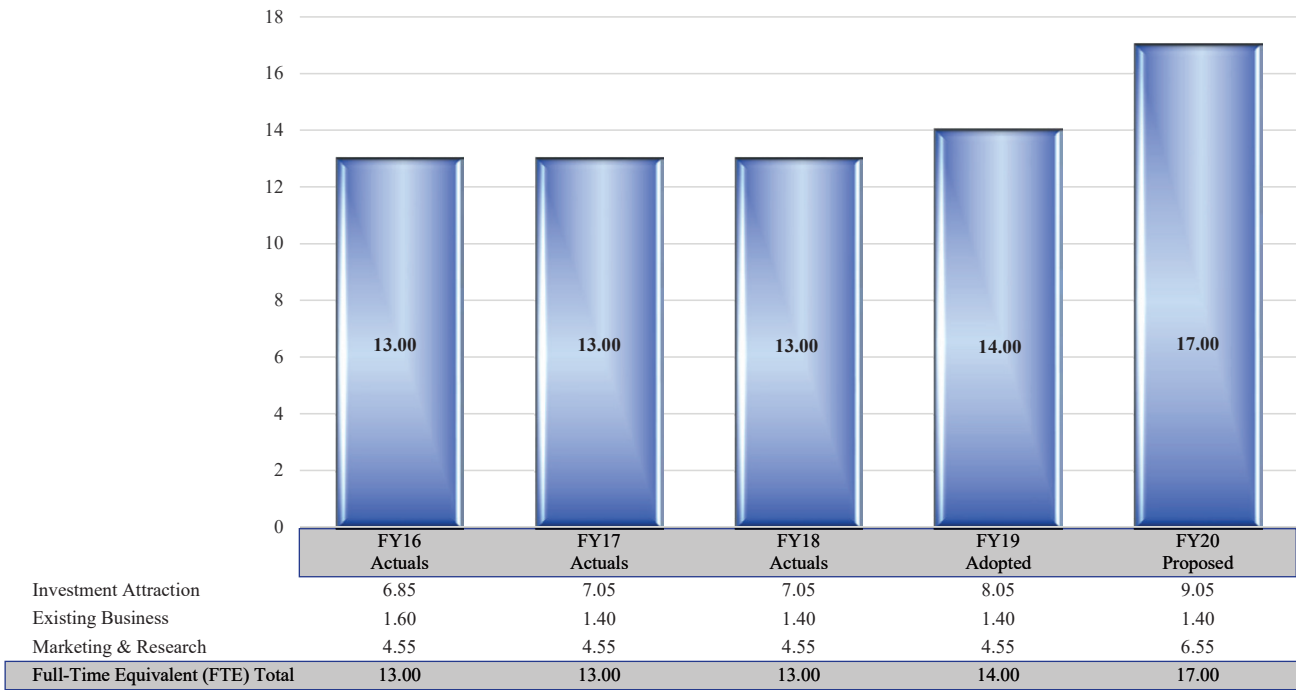
Funding Sources

Revenue from Federal Government	\$0	\$50,000	\$0	\$0	\$0	0.00%
Use of Money & Property	\$31,479	\$170,986	\$237,764	\$106,939	\$226,939	112.21%
Miscellaneous Revenue	\$0	\$5,200	\$0	\$0	\$0	0.00%
Revenue from Commonwealth	\$0	\$0	\$350,000	\$0	\$0	0.00%
Transfers In	\$443,507	\$130,000	\$3,000,000	\$0	\$0	0.00%
Total Designated Funding Sources	\$474,986	\$356,186	\$3,587,764	\$106,939	\$226,939	112.21%
Net General Tax Support	\$2,411,666	\$3,092,132	\$559,201	\$2,811,840	\$3,047,769	8.39%
Net General Tax Support	83.55%	89.67%	18.46%	96.34%	93.07%	

Economic Development



Staff History by Program



Future Outlook

Growing Targeted Industry Clusters – The recently completed Targeted Industry Analysis recommends focusing resources on growing and supporting targeted industry clusters, improving the economic development environment, and aligning resources and policies with economic development objectives. The Department of Economic Development (DED) will work with partner agencies to ensure that policies and resources are aligned in order to maximize opportunities for success within these cluster areas.

Enhancing Small Business Ecosystem – The County’s business economy is predominantly small- and mid-sized enterprises, with over 95% having 20 or fewer employees. The County also has a growing entrepreneurial sector, particularly in technology services. To build on this ecosystem, DED’s new Small Business Manager will work to enhance small business services throughout the County. This position will work in close coordination with the Development Services Department’s Small Business Project Management Program and a new small business assistance community partner to provide comprehensive small business assistance, counseling, and support services.

Accelerating Development in Eastern Prince William County (PWC) – Four initiatives have already begun which will enhance economic development opportunities in Eastern PWC including: 1) a cybersecurity initiative in conjunction with Northern Virginia Community College (NVCC); 2) an “entrepreneurial accelerator” program to identify and assist high-growth potential companies; 3) an business intelligence effort to identify federal and state contractors; and 4) pursuing opportunities with George Mason University’s (GMU) Potomac Science Center in the area of environmental science. In addition, DED will be more proactive in pursuit of redevelopment opportunities. While the Department has not historically been involved in redevelopment activities, accelerating economic development in Eastern PWC will require a change in the way the Department does business. Policy,

Economic Development

program, and resource initiatives will be identified and implemented to take advantage of investments already occurring in both the private and public sectors focusing on investments within the Small Area Plans including North Woodbridge, Triangle, Parkway Employment Center, and Dale City. More aggressive use of state and federal resources and initiatives (such as the new Federal Opportunity Zone program) and use of Public Private Partnerships will accelerate development within these redevelopment areas.

Elevating the County's Brand and Capitalizing on Major Regional Projects – The Department has made significant progress over the last five years in increasing the County's profile, globally, nationally and regionally. Nevertheless, in order to accelerate efforts to increase visibility, DED will need to be more actively engaged in digital marketing communications channels.

Capitalizing on Regional Projects – With the recent announcements of the Micron Semiconductor facility expansion in Manassas and the Amazon HQ2 location in Arlington County, opportunities arise to capitalize on these major investments particularly in the areas of supply chain and workforce. The Department has begun both internal research as well as discussions with key partners and regional economic development counterparts as to how to leverage these major expansion/location decisions.

Strengthening Partner Relationships – The Department is constantly striving to leverage efforts by working with local and regional partners. DED sees the biggest partnership opportunities continuing to be with NVCC as well as GMU's Science & Technology campus. The Department will also continue to collaborate with the Northern Virginia Technology Council, the Prince William and Northern Virginia Chambers, the Virginia Economic Development Partnership, and the Greater Washington Board of Trade. The agreements with the County's Industrial Development Authority (IDA) will be updated to ensure that the work of the IDA is well integrated into the County's strategic plan initiatives. DED also intends to more formally engage with Marine Corps Base Quantico on the outgoing talent pipeline and in facilitating opportunities with existing companies or new business start-ups.

General Overview

- A. **Redevelopment Manager** – 1 FTE was shifted from the Commonwealth Attorney's Office to DED. This position will serve as a Redevelopment Manager who will be responsible for developing, marketing, and implementing redevelopment opportunities for the County's Targeted Industries, pursuant to the County's Robust Economy Strategic Plan Goal. The total cost of the shifted position is \$87,301.
- B. **Increase in Department Revenue** – DED's revenue budget is increased by \$60,000 based on an analysis of actual revenue received in FY17 and FY18.
- C. **Small Business Assistance** – A total of \$238,066 is included in the DED's budget to enter into an agreement with a vendor or potential community partner to provide services to small businesses in the County. The success of small businesses remains an integral part of the County's Robust Economy Strategic Plan Goal.

Economic Development

Budget Initiatives

A. Budget Initiatives

1. Increased Utilities Costs at Science Accelerator (Wet Lab) – Investment Attraction

Expenditure	\$60,000	General Fund Impact	\$0
Revenue	\$60,000	FTE Positions	0.00

a. **Description** – This initiative funds the increased cost of utilities such as gas, electric, and water at the Science Accelerator located at Innovation. The initiative is revenue supported from lease revenue the County receives from Science Accelerator tenants so there is no net impact to the general fund.

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

2. Communications Specialist – Marketing & Research

Expenditure	\$70,671	General Fund Impact	\$70,671
Revenue	\$0	FTE Positions	1.00

a. **Description** – This initiative funds one Communications Specialist position that will create a wide variety of digital and hardcopy communications and marketing materials such as press releases, social media announcements, email newsletters, brochures, and other publications.

b. **Service Level Impacts** – This position will assist with the Robust Economy Strategic Plan goal by increasing outreach to existing businesses more than 3,450 times per year.

3. Business Development Manager – Investment Attraction

Expenditure	\$90,576	General Fund Impact	\$90,576
Revenue	\$0	FTE Positions	1.00

a. **Description** – This initiative funds one Business Development Manager position that will advance the County’s efforts to expand existing businesses, provide more support to small businesses, and promote redevelopment opportunities.

b. **Service Level Impacts** – This position will assist with the following Robust Economy Strategic Plan goals: 1) increase commercial tax base as a percentage of overall tax revenue to 35 percent and 2) increase outreach to existing businesses by contacting existing businesses more than 3,450 times per year.

Economic Development

Program Summary

Investment Attraction

Increase awareness of PWC's advantages as a business location, identify and pursue target market opportunities, develop relationships with investors, and package prospect proposals resulting in the attraction of new and the expansion of existing businesses.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Targeted jobs from new businesses	449	766	112	300	300
County at-place employment	122,596	137,060	128,354	141,000	142,000
Capital investment from new businesses	\$92.2M	\$1.2B	\$103.6M	\$500.0M	\$450.0M
Project wins from new businesses	13	24	18	23	25

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Investment Attraction Marketing	\$1,627	\$2,057	\$1,832	\$1,831	\$1,840
Number of target missions/trade shows/special events	160	146	182	120	100
Number of leads generated	107	74	191	300	75
Qualified leads	60	49	57	70	75
Number of projects managed	42	49	49	50	55
Percent leads converted to projects	-	-	-	-	20%

Existing Business & Entrepreneurship

The Existing Business & Entrepreneurship program retains existing businesses, identifies and secures company expansion projects, and acts as a strategic advisor to company executives, assisting them to expand their operations in the County. In addition, the entrepreneurship initiative supports targeted and established firms to grow by offering key resources and customized assistance. The program also pursues initiatives to support small businesses and enhance our "entrepreneurial ecosystem".

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Capital Investment from existing businesses	-	-	-	-	\$50M
Targeted jobs from existing businesses	95	816	196	350	300
Business consultations completed	-	466	473	425	500
Existing business assisted with retention/expansion	-	-	-	-	52

Economic Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Existing Business Outreach/Expansion	\$235	\$240	\$249	\$268	\$274
Local companies assisted with expansion projects	17	12	-	12	-
Outreach activities	-	-	-	-	3,500
Existing business retention visits	-	-	-	-	50
Entrepreneurship Initiatives	\$231	\$231	\$231	\$231	\$238
Jobs created	131	142	255	150	-
Jobs saved/retained	106	169	12	50	-

FY16-18 Actuals reflect services provided by the Flory Small Business Center.

Marketing & Research

The Marketing & Research program is responsible for the coordination and execution of Economic Development's marketing and communication strategy, as well as the provision of economic intelligence to support the business attraction, expansion, and retention efforts of Economic Development.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Unique visitors to digital content posted	-	-	-	-	40,000
Media coverage return on investment	-	-	-	-	250,000
Link clicks (user engagement)	-	-	-	-	3,000
Increase in social media followers	-	-	-	-	300
Number of E-mail subscribers	-	-	-	-	60,000
Marketing communications online digital content unique views	-	-	412,938	50,000	-
Website visits	-	-	39,420	22,000	25,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Business Location and Expansion Research	\$595	\$427	\$433	\$343	\$672
Site and building inventory maintained and updated	45	75	100	350	-
Economic development research conducted for or presented to clients	70	144	142	250	-
Customized research for clients	-	-	-	-	250
Provision of economic intelligence data	-	-	-	-	12
Web Site Marketing and Outreach, Public Relations and Special Events	\$199	\$260	\$283	\$246	\$250
Press releases disseminated or media calls for information/statements fielded	81	150	175	200	-
Property searches on the Economic Development Site and Building Database	4,169	2,873	1,290	7,000	-

Library

Mission Statement

Prince William Public Library System brings people, information, and ideas together to enrich lives and build community in a welcoming, inclusive environment.



Expenditure Budget:
\$17,682,718



10.38% of Community Development

Programs:

- Materials Services: \$3,725,503
- Financial Services: \$672,413
- Public Services: \$9,599,925
- Technology Services: \$2,156,794
- Administrative Services: \$1,528,083

Community Development Expenditure Budget:
\$170,445,042

Mandates

There is no state or federal mandate affecting the Library System.



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Materials Services	\$3,813,568	\$3,631,027	\$3,886,405	\$3,745,326	\$3,725,503	(0.53%)
Library Financial Services	\$703,082	\$651,395	\$730,859	\$759,877	\$672,413	(11.51%)
Public Services	\$8,490,505	\$8,825,205	\$8,967,766	\$9,649,561	\$9,599,925	(0.51%)
Technology Services	\$2,202,311	\$1,740,988	\$1,941,214	\$2,020,047	\$2,156,794	6.77%
Administrative Services	\$1,401,293	\$1,481,051	\$1,519,577	\$1,583,848	\$1,528,083	(3.52%)
Total Expenditures	\$16,610,758	\$16,329,666	\$17,045,820	\$17,758,658	\$17,682,718	(0.43%)

Expenditure by Classification

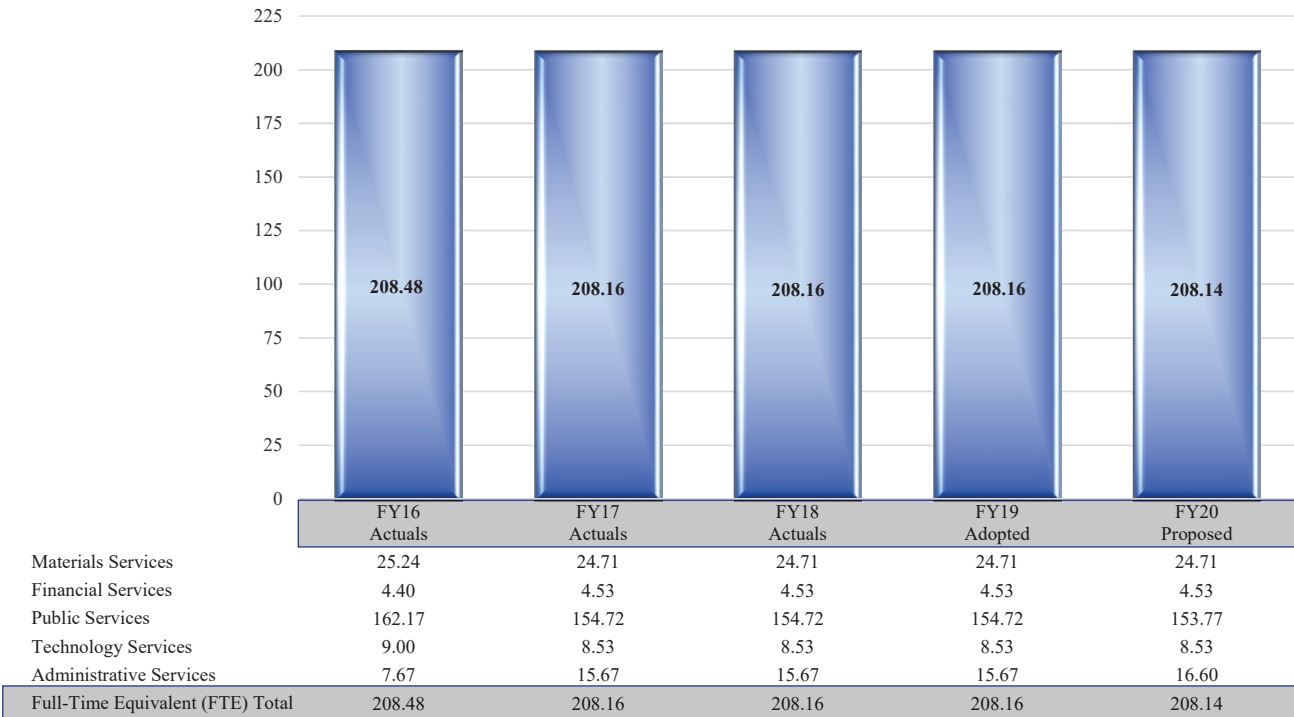
Salaries and Benefits	\$12,390,580	\$12,676,451	\$12,919,066	\$13,639,224	\$13,562,441	(0.56%)
Contractual Services	\$396,040	\$402,893	\$320,973	\$390,296	\$362,908	(7.02%)
Internal Services	\$1,090,829	\$930,779	\$1,150,429	\$1,073,965	\$1,073,965	0.00%
Purchase of Goods & Services	\$2,678,826	\$2,214,533	\$2,599,958	\$2,600,261	\$2,610,204	0.38%
Capital Outlay	\$5,065	\$55,374	\$0	\$0	\$0	0.00%
Leases & Rentals	\$49,418	\$49,636	\$55,394	\$54,912	\$73,200	33.30%
Total Expenditures	\$16,610,758	\$16,329,666	\$17,045,820	\$17,758,658	\$17,682,718	(0.43%)

Funding Sources

Fines & Forfeitures	\$35	\$0	\$0	\$0	\$0	0.00%
Revenue from Other Localities	\$1,918,764	\$1,808,039	\$1,618,332	\$1,618,337	\$1,929,996	19.26%
Miscellaneous Revenue	\$0	\$0	\$57	\$0	\$0	0.00%
Non-Revenue Receipts	\$0	\$139	\$0	\$0	\$0	0.00%
Charges for Services	\$562,470	\$563,712	\$551,994	\$663,492	\$663,492	0.00%
Revenue from Commonwealth	\$519,607	\$546,031	\$560,770	\$523,962	\$523,962	0.00%
Total Designated Funding Sources	\$3,000,876	\$2,917,921	\$2,731,154	\$2,805,791	\$3,117,450	11.11%
Net General Tax Support	\$13,609,882	\$13,411,745	\$14,314,666	\$14,952,867	\$14,565,268	(2.59%)
Net General Tax Support	81.93%	82.13%	83.98%	84.20%	82.37%	



Staff History by Program



Future Outlook

Libraries are Transforming – The role of public libraries has been in flux since the beginning of the digital age. It is essential for the Library System to evolve in order to respond to demands for new services, changing library usage patterns, and its increasing role as community center. Identifying and implementing new technology initiatives while maintaining traditional public library functions are both a challenge and a necessity for the Library System.

Renovate and Renew Older Facilities – With facilities ranging in age from 27 to 47 years, older libraries are in need of renovation and renewal to meet 21st century library standards. Improved service as well as security, interior space and aesthetic improvements will renew facilities and improve the library experience for its customers.

Shared Library Services Agreement – As part of the inter-jurisdictional agreement between the County and the Cities of Manassas and Manassas Park, Library administration participated in the joint work group to discuss alternatives to Central Community Library. The work group presented its recommendations to all three jurisdictions. The shared library services agreement expires in FY20.

Library

Library Strategic Plan – In FY19, the Library System developed a strategic plan that identified library needs and services for the next five years with the goal of establishing outcomes that contribute to the quality of life for the community. The strategic goals that comprise the Library System’s 2019–2023 Strategic Plan are:

- **Future-Ready, Easily Accessible Technology:** The Library System will provide access to state of the art technology (following industry best practices) to address both internal and external customer expectations.
- **Community Building:** The Library System will expand activities to connect communities and schools to library resources.
- **Approachable, Adaptive Experts:** The Library System will strengthen and broaden staff development and competencies to provide excellent user experiences.
- **Versatile, Inviting Spaces:** The Library System will enhance the mix of multi-functional, inviting spaces to create attractive, modern community destinations.
- **Community-Responsive Enrichment:** The Library System will provide programming that grows the System’s user base and reflects our evolving community.
- **Lifelong Learning:** The Library System will reach more adult users by providing more lifelong learning and workforce development opportunities.
- **Physical and Virtual Media Collections:** The Library System will develop 24/7 access to robust collections in all available media that respond to public interest and demand.
- **Implementation of the plan began in January 2019 and continues in FY20.**

General Overview

- A. **Library Shifts** – A total of \$94,650 has been shifted among various object codes within the Library to place funding in object codes in which the expenditures were occurring. In addition, an increase in charges for copy/fax services of \$40,000 has been offset with a decrease in library fine revenue.
- B. **Office of Programming and Outreach** – The Library System has five programs: Administrative Services, Financial Services, Materials Services, Public Services, and Technology Services. Library Administrative Services consists of Library Director’s Office, Human Resources, Facilities Maintenance, the Office of Community Engagement, and the Library’s Community Partner, Literacy Volunteers of America—Prince William. The Office of Community Engagement, has been responsible for Library marketing and development, printed and digital publications and graphics, the Library’s Web and social media presence as well as outreach and system-wide programming and special events. In recent years, outreach and partnership opportunities have increased, as well as the need to coordinate special events for eleven library locations. This increases the number of activities in the Library Administrative Services program from five to six. No additional staffing or operating funds are required for this reorganization. Existing staff and funds will be moved into the new activity.
- C. **Reduction of 0.02 FTE Positions** – Two Library I 15 hour a week part-time positions (0.80 FTE) were administratively eliminated, and their hours reallocated to other library part-time positions for a total of 0.78 FTE. This reduces the full-time equivalent positions in the library from 208.16 in FY19 to 208.14 in FY20.
- D. **Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Library allocation increased \$311,659.

Library

Program Summary

Materials Services

The Materials Services program of the Library System is responsible for the continuing development of the Library System's print, audiovisual, electronic, and digital resources. This program selects, orders, catalogs and processes books and other library material formats, and develops and maintains the Library System's catalog of holdings that provides citizen access to the Library's resources. This program also provides interlibrary loan service, which enables citizens to obtain books and other formats from other public, academic, and special libraries throughout the country. This program also provides courier and mailroom services for the library system.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Materials availability survey title fill rate	76%	70%	78%	70%	72%
Subject/author fill rate	92%	78%	75%	78%	75%
Browser fill rate	96%	92%	84%	92%	84%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Library Materials Support	\$3,814	\$3,631	\$3,886	\$3,745	\$3,726
Items processed	135,745	87,057	103,331	80,000	95,000

Financial Services

The Financial Services program of the Library System manages the financial, accounting, budget development, and statistical services for the Library System as directed by the Library Board. This program develops, manages, and implements the Library System's adopted budget and CIP projects, including performance measurement. In addition, the program monitors library revenues and state aid grants as well as compiling and coordinating library data collection, which includes survey creation, annual submissions to the Library of Virginia, other library-related surveys, and requests for statistical information. The program is also responsible for monitoring and maintaining the Library System's capital assets, non-capital assets, and internal control procedures. The program adheres to all County budget and financial policies and procedures and ensures that all library locations are in compliance.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Financial transactions processed on schedule	98%	98%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Financial Management Services	\$703	\$651	\$731	\$760	\$672
Financial transactions processed	40,864	22,011	23,012	21,000	22,000

Library

Public Services

The Public Services program of the Library System provides direct service to the public by lending materials from its full service and neighborhood libraries, responding to information requests from the public, and offering educational, informational, and recreational events and activities for all ages. In addition, this program partners with citizens, businesses, agencies, and organizations throughout the community.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Residents with library cards	66%	69%	68%	66%	66%
Information requests completed within 24 hours	89%	95%	95%	95%	95%
Library services meet residents needs	95%	98%	96%	98%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Circulation	\$3,096	\$3,214	\$3,390	\$3,549	\$3,557
Print materials circulated	3.4M	3.4M	3.2M	3.3M	3.2M
Digital materials circulated	200,023	261,268	271,300	225,000	250,000
Information Services	\$4,167	\$4,308	\$4,256	\$4,670	\$4,632
Information requests handled: staff assisted (in person, telephone, e-mail)	392,951	485,342	496,081	400,000	450,000
Information requests handled: electronic	7.0M	7.5M	6.3M	6.5M	6.3M
Library Activities and Events	\$434	\$459	\$430	\$512	\$481
Attendees at Library programs/events	130,429	168,370	174,117	140,000	150,000
Library events and activities	3,298	4,387	4,661	3,500	4,000
Neighborhood Libraries	\$794	\$845	\$891	\$918	\$930
Materials circulated	556,043	453,056	444,504	400,000	425,000
Information requests handled (staff assisted)	146,628	130,458	131,202	130,000	130,000
Events and activities	573	765	729	450	600
Attendees at events and activities	14,128	17,903	18,233	14,000	16,000

Library

Technology Services

The Technology Services program of the Library System manages the daily operations of all Library-specific automated systems, such as the automated circulation system, the print, time management, and credit card payment systems, as well as all Web-based services, such as meeting room and event reservations, interlibrary loans, reading programs, wireless services, mobile services; and the Public Access Computer network and related assets. The program adheres to all County information technology policies and procedures and ensures that all library locations are in compliance.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer on-site HW/SW problems resolved within 8 hours (LNSS)	99%	97%	99%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Library Network Support Services (LNSS)	\$2,202	\$1,741	\$1,941	\$2,020	\$2,157
Support requests assigned to LNSS	13,295	24,919	25,464	12,000	20,000

Administrative Services

The Administrative Services program of the Library System provides system-wide management, direction, policy, and procedural formulation of all library services as well as providing short-term and long-range strategic planning for the Library System. This program also ensures compliance with County policies and procedures through the Library Director's Office, the Human Resources work unit, and the Facilities Maintenance work unit. The Office of Community Engagement work unit is responsible for Library marketing and development, Library printed and digital publications, graphics, and the Library's Web and social media presence. The Office of Programming and Outreach is responsible for the Library System's outreach activities as well as coordination of system-wide programming and special events. The Library System's Community Partner, Literacy Volunteers of America-Prince William, is also part of this program and provides free classes to enhance the basic literacy, computer workplace, and job skills, as well as providing English as a Second Language and other tutoring services to citizens.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer schedule actions for Graphics and Web Services completed as scheduled	99%	95%	99%	98%	98%
Total Web page sessions (Library)	1.4M	888,717	1.0M	1.0M	-

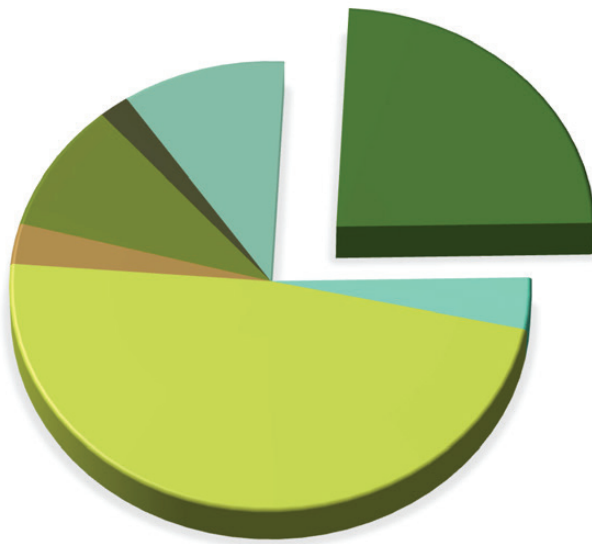
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Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Library Director's Office	\$322	\$285	\$351	\$373	\$381
Library services meet residents needs	95%	98%	96%	98%	96%
Human Resources - Library	\$422	\$499	\$446	\$430	\$393
FTE of volunteer hours contributed	17.0	15.8	16.4	15.5	15.5
Facilities Maintenance	\$135	\$92	\$109	\$113	\$117
Maintenance, repair and/or special project requests	872	780	933	700	800
Community Engagement	\$495	\$579	\$586	\$639	\$509
Total unique web page views	-	-	-	-	700,000
Social media engaged users	-	-	-	-	42,000
Web requests and print pieces produced	7,510	7,264	7,349	6,500	6,500
Social media growth rate	52%	50%	134%	25%	-
E-mail and print newsletters produced	28	28	32	28	-
Literacy Volunteers of America-Prince William	\$27	\$27	\$27	\$28	\$29
Adults served	712	752	752	730	720
Tutors trained and supported	225	238	238	225	225
Literacy volunteer hours provided to students	15,078	15,200	16,778	15,400	15,500
Office of Programming and Outreach	\$0	\$0	\$0	\$0	\$99
Outreach events coordinated	-	-	-	-	40
Requests filled for outreach materials	-	-	-	-	80
Participation in partnership events	-	-	-	-	20

Parks, Recreation & Tourism

Mission Statement

The mission of the Department of Parks, Recreation & Tourism is to create recreational and cultural experiences for a more vibrant community.



Expenditure Budget:
\$40,703,840



23.88% of Community Development

Programs:

- Administration: \$3,366,036
- Operations: \$14,531,018
- Recreation: \$18,035,044
- Security Rangers: \$845,341
- Marketing & Communications: \$889,650
- Tourism: \$1,472,574
- Historic Preservation: \$1,564,176

Community Development Expenditure Budget:
\$170,445,042

Mandates

The Department of Parks, Recreation & Tourism does not provide a state or federal mandated service.

Parks, Recreation & Tourism



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Parks Administration	\$3,314,982	\$3,543,041	\$3,548,270	\$3,370,494	\$3,366,036	(0.13%)
Parks Operations	\$12,926,419	\$12,385,325	\$13,066,700	\$13,823,401	\$14,531,018	5.12%
Recreation	\$19,237,926	\$25,899,135	\$17,422,520	\$17,734,158	\$18,035,044	1.70%
Security Rangers	\$0	\$0	\$930,574	\$886,925	\$845,341	(4.69%)
Marketing and Communications-Parks	\$0	\$0	\$844,292	\$838,145	\$889,650	6.15%
Tourism	\$0	\$0	\$1,199,639	\$1,261,630	\$1,472,574	16.72%
Historic Preservation - Parks	\$0	\$0	\$0	\$0	\$1,564,176	-
Total Expenditures	\$35,479,327	\$41,827,501	\$37,011,996	\$37,914,754	\$40,703,840	7.36%

Expenditure by Classification

Salaries and Benefits	\$18,852,837	\$18,855,161	\$21,129,010	\$21,106,960	\$22,975,844	8.85%
Contractual Services	\$5,637,927	\$6,201,306	\$6,567,778	\$6,499,762	\$6,715,675	3.32%
Internal Services	\$1,385,090	\$1,384,744	\$1,452,341	\$1,089,681	\$1,839,933	68.85%
Purchase of Goods & Services	\$5,798,769	\$6,284,220	\$6,231,035	\$6,709,008	\$6,394,696	(4.68%)
Capital Outlay	\$835,290	\$797,943	\$1,569,715	\$1,440,787	\$1,707,657	18.52%
Leases & Rentals	\$72,157	\$96,374	\$136,298	\$228,725	\$230,205	0.65%
Reserves & Contingencies	(\$94,540)	(\$154,000)	(\$864,759)	(\$154,000)	(\$154,000)	0.00%
Debt Maintenance	\$681,049	\$579,253	\$419,663	\$993,831	\$993,831	0.00%
Depreciation	\$1,135,318	\$387,106	\$370,915	\$0	\$0	0.00%
Transfers Out	\$1,175,430	\$7,395,393	\$0	\$0	\$0	0.00%
Total Expenditures	\$35,479,327	\$41,827,501	\$37,011,996	\$37,914,754	\$40,703,840	7.36%

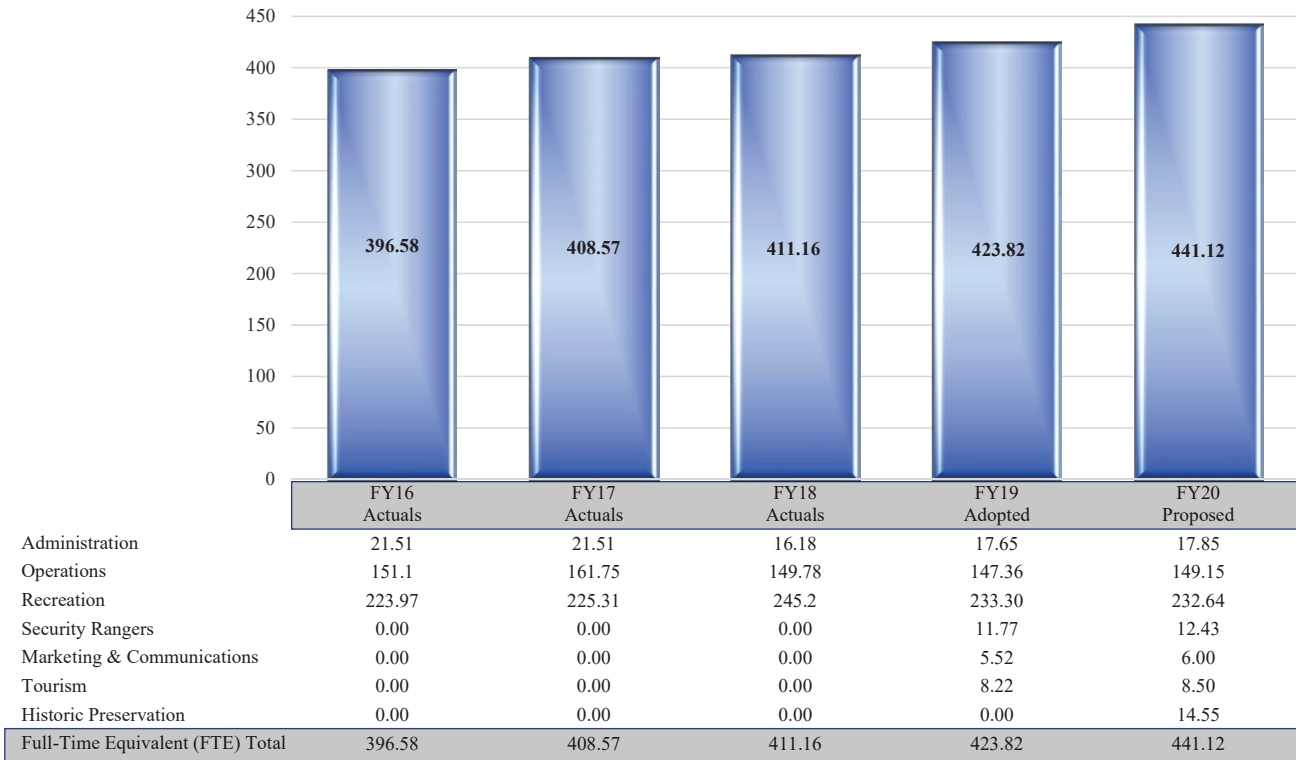
Funding Sources

Use of Money & Property	\$279,720	\$0	\$2,075	\$0	\$24,600	0.00%
Miscellaneous Revenue	\$1,060	\$339,953	\$57,072	\$0	\$3,000	0.00%
Non-Revenue Receipts	\$4,292	\$22,582	\$818	\$0	\$0	0.00%
Charges for Services	\$13,589,000	\$13,458,402	\$12,388,582	\$13,719,869	\$13,778,142	0.42%
Revenue from Commonwealth	\$0	\$0	\$14,500	\$0	\$0	0.00%
Transfers In	\$222,664	\$149,266	\$26,265	\$26,790	\$1,073,189	3,905.93%
Total Designated Funding Sources	\$13,537,296	\$13,970,202	\$12,489,311	\$13,746,659	\$14,878,931	8.24%
(Contribution to)/Use of TOT Funds	\$0	\$0	\$1,174,357	\$1,231,010	\$1,441,954	
(Contribution to)/Use of Fund Balance	\$115,333	\$38,913	\$460,948	\$0	(\$46,800)	
Net General Tax Support	\$21,826,697	\$27,818,385	\$22,887,379	\$22,937,084	\$24,429,755	6.51%
Net General Tax Support	61.52%	66.51%	61.84%	60.50%	60.02%	

Parks, Recreation & Tourism



Staff History by Program



Future Outlook

Capital Investment – More resources are necessary to make required facility and infrastructure updates throughout the 4,000-acre park system. The County’s Buildings and Facilities Capital Maintenance Program has made a marked difference in the appearance, safety, functionality, and accessibility of facilities and continuation of the program is paramount to shortening the maintenance deferral period, thus realizing long-term savings. Accessibility barrier removal requires approximately \$1.5 million in additional resources. Approximately \$8.5 million is required for capital maintenance projects in parks and facilities. The County lags \$66 million behind meeting existing unmet service needs for projects such as greenways, field improvements, and waterpark and fitness center expansions.

Tourism – The Office of Tourism will add additional staff to focus on sports tourism sales. Additional marketing resources are also required to keep pace with neighboring destinations, which spend up to 20% more of their overall budgets on marketing. New grant and incentive policies will equip the Department to compete for new amateur sporting competitions. The County is poised to capture more visitors seeking affordable lodging, family attractions, sporting activities, and special events in close proximity to Washington D.C. Transient Occupancy Tax (TOT) has grown an average of 10% between FY16–18, and approximately 560 additional hotel rooms are currently under development. The Office of Tourism will focus on securing new sporting events to capitalize on the County’s abundant supply of illustrious park facilities as well as delve into special event planning and seize upon new markets such as weddings and family reunions. The tourism industry will play a greater role in place-making and encouraging local spending within the County.

Parks, Recreation & Tourism

Workspace Expansion – More resources are required to provide adequate workspace for employees. The Hellwig Park headquarters requires a 6,000 square foot expansion to alleviate overcrowding. The Valley View Park Maintenance Shop requires construction funding and a new maintenance shop is needed in the Lake Manassas area to accommodate the new park development taking place in western Prince William County (PWC), which will add eight new athletic fields to the inventory.

Environmental Excellence – More resources are required to expand material and equipment storage at maintenance shops in response to recent audits. The Department is seeking an E3 certification from the Virginia Department of Environmental Quality’s Virginia Environmental Excellence Program.

Safety and Security – More resources are required for material testing in older facilities and regular indoor air quality testing in order to ensure a safe work environment for staff and customers.

Planning Excellence – Public demand for open space and active-use facilities will continue to grow as the County’s population expands. The current Comprehensive Plan update and data from the 2018 communitywide recreation needs assessment will dictate the “what and where” of capital invest over the next ten years. The Department is implementing a new three-year Strategic Plan to deepen its capacity to support County Strategic Plan goals. Lastly, the Department is seeking accreditation from the Commission for the Accreditation of Parks & Recreation Agencies as a way to greater alignment with industry best practices and demonstrate a commitment to excellence.

General Overview

- A. **Reorganization–Historic Preservation Program** – The Historic Preservation program was transferred from the Department of Public Works to the DPRT. The reorganization aligns Historic Preservation’s mission with the tourism component of DPRT’s overall mission. This results in a budget shift of approximately \$1.56M and 14.55 FTEs.
- B. **Reorganization–Fleet & Equipment Repair Activity** – The Fleet & Equipment Repair activity, an activity under the Operations program of DPRT, is merging into the Fleet program under the Department of Public Works. This includes a budget shift of approximately \$1.4 million and 9.26 FTEs. This merger is a result of a September 2018 study conducted by Mercury Associates, Inc. Benefits to the County should include overall reductions in duplicated efforts for fleet maintenance; a unified approach to fleet management that results in a holistic view of fleet efficiency and cost reduction; standardization of processes, tools, and equipment; economies of scale for procurements; increased bench strength through sharing of expertise; and the ability to implement change throughout the fleet organization.
- C. **Increased Hours for Maintenance Worker Positions** – The amount of work hours for existing part-time maintenance workers were increased to full-time status. The additional work hours enable DPRT to address years of deferred maintenance at current park facilities as part of the Building & Facility Capital Program as well as maintain new park projects such as Rollins Ford Park and Catharpin Park without the need for new positions. Both Rollins Ford Park and Catharpin Park are scheduled to open in the second half of FY20.

Parks, Recreation & Tourism

Budget Initiatives

A. Budget Initiatives

1. Rollins Ford Park Maintenance Costs – Operations

Expenditure	\$484,258	General Fund Impact	\$484,258
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative provides funding to maintain the grounds at the new Rollins Ford Park which is scheduled to become operational in FY20. Of the total amount, \$412,500 covers equipment and other one-time costs such as a maintenance auxiliary building and a vehicle lean-to shelter. The remaining \$71,758 covers ongoing maintenance. The site will have athletic fields, pavilions, trails, playgrounds, and a fitness area.

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

2. Catharpin Park Phase II Maintenance Costs – Operations

Expenditure	\$67,939	General Fund Impact	\$67,939
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative funds annual maintenance costs for the expansion of Catharpin Park. This park location will include up to six rectangular fields with lights, an auxiliary building with restrooms and storage.

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

3. Long Park Soccer Building/Restrooms – Operations

Expenditure	\$16,455	General Fund Impact	\$16,455
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative funds the custodial services of the Long Park Soccer auxiliary building and restrooms. Because of the artificial turf fields, this facility may be open year-round.

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

4. Increase in Food Costs – Operations

Expenditure	\$17,017	General Fund Impact	\$0
Revenue	\$17,017	FTE Positions	0.00

a. **Description** – This initiative provides the additional funds needed to pay for the increased cost of food for sale at recreation events. These costs are revenue supported and have no net impact on the general fund.

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

Parks, Recreation & Tourism

5. Tourism – Marketing Support

Expenditure	\$120,960	General Fund Impact	\$0
Revenue	\$120,960	FTE Positions	0.00

- a. **Description** – This initiative provides funding to reach target markets such as weddings, small meetings, and corporate events identified by the Office of Tourism Advisory Board. This is a revenue-supported activity from TOT funds that must be used for tourism activities so there is no impact on the general fund.
- b. **Service Level Impacts** – This initiative will increase overnight hotel occupancy and support the approximately 400 new hotel rooms coming online in FY19 and FY20 in PWC. It will provide for new visual assets to increase event and wedding venue demand which will increase revenue and TOT collection.

6. Tourism – Sports Sales Position and Grant Support

Expenditure	\$148,151	General Fund Impact	\$0
Revenue	\$148,151	FTE Positions	1.00

- a. **Description** – This initiative adds \$98,151 for one Sports Tourism Sales Specialist and \$50,000 in grant support funding. The Sports Tourism position will focus on the sports tourism market, generate and convert leads, and partner with existing PWC sports leagues to host new invitational tournaments. The grant support funding will be used to attract and retain sporting events that directly contribute to the economic impact of sports tourism in the County. This initiative will be funded through TOT revenue and has no impact on the general fund.
- b. **Service Level Impacts** – This position will work to attract, retain, and create sports-related events thereby increasing the economic impact of sports tourism in PWC.

Program Summary

Administration

Provides oversight for all divisions and facilitates strategic planning.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Use of County parks & recreation (community survey)	48%	48%	80%	49%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Executive Management/Administration*	\$3,315	\$3,427	\$3,549	\$3,370	\$3,366
Accident rate per 100,000 miles driven	0.7	2.1	2.4	1.0	2.4

*In FY17 \$116K was mistakenly charged to Parks & Centers instead of Administration

Parks, Recreation & Tourism

Operations

Maintains all facilities and grounds. Manages capital and deferred maintenance projects and conducts planning.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Satisfaction with quality of passive recreation opportunities (community survey)	88%	88%	84%	90%	84%
Trail miles	43	45	53	58	77
Park acreage	4,258	4,251	4,249	4,251	4,234

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Grounds & Landscape Maintenance	\$7,444	\$7,778	\$8,002	\$8,666	\$10,134
Park acres maintained	840	867	929	929	1,048
School acres maintained	266	267	268	269	274
Fleet & Equipment Repair	\$1,368	\$968	\$986	\$1,448	\$702
Total work orders	1,396	1,342	1,283	1,500	1,600
Planning & Project Management	\$370	\$378	\$417	\$457	\$443
Land use plans reviewed	56	62	62	80	55
Total capital improvement projects	29	22	21	20	10
Facility Maintenance	\$1,533	\$1,675	\$1,817	\$1,757	\$1,757
Work orders completed	1,630	1,879	1,989	1,850	1,900
Cyclical Maintenance Plan (CMP)	\$2,211	\$1,587	\$1,638	\$1,495	\$1,495
Total CMP projects	29	24	54	30	50

Recreation

Develops, markets, and administers leisure and educational programs.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Satisfaction with quality of athletic fields (community survey)	82%	82%	84%	84%	84%
Satisfaction with quality of pools & water parks (community survey)	80%	80%	80%	80%	80%
Satisfaction with quality of indoor recreation facilities (community survey)	78%	78%	77%	80%	80%
Growth in non-golf recreation revenue	15%	1%	-2%	3%	3%

Parks, Recreation & Tourism

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks & Centers*	\$12,047	\$11,780	\$12,025	\$10,199	\$10,466
Participant visits	1.5M	1.5M	1.8M	1.6M	1.8M
Golf	\$4,056	\$11,177	\$4,326	\$4,056	\$4,056
Rounds of golf (18-hole equivalent)	105,875	100,000	92,928	100,000	95,000
Water Parks	\$2,364	\$2,308	\$2,478	\$2,913	\$2,883
Water park admissions	159,848	159,000	139,000	159,000	159,000
Community Sports	\$771	\$751	\$574	\$566	\$629
Sports youth participant visits	1.4M	1.4M	1.4M	1.4M	1.4M
Sports adult participant visits	200,562	155,898	220,000	219,870	220,000
Sports tournament participants	31,604	35,586	37,000	36,577	37,000

*The FY15 through FY18 expenditures for the Parks & Centers activity include the expenditures for Marketing & Communications and Security Rangers, as those activities rolled up into Parks & Centers until FY19. In FY17 \$116K was mistakenly charged to Parks & Centers instead of Administration.

Security Rangers

Provides non-sworn rangers to ensure safety and security for parks, park facilities, and school sites.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Total trail patrols	-	-	739	-	1,000
Total recreation center patrols	-	-	8,297	-	8,600
Park and facility patrons that feel safe and secure	-	-	-	75%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Security Rangers*	\$0	\$0	\$0	\$887	\$845
Total park patrols	26,676	34,386	35,917	32,000	37,000

*Prior to FY19, Security Rangers was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY15 through FY18 expenditures for Security Rangers are included in the Parks & Centers expenditures for those years.

Marketing & Communications

Promotes public awareness and utilization of recreation programs and amenities.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Revenue growth not including golf, community pools and sports	-	4%	-	2%	-

Parks, Recreation & Tourism

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Marketing & Communications*	\$0	\$0	\$0	\$838	\$890
Completed work items	-	-	2,187	-	2,000
Annual website visitors	693,033	630,727	-	600,000	-
Advertising media distribution	25.8M	23.1M	40.4M	20.0M	25.0M

* Prior to FY19, Marketing & Communications was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY16 through FY18 expenditures for Marketing & Communications are included in the Parks & Centers expenditures for those years.

Tourism

Inspires travelers to visit the county by promoting, developing and enhancing experiences; thereby contributing to a robust economy and creating opportunities for residents.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Transient Occupancy Tax revenue collected	\$3.7M	\$3.9M	\$4.39M	\$3.57M	\$4.57M
Hotel occupancy rate	66%	67%	66%	68%	68%
Average daily room rate	\$85	\$88	\$88	\$89	\$89
PWC visitor expenditures	\$571M	NA	\$592M	\$580M	\$616M
PWC visitor generated local tax receipts	\$9.0M	NA	\$9.2M	\$9.0M	\$9.6M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Tourism	\$0	\$0	\$1,200	\$1,262	\$1,473
Visits to attractions/historic sites	3.3M	3.4M	7.4M	3.5M	7.4M
Unique website visitors	146,519	202,000	123,006	300,000	-
Total impressions and advertising reach	-	-	-	-	\$8.0M
Group actual hotel room nights	17,041	10,956	10,514	11,810	12,046
Public relations stories generated	111	52	73	126	126

Parks, Recreation & Tourism

Historic Preservation

Manage the capital funding (through grants and capital program), design, restoration, and preservation of all County-owned historic sites. Engage in historic collections management. Support the work plan developed by the Historic Preservation Foundation. Manage the daily operations of County historic sites, including the site-specific volunteers, assist with collections, and ensure the protection of the resources. Manage rentals, educational outreach, special events, and programming of all County-owned historic sites.

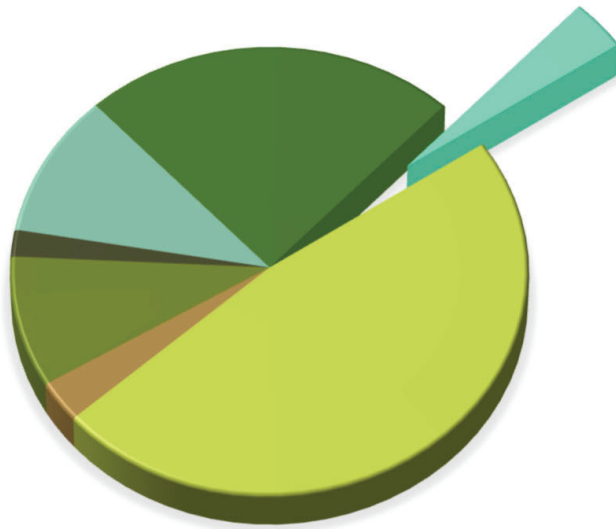
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer satisfaction with visit to historic site	97.0%	99.0%	98.0%	97.0%	97.0%
Volunteer hours value	\$111,498	\$96,519	\$105,823	\$125,000	\$100,000
Revenue recovery rate	4.3%	4.7%	6.2%	5.0%	5.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Historic Preservation	\$0	\$0	\$0	\$0	\$1,564
Annual average hours of service per long term volunteer	41	46	43	50	40
Archeological collections donated to the County	9	5	7	-	-
Percentage of collections reviewed and updated	-	-	-	20%	20%
Programs at historic sites	832	890	846	940	900
FTE equivalent of volunteer hours contributed	3.17	2.73	3.01	3.00	3.00
Visitors to historic sites	82,841	156,421	130,353	185,000	170,000
Work orders for historic buildings and grounds	111	155	144	150	150
Construction, restoration and renovation projects	3	5	3	3	3

Planning

Mission Statement

To implement the County's Zoning Ordinance and Comprehensive Plan goals, the Planning Office collaborates with the community and its customers to achieve a high quality of life and regional identity, through innovative land use planning.



Expenditure Budget:
\$6,267,996



3.68% of Community Development

Programs:

- Zoning Administration: \$1,082,062
- Long Range Planning: \$3,787,366
- Current Planning: \$1,195,632
- Community Development: \$202,936

Community Development Expenditure Budget:
\$170,445,042

Mandates

Prince William County operates under state mandates including the development of a comprehensive plan as required by the Code of Virginia. The [Comprehensive Plan](#) is required to contain certain elements and must be reviewed at least once every five years. In addition, Prince William County has chosen to enact a Zoning Ordinance, Agricultural and Forestal District, and Historic Overlay District, each of which are required to contain certain elements and be administered pursuant to state code. The Planning Office serves as liaison to several boards, committees, and commissions including: the Planning Commission, Board of Zoning Appeals, Agricultural and Forestal Districts Advisory Committee, Historical Commission, and Architectural Review Board.

State Code: [62.1-44.15:74](#) (Chesapeake Bay Preservation Areas), [15.2-2223](#) (Comprehensive Plan), [15.2-2285](#) (Zoning Ordinance), [15.2-4304](#) (Agriculture and Forestal Districts), [15.2-2210](#) (Local Planning Commissions), [15.2-2306](#) (Preservation)

County Code: [Chapter 2 Article V](#) (Historical Commission), [Chapter 32](#) (Zoning)

Planning



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Zoning Administration	\$867,532	\$954,235	\$1,016,401	\$1,069,177	\$1,082,062	1.21%
Long Range Planning	\$3,247,005	\$3,489,570	\$3,681,341	\$3,767,417	\$3,787,366	0.53%
Current Planning	\$967,221	\$1,014,581	\$1,088,030	\$1,156,126	\$1,195,632	3.42%
Community Development	\$135,788	\$179,343	\$201,758	\$198,401	\$202,936	2.29%
Total Expenditures	\$5,217,545	\$5,637,730	\$5,987,530	\$6,191,122	\$6,267,996	1.24%

Expenditure by Classification

Salaries and Benefits	\$2,518,827	\$2,711,604	\$2,912,600	\$3,046,861	\$3,240,136	6.34%
Contractual Services	\$88,645	\$80,184	\$101,442	\$287,182	\$107,182	(62.68%)
Internal Services	\$1,978,172	\$2,131,798	\$2,279,092	\$2,098,524	\$2,101,629	0.15%
Purchase of Goods & Services	\$502,796	\$544,860	\$536,227	\$599,881	\$668,474	11.43%
Capital Outlay	\$0	\$0	\$7,525	\$0	\$0	0.00%
Leases & Rentals	\$21,272	\$23,736	\$21,559	\$19,116	\$19,116	0.00%
Transfers Out	\$107,833	\$145,547	\$129,084	\$139,559	\$131,459	(5.80%)
Total Expenditures	\$5,217,545	\$5,637,730	\$5,987,530	\$6,191,122	\$6,267,996	1.24%

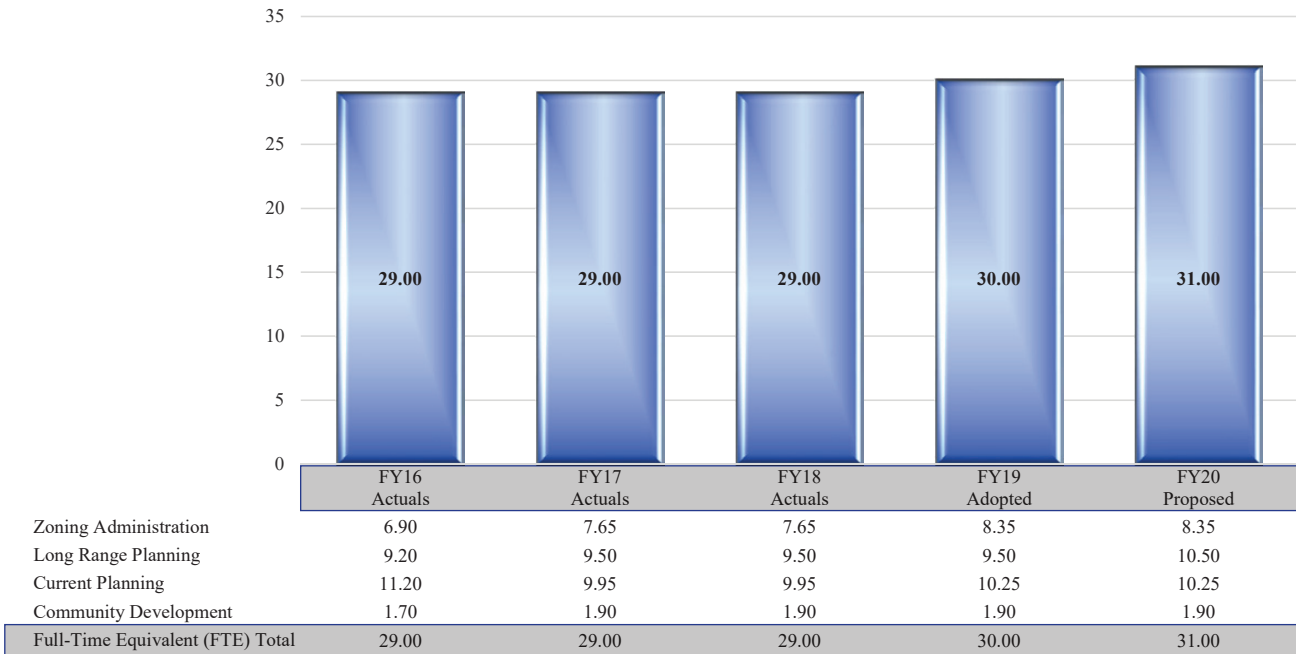
Funding Sources

Revenue from Federal Government	\$25,272	\$40,626	\$50,000	\$0	\$0	0.00%
Permits & Fees	\$564,705	\$547,318	\$348,378	\$419,894	\$419,894	0.00%
Miscellaneous Revenue	\$102	\$35	\$0	\$155	\$155	0.00%
Charges for Services	\$28,291	\$27,289	\$26,818	\$1,475	\$1,475	0.00%
Revenue from Commonwealth	\$3,500	\$0	\$0	\$0	\$0	0.00%
Transfers In	\$0	\$237,066	\$237,066	\$237,066	\$237,066	0.00%
Designated Funding Sources	\$621,666	\$852,335	\$662,262	\$658,590	\$658,590	0.00%
(Contribution to)/Use of Fund Balance	(\$210,903)	(\$92,220)	\$210,599	\$354,388	\$406,779	14.78%
Net General Tax Support	\$4,806,782	\$4,877,615	\$5,114,668	\$5,178,144	\$5,202,627	0.47%
Net General Tax Support	92.13%	86.52%	85.42%	83.64%	83.00%	

Planning



Staff History by Program



Future Outlook

Land Use Tools – Prince William County (PWC) continues to update land use planning policies to effectively implement the County’s Comprehensive Plan goals, particularly regarding mixed use development, redevelopment, environmental and cultural resource preservation, and rural preservation. The County should continue to refine existing tools and develop additional tools to meet stated goals, achieve strategic objectives, and promote economic development opportunities. Future updates to the Comprehensive Plan should be tied to achievable implementation measures including the tools that can result in its implementation (e.g. Zoning Ordinance). Increased focus should be placed on the link between the Comprehensive Plan, the Capital Improvement Program (CIP), and the PWC Strategic Plan.

Citizen Engagement – The Planning Office informs citizens about planning issues and provides staff support to several boards, committees, and commissions. The Planning Office is active in soliciting input from a broad stakeholder base and has begun to utilize a wider variety of citizen engagement strategies. These public input opportunities are beneficial; however, they are extremely resource intensive. The Planning Office will continue to refine and expand the ways in which stakeholders can participate in the planning process focusing on the utilization of technology and communication tools, while closely monitoring the impact on staffing. Recently, project web pages have been increased to enable more citizen engagement. The Planning Office has added pages for the Comprehensive Plan Update, Comprehensive Plan Storyboard, Historical Marker Storyboard, and zoning text amendments. This has been extremely effective. However, this has increased staff time, specifically for the web team staff in all divisions.

Planning

Comprehensive Plan Update – The scope of work for the Comprehensive Plan Update includes a Technical Update, Economic Chapter Update, Thoroughfare Plan Update, incorporation of several planning studies completed in the last three years, and small area land use plans for several areas in the County. Changes in federal and state laws (i.e., telecommunications) necessitate a staff review of the relevant chapters of the Comprehensive Plan. In addition, due to changes in the State’s enabling legislation for proffers, amendments to the County’s level of service policies will be necessary, as will a replacement for the repealed Policy Guide for Monetary Contributions.

Redevelopment Opportunities – The Community Development program will continue to work on enhancing the County’s redevelopment/infill development land use planning tools and will continue to market redevelopment opportunities. Over the next year, the Community Development Program will begin to implement recommendations from the Innovation, Gainesville, Transportation, and Land Use Connector Programs, continue to implement recommendations from the Dale City Sustainable Design Project, continue to implement the strategies outlined in the Potomac Communities Design Guidelines and the Potomac Communities Initiative, and complete the Economic Development Chapter Update.

Resource Limitations – The Planning Office is operating at below core staffing levels for the number of major projects which have recently been initiated. The workload associated with pending zoning text amendments and updates to Long Range Land Use policies is greater than available resources, which will likely lead to longer processing timelines. In addition, many initiatives in the Comprehensive Plan cannot be adequately accomplished with existing resources.

General Overview

- A. **Decrease Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY20, the indirect cost transfer amount reimbursing the general fund for Planning decreases by \$8,100 from \$41,729 in FY19 to \$33,629 in FY20.
- B. **One-Time Reductions** – \$180,000 has been removed from the Planning FY20 budget for non-recurring professional services expenditures associated with updates to the Comprehensive Plan.
- C. **Transfer of Position from Commonwealth Attorney** – 1 FTE position previously located within the Commonwealth Attorney department has been transferred to Planning as a Planner III position to provide additional support to the Long Range Planning program.
- D. **Increase to the Land Development Fee Schedule** – The Proposed FY2020 Budget includes a 2.2% increase to the Land Development fee schedule. This action adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

Planning

Budget Initiatives

A. Budget Initiatives

1. Metropolitan Washington Council of Governments (COG) Membership Dues Increase – Long Range Planning

Expenditure	\$62,593	General Fund Impact	\$17,169
Budget Shift	\$45,424	FTE Positions	0.00

a. **Description** – This initiative covers an increase in membership dues and the addition of a Regional Public Safety Fund within COG beginning in FY20. The cost of the Regional Public Safety Fund is offset by budgeted expenditure reductions in the Departments of Fire & Rescue and Police.

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

2. Coalition of High Growth Communities Membership Dues – Long Range Planning

Expenditure	\$6,000	General Fund Impact	\$6,000
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative covers the annual membership dues for the Coalition of High Growth Communities. The County renewed its membership in the Coalition of High Growth Communities in FY19 [BOCS Resolution 18-621](#).

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

Program Summary

Zoning Administration

Zoning Administration prepares, administers, and interprets the County’s Zoning Ordinance. This program also processes appeals and variances to the Board of Zoning Appeals, completes non-conforming use (NCU) certifications and recertifications, assists with preparing zoning text amendments, responds to zoning and proffer verification requests, collects and manages monetary proffers, and tracks implementation of non-monetary proffers and conditions.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
NCU's & NCU recertifications completed within 45 days	-	-	-	-	85%
County has helped preserve the appearance and condition of our neighborhoods	87%	87%	87%	87%	-
Zoning verifications/interpretations/certifications completed within 30 days	71%	31%	69%	75%	85%
Adopted zoning text amendments that implement Comp Plan goals & strategies	-	-	80%	-	-

Planning

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Zoning Administration	\$868	\$955	\$1,016	\$1,069	\$1,082
Zoning verifications/interpretations/certifications issued	205	246	206	225	200
Zoning appeal/variance cases processed	-	12	6	12	10
Non-conforming use verifications	-	325	279	250	250
Records Center requests fulfilled	2,242	3,202	2,733	2,500	2,500
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%	99%
Zoning text amendments completed	4	3	9	10	8
Zoning text amendments initiated	12	9	10	-	-

Long Range Planning

Long Range Planning prepares, administers, interprets, and implements the Comprehensive Plan. This program provides case management services for comprehensive plan amendment requests to the Board of County Supervisors (BOCS) and processes public facility reviews. This program provides project management and technical support for planning studies, zoning text amendments (ZTAs), special projects related to economic/community development, transportation, and other projects identified by the BOCS. This program provides staff support for the Historical Commission, Architectural Review Board, Agricultural and Forestal Districts Advisory Committee, DCSM/Zoning Ordinance Review Advisory Committee, and the Trails and Blueways Council. This program also provides planning analysis, maps and information, Geographic Information System (GIS) services, and management of planning and zoning GIS layers, web pages, and data systems. Additionally, this program helps manage the County's cultural resources through input on Comprehensive Plan amendments, planning projects, Federal projects (Sec. 106, NEPA), land application review and zoning enforcement as well as projects such as archaeological excavation, archival research, artifact cataloging, and public interpretation.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Adopted CIP projects implementing needs/goals identified in the Comp Plan	-	-	82%	80%	80%
Comp Plan strategies completed/implemented (adopted ZTA's, DCSM, studies)	-	-	7	4	10
Comp Plan strategies completed aimed to decrease congestion & travel time	-	-	3	1	3
Comp Plan strategies completed aimed to increase multi-modal transportation use	-	-	3	1	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Comprehensive Plan Maintenance and Update	\$3,247	\$3,489	\$3,681	\$3,767	\$3,787
Comprehensive Plan Amendments initiated	8	9	0	5	5
Major policy initiatives completed	-	-	5	6	6
Public facility reviews completed	-	16	3	6	6
BOCS approval updates added to GIS system within 14 days	100%	75%	88%	95%	95%
Cases reviewed for archaeological and historical impacts	-	179	86	110	110
Environmental/Cultural resource reviews completed	-	14	9	17	14
GIS map and data analysis requests completed	-	95	100	90	95

Planning

Current Planning

Current Planning reviews and provides case management services for rezoning (REZ) and special use permit (SUP) applications from the initial application acceptance to preparing recommendations to the Planning Commission and final action by the BOCS.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Visual appearance of new developments in my community reflects well	87%	87%	90%	87%	87%
Active non-residential cases scheduled for public hearing within 6 months	-	80%	77%	-	-
Avg time (months) for active non-resid cases to be scheduled for public hearing	-	4.17	5.43	6.00	5.00
Process improvements aimed to decrease avg county review time for nonresidential	-	-	2.00	1.00	2.00

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Current Planning	\$967	\$1,015	\$1,088	\$1,156	\$1,196
Development review cases QC'd and reviewed (REZ, SUP, HOC2, & CPA)	77	83	71	70	70
Cases scheduled for Planning Commission public hearing	-	72	65	60	65
Development review cases meeting 10 day quality control review goal	92%	82%	84%	75%	85%
Development review cases meeting 45 day first review comments goal	96%	92%	97%	95%	95%

Planning

Community Development

Community Development implements activities and projects across the County that enhance capital investment and job creation within target redevelopment areas. This program works with the private sector to identify, promote, and implement redevelopment and revitalization strategies of vacant/underused properties, reuse of existing structures, and quality mix used developments in strategic locations.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Capital investment in targeted redevelopment areas	\$5.6M	\$6.1M	\$10.0M	\$10.0M	\$3.0M
Stakeholder outreach/workshop/meetings held	-	-	-	6	8
Comp Plan strategies completed aimed to increase at-place employment	-	-	-	1	1
Comp Plan strategies completed aimed to increase business retention rate	-	-	-	1	1
Comp Plan strategies completed aimed to increase number of targeted jobs	-	-	-	1	1

*The capital investment in targeted redevelopment areas measure for FY17 was adjusted to include only private investment in commercial projects. All projects that had public funds were removed.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Community Development	\$136	\$179	\$202	\$198	\$203
Private industry new contact inquiries/assists	21	47	52	45	45
Land use policy and zoning text amendments prepared	2	4	4	4	4
Marketing programs initiated	1	1	1	-	-
Technical assistance grants/professional studies initiated	-	-	-	2	2
Liaison/ambassador/networking meetings attended	-	-	-	24	28

Public Works

Mission Statement

The goal of the Prince William County Department of Public Works is to improve the wellbeing of our community by creating and sustaining the best environment in which to live, work, and play. We protect and improve our natural resources, adopt and enforce codes and regulations, and build and maintain the infrastructure needed for employees to serve our community.



Community Development Expenditure Budget:
\$170,445,042

Expenditure Budget:
\$81,507,565



47.82% of Community Development

Programs:

- Director's Office: \$789,252
- Stormwater Infrastructure Management: \$4,056,120
- Site Development: \$3,892,739
- Watershed Improvement: \$5,232,116
- Fleet Management: \$12,237,289
- Facilities Construction Management: \$125,000
- Sign Shop: \$236,545
- Small Project Construction: \$1,988,454
- Mosquito & Forest Pest Management: \$1,628,540
- Solid Waste: \$21,159,085
- Buildings & Grounds: \$12,036,096
- Property Management: \$13,532,959
- Neighborhood Services: \$4,235,082
- Service Districts: \$358,287

Mandates

Public Works provides mandated services for public records management and preservation, solid waste management and recycling, and maintenance of existing street name signs. Public Works is liaison to the state mandated Chesapeake Bay Preservation Area Review and Wetlands Boards. The Board of County Supervisors has enacted additional local mandates for which Public Works has responsibility.

State Code: Virginia Public Records Act ([42.1-76 through 42.1-91](#)), Solid Waste Management and Recycling ([9VAC20-130](#)), Street Name Signs ([33.2-328](#)), Local Wetlands Board ([28.2-1303](#)), Chesapeake Bay Preservation Areas ([62.1-44.15:74](#)).

County Code: Chapter 2 Article VII ([Wetlands Areas](#)), Chapter 3 ([Amusements](#)), Chapter 5 Article VI ([Building Maintenance Code](#)), Chapter 12 ([Massage Establishments](#)), Chapter 13-320.1 ([Designation of watercraft, boat trailer, motor home, and camping trailer "restricted parking" zones](#)), Chapter 14 ([Noise](#)), Chapter 16-56 ([Graffiti Prevention and Removal](#)), Chapter 22 ([Refuse](#)), Chapter 23 Article II ([Public Sanitary Sewers](#)), Chapter 23.2 ([Stormwater Management](#)), Chapter 25 Article II ([Subdivisions - Minimum Requirements](#)), Chapter 29 Article II ([Weeds & Grass](#)), Chapter 32 ([Zoning](#)), Chapter 33 ([Expedited Land Development Plan Review](#))

Public Works



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Public Works Director's Office	\$1,326,506	\$1,402,381	\$1,396,542	\$771,566	\$789,252	2.29%
Historic Preservation	\$1,352,263	\$1,429,156	\$1,315,257	\$1,476,229	\$0	(100.00%)
Stormwater Infrastructure Management	\$2,798,956	\$3,211,587	\$3,546,384	\$3,762,204	\$4,056,120	7.81%
Site Development	\$3,129,368	\$3,218,681	\$3,374,458	\$3,664,356	\$3,892,739	6.23%
Watershed Improvement	\$4,326,518	\$4,610,526	\$7,365,168	\$5,023,871	\$5,232,116	4.15%
Fleet Management	\$9,509,587	\$10,328,019	\$9,263,362	\$10,700,295	\$12,237,289	14.36%
Facilities Construction Management	(\$14,110)	\$172,172	(\$30,906)	\$125,000	\$125,000	0.00%
Sign Shop	\$245,535	\$160,318	\$244,324	\$224,436	\$236,545	5.40%
Small Project Construction	\$2,713,579	\$2,509,070	\$2,016,298	\$2,089,249	\$1,988,454	(4.82%)
Mosquito & Forest Pest Mgmt	\$1,431,993	\$1,448,821	\$1,472,725	\$1,855,340	\$1,628,540	(12.22%)
Solid Waste	\$16,579,543	\$16,374,694	\$15,397,112	\$19,923,809	\$21,159,085	6.20%
Buildings & Grounds	\$10,463,388	\$11,582,695	\$11,588,120	\$11,846,225	\$12,036,096	1.60%
Property Management	\$11,096,827	\$12,391,406	\$13,318,745	\$13,495,044	\$13,532,959	0.28%
Neighborhood Services	\$3,783,055	\$3,685,299	\$3,771,062	\$4,318,476	\$4,235,082	(1.93%)
Service Districts	\$226,516	\$459,435	\$321,687	\$365,311	\$358,287	(1.92%)
Total Expenditures	\$68,969,521	\$72,984,262	\$74,360,337	\$79,641,412	\$81,507,565	2.34%

Expenditure by Classification

Salaries and Benefits	\$27,216,854	\$27,101,696	\$27,745,780	\$29,332,685	\$29,625,855	1.00%
Contractual Services	\$11,607,479	\$13,913,982	\$12,925,241	\$13,571,292	\$13,568,799	(0.02%)
Internal Services	\$3,277,379	\$3,561,507	\$3,907,809	\$2,882,271	\$2,992,383	3.82%
Purchase of Goods & Services	\$11,038,682	\$9,162,176	\$11,945,348	\$14,647,619	\$15,488,604	5.74%
Capital Outlay	\$2,144,190	\$3,661,048	\$1,902,712	\$4,060,299	\$4,661,514	14.81%
Leases & Rentals	\$6,513,416	\$7,032,916	\$7,357,523	\$7,968,156	\$7,569,618	(5.00%)
Reserves & Contingencies	(\$1,407,876)	(\$1,027,699)	(\$2,736,857)	(\$2,823,507)	(\$2,816,957)	(0.23%)
Amortization	\$1,483,825	\$1,950,797	\$656,594	\$2,085,793	\$2,085,793	0.00%
Depreciation	\$1,404,086	\$2,178,910	\$1,492,152	\$2,098,713	\$2,158,713	2.86%
Transfers Out	\$5,691,485	\$5,448,929	\$9,164,036	\$5,818,091	\$6,173,242	6.10%
Total Expenditures	\$68,969,521	\$72,984,262	\$74,360,337	\$79,641,412	\$81,507,565	2.34%

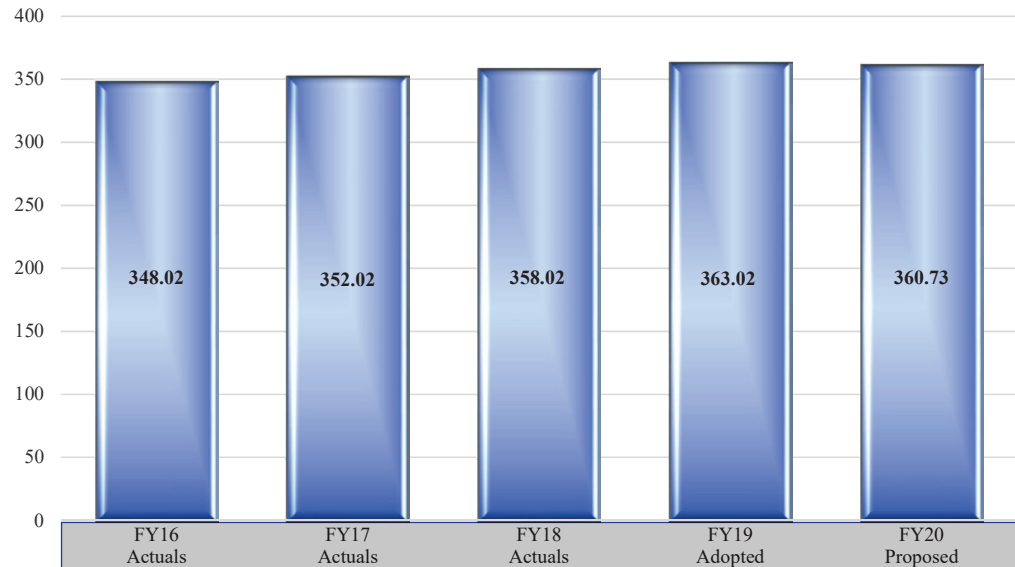
Funding Sources

Revenue from Federal Government	\$330,000	\$0	\$0	\$330,000	\$0	(100.00%)
Permits & Fees	\$2,300,354	\$2,554,061	\$2,479,062	\$2,407,996	\$2,407,996	0.00%
Fines & Forfeitures	\$9,015	\$6,939	\$2,004	\$0	\$0	0.00%
Use of Money & Property	\$1,978,405	\$1,237,373	\$1,306,429	\$2,100,600	\$2,069,000	(1.50%)
Miscellaneous Revenue	\$516,140	\$394,643	\$744,526	\$492,932	\$489,932	(0.61%)
Non-Revenue Receipts	\$423,236	\$306,241	\$277,087	\$173,700	\$243,700	40.30%
General Property Taxes	\$1,710,112	\$1,767,398	\$1,772,646	\$1,794,771	\$1,870,287	4.21%
Charges for Services	\$38,453,850	\$37,894,772	\$38,073,282	\$36,819,833	\$38,307,145	4.04%
Revenue from Commonwealth	\$517,762	\$548,132	\$666,006	\$552,728	\$157,424	(71.52%)
Transfers In	\$2,101,448	\$2,220,690	\$1,827,770	\$1,677,559	\$983,270	(41.39%)
Total Designated Funding Sources	\$48,340,322	\$46,930,250	\$47,148,813	\$46,350,119	\$46,528,754	0.39%
Use/(Contribution) of Fund Balance	(\$7,386,786)	(\$4,120,859)	(\$2,175,022)	\$1,628,677	\$3,501,558	
Net General Tax Support	\$28,015,985	\$30,174,871	\$29,386,546	\$31,662,616	\$31,477,253	(0.59%)
Net General Tax Support	40.62%	41.34%	39.52%	39.76%	38.62%	

Public Works



Staff History by Program



	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Director's Office	5.77	5.77	5.27	6.27	6.27
Historic Preservation	14.55	14.55	14.55	14.55	0.00
Stormwater Infrastructure Management	23.75	25.15	25.16	26.44	27.01
Site Development	27.70	27.79	27.78	27.50	29.23
Watershed Improvement	11.27	11.28	11.22	11.22	10.92
Fleet Management	35.15	35.15	35.15	35.15	44.41
Facilities Construction Management	9.50	9.50	10.00	10.00	10.00
Sign Shop	4.03	4.12	4.16	4.16	4.16
Small Project Construction	14.98	14.39	14.43	14.43	12.43
Mosquito & Forest Pest Management	14.02	14.02	14.00	14.00	14.00
Solid Waste	60.72	60.72	60.72	62.72	65.72
Buildings & Grounds	73.47	76.47	80.47	80.47	81.47
Property Management	16.00	16.00	18.00	19.00	19.00
Neighborhood Services	37.11	37.11	37.11	37.11	36.11
Service Districts*	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	348.02	352.02	358.02	363.02	360.73

* Bull Run and Lake Jackson

Future Outlook

Building and Facilities Program Positive Impacts – In FY18, the County's Buildings & Facilities Program began. This visionary program approved by the Board of County Supervisors (BOCS) has allowed the Public Works and the Parks, Recreation & Tourism Departments to complete cyclic replacement of large facility and campus components. In the first year, 41 projects were initiated or completed at a cost of \$7.5 million. These projects included swimming pool system improvements, heating, ventilation, and air conditioning (HVAC) replacements, roof replacements, Americans with Disabilities Act (ADA) compliance, parking lot repairs, and facility safety improvements. These projects will mitigate catastrophic component failures and the interruptions associated with them. Furthermore, these projects have enhanced the recreational amenities enjoyed at multiple parks and historic sites. The Building & Facilities Program is a proactive program that allows the Public Works and the Parks, Recreation and Tourism Departments to better serve the citizens of Prince William County (PWC).

Public Works

Space and Infrastructure Requirements Challenges – There are ongoing challenges to keeping up with increasing and aging space and infrastructure around the County, often added without adequate funding for staffing, maintenance, security, and technology updates. In addition, Fleet’s facility cannot be expanded to support the annually increasing public safety fleet, so another facility that is sized and configured to accommodate the additional equipment and mechanics will soon be needed.

Construction Costs – The County and construction industry continue to experience increases in construction costs. Multiple factors have contributed to the rise in costs. Skilled labor availability has been decreasing. Material costs are still rising. Furthermore, recent large-scale natural disasters have increased the demand for construction materials like wood, concrete and steel. When combining these factors, it makes it difficult to anticipate and budget future County capital projects (large and small).

Solid Waste Issues – The development of the Phase II and Phase III liner systems has been accelerated, and construction costs are rising. Therefore, the Phase IV landfill area needs to happen sooner than originally anticipated. In addition, recycling markets have greatly decreased, which increases the cost to process recyclable materials. The value decline in recycling materials makes it difficult for haulers to find markets for collections. This market trend will increase the cost to recycle and will result in the reduction of the overall recycling rates in the County. As a result of the above considerations, a Solid Waste Fee increase will be needed in the near future.

State and Local Mandates – Expectations and requirements from mandates in the areas of street sign maintenance, water quality improvement, dam safety, and solid waste continue to expand. Many of these require expensive projects and monitoring to ensure the County is adequately performing and achieving desired results. Also, in an effort to extend the life of the landfill, changes to Chapter 22 of the code, making separation of yard waste mandatory, could be considered by the County. While this change would extend the life of the landfill, it would to some degree likely increase prices refuse haulers charge residential customers.

General Overview

A. Increase Indirect Cost Transfer to the General Fund – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support.

- In FY20, the indirect cost transfer amount reimbursing the general fund for Solid Waste increases by \$262,051 from \$1,109,384 in FY19 to \$1,371,435 in FY20.
- In FY20, the indirect cost transfer amount reimbursing the general fund for Mosquito & Forest Pest Management increases by \$44,692 from \$214,138 in FY19 to \$258,830 in FY20.
- In FY20, the indirect cost transfer amount reimbursing the general fund for Stormwater Infrastructure Management increases by \$217,498 from \$925,232 in FY19 to \$1,142,730 in FY20.

B. Base Revenue Adjustments – The Proposed FY2020 Budget includes the following base budget revenue adjustments:

- **Fleet** – Increase the Fleet base revenue budget, sales of vehicles, by \$70,000. The general fund impact is a \$70,000 reduction in general fund tax support.
- **Building and Grounds** – Increase the Building and Grounds base revenue budget by \$35,000. This aligns the revenue budget with historical trends. The general fund impact is a \$35,000 reduction in general fund tax support.
- **Property Management** – Decrease the Property Management base revenue budget in the general grants fund by \$330,000. These funds are no longer received by Public Works.

Public Works

- C. **Mosquito & Forest Pest Management** – Based on the Principles of Sound Financial Management, adjust the Mosquito & Forest Pest Management budget to achieve a structurally balanced budget whereby ongoing expenses are funded from current year revenue, based on the County’s revenue forecast. Budgeted revenue increases by \$75,500, and budgeted expenditures decrease by \$258,000. There is no impact to the general fund.
- D. **Historic Preservation Program transferred to Parks, Recreation, & Tourism** – The Historic Preservation program moved from the Department of Public Works to the Department of Parks, Recreation, & Tourism (DPRT). The reorganization aligns Historic Preservation’s mission with the tourism component of DPRT’s overall mission. This results in a budget shift of approximately \$1.56M and 14.55 FTEs.
- E. **Transfer Fleet & Equipment Repair Activity from Parks, Recreation, & Tourism to Public Works** – The Fleet and Equipment Repair activity, an activity in the Parks Operations program of the Parks, Recreation, & Tourism agency is merging into the Fleet program under Public Works. This includes a budget shift of approximately \$1.4 million and 9.26 FTEs. This merger is a result of a September 2018 study conducted by a consultant. Benefits to the County include overall reductions in duplicated efforts for fleet maintenance; a unified approach to fleet management that results in a holistic view of fleet efficiency and cost reduction; standardization of processes, tools, and equipment; economies of scale for procurements; increased bench strength through sharing of expertise, and the ability to implement change throughout the fleet organization.
- F. **Solid Waste** – The Proposed FY2020 Budget for the Solid Waste enterprise fund includes an estimated pension expense of \$147,000. Assumptions underlying this projection include discount rates, mortality tables, inflation, healthcare trends, and projected payroll. Budgeting Other Post-Employment Benefits liabilities is a requirement of the Governmental Accounting Standards Board (GASB) for enterprise funds. There is no impact to the general fund.
- G. **Property Management** – Since 2008, PWC has leased 13,839 square feet of office space at 4001 Prince William Parkway. The Commonwealth of Virginia Department of General Services subsequently subleased the space from PWC. This lease expired in FY19 and was not renewed. Therefore, both rental income and lease expense were reduced by \$395,304 in the Proposed FY2020 Budget.
- H. **Position Shift from Neighborhood Services to Buildings & Grounds** – An Administrative Support Coordinator I was reclassified to a Building Operations Technician (BOT) and shifted from the Neighborhood Services program to the Buildings & Grounds program. Due to lack of labor resources, security maintenance operations became reactive in nature. The addition of the BOT works towards the development and implementation of a preventative maintenance program for the physical components of the security system, resulting in less reliance on contractors. This shifts approximately \$68,000 between programs.

Budget Initiatives

A. Budget Initiatives

1. Lease Escalation and Utility Increase Costs – Property Management

Expenditure	\$365,000	General Fund Impact	\$365,000
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative provides funding for \$280,000 in contractual lease escalation costs and \$85,000 in increases of utility costs.
- b. **Service Level Impacts** – Existing service levels are maintained.

Public Works

2. Increase Landscaping Budget – Neighborhood Services

Expenditure	\$84,525	General Fund Impact	\$84,525
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative funds maintenance of new landscaping sites/improvements that were added during the FY2019 budget process. These sites include landscaping at Dale Boulevard and Route 1.
- b. **Service Level Impacts** – New landscaping sites will be maintained for survival. Additionally, maintenance at the corner of Dale Boulevard and Route 1 will include mowing of new grass, weeding, mulching, pruning, watering, and trash removal. This will ensure survival of the plantings.

3. Replace Track Grandall ES3238 – Small Project Construction

Expenditure	\$250,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative provides funding to replace the aged Track Gradall ES3238, at a cost of \$250,000. This initiative is funded from the construction crew internal service fund. There is no general fund impact.
- b. **Service Level Impacts** – The service level impacts are the following:
 - **Community improvement projects completed within 10% of estimated cost**

FY20 w/o Addition	50%
FY20 w/ Addition	95%

4. Increase Internal Service Fund Construction Services Budget – Stormwater Infrastructure Management

Expenditure	\$150,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative provides ongoing funding for increased construction crew work performed on major drainage maintenance projects to address the deterioration of the aging stormwater infrastructure in the Environmental Services Division. It provides the ability to timely respond to citizen complaints, and to acknowledge the quantity of required work that has been and is continuing to increase. The initiative is funded by existing Stormwater Management Fee revenue in combination with funds from the Stormwater fund. There is no general fund impact.
- b. **Service Level Impacts** – The service level impacts are the following:
 - **Number of major maintenance and/or drainage improvement projects completed by the Construction Crew**

FY20 w/o Addition	3
FY20 w/ Addition	8

Public Works

5. Watershed Study – Watershed Improvement

Expenditure	\$250,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

a. **Description** – A component of the County’s Municipal Separate Storm Sewer System (MS4) permit is to complete a watershed study/management plan every two years. This initiative allows for the completion of a watershed study that corresponds with the four small area plans being developed by the Planning office. The initiative is funded using the existing Stormwater Management Fee fund balance. There is no general fund impact.

b. **Service Level Impacts** – The service level impacts are the following:

▪ **Number of Watershed Studies/Management Plans completed**

FY20 w/o Addition	0
FY20 w/ Addition	1

6. Soil and Water Conservation District Funding – Watershed Improvement

Expenditure	\$42,736	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative increases Public Works’ Soil and Water Conservation District funding. This funding supports two pilot programs/deliverables, and the increase will allow these programs to continue at existing service levels for the County’s MS4 permit. The initiative is funded using the existing Stormwater Management Fee revenue. There is no general fund impact.

b. **Service Level Impacts** – The service level impacts are the following:

▪ **Adopt-A-Stream pounds of trash collected**

FY20 w/o Addition	15,000
FY20 w/ Addition	25,000

▪ **Floatables monitoring program – quarterly monitoring (# of sites)**

FY20 w/o Addition	0
FY20 w/ Addition	15

▪ **Virginia Conservation Assistance Program (VCAP) program (# of Best Management Practices installed)**

FY20 w/o Addition	0
FY20 w/ Addition	2

7. Replace 1999 Jeep Cherokee ES1714 – Watershed Improvement

Expenditure	\$35,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative provides one-time funding for the replacement of the 1999 Jeep Cherokee ES1714 and is funded using the existing Stormwater Management fee fund balance. There is no general fund impact.

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

Public Works

8. One-time Increase Equipment and Vehicle Budget – Solid Waste

Expenditure	\$900,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

a. **Description** – The equipment being replaced includes \$50,000 for a 2001 fuel tank-diesel purchased in 2002, \$400,000 for a heavy equipment cat dozer (SW3575) that is used daily to process refuse and has reached the end of its life, and \$450,000 for a hydraulic excavator (SW2275) acquired in 2004. This initiative provides one-time funding for the replacement of solid waste equipment and vehicles and is funded using the solid waste enterprise fund balance. There is no general fund impact.

b. **Service Level Impacts** – The service level impacts are the following:

- **Items Inspected by Virginia Department of Environmental Quality and in compliance with regulations**

FY20 w/o Addition | 85%

FY20 w/ Addition | 95%

- **Refuse processed**

FY20 w/o Addition | 420,000 tons

FY20 w/ Addition | 450,000 tons

- **Fleet maintenance costs**

FY20 w/o Addition | \$553,000

FY20 w/ Addition | \$533,335

9. One-Time Increase to Revise and Update 2004 Solid Waste Management Plan – Solid Waste

Expenditure	\$120,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

a. **Description** – The current Solid Waste Plan was adopted in 2004. The development and upkeep of this plan is required by the Code of Virginia and Virginia Department of Environmental Quality regulations. Periodic reviews are required every five years, and any significant changes require a formal submission and approval process. The plan is a countywide comprehensive plan on the management of solid waste, including how recycling requirements will be met and how the system will be funded. The plan also includes performance goals, technology, and infrastructure used in the industry. Due to significant changes in market conditions, and new technologies available, a complete review, approval, and resubmission of the plan is needed. Additionally, the current Solid Waste fee was adopted in 1999. This update could help plan the solid waste fee for the next 10–20 years. This initiative provides one-time funding for the study and is funded using the existing solid waste enterprise fund balance. There is no general fund impact.

b. **Service Level Impacts** – The service level impacts are the following:

- **Waste diverted from the Landfill (Division Goal)**

FY20 w/o Addition | 27%

FY20 w/ Addition | 35%

Public Works

10. Motor Equipment Operator II for Landfill Citizen Convenience Center – Solid Waste

Expenditure	\$114,661	General Fund Impact	\$0
Revenue	\$0	FTE Positions	2.00

a. **Description** – This initiative funds two Motor Equipment Operator II FTEs in Solid Waste. Citizens drop off refuse and recycling at the convenience center at the landfill, which is then hauled to the landfill workface and recycling centers. As a result of the closing of the recycling center at the landfill, materials are now hauled off site. This increases transportation and processing costs. Between FY14 and FY18, refuse tons have increased 16.4% from 29,250 to 34,046 respectively. Additional truck drivers, one for each shift, are needed to keep up with this increase in work load. This initiative is funded with solid waste fee revenue. There is no general fund impact.

b. **Service Level Impacts** – The service level impacts are the following:

- **Amount recycled by County crews**
FY20 w/o Addition | 1,500 tons
FY20 w/ Addition | 1,700 tons
- **Refuse hauled from Citizen Center (Landfill)**
FY20 w/o Addition | 34,000 tons
FY20 w/ Addition | 36,000 tons

11. Increase Park-Out Refuse Service Budget – Solid Waste

Expenditure	\$95,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

a. **Description** – The County was awarded a new contract to provide weekly park-out refuse service at the west end of the county. This includes areas west of Woodbridge and Manassas such as Nokesville, Haymarket, and Gainesville. The County currently offers Park-Out service at two rural locations: Nokesville School in Nokesville and Evergreen Fire Department located off Route 15 west of Haymarket. The previous contract charged approximately \$82,000 per fiscal year. The new contract costs approximately \$175,000 per fiscal year. This increase in contract cost will require the County to reduce service by one-half (either eliminate a site or reduce service to every other week) if additional funds are not allocated. This initiative is funded by the existing solid waste fee revenue. There is no general fund impact.

b. **Service Level Impacts** – The service level impacts are the following:

- **Number of citizens served at the Park-outs**
FY20 w/o Addition | 13,000
FY20 w/ Addition | 26,000
- **Number of park-out events per fiscal year**
FY20 w/o Addition | 52
FY20 w/ Addition | 104

Public Works

12. Motor Equipment Operator III for Balls Ford Road Compost Facility – Solid Waste

Expenditure	\$65,547	General Fund Impact	\$0
Revenue	\$0	FTE Positions	1.00

a. Description – This initiative funds one Motor Equipment Operator III for the Balls Ford Road Compost Facility. The Balls Ford Road Citizen Convenience Center is open seven days a week. Only one supervisor (a Crew Supervisor) is assigned to the site, leaving inadequate supervision two days per week. Citizen visits and refuse hauled from this center have increased 51% between FY14 and FY18, from 4,342 tons to 6,561 tons respectively. An additional supervisor/truck driver is needed to address workload increases and provide additional supervision at the site. This initiative is funded with solid waste fee revenue. There is no general fund impact.

b. Service Level Impacts – The service level impacts are the following:

- **Refuse hauled from citizen center (Balls Ford Road)**
 - FY20 w/o Addition | 5,000 tons
 - FY20 w/ Addition | 7,000 tons

Program Summary

Director’s Office

Provide overall leadership and management oversight for all Public Works activities. Review all major policy issues, financial transactions, BOCS reports, and County Executive generated tracker reports, and interface with executive management and the citizens of PWC on complex issues within the department.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Key department program measures met	54%	58%	67%	60%	60%
Public Works DART	7.90	5.47	7.58	3.64	6.40

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Leadership & Management	\$1,327	\$1,402	\$1,397	\$772	\$789
BOCS agenda items	55	53	53	55	55

Stormwater Infrastructure Management

Ensure that the County's stormwater infrastructure follows environmental regulations, standards, and policies, including County standards, the Chesapeake Bay TMDL, and the County's MS4 permit. The program consists of the inspection of existing infrastructure, such as storm drain inlets, storm sewers, and stormwater management facilities within County easements, as well as major maintenance of County-maintained facilities.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Drainage assistance requests responded to within five business days	99%	97%	100%	97%	97%

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Stormwater Management Infrastructure Inspection	\$576	\$684	\$810	\$844	\$828
County-maintained facilities inspected and/or re-inspected	875	935	969	980	900
Privately-maintained facilities inspected and/or re-inspected	266	250	256	220	200
Miles of drainage systems inspected	243	198	239	-	-
Stormwater Management Infrastructure Maintenance	\$2,223	\$2,527	\$2,737	\$2,918	\$3,228
Major maintenance cases completed/closed	277	254	460	230	350

Site Development

Review multiple levels of land development plans and inspection of construction sites to ensure compliance with environmental regulations, standards, and policies related to stormwater management, best management practices, erosion and sediment control, resource protection areas, floodplains, and geotechnical engineering.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Site development plan submissions reviewed within county standards	99%	100%	100%	100%	100%
Lot grading plan submissions reviewed within 10 business days	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Plan Review	\$1,513	\$1,596	\$1,780	\$1,798	\$1,995
Site development plan submissions reviewed	366	367	448	450	400
Lot grading lots reviewed	1,117	1,153	1,338	1,000	1,000
Site Inspections	\$1,616	\$1,623	\$1,595	\$1,867	\$1,898
Virginia Stormwater Management Program & erosion & sediment control inspections	17,364	18,346	17,049	20,000	19,000

Public Works

Watershed Improvement

Ensure that the water quality of streams within each of the County's watersheds is in compliance with environmental regulations, standards, and policies, including the Chesapeake Bay TMDL and the County's MS4 permit. The focus of this program is to address water quality issues associated with illicit pollution discharges into the storm drainage system, discharge of pollutants from industrial activities, sediment release associated with stream erosion, and the reduction of nitrogen, phosphorous, and sediment loads from stormwater runoff. The program includes the assessment of streams and other natural resources within each watershed, identification of problem areas, and implementation of water quality improvements. In addition, environmental education, outreach, and technical assistance to citizens, both in urban areas as well as within the agricultural community, are components of this program.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Industrial or high risk inspections conducted	31	115	130	50	25
Linear feet of stream restorations completed	1,468	4,723	1,380	3,000	3,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Watershed Monitoring	\$3,897	\$4,219	\$6,792	\$4,579	\$4,744
Linear feet of stream assessments completed	56,800	66,200	63,260	60,000	60,000
Dry weather outfalls monitored and inspected	1,187	936	853	1,000	600
Watershed Improvements	\$430	\$392	\$573	\$445	\$489
Pounds of phosphorus reduction achieved	100	280	112	200	200

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 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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Cost per mile - light duty public safety vehicles	\$0.27	\$0.24	\$0.24	\$0.25	\$0.24
Cost per mile - light duty non-public safety vehicles	\$0.33	\$0.38	\$0.26	\$0.35	\$0.27
Work orders that are scheduled maintenance*	55%	57%	60%	58%	65%
Availability of public safety light duty vehicles*	90%	91%	87%	94%	90%
Public Safety vehicles due or overdue for replacement*	10%	10%	10%	8%	10%

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
County Vehicle Maintenance	\$7,071	\$7,149	\$7,799	\$8,068	\$9,579
Vehicles maintained that are under 10,000 lbs. gross vehicle weight	1,208	1,225	1,274	1,245	2,189
Heavy equipment maintained that are over 10,000 lbs. gross vehicle weight	229	231	256	250	261
Fleet work orders	7,094	6,956	7,009	7,515	8,015
County Vehicle Replacement	\$2,439	\$3,179	\$1,464	\$2,633	\$2,658
General fund vehicles purchased*	115	87	90	73	110

* Full year reporting was not captured correctly. Revisions to prior years' data are based on current reporting methodology.

Facilities Construction Management (FCM)

Support the Capital Improvement Program (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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
FCM customers satisfied with overall project management	100%	93%	98%	90%	90%
CIP construction change order different from original contracted amount	5%	2%	3%	<8%	<8%
CIP change orders based on user requested changes from total change order costs	12%	33%	6%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
County Facility Construction	(\$14)	\$172	(\$31)	\$125	\$125
Total CIP projects	9	8	8	8	9
Total non-CIP projects	2	0	2	1	1

Sign Shop

Inspect, fabricate, install, and maintain all street name signs as mandated. In addition, the program produces high quality graphics for County vehicles and creates custom-designed original graphic designs for interior and exterior signs, banners, posters, and displays for County agencies, outside jurisdictions, and developers.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Street name signs replaced within seven days of inspection	77%	67%	89%	-	-
Street signs completed within 10 days of request	-	60%	92%	65%	80%

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Street Name Signs	\$215	\$197	\$176	\$207	\$213
Streets requiring street name signs	9,696	9,826	9,826	9,775	9,912
Street name signs fabricated for maintenance	723	1,172	1,592	1,000	1,500
Signs and Graphics	\$30	(\$36)	\$68	\$18	\$23
Signs and graphics fabricated for revenue	11,686	17,199	8,806	12,500	8,000
Sign and graphic jobs completed	616	634	495	-	-

Small Project Construction

Provide support for a variety of County projects, including stormwater management infrastructure maintenance and inspections, stream restorations, drainage improvements, and parks and transportation improvements.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Community improvement projects completed within 10% of estimated cost	97%	100%	100%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Small Community Improvement Construction	\$2,714	\$2,509	\$2,016	\$2,089	\$1,988
Community improvement projects completed	61	35	40	-	-
Drainage infrastructure inspected (% of easement miles)	-	-	37%	25%	25%
Drainage infrastructure projects completed/closed	-	254	460	200	350
Responsive to project estimate requests within 30 days	-	-	-	90%	90%

Mosquito & Forest Pest Management

Survey, reduce, and control mosquitoes and certain forest pest populations. Program objectives include minimizing mosquito-transmitted disease by reducing mosquito populations and breeding sites, minimizing tree defoliation and mortality caused by the gypsy moth and fall cankerworm, conducting surveillance and outreach for Emerald Ash Borer, Asian Longhorned Beetle, Thousand Cankers Disease, Sudden Oak Death, and Oak Splendour Beetle, and minimizing adverse environmental and human health impacts resulting from the treatment of these pests.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Mosquito traps processed within 48 hrs to detect West Nile & Zika virus	100%	100%	100%	98%	98%
High priority mosquito habitat applications	-	-	-	-	90%
Gypsy moth egg mass surveys done by November 1	89%	94%	99%	-	-
Citizen site visit requests responded to within 24 hours	98%	93%	92%	95%	95%
Gypsy moth surveys conducted to determine if spraying is needed	-	1,069	1,047	1,050	1,050

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Mosquito/Forest Pest Monitoring	\$835	\$840	\$855	\$951	\$913
Larval mosquito habitat inspections	5,726	5,682	5,752	5,500	5,500
Reduction and Response	\$597	\$609	\$618	\$905	\$715
Mosquito larvicide applications	1,874	1,216	1,374	1,750	1,500
Community outreach events	-	44	48	40	40

Solid Waste

Provide solid waste management services to all citizens, institutions, and businesses. Facilities and programs promote waste reduction and recycling, and efficiently receive and process all acceptable household and commercial wastes generated within the geographical boundaries, including the towns of Dumfries, Haymarket, Occoquan, and Quantico. Processing of the waste will meet or exceed all applicable federal, state, and local regulations.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Refuse recycled	34%	37%	35%	39%	32%
Tons of refuse processed	435,623	447,563	444,654	450,000	450,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Solid Waste Management & Administration	\$3,016	\$4,041	\$2,879	\$4,809	\$5,116
Non-residential accounts processed	4,153	4,249	4,356	4,300	4,400
Appeals completed within 30 days	100%	100%	>99%	>99%	-
Yard Waste Composting	\$2,590	\$2,025	\$2,437	\$3,582	\$3,634
Tons of County yard waste diverted from waste stream	28,132	21,747	24,688	29,000	26,000
Solid Waste Facilities Operation	\$10,305	\$9,585	\$9,341	\$8,399	\$9,183
Refuse trucks inspected	4,199	3,986	3,958	4,000	4,000
Pounds of Household Hazardous Waste and eWaste collected	1.5M	1.5M	1.3M	1.7M	1.3M
Citizens trips to Solid Waste facilities	532,526	584,044	585,903	590,000	600,000
Recyclable Materials Collected, Processed & Marketed	\$668	\$724	\$740	\$1,048	\$1,140
Tons of recyclables processed and marketed	9,741	6,902	1,637	7,000	1,500
Revenue generated from sale of recyclables	\$413,977	\$497,932	\$628,591	\$450,000	\$700,000
Landfill Closure	\$0	\$0	\$0	\$2,086	\$2,086

Public Works

Building & Grounds

Provide building maintenance services to over 130 County-owned facilities (approximately 1.4 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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Printing jobs completed within 10 working days	-	-	-	-	91%
Cost per square foot for custodial services	\$2.39	\$2.25	\$2.36	\$2.33	\$2.33
Routine maintenance work requests completed within 10 working days	79%	73%	72%	73%	73%
Cost per square foot for building maintenance program service	\$3.66	\$4.24	\$3.68	\$4.24	\$4.00
Printing jobs completed on time	91%	78%	97%	90%	-
Routine grounds maintenance requests completed within 10 working days	87%	67%	76%	87%	82%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Building Maintenance	\$4,268	\$5,337	\$5,451	\$5,016	\$5,073
Work orders	4,475	4,338	4,289	4,500	4,500
Grounds Maintenance	\$1,507	\$1,872	\$1,394	\$1,876	\$1,878
Grounds work requests	776	786	713	800	800
Custodial Services	\$2,786	\$2,873	\$2,991	\$3,251	\$3,240
Square footage maintained by custodial services	1.2M	1.3M	1.2M	1.3M	1.2M
Graphics Arts & Print Shop	\$564	\$195	\$327	\$85	\$97
Copies produced in-house	4.6M	5.1M	3.8M	5.2M	4.8M
Printing jobs completed	2,338	1,616	1,749	1,700	1,700
Mail Room and Courier Service	\$421	\$349	\$371	\$421	\$440
Total pieces of mail handled	1.4M	1.4M	1.3M	1.4M	1.4M
Security	\$917	\$957	\$1,055	\$1,198	\$1,308
Citizen meetings supported by guard service	1	1	6	-	-
Citizen meeting agreements supported by paid guard service	-	-	-	60	60
Alarms and access devices work orders	862	1,159	889	1,000	1,000

Public Works

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 leases of county buildings, the utility payments, and energy usage monitoring of both owned and leased properties. Manage the County's Records Center in accordance with the mandated Library of Virginia retention standards.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customers satisfied with overall project management	98%	99%	98%	98%	98%
Average cost per square foot of leased space	\$19.55	\$19.94	\$20.15	\$19.95	\$20.95
Cost avoidance realized by redeploying surplus items	\$189,734	\$224,286	\$266,213	\$200,000	\$200,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Property Management	\$2,031	\$2,650	\$2,771	\$2,457	\$2,568
Property management projects completed	282	258	290	250	275
Energy Management	\$2,672	\$2,679	\$3,191	\$3,246	\$3,333
Annual facility electrical usage - KWH per square foot	18.58	19.17	19.08	19.00	19.00
Real Estate	\$6,240	\$6,910	\$7,196	\$7,509	\$7,373
Commercial square feet leased	323,309	334,653	348,532	351,806	360,000
Records Management	\$153	\$152	\$161	\$283	\$259
Boxes delivered/picked up	5,424	5,320	6,491	5,350	5,500
Records checked in/checked out	8,436	8,109	7,493	8,300	8,300

Public Works

Neighborhood Services

Provide a safe, clean, and healthy community through education, community support, and property code enforcement (PCE). Provide programs that teach residents and business owners how to properly maintain their properties, and work with neighborhood leaders to enforce property codes that go to the heart of the County's quality of life. Stimulate volunteer efforts across the County that empower citizens to clean trash and litter from common areas, waterways and the County's major roadways, to remove graffiti and other community maintenance issues in and around neighborhoods, and to address other challenges by working together.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Founded current year PCE cases resolved or moved to court action within 100 days	91%	97%	92%	91%	91%
Designated road avg litter rating- 1= no visible trash and 5= trash dumping site	1	1	1	2	-
First inspection of complaint within seven days	93%	96%	97%	88%	95%
Average time to resolve cases (calendar days)	54	36	46	45	45

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Litter Control	\$709	\$721	\$727	\$923	\$849
Tons of trash removed by County Litter Crew	168	111	125	167	155
Illegal signs removed from State right-of-way	17,713	6,827	12,253	7,500	7,500
Landscaping	\$487	\$443	\$503	\$623	\$707
Landscaping areas maintained	44	44	44	44	44
Acres of medians and rights-of-way maintained	234	234	230	234	234
Property Code Enforcement	\$2,587	\$2,520	\$2,541	\$2,773	\$2,679
Total cases resolved	6,489	4,574	4,179	5,000	4,500
Total inspections conducted	16,426	13,575	11,455	11,500	11,500

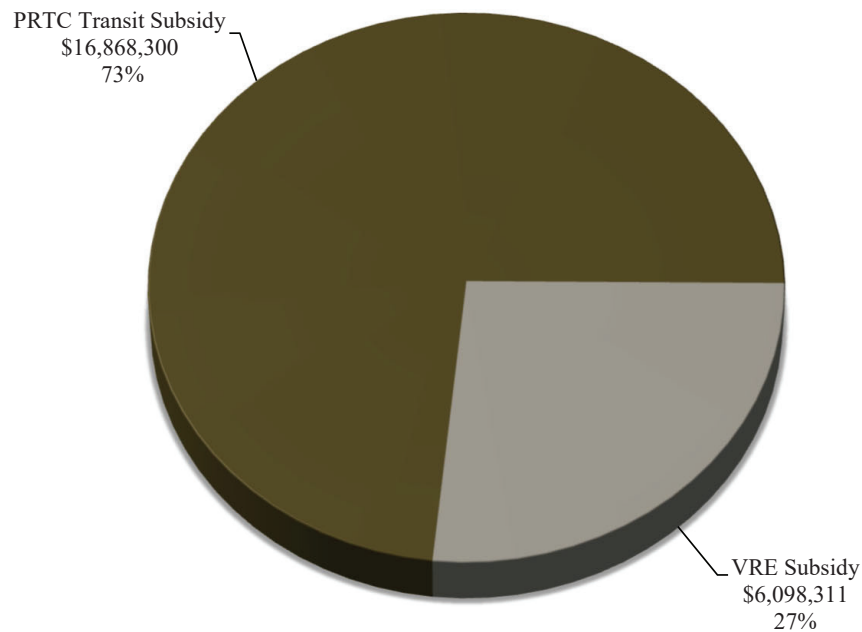
Transit Subsidy

Mission Statement

The Potomac and Rappahannock Transportation Commission (PRTC) is a multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park, and Fredericksburg. Located in Virginia about 25 miles southwest of Washington, D.C., PRTC provides commuter bus service along the busy I-95 and I-66 corridors to points north (OmniRide Express) and local bus services in the County and the cities of Manassas and Manassas Park (OmniRide Local). PRTC also offers OmniRide Ridesharing Services, a free ridesharing service. Operated by PRTC in partnership with the Northern Virginia Transportation Commission (NVTC), the Virginia Railway Express (VRE) provides commuter rail service along the Manassas and Fredericksburg lines, connecting to transit providers at stations in Virginia and the District of Columbia.

For more information, go to www.prtctransit.org.

Projected FY2020 Transit Subsidy



Mandates

There is no state or federal mandate requiring the provision of mass transit services. Some federal and state transportation funds require certain activities to be performed; however, these are not considered mandates since the County is not obligated to accept the funding.

Transit Subsidy



Expenditure and Revenue Summary

	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Proposed	% Change Budget19/ Budget20
PWC PRTC Transit Subsidy						
PRTC Administration	\$229,700	\$247,700	\$269,700	\$295,400	\$304,000	2.91%
OmniRide Express (Commuter Bus Service)	\$4,914,200	\$3,834,000	\$3,893,000	\$2,241,200	\$3,274,700	46.11%
OmniRide Ridesharing Services/Marketing	\$655,600	\$701,200	\$800,600	\$831,700	\$945,300	13.66%
OmniRide Local (Local Bus Service)	\$7,560,900	\$7,212,900	\$7,633,300	\$7,218,600	\$8,341,300	15.55%
Local Capital Match	\$2,182,600	\$1,647,300	\$1,812,700	\$2,616,700	\$2,165,500	(17.24%)
Vanpool Program	\$191,900	\$0	\$0	\$1,630,800	\$1,837,500	12.67%
Total PRTC Subsidy Expenditures	\$15,734,900	\$13,643,100	\$14,409,300	\$14,834,400	\$16,868,300	13.71%

Revenues

PWC Fuel Tax Revenue	\$6,154,678	\$9,784,435	\$10,559,471	\$11,320,700	\$14,823,600	30.94%
Interest on Fuel Tax	\$5,000	\$2,500	\$2,500	\$2,500	\$10,000	300.00%
Van Pool (net of expenses)	\$0	\$13,100	\$1,287,387	\$0	\$0	-
PWC Fuel Tax Trust Fund Balance	\$0	\$0	\$0	\$4,026,900	\$8,476,216	110.49%
PWC Operating Fund Balance	\$4,860,807	\$2,253,740	\$3,818,119	\$5,414,300	\$2,984,000	(44.89%)
(Contribution To)/Use of PWC Fuel Tax Fund Balance	\$4,714,415	\$1,589,325	(\$1,258,177)	(\$5,930,000)	(\$9,425,516)	58.95%
Total PRTC Subsidy Revenues	\$15,734,900	\$13,643,100	\$14,409,300	\$14,834,400	\$16,868,300	13.71%
PWC Net General Tax Support	\$0	\$0	\$0	\$0	\$0	0.00%

	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Proposed	% Change Budget19/ Budget20
PWC VRE Subsidy						
VRE (Commuter Rail Service)	\$5,309,674	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	(1.38%)
Total VRE Subsidy Expenditures	\$5,309,674	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	(1.38%)
PWC Fuel Tax Revenue	\$5,309,674	\$0	\$0	\$0	\$0	-
PWC NVTA 30% Funding	\$0	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	(1.38%)
Total VRE Subsidy Revenues	\$5,309,674	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	(1.38%)
PWC Net General Tax Support	\$0	\$0	\$0	\$0	\$0	0.00%

	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Proposed	% Change Budget19/ Budget20
Total Subsidy						
Total Subsidy Expenditures	\$21,044,574	\$19,611,506	\$19,772,672	\$21,018,145	\$22,966,611	9.27%
Total Subsidy Revenues	\$21,044,574	\$19,611,506	\$19,772,672	\$21,018,145	\$22,966,611	9.27%
PWC Net General Tax Support	\$0	\$0	\$0	\$0	\$0	0.00%

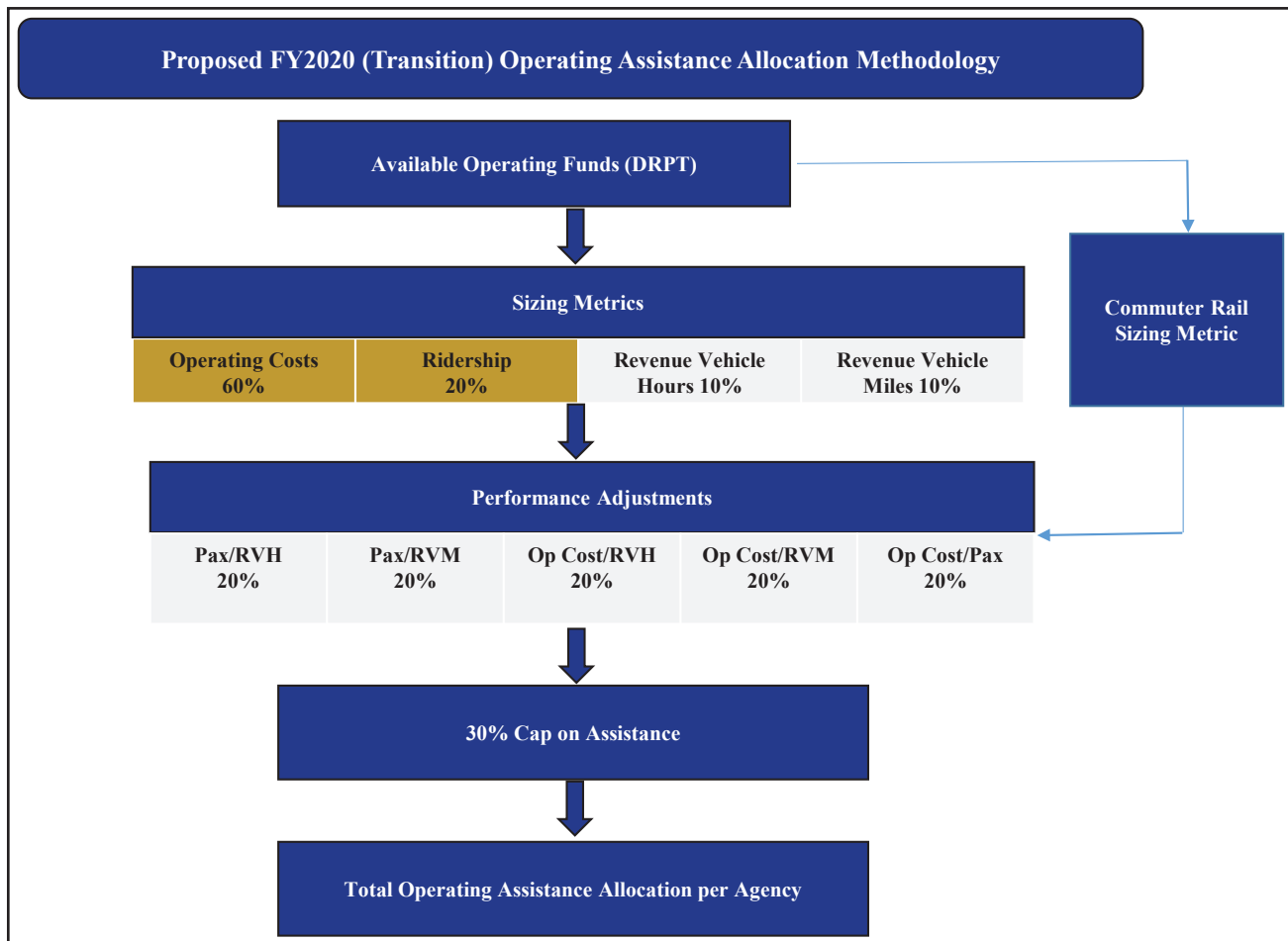
Transit Subsidy

General Overview

- A. PRTC Bus and VRE Rail Operations** – System generated revenues (such as fares, federal and state operating grants, advertising, interest earnings, and other incidentals) that support PRTC bus and VRE rail operations do not fully cover the cost of providing these transportation services. The difference between operating expenditures and system-generated revenues is subsidy. Prior to FY17, the Prince William County (PWC) subsidy for PRTC bus and VRE rail operations was paid from the 2.1% tax on the price of motor fuels sold by distributors to retailers in the County and fuel tax fund balance. Beginning in FY17 the budget provided a direct transfer of funding in Northern Virginia Transportation Authority (NVTA) 30% funds to VRE. The 2.1% motor vehicle fuels tax is reserved for the exclusive use of PRTC.
- B. Dedicated Funding for Bus and Rail Operations** – In accordance with state code, fuel tax revenues are collected by the Department of Motor Vehicles (DMV) from wholesale fuel distributors (after subtracting funding dedicated to the Commuter Rail Operating and Capital Fund; C-ROC) and remitted monthly to PRTC. While the fuel tax funding does not pass through the County, the Board of County Supervisors must budget and appropriate the funding on an annual basis. The County is also a member of the VRE, a regional commuter rail service. The County's share of the annual subsidy for VRE operations is provided from NVTA 30% funding that the County receives. The state code provides that NVTA 30% funding may be used for public transportation purposes.
- C. Fuel Tax Floor** – The 2018 session of the General Assembly changed the fuel tax from a 2.1% wholesale distributors tax on motor fuels with no floor to a 2.1% sales tax on motor fuels with a floor by requiring that the average distributor price upon which the tax is based be no less than the statewide average wholesale price on February 20, 2013, plus a distributor charge. The DMV, which collects the fuel tax, has calculated that the wholesale gasoline price on February 20, 2013 plus taxes, fees and distributor markup totals \$3.596 resulting in a regional per gallon tax of \$0.076 cents per gallon. The DMV will recalculate the floor every six months using the prior six months average. Since the wholesale gasoline price on February 20, 2013 has never been more than \$3.17 per gallon (excluding taxes, fees and distributor markup) the fuel tax has effectively transitioned into a regional excise tax based on the number of gallons sold.
- D. VRE Commuter Rail Operating and Capital Fund (C-ROC)** – The 2018 session of the General Assembly established the C-ROC fund. Funding totals \$15 million per year with funds coming off the top of the Northern Virginia Transportation Commission (NVTC) and the Potomac and Rappahannock Transportation Commission (PRTC) fuels tax revenues. For FY20, PRTC's share is approximately \$9.4 million. The fund can be used for operating or capital needs, has no geographic restrictions, can be used to match federal/state funding and can also be used to support debt service payments up to 66% of the revenues dedicated to the fund. PRTC's and NVTC's share of fuel tax collections are deposited by NVTC into the C-ROC fund monthly once received from the DMV. The VRE Chief Executive Officer annually develops a list of recommended projects (as part of the annual budget process) for consideration and approval by the VRE Operations Board and the Commissions.
- E. PRTC Fuel Tax Revenues** – In FY20 and each year of the Six-Year Plan it is estimated that approximately 500 million gallons of motor fuels will be sold in the PRTC jurisdictions. PRTC's share of the C-ROC, which is based on member jurisdiction share of the VRE subsidy, is deducted from the projections with the remainder allocated based on jurisdictional shares of the FY18 net fuel tax revenue. For PWC, fuel tax revenue is estimated at \$14,823,600 in FY20. It is estimated that the imposition of the fuel tax floor resulted in an additional \$3.7 million in fuel tax revenues in FY20 after deducting PWC's share of the C-ROC.

Transit Subsidy

F. State Operating Assistance – The 2018 session of the General Assembly changed the distribution of state operating assistance from one based on a combination of sizing (designed to account for relative scale and scope of operations of 41 diverse transit agencies across the Commonwealth) and performance metrics to one where 100% of statewide operating funds would be allocated based on service delivery factors. Below is a flowchart of the methodology that will be used by the Virginia Department of Rail and Public Transportation (DRPT) to calculate state operating assistance in FY20. It is important to note that FY20 will be considered a transition year by DRPT, and that the methodology will be further adjusted in FY21 by reducing the Operating Cost weighting factor in the flowchart below from 60% to 50% and increasing the Ridership weighting factor from 20% to 30%. The changes in allocation have a minimal impact on state operating assistance received by VRE, however for PRTC PWC’s share of state operating assistance has been reduced by 18.3% or \$822,500 from \$4,494,500 in FY19 to \$3,672,000 in FY20.



G. State Capital Assistance – The 2018 session of the General Assembly also changed the distribution of state capital assistance from a tier-based system where the state’s percentage share of state transit systems capital needs was based on the type of project being requested to a capital prioritization process where capital assistance requests would be placed into one of three categories shown below:

- State of Good Repair – replace or rehabilitate an existing asset
- Minor Enhancement – adds new capacity, new technology or customer enhancements with a total cost of less than \$2 million per year or for expansion vehicles, an increase of less than five vehicles or less than 5% of fleet size, whichever is greater.
- Major Expansion – add, expand or improve service with a cost of greater than \$2 million or for expansion vehicles, an increase of greater than five vehicles or 5% of fleet size, whichever is greater.

Transit Subsidy

The transit capital program was also restructured to provide a minimum of 80% of the annual allocation to State of Good Repair and Minor Enhancement projects with a maximum of 20% available for Major Expansion Projects. State of Good Repair and Minor Enhancement Projects will be matched at a maximum state match rate of 68% of total project cost. Major Expansion projects will be funded at a maximum state match rate of 50% of total project cost. Local matching funds, at a minimum of 4% of total project cost, are required for all projects.

State of Good Repair and Minor Enhancement projects would be evaluated considering asset condition based on the age and mileage of the asset relative to its expected service life (up to 60 points) and service impact (up to 40 points) based on:

- Service Frequency, Travel Time or Reliability
- Operating Efficiency
- Service Accessibility and/or Customer Experience
- Safety and Security

Major Expansion projects would be evaluated based on the following prioritization criteria:

- Congestion Mitigation
- Economic Development
- Accessibility
- Safety
- Environmental Quality
- Land Use

The prioritization criteria within each of the six factor areas above will be weighted differently by four area type categories below. Northern Virginia is in category A below:

Category						
Factor	Congestion Mitigation	Economic Development	Accessibility	Safety	Environmental Quality	Land Use
Category A	45%	5%	15%	5%	10%	20%
Category B	15%	20%	25%	20%	10%	10%
Category C	15%	25%	25%	25%	10%	–
Category D	10%	35%	15%	30%	10%	–

Scoring values for each criterion will be summed and the total score will then be divided by the total cost to determine the final score. Once each project is scored, it will be ranked ordered against all other funding requests with the DRPT proceeding to fund projects in rank order until available funding is exhausted.

For the state’s share of capital projects are Capital Project Revenue Bonds issued by the Commonwealth. The total bonding authority was \$3 billion with 20% dedicated to transit (\$60 million annually) over a ten-year term. Available funding provided by these bonds will be exhausted in FY22 and will result in a significant decline in annual capital allocations to State of Good Repair/Minor Enhancements or Major Expansion categories absent new sources of revenue provided by the General Assembly. PRTC has programmed the maximum state match rate of 68% for rehabilitation or replacement of existing assets (i.e. rolling stock) in each year of the Six-Year Plan (FY20-FY25).

While bus and railcar replacements selected for funding will continue to receive the maximum state match of 68% of total project cost under the new methodology, new capital requests in previous categories such as Infrastructure and Facilities and Other Capital Items which previously had received state matching amounts of 34% and 17% respectively, are assumed to become 100% locally funded.

Transit Subsidy

- H. **Federal Formula Funding** – PRTC will receive \$4.4 million in federal formula funding (5307/5337/5339) in FY20. In 2015 PRTC lost federal funding under the Fixed Guideway Program when the Federal Transit Administration (FTA) made vehicle miles traveled on High Occupancy Toll (HOT) lanes ineligible for classification as fixed guideway miles in FTA’s funding formulas. When the I-66 High Occupancy Vehicle (HOV) lanes are converted into HOT lanes sometime in 2022 it is estimated that PRTC will lose approximately \$615,000 in federal formula revenue.
- I. **PRTC Fare Revenues** – No fare increase is included in the Proposed FY2020 Budget; however, fare increases are programmed in FY21 through FY25 of the Six-Year Plan as shown in the table below. Total PWC farebox revenues are estimated at \$11,028,100 in FY20.

Programmed Farebox Growth					
	FY21	FY22	FY23	FY24	FY25
OmniRide Express	6.29%	5.35%	5.67%	5.50%	5.77%
OmniRide Local	6.48%	6.23%	5.97%	5.78%	5.57%

- J. **FY20 Commuter Rail Subsidy Allocation** – VRE is owned by the NVTC and the PRTC. In accordance with the Master Agreement that created VRE, the Operations Board must prepare and submit an annual budget to the Commissions and the contributing and participating jurisdictions for review and appropriation. VRE subsidy requirements for PWC decreased by \$85,434 in FY20 to \$6.1 million or 1.4% compared to the FY19 budget. This is due to a slight decrease in the percentage share of the County’s residents riding VRE trains compared to other participating jurisdictions’ percentage shares during the annual ridership survey conducted in October 2018. For subsidy allocation purposes, the County has 33.6% of the total jurisdictional ridership and 32.98% of the total jurisdictional fare revenue.
- K. **FY20 PRTC Subsidy Request** – PRTC is requesting a total of \$16,868,300 in subsidy for the OmniRide Express, OmniRide Local, PRTC Administration, OmniRide Ridesharing Service/Marketing, Vanpool, and Local Capital Match programs. This amount is a \$2,033,900 or a 13.7% increase over the FY19 budget amount of \$14,834,400.
- L. **FY20 PRTC Administration, OmniRide Express, and OmniRide Local Bus Service Subsidy Allocations** – The County funds 100% of the local subsidies required for OmniRide Express, OmniRide Cross County Connector, and OmniRide Metro Express routes. Local subsidies for the eastern OmniRide Local routes are funded 100% by the County, while the subsidies for the western OmniRide Local routes are shared with the Cities of Manassas and Manassas Park on a 60% population, 40% ridership basis. The local subsidy percentage for the County’s share of westerly OmniRide Local services has increased from 66.24% in FY19 to 69.45% in FY20. The County’s overall subsidy percentage for OmniRide Local is 93.3% in FY20.

PRTC’s FY20 administrative subsidies are funded based on the County’s FY18 percentage of PRTC fuel tax receipts. The County’s fuel tax receipts budgeted percentage increased from 52.29% in FY19 to 52.31% in FY20.
- M. **Vanpool Program** – \$1.64 million in 5307 federal formula earnings from the Vanpool program has been shifted to OmniRide Express. This shift allows OmniRide Express to utilize earned 5307 federal funding for preventive maintenance at a higher match rate (80%) than if used to support the Vanpool program costs (50%). There is no impact on the total County subsidy for these two programs.
- N. **PRTC Six-Year Plan** – Based on estimates of subsidy expenditures and fuel tax revenues prepared by PRTC, there is sufficient funding to provide subsidies for administrative operations, OmniRide Express, and OmniRide Local operations and fund the County’s share of projected bus capital needs through FY22. Annual revenues from the 2.1% motor fuels tax are expected to fall short of subsidy requirements beginning in FY23 resulting in a projected deficit of approximately \$2.9 million. This projected deficit is estimated at

Transit Subsidy

approximately \$7.6 million in FY24 and \$5.8 million by FY25, driven primarily by increasing bus operating subsidies and local match for bus replacements. This will require either reductions in existing services or additional funding sources or some combination of both to balance available revenues with the PRTC subsidy expenditures. Overall, there is a significant reliance on one-time subsidy sources of funding such as fuel tax trust fund balance and PRTC’s operating fund balance to fund on-going subsidy expenditures. In FY20, recurring funding sources support 87.9% of subsidy expenditures but this percentage steadily declines throughout the Six-Year Plan.

PWC subsidy expenditures and revenues projections in the Six-Year Plan are shown below:

PWC Subsidy – Six-Year Plan						
	FY20 Proposed	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
Bus and Admin Operations	\$14,702,800	\$15,479,300	\$15,780,800	\$16,789,300	\$17,554,800	\$18,293,500
Capital Expenditures	\$2,165,500	\$1,618,000	\$4,190,600	\$2,128,900	\$4,552,200	\$2,033,900
Sub-Total Expenditures	\$16,868,300	\$17,097,300	\$19,971,400	\$18,918,200	\$22,107,000	\$20,327,400
Recurring Revenues	\$14,833,600	\$14,551,800	\$14,549,300	\$14,544,300	\$14,544,300	\$14,544,300
Use of Fuel Tax / Operating Fund Balance	\$11,460,216	\$9,425,516	\$6,880,016	\$1,457,916	\$0	\$0
Sub-Total Revenues	\$26,293,816	\$23,977,316	\$21,429,316	\$16,002,216	\$14,544,300	\$14,544,300
Surplus (Deficit)	\$9,425,516	\$6,880,016	\$1,457,916	(\$2,915,984)	(\$7,562,700)	(\$5,783,100)
Percent of Expenditures Funded from Recurring Revenues	87.9%	85.1%	72.9%	76.9%	65.8%	71.6%

It should be noted that additional on-going subsidy expenditures resulting from restructuring eastern OmniRide Local service including the implementation of complementary paratransit are not included in Six-Year Plan projections. Additionally, fare increases of approximately 6% are programmed in each year of the Six-Year Plan beginning in FY21. While the additional revenue from the fare increases are included in Six-Year Plan projections (an increase of almost \$6 million between FY20 and FY25; from \$11 million to almost \$17 million), the year over year fare increases are aggressive and would have an adverse effect on ridership if implemented as programmed. Additionally, PRTC has programmed state capital match at the maximum state match rate of 68% for rehabilitation or replacement of existing assets (i.e. rolling stock) in each year of the Six-Year Plan (FY20-FY25). Meeting these state matching percentages in FY22 and beyond will be a challenge absent new sources of revenue provided by the General Assembly to replace funding provided by the Capital Project Revenue bonds.

- O. **VRE Six-Year Financial Forecast** – Beginning in FY20 and continuing through FY23, Six-Year Plan projections show that the projected local subsidy combined with periodic fare increases will be sufficient to meet VRE operational needs. Assumptions include a 3% increase in total jurisdictional subsidy in FY21 and a programmed 3% increase in FY23 and FY25. A 3% VRE fare increase for FY20 was adopted by the VRE Operations Board on December 14, 2018. Fare increases (3%) are also programmed in FY22 and FY24. Despite these programmed fare and jurisdictional subsidy increases, relatively flat ridership projections combined with increasing contractual and other service costs results in projected deficits in the out years of the Six-Year Plan. However, when base capital needs identified by VRE in their six-year capital program are added, total projected expenditures exceed projected revenues beginning in FY21. Despite these projected deficits, the outlook in the FY20-25 Six-Year Plan is more positive than past years. Changes include the creation of the C-ROC fund by the General Assembly and the dedication of \$15 million per year for capital needs as well as the commitment by DRPT to continue current levels of reimbursements for track access fees and VRE debt service over the Six-Year Plan. Also contributing to improvement in the six-year forecast is the elimination of “future projects” from the formal six-year Capital Improvement

Transit Subsidy

Program (CIP). This reflects the fact that many of these “future projects” are relatively undeveloped and are unlikely to be completed (or substantially underway) during the six-year CIP period. Many of these projects, while important to VRE service planning, are generally in the conceptual stages of project design, do not have identified sources of funding or plans to apply for such funding, and in some cases are unlikely to be administered by VRE.

VRE Subsidy						
	Proposed	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
VRE Subsidy	\$6,098,311	\$6,281,260	\$6,281,260	\$6,469,698	\$6,469,698	\$6,663,789
Additional Required for Operations/Capital Program	-	\$841,770	\$986,445	\$1,433,834	\$1,634,861	\$2,121,837
Total	\$6,098,311	\$7,123,030	\$7,267,705	\$7,903,532	\$8,104,559	\$8,785,626

To fully fund all projects in the VRE CIP would require approximately \$813.5 million. Of this total, \$703.8 million or 86.5% is already funded from a range of federal, state, regional, and local sources. The table below represents the distribution by project type of the \$109.7 million unfunded costs over the six-year CIP:

VRE CIP Funded & Unfunded Projects				
Project Type	Project Cost	Funded	Unfunded	
Asset Management	\$15.6	\$15.6	\$0.0	
Expansion	\$607.0	\$528.1	\$78.9	
Replacement and Rehabilitation	\$190.6	\$159.8	\$30.8	
Other	\$0.3	\$0.3	\$0.0	
Total	\$813.5	\$703.8	\$109.7	
Figures in millions				

Copies of the VRE FY2020 Operating budget, CIP and Six-Year Plan may be obtained from VRE’s Executive Offices located at 1500 King Street, Alexandria, Virginia or may be viewed [here](#).

- P. VRE Operations Board and PRTC Commission Action on FY20 Budget** – The VRE Operations Board adopted the VRE FY20 budget on December 14, 2018 and forwarded it to NVTC and PRTC for adoption. On January 3, 2019, the PRTC Commissioners adopted the FY20 VRE budget and forwarded it to the local jurisdictions for inclusion in their budget and appropriations in accordance with the VRE Master Agreement. On January 3, 2019, the PRTC Commissioners also authorized the Executive Director to refer the FY20 PRTC budget to the jurisdictions for consideration.

Budget Initiatives

A. Budget Initiatives

1. Employee Compensation – Administration

- a. **Description** – A 2.5% cost of living plus a 1.5% merit adjustment in FY20 are provided for PRTC employees. Funding has been included contingent upon how PRTC member governments choose to handle these adjustments for their own staffs.
- b. **Service Level Impacts** – Maintains current level of service.

Transit Subsidy

2. Personnel Additions – The Proposed FY2020 Budget includes five new positions approved by the Commission at its September 6, 2018 meeting. Total PRTC Full-Time Equivalent (FTE's) will increase from 53 in FY19 to 58 in FY20. Total FTE in the administration program will increase from 14 to 16; total FTE's in the OmniRide Express/OmniRide Local program will increase from 31 to 33 and total FTE's in the Marketing Program will increase from 8 to 9.

i. Manager of Safety and Security - 1 FTE – Administration

a. Description – 1 FTE Manager of Safety and Security position in the Administration program is funded in FY20. The total cost of this position is \$102,100 (salary and fringes). The County share is 52.31% or \$53,400.

b. Service Level Impacts – This position is responsible for the comprehensive safety & security planning, to include assessment and response planning to minimize risk to ensure effective emergency coordination.

ii. Project Manager – Data and Analysis - 1 FTE – OmniRide Express/OmniRide Local

a. Description – 1 FTE Project Manager - Data and Analysis position in the OmniRide Express/OmniRide Local program is funded in FY20. The total cost of this position is \$101,500 (salary and fringes). The County share is 97.2% or \$98,700.

b. Service Level Impacts – The position will develop a performance measurement program, report key performance indicators, and develop dashboards for operational and financial performance. This includes external required reporting for state and federal agencies, such as the National Transit Database (NTD) report.

iii. Human Resources Support Specialist - 1 FTE – Administration

a. Description – 1 FTE Human Resources Support Specialist position in the Administration program is funded in FY20. The total cost of this position is \$70,400 (salary and fringes). The County share is 52.31% or \$36,800.

b. Service Level Impacts – This position is responsible for clerical support of human resource functions.

iv. Senior Vanpool Program Associate - 1 FTE – Marketing

a. Description – 1 FTE Senior Vanpool Program Associate position in the Vanpool program is funded in FY20. The total cost of this position is \$81,500 (salary and fringes). This position is 100% funded by the Virginia Department of Rail and Public Transportation.

b. Service Level Impacts – This position is responsible for responding to inquiries for assistance from vanpool operators, local employers, state and local officials, and regional ride share, carpool, and vanpool programs.

v. Transit Application Specialist - 1 FTE – OmniRide Express/OmniRide Local

a. Description – 1 FTE Transit Application Specialist position in the OmniRide Express/OmniRide Local program is funded in FY20. The total cost of this position is \$72,000 (salary and fringes). The County share is 97.2% or \$70,000.

b. Service Level Impacts – This position is software and end-user focused. The position will train employees on effective use of the software, which includes the computer aided dispatch/automated vehicle location system and real-time bus tracking.

Transit Subsidy

3. Express Bus Service from Haymarket to Rosslyn – OmniRide Express

- a. **Description** – The Commission authorized new OmniRide Express bus service from the Haymarket commuter lot near the intersection of I-66 and US 15 at its November 2018 meeting. Service began on December 17, 2018 with subsidies funded by County fuel tax revenues in FY19. For FY20 PRTC will apply for funding from the I-66 Commuter Choice program administered by the NVTC which, if approved, will make this additional service 100% grant funded. Subsidies from grant funding over the six-year plan is shown below:

OmniRide Express Haymarket – Rosslyn Service						
	FY20	FY21	FY22	FY23	FY24	FY25
Annual Fuel Cost	\$31,600	\$32,600	\$33,600	\$34,600	\$35,600	\$36,700
Annual Contract Cost	\$162,300	\$166,500	\$167,900	\$174,300	\$180,900	\$187,800
Total Farebox Revenue	(\$58,800)	(\$63,600)	(\$68,700)	(\$74,500)	(\$80,600)	(\$87,400)
Grant Funding Subsidy	\$135,100	\$135,500	\$132,800	\$134,400	\$135,900	\$137,100

- b. **Service Level Impacts** – Service includes four morning and four evening trips that will serve five bus stops in Arlington County.

4. Restructuring Western OmniRide Local Services and Implementation of Complementary Paratransit – OmniRide Local

- a. **Description** – PRTC is proposing restructuring western OmniRide Local services and implement complementary paratransit service in FY20. The three OmniRide Local routes in the western end of the County that also serve Manassas and/or Manassas Park will be restructured to streamline routing, coordinate transfers in Old Town Manassas, improve connectivity with the OmniRide Cross County Connector and eliminate route deviations (up to ¾ of a mile). OmniRide Cross County Connector service will be streamlined by reducing/relocating the number of current stops and will be timed to meet up with OmniRide Local buses in Old Town Manassas. Manassas Metro Express will service Old Town Manassas and be timed to meet OmniRide Local buses. Service frequency for fixed route service will increase from 75 to 90 minutes. Fixed route service changes and complementary paratransit are scheduled to begin when the University Park and Ride lot opens in Gainesville in December 2019.

The Americans with Disabilities Act (ADA) requires public transit agencies that provide fixed route service to provide “complementary paratransit” service to people with disabilities who cannot use the fixed route bus service because of a disability. In general, ADA complementary paratransit service must be provided within ¾ of a mile of a bus route, at the same hours and days as fixed route service, for no more than twice the regular fixed route fare. The ADA further requires that paratransit rides be provided to all eligible riders if requested any time the previous day. The ADA allows transit providers to negotiate trip times with the rider, but no more than an hour before or an hour after the requested time. There can be no restrictions or priorities based on trip purpose. The ADA prohibits capacity constraints on complementary paratransit services. These are defined as any operational patterns or practices that significantly limit the availability of service to ADA paratransit eligible individuals such as limiting the number of trips an individual may make, establishing waiting lists, denying trips, or long telephone hold times for trip reservations. Initially, a total of 14 revenue hours and one vehicle has been programmed for complementary paratransit service, however, should additional demand materialize an additional vehicle would be required during peak times to accommodate trip requests which would result in an additional six revenue hours of complementary paratransit service for a total of 20 hours.

Transit Subsidy

The table below identifies the PWC net subsidy change of OmniRide Local route restructuring along with complementary paratransit costs and changes to Cross County Connector and Manassas Metro Express. This table assumes 14 revenue hours for complementary paratransit service. The County's share of the subsidies for westerly OmniRide Local services and complementary paratransit is 69.45%. The County pays 100% of the subsidy cost for the OmniRide Cross County Connector and Manassas Metro Express.

Restructuring Western OmniRide Local Service/Paratransit – PWC Subsidy Change						
	FY20	FY21	FY22	FY23	FY24	FY25
Local / Paratransit						
Manassas North Route	(\$8,745)	(\$16,384)	(\$17,008)	(\$17,656)	(\$18,329)	(\$19,757)
Manassas South Route	(\$15,004)	(\$28,100)	(\$29,157)	(\$30,253)	(\$31,391)	(\$33,751)
Manassas Park Route	(\$17,388)	(\$32,632)	(\$33,925)	(\$35,269)	(\$36,666)	(\$39,848)
Paratransit (14 Revenue Hours)	\$171,822	\$321,061	\$332,605	\$344,573	\$356,983	\$384,456
Sub-Total	\$130,685	\$243,945	\$252,515	\$261,395	\$270,597	\$291,099
Express						
Cross County Connector	(\$186,211)	(\$348,615)	(\$361,601)	(\$375,074)	(\$389,050)	(\$417,490)
Manassas Metro Express	(\$111)	(\$182)	(\$163)	(\$143)	(\$120)	\$39
Sub-Total	(\$186,322)	(\$348,797)	(\$361,764)	(\$375,217)	(\$389,170)	(\$417,451)
Grand Total PWC Subsidy	(\$55,637)	(\$104,852)	(\$109,249)	(\$113,822)	(\$118,573)	(\$126,352)

The table below is an estimate of the net change in PWC subsidy with 20 hours of revenue service for complementary paratransit. There would be a modest increase in fuel costs as well as a modest increase in fare revenue from the additional revenue hours. The overwhelming majority of additional subsidy (from the 14 revenue hour paratransit service table above) would be contractual costs for the bus service provider.

Restructuring Western OmniRide Local Service/Paratransit – PWC Subsidy Change						
	FY20	FY21	FY22	FY23	FY24	FY25
Local / Paratransit						
Manassas North Route	(\$8,745)	(\$16,384)	(\$17,008)	(\$17,656)	(\$18,329)	(\$19,757)
Manassas South Route	(\$15,004)	(\$28,100)	(\$29,157)	(\$30,253)	(\$31,391)	(\$33,751)
Manassas Park Route	(\$17,388)	(\$32,632)	(\$33,925)	(\$35,269)	(\$36,666)	(\$39,848)
Paratransit (20 Revenue Hours)	\$247,597	\$462,964	\$479,900	\$497,466	\$515,686	\$555,449
Sub-Total	\$206,460	\$385,848	\$399,810	\$414,288	\$429,300	\$462,093
Express						
Cross County Connector	(\$186,211)	(\$348,615)	(\$361,601)	(\$375,074)	(\$389,050)	(\$417,490)
Manassas Metro Express	(\$111)	(\$182)	(\$163)	(\$143)	(\$120)	\$39
Sub-Total	(\$186,322)	(\$348,797)	(\$361,764)	(\$375,217)	(\$389,170)	(\$417,451)
Grand Total PWC Subsidy	\$20,138	\$37,051	\$38,046	\$39,071	\$40,130	\$44,642

Implementation of complementary transit will require the purchase of two paratransit vehicles in FY20 (PWC subsidy - \$38,400) as well as other one-time costs totaling \$182,396 (PWC share \$126,674). These costs include additional computer software/hardware, marketing and material publication costs as well as staff training.

Transit Subsidy

b. Service Level Impacts – Ridership for the western OmniRide Local reconfigured fixed routes, Cross County Connector and Manassas Metro Express compared to the current ridership on these routes is projected to remain unchanged. Daily ridership with 14 revenue hour complementary paratransit service is estimated at 20 daily trips or 5,000 trips per year. The total jurisdictional subsidy (PWC and the cities of Manassas and Manassas Park) per passenger trip is estimated at \$90.

5. PRTC Capital Expenditures – OmniRide Express Bus Replacements – Local Capital Match

a. Description – Three OmniRide Express bus replacements are programmed in FY20. Additional programmed purchases beyond FY20 are detailed in the table below.

OmniRide Express replacement buses will be acquired using federal congestion mitigation and air quality funding, state capital funding and local match from PWC.

b. Service Level Impacts – Maintains OmniRide Express bus replacement schedule at 16/17 years.

OmniRide Express Replacement Buses						
	FY20	FY21	FY22	FY23	FY24	FY25
Replacement Cost	\$1,794,500	\$3,053,600	\$6,742,600	\$7,003,100	\$12,072,800	\$2,654,600
Federal Share of Replacement Cost	\$1,435,600	\$2,200,000	\$1,800,000	\$1,680,000	\$1,096,000	\$1,200,000
State Share of Replacement Cost	\$358,900	\$756,400	\$3,505,000	\$3,754,100	\$7,551,900	\$1,085,100
PWC Local Match	\$0	\$97,200	\$1,437,600	\$1,569,000	\$3,424,900	\$369,500
# Buses	3	5	11	11	21	4
County Subsidy Percentage	0.0%	3.2%	21.3%	22.4%	28.4%	13.9%

6. PRTC Capital Expenditures – OmniRide Express Bus Expansion – Local Capital Match

a. Description – There are no OmniRide Express expansion buses programmed in FY20. Additional programmed purchases are detailed in the table below. These buses will be utilized for 100% state sponsored services associated with the I-95/395 and the I-66 Transit Development Plan. OmniRide Express expansion buses will be acquired using 100% state capital funding.

b. Service Level Impacts – These buses will provide expanded service from PWC to points north in the I-95/395 and I-66 corridors with operating subsidies provided by the state.

OmniRide Express Expansion Buses						
	FY20	FY21	FY22	FY23	FY24	FY25
Expansion Cost	\$0	\$24,469,500	\$507,100	\$0	\$0	\$0
Federal Share of Expansion Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Expansion Cost	\$0	\$24,469,500	\$507,100	\$0	\$0	\$0
PWC Local Match	\$0	\$0	\$0	\$0	\$0	\$0
# Buses	0	41	1	0	0	0
County Subsidy Percentage	-	0.0%	0.0%	-	-	-

Transit Subsidy

7. PRTC Capital Expenditure – OmniRide Local Bus Replacements – Local Capital Match

- a. **Description** – There are no OmniRide Local replacement buses programmed in FY20. Additional programmed purchases are detailed in the table below. Replacement buses will be acquired using state capital funding and local match from PWC and the cities of Manassas and Manassas Park.
- b. **Service Level Impacts** – Maintains OmniRide Local bus replacement schedule at ten years or 350,000 miles whichever comes first.

OmniRide Local Replacement Buses						
	FY20	FY21	FY22	FY23	FY24	FY25
Replacement Cost	\$0	\$0	\$7,082,400	\$0	\$0	\$2,826,800
PWC Share of Replacement Cost*	\$0	\$0	\$6,592,300	\$0	\$0	\$2,631,200
Federal Share of Replacement Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Replacement Cost	\$0	\$0	\$4,482,800	\$0	\$0	\$1,789,200
PWC Local Match	\$0	\$0	\$2,109,500	\$0	\$0	\$842,000
# Buses	0	0	16	0	0	6
County Subsidy Percentage	-	-	32.0%	-	-	32.0%

* OmniLink bus replacements are shared with the Cities of Manassas and Manassas Park. PWC share of the replacement cost is approximately 93.08%

8. PRTC Capital Expenditure – Paratransit Expansion Vans – Local Capital Match

- a. **Description** – Two paratransit expansion vans are programmed in FY20 with an additional eight programmed in FY21. Paratransit expansion vans will be acquired using state capital funding and local match from PWC and the cities of Manassas and Manassas Park.
- b. **Service Level Impacts** – Vans will be handicapped and wheelchair accessible and have an estimated service life of five years.

Paratransit Expansion Vans						
	FY20	FY21	FY22	FY23	FY24	FY25
Expansion Cost	\$172,900	\$706,000	\$0	\$0	\$0	\$0
PWC Share of Expansion Cost*	\$120,100	\$490,300	\$0	\$0	\$0	\$0
Federal Share of Expansion Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Expansion Cost	\$81,700	\$333,400	\$0	\$0	\$0	\$0
PWC Local Match	\$38,400	\$156,900	\$0	\$0	\$0	\$0
# Vehicles	2	8	0	0	0	0
County Subsidy Percentage	32.0%	32.0%	-	-	-	-

* Paratransit Expansion Vans are shared with the Cities of Manassas and Manassas Park. PWC share of the expansion cost is approximately 69.45%

Transit Subsidy

9. PRTC Capital Expenditure – Paratransit Replacement Vans– Local Capital Match

- a. Description** – There are no paratransit replacement vans programmed in FY20. Additional programmed purchases are detailed in the table below. Paratransit replacement vans will be acquired using state capital funding and local match from PWC and the cities of Manassas and Manassas Park.
- b. Service Level Impacts** – Vans will be handicapped and wheelchair accessible and have an estimated service life of five years.

Paratransit Replacement Vans						
	FY20	FY21	FY22	FY23	FY24	FY25
Replacement Cost	\$0	\$0	\$0	\$0	\$0	\$191,800
PWC Share of Replacement Cost*	\$0	\$0	\$0	\$0	\$0	\$133,200
Federal Share of Replacement Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Replacement Cost	\$0	\$0	\$0	\$0	\$0	\$90,600
PWC Local Match	\$0	\$0	\$0	\$0	\$0	\$42,600
# Vehicles	0	0	0	0	0	2
County Subsidy Percentage	-	-	-	-	-	32.0%

* Paratransit Replacement Vans are shared with the Cities of Manassas and Manassas Park. PWC share of the replacement cost is approximately 69.45%

10. PRTC Capital Expenditure – Bus Overhauls/Transmission Replacements/Farebox Replacements/Extended Warranties – Local Capital Match

- a. Description** – Expenditures for mid-life bus overhauls including transmission replacements, farebox replacements and extended warranties are shown below. Mid-life overhauls of 45 foot “over the road” coaches are programmed when they reach eight years old and the 40 foot “transit” buses when they reach six years old.
- b. Service Level Impacts** – Maintains OmniRide Express bus replacement schedule at 16/17 years.

Bus Overhauls/Transmission Replacements/Farebox Replacements/Extended Warranties						
	FY20	FY21	FY22	FY23	FY24	FY25
Bus Overhaul/Transmission/Farebox Replacements/Extended Warranties	\$2,845,400	\$3,254,400	\$778,500	\$548,600	\$3,182,200	\$1,737,400
State Share	\$1,934,900	\$2,213,000	\$529,400	\$373,000	\$2,163,900	\$1,181,400
# OmniRide Buses Serviced	30	32	22	16	30	22
PWC Local Match	\$910,500	\$1,041,400	\$249,100	\$175,600	\$1,018,300	\$556,000
County Subsidy Percentage	32%	32%	32%	32%	32%	32%

Transit Subsidy

11. PRTC Capital Expenditure – Bus Shelters – Local Capital Match

- a. **Description** – Expenditures for bus shelters are shown below. A bus shelter-siting plan was completed in September 2007 and is updated annually. Stops having the highest boarding numbers or located near identified neighboring uses such as schools, senior centers, libraries, clinics, or hospitals receive the highest priority. This funding purchases the shelters and solar lighting (if warranted), site design and permits, site preparation and construction including any needed sidewalks, inspections, and shelter installation.
- b. **Service Level Impacts** – Service levels are maintained.

Bus Shelters						
	FY20	FY21	FY22	FY23	FY24	FY25
PWC Share of Bus Shelter Costs*	\$75,800	\$0	\$0	\$0	\$0	\$0
PWC State Share	\$0	\$0	\$0	\$0	\$0	\$0
PWC Local Match	\$75,800	\$0	\$0	\$0	\$0	\$0
# Bus Shelters	3	-	-	-	-	-
County Subsidy Percentage	100%	-	-	-	-	-

* Bus Shelter Costs are shared with the Cities of Manassas and Manassas Park; PWC share of bus shelter costs is approximately 97.2%

Program Summary

PRTC Administration

The PRTC is a multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park, and Fredericksburg. PRTC administration performs executive management, grants management (including federal rail service grants since PRTC is the federal grantee on VRE's behalf), human resources and financial services as well as legislative support to the 17 PRTC Commissioners.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
PRTC Commission meetings	11	11	11	11	11
Public hearings	4	2	4	2	8
OmniRide overall quality of service (excellent & average ratings)	98%	97%	-	-	-
OmniLink overall quality of service (excellent & average ratings)	97%	97%	-	-	-

Transit Subsidy

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
PRTC Administration	\$230	\$248	\$270	\$295	\$304
Employees Paid (PRTC)	51	53	49	53	58
Employees Paid (VRE)	48	49	48	50	50
Vendor checks produced	2,417	2,313	2,317	2,336	2,340
State grants (bus only) expended	\$11.6M	\$10.5M	\$8.7M	\$10.9M	\$8.8M
Federal grants (bus & rail) expended	\$41.8M	\$35.8M	\$29.1M	\$45.8M	\$49.4M
2.1% Motor fuels tax receipts	\$18.7M	\$20.5M	\$23.3M	\$21.6M	\$28.3M
2.1% Motor fuels tax disbursements	\$40.8M	\$25.7M	\$23.4M	\$26.6M	\$23.2M

FY16-FY19 Program Costs are based on Adopted Budgets

OmniRide Express (Commuter Bus Service)

OmniRide Express provides services from eastern PWC and the Manassas area to points in Northern Virginia and the District of Columbia. In addition to morning and evening commuter service, limited mid-day service is also available.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Complaints per 10,000 passenger trips - OmniRide Express	7	8	8	10	9
Farebox recovery - OmniRide Express	50%	52%	51%	47%	45%
Passenger trips per vehicle revenue hour - OmniRide Express	19	21	17	17	17
PWC local subsidy per passenger trip - OmniRide Express	\$2.51	\$2.08	\$2.22	\$1.19	\$1.79

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
OmniRide Express (Commuter Bus Service)	\$4,914	\$3,834	\$3,893	\$2,241	\$3,275
OmniRide Express passenger trips	1,958,488	1,845,830	1,751,084	1,880,239	1,832,980

FY16-FY19 Program Costs are based on Adopted Budgets

Transit Subsidy

OmniRide Ridesharing Service/Marketing

With the assistance of an extensive regional database, OmniRide Ridesharing Services matches residents with carpoolers and vanpoolers who have similar commutes and work hours. Carpoolers and vanpoolers have access to HOV lanes that allow them to cruise to work faster and at less expense than driving alone. To encourage development of new vanpools, OmniRide Ridesharing Services also offers a start-up subsidy program.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Annual vehicle trips reduced by slugging/carpool/vanpools	3,701,846	3,257,965	3,209,781	3,199,714	3,200,526

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Ridesharing/Marketing:	\$656	\$701	\$801	\$832	\$945
Carpool, vanpool, slugging trips	4,586,656	4,575,409	4,504,937	4,868,144	4,793,165
Customer inquiries handled by customer service staff	72,205	50,915	52,069	52,142	53,249
Customer inquiries handled by IVR	-	53,000	54,069	53,251	55,160

FY16-FY19 Program costs are based on adopted budgets

OmniRide Local (Local Bus Service)

OmniRide Local provides local bus service to the communities of Dale City, Manassas and Manassas Park, Dumfries (including Quantico) and Woodbridge/Lake Ridge. The buses operate on a “flexroute” system that allows for deviation of up to ¾ mile away from the route.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Complaints per 10,000 passenger trips - OmniRide Local	4	4	5	7	4
Farebox recovery - OmniRide Local	11%	9%	8%	6%	4%
Passenger trips per vehicle revenue hour - OmniRide Local	14	12	11	12	11
PWC local subsidy per passenger trip - OmniRide Local	\$8.93	\$9.95	\$11.62	\$10.06	\$12.84

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
OmniRide Local (Local Bus Service)	\$7,561	\$7,213	\$7,633	\$7,219	\$8,341
OmniRide Local passenger trips	846,693	724,793	656,959	717,474	649,486

FY16-FY19 Program Costs are based on Adopted Budgets

Transit Subsidy

Local Capital Match

PRTC purchases capital items such as OmniRide Express and OmniRide Local buses, facilities, support vehicles, and shop equipment using a combination of federal and state grants. Local capital match is the PWC contribution required as a condition of receiving the Federal or state grant.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Local Capital Match	\$2,183	\$1,647	\$1,813	\$2,617	\$2,166

FY16-FY19 Program Costs are based on Adopted Budgets

Vanpool Program

PRTC is the administrative home for a regional vanpool incentive program. This program collects mileage driven from vanpools and submits it to the National Transit Database where it increases PRTC's share of federal transit formula funding. Net program earnings are used to support the County's bus expenses reducing the strain on the 2.1% motor fuels tax.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Vanpool Program	\$192	\$0	\$0	\$1,631	\$1,838

FY16-FY19 Program Costs are based on Adopted Budgets

VRE (Commuter Rail Service)

The VRE is a transportation partnership of the NVTC and PRTC, the counties of Fairfax, Prince William, Stafford, Spotsylvania, and Arlington and the cities of Manassas, Manassas Park, Fredericksburg, and Alexandria. VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City, and downtown Washington, D.C.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Trips on-time	90%	88%	89%	88%	90%
Cost recovery ratio	54%	58%	54%	52%	53%
Passenger trips per vehicle revenue hour	62	64	60	64	60
Local subsidy (all jurisdictions) per passenger trip	\$3.70	\$3.62	\$3.67	\$3.74	\$3.77

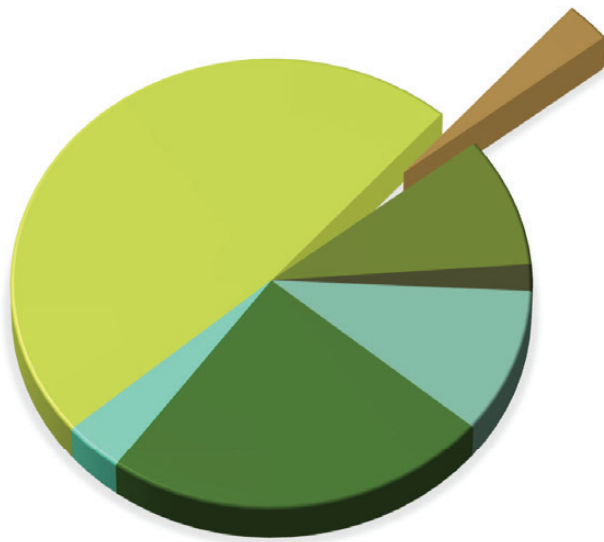
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
VRE (Commuter Rail Service)	\$5,310	\$5,968	\$5,363	\$6,184	\$6,098
VRE passenger trips	4,441,858	4,761,035	4,705,529	4,750,000	4,712,400

FY16-FY19 Program Costs are based on Adopted Budgets

Transportation

Mission Statement

The Department of Transportation will construct and enhance a multi-modal transportation network that supports local and regional mobility.



Expenditure Budget:
\$4,995,135



2.90% of Community Development

Programs:

- Administration: \$143,742
- Capital: \$218,345
- Planning & Programming: \$4,633,048

Community Development Expenditure Budget:
\$170,445,042

Mandates

The Department of Transportation does not provide a federal or state mandated service beyond the requirements of [House Bill 2313](#) described below. Some federal and state transportation funds require certain activities to be performed; however, these are not considered mandates since the County is not obligated to accept the funding.

In 2013, the Virginia General Assembly passed House Bill 2313, which requires localities expend or disburse for transportation purposes each year an amount that is at least equal to the average annual amount expended or disbursed for transportation purposes between July 1, 2010 and June 30, 2013, excluding bond proceeds, debt service payments, and federal or state grants. If the County does not expend or disburse this amount, the County shall not be the direct beneficiary of any of the revenues generated by the state taxes and fees imposed by House Bill 2313 as amended by [Senate Bill 856](#) in 2018 in the immediately succeeding year. The Department of Finance is responsible for the annual certification report.

Transportation



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Transportation Administration	\$191,320	\$192,259	\$205,176	\$141,437	\$143,742	1.63%
Capital	\$1,507	(\$58,171)	\$16,882	\$140,000	\$218,345	55.96%
Planning & Programming	\$4,735,518	\$4,178,517	\$4,446,150	\$4,864,194	\$4,633,048	(4.75%)
Total Expenditures	\$4,928,345	\$4,312,606	\$4,668,208	\$5,145,631	\$4,995,135	(2.92%)

Expenditure by Classification

Salaries and Benefits	\$2,243,643	\$4,798,173	\$5,073,557	\$4,863,222	\$5,140,311	5.70%
Contractual Services	\$64,434	\$97,427	\$78,480	\$196,390	\$192,390	(2.04%)
Internal Services	\$125,306	\$256,631	\$234,491	\$256,525	\$256,525	0.00%
Purchase of Goods & Services	\$1,959,734	\$1,730,913	\$1,924,141	\$2,218,800	\$2,197,294	(0.97%)
Capital Outlay	\$66,347	\$54,049	\$0	\$77,094	\$116,094	50.59%
Leases & Rentals	\$2,037	\$4,182	\$7,062	\$57,416	\$46,272	(19.41%)
Reserves & Contingencies	\$0	(\$2,906,022)	(\$2,945,227)	(\$2,902,071)	(\$3,120,707)	7.53%
Transfers Out	\$466,844	\$277,253	\$295,705	\$378,255	\$166,956	(55.86%)
Total Expenditures	\$4,928,345	\$4,312,606	\$4,668,208	\$5,145,631	\$4,995,135	(2.92%)

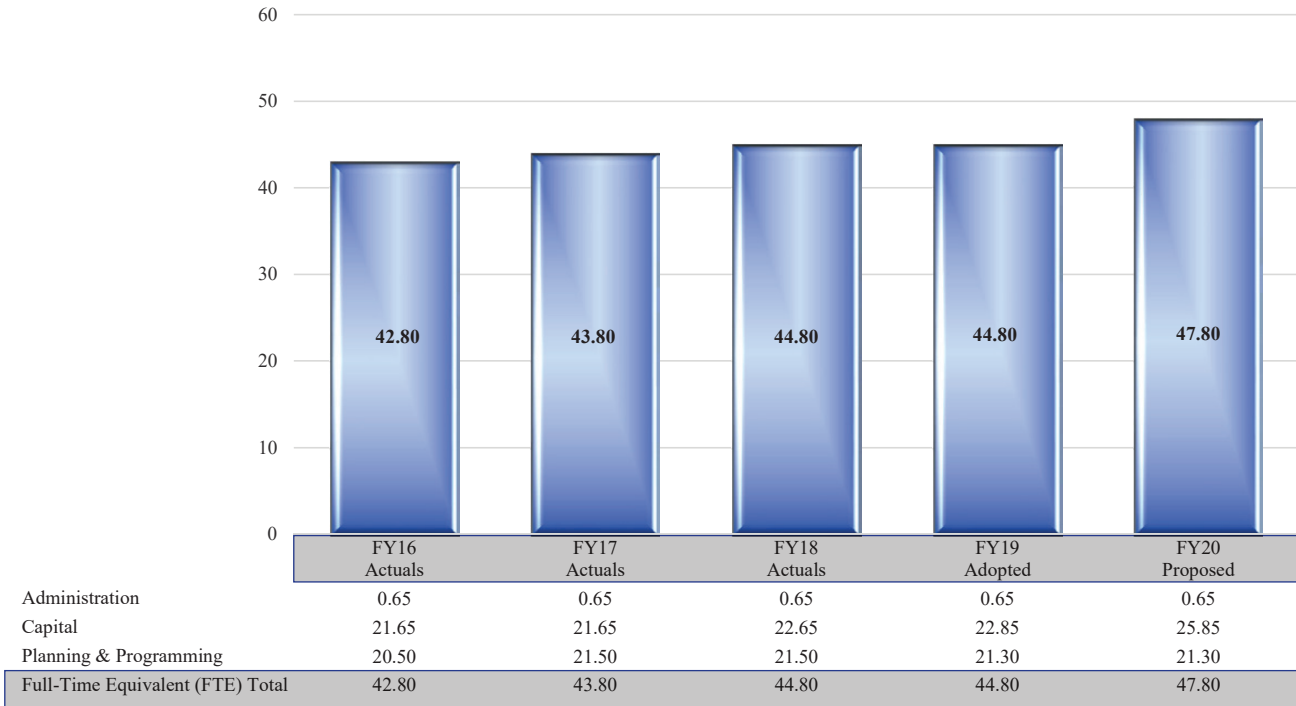
Funding Sources

Permits & Fees	\$1,301,829	\$1,476,009	\$1,235,002	\$1,754,635	\$1,754,635	0.00%
Use of Money & Property	\$15,872	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$20,000	\$800	\$0	\$0	\$0	0.00%
Non-Revenue Receipts	\$0	\$0	\$1,637	\$0	\$0	0.00%
Charges for Services	\$23,355	\$22,057	\$9,326	\$12,483	\$12,483	0.00%
Transfers In	(\$0)	\$140,000	\$240,000	\$190,000	\$268,345	41.23%
Total Designated Funding Sources	\$1,361,056	\$1,638,867	\$1,485,966	\$1,957,118	\$2,035,463	4.00%
(Contribution to)/Use of Fund Balance	\$688,185	\$130,015	\$448,780	\$216,297	(\$14,683)	(106.79%)
Net General Tax Support	\$2,879,104	\$2,543,724	\$2,733,462	\$2,972,216	\$2,974,356	0.07%
Net General Tax Support	58.42%	58.98%	58.55%	57.76%	59.55%	

Transportation



Staff History by Program



Future Outlook

Projects Underway – In 2014, the Department of Transportation (DOT) identified eight projects that were adopted by the Prince William Board of County Supervisors (BOCS) as priorities via [BOCS Resolution 14-68](#). The priority projects are:

- Minnieville Road (Route 234 to Spriggs Road) – Completed
- Vint Hill Road (Schaeffer Lane to Sudley Manor Drive) – Under Construction
- Neabsco Mills Road (Route 1 to Dale Boulevard) – Under Design
- University Boulevard (Sudley Manor Drive to Devlin Road) – Under Design
- Telegraph/Summit School Road (Minnieville Road to existing) – Under Design
- Van Buren Road (Route 234 to Cardinal Drive)
- Balls Ford Road (Ashton Avenue to Groveton Road) – Under Design
- Wellington Road (Devlin Road to Route 234 Bypass)
- Devlin Road (Linton Hall Road to Wellington Road) – Endorsed as a priority project in 2018

Transportation

The DOT is currently working to complete the priority projects. Projects that have been funded are either under design or construction. For the projects that lack funding, DOT continues to prepare and submit applicable funding applications to initiate and advance the project. In addition to the priority projects, the DOT will focus on completing studies, design, and construction phases of other roadway, sidewalk, and trail projects throughout the County that have been funded by various sources including local funds, the Northern Virginia Transportation Authority (NVTA), state, and federal agencies. Projects have continued to experience higher than estimated costs due to increases in right-of-way acquisition, utility, and construction costs. These increases have led to gaps in project funding and present ongoing challenges for transportation projects.

Local Transportation Needs – While Prince William County (PWC) has been successful in funding large, regional roadway projects, there are still areas for improvement on the County’s internal road network. In upcoming years, the DOT hopes to focus on improving the County’s Secondary Road program by building new connector roads and improving upon existing roads, increasing overall mobility by constructing sidewalk and trail projects, linking to transit facilities, and addressing commuter needs by constructing park and ride facilities. Additionally, the DOT is also focused on upgrading the County’s orphan roads for incorporation into the state system for maintenance. Orphan roads, although dedicated private purpose roads or dedicated County roads, no individual or entity actually owns them. They are not private roads or Virginia Department of Transportation (VDOT) roads, they have no route number, and no one maintains them now. There are approximately 180 orphan roads throughout the County, representing 27 linear miles. In order to accomplish this goal, a recurring funding source will be needed to address maintenance/construction needs of orphan roads.

Funding Partners – The DOT has had great success working with funding partners including the NVTA, as well as the state and federal governments. In the upcoming year, the DOT looks to become more competitive in grant programs such as the NVTA 70% Application Program, SmartScale, Transportation Alternatives Program, Revenue Sharing Program, and the Highway Safety Improvement Program. While many of the funding programs now have a bi-annual submission, the application processes have become much more complex and data driven. As these grant programs change, the DOT is constantly evolving to become more competitive. In order to continue operating at such a high level, the DOT has identified a need to add one position to assist with grant applications throughout the year.

Developers have often been considered funding partners as well, but [Senate Bill 549](#) passed in 2016 limits the ability of local governments to request or accept proffers for residential rezoning and proffers amendments. Thus, the funding from this source will ultimately be depleted. Although the full effect of the legislation is not yet known, as development gets approved, it will only mitigate isolated impacts, not assist with overall transportation network impacts.

Multi-modal Mobility Planning – The DOT is transitioning from a road-centric focus to a connected multi-modal approach with the goal of safely and efficiently moving people, not vehicles. Through planning efforts, the DOT is pursuing the funding of projects that facilitate seamless connections between systems for transit, bicycle, pedestrians, ride-hailing, ride-sharing, manual or electric bike and scooter sharing, and emerging transportation technologies within the existing County network. Additional enhancements to the network may require further study to learn and use new technologies, and prepare for autonomous and other similar vehicles.

Transportation

General Overview

- A. Costs Recovered from Capital Projects** – The Capital program includes road design, construction, project management, and right-of-way acquisition activities that recover expenditure costs from BOCS approved road improvement projects. Staff provides management and oversight of large and small-scale road projects, often funded by multiple revenue sources. There are generally 15+ capital transportation projects actively being managed by the Capital program at any point in time. The Proposed FY2020 Budget includes \$3.04 million in expenditure costs and 25.85 FTEs recovered from projects, which represents the budgeted cost of administering the capital road-building program in Prince William County (PWC).
- B. Decrease Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY20, the indirect cost transfer amount reimbursing the general fund for DOT decreases by \$211,299 from \$350,765 in FY19 to \$139,466 in FY20.

Budget Initiatives

A. Budget Initiatives

1. Engineer III, Planner II, and Accountant I – Capital

Expenditure	\$0	General Fund Impact	\$0
Revenue	\$0	FTE Positions	3.00

- a. Description** – This initiative funds three positions to support construction, planning, and administrative functions in the Capital program. From the FY2019-2024 CIP to the Proposed FY2020-2025 CIP transportation capital projects have grown from \$407 million to \$1 billion. The size of the County’s transportation projects, the need to secure external funding, and the complexity of funding sources necessitates these additional positions. The positions are funded by cost recovery and there is no impact to the general fund.
- The Engineer III position will support the Mega Projects activity as a design engineer for complex transportation projects. The Balls Ford Road Interchange is a \$140 million project added in FY19. The position cost is \$94,801.
 - The Planner II position will support the County’s efforts to secure external funding. There will be multiple competitive grant application cycles in FY20. This position will allow the County to submit more fully realized project plans. The position cost is \$78,345.
 - The Accountant I position will support the financial compliance, especially in the areas of payables and receivables. The amount and complexity of the County’s funding sources have resulted in audit adjustments each of the past three fiscal years. The position cost is \$71,782.
- b. Service Level Impacts** – These positions support the Mobility Strategic Plan Goal of providing an accessible, comprehensive, multi-modal network of transportation infrastructure by putting the County in the best position to utilize transportation funding already received, obtain additional external funding, and properly account for that revenue and associated expenditures. The ability to manage design and construction will be broadened, the County’s competitiveness in applying for various transportation project grants, and the capacity to address the complexity of those funding sources will be fulfilled by this initiative. In addition, the use of contract services for preliminary engineering to support external grant applications will be significantly decreased.

Transportation

Program Summary

Administration

Provide overall leadership and management oversight for all department activities and review all major policy issues, financial transactions, BOCS reports, County Executive generated tracker reports, and interface with executive management and County citizens on transportation issues.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Trackers initially responded to on time	63%	100%	82%	100%	100%
2006 Road Bond projects completed or under construction	95%	100%	95%	100%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Transportation Administration	\$126	\$149	\$143	\$106	\$109
Transportation BOCS agenda items	172	88	155	117	140
Innovation Park Management	\$65	\$33	\$62	\$35	\$35

Capital

Manage and oversee the design and construction of improvements to County roadways through bond, local, regional, state, and federal funds. The program also acquires property for all road projects and provides assistance and support for other land acquisitions. Activities within this program charge costs to capital projects. The new Mega Projects activity for the program will focus on the design and construction of County projects over \$40 million.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Settlement to appraisal value	135%	213%	129%	165%	157%
Projects completed within 60 days of original contract completion date	100%	100%	90%	100%	100%
Projects completed within 20% of original contract amount (without scope change)	100%	100%	100%	100%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Right-of-Way Acquisition	\$0	\$11	\$0	\$0	\$0
Parcels acquired	99	35	108	75	65
Road Design and Construction	\$2	(\$58)	\$17	\$140	\$218
Contracts and task orders let	20	20	24	22	25
Mega Projects	-	-	-	-	\$0
Project development within 60 days of original schedule	-	-	-	-	100%
Project delivery within 60 days of original contract date	-	-	-	-	100%

Transportation

Planning & Programming

Provides plan review, inspection, traffic and safety engineering, street lighting, and regional planning transportation activities. Through these activities, transportation planning, geographic information system, and site/plan review are completed for the County. Additionally, the program provides transportation inspection, traffic safety planning/engineering and site review, coordination of street light installation and maintenance, grant writing, and County representation at the regional and state planning level.

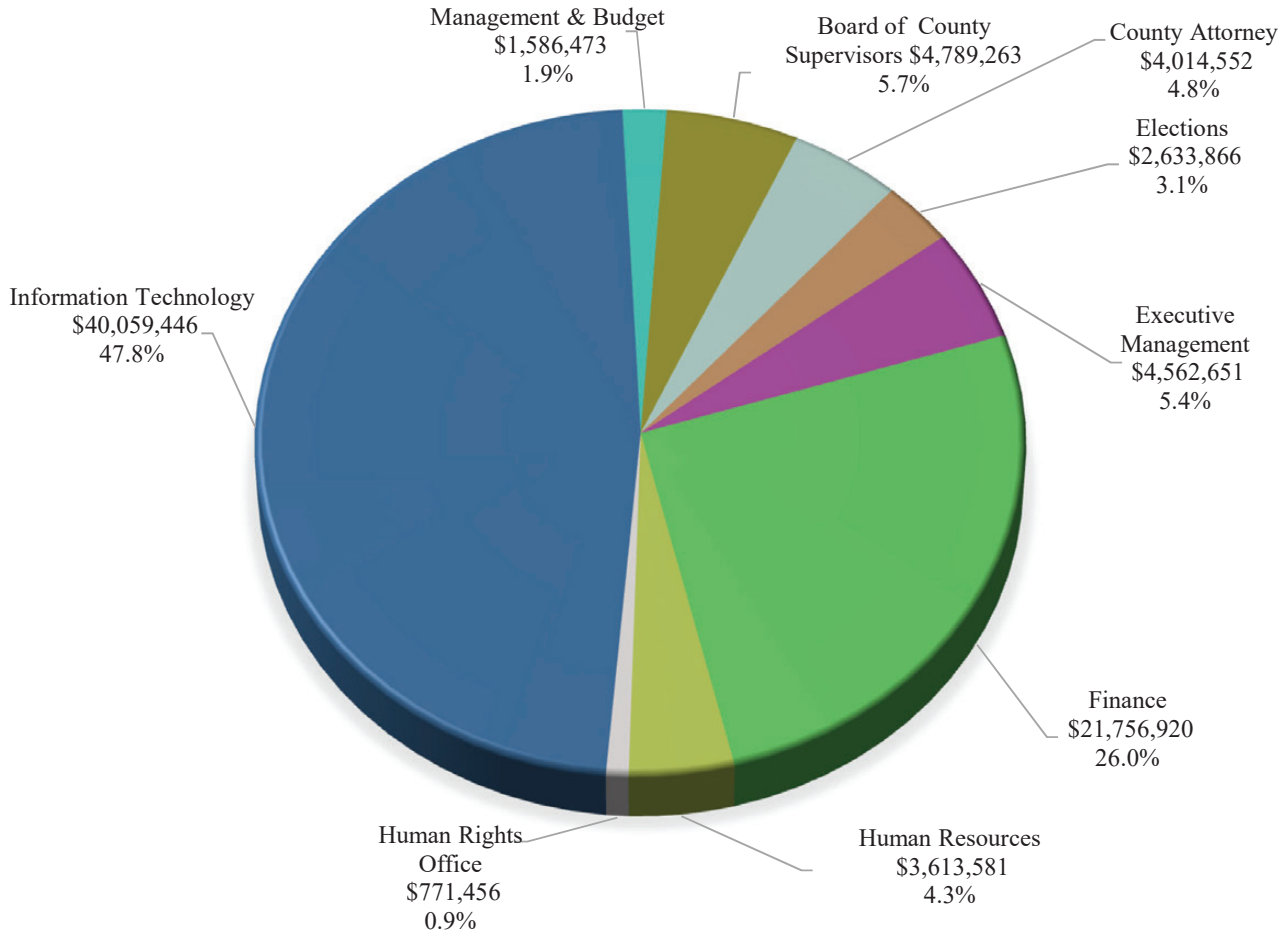
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Plans reviewed within established deadline	100%	100%	100%	100%	100%
Transportation network adequately supports the community (community survey)	80%	84%	79%	80%	80%
Street light outages reported to power companies within three working days	100%	100%	100%	100%	100%
Regional grant allocation of NoVA Transportation dollars to the County	18%	16%	16%	16%	16%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Transportation Plan Review	\$1,050	\$825	\$848	\$957	\$852
Plans reviewed per FTE	100	108	102	110	110
Total plans reviewed	811	602	512	650	655
Inspections	\$1,241	\$1,082	\$1,123	\$1,305	\$1,178
Construction inspections (Energov data)	15,280	16,000	6,657	16,200	7,000
Traffic Safety	\$248	\$335	\$349	\$356	\$350
Traffic safety requests received and reviewed	414	504	747	500	700
Street Lighting	\$1,964	\$1,697	\$1,896	\$1,988	\$1,992
County-funded street lights installed and upgraded	38	26	29	25	30
Regional Planning	\$232	\$239	\$231	\$259	\$261
Transportation planning grants received	3	2	21	5	10

Community Development



General Government



General Government Expenditure Budget: \$83,788,209



Average Tax Bill

General Government accounted for \$151 and 3.61% of the average residential tax bill in FY20.

Department & Agencies

- ◆ Board of County Supervisors
- ◆ County Attorney
- ◆ Elections

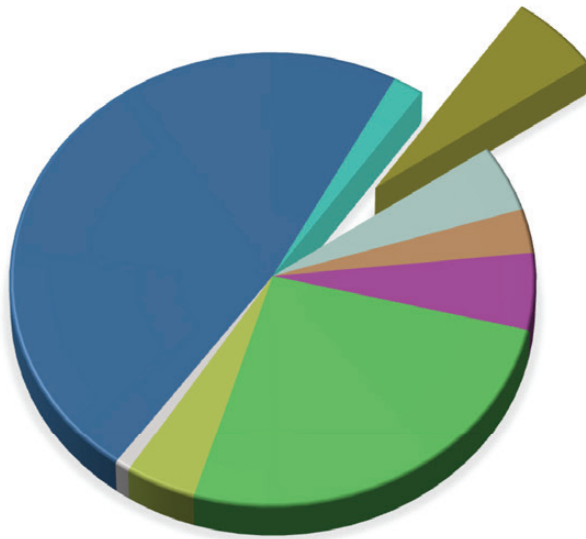
- ◆ Executive Management
- ◆ Finance
- ◆ Human Resources

- ◆ 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:
\$83,788,209

Expenditure Budget:
\$4,789,263



5.72% of General Government

Programs:

- BOCS Administration: \$589,962
- Brentsville District: \$425,000
- Coles District: \$425,000
- Potomac District: \$425,000
- Gainesville District: \$425,000
- Neabsco District: \$425,000
- Occoquan District: \$425,000
- Woodbridge District: \$425,000
- BOCS-Chairman: \$425,000
- Audit Services: \$799,302

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. Seven members are elected from Magisterial Districts, while the Chair is elected at-large.

State Code: [15.2-500](#), (et. seq.)

Board of County Supervisors



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
BOCS Administration	\$500,059	\$571,150	\$569,295	\$587,545	\$589,962	0.41%
Brentsville District	\$493,101	\$373,345	\$378,366	\$425,000	\$425,000	0.00%
Coles District	\$372,548	\$333,290	\$351,146	\$425,000	\$425,000	0.00%
Potomac District	\$328,328	\$260,958	\$268,283	\$425,000	\$425,000	0.00%
Gainesville District	\$362,098	\$308,881	\$388,289	\$425,000	\$425,000	0.00%
Neabsco District	\$390,017	\$349,329	\$386,369	\$425,000	\$425,000	0.00%
Occoquan District	\$329,320	\$320,579	\$343,924	\$425,000	\$425,000	0.00%
Woodbridge District	\$387,650	\$371,790	\$390,372	\$425,000	\$425,000	0.00%
BOCS-Chairman	\$356,489	\$389,756	\$413,186	\$425,000	\$425,000	0.00%
Audit Services Program	\$0	\$23,556	\$662,306	\$772,622	\$799,302	3.45%
Total Expenditures	\$3,519,609	\$3,302,633	\$4,151,538	\$4,760,166	\$4,789,263	0.61%

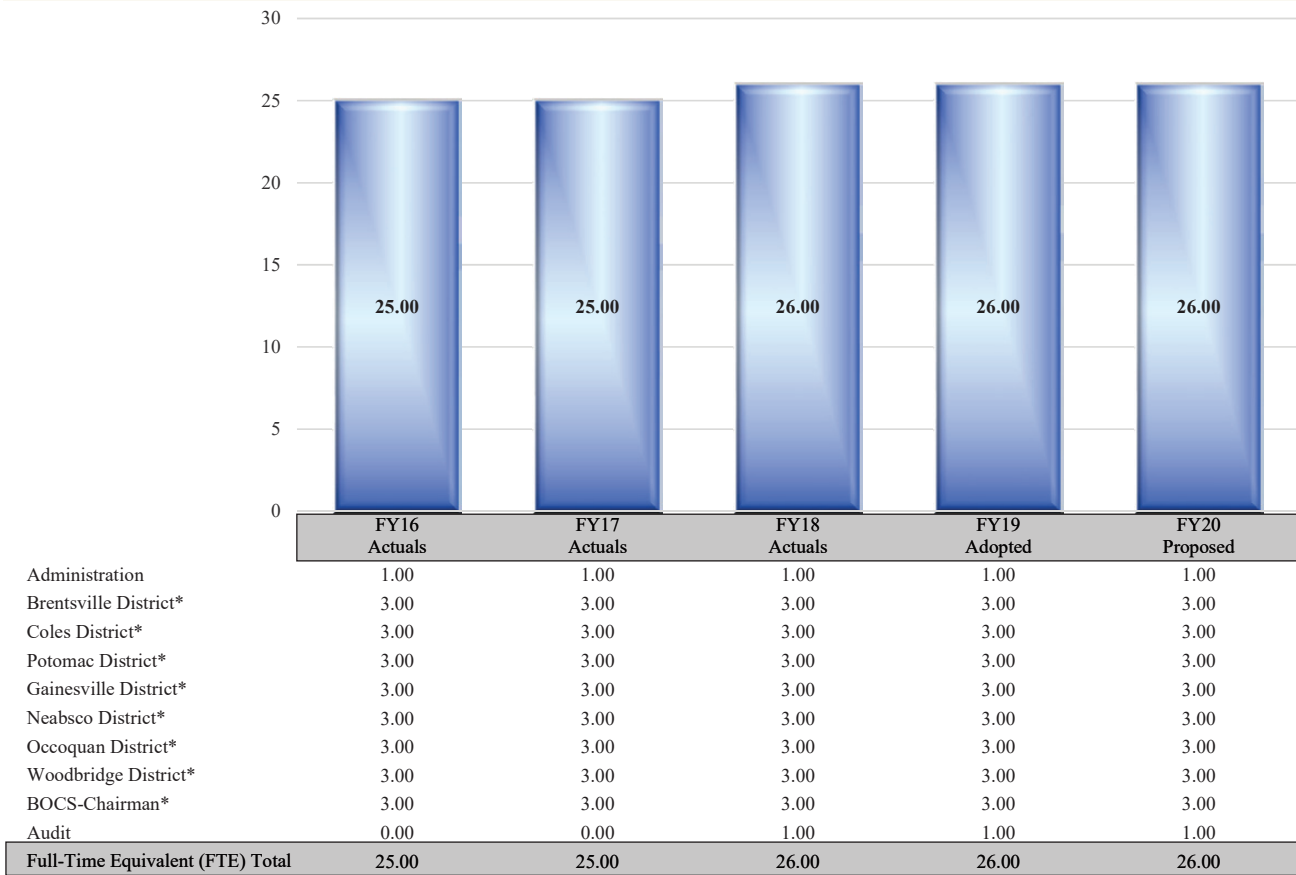
Expenditure by Classification

Salaries and Benefits	\$2,482,727	\$2,477,709	\$2,645,099	\$2,653,379	\$2,803,770	5.67%
Contractual Services	\$50,278	\$96,521	\$754,301	\$816,403	\$816,403	0.00%
Internal Services	\$122,987	\$124,982	\$127,783	\$127,697	\$127,697	0.00%
Purchase of Goods & Services	\$511,184	\$571,496	\$591,115	\$1,134,502	\$1,013,208	(10.69%)
Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
Leases & Rentals	\$30,558	\$31,925	\$33,240	\$27,000	\$27,000	0.00%
Transfers Out	\$321,875	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$3,519,609	\$3,302,633	\$4,151,538	\$4,760,166	\$4,789,263	0.61%
Net General Tax Support	\$3,519,609	\$3,302,633	\$4,151,538	\$4,760,166	\$4,789,263	0.61%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Board of County Supervisors



Staff History by Program



*The seven Supervisors and the Chairman are not included in FTE totals.

Board of County Supervisors

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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Planned audits completed	71%	43%	100%	100%	100%

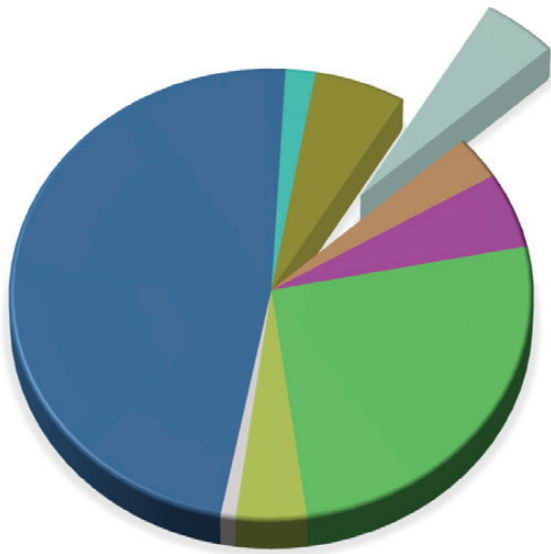
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Internal Audit Administration*	\$0	\$24	\$662	\$773	\$799
Internal audits completed	10	6	6	10	11

*Audit was shifted from an individual department to a BOCS Program in FY18; Audit actuals for FY16: \$868 and FY17: \$427 for a total of \$451.

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.



General Government Expenditure Budget:
\$83,788,209

Expenditure Budget:
\$4,014,552

\$

4.79% of General Government

Programs:

- County Attorney Program: \$4,014,552

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](#); [15.2-519](#); [63.2](#)

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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
County Attorney	\$3,628,370	\$3,543,698	\$3,812,215	\$3,916,028	\$4,014,552	2.52%
Total Expenditures	\$3,628,370	\$3,543,698	\$3,812,215	\$3,916,028	\$4,014,552	2.52%

Expenditure by Classification

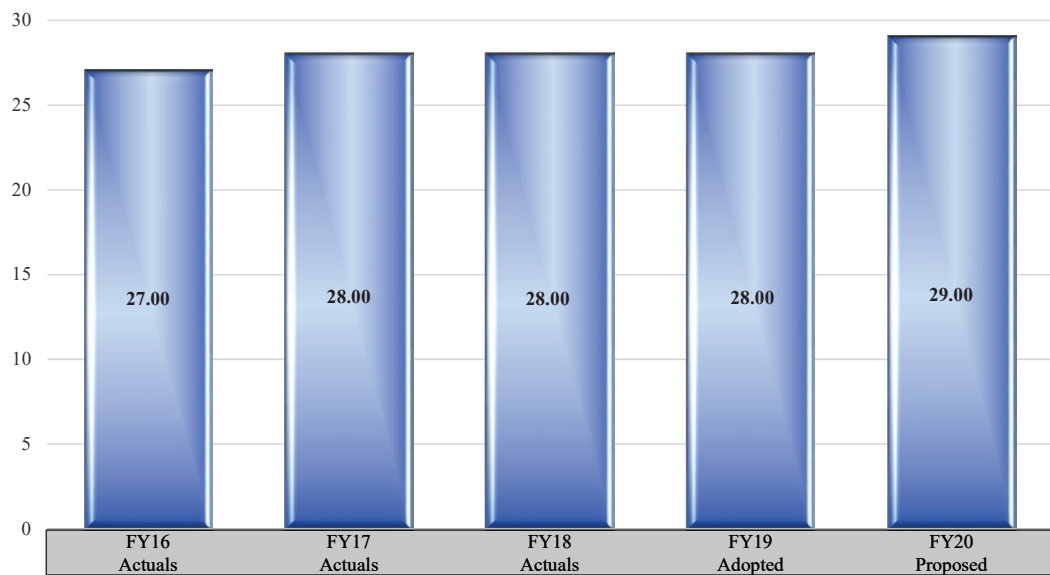
Salaries and Benefits	\$3,299,803	\$3,401,627	\$3,644,407	\$3,730,303	\$3,905,749	4.70%
Contractual Services	\$123,662	\$16,933	\$38,608	\$56,014	\$56,014	0.00%
Internal Services	\$102,458	\$105,553	\$103,377	\$88,280	\$88,280	0.00%
Purchase of Goods & Services	\$96,403	\$101,264	\$124,078	\$124,154	\$136,154	9.67%
Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
Leases & Rentals	\$6,045	\$7,017	\$4,826	\$4,845	\$55,827	1,052.26%
Reserves & Contingencies	\$0	(\$88,696)	(\$103,082)	(\$88,696)	(\$228,600)	157.73%
Total Expenditures	\$3,628,370	\$3,543,698	\$3,812,215	\$3,916,028	\$4,014,552	2.52%

Funding Sources

Miscellaneous Revenue	\$5,911	\$173,438	\$170,000	\$15,000	\$15,000	0.00%
Charges for Services	\$209,000	\$0	\$39,000	\$180,186	\$180,186	0.00%
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$264,911	\$223,438	\$259,000	\$245,186	\$245,186	0.00%
Net General Tax Support	\$3,363,459	\$3,320,260	\$3,553,215	\$3,670,842	\$3,769,366	2.68%
Net General Tax Support	92.70%	93.69%	93.21%	93.74%	93.89%	



Staff History by Program



County Attorney	27.00	28.00	28.00	28.00	29.00
Full-Time Equivalent (FTE) Total	27.00	28.00	28.00	28.00	29.00

County Attorney

Future Outlook

Overview – Significant future legal issues for the County include land use matters, telecommunications/cable franchise negotiations, and technology issues. For example, this office assisted in the development of the Body Worn Camera policy for the Police Department. As that issue evolves, there will be areas such as technology, privacy issues, policy matters, retention, and possible liability or discipline issues that will take staff time to address. 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 complexity.

Child Protective Services (CPS) – CPS (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.

Federal Regulations – Federal regulations and laws will require additional legal resources to support the County, in the area of Internal Revenue Service (IRS) audits, Affordable Care Act, 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 increase. These will continue to take significant time and resources; the recent statute and Constitutional amendment on lost profits may 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.

Budget Initiatives

A. Budget Initiatives

1. Add 1 FTE Assistant County Attorney I – County Attorney

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

- a. **Description** – This initiative adds an Assistant County Attorney I devoted to supporting federal and state funded transportation projects. The FY20 total cost of adding this position is \$139,904, which will be funded by project budgets with no general fund impact. Of the total cost, \$78,922 will be an ongoing cost to capital projects.
- b. **Service Level Impacts** – Transportation has 11 new projects with 143 new right-of-way cases, as the County’s transportation construction program has grown to \$900 million. This new position will address increased right-of-way acquisition caseloads handled by the County Attorney’s Office, review Board of County Supervisor’s (BOCS) land acquisition agenda items, review transportation contracts, and improve turn-around times.

County Attorney

Program Summary

County Attorney

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

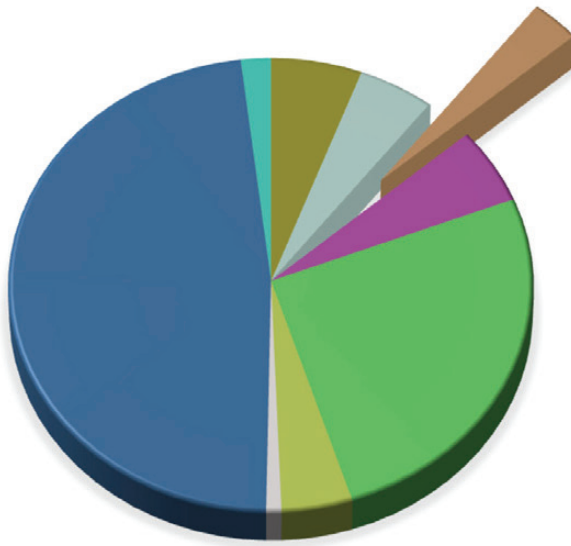
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Claims/litigation cases closed with results satisfactory to the County	100%	100%	100%	100%	100%
Thoroughness of response to client request for assistance (4-point scale)	3.5	3.6	3.7	3.8	3.8
Founded property code cases resolved or moved to court action within 100 days	94%	95%	91%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Legal Services	\$2,297	\$2,332	\$2,595	\$2,589	\$2,654
Average days to close BOCS trackers	25	23	42	30	30
Requests for legal advice/assistance responded to	1,150	2,987	2,480	2,900	2,900
FOIA requests/subpoenas responded to	300	180	201	225	250
Staff time spent rendering legal opinion/advice relating to legal services	88%	86%	86%	87%	87%
Collections	\$439	\$447	\$462	\$458	\$471
Delinquent Real Estate taxes collected prior to litigation	35%	33%	36%	33%	35%
Delinquent Personal Property taxes collected prior to litigation	31%	31%	32%	31%	33%
Staff time spent rendering legal opinion/advice relating to collections	82%	81%	83%	81%	83%
Protective Services	\$647	\$681	\$691	\$716	\$736
Cases involving child abuse or neglect opened	275	257	163	250	200
Cases involving child abuse or neglect closed	250	236	238	240	240
Staff time spent rendering legal opinion/advice relating to protective services	62%	63%	63%	63%	65%
Transportation	\$246	\$83	\$65	\$153	\$154
Property acquisitions closed	50	50	106	60	110
Transportation contracts reviewed	6	5	6	5	6
Staff time spent rendering legal opinion/advice relating to transportation	76%	76%	77%	77%	79%

Elections

Mission Statement

The mission of the Office of Elections is to provide equal opportunity for all qualified citizens of Prince William County to register to vote, maintain accurate voter records used in elections, conduct all elections at the highest level of professional standards, ensuring public confidence in the integrity of the results, and be an information resource for citizens regarding voter registration, absentee voting, elections, and elected officials.



General Government Expenditure Budget:
\$83,788,209

Expenditure Budget:
\$2,633,866



3.14% of General Government

Programs:

- Conduct and Certify Elections:
\$2,633,866

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](#) through [24.2-123](#)

Elections



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Conduct and Certify Elections	\$2,170,232	\$2,913,542	\$1,927,983	\$1,855,391	\$2,633,866	41.96%
Total Expenditures	\$2,170,232	\$2,913,542	\$1,927,983	\$1,855,391	\$2,633,866	41.96%

Expenditure by Classification

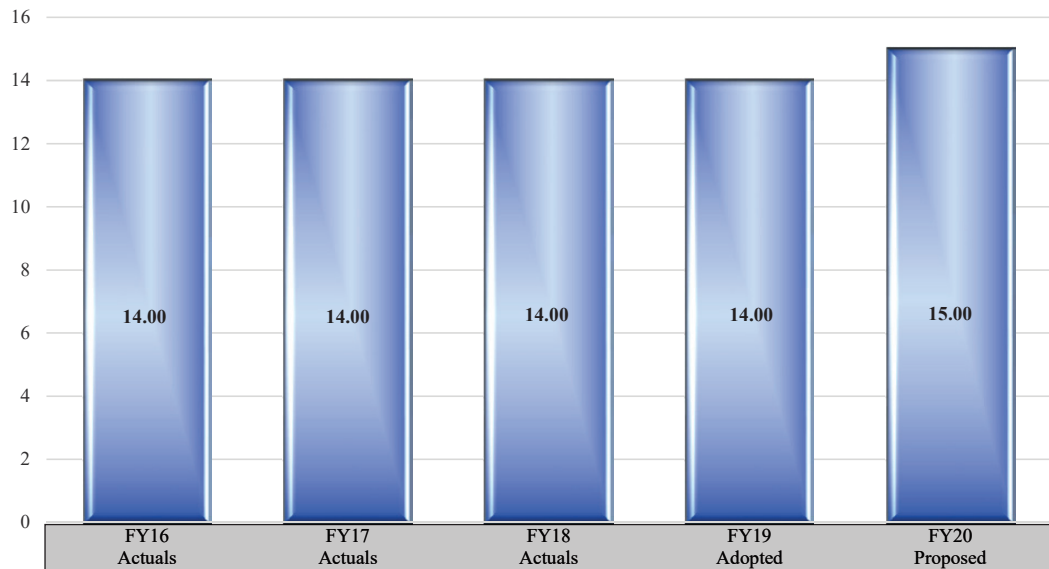
Salaries and Benefits	\$1,067,405	\$1,498,273	\$1,292,316	\$1,084,184	\$1,343,285	23.90%
Contractual Services	\$546,662	\$730,076	\$417,059	\$528,502	\$763,145	44.40%
Internal Services	\$71,589	\$67,075	\$86,783	\$80,598	\$85,203	5.71%
Purchase of Goods & Services	\$214,221	\$438,502	\$129,985	\$154,383	\$434,509	181.45%
Capital Outlay	\$259,039	\$152,501	\$0	\$0	\$0	0.00%
Leases & Rentals	\$11,316	\$15,416	\$1,840	\$7,724	\$7,724	0.00%
Debt Maintenance	\$0	\$11,699	\$0	\$0	\$0	0.00%
Total Expenditures	\$2,170,232	\$2,913,542	\$1,927,983	\$1,855,391	\$2,633,866	41.96%

Funding Sources

Revenue from Federal Government	\$3,500	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$4,364	\$2,768	\$12,745	\$0	\$0	0.00%
Revenue from Commonwealth	\$85,269	\$252,390	\$87,762	\$83,669	\$248,645	197.18%
Total Designated Funding Sources	\$93,133	\$255,157	\$100,507	\$83,669	\$248,645	197.18%
Net General Tax Support	\$2,077,099	\$2,658,384	\$1,827,476	\$1,771,722	\$2,385,221	34.63%
Net General Tax Support	95.71%	91.24%	94.79%	95.49%	90.56%	



Staff History by Program



Conduct & Certify Elections	14.00	14.00	14.00	14.00	15.00
Full-Time Equivalent (FTE) Total	14.00	14.00	14.00	14.00	15.00

Elections

Future Outlook

Future Precinct Growth – Best practices call for new precincts to be created when the registered voter count exceeds 4,000. On January 23, 2017, the Electoral Board voted to start working on breaking up precincts over 4,500 registered voters. Two precincts are currently very close to 5,000 registered voters, and eight additional precincts have been identified by staff and the Electoral Board that need to be split because of growth. These are being addressed before the (Presidential Election Year) 2020 census and 2021 redistricting, which may result in additional precincts being expected and needed in 2021. The local governing body has the authority to add precincts and draw boundaries for new precincts. In accordance with Virginia Code [24.2-307](#), the General Registrar shall notify the governing body whenever the number of voters who voted in a precinct in an election for President of the United States exceeds 4,000, and within 6 months of such notice, the governing body shall proceed to revise precinct boundaries and add additional precincts as deemed necessary.

Additional Full Time Staffing – Three additional full-time assistant registrar positions were passed via a full motion of the Electoral Board meeting on September 26, 2017. Virginia Code [24.2-112](#) mandates that the Electoral Board shall set the number of assistant registrars. The need covers accurate voter list maintenance, the processing of increased online transactions. Online transactions were implemented by the Virginia Department of Elections for the voting public in the summer of 2016. As of September 15, 2018, staff has handled 119,732 online voter registration transactions (not including Absentee transactions) since January 2018. The Prince William County (PWC) Office of Elections averages an incoming average of 680 new transactions per day. These transactions can take an average of 10-15 minutes per transaction.

Essential Election Day Equipment – Office of Elections needs one-time funding for several essential pieces of equipment including optical scan readers and radio batteries. Ballot on Demand ensures that each voter is given the correct ballot and creates savings over time by ordering less pre-printed ballots before Election Day. The Office of Elections uses County radios at each precinct. The batteries in the radios are failing and need to be replaced. Radios are essential for all day communication between the Emergency Operations Center, Office of Elections and 94 precincts and for the smooth recovery of elections equipment.

Western & Eastern Satellite Office Locations/Warehouse Space Constraints – The Office of Elections faces combined space issues with the continued increase in registered voters in a large county. Parking is a constant challenge for voters at the Manassas Office, as the public parking lots are shared with the Court judicial system. The current warehouse has multiple uses that go beyond the original scope of the facility. The Office of Elections could also benefit by having their own adequately sized conference room and training room combination. These need to be addressed in one comprehensive plan for the Office of Elections as a whole, that will need to develop and planned with the County over time.

General Overview

- A. **Removal of One-Time Costs from Elections Budget** – \$14,000 has been removed from the Elections FY20 budget for one-time costs associated with the addition of two new precincts.
- B. **Budget Shift** – \$37,000 has been shifted from undistributed and miscellaneous to temporary salaries to place funding in the correct accounting code for the in-person absentee voting precinct at the Haymarket-Gainesville Community Library.

Elections

Budget Initiatives

A. Budget Initiatives

1. March 2020 Presidential Primary – Conduct and Certify Elections

Expenditure	\$300,000	General Fund Impact	\$135,024
Revenue	\$164,976	FTE Positions	0.00

a. **Description** – In March 2020 there will be a presidential primary in Virginia. This initiative covers the costs of conducting the presidential primary (Election Officer compensation, voting machine programming and testing, paper ballot printing, staffing and supplies). The Commonwealth has reimbursed localities for a portion of presidential primary expenses in prior years. The amount of reimbursement will be determined by the 2019 session of the General Assembly.

b. Service Level Impacts – Election Voter Turnout

FY20 w/o Addition		153,308
FY20 w/ Addition		282,879

2. Ballot Scanners – Conduct and Certify Elections

Expenditure	\$288,734	General Fund Impact	\$288,734
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative purchases an additional 46 ballot scanners so that 51 of the 94 election precincts in PWC will have two ballot scanners available for use.

b. **Service Level Impacts** – Additional ballot scanners will reduce the time required to voters to cast their ballots.

3. Electronic Poll Books – Conduct and Certify Elections

Expenditure	\$114,371	General Fund Impact	\$114,371
Revenue	\$0	FTE Positions	0.00

a. **Description** – In 2017, the Virginia Department of Elections shifted electronic poll book costs to localities as an unfunded mandate. The electronic poll book hardware and software costs are \$51,997, plus \$15,374 in postage for absentee ballots and \$47,000 for election night reporting assuming two elections per year.

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

4. Assistant Registrar – Conduct and Certify Elections

Expenditure	\$56,771	General Fund Impact	\$56,771
Revenue	\$0	FTE Positions	1.00

a. **Description** – This initiative funds 1 FTE Assistant Registrar position in the Office of Elections main office. The position performs high level clerical work related to voter registration, assists with in-person and mail-in absentee voting; assists with registering qualified citizens to vote; assists in determining the validity of voter registration applications (in-person, mail-in, from other state and federal agencies); and assists in the receipt of candidate filings and finance reports. Many of these transactions are complex, time sensitive, and require communication with other government agencies.

Elections

- b. **Service Level Impacts** – This position is needed due to the increases in the number of registered voters and voter transactions since FY14 when 2 FTE Assistant Registrar positions were added to address workload. Since FY14, there has been a 10% increase in registered voters, a 454% increase in absentee transactions and a 171% increase in National Voter Registration Act (Motor Voter) transactions.

Program Summary

Conduct and Certify Elections

The Office of Elections is comprised of the Electoral Board, the General Registrar, and Assistant Registrars. The Electoral Board appoints the General Registrar who serves the Board and appoints Assistant Registrars. The Office of Elections supervises all elections in PWC and is a state mandated office whose purpose is to register voters and maintain up-to-date voter registration records. In addition, the office receives and processes voter registration applications; provides voter registration applications; provides absentee voting prior to all elections; provides election related data to all citizens and candidates; accepts and certifies candidate filings; trains Officers of Elections to conduct each election; and certifies the results for each election.

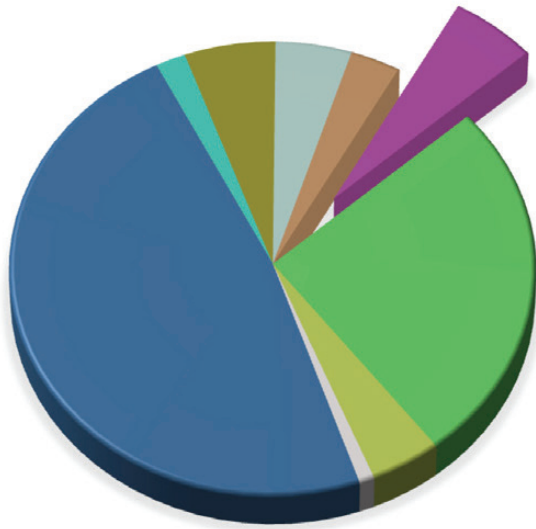
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Experience of voting in PWC is pleasant (community survey)	94%	94%	96%	94%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Register Voters & Conduct & Certify Elections	\$2,170	\$2,914	\$1,928	\$1,855	\$2,308
Transactions involving citizen voting records	154,812	245,052	321,960	211,306	333,228
Registered county voters	232,219	272,286	279,549	273,698	287,935
Election voter turnout	69,752	242,297	151,023	136,849	153,308

Executive Management

Mission Statement

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



General Government Expenditure Budget:
\$83,788,209

Expenditure Budget:
\$4,562,651



5.45% of General Government

Programs:

- Management & Policy Development: \$1,622,599
- Administrative Support to the Board: \$541,980
- Communications: \$1,406,037
- Equality, Affirmative Employment, & Diversity: \$555,475
- Legislative Affairs & Intergovernmental Relations: \$436,560

Mandates

The County is organized as a county executive form of government in accordance with the Code of Virginia. The County operates under a mandate to safeguard and protect citizens from unlawful discrimination. The Office of Executive Management provides these services.

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), [Chapter 39](#) (Virginia Human Rights Act)

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

Executive Management



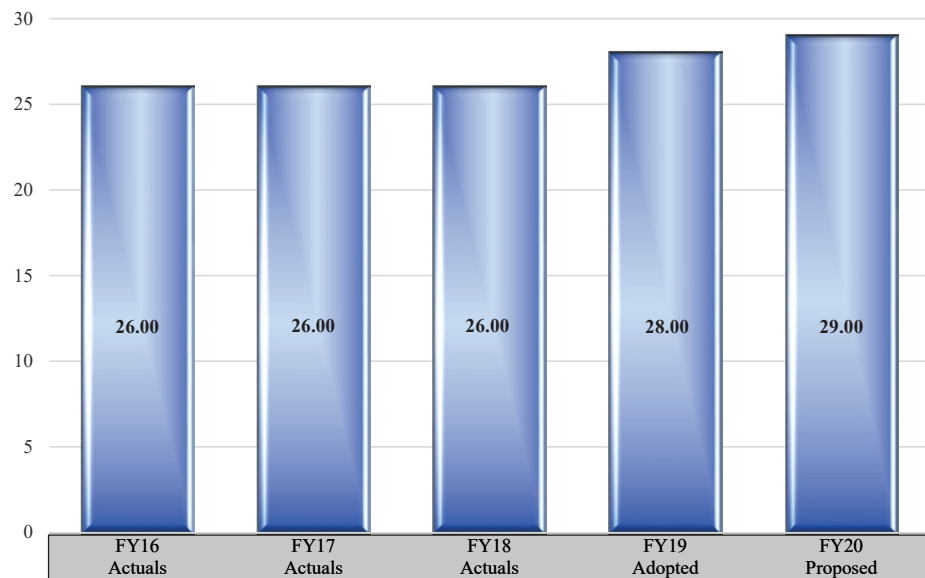
Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Management & Policy Development	\$1,404,378	\$1,294,873	\$1,435,268	\$1,572,311	\$1,622,599	3.20%
Administrative Support to the Board	\$503,965	\$488,773	\$508,849	\$527,632	\$541,980	2.72%
Communications	\$1,127,386	\$1,175,995	\$1,171,694	\$1,369,320	\$1,406,037	2.68%
Equality, Affirmative Employment, & Diversity	\$378,615	\$391,232	\$403,523	\$409,088	\$555,475	35.78%
Legislative Affairs & Intergovernmental Relations	\$425,576	\$417,439	\$406,870	\$430,564	\$436,560	1.39%
Total Expenditures	\$3,839,919	\$3,768,312	\$3,926,203	\$4,308,916	\$4,562,651	5.89%

Expenditure by Classification

Salaries and Benefits	\$3,340,595	\$3,277,169	\$3,444,773	\$3,674,041	\$3,906,394	6.32%
Contractual Services	\$250,635	\$226,704	\$235,892	\$306,488	\$326,488	6.53%
Internal Services	\$113,847	\$111,371	\$127,287	\$117,660	\$120,765	2.64%
Purchase of Goods & Services	\$120,686	\$129,204	\$110,672	\$194,946	\$193,224	(0.88%)
Capital Outlay	\$0	\$10,000	\$0	\$0	\$0	0.00%
Leases & Rentals	\$14,157	\$13,864	\$7,579	\$15,780	\$15,780	0.00%
Total Expenditures	\$3,839,919	\$3,768,312	\$3,926,203	\$4,308,916	\$4,562,651	5.89%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,839,919	\$3,768,312	\$3,926,203	\$4,308,916	\$4,562,651	5.89%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



Management & Policy Development	6.50	6.50	6.50	7.50	7.50
Administrative Support to the Board	5.00	5.00	5.00	5.00	5.00
Communications	10.00	10.00	10.00	11.00	11.00
Equality, Affirmative Employment, & Diversity	3.00	3.00	3.00	3.00	4.00
Legislative Affairs & Intergovernmental Relations	1.50	1.50	1.50	1.50	1.50
Full-Time Equivalent (FTE) Total	26.00	26.00	26.00	28.00	29.00

Executive Management

Future Outlook

Executive Management – The Office of Executive Management (OEM) is responsible for enhancing the effectiveness and efficiency of government. To be successful in this endeavor, OEM must focus on making certain that Prince William County (PWC) Government is comprised of quality employees who are committed to providing the highest levels of service to the community. Additionally, OEM must continue to support organizational changes that support greater access to public information, programs, and services. Lastly, OEM must focus on aligning PWC policies, practices, and programs with the strategic goals established by the Board of County Supervisors (BOCS).

Prince William Workforce Initiative – OEM must implement strategies to recruit, develop, and retain an inclusive workforce that is committed to public service and passionate about meeting the needs of PWC. This requires OEM to strengthen the underlying framework upon which personnel decisions and employee actions are driven.

OEM must give particular attention to the policies, practices, and procedures that shape the PWC Government culture and business practices, all of which should be structured to enhance the level of service and streamline the delivery of programs and services to the citizens. Finally, OEM must create an organizational framework that aligns with the community's expectations for their local government.

24/7 Government Initiative – Individuals and businesses expect immediate and interactive access to information, programs, and services. OEM must support and implement strategies that allow these customers to interact with local government in the time and manner they choose. The focus of local government must shift to a commitment to providing customers 24/7 access to PWC Government.

New solutions must be incorporated to take advantage of the pervasive use of mobile devices. Additionally, policies and procedures must be amended to make certain PWC provides individuals and businesses with a positive user experience and easy access to all the information, programs, and services that are available from PWC Government.

General Overview

- A. **Shift 1 FTE for Equality, Affirmative Employment, & Diversity (EEO) Investigator** – 1 FTE was shifted from the Commonwealth Attorney to EEO. This position will serve as an EEO Investigator, aligning with the organization's strategic direction and helping the office to make better use of existing resources. This position will be responsible for conducting prompt, impartial, and thorough investigation of allegations of discrimination policy violations, including discrimination based on race, color, religion, genetics, sex, gender identity, sexual orientation, age, national origin, disability, and veteran status. The total cost of the shifted position is \$115,118.

Executive Management

Budget Initiatives

A. Budget Initiatives

1. Increase Educational Services Budget – EEO

Expenditure	\$20,000	General Fund Impact	\$20,000
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative provides ongoing funding for increased educational services. Funding will allow EEO to provide services to the organization while simultaneously continuing to educate employees on the actual capacity and required obligations of the EEO Commission. Additionally, the office must consider various approaches to conducting anti-harassment training for employees.
- b. **Service Level Impacts** – This funding will allow training levels to increase. Staff will be attending training seminars allowing them to stay abreast and remain in compliance with federal requirements.

Program Summary

Management & Policy Development

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Outcomes trending positively towards four year strategic goal target	55%	55%	64%	100%	100%
Growth in commercial tax base (in square feet)	NA	773,904	391,306	2,129,779	814,000
Overall quality of PWC services meets residents' expectations (community survey)	91%	91%	91%	91%	>90%
County services & facilities are a fair value for the tax dollar (comm. survey)	88%	88%	94%	90%	>85%
County employees are courteous and helpful (community survey)	93%	93%	94%	93%	>90%
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes

Executive Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Effective & Efficient Delivery of County Government Services	\$434	\$402	\$495	\$439	\$611
Counties with three AAA bond ratings	1%	1%	1%	-	-
County-wide workload measures	-	-	621	628	621
Workforce development projects completed	9	8	10	9	12
Strategic Planning	\$340	\$310	\$327	\$335	\$348
Community measures of success trending positively	-	-	32	57	56
Work sessions with the BOCS	2	5	11	5	5
Taxable commercial square feet	NA	47.1M	47.5M	49.7M	48.4M
Policy Development	\$344	\$314	\$332	\$520	\$373
Ordinances & resolutions passed	605	614	671	730	700
BOCS Response	\$287	\$270	\$281	\$278	\$290
Trackers responded to within 15 days	85%	75%	85%	85%	90%

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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 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 (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Administrative Support to the Board and Executive	\$504	\$495	\$509	\$528	\$542
Ordinances processed	44	94	82	75	80
Resolutions processed	561	520	589	600	590

Executive Management

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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
News quality analysis rating	-	94%	95%	90%	90%
Social media reach	-	1.9M	2.4M	2.1M	2.1M
Online, graphic, print & video pieces produced	-	499	515	500	500

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Information Dissemination	\$691	\$732	\$740	\$751	\$879
Internal communication messages	-	507	722	300	400
Total web page sessions	-	3.6M	3.8M	3.6M	3.6M
Events supported	-	33	32	25	25
Articles produced	-	143	139	150	150
Video views online	216,769	140,363	163,400	100,000	100,000
Media Production	\$437	\$444	\$432	\$619	\$527
Graphic arts pieces produced	-	125	167	120	120
Videos produced (including BOCS meetings)	-	207	192	205	205

Equality, Affirmative Employment, & Diversity

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Diversity of County female representation	50%	49%	49%	48%	48%
Diversity of County minority representation	31%	35%	37%	30%	30%
Management satisfaction with EEO consultation services	98%	98%	99%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Equal Employment Opportunity Compliance & Laws	\$200	\$207	\$215	\$220	\$288
EEO inquiries received	3,963	4,163	4,483	3,200	4,200
Internal EEO inquiries successfully resolved and closed without litigation	95%	95%	98%	95%	95%
Education & Outreach	\$178	\$184	\$189	\$190	\$268
EEO trainings provided	15	46	23	15	20
Employees rating EEO management training as beneficial	99%	99%	99%	95%	95%

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.

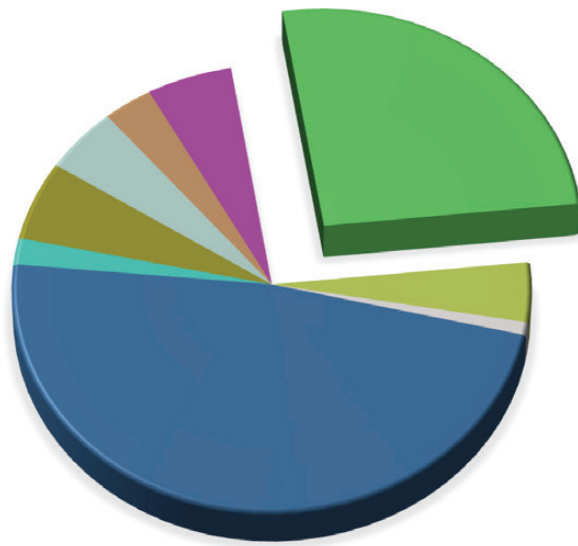
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
State legislative program outcomes success rate	43%	50%	50%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Legislative Affairs & Intergovernmental Relations	\$426	\$410	\$407	\$431	\$437
Virginia House & Senate bills analyzed	3,286	2,959	3,722	2,700	3,200
Hours of active representation	1,160	2,484	2,400	2,400	2,000
General Assembly committee meetings attended	872	2,210	2,000	2,000	1,750
Agenda development/planning meetings with outside groups/allies	77	77	80	70	80

Finance

Mission Statement

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



General Government Expenditure Budget:
\$83,788,209

Expenditure Budget:
\$21,756,920



25.97% of General Government

Programs:

- Financial Reporting & Control: \$4,790,835
- Payroll & Disbursements: \$997,542
- Risk and Wellness Services: \$1,697,930
- Real Estate Assessment: \$3,742,731
- Purchasing: \$1,298,363
- Taxpayer Services: \$6,621,616
- Treasury Management: \$1,204,782
- Finance Director's Office: \$725,020
- Functional Systems: \$678,101

Mandates

The County is mandated to employ a Director of Finance, assess property values, 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 ([Planning, budgeting, accountability and purchasing](#)), Chapter 11.1 ([Licenses](#)), Chapter 13 ([Motor Vehicles](#)), 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](#))

Finance



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Financial Reporting & Control	\$4,699,878	\$4,465,252	\$4,644,879	\$4,738,746	\$4,790,835	1.10%
Payroll & Disbursements	\$971,097	\$1,010,822	\$1,026,200	\$993,249	\$997,542	0.43%
Risk and Wellness Services	\$1,191,979	\$1,364,966	\$1,479,651	\$1,586,617	\$1,697,930	7.02%
Real Estate Assessment	\$3,305,399	\$3,300,961	\$3,388,008	\$3,687,177	\$3,742,731	1.51%
Purchasing	\$1,136,679	\$1,126,872	\$1,163,496	\$1,215,979	\$1,298,363	6.78%
Taxpayer Services	\$5,708,556	\$5,878,492	\$5,753,321	\$6,209,916	\$6,621,616	6.63%
Treasury Management	\$1,137,424	\$1,309,404	\$1,002,026	\$1,219,866	\$1,204,782	(1.24%)
Finance Director's Office	\$676,891	\$1,332,063	\$1,464,779	\$706,531	\$725,020	2.62%
Functional Systems	\$0	\$0	\$0	\$714,628	\$678,101	(5.11%)
Total Expenditures	\$18,827,903	\$19,788,832	\$19,922,360	\$21,072,708	\$21,756,920	3.25%

Expenditure by Classification

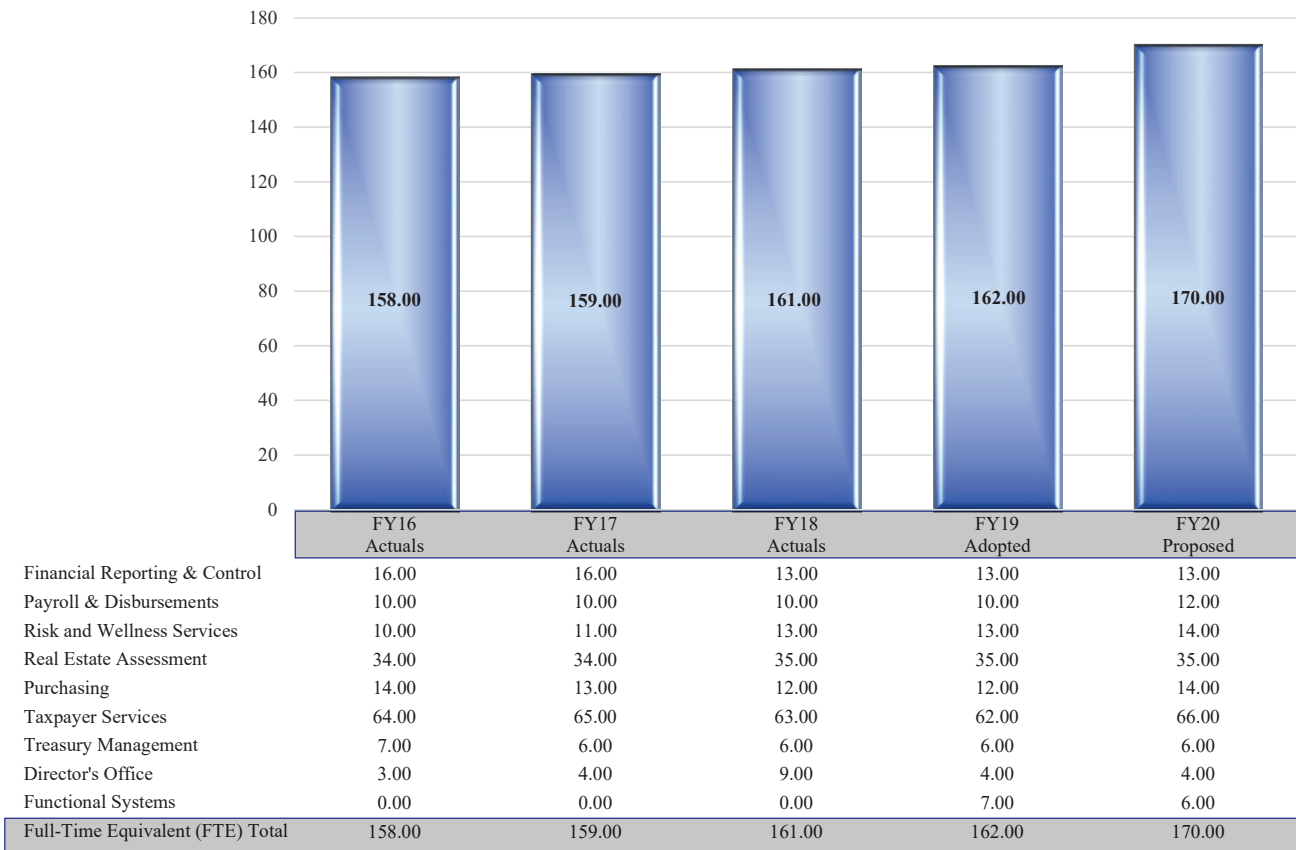
Salaries and Benefits	\$13,055,094	\$13,944,095	\$13,887,233	\$14,610,253	\$15,357,516	5.11%
Contractual Services	\$1,462,185	\$1,707,993	\$2,023,638	\$2,366,189	\$2,366,189	0.00%
Internal Services	\$3,262,513	\$3,372,787	\$3,317,916	\$3,180,352	\$3,226,501	1.45%
Purchase of Goods & Services	\$1,009,233	\$1,185,115	\$1,114,532	\$1,393,177	\$1,462,667	4.99%
Capital Outlay	\$0	\$0	\$9,400	\$16,625	\$16,625	0.00%
Leases & Rentals	\$38,878	\$35,605	\$21,964	\$47,284	\$47,284	0.00%
Reserves & Contingencies	\$0	(\$456,762)	(\$452,322)	(\$541,172)	(\$719,861)	33.02%
Total Expenditures	\$18,827,903	\$19,788,832	\$19,922,360	\$21,072,708	\$21,756,920	3.25%

Funding Sources

Permits & Fees	\$140	\$240	\$150	\$250	\$250	0.00%
Fines & Forfeitures	\$26,987	\$22,494	\$38,189	\$12,000	\$12,000	0.00%
Use of Money & Property	\$149,732	\$132,680	\$74,141	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$101,970	\$120,272	\$183,949	\$81,338	\$286,552	252.30%
Non-Revenue Receipts	\$280	\$0	\$0	\$0	\$0	0.00%
General Property Taxes	\$1,748,521	\$2,107,801	\$2,771,267	\$2,117,086	\$2,854,891	34.85%
Charges for Services	\$128,800	\$228,800	\$228,800	\$125,181	\$225,181	79.88%
Revenue from Commonwealth	\$675,669	\$681,994	\$696,613	\$559,724	\$719,847	28.61%
Transfers In	\$240,611	\$311,611	\$237,281	\$229,111	\$229,111	0.00%
Total Designated Funding Sources	\$3,072,151	\$3,605,892	\$4,230,389	\$3,131,890	\$4,335,032	38.42%
Net General Tax Support	\$15,755,752	\$16,182,940	\$15,691,970	\$17,940,818	\$17,421,888	(2.89%)
Net General Tax Support	83.68%	81.78%	78.77%	85.14%	80.08%	



Staff History by Program



Future Outlook

Technology – The County implemented a new financial management enterprise solution in FY17. The County implemented core modules due to budget considerations and staff workload. It is the County’s intent to migrate to cloud based applications inclusive of the financial management system. With this, additional efficiencies can be gained and procedures systematized by implementing additional modules to eliminate the need for separate stand-alone systems and leveraging the system maintenance expertise of the private sector. The County also plans to embrace transparency and accountability through robust reporting functionality, the use of dashboards, and implementation of a citizen portal. In addition, the County is currently pursuing the replacement of its human resource information system to integrate with the financial management system to better support a complex workforce and effectively manage the County’s human capital. All of these initiatives require an investment of County funds and implementation timeframes that span multiple years.

Growth in Unfunded Federal and State Mandates, Compliance Audits/Inspections, and Governmental Accounting Standards Board (GASB) pronouncements – Federal and state governments have increased enforcement, oversight, and reporting requirements for certain industries and programs. As a result, municipalities have seen an unprecedented number of new regulations, compliance requirements, and unfunded mandates. The impact is manifesting in the need for additional staff to maintain compliance. The County’s ability to estimate costs in these areas is compromised due to the sheer volume of changes to be implemented, the likelihood

Finance

of new “unanticipated consequences,” and the lack of clarity with regard to the perceived baseline level of compliance. During FY19, the Commonwealth mandated in [Chapter 43.1](#) of the Code of Virginia that all completed capital projects in excess of \$2.0 million shall be reported to the Department of General Services (DGS) by November 1st each year. Two GASB pronouncements with mandated effective implementation dates include [No. 84, Fiduciary Activities](#) in FY20, and [No. 87, Leases](#) in FY21. Staff estimates the resources necessary to successfully implement these two new GASB’s to be 1 FTE position for one to three months and five to six months respectively.

Staffing – Prince William County’s (PWC) population continues to increase rapidly, outpacing all other Virginia localities except Loudoun County. The growth recently eclipsed Virginia Beach to become the second-most-populous jurisdiction in the Commonwealth, behind only Fairfax County. The County Demographer, as of June 2018, calculated that the County has grown 64% over the last 18 years and is projecting growth to continue for the foreseeable future. Staffing levels, over the same period of time, have increased at a much more moderate pace, resulting in dramatically increased workload measures such as a 55% increase in the number of tax items processed per FTE. Taxpayer Services estimates this imbalance increasing to approximately 61% in FY20. Independent validation of stressed staffing levels was evidenced in an internal audit performed by RSM and accepted by the Board of County Supervisors (BOCS) on August 4, 2015, via [BOCS Resolution 15-506](#), wherein comparisons with several comparable localities indicated severe understaffing by every measure (population, tax bills, revenue) undertaken. It is management’s considered opinion that productivity improvements alone will not be sufficient to maintain the current high collection rates.

Internal Controls – The Finance Department continues to spearhead the County’s implementation of strong internal controls. As the control environment changes due to turnover of key personnel and leadership throughout the organization, technological changes, new business processes and lines of business, agency consolidations and mergers, and regulatory and statutory changes, internal controls must be continually re-evaluated to ensure they are still relevant and operating as intended. The County maintains an extremely low level of overhead, particularly in staffing levels for general government administration. These staff ratio disparities are recurring themes noted in independent internal and external audits. Inadequate staffing poses an inherent risk to the control environment, particularly as the County government continues to grow and become more complex.

Sharing Economy – Across the nation, there is an increasing use of a sharing economy with businesses being formed through crowd-based resources. Examples include Uber, Lyft, Airbnb, HomeAway, Etsy, eBay, Chegg, and Lending Club. Many of these companies are already billion-dollar businesses formed as recently as the trough of the last recession. With this new type of economy come new challenges for local governments related to regulation and taxation. A growing wave of municipalities across the country are starting to impose laws on home rental, for example, including consideration of imposing the lodging tax. The “sharing economy” has the potential to erode County revenue in the future if it is not carefully considered and addressed through the legislative process.

General Overview

A. Position Shift of System Administrator from Finance to Human Resources – A System Administrator, 1 FTE, has been shifted from Finance to Human Resources. This resulted in a \$116,764 expenditure decrease to Finance and a corresponding increase to Human Resources. The position was originally hired to manage implementation of the Human Capital Management (HCM) system, with a focus on the project management aspect. The scope and focus of this position changed as several additional initiatives were added, including county-wide salary and policy studies.

Finance

B. Base Revenue Adjustments – The Proposed FY2020 Budget includes the following base revenue adjustments:

- **Purchasing** – Increase the Purchasing base revenue budget, miscellaneous revenue, by \$40,000.
- **Taxpayer Services** – Increase the Taxpayer Services base revenue budget by \$560,000. Administrative Fees, Delinquent Taxes increases by \$400,000 to more accurately reflect historical trends. Reimbursements increase by \$160,000 to accurately reflect the Compensation Board Payments received from the State, paid to the Director of Finance.
- **Risk and Wellness Services** – Increase the Risk and Wellness Services base revenue budget by \$100,000. This increase more accurately reflects historical trends.

Budget Initiatives

A. Budget Initiatives

1. Delinquent Tax Collector 1 FTE, Tax Inspector 1 FTE, Business Tax Auditors 2 FTEs – Taxpayer Services

Expenditure	\$337,805	General Fund Impact	\$0
Revenue	\$337,805	FTE Positions	4.00

a. Description – This initiative funds 4 FTEs: 1 Delinquent Tax Collector (\$65,576), 1 Tax Inspector (\$82,551), and 2 Business Tax Auditors (\$94,839 each). As a result of the County’s population growth (approximately 462,000 people in 2019), Taxpayer Services billed \$53 million more in month one of FY19 than in month one of FY18, a 6.5% increase. This included \$41 million in real estate tax, \$7 million in business tangible property tax, and \$5 million in personal property tax. As tax bills increase, so do delinquencies. The Tax Collector is revenue supported based on the collection of additional delinquent taxes. The Tax Inspector will review and process additional business and personal property accounts, generating \$400,000 in additional general revenue. Based on the additional revenue generated, this position is revenue supported. The County currently has one Business Tax Auditor, and there are approximately 20,000 active business accounts. Each additional auditor can audit an additional 100 businesses, generating additional tax revenue and ensuring fair application of County tax policy. Based on the additional revenue generated, these two additional tax auditor positions are revenue supported. There is no general fund impact.

b. Service Level Impacts – The service level impacts are the following:

- **All tax items processed**
 - FY20 w/o Addition | 720,000
 - FY20 w/ Addition | 720,500
- **Real Property taxes collected**
 - FY20 w/o Addition | \$693.1M
 - FY20 w/ Addition | \$693.8M

Finance

2. Claims and Risk Analyst – Risk and Wellness Services

Expenditure	\$85,122	General Fund Impact	\$0
Revenue	\$85,122	FTE Positions	1.00

a. **Description** – This initiative funds 1 FTE, a Claims and Risk Analyst. This position provides support in handling claims, including workers’ compensation, liability, property, and automobile. This position is also charged with mitigating risk to County employees and citizens, thereby reducing future workers’ compensation, liability, property, and automobile claims. This position is revenue supported with premiums that have been paid into the pools. There is no general fund impact.

b. **Service Level Impacts** – The service level impacts are the following:

- **Job hazard analysis**
FY20 w/o Addition | 0
FY20 w/ Addition | 8

3. Procurement Card Specialist – Purchasing

Expenditure	\$80,092	General Fund Impact	\$0
Revenue	\$80,092	FTE Positions	1.00

a. **Description** – This initiative funds 1 FTE, a Procurement Card Specialist. This position will be funded via procurement card rebates. The P-card program has grown 20% per year, generating an \$89,000 rebate last year. E-payables implementation in January 2019 is anticipated to increase rebate enhancements to \$500,000; therefore, this position is revenue supported. There is no general fund impact.

b. **Service Level Impacts** – This position is necessary to maintain adequate internal controls to prevent fraud and abuse of procurement cards while providing efficiencies associated with their use by County agencies.

4. Senior Contract Specialist (Transportation and Parks) – Purchasing

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

a. **Description** – This initiative funds 1 FTE, a Senior Contract Specialist dedicated to Transportation and Parks capital projects procurement. The total cost of this position is \$105,697. Capital road and park projects have increased over the past 18 months, from a \$400 million program over the next five years to more than \$900 million over the next five years. This does not include Virginia Department of Transportation smart scale projects which will be allocated in spring 2019. Purchasing currently has only one dedicated contract specialist for capital projects. This position is cost recovered through transportation and parks capital projects included in the Capital Improvement Program. There is no general fund impact.

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

Finance

5. Accountant III – Payroll

Expenditure	\$0	General Fund Impact	\$0
Revenue	\$0	FTE Positions	2.00

- a. Description** – These positions will support 2 Accountant III positions during the implementation of the HCM system. The total cost of these two positions is \$181,152. There is no general fund impact. County management [audit findings](#) in February 2018 have noted that additional full-time equivalent positions are required to support existing Human Resource functions during HCM implementation efforts. These positions will be charged to the HCM project in FY20 and will transition to general fund support in FY21 as part of ongoing HCM operating costs already programmed in the five-year plan. Audit findings identified that County Human Resource staffing, including multiple critical findings in payroll processing, is lower than all (and significantly lower than most) of comparable Virginia government entities. Inadequate staffing can adversely impact completion of timely and/or accurate compliance requirements and County Objectives contingent on staffing employment and recruitment; training and development; and employee benefits.
- b. Service Level Impacts** – Please refer to the audit findings for current payroll deficiencies and the HCM capital project for benefits of the new system.

Program Summary

Financial Reporting & Control

The Financial Reporting & Control program 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 program manages and coordinates the annual audit of the County’s financial statements as required by the Code of Virginia.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Receive certificate of achievement for excellence in financial reporting	Yes	Yes	NA	Yes	Yes
Compliance with relevant Principles of Sound Financial Management	100%	100%	100%	100%	100%
Audit adjustments	4	1	1	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Maintain the County's Financial Records	\$4,700	\$4,465	\$4,644	\$4,739	\$4,791
Financial transactions	588,090	641,382	611,285	650,000	650,000
Capital asset transactions	3,360	1,011	850	1,500	1,000

Finance

Payroll & Disbursements

The Payroll & Disbursements Division makes all payments to employees and vendors and all related tax reporting to federal and state agencies.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Accounts Payable customer satisfaction survey results (Scale 1-10)	9	8	8	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	72%	40%	43%	42%	43%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Pay Bills	\$546	\$529	\$397	\$364	\$368
Vendor transactions	154,593	139,819	132,997	140,000	133,000
Payroll Processing	\$425	\$481	\$630	\$629	\$629
Payroll payments	126,482	131,039	134,808	132,000	135,000

Risk and Wellness Services

The Risk and Wellness Services program administers the County's occupational safety and health, environmental, and insurance programs including the Prince William Self Insurance Group. Environmental, Health and Safety, Claims Management, and Employee Wellness activities are included. Oversight ranges from policy development, financial management, data collection, and insurance premium negotiations to payment and employee communication and training.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Countywide workers' compensation incidents per 100 employees	5.98	6.84	7.20	6.85	7.34
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	4.32	4.83	4.80	4.82	5.12
Countywide number of preventable collisions per 1,000,000 miles driven	11.20	10.60	12.10	12.00	12.40

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Risk Management	\$1,024	\$1,028	\$1,178	\$1,246	\$1,360
Incidents reported	1,626	1,805	1,836	<1,700	<1,800
Safety inspections made	82	95	75	48	48
Number of training sessions offered	-	-	-	-	130
Environmental Management	\$168	\$337	\$302	\$341	\$338
Environmental audits	6	6	9	12	12
Environmental inspections	34	23	29	46	46

Finance

Real Estate Assessment

The Real Estate Assessment program 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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Overall accuracy in annual assessment	95%	94%	94%	92%	92%
Appealed real estate assessments upheld by the Board of Equalization	91%	81%	74%	85%	74%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Mass Appraisal of Real Property	\$2,625	\$2,679	\$2,818	\$3,149	\$3,199
Sales transferring ownership of property	13,470	14,326	12,983	13,500	13,000
Sales verified to establish the assessments	8,296	8,971	8,324	8,500	8,400
Parcels per appraiser*	6,296	6,363	6,409	6,200	6,400
Customer Service	\$680	\$622	\$571	\$538	\$544
Total inquiries	19,616	14,463	14,233	19,500	14,200
Internet user sessions on Real Property Assessment site	466,043	474,686	466,180	470,000	466,000
Tax relief applications processed	5,257	5,524	5,832	-	5,900

* FY17 actual revised from 6,409 based on correct data.

Purchasing

The Purchasing Office provides County agencies with the means to obtain quality goods and services for the best value, while complying with applicable federal, state, and County procurement regulations.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
External customers' procurement process satisfaction	93%	94%	94%	93%	94%
Internal customers' procurement process satisfaction	94%	94%	93%	94%	93%
Solicitations and awards without protest	99%	99%	99%	97%	97%
IFB savings low bid vs average all bids	-	-	15%	15%	15%
IFB award vs cost estimation	-	-	10%	10%	10%
P-card transaction savings over previous year	-	-	22%	20%	21%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Procure Goods and Services	\$1,137	\$1,127	\$1,163	\$1,216	\$1,298
Solicitations issued annually	99	84	92	85	89
Purchase card spend per Purchasing FTE (calendar year)	-	-	-	-	\$7.5M
Purchase card spend (calendar year)	-	-	-	-	\$7.5M
Purchase order spend per Purchasing FTE (fiscal year)	-	-	-	-	\$33.3M
Purchase order spend (fiscal year)	-	-	-	-	\$399.0M

Finance

Taxpayer Services

Taxpayer Services enrolls and assesses personal and business property for local taxation, bills taxes, collects current and delinquent property taxes, deposits, and records revenues, and enforces compliance with local tax laws.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Cumulative delinquent tax as a percent of total tax levy	1.2%	1.3%	1.1%	2.0%	1.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Bill Tax Items	\$3,408	\$3,633	\$3,318	\$3,766	\$3,849
Business license and personal property tax items processed	536,542	-	560,300	-	-
All tax items processed	-	671,704	703,898	675,000	720,000
Increase in tax items processed per FTE over FY01	46%	47%	55%	-	61%
Collect County Revenue	\$2,300	\$2,245	\$2,434	\$2,444	\$2,773
Manual payment transactions	27%	-	-	-	-
Delinquency notices sent	138,977	165,058	159,516	140,000	160,000
Real property taxes levied	\$630.5M	\$653.7M	\$682.4M	\$663.3M	\$695.2M
Real property taxes collected	\$629.0M	\$651.8M	\$681.1M	\$661.3M	\$693.1M

Treasury Management

The Treasury Management program 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 analysis, forecasts, and provides analysis and recommendations on issues involving financial, investment, and debt policies.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
First year accuracy of the five-year revenue forecast	101%	102%	101%	99-102%	99-102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Financial Analysis	\$422	\$340	\$437	\$311	\$320
Financial planning documents prepared	234	102	168	125	125
Finance issues reviewed or analyzed	513	76	151	100	150
Debt Management	\$398	\$657	\$304	\$465	\$439
Bond sales executed	4	1	1	2	1
Value of outstanding debt	-	-	\$1.15B	-	\$1.15B
Cash Management/Investments/Banking	\$317	\$313	\$261	\$444	\$446
Investment transactions	1,859	1,796	1,705	1,800	1,800
Assets under management	\$1.06B	\$1.11B	\$1.19B	\$1.15B	\$1.25B

Finance

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 management, treasury management, payroll and disbursements, financial reporting and control, and functional 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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Compliance with Principles of Sound Financial Management	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Leadership, Coordination and Oversight*	\$677	\$1,332	\$1,465	\$707	\$725
Trackers responded to	4	6	1	10	8
Revenue forecasts generated	101	50	38	50	45
BOCS agenda item processed	-	-	-	-	250

*FY16 through FY18 includes expenditures for the Functional Systems program.

Functional Systems

The Functional Systems program 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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Processing of vendor direct deposit for payments	-	-	40%	90%	50%
Achieve project milestones outlined per project	-	-	90%	85%	94%
Work tickets completed as a percent of those created	-	-	-	-	90%

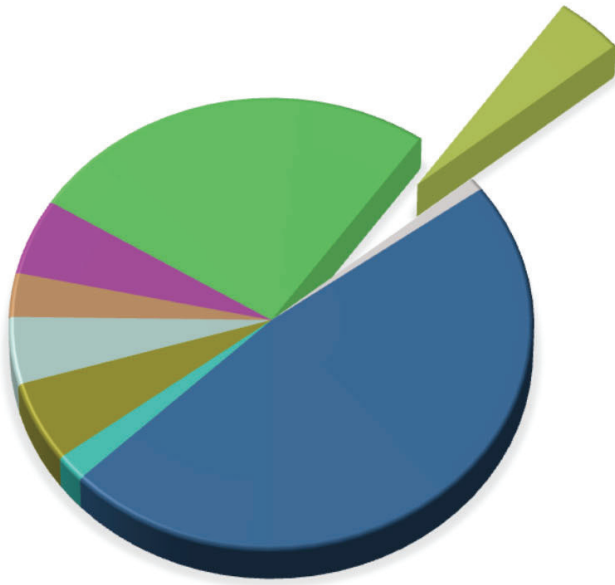
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Maintain the County's Financial Systems*	\$0	\$0	\$0	\$715	\$678
Number of active vendor users	-	16,883	18,473	10,200	19,420
Number of active system users	-	3,930	4,150	4,925	4,530

*FY16 through FY18 expenditures can be found in the Director's Office program.

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.



General Government Expenditure Budget:
\$83,788,209

Expenditure Budget:
\$3,613,581



4.31% of General Government

Programs:

- Benefits & Retirement Management: \$1,029,494
- Shared Services: \$556,833
- Talent Management: \$1,216,260
- Training & Development: \$810,994

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](#), [Title 51.1](#) (Pensions, Benefits, and Retirement)

County Code: [Chapter 19](#) (Personnel)

Human Resources



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Classification & Compensation	\$398,192	\$323,338	\$762,149	\$592,001	\$0	(100.00%)
Benefits & Retirement Management	\$1,019,703	\$768,524	\$752,287	\$853,359	\$1,029,494	20.64%
Shared Services*	\$449,672	\$509,172	\$569,874	\$575,750	\$556,833	(3.29%)
Talent Management	\$619,627	\$648,827	\$656,257	\$631,555	\$1,216,260	92.58%
Training & Development	\$603,122	\$706,227	\$753,346	\$758,777	\$810,994	6.88%
Total Expenditures	\$3,090,316	\$2,956,089	\$3,493,912	\$3,411,442	\$3,613,581	5.93%

*Formerly Human Resource Information System

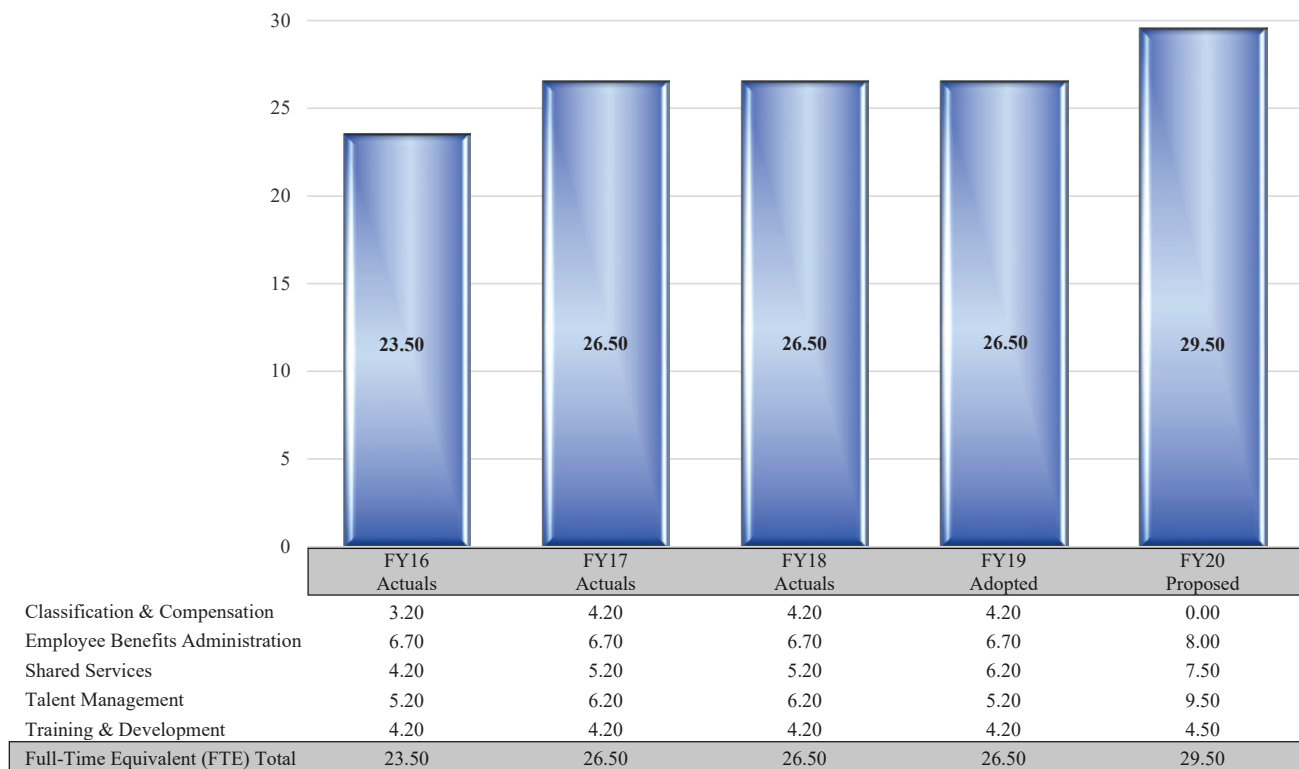
Expenditure by Classification

Salaries and Benefits	\$2,381,572	\$2,643,921	\$2,782,204	\$2,898,449	\$3,243,084	11.89%
Contractual Services	\$172,722	\$2,222	\$438,730	\$235,083	\$237,653	1.09%
Internal Services	\$568,569	\$585,144	\$584,812	\$568,683	\$574,893	1.09%
Purchase of Goods & Services	\$90,100	\$133,608	\$96,119	\$121,759	\$144,577	18.74%
Capital Outlay	\$0	\$0	\$5,460	\$0	\$0	0.00%
Leases & Rentals	\$10,969	\$11,503	\$13,804	\$12,962	\$12,962	0.00%
Reserves & Contingencies_	(\$133,617)	(\$420,309)	(\$427,217)	(\$425,493)	(\$599,588)	40.92%
Total Expenditures	\$3,090,316	\$2,956,089	\$3,493,912	\$3,411,442	\$3,613,581	5.93%

Funding Sources

Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,090,316	\$2,956,089	\$3,493,912	\$3,411,442	\$3,613,581	5.93%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



Human Resources

Future Outlook

Competition for Top Talent – With an improving economy and historically low unemployment rates, the County continues to embark upon initiatives to insure the County’s ability to attract, motivate and retain key talent. Currently, the organization is in the midst of a multi-year classification and compensation study. Its goal is the development and implementation of a long-term classification structure which promotes internal and external equity. Another initiative is the recent introduction of a High-Performance Hiring model designed to clearly identify candidates who represent the right “organizational fit,” while simultaneously identifying expectations for new employees. A third involves a review of all personnel policies. With an anticipated completion date of early FY20, new personnel policies will support business necessities, applicable laws/regulations and address the expectations and realities of the diverse workforce of the future. These major initiatives join new onboarding, performance management, performance evaluation and employee benefit programs. Together these employee focused programs will position the County to sustain and enhance its position as an “employer of choice.”

Adequate Human Resource Staffing – Numerous [audit findings](#) indicate the County’s Human Resources (HR) staffing ratio is significantly lower in comparison to comparable Virginia government entities. Major potential impacts of under-staffing include: limits on the ability to meet County goals and lead critical County-wide initiatives such as a new Human Capital Management System (HCM), the Classification and Compensation study and implementation of new personnel policies. Additional potential impacts include delays in filling key positions, employee training, guidance to County agencies, and lack of resources to provide employee communications and support.

Human Capital Management – A new HCM system is planned and will provide the means to effectively maintain, manage and, leverage pay, benefits, and a wide range of information and data regarding the full “employee life cycle” from on-boarding to post-retirement. It will provide employees and management with self-service capabilities and significantly reduce the administrative burden on staff.

Rising Health Insurance Costs – Employees view health insurance benefits as an integral part of their total compensation. Overall, healthcare costs are steadily increasing with the introduction of new prescription drugs, medical technology advances, and rising hospital costs. Continuous commitment to controlling costs will be critical.

Retirements and Changing Workforce – Within the next five years, hundreds of baby boomers will be eligible for full retirement benefits. Replacement planning for key leadership roles is crucial to ensure the transfer of historical knowledge and skills. 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.

General Overview

A. Human Resources Reorganization – HR has merged the Classification and Compensation program with the Talent Management program to better align existing staff resources with agency needs. This reduces the number of programs in HR from five to four. No additional staffing or operating funds are required for this reorganization. Existing staff and funds in the Classification and Compensation program have been moved into the Talent Management program. In addition, the Human Resources Information System (HRIS) program name has been changed to Shared Services.

Human Resources

- B. Position Shift of System Administrator from Finance to Human Resources** – A System Administrator, 1 FTE, has been shifted from Finance to HR. This results in a \$116,764 expenditure decrease to Finance and a corresponding increase to HR. The position was originally hired to manage implementation of the HCM system, however, the scope of this position changed as additional initiatives were added, including Countywide classification and salary studies currently being conducted in HR.

Budget Initiatives

A. Budget Initiatives

1. Human Resource Analyst I – Shared Services

Expenditure	\$0	General Fund Impact	\$0.00
Revenue	\$0	FTE Positions	2.00

- a. Description** – These positions will support two HR Analyst I positions during the implementation of the HCM system. The total cost of these positions is \$174,095. There is no general fund impact. County management [audit findings](#) in February 2018 have noted that additional FTE positions are required to support existing HR functions during HCM implementation efforts. These positions will be charged to the HCM project in FY20 and will transition to general fund support in FY21 as part of ongoing HCM operating costs already programmed in the five-year plan. Audit findings identified that County HR staffing is lower than all (and significantly lower than most) of comparable Virginia government entities. Inadequate staffing can adversely impact completion of timely and/or accurate compliance requirements and County objectives contingent on staffing employment and recruitment; training and development; and employee benefits.
- b. Service Level Impacts** – Tasks performed will include data entry, material development, editing, auditing, and compiling report data in support of system implementation. After implementation is complete, these positions will transition to general fund support in FY21 and be integrated into ongoing work within Human Resources.

Program Summary

Benefits & Retirement Management

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Inquiries answered within 24 hours	98%	98%	98%	98%	98%
Employees satisfied with benefit program services	80%	80%	80%	80%	80%

Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Benefits & Retirement Management	\$1,020	\$769	\$752	\$853	\$1,029
Employees enrolled in County healthcare	3,142	3,279	3,338	3,300	3,500
Employees provided benefits orientation and training	1,954	3,502	2,644	1,800	1,900
Individual retirement consultations/hours spent	361/542	277/443	351/527	300/400	300/400

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	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Personnel actions processed electronically	93.4%	96.3%	90.0%	97.0%	95.0%
Personnel Action Forms (PAFs) processed within pay period form is received	96.0%	98.2%	98.0%	97.0%	97.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Shared Services	\$450	\$509	\$570	\$576	\$557
Personnel documents scanned into the Electronic Data Management System (EDMS)	60,000	21,000	39,194	20,000	24,000

Talent Management

Partners with department hiring managers to provide “one-stop” resources to attract and retain highly engaged “top talent.” Services include guidance and training on talent acquisition and retention, classification and compensation, performance management, employee relations, and personnel policies. The team also strives to optimize community support and participation volunteer programs.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Hires occurring within 65 days from advertisement to acceptance	-	55%	73%	-	-
Hires occurring within 80 days from advertisement to acceptance	-	-	-	90%	90%
County turnover rate without retirement	8%	9%	8%	8%	9%
County turnover rate with retirement	11%	11%	11%	11%	11%
Applicant referrals to departments within 5 business days	-	75%	90%	90%	-
Average days to fill position (from advertisement to acceptance)	-	-	-	-	80
Department satisfaction with talent management services (on a 5-point scale)	-	-	-	-	4.5
Classifications within competitive range (+5/-5%) compared to the labor market	89%	93%	95%	95%	95%
Class specifications revised and reviewed	45%	73%	30%	75%	-
Vacant position classifications completed within 28 days	-	93%	95%	90%	95%

Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Talent Management	\$620	\$649	\$656	\$632	\$1,216
Positions advertised and filled	601	820	625	625	-
Applications received and processed per year	69,590	70,544	71,045	72,000	-
Applications received annually	-	-	-	-	73,000
Positions advertised/approved for hire or promotion	-	820	896	850	850
Requests to change vacant position classifications	-	-	-	-	50
Review of all County budget requests for new positions	-	-	-	-	50
Responses to surveys completed	-	-	-	-	200
Consultations related to performance management	-	-	-	-	750
Training sessions conducted	-	-	-	-	50
Studies & analyses of comparison jurisdiction position classifications	490	613	504	500	-
Classifications reviewed for internal and external compensation equity	180	298	150	176	-

Training & Development (T&D)

Provides instructor-led and online training which includes professional development, mandatory, and technical training. T&D also provides leadership and supervisory skills training for leaders through cohort programs and provides organizational and team facilitation/resources. Employee training is administered through the County Learning Management System (LMS).

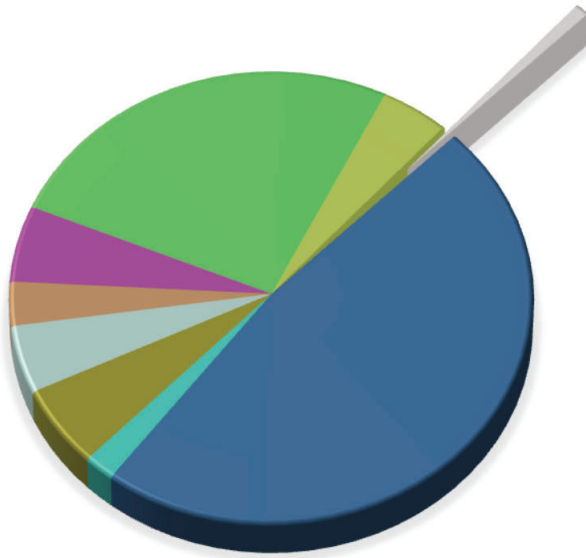
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Employee satisfaction effectiveness of training (on a 5 point scale)	4.6	4.8	4.5	4.8	4.8
eLearning licenses used	70%	79%	93%	90%	100%
County employees taking training	-	97%	99%	97%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Training and Development	\$603	\$706	\$753	\$759	\$811
Instructor-led sessions offered and scheduled by T&D staff	314	564	834	400	800
Attendance at instructor-led T&D programs	2,141	3,627	5,911	3,000	6,000
eLearning training completions	18,113	10,641	11,470	-	-
Instructor-led training sessions administered countywide	-	983	1,230	850	1,250
Attendance at instructor-led sessions administered through LMS countywide	-	10,718	12,837	6,500	13,000

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.



General Government Expenditure Budget:
\$83,788,209

Expenditure Budget:
\$771,456



0.92% of General Government

Programs:

- Human Rights Commission: \$771,456

Mandates

The Human Rights Office does not provide a state or federal mandated service.

The Board of County Supervisors has enacted local mandates for which the Human Rights Office has responsibility.

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

Human Rights



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Human Rights Commission	\$591,585	\$643,419	\$761,408	\$852,346	\$771,456	(9.49%)
Total Expenditures	\$591,585	\$643,419	\$761,408	\$852,346	\$771,456	(9.49%)

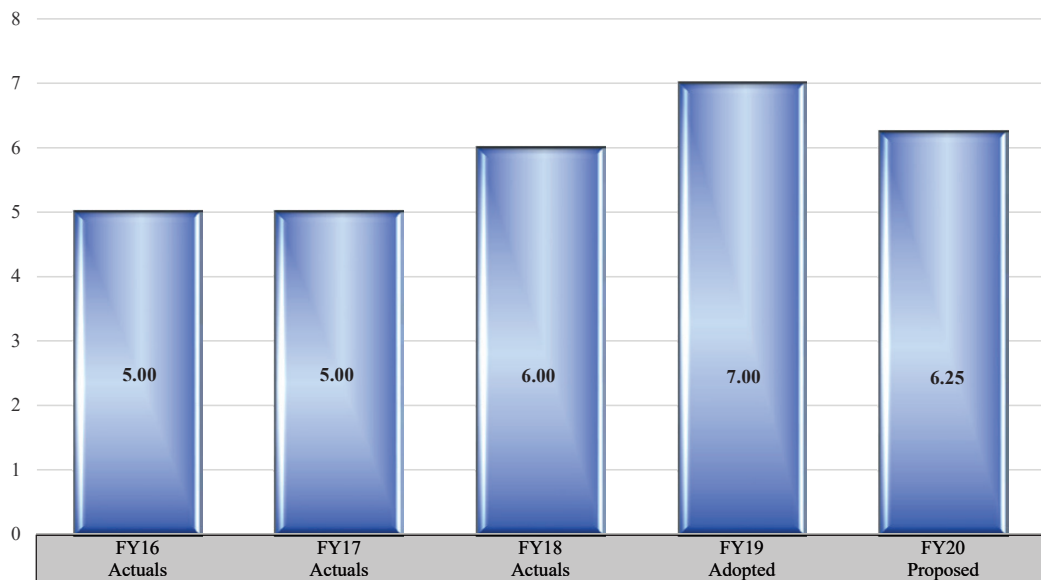
Expenditure by Classification

Salaries and Benefits	\$540,996	\$582,578	\$697,494	\$778,384	\$694,999	(10.71%)
Contractual Services	\$4,223	\$9,074	\$2,942	\$2,586	\$2,586	0.00%
Internal Services	\$23,955	\$23,833	\$27,654	\$20,823	\$20,823	0.00%
Purchase of Goods & Services	\$19,626	\$26,710	\$31,087	\$46,454	\$48,949	5.37%
Leases & Rentals	\$2,785	\$1,223	\$2,232	\$4,099	\$4,099	0.00%
Total Expenditures	\$591,585	\$643,419	\$761,408	\$852,346	\$771,456	(9.49%)

Funding Sources

Revenue from Federal Government	\$0	\$15,600	\$67,027	\$26,975	\$26,975	0.00%
Revenue from Commonwealth	\$0	\$0	\$18,772	\$14,044	\$14,044	0.00%
Transfers In	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	0.00%
Total Designated Funding Sources	\$30,000	\$45,600	\$115,799	\$71,019	\$71,019	0.00%
Net General Tax Support	\$561,585	\$597,819	\$645,609	\$781,327	\$700,437	(10.35%)
Net General Tax Support	94.93%	92.91%	84.79%	91.67%	90.79%	

Staff History by Program



Commission	5.00	5.00	6.00	7.00	6.25
Full-Time Equivalent (FTE) Total	5.00	5.00	6.00	7.00	6.25

Human Rights

Future Outlook

Expanded Community Outreach – The Prince William County (PWC) Human Rights Commission is reaching out to the minority communities within PWC to build a stronger connection with the County’s diversifying community residents.

The Agency established partnerships with various minority communities in the county, including Hispanic, African American, Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ), Sikh, Muslim, and Jewish, to co-sponsor outreach activities.

Student Leadership Council – The Commission will build on its newly formed Student Leadership Council. Students will be recruited from local high schools, public and private, and homeschoolers. The Student Leadership Council provides for the mutual exchange of ideas, open dialogue, and student involvement in human and civil rights issues.

Regulatory Partnerships – Human Rights will renew the Equal Employment Opportunity Commission annual contract during FY20. The contract provides payment for case closure at the rate of \$700 per closure. The Agency will renew the annual contract with the Office of Housing & Community Development during FY20. The contract provides \$30,000 to conduct fair housing training to leasing agents to reduce and prevent fair housing discrimination.

General Overview

- A. **Partial Shift of Ombudsman from Human Rights to Area Agency on Aging (Aging)** – The Ombudsman activity provides a voice to County residents in nursing homes and residential care facilities, investigating concerns raised by these residents and/or their families. A portion of the Ombudsman position must be separated from related activities within Aging’s budget, primarily the County’s contribution to Birmingham Green. To achieve this, in FY18, the Ombudsman position was moved out of Aging’s Supportive Services program and into the Human Rights Office. This position performs 25% of its duties for Human Rights and 75% of its duties for Aging. Therefore, 75% of position costs are shifted from Human Rights to Aging. The position’s total compensation of \$107,019 is now split 75% in Aging (\$80,264) and 25% in Human Rights (\$26,755). Additionally, a related supply budget of \$2,495 resides in Human Rights.

Human Rights

Program Summary

Commission

Enforce the Human Rights Ordinance through investigation of complaints; provide outreach and education to the public on civil rights laws; staff the Human Rights Commission, and respond to public information requests in a timely manner.

A portion of this program, the Virginia Long-Term Care (LTC) Ombudsman, advocates to help resolve problems, protect rights, and promote quality of care for residents residing in long-term care and assisted living facilities in PWC, Manassas, and Manassas Park.

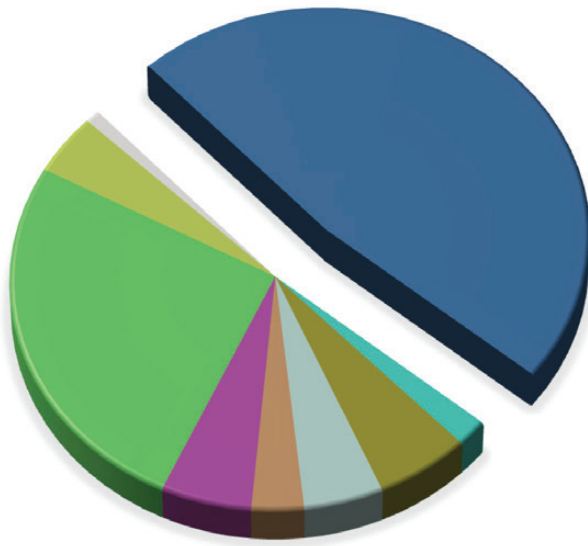
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Favorable customer survey responses	72%	72%	72%	72%	72%
Enforcement compliance rate	100%	100%	100%	100%	100%
Cases resolved through mediation and conciliation processes	20%	20%	20%	20%	20%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Charge Management	\$406	\$445	\$462	\$505	\$501
Inquiries processed	589	577	576	575	585
Cases worked	135	131	137	130	150
Outreach/Education	\$56	\$51	\$42	\$69	\$68
Customers seeking services as a result of outreach efforts	1,581	1,575	1,574	1,574	1,600
Persons attending training or benefiting from civil rights enforcement	656	653	650	650	700
Public Information	\$16	\$17	\$18	\$22	\$22
Requests for public information	73	75	75	75	80
Staff Support to the Human Rights Commission	\$115	\$130	\$133	\$153	\$150
Staff time supporting the Human Rights Commissioners	20%	25%	20%	20%	20%
Long-Term Care Ombudsman	\$0	\$0	\$106	\$104	\$29
Inquiries and cases processed from LTC facilities	104	284	266	300	376

Information Technology

Mission Statement

The mission of the Department of Information Technology (DoIT) 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:
\$83,788,209

Expenditure Budget:
\$40,059,446



47.81% of General Government

Programs:

- Leadership, Management & Security: \$2,289,811
- Communications & Infrastructure: \$15,732,666
- GIS: \$2,567,600
- Business Applications Support: \$11,940,221
- Customer Services & Business Group: \$7,529,148

Mandates

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

The Board of County Supervisors has enacted additional local mandates for which DoIT is responsible.

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

County Code: [Chapter 24](#) (Streets)

Information Technology



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Leadership, Management & Security	\$3,017,662	\$3,066,492	\$2,357,411	\$2,347,749	\$2,289,811	(2.47%)
Communications & Infrastructure	\$8,042,464	\$6,519,248	\$7,432,289	\$7,707,135	\$15,732,666	104.13%
GIS	\$1,879,112	\$2,225,906	\$2,260,172	\$2,449,113	\$2,567,600	4.84%
Business Applications Support	\$8,223,547	\$12,408,492	\$9,952,746	\$11,811,381	\$11,940,221	1.09%
Customer Services & Business Group	\$5,337,373	\$6,076,832	\$7,623,574	\$7,497,550	\$7,529,148	0.42%
Total Expenditures	\$26,500,158	\$30,296,970	\$29,626,192	\$31,812,928	\$40,059,446	25.92%

Expenditure by Classification

Salaries and Benefits	\$10,793,795	\$11,241,381	\$10,608,215	\$10,502,275	\$10,895,978	3.75%
Contractual Services	\$11,797,908	\$14,139,778	\$11,661,267	\$15,901,101	\$15,936,501	0.22%
Internal Services	\$99,013	\$87,719	\$86,454	\$23,702	\$23,702	0.00%
Purchase of Goods & Services	\$2,713,078	\$3,763,470	\$6,078,272	\$4,275,138	\$4,273,416	(0.04%)
Capital Outlay	\$169,255	\$0	\$0	\$1,092,962	\$1,092,962	0.00%
Leases & Rentals	\$11,886	\$12,313	\$49,308	\$17,750	\$17,750	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$180,862)	-
Depreciation	\$915,222	\$1,052,309	\$1,142,675	\$0	\$0	-
Transfers Out	\$0	\$0	\$0	\$0	\$8,000,000	-
Total Expenditures	\$26,500,158	\$30,296,970	\$29,626,192	\$31,812,928	\$40,059,446	25.92%

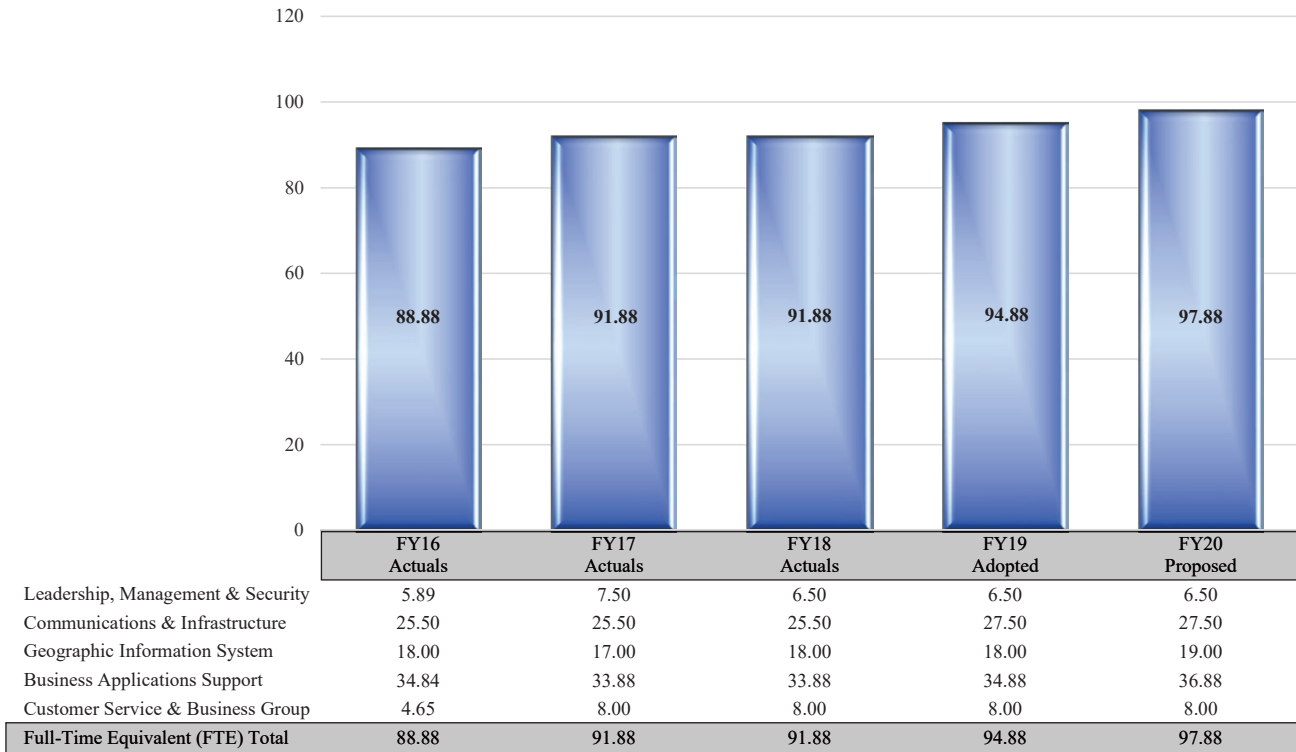
Funding Sources

Use of Money & Property	\$161,352	\$162,376	\$172,666	\$183,826	\$183,826	0.00%
Miscellaneous Revenue	\$99,277	\$9,235	\$1,605,899	\$0	\$0	-
Non-Revenue Receipts	\$41	\$0	\$0	\$0	\$0	-
Charges for Services	\$28,386,659	\$29,051,185	\$30,732,030	\$31,227,831	\$31,474,349	0.79%
Transfers In	\$242,178	\$531,035	\$401,271	\$401,271	\$401,271	-
Total Designated Funding Sources	\$28,690,954	\$29,753,831	\$32,911,866	\$31,812,928	\$32,059,446	0.77%
(Contribution to)/Use of Fund Balance	(\$2,190,796)	\$347,425	(\$3,351,549)	\$0	\$8,000,000	-
Net General Tax Support	\$0	\$195,714	\$65,875	\$0	\$0	-
Net General Tax Support	0.00%	0.65%	0.22%	0.00%	0.00%	

Information Technology



Staff History by Program



Future Outlook

Cloud First – Cloud services and solutions have transformed the information technology industry over the past ten years, and have become preferred solutions for forward-thinking governments. The advent of cloud services offers the County more opportunity to apply the latest technologies to serve the County, citizens, and business partners with minimal amounts of time and capital investment. Cloud services also offer many built-in mobility and disaster readiness options that could be cumbersome and costly to build locally. The existence of many cloud vendor facilities in Prince William County (PWC) makes it easier to integrate new trends in the industry to the County’s benefit.

Mobile Devices – Mobile devices provide opportunities for County staff to provide real time information while away from their desks, transact business offsite, and maintain contact while on the move.

Cyber Security – Security efforts remain critical as County technology investments require constant security protection. Local governments face a challenging task of protecting their infrastructure, and data against attacks. Local governments are meeting this challenge by focusing efforts on technology, teamwork, employee training, and insuring against losses. Designing enterprise communications to meet these demands is an ongoing commitment.

Innovative Technologies – Recent innovations in the technology industry include fiber and 5G infrastructure and the Internet of Things. The support and development of high-speed connectivity provide opportunities within many industries, including security, law enforcement, medical, marketing, transportation, environmental, etc. DoIT is pursuing technology modernization efforts to capitalize on industry best practices, and to deliver platforms for innovation.

Information Technology

Budget Initiatives

A. Budget Initiatives

1. Transfer from DoIT Internal Service Fund Balance to Technology Infrastructure Capital Project – Communications and Infrastructure

Expenditure	\$8,000,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative transfers \$8 million of fund balance from DoIT internal service funds to fund the Technology Infrastructure Capital project. This project will support and update the modernization of the County’s technology infrastructure. Improvements will focus on the modernization of four key areas of the network infrastructure: Internet Core, Security Infrastructure, Data Center Infrastructure, and Enterprise Network, which includes the Local Area Network (LAN) and Wide Area Network (WAN).
- b. **Service Level Impacts** – Accurate and timely delivery of government services, increased efficiency, enhanced customer service, increased security of the network infrastructure, and data, addition of security layers at main and co-location facilities. Please refer to the Technology Infrastructure capital project for further details on the project.

2. Systems Developer III 1 FTE and Systems Developer II 1 FTE – Business Applications Support

Expenditure	\$0	General Fund Impact	\$0
Revenue	\$0	FTE Positions	2.00

- a. **Description** – This initiative will support 2 FTEs, one Systems Developer III dedicated to project management and development and one Systems Developer II for overall systems support during the implementation of the Human Capital Management (HCM) system. The total cost of these two positions is \$180,862. There is no general fund impact. Internal [audit findings](#) in February 2018 have noted that additional full-time equivalent positions are required to support existing Human Resources and Information Technology functions during HCM implementation efforts. These positions will be charged to the HCM project in FY20 and will transition to general fund support in FY21 as part of ongoing HCM operating costs already programmed in the five-year plan. Audit findings identified that County Human Resource staffing including Information Technology support is lower than all (and significantly lower than most) of comparable Virginia government entities. Inadequate staffing can adversely impact completion of timely and/or accurate compliance requirements and County Objectives contingent on staffing employment and recruitment; training and development; and employee benefits.
- b. **Service Level Impacts** – This initiative provides project management, technical support, and system support during HCM implementation. Please refer to the HCM capital project for benefits of the new system.

Information Technology

3. Avenity Tax Portal – Business Applications Support

Expenditure	\$35,400	General Fund Impact	\$35,400
Revenue	\$35,400	FTE Positions	0.00

- a. **Description** – This initiative is related to increased maintenance cost of the Avenity Tax Portal as well as the addition of functionality to the application.
- b. **Service Level Impacts** – Improved stability, functionality, and support of the application.

4. GIS Analyst I for Next Generation (NG911) Support – GIS

Expenditure	\$54,132	General Fund Impact	\$54,132
Revenue	\$0	FTE Positions	1.00

- a. **Description** – This initiative adds 1 FTE, a GIS Analyst I, to provide ongoing support for the NG911 initiative. This position will provide support during the migration from a legacy, circuit-based switch to a regional, Internet Protocol based 911 system, which supports voice, text, and video data. In Virginia, the current-based 911 system is a collection of nine independent networks that are not connected. A primary goal of NG911 is to ensure calls and information received in one locality can be transferred to any surrounding locality, even if it is not within the State. NG911 also provides increased capabilities to manage data from a variety of platforms.
- b. **Service Level Impacts** – Validate and verify accuracy of the 911 caller location data. Please refer to the NG911 initiative located under the Public Safety Communications section for additional details on the initiative.

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, Disaster Recovery, and information technology strategic planning initiatives.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer satisfaction level for all DoIT services	94%	94%	95%	96%	95%
TIP projects completed on time and to customer satisfaction	47%	67%	18%	-	-
TIP projects reviewed and scored quarterly (%)	-	-	-	90%	90%
Disaster recovery exercises meeting system restoration time objectives (%)	100%	90%	90%	90%	-

Information Technology

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Executive Management IT	\$1,356	\$1,462	\$685	\$617	\$624
IT policies reviewed	-	-	-	75%	75%
Cyber Security & IT Policy Group	\$1,466	\$1,395	\$1,520	\$1,574	\$1,505
Security incidents	0	0	0	0	-
Secure mobile endpoints*	-	-	-	-	6,000
Workforce completing Annual Cyber Awareness Course	-	-	-	-	98%
Disaster Recovery Group	\$195	\$210	\$151	\$156	\$161
Disaster recovery exercises meeting system restoration time objectives (count)**	-	-	-	-	2

*This number represents the number of devices (laptops, tablets and cellphones) that are safely and securely connecting to the County's infrastructure.

**This number reflects how many exercises occurred during the fiscal year.

Communications & Infrastructure Division (CID)

Communications and Infrastructure designs, develops, operates and maintains wide-area and local area data networks, voice networks, telecommunications and computing infrastructure, storage and virtual services, Cloud services, email and collaboration, security operations, Public Safety Communications, and a host of critical County infrastructure. The work performed in CID represents both foundational and strategic enablement of countywide operations.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Communications and infrastructure network availability	100%	100%	99%	100%	99%
Customer satisfaction level with CID services	97%	81%	95%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Radio Communications	\$2,475	\$1,491	\$1,605	\$1,896	\$1,869
Radio communications completed work requests	1,006	919	1,147	1,000	1,000
Public safety radio repairs completed within 8 business hours	91%	82%	96%	95%	95%
Network Communications	\$3,462	\$3,376	\$3,700	\$3,780	\$3,821
Network communications completed work requests	2,690	1,386	3,453	2,500	2,500
Voice and data service calls completed within 8 business hours	87%	86%	93%	90%	90%
County buildings/public facilities with Wi-Fi hotspots	-	-	-	75%	75%
Technology Hosting Centers	\$1,060	\$838	\$1,077	\$1,103	\$1,114
Technology hosting center completed work requests	2,297	756	2,146	2,000	2,000
Capital Replacement Plan	\$1,045	\$816	\$1,051	\$928	\$8,928

Information Technology

Geographic Information System (GIS) Division

The GIS Division manages and maintains the County's geospatial information system and serves as the official resource for geographic data about the County's population, demographic data and geospatial services to the public and County agencies.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer satisfaction level for GIS services	100%	100%	99%	95%	95%
Property address projects completed on time	100%	99%	99%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
GIS Data Services	\$1,250	\$1,246	\$1,294	\$1,108	\$1,448
Cadastral data projects completed	403	295	327	300	325
Cadastral data projects updated within 15 business days	61%	91%	85%	85%	85%
GIS Technical Solutions	\$629	\$861	\$845	\$862	\$883
County Mapper hits	194,714	204,613	203,810	190,000	190,000
GIS improvements	-	-	20	20	20
Demographic website hits	-	-	13,001	8,500	8,500
Demographic data requests completed on time	-	-	86%	90%	90%
GIS Updates	\$0	\$119	\$124	\$206	\$206
Number of GIS update project purchased	-	-	1	1	1
GIS Customer and Addressing	\$0	\$0	\$0	\$272	\$30
Property address projects completed	426	420	416	350	400
Number of addresses assigned	-	-	2,614	1,500	2,000
Number of address validations processed	-	-	2,620	1,800	2,000

Information Technology

Business Applications Support Division (BASD)

BASD delivers applications and business solutions to optimize County business processes, government operations, and maintenance of critical government systems. BASD provides application services for all County departments in support of strategic business objectives through dedicated program areas for all Development Services, Public Safety, Human Services, and General Government agencies. Services include application development and operations, business intelligence, database administration, web operations, business process improvement, application specific training, and special projects.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer satisfaction with BASD services	97%	95%	98%	92%	98%
Incident requests completed within 2 business days	-	87%	88%	90%	90%
Customer contact regarding change requests within 3 business days	-	90%	92%	90%	92%
New mobile applications available	-	-	-	75%	75%
New solutions delivered from cloud platforms	-	-	-	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Safety Applications Support (PSAS)	\$2,009	\$4,649	\$3,575	\$5,023	\$5,029
System improvements	145	120	120	150	120
Community Development Applications Support (CDAS)	\$1,760	\$1,820	\$2,051	\$2,123	\$2,167
CDAS work requests completed	693	1,543	601	850	750
Parks & Recreation work requests completed	-	-	4,047	2,100	2,500
General Government Applications Support (CGAS)	\$2,974	\$4,354	\$2,835	\$2,952	\$2,995
GGAS work requests completed	2,715	2,497	2,600	2,000	2,400
Human Services Applications Support (HSAS)	\$366	\$384	\$437	\$520	\$523
HSAS work requests completed	141	116	60	150	120
Web Solutions and Services	\$1,114	\$1,201	\$1,055	\$1,193	\$1,226
Web solutions work requests completed	532	504	376	500	500
Databases maintained	-	-	-	300	300
Database work request completed	-	-	-	350	350
Planned database availability	-	-	-	80%	80%

Information Technology

Customer Service & Business Group Division

Provide seat management and business related services to the department and the County enterprise, such as, project management oversight of the Technology Improvement Plan (TIP); change management administration; quality control reviews and monitoring of IT projects; independent verification and validation; and customer advocacy.

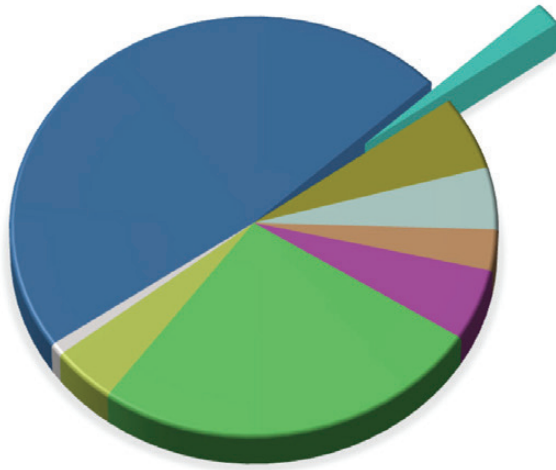
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Transactions processed on time	92%	-	-	-	-
Customer satisfaction level with seat management services	97%	97%	98%	95%	95%
New technology projects managed using PMI standards	-	-	-	50%	50%
Customer satisfaction with project management oversight	-	-	-	-	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
IT Business Group	\$475	\$531	\$619	\$605	\$616
Procurements and reimbursements processed	735	3,001	3,047	1,500	2,000
Payments processed	1,785	8,253	7,852	5,000	5,000
Human Resource transactions processed	2,266	2,214	2,031	2,100	2,100
DoIT ISF inventory maintenance tickets	1,553	1,676	3,805	1,200	1,500
Physical inventory of department assets	1	1	1	1	1
Customer and Technology Advocate	\$4,818	\$5,523	\$7,002	\$6,814	\$6,834
Work tickets processed	25,842	31,436	34,082	23,000	25,000
Project Management/Independent Validation and Verification Group	\$44	\$20	\$2	\$79	\$79
Projects upon which independent validation and verification is performed	14%	8%	0%	30%	30%

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 vision.



General Government Expenditure Budget:
\$83,788,209

Expenditure Budget:
\$1,586,473



1.90% of General Government

Programs:

- Management & Budget: \$1,586,473

Mandates

The County operates under a state mandate to develop conduct, hold 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: [Title 15.2-516](#) (Duties of county executive); [15.2-539](#) (Submission of budget by executive); [15.2-2507](#) (Amendment of budget)

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

Management & Budget



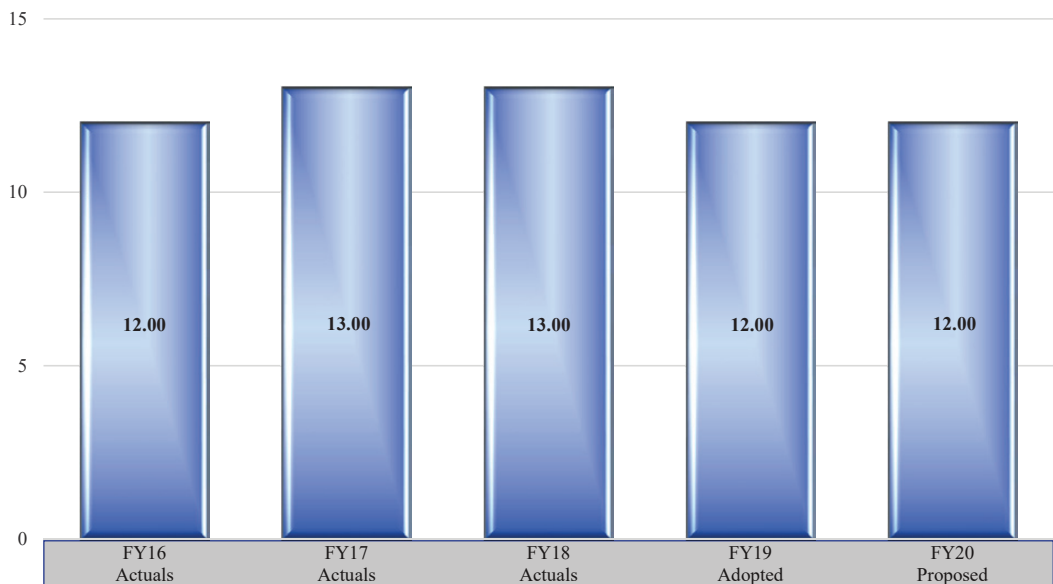
Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Management & Budget	\$1,613,701	\$1,677,971	\$1,698,445	\$1,589,962	\$1,586,473	(0.22%)
Total Expenditures	\$1,613,701	\$1,677,971	\$1,698,445	\$1,589,962	\$1,586,473	(0.22%)

Expenditure by Classification

Salaries and Benefits	\$1,491,918	\$1,529,236	\$1,523,924	\$1,452,027	\$1,448,538	(0.24%)
Contractual Services	\$39,702	\$53,006	\$96,753	\$9,200	\$9,200	0.00%
Internal Services	\$44,621	\$48,585	\$50,446	\$40,757	\$40,757	0.00%
Purchase of Goods & Services	\$34,543	\$43,494	\$24,920	\$82,600	\$82,600	0.00%
Capital Outlay	\$0	\$730	\$0	\$0	\$0	0.00%
Leases & Rentals	\$2,918	\$2,920	\$2,401	\$5,378	\$5,378	0.00%
Total Expenditures	\$1,613,701	\$1,677,971	\$1,698,445	\$1,589,962	\$1,586,473	(0.22%)
Net General Tax Support	\$1,613,701	\$1,677,971	\$1,698,445	\$1,589,962	\$1,586,473	(0.22%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



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

Management & Budget

Future Outlook

Continued Reliance on Real Estate Tax – The real estate tax continues to be the primary revenue source for County operations, providing nearly 68% of local tax revenue supporting the County’s FY19 general fund budget. 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 \(PSFM\)](#). Existing revenues also need to be recalibrated to maximize funding while identifying new resources to achieve the outcomes identified in the community’s [Strategic Plan](#). Vehicle registration fees and personal property taxes could be maximized. Potential new revenue sources include the commercial and industrial tax and the meals tax (requires voter referendum). General Assembly enabling authority is required to charge admissions, cigarette, and sales tax on services.

Reduced Year-end Budget Savings – The annual budget includes a reduction (approximately \$16 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.

Management & Budget

Program Summary

Management & Budget

The Management & Budget program implements 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.

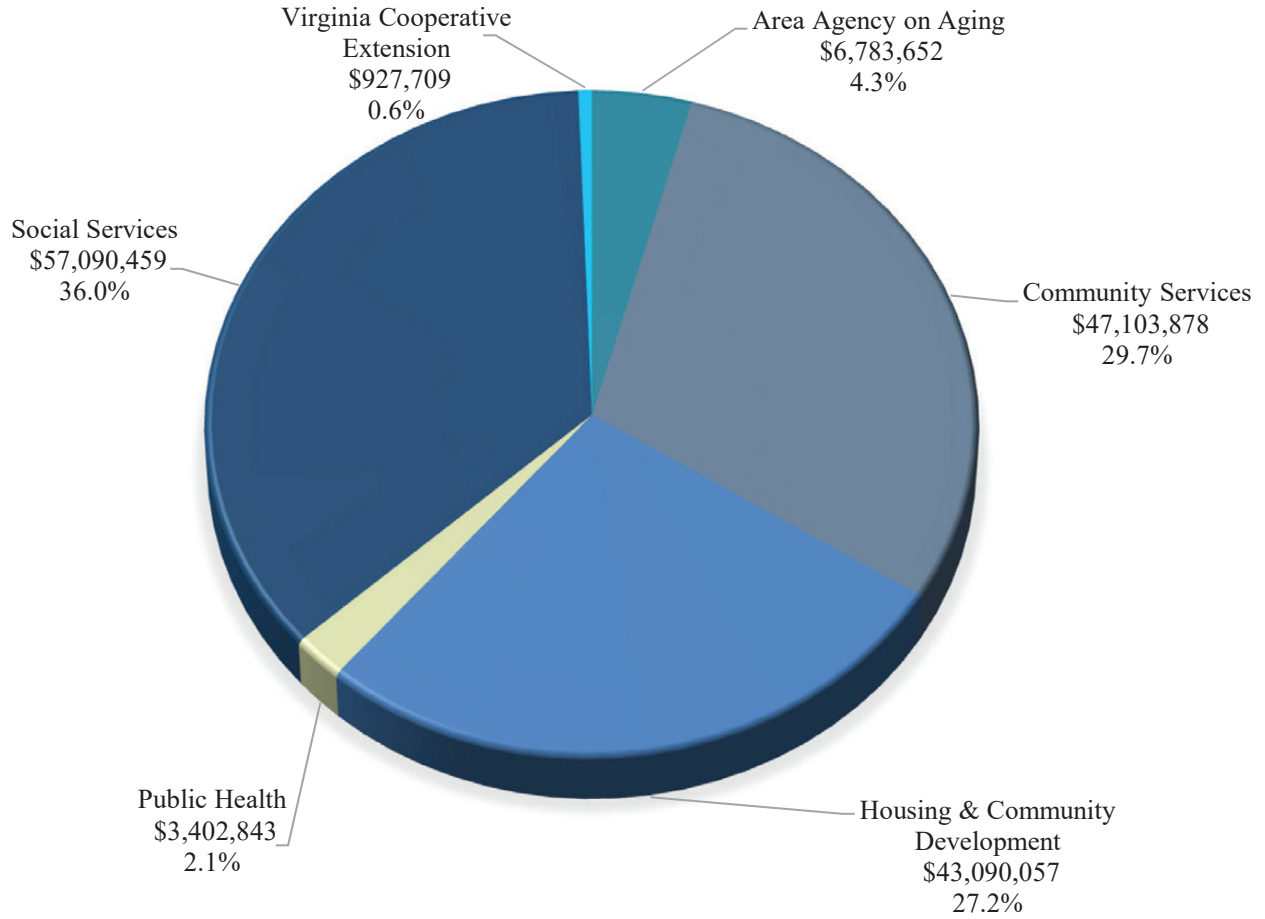
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Criteria rated proficient/outstanding in GFOA Program	100%	100%	100%	100%	100%
Countywide variance in actual and projected expenditures	7%	4%	7%	4%	6%
County services & facilities are a fair value for the tax dollar (comm. survey)	88%	88%	94%	88%	>90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Budget Development and Implementation	\$1,614	\$1,678	\$1,698	\$1,590	\$1,586
Budget questions answered within 2 business days	99%	100%	99%	-	99%
Number of CIP projects	58	55	86	80	85
Outcomes trending positively towards four year goal target	55%	55%	64%	100%	100%
Board agenda items reviewed within two business days	97%	84%	79%	97%	-
Total number of budget website visits	58,679	24,099	23,935	30,000	-

General Government



Human Services



Human Services Expenditure Budget: \$158,398,597



Average Tax Bill

Human Services accounted for \$209 and 5.01% of the average residential tax bill in FY20.

Department & Agencies

- ◆ Area Agency on Aging
- ◆ Community Services

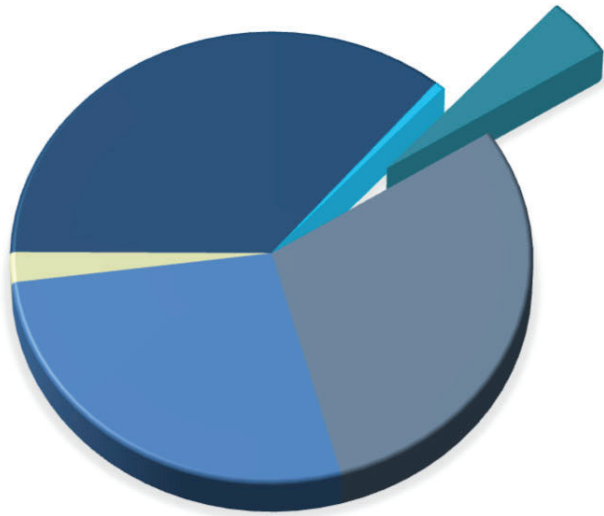
- ◆ Housing & Community Development
- ◆ Public Health

- ◆ Social Services
- ◆ Virginia Cooperative Extension

Area Agency on Aging

Mission Statement

The Area Agency on Aging will empower independence and enhance the quality of life and enjoyment of aging by offering a supportive network for older persons and their family caregivers through advocacy, education, coordination, and implementation of programs and services in the tri-jurisdictional area.



Human Services Expenditure Budget:
\$158,398,597

Expenditure Budget:
\$6,783,652



4.28% of Human Services

Programs:

- Home & Community Based Services: \$1,539,106
- Supportive Services: \$1,155,848
- Senior Centers: \$1,422,219
- Fiscal & Administration: \$2,666,479

Mandates

The Area Agency on Aging does not provide a state or federal mandated service. Some federal grants require certain activities be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

Area Agency on Aging



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Home & Community Based Services	\$1,215,344	\$1,291,077	\$1,435,021	\$1,438,018	\$1,539,106	7.03%
Supportive Services	\$978,100	\$1,029,287	\$926,382	\$1,114,729	\$1,155,848	3.69%
Senior Centers	\$1,125,475	\$1,057,981	\$1,137,874	\$1,209,085	\$1,422,219	17.63%
Fiscal & Administration	\$2,071,734	\$2,088,663	\$2,146,994	\$2,393,871	\$2,666,479	11.39%
Total Expenditures	\$5,390,653	\$5,467,009	\$5,646,271	\$6,155,703	\$6,783,652	10.20%

Expenditure by Classification

Salaries and Benefits	\$2,244,478	\$2,322,748	\$2,241,917	\$2,243,281	\$2,387,591	6.43%
Contractual Services	\$2,126,345	\$2,133,309	\$2,321,913	\$2,521,803	\$2,900,410	15.01%
Internal Services	\$183,002	\$179,641	\$177,170	\$155,776	\$155,776	0.00%
Purchase of Goods & Services	\$818,459	\$821,271	\$895,841	\$1,223,844	\$1,278,875	4.50%
Leases & Rentals	\$10,268	\$10,039	\$9,429	\$11,000	\$11,000	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	\$50,000	0.00%
Transfers Out	\$8,101	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$5,390,653	\$5,467,009	\$5,646,271	\$6,155,703	\$6,783,652	10.20%

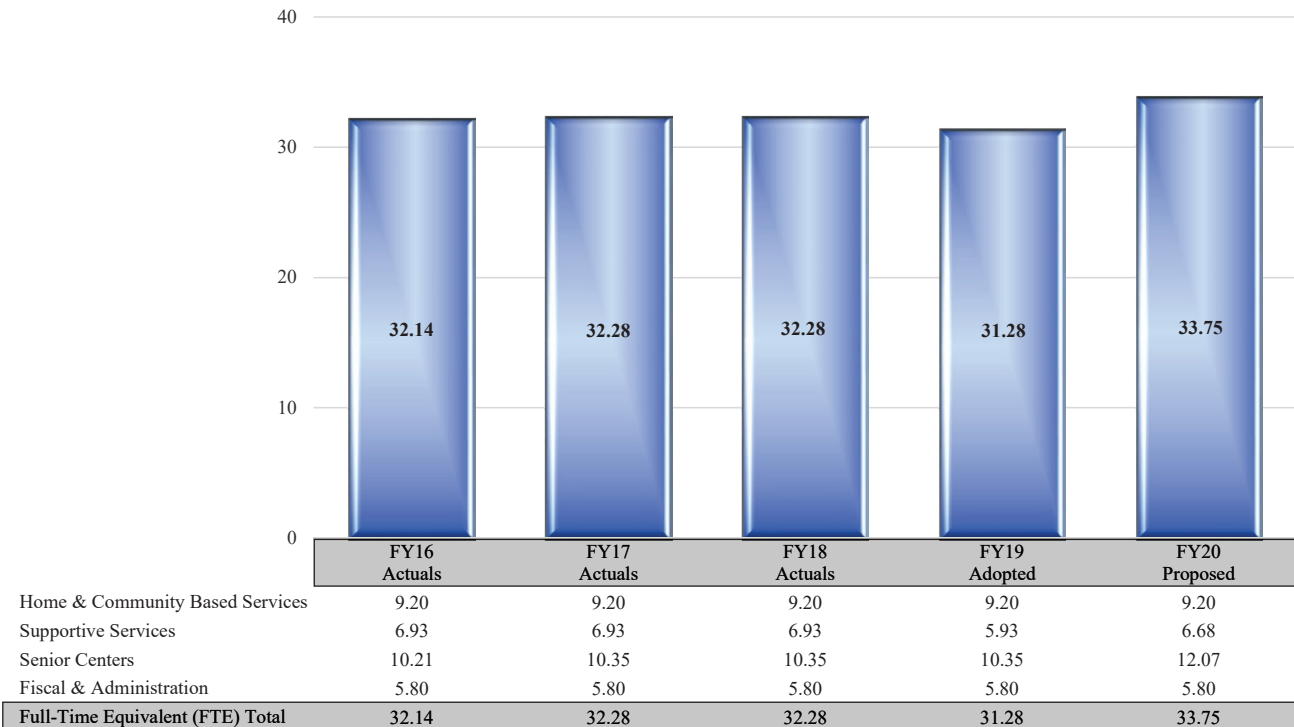
Funding Sources

Revenue from Federal Government	\$777,767	\$866,700	\$827,780	\$1,097,219	\$1,355,407	23.53%
Use of Money & Property	\$3,124	\$2,460	\$2,302	\$2,250	\$2,250	0.00%
Revenue from Other Localities	\$426,228	\$301,260	\$412,956	\$412,959	\$461,453	11.74%
Miscellaneous Revenue	\$44,769	\$48,439	\$97,116	\$88,942	\$88,942	0.00%
Non-Revenue Receipts	\$21	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$186,528	\$149,799	\$135,595	\$144,500	\$144,500	0.00%
Revenue from Commonwealth	\$380,914	\$389,184	\$398,800	\$423,639	\$416,003	(1.80%)
Transfers In	\$6,000	\$24,000	\$30,000	\$0	\$0	0.00%
Total Designated Funding Sources	\$1,825,351	\$1,733,842	\$1,904,548	\$2,169,509	\$2,468,555	13.78%
(Contribution to)/Use of Fund Balance	\$24,000	\$24,000	\$30,000	\$30,000	\$0	(100.00%)
Net General Tax Support	\$3,541,302	\$3,709,166	\$3,711,723	\$3,956,194	\$4,315,097	9.07%
Net General Tax Support	65.69%	67.85%	65.74%	64.27%	63.61%	

Area Agency on Aging



Staff History by Program



Future Outlook

No Wrong Door – As the Commonwealth of Virginia continues to expand the No Wrong Door network in the community, a person’s access to long-term services and supports will improve. The No Wrong Door study conducted by the County has identified key focus areas across all human services departments to improve access for all human services. A coordinated point of entry to human services will be critical to service delivery as the population continues to grow and people are living in the community with more complex social and health issues.

Changing Social and Recreational Needs – Prince William County (PWC) will have to determine how best to serve the social and recreational needs of a changing population of older adults. It is important that the senior centers continue to be a focal point in the community for the older adult population by serving meals and offering socialization and recreation in an environment specific for older adults. The new generation of older adults is seeking more diverse programming including classes which are catered specifically on reducing isolation and improving overall well-being. Healthier more engaged older adults within the community can mean less resources required in other sectors of local government. As the County’s Senior Centers age, this issue must be considered.

Growth of the Elderly Population – Currently approximately 12% of the population in the Prince William area is age 60 and older. By the year 2040, it is projected that approximately 20% of the population will be age 60 and older. Today, the average life expectancy is 78.8 years. If one lives to be 65, life expectancy is 84, and if one lives to be 75, life expectancy is 87. There will continue to be a greater divide between the healthy and wealthy and the health-compromised with low income (source: Centers for Disease Control). For this more complex group to stay in the community, they will need more coordinated services between medical professionals and the long-term services and supports provided by human services departments.

Area Agency on Aging

More Significant Needs of the Very Old – Persons over the age of 85 are the oldest cohort of older adults and the fastest growing cohort in America. The ability to live in the community with chronic disease(s) will be the biggest challenge as the model for long term services and supports shifts from an institutional model to one of more personal choice. In the future, longer waiting lists for services provided by the Agency will exist. Alzheimer’s disease, the aging of persons with intellectual/developmental disabilities, and the aging of their caregivers will require more multi-disciplinary approaches and the synthesis of expertise.

Elder Abuse & Financial Exploitation – The increase in the older adult population and the desire of all persons with disabilities to live in the community will most likely bring an increase in abuse and social isolation. All County departments will be affected by the demographic shift, and service silos will have to be removed as multiple departments serve the same customer. The ability to coordinate service among multiple County departments, share data, and keep it as simple as possible for the customer will require increased communication and referral through No Wrong Door.

General Overview

- A. **Reconciliation** – The FY2019 Budget was adopted prior to the receipt of final state and federal allocations. [BOCS Resolution 18-478](#), adopted September 4, 2018, reconciled the FY2019 Budget with the final state and federal allocations. A portion of this action carries into FY20, increasing Area Agency on Aging’s (Aging) revenues and expenditures by \$250,552. This will allow Aging to serve more people in the supportive services and home and community-based services programs with telephone reassurance, residential repair, and personal care services. The senior centers nutrition and health and wellness programs will be enhanced with an increase in staff, allowing these programs to provide recreation, nutrition, and health and wellness services.
- B. **Off Cycle Positions to Increase Service Levels at the Senior Centers** – On September 4, 2018, in [BOCS Resolution 18-478](#), the Board of County Supervisors authorized increasing the Agency’s FTE level by 1.8 FTEs. A Recreation, Socialization, and Activities Specialist (Wellness & Fitness Coordinator) at the senior center will address issues and improve the quality of life of older adults. To achieve this, an existing position was increased from 0.66 FTE to 1.00 FTE. To ensure fewer gaps in service delivery, two existing part-time cook positions were increased from 0.43 FTE to 0.66 FTE. Finally, 1.00 FTE, a Public Health Nutritionist, was approved. This position allows participants in the congregate and Meals on Wheels programs to have access to a registered dietician if they receive low scores on the nutrition screening instrument. Existing resources were used to establish/increase these FTEs, with no increase in local tax support.
- C. **Partial Shift of the Ombudsman from Human Rights to Aging** – The Ombudsman activity provides a voice to County residents in nursing homes and residential care facilities, investigating concerns raised by these residents and/or their families. A portion of the Ombudsman position must be separated from related activities within Aging’s budget, primarily the County’s contribution to Birmingham Green. To achieve this, in FY18, the Ombudsman position was moved out of Aging’s Supportive Services program and into the Human Rights Office. This position performs 25% of its duties for Human Rights and 75% of its duties for Aging. Therefore, 75% of the expenditures for this position were moved from Human Rights to Aging. The position’s total compensation of \$107,019 is now split 75% in Aging (\$80,264) and 25% in Human Rights (\$26,755). Additionally, a related supply budget of \$2,495 resides in Human Rights.

Area Agency on Aging

D. Revenue Increase for Shared Services (City) Billings – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Area Agency on Aging allocation is an increase of \$48,494.

Budget Initiatives

A. Budget Initiatives

1. Increase for Birmingham Green – Fiscal & Administration

Expenditure	\$274,725	General Fund Impact	\$274,725
Revenue	\$0	FTE Positions	0.00

a. Description – This initiative funds the increase associated with the intergovernmental cost-sharing agreement for Birmingham Green, a residential long-term care facility for the frail elderly and disabled adults in Northern Virginia. Growth in the elder population, causing an increase in PWC’s utilization, coupled with higher costs for providing long-term care has resulted in this increase. In FY18, Birmingham Green was home to 142 County residents.

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

Program Summary

Home & Community Based (H&CB) Services

The H&CB Services program serves the most at-risk, frail, older adults in the Prince William Area with the Adult Day Healthcare and the Home Care Assistance Programs to help them remain in the community for as long as possible.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients reporting that H&CB services helped them stay in their homes	95%	97%	98%	98%	98%
Family care-givers who are better able to meet work or other family obligations	93%	90%	92%	93%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Home Services	\$620	\$694	\$813	\$780	\$894
Home services clients served	135	125	162	130	150
Average days on waitlist for home services	111	90	38	90	45
Community Based Services	\$595	\$598	\$622	\$658	\$645
Community based clients served	56	56	52	60	55
Average days on waitlist for community based services	112	97	115	90	110

Area Agency on Aging

Supportive Services

The Supportive Services program provides a wide range of long-term support services such as Veteran Assistance, Medicare Counseling, Hospital Care Transitions, Caregiver Support, Assessment and Care Coordination, and Information to the public about Aging and Disability Services. This program provides citizens with information to make informed decisions about their service options within the Prince William Area.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients reporting that supportive services helped them stay in the community	98%	98%	100%	98%	98%
Clients reporting that services helped navigate the aging & disability network	100%	100%	97%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Information and Care Coordination	\$940	\$978	\$907	\$1,051	\$1,055
People receiving services	392	391	456	400	400
Information requests addressed	2,783	3,497	3,617	3,250	3,300
People served in supportive services	1,481	1,989	1,910	1,750	1,800
Medicare Counseling	\$38	\$51	\$19	\$64	\$101
People counseled for Medicare health insurance	1,548	2,201	1,215	2,000	1,700

Senior Centers

The Senior Centers program operates the Manassas Senior Center and the Woodbridge Senior Center, providing recreation, exercise, nutrition, health, and wellness programs for persons 55 and older. The programs serve to reduce isolation, promote health, and may prevent rapid decline from debilitating conditions.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Participants reporting that senior centers helped them stay in the community	95%	100%	100%	100%	99%
Meals on Wheels recipients stating that meals helped them stay in the community	98%	100%	99%	100%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Senior Centers	\$1,125	\$1,058	\$1,138	\$1,209	\$1,422
Senior center participants	1,214	1,290	1,225	1,300	1,300
Meals served (congregate and Meals on Wheels)	52,395	49,774	57,949	55,000	58,000

Area Agency on Aging

Fiscal & Administration

The Fiscal & Administration program connects the delivery of services and the administrative support that plans, monitors, and accounts for those services. The Bluebird Tour program, Agency Volunteer Intake, and Birmingham Green are also managed in the Fiscal & Administration program.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
People served by community partners and contractual agreements*	1,342	533	1,652	1,350	1,450
County provides appropriate facilities & services for seniors & caregivers	89%	89%	89%	90%	90%

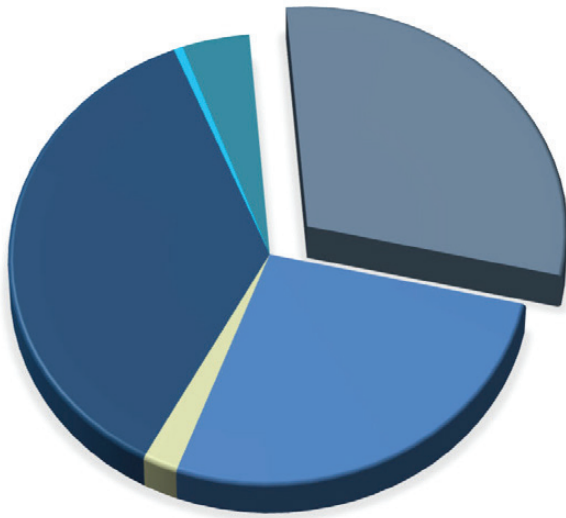
*FY17 data does not include people served by the Bluebird Tour Program

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Area Plan on Aging	\$606	\$661	\$640	\$684	\$682
FTE value of volunteer hours contributed	9	9	10	9	9
Birmingham Green	\$1,413	\$1,374	\$1,468	\$1,680	\$1,954
Bed days of County residents at Birmingham Green	26,031	28,870	29,152	-	33,000
County residents served in Birmingham Green facilities	135	133	142	135	-
Bluebird Tour Program	\$53	\$53	\$39	\$30	\$30
Tour participants	827	NR	1,084	850	950

Community Services

Mission Statement

Community Services is committed to improving the wellbeing of residents of Prince William County, the City of Manassas, and the City of Manassas Park who are affected by, or are at-risk of, developmental delays and disabilities, mental illness and/or substance use disorders through the provision and coordination of community-based resources that respect and promote the dignity, rights and full participation of individuals and their families.



Human Services Expenditure Budget:
\$158,398,597

Expenditure Budget:
\$47,103,878



29.70% of Human Services

Programs:

- Administrative Services: \$4,072,620
- Drug Offender Recovery Services: \$1,688,537
- Early Intervention: \$4,448,275
- Emergency Services: \$5,032,752
- Medical Services: \$3,347,216
- MH Day Support & Employment Services: \$1,957,036
- MH Residential Services: \$7,962,712
- ID Day Support Services: \$3,199,154
- ID Day Residential Services: \$872,243
- Youth Substance Abuse and Mental Health Services: \$3,615,731
- ID Case Management: \$4,468,977
- Mental Health Outpatient: \$4,155,603
- SA Adult Outpatient: \$2,433,206
- Public Safety Resilience Program: \$0

Mandates

The County is mandated to establish a Community Services Board. Community Services is the single point of entry into publicly funded mental health, developmental and substance abuse services. Effective July 1, 2019, mandated Community Services Board services are to include (1) emergency services, (2) same-day mental health screening services, and (3) outpatient primary care screening and monitoring services for physical health indicators and health risks and follow-up services for individuals identified as being in need of assistance with overcoming barriers to accessing primary health services, including developing linkages to primary health care providers. Additional mandates related to inpatient, outpatient, day support, residential, prevention, early intervention, and other services are being revised by the state.

State Code: [37.2-500](#), [37.2-504](#)

Community Services



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Administrative Services - CS	\$3,605,350	\$3,907,824	\$4,375,208	\$4,257,358	\$4,572,778	7.41%
Drug Offender Recovery Services	\$1,447,395	\$1,578,240	\$1,546,771	\$1,692,874	\$1,688,537	(0.26%)
Early Intervention	\$4,150,004	\$4,277,012	\$4,384,345	\$4,421,176	\$4,448,275	0.61%
Emergency Services	\$4,232,495	\$4,417,019	\$4,872,337	\$4,960,430	\$4,609,226	(7.08%)
Medical Services	\$2,530,067	\$2,613,693	\$2,627,369	\$3,419,892	\$3,197,216	(6.51%)
MH Day Support & Employment Services	\$1,714,260	\$1,720,504	\$1,858,630	\$1,937,165	\$1,957,036	1.03%
MH Residential Services	\$6,555,386	\$6,873,622	\$6,907,175	\$7,758,113	\$7,885,896	1.65%
ID Day Support Services	\$3,481,168	\$3,073,476	\$3,042,834	\$3,194,938	\$3,199,154	0.13%
ID Day Residential Services	\$783,879	\$624,537	\$750,207	\$837,537	\$872,243	4.14%
Youth Substance Abuse and Mental Health Services	\$3,188,081	\$3,102,509	\$5,694,385	\$3,547,900	\$3,615,731	1.91%
ID Case Management	\$3,422,270	\$3,067,837	\$3,368,301	\$4,025,332	\$4,468,977	11.02%
Mental Health Outpatient	\$3,320,178	\$3,499,836	\$3,746,459	\$3,813,800	\$4,155,603	8.96%
SA Adult Outpatient	\$1,854,294	\$1,853,657	\$1,799,015	\$2,417,908	\$2,433,206	0.63%
Public Safety Resilience Program	\$0	\$301,709	\$577,931	\$658,864	\$0	(100.00%)
Total Expenditures	\$40,284,827	\$40,911,475	\$45,550,964	\$46,943,288	\$47,103,878	0.34%

Expenditure by Classification

Salaries and Benefits	\$27,637,351	\$28,507,820	\$31,009,654	\$33,556,926	\$34,000,244	1.32%
Contractual Services	\$8,862,526	\$8,543,169	\$7,993,593	\$8,870,423	\$8,792,875	(0.87%)
Internal Services	\$1,711,674	\$1,838,050	\$2,071,117	\$1,857,416	\$1,851,110	(0.34%)
Purchase of Goods & Services	\$1,595,183	\$1,788,212	\$1,775,109	\$2,322,100	\$2,172,677	(6.43%)
Capital Outlay	\$70,595	\$49,864	\$0	\$110,383	\$80,000	(27.53%)
Leases & Rentals	\$147,694	\$159,693	\$172,323	\$196,274	\$177,206	(9.71%)
Debt Maintenance	\$24,258	\$24,258	\$24,258	\$24,258	\$24,258	0.00%
Depreciation	\$0	\$409	\$4,911	\$0	\$0	0.00%
Payments to Other Local Agencies	\$0	\$0	\$0	\$5,508	\$5,508	0.00%
Transfers Out	\$235,546	\$0	\$2,500,000	\$0	\$0	0.00%
Total Expenditures	\$40,284,827	\$40,911,475	\$45,550,964	\$46,943,288	\$47,103,878	0.34%

Funding Sources

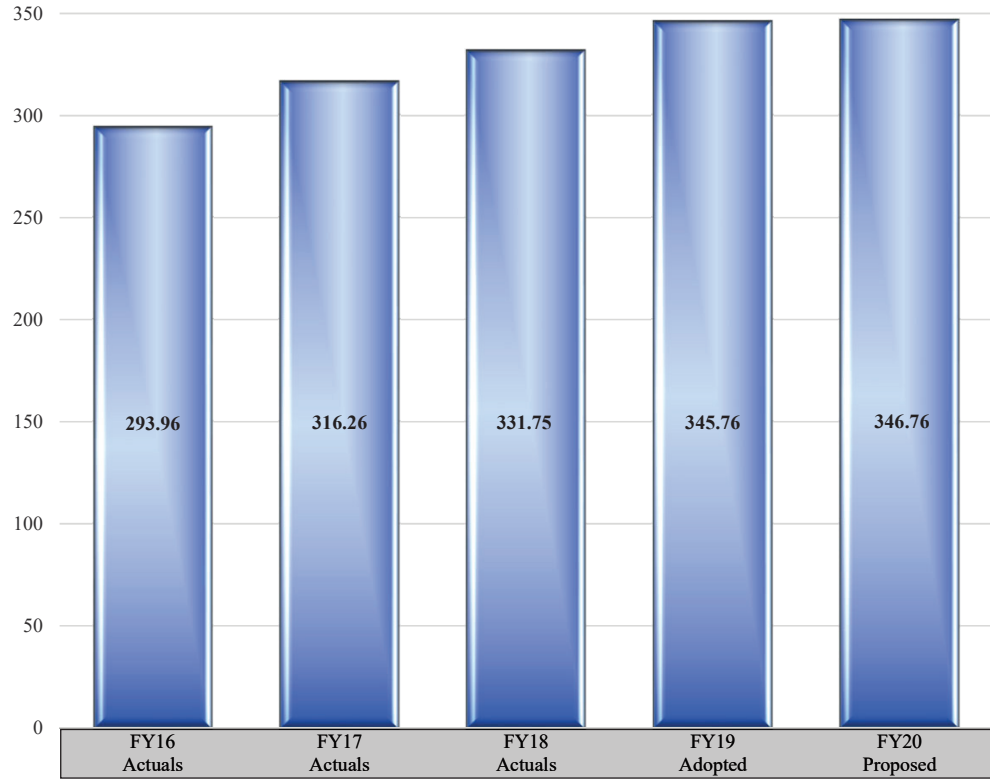
Revenue from Federal Government	\$2,769,336	\$2,852,852	\$2,730,656	\$2,816,356	\$2,816,356	0.00%
Use of Money & Property	\$0	\$0	\$12	\$0	\$0	0.00%
Revenue from Other Localities	\$2,765,044	\$2,455,532	\$2,957,904	\$2,957,901	\$3,389,454	14.59%
Miscellaneous Revenue	\$16,425	\$13,149	\$115,681	\$160,883	\$25,712	(84.02%)
Charges for Services	\$862,876	\$602,692	\$996,933	\$912,071	\$740,071	(18.86%)
Revenue from Commonwealth	\$15,662,431	\$16,274,850	\$18,754,462	\$17,209,439	\$17,366,610	0.91%
Total Designated Funding Sources	\$22,076,112	\$22,199,075	\$25,555,649	\$24,056,650	\$24,338,203	1.17%
Net General Tax Support	\$18,208,715	\$18,712,400	\$19,995,316	\$22,886,638	\$22,765,675	(0.53%)
Net General Tax Support	45.20%	45.74%	43.90%	48.75%	48.33%	

*In FY18, \$2.5M was incorrectly coded to Youth Substance Abuse & Mental Health Services program rather than Intellectual Disability Case Management program.

Community Services



Staff History by Program



	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Administrative Services	21.50	22.50	22.50	25.50	24.50
Drug Offender Recovery Services	14.65	16.40	14.40	14.40	14.40
Early Intervention	32.20	32.20	32.70	32.70	32.70
Emergency Services	38.42	39.92	43.97	44.47	47.47
Medical Services	13.99	13.99	13.99	14.00	14.00
MH Day Support & Employment Services	18.20	19.00	19.00	20.00	20.00
MH Residential Services	33.50	40.50	40.50	45.00	46.00
ID Day Support Services	0.20	0.20	0.20	0.20	0.20
ID Residential Services	2.00	2.00	2.00	3.00	3.00
Youth Substance Abuse and MH Services	27.85	29.85	33.85	33.85	33.85
ID Case Management	35.40	39.40	43.40	44.40	44.40
Mental Health Outpatient	37.20	41.45	43.38	42.38	44.38
Substance Abuse Adult Outpatient	18.85	18.85	18.87	21.87	21.87
Public Safety Resilience Program	0.00	0.00	3.00	4.00	0.00
Full-Time Equivalent (FTE) Total	293.96	316.26	331.75	345.76	346.76

Community Services

Future Outlook

System Transformation Excellence and Performance (STEP-VA) – The Virginia Department of Behavioral Health and Developmental Services (DBHDS) has been implementing STEP-VA initiatives over the past three years. STEP-VA is designed to reform the behavioral health system by creating a uniform set of required services, consistent quality measures, and improved oversight in all Virginia communities. Mandated services, as delineated in state code have been expanded effective July 1, 2019. Community Services (CS) received \$270,000 in FY19 to begin same-day mental health screenings and supplemental funding for the additional mandates will be determined during the 2019 legislative process. In addition to mandating new services, STEP-VA impacts reporting activities (such as the implementation of Service Process Quality Management) and work processes (such as collaborative documentation).

Medicaid Expansion – Virginia’s Medicaid expansion aims to provide health insurance to 400,000 low-income residents. CS will collect additional Medicaid reimbursements as existing uninsured clients become Medicaid-eligible and clients covered under the Governor’s Access Plan (GAP) will be reimbursed at a higher rate. Conversely, Community Services Boards (CSBs) statewide will receive decreased state general fund revenues as an offset to the additional Medicaid reimbursements. DBHDS has calculated CS will lose \$238,384 in state funding in FY19 and \$642,112 in ongoing state funding beginning in FY20. At this time, CS anticipates these changes to be revenue neutral.

The National Opioid Addiction Epidemic – According the Virginia Medical Examiner, fatal drug overdose continues to be the leading cause of unnatural death and accidental death in Virginia. Every 12 hours a Virginian dies from an opioid overdose. Opioids are a class of drugs that include prescription pain relievers, such as oxycodone, hydrocodone, codeine, morphine, fentanyl, and the illicit drug heroin. The Prince William CSB catchment area saw emergency department visits for heroin overdose nearly double between 2015 and 2017. Emergency department visits for opioid overdose increased by 15%. Virginia’s 2017 fatal overdoses surpassed those of 2016 and Fentanyl (Rx, illicit, and analogs) caused or contributed to death in over 50% of the state’s fatal overdoses. Prior to 2013, most fentanyl related deaths were due to illicit use of pharmaceutically produced fentanyl. Since 2016, most fatal fentanyl related overdoses have been due to illicitly produced fentanyl. In order to combat opioid addiction and reduce overdose deaths, immediate access to evidence-based intensive outpatient, medication assisted treatment (MAT) and, in some cases, residential inpatient treatment is required. CS is challenged to meet the increased demand for outpatient, residential, and MAT service, given current resources.

Developmental Disabilities (DD) and DD Waiver – The State continues to plan for the growing needs of individuals with developmental disabilities through the DD Waiver services. The plan includes a focus on Employment First and Independent Integrated Housing options to increase employment and separate housing from services for waiver recipients. New services for implementation in FY19 to support this effort are Benefits Planning, Community Guides, and Peer Mentoring which aim to address barriers to employment, assist in exploration of community resources including housing, and help build natural supports to foster greater connections to all that communities have to offer their citizens. Significant for PWC CS was the award of \$2.5 million dollars from DBHDS to support affordable options for those in the Department of Justice Settlement Agreement (waiver recipients or on the DD waiver waitlist) population to live in their own apartment with supports.

Joint Subcommittee – The Virginia General Assembly authorized a Joint Subcommittee to study mental health services in the Commonwealth during the 2014 legislative session and the committee has continued to meet to review the structure, financing, and services offered throughout the commonwealth. Several topics include the availability of mental health resources available in jails, the continuation of state psychiatric facilities being over-capacity, and the disparity of funding and services provided by the CSBs. The September 5, 2018, meeting identified the following discussion items (1) should the funding formula for allocating state general funds be evaluated, (2) should the feasibility of consolidating the smallest CSBs be studied, and (3) should the capacity of DBHDS be strengthened to oversee the delivery of mental health services.

Community Services

Continuously Evolving Reporting, Billing, and Administrative Requirements – CS receives 51% (\$24 million) of its total revenues from outside sources, which include unrestricted state revenues, restricted state revenues, federal sources, Medicaid, Medicare, and other billable revenue sources. As federal and state budgets have not recovered from the recession, external revenue sources continue to implement process changes designed to improve results while decreasing costs. As a result, CS continues to be under increasing pressure to implement new reporting requirements and clinical procedures to continue to receive funding. Examples include the transition to six Medicaid managed care organizations and the implementation of a new reporting system—Service Process Quality Management.

General Overview

- A. Public Safety Resiliency Program Shift** – In FY17, the Public Safety Resilience Program was established per [BOCS Resolution 16-718](#). In FY19, the program was moved from CS to the Department of Fire & Rescue. A total of \$658,864 and 4 FTEs was reallocated. This transfer of funds and headcount has been implemented to better align the services provided by the Public Safety Resilience Program to the Public Safety Departments. The shift was necessitated to comply with state licensing requirements.
- B. Reconcile the FY19 Community Services Budget to the State Performance Contract** – Each year, CS completes a budget reconciliation to match revenue and expenditure adjustments that become known after the County’s annual budget is adopted, specifically the reconciliation of state and federal revenues to the state performance contract. In the FY19 budget, there is a reclassification of \$238,384 in Medicaid Revenues. The FY19 reconciliation provided an increase in ongoing revenue support of \$86,665 to create 1 FTE Systems Developer II to support several information technology initiatives within CS. This item was approved by [BOCS Resolution 18-589](#). There is no impact on local general fund tax support.
- C. Implementation of Same Day Access** – [BOCS Resolution 18-381](#) transferred \$270,000 in on-going revenue support from DBHDS to create a total of four positions: one Therapist III, one Therapist II and two Administrative Support Assistant II. State funding was provided to support the Same Day Access program, which provides mental health and substance abuse assessments on the same day they are requested by the consumer without scheduling delay or waitlist.
- D. Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, Community Services increased \$431,553.

Community Services

Program Summary

Administrative Services

Administrative Services of CS includes Accounting and Procurement, Management Information Systems, Human Resources Management, and Leadership and Management Oversight. It is the responsibility of Leadership to work with the CSB, staff, and community stakeholders to ensure these services are effective and provide the best possible return on investment of tax dollars.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Change in fee revenue received from prior fiscal year	6.6%	13%	5.8%	5.3%	0%
Customers rating services as helpful	93%	89%	92%	92%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Accounting & Procurement	\$1,297	\$1,630	\$1,657	\$1,224	\$1,254
Fees collected	\$5.7M	\$5.8M	\$6.2M	\$6.2M	\$6.8M
Management Information Systems	\$905	\$868	\$1,015	\$1,085	\$1,172
Customers rating services as helpful	93%	89%	92%	92%	92%
Human Resources Management	\$203	\$211	\$212	\$223	\$226
Leadership & Management Oversight	\$1,200	\$1,213	\$1,508	\$1,725	\$1,921
Total agency clients served	9,506	9,762	9,832	9,800	9,800

Drug Offender Recovery Services

Provides a comprehensive drug treatment continuum of care for offenders with the most severe drug dependence disorders. Avoid gaps in services that result in relapse and recidivism through close collaboration with the Adult Detention Center (ADC), medication assisted treatment (MAT), and probation agencies. Services include assessments, individual and group therapy, case management, MAT, residential and jail-based treatment, and family support.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Criminal Justice clients who stop using drugs	35%	22%	52%	35%	40%
Drug Offender Rehab Module clients who do not return to the ADC within 3 years	74%	79%	70%	70%	70%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
ADC Services	\$946	\$993	\$1,029	\$1,010	\$1,032
Inmates treated in male and female dormitories	172	175	176	170	170
Community Criminal Justice Services	\$501	\$592	\$520	\$683	\$657
HIDTA clients served	65	66	64	60	60
Intensive case management clients served	64	131	212	80	125

Community Services

Early Intervention

Early Intervention services are provided by licensed and certified physical therapists, occupational therapists, speech-language pathologists, early childhood special educators, and service coordinators for infants and toddlers, birth to three years old, who have a diagnosed condition affecting their development, qualitative concerns with their development, or a delay of at least 25% in one or more developmental areas. Services are intended to help the child develop the necessary motor, communication, social-emotional, feeding, and play skills to be an active member of their family and community.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Early intervention services clients who do not require special education	54%	54%	55%	53%	53%
Children demonstrating improved acquisition and use of knowledge and skills	67%	63%	63%	65%	63%
Families report services helped their family to help their child develop & learn	90%	91%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Assessment and Service Coordination	\$1,819	\$1,914	\$1,868	\$2,018	\$2,037
Infants, toddlers, and families served by assessment and coordination	1,274	1,351	1,438	1,300	1,350
Therapeutic and Educational Services	\$2,331	\$2,358	\$2,512	\$2,404	\$2,411
Infants, toddlers, and families served by therapeutic and educational services	1,097	1,115	1,190	1,100	1,150

Emergency Services

Serves as the point of entry for all behavioral health services within CS or within the statewide public sector. Services provided include comprehensive assessments for residents seeking CS services and state-mandated 24-hour crisis intervention services.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Cases diverted from inpatient treatment	49%	50%	49%	53%	53%
Emergency Services clients satisfied with services received	87%	97%	100%	93%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
CS Intake and Emergency Telephone Services	\$1,044	\$1,053	\$1,401	\$1,130	\$1,204
Access assessments completed	1,878	1,680	1,838	1,788	1,850
Emergency Services	\$3,188	\$3,367	\$3,472	\$3,830	\$3,406
Emergency Services clients served	3,149	2,914	3,147	2,988	3,000

Community Services

Medical Services

Provides psychiatric evaluations, medication, and assessments as to the need for medical follow-up to clients. Nursing staff maintain medication records and inventory and provide patient care as directed by psychiatrists. Medical Services also provides medical consultation to other staff regarding clients, as well as education about psychotropic medication to staff and clients.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Medical Services customers satisfied with services	87%	84%	87%	85%	87%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Medical Services	\$2,530	\$2,614	\$2,627	\$3,420	\$3,197
Total clients served by Medical Services	2,022	2,078	2,143	2,200	2,100

Mental Health Day Support & Employment Services

Provides psychosocial rehabilitation services and/or supported employment services to help persons with severe mental illness, cognitive disabilities, and/or co-occurring disorders improve their capabilities and quality of their lives by providing meaningful opportunities to integrate in and contribute to their community of choice.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients who maintain employment for more than 90 days	80%	84%	84%	85%	83%
Psychosocial rehabilitation clients who maintain or improve functioning level	96%	92%	83%	95%	90%
Vocational Services clients reporting satisfaction with services	97%	95%	95%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Day Support Services	\$1,114	\$1,059	\$1,139	\$1,155	\$1,156
Clients served by day support services	123	119	119	124	120
Employment Services	\$600	\$651	\$712	\$783	\$801
Clients served by employment services	135	257	252	177	215

Community Services

Mental Health Residential Services

Assists adults with serious mental illnesses to remain as independent as possible in the community by providing clinical services to assist them in maintaining their level of functioning; or connect with vendors who provide 24-hour residential care for those adults who cannot remain outside of institutional settings without that level of support.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients successfully engaged in services and maintained in the community	98%	97%	97%	95%	95%
Clients expressing satisfaction with service provided	100%	95%	89%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Supportive Residential In-Home Services	\$2,462	\$2,551	\$2,472	\$2,554	\$2,490
Clients served by supportive residential in-home services	115	115	130	125	130
Intensive Residential Services	\$758	\$772	\$765	\$817	\$817
Clients served in group homes	37	22	37	25	37
Crisis Stabilization Services	\$1,604	\$1,630	\$1,845	\$1,790	\$1,790
Clients served by crisis stabilization services	227	234	251	230	240
Intensive Community Treatment (ICT) Services	\$1,128	\$1,328	\$1,402	\$1,904	\$1,918
Clients served by ICT services	51	64	80	80	80
Young Adult Services (YAS)	\$603	\$588	\$420	\$693	\$871
Clients served in YAS	24	40	50	40	50

Intellectual Disability (ID) Day Support Services

Vendors provide services in the community to individuals with ID that provide general day care or day program services to enable individuals to acquire, improve, or maintain functional abilities, or obtain competitive employment.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Program clients successfully maintained in the community	94%	95%	96%	95%	96%
Clients who are satisfied with program services	97%	97%	97%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Day Care Services	\$582	\$612	\$783	\$582	\$583
Clients served by day care services	89	89	76	89	80
Day Support Services	\$1,456	\$1,375	\$1,157	\$1,011	\$1,012
Clients served by ID day support services	53	43	36	55	44
Sheltered Employment Services	\$491	\$318	\$317	\$575	\$576
Clients served by sheltered employment services	11	4	4	4	-
Supported Employment Services	\$952	\$765	\$785	\$1,027	\$1,028
Clients served by supported employment services	102	93	86	100	87

Community Services

Intellectual Disability Day Residential Services

Adults with ID are provided support services that assist them in remaining as independently as possible in their community. For adults who cannot live independently, licensed vendors in the community who accept ID waivers provide 24-hour residential care to assist them with health care, skill development, and community integration.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Client family satisfaction	99%	97%	93%	94%	94%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Group Home Services*	\$162	(\$32)	\$203	\$120	\$120
Clients served by group home services	220	240	254	240	250
Supported Living Services	\$622	\$656	\$547	\$718	\$752
Clients served by supported living services	35	27	30	30	30

*FY17: \$151,000 included in Supported Living Services total instead of Group Home.

Youth Substance Abuse (SA) & Mental Health Services

Provides services to youth with mental health and/or substance abuse disorders in local high schools, outpatient clinic, and in-home. Services provided include assessment, individual, family and group therapy, intensive in-home treatment, case management, and high intensity drug trafficking area (HIDTA) prevention.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients completing treatment who improve in functioning	72%	88%	67%	75%	75%
Clients satisfied with services	97%	98%	99%	90%	99%
Teen clients who stop using drugs/alcohol	0%	43%	57%	60%	60%
Grade point average improvements for HIDTA prevention clients	+0.90	+0.60	+0.70	+0.70	+0.70
Reduced school absences for HIDTA prevention clients	40%	40%	50%	40%	40%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
In-School SA Treatment Services	\$923	\$984	\$972	\$978	\$0
Clients served by In-School SA Treatment Services	1,111	1,162	961	1,100	-
Clinic-Based MH Treatment and SA Treatment Services	\$694	\$688	\$994	\$1,097	\$0
Clients served by clinic-based MH and SA Treatment Services	454	486	450	450	-
In-Home MH and SA Treatment Services	\$1,044	\$875	\$696	\$914	\$0
Clients served by In-home MH and SA treatment services	154	159	179	150	-
Behavioral Health Wellness Services	\$526	\$548	\$529	\$558	\$722
Prevention activity participants (students and parents)	290	317	280	250	280
Case Management	\$0	\$0	\$0	\$0	\$1,856
Clients served by case management	-	-	-	-	180
Outpatient Services	\$0	\$0	\$0	\$0	\$1,038
Clients served by outpatient	-	-	-	-	1,520

Intellectual Disability (ID) Case Management

Provides support and connections to community resources and services for individuals who have an intellectual disability and may need assistance accessing supports in the community.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients successfully maintained in the community	97%	97%	98%	98%	98%
Clients and family members satisfied with services	94%	95%	93%	92%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Case Management Services	\$3,422	\$3,074	\$5,868	\$4,025	\$4,469
Clients served by ID case management services	798	839	893	865	893

Community Services

Mental Health Outpatient

Provides outpatient case management and treatment services to adults with serious mental illness and their families. Services include individual, family, and group therapy, evaluations, case management, and medication management.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Seriously mentally ill clients completing treatment who improve in functioning	41%	30%	50%	50%	50%
Clients satisfied with services received	92%	98%	98%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Seriously Mentally Ill Adult and Family Services	\$3,320	\$3,499	\$3,746	\$3,814	\$4,156
Clients served by seriously mentally ill adult and family services	1,438	1,648	1,665	1,400	1,600

Substance Abuse (SA) Adult Outpatient

Provides outpatient treatment services to adults with substance use disorders and their families. Services include individual, family, and group therapy, evaluations, case coordination, and community referrals.

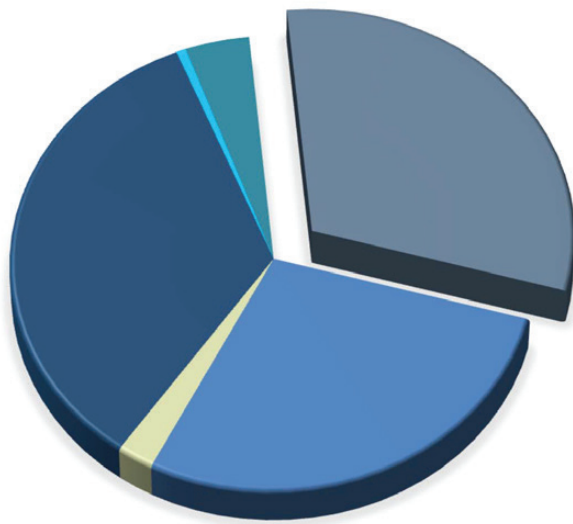
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients who are substance free upon completion of treatment	63%	61%	80%	60%	75%
Customers satisfied with services received	99%	98%	98%	90%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Adult SA Services	\$1,854	\$1,853	\$1,800	\$2,418	\$2,433
Clients served by adult SA services	1,042	748	784	900	900

Housing & Community Development

Mission Statement

The Office of Housing & Community Development will develop affordable housing opportunities and neighborhood resources for low and moderate-income area residents by implementing appropriate policies and programs, which provide a safe and healthy environment in which to work and play.



Human Services Expenditure Budget:
\$158,398,597

Expenditure Budget:
\$43,090,057



27.18% of Human Services

Programs:

- Community Preservation & Development: \$4,670,119
- Housing Finance & Development: \$1,625,264
- Rental Assistance: \$36,700,072
- Affordable Housing Support: \$94,602

Mandates

The Office of Housing & Community Development does not provide a state or federal mandated service. Some federal grants require certain activities to be performed; however, these are not considered mandates since the County is not obligated to accept the grant funding.

Housing & Community Development



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Community Preservation & Development	\$2,105,144	\$1,750,997	\$3,225,917	\$4,546,983	\$4,670,119	2.71%
Housing Finance & Development	\$498,041	\$1,045,199	\$611,842	\$1,622,737	\$1,625,264	0.16%
Rental Assistance	\$28,888,662	\$29,030,184	\$28,760,463	\$36,900,320	\$36,700,072	(0.54%)
Affordable Housing Support	\$26,450	\$10,000	\$21,414	\$94,602	\$94,602	0.00%
Total Expenditures	\$31,518,296	\$31,836,380	\$32,619,635	\$43,164,642	\$43,090,057	(0.17%)

Expenditure by Classification

Salaries and Benefits	\$2,188,950	\$2,217,325	\$2,255,662	\$2,082,950	\$2,008,364	(3.58%)
Contractual Services	\$1,459,971	\$1,324,449	\$2,901,859	\$3,776,230	\$3,776,230	0.00%
Internal Services	\$113,401	\$122,134	\$122,542	\$101,704	\$101,704	0.00%
Purchase of Goods & Services	\$27,592,172	\$27,967,127	\$27,166,656	\$37,028,573	\$37,028,573	0.00%
Capital Outlay	\$0	\$32,005	\$0	\$0	\$0	0.00%
Leases & Rentals	\$26,619	\$22,676	\$24,043	\$40,732	\$40,732	0.00%
Transfers Out	\$137,183	\$150,664	\$148,873	\$134,454	\$134,454	0.00%
Total Expenditures	\$31,518,296	\$31,836,380	\$32,619,635	\$43,164,642	\$43,090,057	(0.17%)

Funding Sources

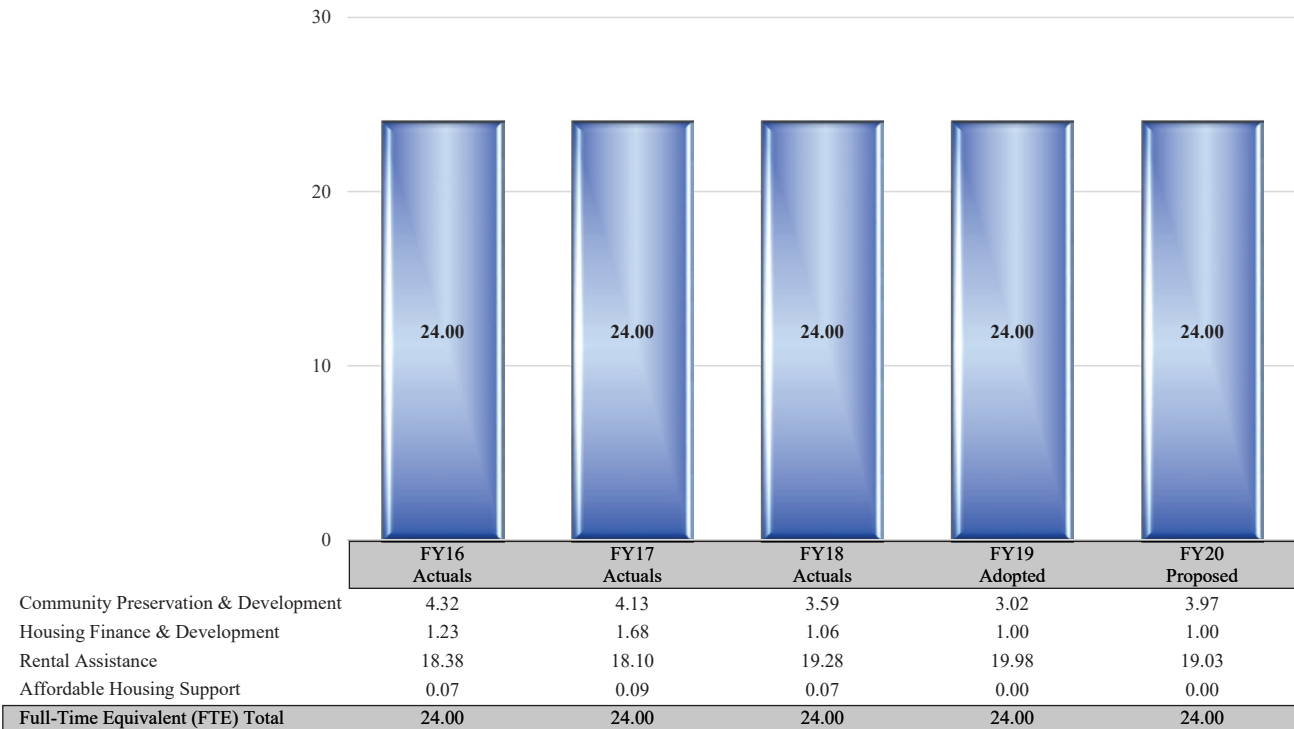
Revenue from Federal Government	\$26,756,201	\$26,906,742	\$29,358,254	\$34,954,940	\$34,954,940	0.00%
Use of Money & Property	\$12,114	(\$18,750)	(\$1,613)	(\$0)	(\$0)	0.00%
Miscellaneous Revenue	\$12,993	(\$0)	\$1,546	\$145,000	\$145,000	0.00%
Charges for Services	\$5,354,602	\$5,481,718	\$4,111,412	\$7,970,100	\$7,970,100	0.00%
Transfers In	\$0	\$10,000	\$10,000	\$10,000	\$10,000	0.00%
Total Designated Funding Sources	\$32,135,910	\$32,379,710	\$33,479,599	\$43,080,040	\$43,080,040	0.00%
(Contribution to)/Use of Fund Balance	(\$673,716)	(\$590,140)	(\$3,412,134)	\$0	(\$74,585)	
Net General Tax Support*	\$56,102	\$46,809	\$2,552,170	\$84,602	\$84,602	0.00%
Net General Tax Support	0.18%	0.15%	7.82%	0.20%	0.20%	

*FY18 includes a transfer from the general fund for a one-time \$2.5M state grant. BOCS Res. 18-388. Net general tax support is \$52,170.

Housing & Community Development



Staff History by Program



Future Outlook

Increased Cost of Affordable Housing – In the administration of the Housing Choice Voucher Program (HCVP), Small Area Fair Market Rent (SAFMR) established at the ZIP code level replaced the 50th percentile Fair Market Rents previously required for metropolitan areas with high concentrations of voucher families. SAFMRs are intended to provide families residing in low-poverty areas the opportunity to move to areas with higher rents, thereby making them affordable. Public Housing Authorities are required to use SAFMRs in establishing families’ payment standards. This new change in determining Fair Market Rents affects the amount tenants pay landlords and it affects the HCVP. HCVP tenants typically pay 30% of their income towards rent and utilities, with the difference covered by the program. Increased rents increase program costs, thereby reducing the number of people served.

More than 5,012 Families Waiting for Affordable Housing – The waiting list for the HCVP was last opened December 2010 with more than 8,500 applicants. Currently, there are approximately 5,012 applicants on the waiting list. It is anticipated that by FY20 that number will be under 2,000. As federal lawmakers continue to find solutions to balance the federal budget, all indications are that funding for affordable housing will decline or at best remain level. The largest impact from decreased funding levels is anticipated with the HCVP that provides rental assistance for low-income families, many of whom are elderly and/or disabled. The Office of Housing & Community Development (OHCD) anticipates assisting an additional 100 elderly and disabled families currently on its waiting list.

Home Investment Partnership Funds – The Home program, funded through the Transportation–Housing & Urban Development (HUD) appropriations bill, has been cut since FY10. However, in FY19 funding was slightly increased despite the president’s budget proposal to eliminate the program. Further funding cuts would be detrimental to local affordable housing opportunities.

Housing & Community Development

Program Summary

Community Preservation & Development

Community Preservation & Development administers two federal programs through the U.S. Department of HUD, the Community Development Block Grant (CDBG) program and the Emergency Solutions Grant (ESG) program. The County has a Cooperative Agreement with the Cities of Manassas and Manassas Park to conduct their housing and community development activities. A portion of the CDBG funds are set aside on a competitive basis to eligible outside agencies for specific eligible activities that meet CDBG National Objectives and further the Prince William Area's goals and objectives, as stated in the five-year consolidated plan. The largest portion of CDBG funds are devoted to housing rehabilitation activities of owner occupied low and moderate-income households. The ESG funding is provided to local shelters towards operating costs and programs to rapidly rehouse the homeless. Additionally, the Stewart B. McKinney Homeless Assistance Act of 1988 and the Base Closure and Realignment Act mandated that federal agencies make any usable surplus real property available to units of government and non-profits organizations for sheltering the homeless. The County received property under the Act in March 1994 with a 30-year deed restriction to use the property solely for serving the homeless. The OHCD operates seven transitional housing units for families referred by local shelters.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Persons provided with housing and other related services - CDBG	2,399	2,971	2,408	1,224	2,408
Persons provided with homelessness prevention and emergency shelter	1,390	1,728	1,491	1,728	1,491
Families completing transitional housing program & moving to permanent housing	100%	100%	66%	85%	66%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Housing Rehabilitation	\$1,211	\$1,519	\$2,874	\$4,081	\$4,175
Substandard single-family housing units rehabilitated	15	12	7	15	7
Community Improvement & Housing Supportive Services	\$773	\$147	\$298	\$265	\$265
Persons provided with homelessness prevention and emergency shelter services	1,390	1,728	1,491	1,728	1,491
Improvement projects managed	12	11	17	10	17
Manage Transitional Housing at Dawson Beach	\$121	\$85	\$54	\$201	\$230
Homeless families served	11	8	13	7	13

Housing & Community Development

Housing Finance & Development

Prince William County (PWC), along with the Cities of Manassas and Manassas Park through a Cooperative Agreement, receives an annual allocation of Home Investment Partnerships funding from HUD. The program objective is to provide decent affordable housing to low-income households; expand the capacity of non-profit housing providers; strengthen the ability of state and local governments to provide housing; and leverage private-sector participation. Federal funds are utilized for the First-Time Homebuyer Program, which provides down payment and closing cost assistance for residents of PWC and the cities of Manassas and Manassas Park. Also, at least 15% of the allocation is set aside for specific activities to be undertaken by a special type of non-profit called a community housing development organization that develops affordable housing for the community it serves.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Federal & state funds for households to become first-time homebuyers	\$116,000	1,963,000	\$532,350	\$600,000	\$532,350
Private mortgage financing generated on behalf of first-time homebuyers	\$781,000	\$922,000	\$216,000	\$1.3M	\$216,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Homeownership Assistance	\$498	\$1,045	\$612	\$1,623	\$1,625
Families assisted to become first-time homebuyers	6	17	4	12	4
Affordable units added, with counseling to the families that rent/purchase units	17	19	17	14	17

Housing & Community Development

Rental Assistance

The Rental Assistance Unit manages the Housing Choice Voucher Program (HCVP), a federally funded rental assistance program. Funding is provided through HUD to assist eligible low-income County residents with obtaining safe, decent, and affordable housing.

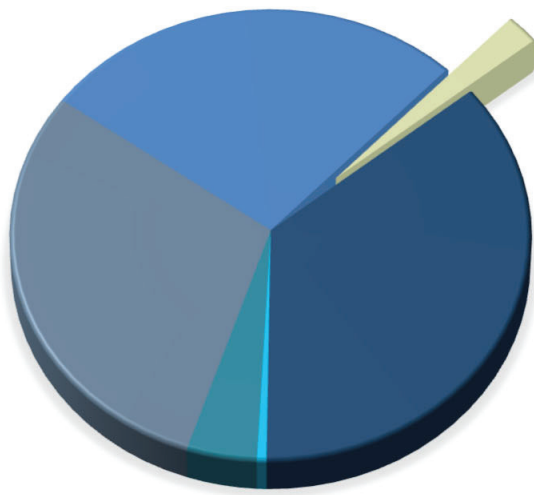
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Eligible elderly and disabled persons in HCVP provided with rental assistance	44%	67%	61%	67%	61%
Family Self Sufficiency Grant families who successfully meet program goals	88%	90%	80%	90%	90%
Rental income paid to local property owners on behalf of families	\$27.0M	\$27.0M	\$26.8M	\$29.0M	\$29.0M
Annual HCVP performance evaluation score from HUD	98%	100%	100%	98%	98%
Families assisted by OHCD with low-income housing	5,910	3,806	5,749	5,910	5,749

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Housing Assistance Program Payments	\$26,846	\$27,096	\$26,728	\$35,009	\$34,973
Families provided with rental assistance	2,121	2,041	2,008	2,121	2,008
Housing Assistance Program Administration	\$2,042	\$1,935	\$2,033	\$1,891	\$1,727
Participant eligibility determinations	1,949	2,150	2,532	2,150	2,532
Families on the HVCP rental assistance waitlist	8,490	8,477	5,012	8,200	2,000

Public Health

Mission Statement

The Prince William Health District is dedicated to promoting optimum wellness, preventing illness, responding to emergencies, and protecting the environment and health of our residents.



Human Services Expenditure Budget:
\$158,398,597

Expenditure Budget:
\$3,402,843



2.15% of Human Services

Programs:

- Maternal & Child Health: \$309,685
- General Medicine: \$2,033,584
- Environmental Health: \$897,196
- Administration/Emergency Preparedness: \$162,378

Mandates

Each year Prince William County enters into a Local Government Agreement with the Virginia Department of Health. Services rendered based on this agreement are provided by the Prince William Health District. State mandated services provided on behalf of Prince William County by Prince William Health District include childhood immunizations, pre-school physicals for school entry, rabies control, and vital records—death certificates.

The Board of County Supervisors has enacted additional local mandates for which Prince William Health District has responsibility.

State Code: [32.1-46](#) (Childhood Immunizations), [22.1-270](#) (Pre-school physicals for school entry); [32.1](#) (Health) and [3.2-6562.1](#) (Rabies Exposure)

County Code: [Chapter 3](#) (Amusements), [Chapter 8](#) (Environmental Protection), [Chapter 10](#) (Concession Stands at Youth Activities), [Chapter 12](#) (Massage Establishments), [Chapter 22](#) (General Environmental and Nuisances/Health and Safety Menaces), [Chapter 23 Article III](#) (Individual Sewage Disposal Systems), [Chapter 25.1](#) (Swimming Pools, Spas and Health Clubs), [Chapter 30](#) (Water Supply)

Public Health



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Maternal & Child Health	\$774,014	\$774,014	\$774,014	\$774,014	\$309,685	(59.99%)
General Medicine	\$1,487,408	\$1,519,620	\$1,444,601	\$1,569,991	\$2,033,584	29.53%
Dental Health	\$134,247	\$0	\$0	\$0	\$0	0.00%
Environmental Health	\$797,672	\$911,567	\$907,368	\$896,087	\$897,196	0.12%
Administration/Emergency Preparedness	\$157,768	\$156,102	\$160,966	\$162,378	\$162,378	0.00%
Total Expenditures	\$3,351,109	\$3,361,304	\$3,286,949	\$3,402,469	\$3,402,843	0.01%

Expenditure by Classification

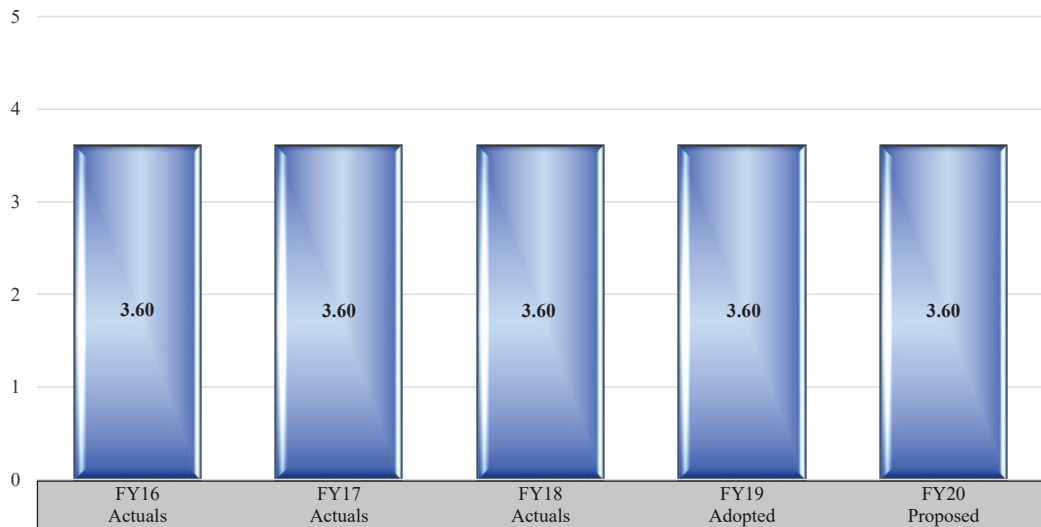
Salaries and Benefits	\$300,976	\$271,625	\$193,907	\$276,304	\$271,634	(1.72%)
Contractual Services	\$38	\$0	\$0	\$1,415	\$1,415	0.00%
Internal Services	\$39,028	\$43,459	\$43,849	\$33,435	\$33,435	0.00%
Purchase of Goods & Services	\$3,011,067	\$3,046,219	\$3,049,193	\$3,091,315	\$3,096,359	0.16%
Total Expenditures	\$3,351,109	\$3,361,304	\$3,286,949	\$3,402,469	\$3,402,843	0.01%

Funding Sources

Permits & Fees	\$184,825	\$197,600	\$152,129	\$176,746	\$176,746	\$0.00
Revenue from Other Localities	(\$81,756)	\$56,772	\$79,728	\$79,716	\$96,407	(\$20.94)
Non-Revenue Receipts	\$0	\$33,519	\$0	\$0	\$0	\$0.00
Revenue from Commonwealth	\$425,633	\$148,904	\$435,467	\$228,397	\$228,397	\$0.00
Total Designated Funding Sources	\$528,702	\$436,795	\$667,324	\$484,859	\$501,550	3.44%
Net General Tax Support	\$2,822,407	\$2,924,509	\$2,619,625	\$2,917,610	\$2,901,293	(0.56%)
Net General Tax Support	84.22%	87.01%	79.70%	85.75%	85.26%	



Staff History by Program



General Medicine	3.00	3.00	3.00	3.00	3.00
Environmental Health	0.60	0.60	0.60	0.60	0.60
Full-Time Equivalent (FTE) Total	3.60	3.60	3.60	3.60	3.60

Public Health

Future Outlook

Environmental Health Services – The Prince William Health District (PWHD) plays a vital role in protecting the health of County residents at the population level. Therefore, local health departments have several statutory responsibilities, to include enforcing laws that protect the health of the public.

Effective systems for sewage disposal is one of the most important methods to protect the health of County residents and environment. Properly disposing of sewage has proven throughout history to protect populations from serious infectious illness, a dramatic public health victory that has saved millions of lives.

Environmental Health Onsite Sewage program is going through many changes from the legal perspective, privatizing some services, therefore allowing Environmental Health Specialists to focus on establishing education programs for septic system owners, and instituting preventive and corrective action steps for non-functional septic systems or contaminated wells. These changes will allow public health to focus more on measures that will protect and undoubtedly contribute to community safety.

Life Expectancy and Where We Live – Health is not only impacted by healthcare. Research has shown that healthcare only accounts for approximately 10-20% of health outcomes. Poor health outcomes lead to shorter life expectancies. Access to affordable, high-quality healthcare is helpful, but does not guarantee good health. Personal health behaviors such as tobacco use, physical inactivity, unhealthy diets, and problems with substance use are estimated to account for only 40% of deaths from chronic diseases like diabetes and heart disease.

Other factors contribute to health such as housing, geographic location, education, job opportunities, public safety, transportation, and the environment or neighborhood that one lives in. These other factors known as social determinants of health, impact life expectancy. PWHD will continue to educate and work with community partners to address these factors to ensure all residents have equal opportunity to live long and healthy lives.

Community Health Services – Consistent with public health services all over the country, PWHD continues to see a shift in workload that supports a change in focus toward population health services. Within the Community Health Division, there is an ongoing need to provide communicable disease screening, treatment, and prevention services to protect the health of the community. PWHD receives increasing reports of suspected or diagnosed communicable and/or vector borne diseases from the private health care community, requiring the district to allocate more resources toward education, investigation, prevention of disease transmission, and case management. Additionally, there is growing concern as more drug resistant bacteria is seen, for example, gonorrhea, tuberculosis, and E. coli, which makes education and prevention efforts that much more important.

In addition to communicable disease activities, PWHD continues to work with the Department of Social Services to conduct nursing home and personal care screenings in compliance with Virginia code that requires completion within 30 calendar days of referral receipt. This service affects the safety of elderly and disabled populations and assures access to nursing home or community based care for these vulnerable populations. The demand for this service remains high, a trend expected to continue. PWHD will continue to provide some individual clinical services, including the Women, Infants, and Children (WIC) program, to improve the health of the community through programs targeted toward maternal health and healthy birth outcomes, safe sleep for infants, injury prevention, and healthy lifestyle programs to ensure control of chronic diseases as well as communicable disease prevention and treatment. PWHD has seen an increasing need for behavioral health services. PWHD are working with George Mason University and have implemented Virginia-Screening, Brief Intervention and Referral to Treatment (VA-SBIRT) into PWHD clinics. VA-SBIRT is a program that screens for substance and tobacco use and depression and offers clients who screen positive brief intervention and referral to treatment when needed. PWHD found one of every two people screened were positive for risky alcohol and/or drug use; one of every three people screened were positive for tobacco use; and one of every ten people screened were positive for depressive symptoms. Due to the number of positive screening results, PWHD will continue to integrate this program into PWHD clinical care services.

Public Health

General Overview

- A. FY2019 Public Health Funding** – The Commonwealth of Virginia partners with localities to provide public health services through a cooperative arrangement. Currently, the cooperative budget is funded 55% by state funds and 45% by County matching funds. The County enters into an annual agreement with the Virginia Department of Health to provide the 45% funding necessary to operate PWHD. The County also provides local support above the match amount for certain local optional services. In FY19, state funding for PWHD was \$2,523,754, County match funding was \$2,064,890, and local support routed through the state was \$819,133. The County also provided an additional \$518,446 in local expenditure budget support for staffing, operations, and community partnerships above the amount included in the annual agreement. The cities of Manassas and Manassas Park provide reimbursement to the County for services rendered based on a shared services agreement with the County. Total FY19 state and County budgeted expenditures for the PWHD were \$5,926,223, with the County providing a total of \$3,402,469.
- B. Budget Shift from Prenatal Care to Communicable Disease** – Due to changing healthcare resources in the community, the PWHD is no longer providing direct patient prenatal care. Due to community organizations providing direct patient prenatal care services, PWHD is able to reallocate these funds because there are providers and clinics in the County that adequately provide direct patient prenatal care for these clients. As the County population increases, PWHD is receiving an increasing number of reportable and emerging communicable disease referrals. Therefore, the \$464,329 budgeted in the Prenatal Care activity has been shifted to the General Medicine program, Other Communicable Disease Services activity in order to respond to this growing responsibility.
- C. Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Public Health allocation increased \$16,691.

Public Health

Program Summary

Maternal & Child Health

This program improves the health of women and children in the PWHHD by assessing their needs and assuring that quality services are accessible. PWHHD accomplishes this through program monitoring and evaluation, public and customer education, consultation and training, and building and maintaining public/private partnerships. Integration of substance abuse and depression screening into PWHHD clinical services helps to ensure healthy birth outcomes and improves women's health. The WIC program is provided through non-local funding. These services assure the implementation of evidence-based practices, as well as capacity building and strengthening of the local infrastructure to meet the health needs of women and children. The client base for this program is the population at large.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Reproductive age females with documented multivitamin w/folic acid consult	48%	50%	-	50%	-
Women with a positive pregnancy test linked to prenatal care	-	36%	-	90%	-
Infants born with late/no prenatal care per 1,000 live births	38.5	49.3	NA	35.5	35.5
Children born in PWC with low birth weight	6.9%	7.4%	NA	6.5%	7.0%
Infant deaths per 1,000 live births	5.0	4.1	NA	5.6	5.6

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Prenatal Care	\$464	\$464	\$464	\$464	\$0
Women with positive pregnancy test linked to prenatal care	-	30	-	180	-
Women's Wellness	\$310	\$310	\$310	\$310	\$310
Women served in women's wellness clinics	1,031	1,097	894	1,040	900
Women, Infants, and Children (WIC)	\$0	\$0	\$0	\$0	\$0
Participants in the WIC program at the end of the fiscal year	8,052	8,121	7,296	8,500	7,500

Public Health

General Medicine

The General Medicine program improves the health of the community by monitoring, investigating, controlling, and reporting the spread of communicable diseases including tuberculosis, vaccine preventable diseases, sexually transmitted diseases, and other communicable diseases, especially emerging diseases of public health significance; collaborating with community partners to assess and address environmental strategies and system changes that will prevent chronic diseases, encourage healthy lifestyles, and improve access to care for persons with health disparities; and working with County agencies and community partners to ensure that persons requiring nursing home placement or in-home personal care services are screened and referred to the appropriate service. The client base for this program is the entire population of the PWHD.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Pre-admission nursing home screenings completed within 30 days	85%	89%	86%	90%	90%
Patients completing tuberculosis preventive therapy treatment	73%	74%	88%	90%	90%
Vaccine-preventable disease cases per 100,000 population	10	14	11	10	10
Newly diagnosed HIV cases per 100,000 population	10	10	12	10	10
Participant attendance at core sessions of National Diabetes Prevention Program	65%	-	-	60%	-
Non-vaccine preventable reportable conditions/100,000 population	65.4	92.4	95.0	-	95.0
Diagnosed chlamydia cases/100,000 population	366.6	423.0	424.4	-	450.0
Diagnosed gonorrhea cases/100,000 population	45.6	72.6	77.4	-	75.0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Sexually Transmitted Disease and AIDS Services	\$247	\$247	\$247	\$247	\$247
Persons seen for sexually transmitted disease services	1,216	1,484	914	1,400	1,400
HIV clients linked to medical care	90%	93%	83%	94%	94%
Other Communicable Disease Services	\$926	\$996	\$918	\$1,000	\$1,459
Patients receiving tuberculosis preventive therapy	155	78	78	150	150
Suspected tuberculosis follow-ups	73	129	119	130	130
Reportable conditions investigated	-	1,776	1,939	-	1,950
Positive Sexually Transmitted Infections (STI) reports received	-	-	-	-	1,000
Chronic Disease Services	\$116	\$116	\$116	\$116	\$116
Persons screened for nursing home pre-admission and personal care services	678	677	676	700	700
Primary Health Care Services	\$198	\$160	\$163	\$206	\$211
Clients served by community partners	4,048	3,041	2,943	3,585	2,732

Public Health

Environmental Health

This program enforces state and local codes and regulations designed to protect the public health and safety of all residents of and visitors to the Prince William area. This is accomplished by enforcing regulations pertaining to food, food establishments, day care facilities, hotels, summer camps, campgrounds, swimming pools, private wells, onsite sewage disposal systems, and other environmental health laws. Regulatory activities include permitting, inspections, testing, monitoring, and legal action when voluntary compliance is not achieved.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Food establishments in PWC without founded complaints of food borne illness	100%	99%	99%	98%	98%
Septic tank owners in compliance with Chesapeake Bay Preservation Act	73%	77%	76%	80%	80%
On-site sewage applications completed within 15 days	95%	95%	95%	95%	95%
Founded health and safety menaces corrected	90%	90%	95%	95%	95%
Humans potentially exposed to rabies	505	527	787	550	550
Swimming pools in compliance with County code requirements	85%	85%	90%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
On-site Sewage System Permits and Maintenance	\$234	\$276	\$271	\$264	\$266
New on-site sewage applications completed	125	124	152	125	135
Septic tank pump-outs assured	10,959	10,910	10,729	11,500	11,000
Water Supply Protection	\$64	\$64	\$64	\$64	\$64
Repairs to on-site systems (remedial and preventive)	255	206	236	300	300
Inspection Services	\$353	\$427	\$427	\$423	\$423
Food establishment inspections	1,636	1,841	1,761	2,100	2,100
Swimming pool inspections	201	41	47	400	400
Environmental Complaint Investigations	\$96	\$95	\$95	\$94	\$94
Total environmental complaints investigated	286	284	276	300	300
Rabies Control	\$50	\$50	\$50	\$50	\$50
Animal quarantines completed	456	402	701	500	500

Public Health

Administration/Emergency Preparedness

The Administration/Emergency Preparedness program integrates state, regional, and local jurisdictions' public health emergency preparedness plans to respond to terrorism and other public health threats. In addition, this program supports the ability of hospitals and health care systems to prepare for and respond to bioterrorism and other public health and health care emergencies. The client base for this program is comprised of all residents of Prince William County and the cities of Manassas and Manassas Park.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Community events during which all hazards preparedness education is provided	10	23	29	15	15
Customers reporting that they received the information or services they needed	99%	99%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Leadership and Management Oversight/Emergency Preparedness	\$158	\$156	\$161	\$162	\$162
Deployable Medical Reserve Corps volunteers	384	375	435	425	435
Emergency response exercises conducted in collaboration with outside partners	3	13	8	8	8
State and County fees for services collected	\$983K	\$1M	\$937K	\$1M	\$1M

Social Services

Mission Statement

Enhance the quality of life in Prince William County by affording individuals and families the support, protection, and safety necessary to enable them to build self-reliant lives.



**Human Services Expenditure Budget:
\$158,398,597**

**Expenditure Budget:
\$57,090,459**

\$

36.04% of Human Services

Programs:

- Protective Services: \$5,912,746
- Family Support Services: \$7,121,390
- Benefits, Employment & Child Care: \$13,966,944
- Homeless Services: \$3,277,257
- Juvenile Services: \$7,722,512
- At-Risk Youth & Family Services: \$16,267,841
- Director's Office: \$2,821,768

Mandates

Prince William County is required by the state to establish a local board of social services to provide foster care, adoption, adoption assistance, child-protective services, domestic violence services, adult services, adult protective service, or any other service mandates adopted by the State Board of Social Services. The Department of Social Services provides these mandated services.

State Code: [63.2-1503](#); 22 (Virginia Administrative Code (VAC)) [40-705](#); 22 VAC [40-730](#) (Child Protective Services), [32.1-330](#), [63.2-1602](#) and [63.2-1804](#) (Adult Care), [63.2-319](#), [63.2-900](#), [63.2-903](#), [63.2-905](#), [63.2-105](#), [2.2-5211](#) (Prevention & Assessments and Family Treatment), and [63.2-905](#) (Foster Care), [63.2-217](#), [63.2-319](#), [63.2-611](#), [63.2-616](#)

Social Services



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Protective Services	\$3,904,267	\$4,081,421	\$4,408,209	\$4,615,616	\$5,912,746	28.10%
Family Support Services	\$8,175,660	\$8,202,924	\$8,363,658	\$8,237,880	\$7,121,390	(13.55%)
Benefits, Employment & Child Care	\$10,695,202	\$10,901,957	\$11,986,808	\$12,223,025	\$13,966,944	14.27%
Homeless Services	\$2,219,586	\$2,428,949	\$2,807,240	\$3,064,040	\$3,277,257	6.96%
Juvenile Services	\$5,874,962	\$7,152,490	\$7,235,271	\$7,718,256	\$7,722,512	0.06%
At Risk Youth & Family Services	\$9,714,422	\$11,628,506	\$15,025,885	\$13,580,124	\$16,267,841	19.79%
Social Services Director's Office	\$2,367,165	\$2,528,866	\$2,841,544	\$2,560,021	\$2,821,768	10.22%
Total Expenditures	\$42,951,265	\$46,925,112	\$52,668,614	\$51,998,962	\$57,090,459	9.79%

Expenditure by Classification

Salaries and Benefits	\$24,929,103	\$25,775,091	\$27,317,983	\$28,505,606	\$31,420,001	10.22%
Contractual Services	\$1,790,143	\$1,900,300	\$2,110,419	\$2,205,803	\$1,575,547	(28.57%)
Internal Services	\$1,268,773	\$1,414,737	\$1,575,937	\$1,259,408	\$1,349,821	7.18%
Purchase of Goods & Services	\$14,247,745	\$16,739,407	\$21,061,786	\$19,684,178	\$22,468,193	14.14%
Capital Outlay	\$9,196	\$577,514	\$70,667	\$85,316	\$85,316	0.00%
Leases & Rentals	\$66,655	\$58,923	\$72,684	\$95,694	\$95,694	0.00%
Transfers Out	\$639,651	\$459,140	\$459,140	\$162,957	\$95,887	(41.16%)
Total Expenditures	\$42,951,265	\$46,925,112	\$52,668,614	\$51,998,962	\$57,090,459	9.79%

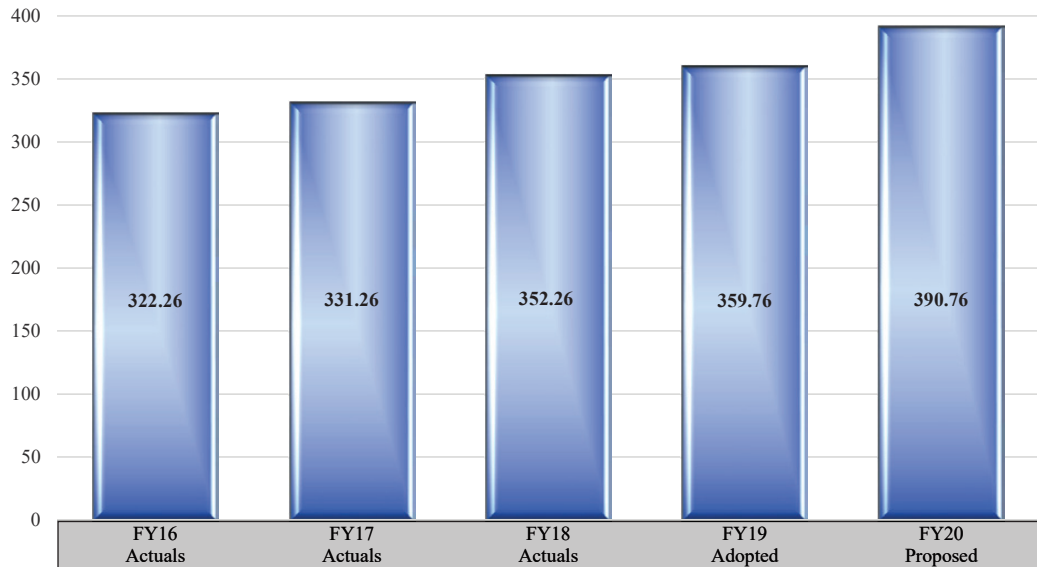
Funding Sources

Revenue from Federal Government	\$12,884,379	\$13,489,221	\$14,793,410	\$12,603,128	\$13,473,904	6.91%
Fines & Forfeitures	\$0	\$0	\$50	\$0	\$0	0.00%
Revenue from Other Localities	\$936	\$109,887	\$16,140	\$16,141	\$0	(100.00%)
Miscellaneous Revenue	\$221,109	\$213,204	\$157,130	\$44,900	\$44,900	0.00%
Non-Revenue Receipts	\$1,141	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$1,137,308	\$662,067	\$871,728	\$951,258	\$951,258	0.00%
Revenue from Commonwealth	\$11,618,193	\$14,525,790	\$14,970,741	\$16,274,213	\$18,742,398	15.17%
Transfers In	\$310,803	\$329,559	\$327,768	\$318,730	\$318,730	0.00%
Total Designated Funding Source	\$26,173,868	\$29,329,727	\$31,136,967	\$30,208,370	\$33,531,190	11.00%
Net General Tax Support	\$16,777,396	\$17,595,385	\$21,531,647	\$21,790,592	\$23,559,269	8.12%
Net General Tax Support	39.06%	37.50%	40.88%	41.91%	41.27%	

Social Services



Staff History by Program



	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Protective Services	41.60	46.60	47.00	46.00	55.00
Family Support Services	44.93	44.93	44.53	48.53	40.53
Benefits, Employment & Child Care	130.00	134.00	141.00	142.00	161.00
Homeless Services	3.80	4.80	9.80	9.80	20.80
Juvenile Services	72.83	72.83	81.83	86.33	86.33
At-Risk Youth & Family Services	6.00	6.00	6.00	6.00	6.00
Director's Office	23.10	22.10	22.10	21.10	21.10
Full-Time Equivalent (FTE) Total	322.26	331.26	352.26	359.76	390.76

Future Outlook

Foster Care Policy Changes – Recent changes in state, Virginia Kinship Guardianship (VKG), and federal legislation, The Families First Prevention Act (FFPA), will have significant impacts on how the Family Support Services (FSS) division within the Department of Social Services (DSS) provides service delivery to foster children and families. The FFPA requires localities to find alternatives to and limit the placement of children in residential treatment facilities. The FFPA was also enacted to minimize the possibility of misdiagnosing children in foster care with mental illnesses, which can lead to unnecessary placements in residential treatment facilities. Additionally, the Virginia General Assembly passed the VKG legislation, which is intended to increase the placement of foster children with family relatives. Recent changes to foster care policy at the state and federal level will have significant impacts on FSS as new policy guidelines are interpreted and implemented locally.

Adult Protective Services (APS) Increased Workload – By the year 2020, persons 60 years of age and older are expected to increase to 74,090, which will be almost 16% of the County's projected population of 470,000 residents. The percentage of persons over 60 years of age and older in Prince William County (PWC) has nearly doubled since 2000. In addition, a recent review conducted by the Department for Aging and Rehabilitative Services indicated that the number of APS cases in PWC have increased 41% in the past three years (from 862 in FY15 to 1,213 in FY18). Along with the growth in the County's aging population, implementation of a Coordinated Entry System (CES) by DSS for persons experiencing homelessness has resulted in more referrals for adults who are medically fragile and in need of temporary or permanent housing. With the projected increase in persons over the age of 60 and the implementation of the CES, DSS expects workload increases will continue.

Social Services

in APS, which will require additional staff to conduct APS investigations of abuse and neglect and resources to provide sheltering solutions for vulnerable adults. Court-appointed guardians are increasing and DSS is required to provide financial and service delivery oversight. With the increase in the disabled and aged population, more persons are seeking long-term care Medicaid which requires APS staff to provide a face-to-face assessment.

Public Benefits – Over the past six years, the number of Medicaid eligible clients in the County has increased by 31% (from 54,774 in 2012 to 71,810 in 2018) and is expected to increase to approximately 97,000 by 2022, due to annual growth and the expansion of Medicaid in Virginia. Although additional staff were added in FY19, DSS anticipates the Benefits, Employment & Child Care (BECC) division will continue to struggle with meeting mandated processing timelines (new applications and renewals) and are at a continued risk of receiving annual audit findings for error rates due to high caseloads and strict processing deadlines.

Homeless Services Data Driven Decisions – Working with the community to achieve reduced homelessness with the goal that homelessness be rare, brief, and nonrecurring, requires a large collaborative and engaged network of services providers and advocates. Benchmarking current outcomes and setting desired future outcomes based on data cannot be done solely within County government. The US Department of Housing and Urban Development (HUD) and the Virginia Department of Housing and Community Development (DHCD) are moving rapidly to improve outcomes and set strict program requirements. Forthcoming changes may be difficult to make and will require local non-profit agencies' leadership buy-in with resolution to improve their capacities. This is necessary for the Prince William Area to receive increased funding from HUD and DHCD.

Special Education Private Day School (SPED) and Residential Services Increased Need and Costs – Due to the increase in the number of students in PWC, 25% since 2007-2008, the need for and the costs of SPED are increasing. At an average cost of \$80,000 per child per year, available funding quickly dries up. This is coupled with increased costs for residential services due to extreme behavioral and medical health diagnoses and/or substance misuse disorders experienced by youth served in Community Services, DSS, Juvenile Court Services Unit, and Schools.

Emergency Management Mass Sheltering Needs – DSS serves as the Lead Agency for Mass Sheltering and does not have dedicated funding to cover costs associated with sheltering a few in hotels or a lot in staff-operated shelters when Red Cross assistance is unsustainable, and an incident requires the activation of the Emergency Operations Command. As the population increases, buildings age, and weather prediction varies, DSS may not be able to operate mass sheltering without additional financial assistance.

Juvenile Services Transformation – As the Virginia Department of Juvenile Justice transforms Juvenile Justice in the Commonwealth, PWC needs to transform its concepts about brick and mortar. A campus concept allowing efficiencies in staffing, laundry, and food service while also incorporating service delivery that is transformative for juveniles is in the planning stages. This will require a change in current service delivery where the Juvenile Detention Center, Molinari Shelter for Youth, and Pre-trial supervision are in three different locations.

Director's Office Oversight Changes – Federal and state oversight has increased significantly over the past few years. In FY16, DSS had 11 audits and in FY18, there were 24 audits. Sufficient quality assurance oversight of programs will require additional staffing because of increased caseloads due to population increases. One can no longer assure quality while also completing the increased quantity of work. Compliance in financial oversight and federal mandates will also require additional staffing.

Social Services

General Overview

- A. **Medicaid Expansion** – In FY19, PWC was allocated \$1,339,186 in state funding for staff and operations necessary to address the anticipated increase of 13,500 Medicaid eligible applicants ([BOCS Resolution 18-457](#)). This resolution also authorized the creation of 18 full-time equivalent (FTE) positions in FY19. These 18 FTEs are included in the FY20 DSS FTE count. This increase will require \$207,000 in general fund tax support in FY20 due to decreased state funding. Based on a review of actual revenues received by DSS in prior fiscal years, general fund revenue has been increased within other DSS programs to provide this support.
- B. **Change to In-House Management of Homeless Shelter** – In FY19, the contract for operation of the Hilda M. Barg Homeless Prevention Center (HPC) was discontinued. DSS assumed operation of the HPC ([BOCS Resolution 18-508](#)). This resolution authorized the creation of 11 FTEs in FY19. These FTEs are funded by shifting the funding for the vendor contract to maintain day-to-day operations at the HPC. No additional general fund tax support is required.
- C. **Roll FY19 DSS Budget Reconciliation into FY20** – PWC adopted its FY19 budget prior to the County receiving its final FY19 budget allocation from the Virginia DSS. Each year the County must adjust its DSS budget ([BOCS Resolution 18-597](#)) to reflect the actual allocations awarded from all sources. If the funding adjustments are recurring, they are rolled forward into the subsequent fiscal year as part of the annual budget process. The FY19 reconciliation results in a \$261,066 revenue and expenditure budget increase in FY20.
- D. **Activity Realignment** – The Prevention and Assessments activity has been moved from the Family Support Services program to the Protective Services program to better match the activity with program goals. Therefore, program totals in these areas on the DSS Expenditure and Revenue Summary for FY16 through FY19 will differ from the totals on the associated program pages.
- E. **Budget Shift** – Community Partner funding of \$30,048 is reallocated from Benedictine Aid and Relief for Neighbors (BARN) Rapid Re-Housing to extend hours at the Overnight Shelter. This funding became available because BARN will no longer be providing Rapid Re-Housing services.
- F. **Budget Shift** – \$234,801 in budgeted salary lapse has been transferred from the At-Risk Youth & Family Services (ARYFS) program to the BECC program due to the higher number of FTEs in BECC.
- G. **Revenue Decrease for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Social Services allocation decreased \$16,141.

Social Services

Budget Initiatives

A. Budget Initiatives

1. Increase funding for Mandatory Private Day School Placements – ARYFS

Expenditure	\$2,500,000	General Fund Impact	\$850,000
Revenue	\$1,650,000	FTE Positions	0.00

a. **Description** – This initiative provides increased funding to the ARYFS program. These funds are needed to cover increased mandated residential and special education private day school placements. The number of private day school placements has more than tripled since FY14. The increase in expenditures will be partially offset by state funding.

b. **Service Level Impacts** – Private day school placements will be appropriately funded.

2. Increase staff for investigations and guardianship cases – Protective Services

Expenditure	\$169,035	General Fund Impact	\$80,326
Revenue	\$88,709	FTE Positions	2.00

a. **Description** – This initiative provides increased funding to the APS activity. The number of persons over 60 in PWC has doubled since 2000 and the number of APS cases has increased by 41% in the last three years. Additionally, since the coordinated entry process became fully operational, there has been an increase in demand for placements of vulnerable adults that cannot reside in homeless shelters.

b. **Service Level Impacts** –

▪ **Average Number of days to complete APS investigations**

FY20 w/o Addition | 60

FY20 w/ Addition | 50

▪ **Span of control for guardianship cases**

FY20 w/o Addition | 1:600

FY20 w/ Addition | 1:300

▪ **Span of control for Medicaid long-term case assessments**

FY20 w/o Addition | 1:525

FY20 w/ Addition | 1:263

3. Human Services Coalition – Director’s Office

Expenditure	\$150,000	General Fund Impact	\$150,000
Revenue	\$0	FTE Positions	0.00

a. **Description** – This initiative establishes funding for the Human Services Coalition community partner. This coalition addresses the Wellbeing Goal within the PWC Strategic Plan by increasing cooperation and coordination between faith-based, not-for-profit and private sector partnerships to address human service needs, to include a countywide faith-based community coalition.

b. **Service Level Impacts** – Improve coordination and cooperation between agencies within the County to address community human services needs.

Social Services

Program Summary

Protective Services

Protective Services has two mandated programs; Child Protective Services (CPS) and APS. CPS screens and investigates allegations of abuse/neglect of children under the age of 18 and provides prevention services to raise community awareness of abuse and neglect. APS screens and investigates allegations of abuse/neglect/exploitation of disabled or older adults. APS activities include monitoring public guardianships for incapacitated adults and home visits to determine eligibility for Medicaid-funded long-term care in conjunction with the local health district.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Repeat adult abuse and neglect cases	1.00%	3.00%	0.04%	3.00%	1.00%
Repeat child abuse and neglect cases (same child)	3.80%	1.60%	1.90%	3.00%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
CPS Investigations	\$3,251	\$3,413	\$3,643	\$3,749	\$3,797
Reports of alleged child abuse/neglect received by CPS	4,575	4,547	5,115	4,500	4,700
CPS complaints investigated & assessments completed	2,621	2,475	2,380	2,500	2,500
Founded CPS cases	432	328	350	400	400
Average number of days to complete CPS investigations and assessments	60	65	65	50	45
APS Investigations	\$654	\$668	\$739	\$737	\$912
Reports of alleged adult abuse/neglect received by APS	888	882	786	800	750
APS complaints investigated	562	505	588	525	575
Founded APS cases	140	164	206	175	200
Average number of days to complete APS investigations and assessments	50	75	60	60	60
Adult Care	\$83	\$81	\$96	\$129	\$131
Incapacitated adults in the guardianship program	424	468	581	500	600
Medicaid long-term care assessments - Adults	532	474	542	500	525
Medicaid long-term care assessments - Children	139	-	-	-	-
Prevention and Assessments	\$1,096	\$1,088	\$1,109	\$1,134	\$1,073
Families served in prevention and assessments	442	431	546	460	550
Clients served with Promoting Safe & Stable Families funding	817	791	920	-	-

Social Services

Family Support Services

FSS provides mandated services that include foster care, treatment, and permanency. The well-being and safety of children are the priority of the program and efforts are made to keep families unified.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Repeat child abuse and neglect cases (same child)	3.8%	1.6%	1.9%	3.0%	-
Children in foster care finding permanent homes*	79.0%	72.0%	51.0%	75.0%	55.0%
Title IV-E (foster care) case and financial error percentage	-	-	28.0%	-	<5.0%

*Definition of permanency has changed to include children that return home, relative placement, and adoptions

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Foster Care	\$5,603	\$5,683	\$6,062	\$6,067	\$6,079
Children served in custodial foster care	163	149	181	155	165
Authorized foster care families	92	85	124	118	125
Family Treatment	\$1,016	\$941	\$886	\$1,037	\$1,043
Families served in family treatment services	225	214	225	213	220

Benefits, Employment & Child Care

BECC staff determine initial eligibility and ongoing renewals for public benefits. Programs include Child Care subsidies, Energy Assistance, Medicaid, Refugee Resettlement, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Virginia Initiative for Employment Not Welfare (VIEW). The program serves PWCs residents with the lowest incomes in meeting their basic needs as they move toward achieving self-sufficiency.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
TANF participants engaged in work activities (state target is 50%)	42%	40%	44%	51%	51%
Medicaid cases reviewed within State mandated time frames (State mandate is 97%)	99%	98%	99%	-	-
New medicaid applications processed within State mandated time frame (45 days)	-	77%	89%	85%	85%
SNAP benefits issued w/financial errors (positive error rate). State target 3%	4%	26%	7%	-	3%
SNAP cases processed correctly per policy (negative error rate) State target 2%	39%	61%	37%	-	2%
Title IV-E (foster care) case and financial error percentage	-	-	28.0%	-	<5.0%

Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Employment Services	\$1,086	\$1,155	\$1,360	\$1,351	\$1,699
Persons served in VIEW	422	352	344	380	360
Benefits & Child Care	\$9,987	\$10,157	\$10,865	\$10,872	\$12,268
New applications processed annually (TANF, SNAP, and Medicaid)	26,273	32,260	32,415	30,000	-
Average number of cases managed per month (TANF, SNAP, and Medicaid)	37,599	36,878	39,127	-	-
Medicaid annual renewals 30 days overdue	-	564	37	<100	<35
New Medicaid applications pending more than 45 days	-	159	68	<75	<50
Clients served - SNAP (unduplicated count)	42,238	37,373	37,535	-	39,000
Clients served - TANF (unduplicated count)	3,896	3,248	3,600	-	3,600
Clients served - Medicaid (unduplicated count)	63,840	64,445	69,854	-	75,000

Homeless Services

Homeless Services is a multi-faceted program that has the key responsibilities of operating US Department of Housing and Urban Development mandates: the Continuum of Care (CoC), the Homeless Management Information System (HMIS) and the Coordinated Entry System (CES). Additionally, the Division directly operates the Bill Mehr Drop-In Center (DIC) and the Hilda Barg Homeless Prevention Center (HPC), while serving as contract administrator for the Overnight Shelter.

CoC responsibilities include coordination of CoC meetings, grant writing, financial oversight, HMIS data integrity, and performing grant and contract monitoring duties.

The CES was launched in March 2018. CES Information & Referral Specialists are responsible for operating the call center and assisting constituents with eviction prevention services and assisting persons who are currently homeless with accessing emergency shelter and other community services.

The DIC is operated year-long, six days a week. This program partners with community programs to aide in improving life skills and employment prospects.

The HPC is a 30-bed emergency shelter open 24/7/365 for families and single adults that offers case management toward a goal of exiting to permanent housing.

The Overnight Shelter is a year-round emergency shelter program that provides shelter to 48 single adult males and females, open daily from 6:00 p.m. to 7:00 a.m.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Utilization of Winter Shelter when temperature is < 32 degrees	85%	88%	-	-	-
Utilization of HPC	87%	78%	92%	81%	87%
Point in time homeless count	400	400	374	390	380
Two-year sustainment of permanent housing	94%	92%	100%	86%	80%
Utilization of Overnight Shelter	-	-	100%	87%	95%

Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Coordinated Entry Services	\$2,173	\$2,380	\$2,667	\$3,010	\$3,221
Substance abuse weekly group attendance (1)	100	81	44	97	-
Referrals for mental health services to Community Services	17	37	157	19	120
Referrals for benefits	21	15	-	-	-
Drop-In Center	\$46	\$50	\$141	\$54	\$56
Number of clients served at Drop-In Center (2)	-	6,459	1,279	6,400	1,250

1) The Drop-In-Center will not have scheduled SA meetings. More persons will have access to insurance, therefore; they will be able to receive SA services from other providers.

2) FY18 actuals & FY20 target are only unduplicated clients.

Juvenile Services

Juvenile Services provides court-ordered juvenile offenders with pro-social engagement to enhance their safety and accountability. Services range from secure detention at the Juvenile Detention Center, non-secure residence at the Molinari Juvenile Shelter, and home-based supervision through the Pre-trial Supervision program which also includes electronic monitoring.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Juvenile Pre-trial Supervision clients re-offending while in the program	2.00%	2.00%	1.17%	2.00%	1.50%
Molinari Juvenile Shelter Services clients re-offending while in the program	2.00%	1.10%	2.00%	2.00%	1.50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Secure Detention	\$4,239	\$5,332	\$5,527	\$5,727	\$5,691
Juveniles admitted into Secure Detention	642	593	404	645	450
Juvenile Pre-trial Supervision	\$353	\$366	\$353	\$418	\$375
Juveniles admitted into pre-trial supervision	171	205	223	186	220
Molinari Juvenile Shelter Services	\$1,283	\$1,453	\$1,354	\$1,573	\$1,656
Juveniles admitted	194	213	198	200	204

Social Services

At-Risk Youth & Family Services

ARYFS is a component of the Commonwealth's Children's Services Act. ARYFS serves as a funding resource for the following public agencies in need of additional services for their clients: (1) DSS for CPS, Foster Care, and Adoption Services; (2) School Division for Special Education, Alternative Education, and Student Services; (3) Juvenile Court Services Unit for Probation and Parole; (4) Community Services for mental health treatment needs.

All ARYFS clients struggle with severe disorders and/or dysfunctional families and most have behavioral health diagnoses requiring professional treatment services. All service plan decisions require a collaborative review and approval by a multi-disciplinary Family Assessment and Planning Team (FAPT) staffed by previously listed public agencies, a private provider representative, and a parent representative.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Clients with improved functional assessment score upon case closure	63%	70%	82%	65%	75%
Parents/guardians participating in inter-agency meetings satisfied with services	97%	98%	98%	-	-
Clients remaining reunified with their families after six months	98%	100%	-	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Community-Based Services	\$4,414	\$6,413	\$8,736	\$6,962	\$9,493
Youth served in Special Education Private Day School (SPED)	59	94	110	126	142
Non-SPED youth served	369	411	391	387	372
Residential Services	\$3,576	\$3,606	\$4,774	\$4,240	\$4,410
Youth served in residential services	104	118	139	130	143
Foster Care	\$1,362	\$1,237	\$1,107	\$1,964	\$1,988
Youth served in foster care	163	149	181	149	165
ARYFS Administration	\$363	\$372	\$410	\$414	\$376
Total youth served (unduplicated)	446	510	531	500	520

Social Services

Director's Office

Provides overall leadership, financial management including state and federal grant monitoring, personnel functions, and information technology services for DSS. The Office engages the advice of the appointed DSS Advisory Board. The Director is the appointed Board member for the organizational entities known as Birmingham Green. Oversight is provided by seven state departments within three Secretariats. Emergency Management duties for Mass Sheltering are also a part of this office.

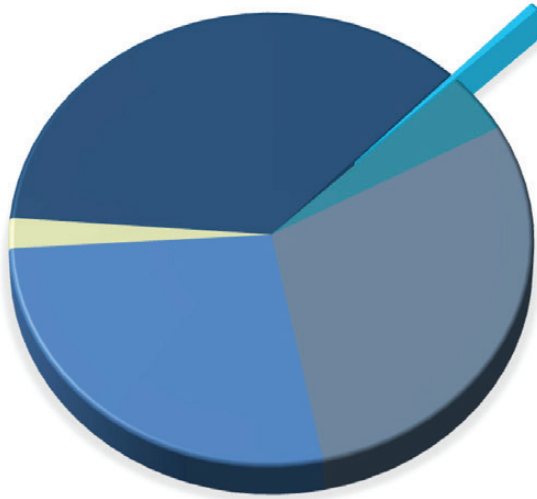
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
County services for people who are economically disadvantaged (Comm. Survey)	75%	75%	80%	75%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Social Services Director's Office	\$708	\$701	\$948	\$908	\$1,074
Technology Support	\$264	\$349	\$386	\$382	\$379
Personnel Support	\$304	\$308	\$372	\$347	\$395
Fiscal Support	\$1,091	\$1,170	\$1,136	\$924	\$974

Virginia Cooperative Extension

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Polytechnic Institute and State University, the Commonwealth's land grant university. Building local relationships and collaborative partnerships, Virginia Cooperative Extension helps people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.



Human Services Expenditure Budget:
\$158,398,597

Expenditure Budget:
\$927,709



0.59% of Human Services

Programs:

- Nutrition Education: \$8,510
- Environment & Natural Resources: \$286,946
- 4-H Education: \$118,042
- Parent Education: \$184,890
- Financial Education & Housing Counseling: \$329,320

Mandates

Virginia Cooperative Extension operates under a state mandate to inform the County when agricultural conditions warrant the declaration of a disaster and to provide assistance and information regarding disaster relief programs.

State Code: [Title 23.1-2610](#) (Duties of the Service, the Program, and the Station)

Virginia Cooperative Extension



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Nutrition Education	\$32,725	\$27,160	\$8,510	\$8,510	\$8,510	0.00%
Environment & Natural Resources	\$187,523	\$195,233	\$206,507	\$249,820	\$286,946	14.86%
4-H Education	\$84,456	\$79,878	\$84,420	\$115,429	\$118,042	2.26%
Parent Education	\$220,499	\$155,219	\$156,471	\$220,242	\$184,890	(16.05%)
Financial Education & Housing Counseling	\$328,685	\$333,483	\$344,104	\$327,081	\$329,320	0.68%
Total Expenditures	\$853,888	\$790,974	\$800,012	\$921,082	\$927,709	0.72%

Expenditure by Classification

Salaries and Benefits	\$746,081	\$681,582	\$656,625	\$781,657	\$788,284	0.85%
Contractual Services	\$756	\$1,845	\$10,392	\$9,650	\$9,650	0.00%
Internal Services	\$85,431	\$80,939	\$83,942	\$80,833	\$80,833	0.00%
Purchase of Goods & Services	\$21,620	\$26,608	\$49,053	\$48,942	\$48,942	0.00%
Total Expenditures	\$853,888	\$790,974	\$800,012	\$921,082	\$927,709	0.72%

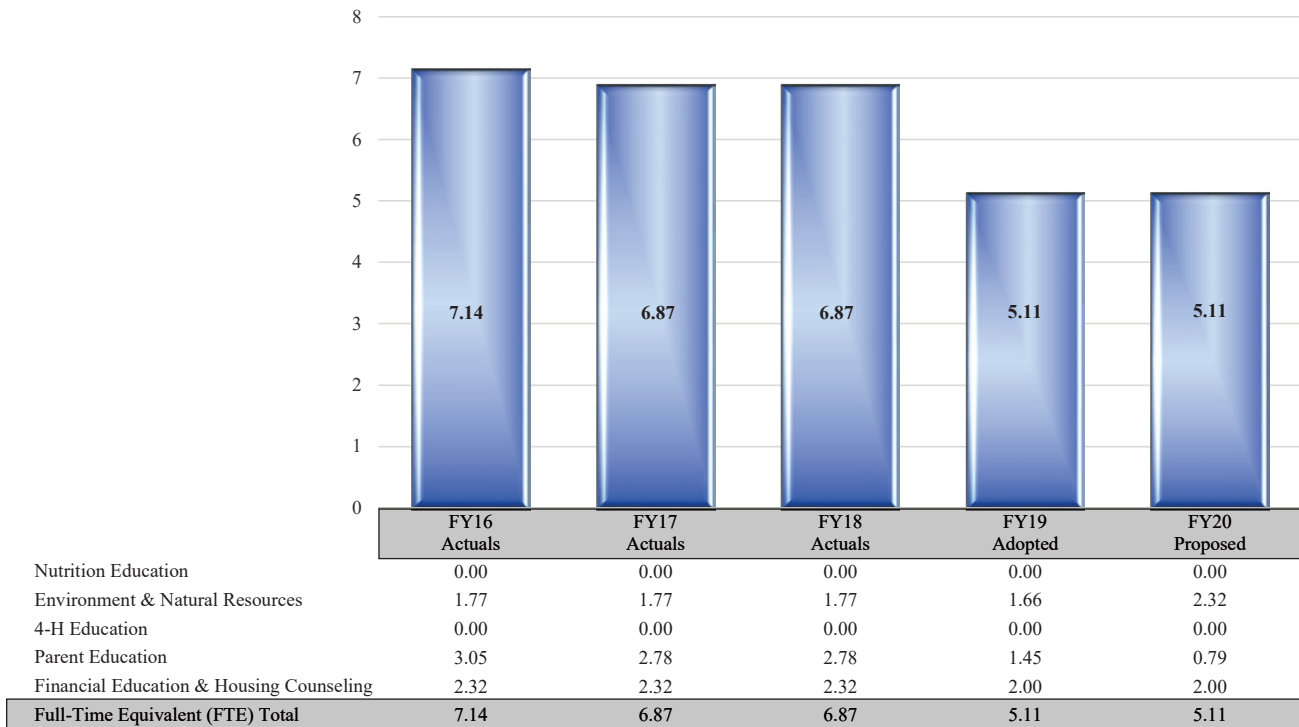
Funding Sources

Revenue from Federal Government	\$0	\$55,565	\$49,447	\$42,000	\$42,000	0.00%
Revenue from Other Localities	\$125,832	\$89,316	\$99,816	\$99,834	\$142,314	42.55%
Charges for Services	\$15,280	\$17,525	\$16,700	\$10,000	\$10,000	0.00%
Revenue from Commonwealth	\$140,965	\$94,913	\$99,058	\$91,626	\$91,626	0.00%
Transfers In	\$295,772	\$267,022	\$267,022	\$267,022	\$267,022	0.00%
Total Designated Funding Sources	\$577,849	\$524,341	\$532,043	\$510,482	\$552,962	8.32%
Net General Tax Support	\$276,039	\$266,632	\$267,969	\$410,600	\$374,747	(8.73%)
Net General Tax Support	32.33%	33.71%	33.50%	44.58%	40.39%	

Virginia Cooperative Extension



Staff History by Program



Future Outlook

4-H – With an increased focus on retention of senior 4-H youth nationally, 4-H will continue to offer leadership training for teens and adults through experiential learning activities in order to strengthen youth-adult partnerships. Adults provide a place where youth feel safe, both physically and emotionally, while youth provide adults with an outlet to teach, mentor, and learn. Trainings and workshops in life skills development will be offered in the areas of public speaking, presentations, garment construction and consumerism, record keeping, parliamentary procedure, club leadership, food preparation, and talent discovery. Preparation for competitions, workshops and leadership positions will provide youth the opportunities to form friendships with people who are close to them geographically, but with whom they may not interact on a daily basis, and also with peers and adults beyond the county whose paths they may never otherwise have crossed. These friendships and associations will further their development as self-directing, contributing, and productive members of society.

Parent Education – National data indicates that families with children under the age of 18 comprise 28.4% of the Prince William County (PWC) population, and 66% of children under the age of six have all parents working. The average commute is 39 minutes one-way to work, and these long commutes limit parents’ time with their children. This, coupled with long work hours and the changing economy, adds stress on the family. In addition, 31% of grandparents in the county are living with and responsible for their grandchildren. While parents may or may not be in the home, differing parenting styles can also add stress to the family. Virginia Cooperative Extension (VCE) continues to offer classes to support these busy parents and grandparents in raising healthy children who will contribute positively to the community and eliminating abuse and neglect in the community. Staff and volunteers work to educate key stakeholders and the public that these services are available.

Virginia Cooperative Extension

Nutrition Education – Based on the January 2017 U.S. Department of Agriculture (USDA) Food and Nutrition Service report, there are 39,267 households receiving Supplemental Nutrition Assistance Program (SNAP) benefits in PWC. This includes 30,983 families, with 30–50% living below the poverty level. SNAP educators are seeking additional community collaborators and venues so they may continue to assist SNAP recipients to stretch their food dollars, choose healthy foods, shop smarter, and keep their food safe. SNAP educators have added a physical activity component in addition to teaching good nutrition and cooking skills to their clientele.

Environment and Natural Resources – Staff and Master Gardener volunteers provide horticultural and agricultural technical assistance and educational programs that address water quality issues. Providing certified nutrient management plans and working on a regional level to provide educational programs for pesticide applicators and the green industry assist PWC in meeting their Municipal Separate Storm Sewer System (MS-4) permit goals. VCE anticipates continued requests for educational classes from homeowner’s associations (HOAs), garden clubs, and the PWC libraries. Additionally, VCE anticipates requests for technical assistance with community and school gardens, houses of faith, and HOAs for new and aging landscapes, managing storm water runoff in older neighborhoods, and the need for identification and control recommendations regarding invasive pest and plant problems.

Financial Education and Housing Counseling – The May 22, 2018 Federal Reserve Survey of Household and Economic Decision Making showed that 41% of American households said they would not be able to handle a \$400 emergency without borrowing money or selling something. There are new financial tools available to help residents manage their money, decrease debt, increase savings, and improve their personal financial habits. There is a growing need for financial education reaching K-12 students and to increase outreach efforts to underserved populations and the Hispanic community. Experts are predicting a large increase in demand for Financial and Credit Counseling in the next three years. VCE’s Financial Education & Housing Counseling program plans to grow services in order to meet increased demand.

General Overview

- A. Position shift from Parent Education to Environmental & Natural Resources program** – One part-time administrative assistant position (0.66 FTE) was moved from the Parent Education program to the Environmental & Natural Resources program. The total amount of the shifted position is \$30,728.
- B. Revenue Increase for Shared Services (City) Billings** – The shared services billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. Updated shared services billings for VCE results in an increase of \$42,480.

Virginia Cooperative Extension

Program Summary

Nutrition Education

The Nutrition Education program is federally-funded via the SNAP Education grant. The goal of the grant is to provide nutrition education and obesity prevention programs for SNAP participants and other eligible limited-resource families. Educational collaborative programming involves groups of adults and groups of youth who enroll in a series of classes involving two to eight sessions per series. Comprehensive and short-term nutrition education are offered at human services offices, homeless shelters, retail stores, free clinics, pregnancy centers, farmers markets, health centers, food pantries, schools, churches, after-school programs, low-income housing communities, Head Start, and parent meetings.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
SNAP education program participants improving nutritional intake	100%	100%	87%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Nutrition Education	\$33	\$27	\$9	\$9	\$9
SNAP education (formerly Smart Choices Nutrition Education Program) participants	1,301	1,373	-	1,200	-
SNAP education families (formerly participants) enrolled in program	-	-	370	-	155

Environmental & Natural Resources

Environment & Natural Resources (ENR) provides educational programs that raise awareness and change behaviors, emphasizing best management practices for sustainable landscape management and water quality protection. Activities conducted by staff and trained Master Gardener Volunteers include educational classes and hands-on demonstrations, “Ask a Master Gardener” clinics at local garden centers and the Farmer’s Markets, the Extension Horticulture Help Desk, an outdoor classroom called the Teaching Garden, Plant a Row produce collections at local Farmer’s Markets, school and community garden site visits and technical assistance, and stormwater education. Building Environmentally Sustainable Turf (BEST) Lawns, part of the Virginia Healthy Lawn program, utilizes Master Gardener volunteers who measure and soil test turf and landscape areas, and staff provides certified nutrient management plans as a result. Audiences include citizens, agricultural producers, local school systems, the green industry, pesticide applicators, homeowners’ associations, non-profit organizations, and County agencies.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Participants reporting that they adopted recommended water quality practices	100%	95%	96%	85%	90%
Environmental ed participants with new knowledge measured by pre/post tests	-	89%	87%	85%	85%
BEST Lawn clients implementing practices that improve water quality	-	69%	84%	70%	70%

Virginia Cooperative Extension

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Environment and Natural Resources	\$188	\$195	\$207	\$250	\$287
Environmental education participants	2,064	4,181	4,980	2,000	4,000
Site visits for stormwater management education & community & school gardens	15	47	136	25	50
Calls received through the Horticulture Help Desk	1,493	1,547	1,980	1,400	1,500
BEST Lawns urban nutrient management plans written	281	300	244	250	250
Annual acres covered by BEST Lawns nutrient management plans	70	69	83	75	75
FTE value of volunteer hours (ENR)	7	8	7	7	7

4-H Education

4-H is a positive youth development program designed to engage young people in intentional, productive, and constructive ways, while recognizing and enhancing their strengths. Youth-adult partnerships are shown to be one of the most effective ways to engage both youth and adults in meaningful activities which contribute to positive youth development. Youth involved in positive, meaningful, respectful relationships with adults have been shown to improve skills and simultaneously strengthen the organizations to which they belong. 4-H is a research-based experience that includes a mentor, a hands-on project, and a meaningful leadership opportunity that empowers young people with the skills to lead for a lifetime. Delivery modes are varied but are mainly focused on in-school and after-school programs, school and community clubs and 4-H camps.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Safe at Home, Safe Alone: pre/post test measures on staying home alone safely	94%	99%	90%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
4-H Youth Education	\$84	\$80	\$84	\$115	\$118
Youth enrolled in 4-H camps and clubs	1,555	1,431	1,842	850	850
Youth enrolled in 4-H special interest programs	54,556	64,083	12,420	55,000	12,000
Community service hours contributed by 4-H youth and adults	-	8,357	8,339	7,000	8,000
FTE value of volunteer hours (4-H)	9.6	19.3	6.9	15.0	7.0

Virginia Cooperative Extension

Parent Education

The Parent Education programs serve all families in the community. Staff and volunteers facilitate classes throughout the community for parents of young children, school-aged children, and teens. In addition, VCE offers the Juvenile Justice Parenting Program (JJPP) to parents of adolescents who are either court-involved or at risk of court involvement, and a program for parents who are addressing issues of anger in the home. Facilitators also hold classes at the Adult Detention Center for participants in the Drug Offender Rehabilitation Module (DORM) program, at transitional housing facilities and shelters for homeless families. VCE accomplishes this by working collaboratively with the Department of Social Services (DSS), PWC Schools, the Juvenile Court Services Unit, Community Services, and a number of non-profits. Programs are available in English and Spanish.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
DSS clients with no founded abuse/neglect case 1 year after program completion	99%	100%	96%	100%	100%
At-risk families who don't enter foster care within 1 year of program completion	100%	100%	100%	100%	100%
Youth without criminal charges 1 year after parents complete JJPP class	79%	81%	91%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parent Education	\$220	\$155	\$156	\$220	\$185
Participants completing Systematic Training for Effective Parenting	227	234	153	230	230
Participants completing When Families Get Angry	59	67	63	75	75
Participants completing JJPP	78	54	35	75	75
FTE value of volunteer hours (parent education)	0.4	0.4	0.4	0.4	0.4

Virginia Cooperative Extension

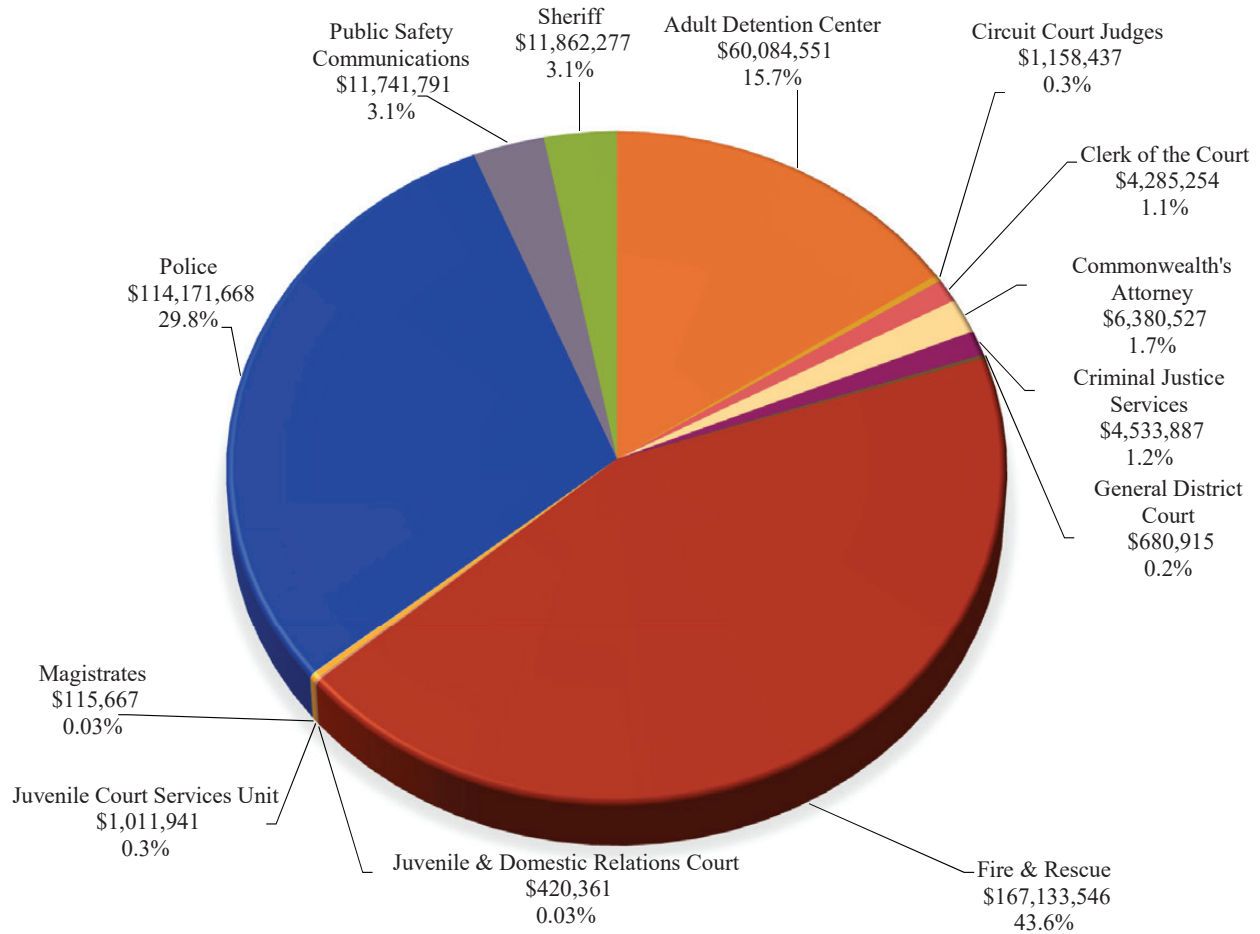
Financial Education & Housing Counseling

The Financial Education & Housing Counseling program promotes improved personal financial behaviors through research-based curriculum and financial counseling to develop sound financial practices for improved economic stability. VCE's Master Financial Educator volunteers lead programs on Money Saving Strategies; Improving Credit; Getting Ready for Taxes; Financial Recovery and more. VCE is a U.S. Department of Housing & Urban Development (HUD) certified counseling agency, offering one-on-one counseling and proven best practices for better financial decision-making. The First-Time Homebuyer program outlines steps to reach homeownership, including pre-purchase planning, steps to avoid foreclosure, and credit improvement. The counseling team includes HUD approved credit counselors, foreclosure mitigation counselors and the area expert on reverse mortgage options. The program helps the community reach their financial and affordable home-ownership goals.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
One-on-one counseling clients reporting an improving financial situation	-	94%	100%	75%	75%
Mortgage default clients not losing their homes to foreclosure	97%	97%	98%	90%	90%
Clients with increased knowledge measured by pre/post-tests	-	96%	79%	85%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Financial Education and Housing Counseling	\$329	\$334	\$344	\$327	\$329
Households receiving housing counseling	-	368	216	200	200
Clients completing First Time Homebuyer Track	-	65	61	35	35
Clients attending financial literacy class	529	562	482	450	450
FTE value of volunteer hours (financial education)	0.8	0.8	0.8	0.8	0.8

Public Safety



Public Safety Expenditure Budget: \$383,580,822



Average Tax Bill

Public Safety accounted for \$902 and 21.59% of the average residential tax bill in FY20.

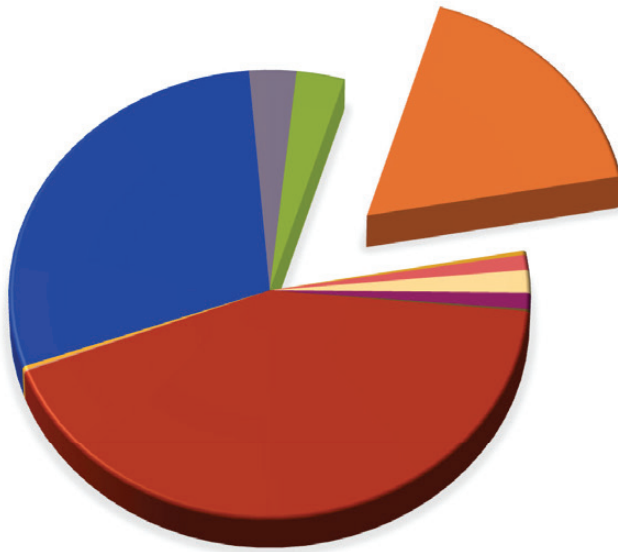
Department & Agencies

- | | | |
|------------------------------|---------------------------------------|--------------------------------|
| ◆ Adult Detention Center | ◆ Fire & Rescue | ◆ Magistrate |
| ◆ Circuit Court Judges | ◆ General District Court | ◆ Police |
| ◆ Clerk of the Circuit Court | ◆ Juvenile & Domestic Relations Court | ◆ Public Safety Communications |
| ◆ Commonwealth's Attorney | ◆ Juvenile Court Service Unit | ◆ Sheriff's Office |
| ◆ Criminal Justice Services | | |

Adult Detention Center

Mission Statement

The mission of the Adult Detention Center is to protect the community by providing for the secure, safe, healthful housing of prisoners admitted to the Adult Detention Center; to ensure the safety of Detention Center staff; to conduct rehabilitative programs which reduce the likelihood of recidivism among prisoners released from the Adult Detention Center; and to do these things in as cost effective a manner as possible.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$60,084,551

29.74% of Public Safety

Programs:

- Executive Management and Support: \$5,263,809
- Inmate Classification: \$1,825,464
- Inmate Security: \$30,978,722
- Inmate Health Care: \$5,316,567
- ADC Support Services: \$14,287,415
- Inmate Rehabilitation: \$2,412,574

Mandates

The Code of Virginia requires that every county shall have a jail. The Virginia Department of Corrections sets operating standards for all Virginia jails. The Adult Detention Center provides this mandated service. Regional jail boards are mandated through state code. The Adult Detention Center serves as liaison to the Jail Board.

State Code: County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land [15.2-1638](#); Members of jail farm board or regional jail authority; powers; payment of pro rata costs [53.1-106](#)

Adult Detention Center



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Executive Management and Support	\$3,540,555	\$3,564,886	\$3,094,506	\$4,950,545	\$5,263,809	6.33%
Inmate Classification	\$1,342,469	\$1,433,979	\$1,331,236	\$1,679,916	\$1,825,464	8.66%
Inmate Security	\$18,104,225	\$17,908,800	\$18,490,319	\$21,942,094	\$30,978,722	41.18%
Inmate Health Care	\$5,167,928	\$4,713,010	\$4,844,599	\$4,726,325	\$5,316,567	12.49%
ADC Support Services	\$12,960,672	\$11,836,173	\$13,165,675	\$12,646,223	\$14,287,415	12.98%
Inmate Rehabilitation	\$2,108,454	\$2,038,617	\$2,018,320	\$2,214,746	\$2,412,574	8.93%
Total Expenditures	43,224,303	41,495,466	42,944,656	48,159,850	60,084,551	24.76%

Expenditure by Classification

Salaries and Benefits	\$30,320,235	\$30,391,819	\$31,481,491	\$36,273,471	\$39,734,143	9.54%
Contractual Services	\$4,636,050	\$3,142,665	\$2,916,567	\$3,097,255	\$3,212,839	3.73%
Internal Services	\$1,156,369	\$1,234,861	\$1,328,351	\$1,453,260	\$2,006,646	38.08%
Purchase of Goods & Services	\$4,562,869	\$4,825,925	\$5,130,237	\$5,158,189	\$5,927,995	14.92%
Capital Outlay	\$61,006	\$0	\$186,333	\$233,172	\$73,487	(68.48%)
Leases & Rentals	\$281,874	\$280,700	\$295,640	\$283,200	\$283,200	0.00%
Transfers Out	\$2,205,900	\$1,619,496	\$1,606,037	\$1,661,303	\$8,846,241	432.49%
Total Expenditures	\$43,224,303	\$41,495,466	\$42,944,656	\$48,159,850	\$60,084,551	24.76%

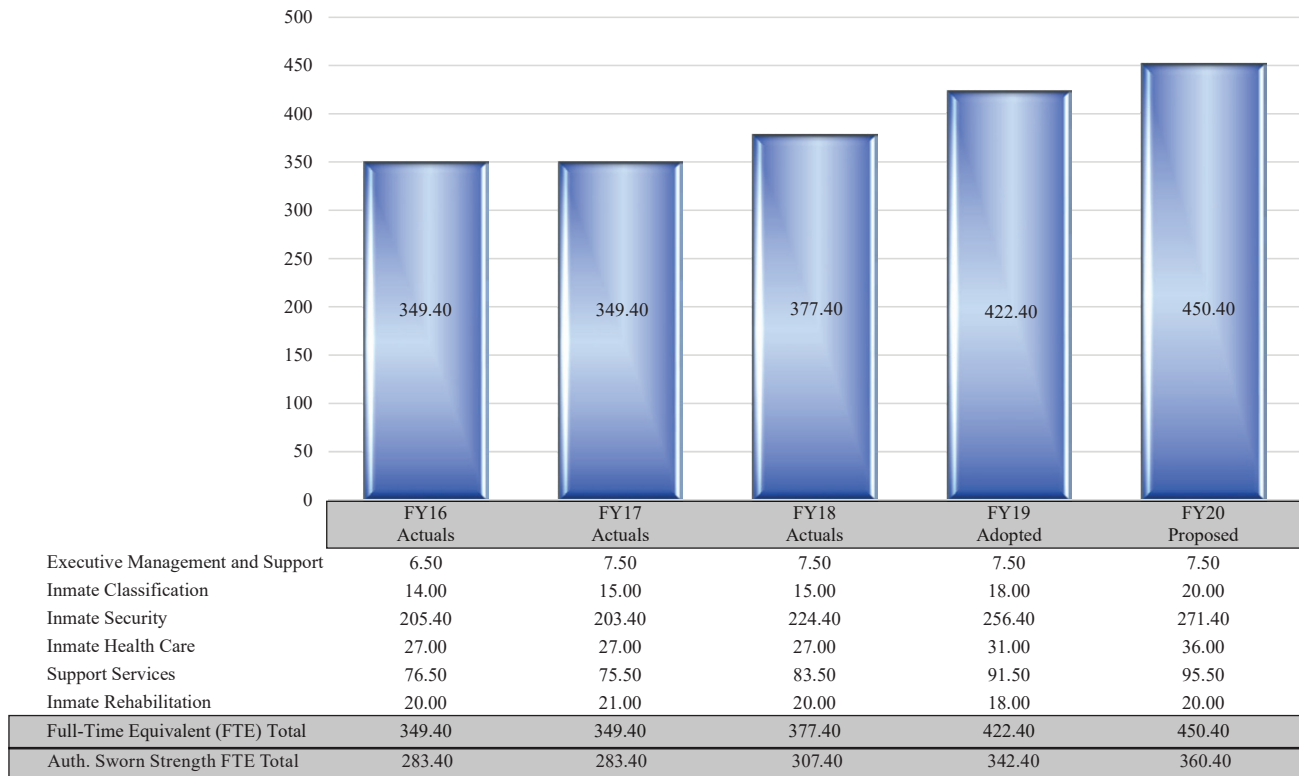
Funding Sources

Revenue from Federal Government	\$239,858	\$310,614	\$116,652	\$382,500	\$292,500	(23.53%)
Use of Money & Property	\$1,230	\$0	\$235	\$0	\$0	0.00%
Revenue from Other Localities	\$4,329,670	\$6,122,619	\$4,800,707	\$4,445,331	\$4,945,782	11.26%
Miscellaneous Revenue	\$74,723	\$102,549	\$162,171	\$57,020	\$62,020	8.77%
Charges for Services	\$500,936	\$499,895	\$476,435	\$662,774	\$485,762	(26.71%)
Revenue from Commonwealth	\$11,091,104	\$11,220,389	\$11,676,548	\$10,500,000	\$12,357,320	17.69%
Total Designated Funding Sources	\$16,237,522	\$18,256,066	\$17,232,748	\$16,047,625	\$18,143,384	13.06%
(Contribution To)/ Use of Fund Balance	(\$1,016,140)	(\$3,598,703)	(\$2,038,370)	\$0	\$7,697,475	-
Net General Tax Support	\$28,002,921	\$26,838,103	\$27,750,277	\$32,112,225	\$34,243,692	6.64%
Net General Tax Support	64.79%	64.68%	64.62%	66.68%	56.99%	

Adult Detention Center



Staff History by Program



Future Outlook

Changes in Inmate Population – The Prince William–Manassas Regional Adult Detention Center (ADC) consists of four facilities with a state-rated inmate capacity of 667 on the Manassas complex. The systemwide average daily population (ADP) of the ADC has grown from a population of 178 since opening in 1982 to a systemwide average of 1,035 in FY18. Overall, the number inmates who are a high risk to the community has increased, whereas those with a lower risk have decreased.

Available Inmate Housing – Other Virginia jails are used for excess housing above capacity at the current facilities, referred to as “farm-outs.” Housing is managed by “double-bunking,” filling ADC facilities beyond operational/rated capacity to what is termed “management capacity.” Additional staff is used, when necessary, to manage increases in the inmate count safely and securely. Management capacity is also affected by the Administrative Segregation population. These inmates must be housed separately from others due to an identified risk level to staff and other inmates. The number of inmates assigned to Administrative Segregation housing has increased, which has a negative impact on available housing and affects management capacity.

Capital Needs for New and Existing Facilities – Inmate population growth increases both capital and operating costs with the need for additional housing space and repairs of existing facilities. Construction has begun on Phase II Expansion, which adds 204 state-rated beds to the complex. The Work Release Program will be included in Phase II Expansion. Occupancy is currently scheduled for the third quarter of FY20. A renovation of the main facility, which opened in 1982, will take place when Phase II is completed. The project should begin in FY21.

Adult Detention Center

Evidence-Based Decision Making – The ADC Staff continue to participate in the Evidence-Based Decision Making (EBDM) project, which involves all components of the local criminal justice system. Through this data-driven initiative, the EBDM participants have identified gaps in the criminal justice system, which involves the ADC, pretrial services, probation and parole, court processes, the Magistrate, local police departments, data processes, and mental health issues. Successful outcomes of this initiative include a Re-entry Dorm for inmates in the ADC, implementation of re-entry and mental health services for female inmates, expansion of the Divert court docket to expedite services for individuals with mental health issues, the expansion of a crisis assessment center and expanded pre-trial services.

General Overview

- A. **ADC Funding** – Funding for the ADC is shared with the City of Manassas based on each jurisdiction’s pro-rata share of the number of prisoner days for inmates from each jurisdiction. For FY20 the budgeted County’s share is 89%, and the City of Manassas’ share is 11%. At the end of each fiscal year, a reconciliation is performed to establish the exact costs for each jurisdiction. The City of Manassas Park is not a member of the ADC. The City of Manassas Park inmates are housed on a per diem basis.
- B. **Removal of One-Time Costs from ADC Budget** – \$328,292 has been removed from the ADC’s FY20 budget for one-time costs associated with staffing 45 FTE personnel in FY19. These costs included computer hardware, radios, vehicles, and other supplies such as guns, ammunition, and uniforms.
- C. **ADC Shifts** – A total of \$119,447 has been shifted among various object codes within the ADC to place funding in object codes in which the expenditures were occurring. In addition, a total of \$90,000 has been shifted among various revenue object codes to better align budgeted amounts with actual revenues.
- D. **Increase in Compensation Board Revenue** – An additional \$908,000 has been included in Revenue from the Commonwealth (Compensation Board) to align budgeted amounts with historical collections. This results in a \$808,120 reduction in the County’s general fund transfer to the ADC and \$99,880 reduction in City of Manassas revenues.
- E. **Law Enforcement Officers (LEOS) Retirement System** – [BOCS Resolution 99-883](#) authorized the Superintendent and Jail Officers of the ADC to participate in the LEOS retirement program effective January 1, 2000. This program provides retirement benefits substantially equivalent to those of Law Enforcement Officers, Fire Fighters, and State Corrections Officers. Virginia Retirement System actuaries calculated that adding this benefit increased the County’s contribution rate by 0.63%. Since this percentage is applied against the entire County payroll, the FY20 transfer from the ADC will increase by \$132,920 to reflect the increased cost to the general fund.

Adult Detention Center

Budget Initiatives

A. Budget Initiatives

1. ADC Main Building Repairs – Inmate Security

Expenditure	\$6,997,500	General Fund Impact	\$0
Use of ADC Fund Balance	\$6,997,500	FTE Positions	0.00

a. **Description** – The project provides repairs to the inmate housing areas on the second and third floors of the main jail building. These repairs include plumbing fixtures, security systems, HVAC, furniture, and other maintenance systems that require updates. The Main Building is the original building at the ADC Complex built in 1982. The repairs are funded by using ADC fund balance. There is no impact on the general fund.

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

2. ADC Phase II 27 FTE Expansion – Executive Management, Inmate Security, Inmate Health Care, Support Services

Expenditure	\$3,242,810	General Fund Impact	\$1,618,515
Revenue	\$924,320	FTE Positions	27.00
Use of ADC Fund Balance	\$699,975		

a. **Description** – This initiative funds the third and final phase of personnel necessary to staff the 204-bed jail expansion (Phase II) scheduled to open in the third quarter of FY20. Staff will be phased in three increments (28 FTE – 24 sworn and 4 civilians were added in FY18; 45 FTE – 35 sworn and 10 civilians in FY19; and 27 FTE – 18 sworn and 9 civilians in FY20) due to limited classroom capacity at the ADC Training Academy and to allow sufficient time to train staff to manage the facility. Programmatically by FY20, 62 staff will be assigned to security operations, 6 to inmate classification, 9 to medical, 9 to support services, and 14 to civilian operations. Funding includes guns, ammunition, uniforms, and on-going operating supplies for the facility as well as the daily needs of inmates. This initiative will use \$699,975 in ADC operating fund balance to fund one-time facility costs. These items include vehicles, mobile radios, portable radios, kitchen equipment, audio visual equipment for training, building maintenance supplies, computer workstations, 800 Mhz radios as well as WiFi coverage inside the building. When the Phase II expansion is completed, the inmate management capacity of the Adult Detention Center complex will increase from 1,086 average daily population in FY20 (partial year) to 1,320 in FY21 (full year). The ADC has consistently exceeded state rated operational capacities over the past several years. In FY18 the percentage of use by building was as follows: Central Jail 148%, Main Jail 194%, Iron Building (work release center) 93%, and Modular Jail 121%. Funding the ADC is shared with the City of Manassas based on the percentage of prisoner days.

b. **Service Level Impacts** – The average daily inmate population at the Manassas complex is projected to be at the maximum management capacity of 1,086 inmates per day in FY20. This number fluctuates based on the number of inmates in special housing (mentally ill, security risks). Until the Phase II 204 bed expansion is operational, increases in inmate population above management capacity will be met by placing inmates in other local or regional jails. These additional inmates are due to projected inmate population growth. Total systemwide inmate population in FY20 is expected to be 1,086 inmates.

Adult Detention Center

3. Public Safety Recruitment & Retention Study Phase II

Expenditure	\$698,650	General Fund Impact	\$621,798
Revenue	\$76,852	FTE Positions	0.00

- a. **Description** – A recently completed study of public safety retention and recruitment resulted in a recommendation of targeted pay adjustments for sworn personnel in the ADC. The FY2019 Budget implemented Phase I study recommendations by addressing internal pay compression at a cost of \$810,000. The Proposed FY2020 Budget includes \$698,650 to migrate sworn ADC personnel to a new pay scale to improve market competitiveness with other Northern Virginia jurisdictions. There are 362 sworn ADC personnel.
- b. **Service Level Impacts** – Implementing both phases of the study recommendations will enable PWC to recruit and retain highly trained staff in support of the Safe & Secure Community Strategic Goal.

4. Supplemental Pension Benefits for ADC Sworn Staff

Expenditure	\$269,955	General Fund Impact	\$240,260
Revenue	\$29,695	FTE Positions	0.00

- a. **Description** – This initiative adds a supplemental pension program similar to the current supplemental pension plan for police officers and salaried fire & rescue personnel. The actuarial cost of this supplemental pension benefit for ADC sworn personnel is \$269,955 based on an employer contribution rate of 1.17%. Please refer to the Compensation Section of the Proposed FY2020 Budget for more information.
- b. **Service Level Impacts** – A supplemental pension program for sworn Sheriff personnel will help attract and retain highly trained staff in support of Safe & Secure Community strategic outcomes.

B. Budget Reduction

1. Reduction in Inmates Housed at Other Local or Regional Jails – Executive Management

Expenditure	(\$106,800)	General Fund Impact	(\$95,052)
Revenue	(\$11,748)	FTE Positions	0.00

- a. **Description** – Due to overcrowding, there is funding in the ADC budget to house an average daily population of 60 inmates per day at other local and regional jails. Phase II of the ADC 200 bed expansion is expected to open in March 2020. The opening of Phase II will eliminate the need to house inmates at other local and regional jails and will result in an average daily inmate population reduction from 60 to 54 in FY20.
- b. **Service Level Impacts** – Inmates at Other Local or Regional Jails

FY20 w/o Reduction	60
FY20 w/ Reduction	54

Adult Detention Center

C. Budget Shifts

1. Human Services Worker II – Inmate Classification

Budget Shift	\$74,639
Agency Impact	\$0
FTE Positions	1.00

a. **Description** – A Human Services Worker II position is needed to enroll inmates in the expanded Medicaid program passed by the 2018 session of the Virginia General Assembly. This expanded program will cover a portion of the medical costs for incarcerated individuals. Funding for this position will be shifted from inmate medical costs.

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

Program Summary

Executive Management and Support

The executive management program provides the senior level leadership staff to oversee and efficiently and effectively manage all ADC operations.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Inmates detained without escape	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Leadership and Management	\$3,067	\$3,088	\$2,583	\$4,446	\$4,749
Foreign born inmates screened by 287(g) program	100%	100%	100%	100%	100%
Commitments processed	10,428	9,787	9,895	9,915	9,950
Manassas Complex average daily population	953	963	993	1,020	1,086
Inmates at other local or regional jails	6	11	42	60	54
Planning and Programming	\$474	\$479	\$512	\$505	\$515
Jail Board reports prepared	6	6	6	6	6

Adult Detention Center

Inmate Classification

The inmate classification program systematically and objectively classifies inmates by risk and need into minimum, medium, or maximum security levels for their safe and secure housing.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Inmates properly classified in initial reviews	97%	97%	98%	98%	-
Average administrative segregation population	58	56	72	70	70
Inmates requiring change in classification status after initial assessment	6%	6%	1%	6%	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Inmate Classification	\$1,342	\$1,432	\$1,331	\$1,680	\$1,825
Newly detained inmates classified	5,802	4,754	4,701	5,000	5,000
Number of classification reviews	12,656	12,668	14,054	12,700	13,500

Inmate Security

The inmate security program safely and securely houses inmates in the ADC complex and transports inmates to other locations as necessary.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Incidents weapon and drug free	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Inmate Security	\$16,692	\$16,446	\$17,037	\$19,926	\$28,903
Inmate average daily population (Manassas Complex)	953	963	993	1,020	1,086
Inmate Transportation	\$1,412	\$1,465	\$1,453	\$2,016	\$2,075
Transports to and from correctional facilities	238	231	239	250	250
Transports to and from medical, dental and mental health facilities	797	772	799	775	825

Adult Detention Center

Inmate Health Care

This program provides in-house and contracted care meeting the minimum level mandated by the state for inmates housed in the ADC complex. It also provides the medications necessary to provide proper inmate care.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Adherence to state mandated level of health care	Yes	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
In-house Health Care Services	\$2,383	\$2,452	\$2,768	\$2,852	\$3,323
Inmates receiving in-house medical treatment annually	8,084	8,305	8,092	8,400	8,400
Inmates receiving prescription drugs	46%	47%	47%	45%	45%
Contract Health Care Service	\$2,785	\$2,261	\$2,077	\$1,874	\$1,993
Inmates referred for treatment to contractual doctor, dentist or psychiatrist	3,152	3,906	3,470	3,700	3,750

Support Services

This program provides resources necessary to feed inmates, maintain the complex facilities, perform intake and release functions, and maintain inmate records. This program also includes the human resource functions of hiring and training ADC personnel and providing information systems support for ADC operations.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Error free inmate release rate	99%	99%	99%	100%	100%
Staff meeting training requirements	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Food Services	\$2,095	\$2,325	\$2,629	\$2,101	\$2,457
Meals served monthly	96,927	98,606	102,116	98,600	103,200
Maintenance Support	\$3,319	\$2,197	\$2,681	\$1,805	\$2,227
Maintenance calls	2,185	2,540	2,300	2,600	2,600
Booking/Release/Records Management Services	\$3,483	\$3,624	\$3,712	\$3,821	\$4,137
Inmates released	10,365	9,787	9,873	9,915	9,950
Inmates committed	10,428	9,787	9,895	9,915	9,950
Administration/Finance/Human Resources/Information	\$4,064	\$3,688	\$4,144	\$4,920	\$5,466
Required training events completed	937	750	914	950	1,134
Average monthly medicaid inmate enrollments	-	-	-	-	25

Adult Detention Center

Inmate Rehabilitation

The inmate rehabilitation program operates and manages the work release and electronic incarceration programs, which allows inmates the opportunity to maintain employment. It also provides oversight to all other rehabilitative programs such as religion, General Equivalency Diploma (GED), and reintegration services.

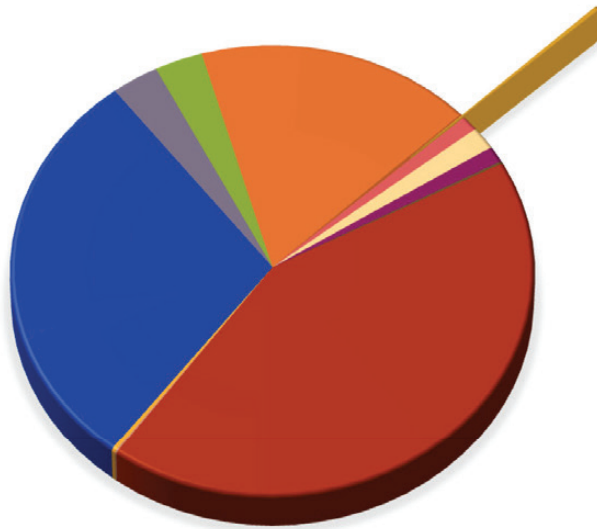
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Work release participants who successfully complete program	80%	79%	77%	75%	75%
Work release participants who do not reoffend	69%	79%	78%	70%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Work Release	\$1,794	\$1,763	\$1,819	\$2,056	\$2,155
Average daily population of participants in work release program	66	66	60	75	75
Rehabilitation Services	\$314	\$276	\$199	\$158	\$257
Inmates who take the GED test and graduate	7	10	9	12	12
Participants in substance abuse treatment program	81	90	105	80	100

Circuit Court Judges

Mission Statement

The 31st Judicial Circuit Court has general trial court jurisdiction, including acting as an appellate court for the General District and Juvenile and Domestic Relations Courts, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia)



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$1,158,437



0.30% of Public Safety

Programs:

- Circuit Court Judges Chambers:
\$1,158,437

Mandates

The Code of Virginia requires that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land)

Circuit Court Judges



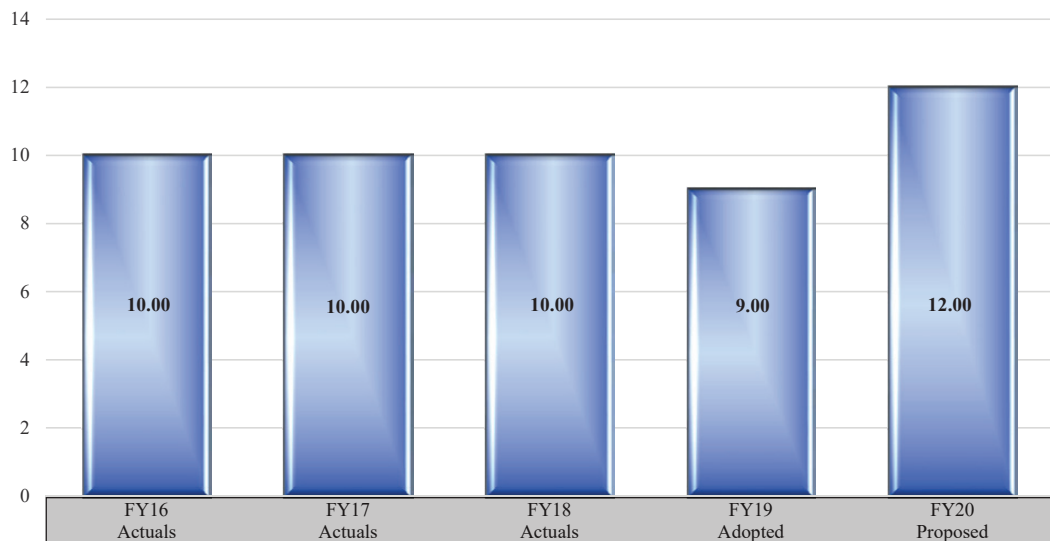
Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Circuit Court Judges Chambers	\$776,856	\$794,151	\$726,132	\$763,865	\$1,158,437	51.65%
Total Expenditures	\$776,856	\$794,151	\$726,132	\$763,865	\$1,158,437	51.65%

Expenditure by Classification

Salaries and Benefits	\$724,936	\$744,224	\$670,522	\$698,150	\$896,411	28.40%
Contractual Services	\$40	\$0	\$2,818	\$550	\$108,513	19,629.64%
Internal Services	\$26,471	\$26,383	\$27,378	\$27,378	\$33,588	22.68%
Purchase of Goods & Services	\$23,285	\$21,242	\$22,913	\$35,583	\$117,721	230.83%
Leases & Rentals	\$2,124	\$2,302	\$2,501	\$2,204	\$2,204	0.00%
Total Expenditures	\$776,856	\$794,151	\$726,132	\$763,865	\$1,158,437	51.65%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$776,856	\$794,151	\$726,132	\$763,865	\$1,158,437	51.65%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



Circuit Court Judges	10.00	10.00	10.00	9.00	12.00
Full-Time Equivalent (FTE) Total	10.00	10.00	10.00	9.00	12.00

Circuit Court Judges

General Overview

- A. **Add 1 FTE Judicial Law Clerk** – [BOCS Resolution 18-553](#) in October 2018 added 1 FTE judicial law clerk position to the Circuit Court Judges. The Office of the Executive Secretary of the Supreme Court of Virginia authorized the use of substitute (retired) judges until an additional sixth judge is appointed by the Virginia General Assembly in 2019. Each permanent circuit court judge is currently assigned a judicial law clerk to assist with case research. The cost of this position is \$66,057 in FY20.

Budget Initiatives

A. Budget Initiatives

1. Administrative Support Assistant III – Circuit Court Judges Chambers

Expenditure	\$308,243	General Fund Impact	\$308,243
Revenue	\$0	FTE Positions	2.00

- a. **Description** – Two Administrative Support Assistant III’s have been added to the Circuit Court Judges Proposed FY2020 Budget. This cost includes \$121,160 for the positions and \$187,073 in one-time costs for renovations to existing office space to accommodate these positions plus two additional administrative support positions in FY21 and FY22 of the County’s five-year plan. These positions will assist in managing the circuit court judges’ calendars and provide support for increasing caseloads. The cost of the additional positions is \$121,160 in FY21 and FY22.
- b. **Service Level Impacts** – The positions will provide administrative support for processing cases coming before the Circuit Court.

Circuit Court Judges

Program Summary

Circuit Court Judges Chambers

The 31st Judicial Circuit Court has general trial court jurisdiction, as well as appellate for General District and Juvenile & Domestic Relations Court. It is a separate and distinct branch of government. Circuit Court in Virginia decides the most serious cases in each jurisdiction presiding over criminal and civil cases. The 31st Judicial Circuit currently has six full-time judges.

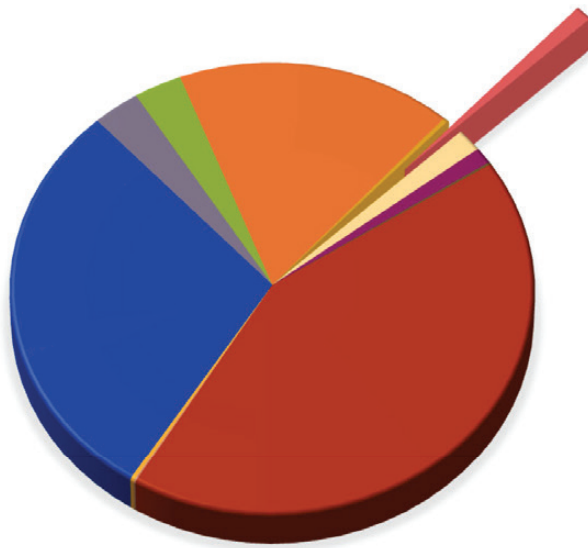
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Annual criminal disposition percentage	-	98.2%	87.9%	NR	93.1%
Annual civil disposition percentage	-	90.7%	92.8%	NR	91.8%
Annual miscellaneous disposition percentage	-	56.0%	51.4%	NR	53.7%
Annual special case activities disposition percentage	-	NR	-	NR	-
Total average annual disposition rate	-	85.7%	82.7%	NR	84.2%
Annual clearance rates	-	89.1%	86.3%	NR	87.2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Court Case Docket Management and Administrative Support	\$777	\$794	\$726	\$764	\$1,158
Cases per Circuit Court Judge	3,047	3,082	3,252	NR	3,378
Cost per case concluded	\$43	\$44	\$45	NR	\$44

Clerk of the Court

Mission Statement

The mission of the Office of the Clerk of the Circuit Court is to provide all people with equal access to the judicial system in a fair, efficient, and responsive manner, in order to expeditiously facilitate the redress of grievances and resolution of disputes; to provide professional judicial services to the people of the 31st Judicial Circuit; to provide professional administrative services to the judges of the Circuit Court; to record, preserve, and protect legally and historically significant documents; to preserve and protect elections materials; and to preserve, maintain, and protect land records pertaining to the 31st Judicial Circuit; and to provide access to and instruction in the use of legal resources by operating a public law library.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$4,285,254



1.10% of Public Safety

Programs:

- Executive Administration: \$635,765
- Court Administration: \$2,442,537
- Records Administration: \$1,064,106
- Law Library Services: \$142,846

Mandates

If the members of the bar practicing in any county or city of the Commonwealth shall procure by voluntary contribution a law library of the value of \$500, at the least, for the use of the courts held in such county or city, and of the bar practicing therein, it shall be the duty of the circuit court of such county or city to require its clerk to take charge of the library so contributed and to keep the same in the courthouse or clerk's office building according to the rules prescribed by the bar and approved by the court.

The Code of Virginia authorizes the local governing body to assess a fee not in excess of four dollars on each civil action. The fee shall be used to support staff, books, and equipment of the law library. The law library is located in the County Courthouse in Manassas.

State Code: [15.2-1634](#); [42.1-65](#); [42.1-70](#): The voters in every county and in each city which has a circuit court, shall elect for a term of eight years, a clerk of such court.

County Code: [Chapter 2, Article IV](#) (Law Library)

Clerk of the Court



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Executive Administration	\$650,849	\$741,440	\$636,204	\$685,372	\$635,765	(7.24%)
Court Administration	\$2,119,094	\$2,169,298	\$2,203,649	\$2,290,046	\$2,442,537	6.66%
Records Administration	\$1,136,476	\$1,412,149	\$941,045	\$991,784	\$1,064,106	7.29%
Law Library Services	\$0	\$0	\$0	\$122,325	\$142,846	16.78%
Total Expenditures	\$3,906,419	\$4,322,887	\$3,780,897	\$4,089,527	\$4,285,254	4.79%

Expenditure by Classification

Salaries and Benefits	\$3,345,648	\$3,455,670	\$3,289,128	\$3,527,417	\$3,603,144	2.15%
Contractual Services	\$325,223	\$342,883	\$160,427	\$257,977	\$307,977	19.38%
Internal Services	\$155,865	\$148,621	\$168,237	\$157,861	\$157,861	0.00%
Purchase of Goods & Services	\$69,117	\$88,660	\$159,382	\$131,417	\$201,417	53.27%
Capital Outlay	\$0	\$276,029	\$0	\$0	\$0	0.00%
Leases & Rentals	\$10,566	\$7,938	\$3,723	\$14,855	\$14,855	0.00%
Reserves & Contingencies	\$0	\$3,086	\$0	\$0	\$0	0.00%
Total Expenditures	\$3,906,419	\$4,322,887	\$3,780,897	\$4,089,527	\$4,285,254	4.79%

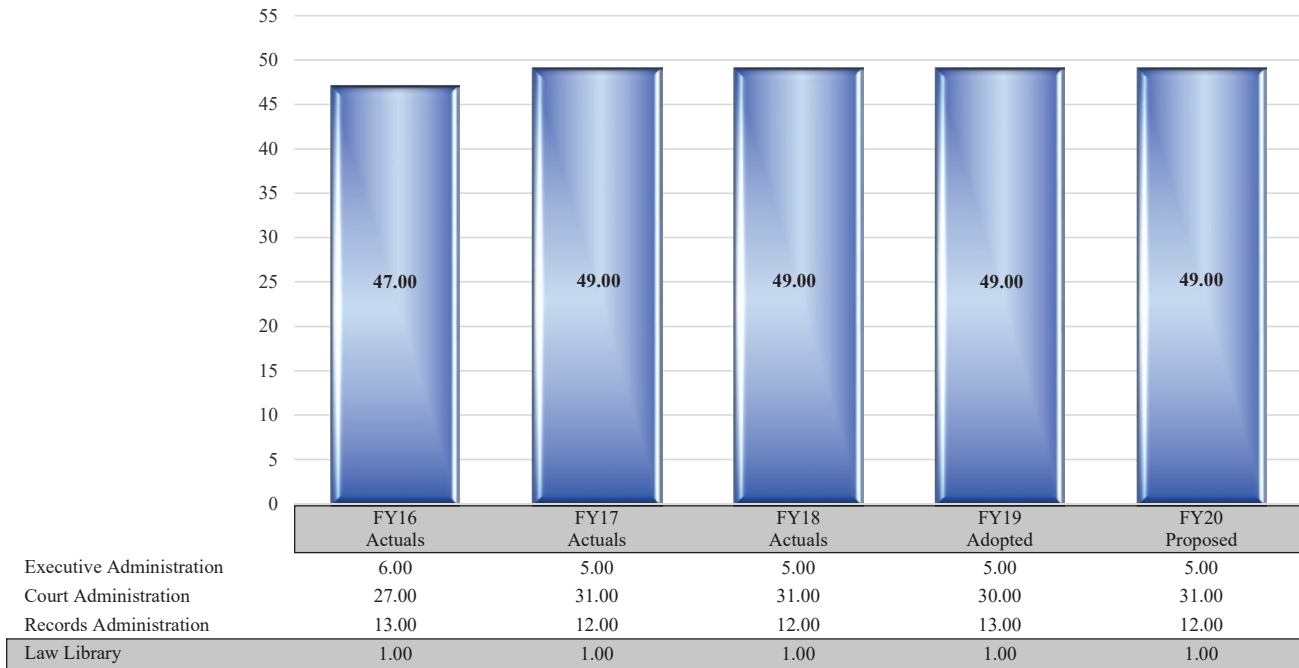
Funding Sources

Fines & Forfeitures	\$23,419	\$16,297	\$20,205	\$24,500	\$24,500	0.00%
Use of Money & Property	\$4,010	\$3,882	\$4,262	\$2,800	\$2,800	0.00%
Revenue from Other Localities	\$440,496	\$618,048	\$690,216	\$690,212	\$711,938	3.15%
Charges for Services	\$1,046,344	\$1,073,361	\$826,632	\$1,144,264	\$1,080,264	(5.59%)
Revenue from Commonwealth	\$1,792,412	\$1,817,978	\$1,886,531	\$1,488,303	\$1,788,303	20.16%
Transfers In	\$0	\$0	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$3,306,682	\$3,529,566	\$3,427,846	\$3,350,079	\$3,607,805	7.69%
(Contribution to)/Use of Fund Balance	(\$51,055)	\$301,819	(\$104,988)	(\$180,127)	\$2,394	(101.33%)
Net General Tax Support	\$781,959	\$622,670	\$589,206	\$919,575	\$675,055	(26.59%)
Net General Tax Support	20.02%	14.40%	15.58%	22.49%	15.75%	

Clerk of the Court



Staff History by Program



Future Outlook

Financial Management Challenges – The Clerk of the Court (Clerk) is in the process of overhauling accounting practices, procedures, and internal controls within the office.

Technological Challenges – As the keeper of the public record, the Clerk preserves, maintains, and protects the land records for the county and two cities. Due to the unique size of our judicial circuit (the second largest in the Commonwealth), maintaining an electronic record and making it accessible to the public has been a challenge. The Clerk will need to change technology vendors in the near future to provide these services in a fair, efficient manner. Additionally, the agency has digitized two-hundred years of historic records that are not currently available online. The agency will need to expand its technological program to make these documents easily accessible to the public. Also, the Clerk intends to provide the bench, bar and public the ability to utilize e-filing and digital tracking of documents.

Staff Education and Retention – The Clerk’s office is putting an emphasis on staff training, development, and retention. Training in leadership, management, effective communication, professionalism, and team building ensures that emerging leaders are prepared to serve the community as best as possible. Several team members are taking advantage of the educational programs offered by the County and the Supreme Court of Virginia, Office of the Executive Secretary. Once these programs have been completed, it will be necessary for senior leadership to seek higher education through national court associations and real estate industry groups in order to best equip the staff with the best practices of the day, to become a leader among the courts in the nation in customer service, access to justice, and technology.

Security Challenges – Several security measures need to be taken to ensure the safety of staff and the public.

Clerk of the Court

General Overview

- A. **Increase Budgeted Revenue from Commonwealth** – Based on actual revenues received in prior fiscal years, the general fund revenue budgeted for the Clerk’s office has been increased by \$300,000.
- B. **Expenditure Budget for Remote Access** – [Section 17.1-279](#) of the Code of Virginia mandates that the clerk of each circuit court assess a \$5 fee upon each recorded instrument in deed books and upon each judgment for the purpose of modernizing and providing secure, remote access to land records in each circuit court. Collected fees are accounted for in a restricted fund, which may only be used for this purpose. In the Proposed FY2020 Budget, a \$120,000 expenditure budget is established for Remote Access Fees. Allowed expenditures can include computer support, enhancements, upgrades, and preservation of court records provided by and maintained by the Clerk. Revenue is decreased by \$70,000 due to a user access fee reduction of \$600 per year to \$240 per year per user. Based on actual revenues received in prior fiscal years, sufficient Remote Access Fee revenue exists to cover this expenditure budget. No general fund revenues will be required to cover expenditures.
- C. **Increase General Fund Support to Law Library** – The law library receives a \$4 fee for every civil filing in the Circuit and General District Courts. Additional general fund support of \$22,000 is recommended to sustain current operations because reducing expenditures to match available revenues would eliminate subscriptions which provide updates to legal publications eliminating the usefulness of the law library for legal research. Because most law library users are non-lawyers, general fund support is appropriate to defray expenses associated with the use of law library by county residents.
- D. **Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Clerk of Court allocation increased \$21,726.

Program Summary

Executive Administration

Provides administrative support to the agency including budget, bookkeeping, financial reporting to the state, County, cities, and other localities, payroll, purchasing, and receiving, information technology, human resources, and staff management. Processes collection of delinquent accounts, processes applications for concealed handgun permits; performs courthouse wedding services; measures staff performance; facilitates staff training; and works as a liaison to the bar association and public. Maintains records of historic significance dating back to 1731; works with the Library of Virginia to coordinate preservation of artifacts; preserves, maintains, and protects elections materials to include, paper ballots; and administers oaths to public safety officials, political appointees, and elected officials.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Respond to calls and emails within one and letters within three business days	97%	96%	99%	96%	-
Executive Administration respond to calls within 4 business hours	-	-	-	-	99%
Executive Administration respond to emails within 4 business hours	-	-	-	-	99%

Clerk of the Court

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Administration Services	\$651	\$741	\$636	\$685	\$636
New cases, documents filed and documents processed	145,982	131,990	207,476	130,000	-
Restitution cases active	-	-	4,200	-	4,200
Restitution payments processed	-	-	1,150	-	1,500
Trust and condemnation cases active	-	-	268	-	275
Oaths administered	-	-	2,800	-	2,800

Court Administration

Manages, maintains, and protects land records, elections records and historic documents for Prince William County, City of Manassas, and City of Manassas Park. Handles all civil, criminal, adoption, and other case filings in the Circuit Court from inception to final disposition or appeal; maintains all civil, criminal, and adoption records; adjudicates divorces; identifies, certifies, summons, and trains jurors; facilitates the work of jury commissioners; ensures jurors are chosen fairly and impartially; coordinates payment of jury members; coordinates payment of fines, fees, and costs; creates payment plans for fines, fees, and costs; performs expungement of cases; facilitates name changes; provides probate services including the appointment of personal representatives and dispositions of estates; provides courtroom support for Circuit Court Judges; preserves, maintains, and protects evidence in court cases; transfers case transcripts to the Virginia Court of Appeals and Supreme Court of Virginia when appealed.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Respond to calls and emails within one and letters within three business days	97%	96%	99%	96%	-
Court Administration respond to calls within 1 business day	-	-	-	-	98%
Court Administration respond to emails within 1 business day	-	-	-	-	99%
Complete research requests within 1 business day	-	-	-	-	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Court Case Management	\$2,119	\$2,169	\$2,204	\$2,290	\$2,443
Circuit court cases commenced	18,499	17,412	18,433	16,500	18,000
Hours in court	-	4,377	4,227	-	4,500
Court orders drafted and prepared	-	7,217	7,196	-	7,400
Total pages processed	-	-	1,563,368	-	1,600,000

Clerk of the Court

Records Administration

Records all land transactions including deeds and mortgages. Preserves, maintains, and protects land records dating back to the 1700s. Provides services to community members by issuing marriage licenses, marriage officiant credentials, notary commissions, and registration of trade names. Performs and/or oversees the administration of wills, trusts, estates, and acts in a semi-judicial role in probate working with the taxpayer, Commissioners of Accounts, and the bench.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Respond to calls and emails within one and letters within three business days	97%	96%	99%	96%	-
Records Division respond to calls within 4 business hours	-	-	-	-	98%
Records Division respond to emails within 4 business hours	-	-	-	-	98%
Complete Research Requests within 2 business days	-	-	-	-	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Land Records and Public Service Center	\$1,136	\$1,412	\$941	\$992	\$1,064
Land records documents processed	90,626	93,321	95,657	-	96,500
Public service documents processed	9,898	10,129	10,025	-	10,000
Probate documents processed	4,398	4,132	4,234	-	4,300

Law Library

Provides and facilitates access to law library services including information services, non-advisory reference assistance, materials circulation, and instructions in accessing legal information resources and use of the photocopier for court personnel, the public, bar associations, students, law clerks, law firms, and law librarians. Access is provided through integrated systems, resource selection, acquisition, inter-library loan, cataloging, processing, and collection preservation.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Print collection meeting American Association of Law Librarian Standards	27%	50%	50%	50%	50%
Online collection meeting American Association of Law Librarian Standards	4%	50%	50%	50%	50%
Users satisfied with Law Library services	90%	NR	90%	92%	90%

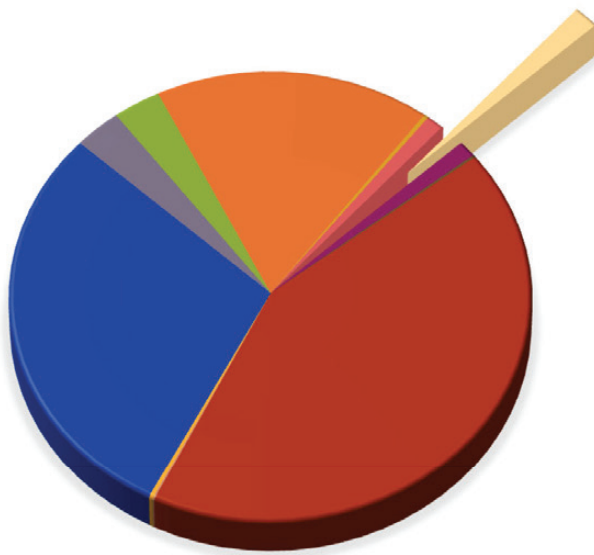
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Law Library Services*	\$0	\$0	\$0	\$122	\$143
Reference inquiries completed within three days	99%	NR	99%	99%	99%
Reference assistance requests	5,467	NR	6,240	6,842	6,240

*Law Library was a stand alone department prior to FY19. FY16-18 information is reported in the Expenditure Summary located in the "Budget Summary" section of the Proposed FY2019 Budget.

Commonwealth's Attorney

Mission Statement

The Commonwealth's Attorney prosecutes criminal and traffic matters in the General District Court, criminal and delinquency matters in the Juvenile and Domestic Relations District Court, and all felony cases in the Circuit Court. The Office is responsible for the prosecution of all felony cases for Prince William County, the Cities of Manassas and Manassas Park, Towns of Dumfries, Haymarket, Quantico and Occoquan and responsible for the prosecution of misdemeanor and traffic offenses within Prince William County and the City of Manassas. The Commonwealth Attorney is responsible for assisting the Electoral Board with certain election matters, advising on matters involving conflict of interests, as well as review criminal investigations and render legal opinions and advice, all within the guidelines established by the State Supreme Court. The Office maintains a 24-hour availability to law enforcement agencies for emergencies or other situations requiring immediate assistance or legal advice. We will continue to provide services to the community by maintaining the victim witness program which provides victims and witnesses of crimes with support, guidance, and information concerning the criminal justice system and to provide assistance with restitution and support services as needed.



Public Safety Expenditure Budget:
\$383,580,822



Expenditure Budget:
\$6,380,527

1.63% of Public Safety

Programs:

- Commonwealth's Attorney/Legal:
\$5,472,882
- Victim Witness Support Program:
\$907,645

Mandates

The Office of the Commonwealth's Attorney is authorized in the Constitution of Virginia, [Article VII, Section 4](#) (County and city officers). The Code of Virginia provides that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county. Victim witness services are also mandated in the state code.

State Code: [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land); [19.2-11.01](#) (Crime victim and witness rights)

Commonwealth's Attorney



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Commonwealth's Attorney/Legal	\$4,894,984	\$5,027,417	\$5,038,767	\$5,356,812	\$5,472,882	2.17%
Victim Witness Support Program	\$526,036	\$609,021	\$1,305,684	\$913,443	\$907,645	(0.63%)
Total Expenditures	\$5,421,020	\$5,636,438	\$6,344,450	\$6,270,255	\$6,380,527	1.76%

Expenditure by Classification

Salaries and Benefits	\$5,128,147	\$5,107,460	\$5,417,153	\$5,878,024	\$5,973,203	1.62%
Contractual Services	\$2,254	\$54,795	\$10,343	\$48,557	\$48,557	0.00%
Internal Services	\$169,435	\$183,125	\$193,351	\$164,259	\$167,364	1.89%
Purchase of Goods & Services	\$108,355	\$164,834	\$149,191	\$148,467	\$160,455	8.07%
Capital Outlay	\$0	\$112,800	\$0	\$337	\$337	0.00%
Leases & Rentals	\$12,683	\$13,424	\$13,913	\$30,611	\$30,611	0.00%
Transfers Out	\$147	\$0	\$560,500	\$0	\$0	0.00%
Total Expenditures	\$5,421,020	\$5,636,438	\$6,344,450	\$6,270,255	\$6,380,527	1.76%

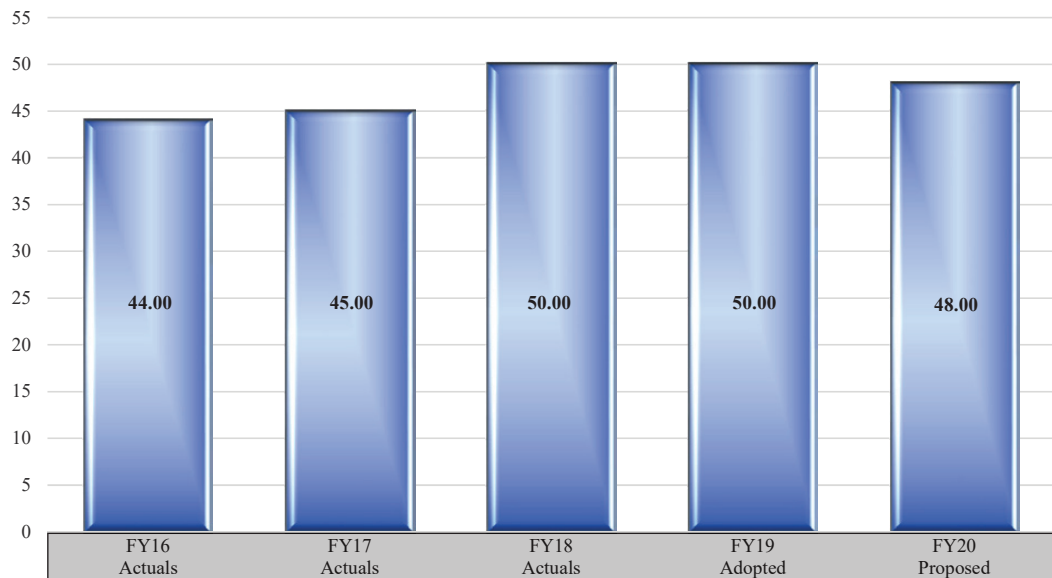
Funding Sources

Revenue from Federal Government	\$191,629	\$217,404	\$302,584	\$177,712	\$177,712	0.00%
Use of Money & Property	\$6,802	\$0	\$0	\$0	\$0	0.00%
Revenue from Other Localities	\$343,428	\$278,352	\$332,364	\$332,359	\$382,914	15.21%
Miscellaneous Revenue	\$0	\$0	\$0	\$35,971	\$35,971	0.00%
Charges for Services	\$18,834	\$18,684	\$17,496	\$89,143	\$89,143	0.00%
Revenue from Commonwealth	\$1,914,155	\$1,962,764	\$2,069,215	\$1,987,590	\$1,987,590	0.00%
Transfers In	\$0	\$0	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$2,474,848	\$2,477,204	\$2,721,659	\$2,622,775	\$2,673,330	1.93%
Net General Tax Support	\$2,946,171	\$3,159,234	\$3,622,791	\$3,647,480	\$3,707,197	1.64%
Net General Tax Support	54.35%	56.05%	57.10%	58.17%	58.10%	

Commonwealth's Attorney



Staff History by Program



	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Commonwealth's Attorney/Legal	38.00	39.00	41.00	41.00	42.00
Victim/Witness Support	6.00	6.00	9.00	9.00	6.00
Full-Time Equivalent (FTE) Total	44.00	45.00	50.00	50.00	48.00

Future Outlook

Staffing Standards – Effective July 1, 2019 new rules and mandates will go into effect regarding the criminal discovery process. The new discovery process will add more complexity to the already strained workload of the Commonwealth Attorney's Office. The Police body camera program has transitioned from a pilot phase to full implementation. There are currently 525 body cameras in service in the Police Department this increase in users has had a direct impact on the number of hours and workload required by staff and prosecutors to review footage, prepare, and respond to court ordered discovery. The staffing of a permanent 6th Circuit Court Judge will generate more work, due primarily to being able to participate in the entire judicial process of the court. The increase in staffing standards will help offset the daily workload and dockets that will be created with the implementation of new criminal discovery process, full implementation of body camera program, and the permanent position of the 6th Circuit Court Judge.

Technology/Equipment – The increased caseload will have a negative impact on the current equipment standards within the office. The State Compensation Board no longer funds equipment replacement; therefore, the County will have to backfill this funding. Several of the network printers will be obsolete in the near future and will require replacement and leased equipment will require upgrades.

Facility/Space Issues – The office has grown to 25 full-time Attorneys, 13 support staff, 1 in-house detective, and 10 full time Victim/Witness Case Managers and at least 2 or 3 interns, 6 attorneys, 1 support staff member and 2 victim witness staff have relocated to a separate office outside of the courthouse to accommodate the growing needs. The Victim/Witness Office is at a third location. Additional meeting/conference room space is necessary to provide adequate meeting space for all parties. One large conference room also serves as a law library and storage for electronic courtroom equipment. One small conference room, which can accommodate up to six individuals, is not an ideal meeting space for meetings between prosecutors, officers, witnesses,

Commonwealth's Attorney

victims, and their family members, and a victim/witness advocate. It would be beneficial to relocate the entire office staff, and victim witness advocates to one location within the courthouse or in a relatively close proximity to the courthouse for efficiency in performing the day-to-day duties including the necessary appearances before judges and meeting with defense counsel, law enforcement agencies, victims/witness, as well as inmates.

General Overview

- A. **Reclassification of Three County Positions to Grant Positions** – Victim Witness relies on grant funding to provide services to the County. Three positions that are 100% grant supported were created before the County began using a new classification for grant positions, which do not count toward an agency's FTE allocation. These positions are reclassified in the Proposed FY2020 Budget as grant positions and removed from Victim Witness's FTE allocation. This reclassification has no impact on the individuals in those positions, and does not change the expenditure total in the Proposed FY2020 Budget because funding for these positions is dependent on grants, not local tax support.
- B. **Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Commonwealth's Attorney allocation increased \$50,555.

Budget Initiatives

A. Budget Initiatives

1. Assistant Commonwealth Attorney – Legal Program

Expenditure	\$118,853	General Fund Impact	\$118,853
Revenue	\$0	FTE Positions	1.00

- a. **Description** – This initiative adds one Assistant Commonwealth Attorney position to the Proposed FY2020 Budget with one additional attorney planned in FY21 and FY22. These additions will help balance daily workload and case management. The Supreme Court of Virginia has disseminated [new rules and mandates](#) in the criminal discovery process that takes effect on July 1, 2019. The new rules and mandates in particular increase workload demands on prosecutors from the use of body worn cameras in the criminal discovery process. The position will similarly support the workload that will be generated by the permanent 6th Circuit Court Judge.
- b. **Service Level Impacts** – This initiative improves workload and increasing case management. It supports the Safe and Secure Community strategic goal by improving closure rates for violent crime and decreasing recidivism. It also supports the Wellbeing strategic goal by decreasing the waitlist of Diversion Intercepts for Varied Emergency Responses and Treatment (DIVERT). DIVERT is a specialized court docket for individuals requiring mental health evaluations pending trial.

Commonwealth's Attorney

Program Summary

Commonwealth's Attorney/Legal

The Office of the Commonwealth's Attorney is responsible for the prosecution of all criminal offenses occurring within Prince William County and the Cities of Manassas and Manassas Park. In addition, the Office reviews criminal investigations, certain election matters, conflicts of interest matters and renders legal opinions and advice, all within the guidelines established by the State Supreme Court.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Crime rate	14.7	13.7	14.0	14.5	14.5
Juvenile criminal arrests as percentage of overall arrests	12.8%	12.9%	14.0%	13.0%	13.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Legal/Executive Management Support	\$4,895	\$5,027	\$5,039	\$5,357	\$5,473
Felony cases prosecuted/Grand Jury indictments processed	5,308	5,653	6,178	6,000	6,300
Misdemeanors and traffic cases prosecuted	84,317	79,950	89,314	86,000	88,000

Victim/Witness Support Program

The Victim Witness Assistance Program assists victims and witnesses of crime by providing support, guidance, and information concerning the criminal justice system. This includes assistance with restitution, notification, and support services as needed.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Crime rate	14.7	13.7	14.0	14.5	14.5

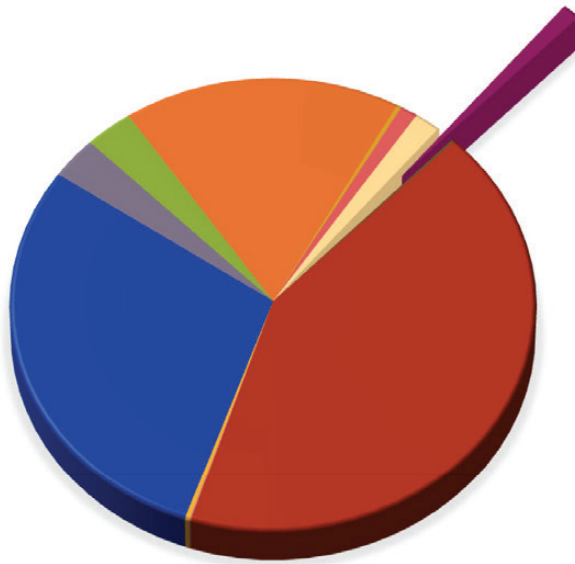
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Victim/Witness Support	\$342	\$349	\$359	\$395	\$406
Clients served	7,498	7,536	8,898	8,750	9,300
Cost per client	\$45.63	\$46.37	\$40.33	\$45.12	\$42.61
Sexual Assault Victims Advocacy Service (SAVAS)	\$184	\$260	\$947	\$519	\$501
Total SAVAS clients	1,095	883	746	1,000	800
New SAVAS clients	688	443	352	500	350

*In FY2019 Budget, cost per client was calculated based on the entire budget to include grant funds, it was determined to remove grant funds and only show County funding.

Criminal Justice Services

Mission Statement

Prince William County Office of Criminal Justice Services promotes public safety by reducing recidivism. We serve the courts and community by providing efficient, effective, innovative assessment and supervision programs that empower clients to achieve success and improve individual growth.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$4,533,887



1.16% of Public Safety

Programs:

- Criminal Justice Support: \$674,014
- Community Supervision: \$3,859,873

Mandates

Prince William County is mandated to provide pre-trial detention alternatives and post-disposition punishment alternatives on a systematic local and regional basis as a condition of having received jail construction assistance from the state. The Office of Criminal Justice Services provides these mandated services. The establishment of a Community Criminal Justice Board is mandated by Section [53.1-183](#) of the Code of Virginia. Criminal Justice Services serves as the liaison to this advisory board.

State Code: [19.2-152.2](#) thru [19.2-152.7](#), [19.2-152.4:3](#), and [53.1-82.1](#) (Pre-trial Services), [9.1-173](#) thru [9.1-183](#) (Comprehensive Community Corrections Program), [19.2-303](#) (Suspension or modification of sentence; probation; taking of fingerprints and blood, saliva, or tissue sample as condition of probation)

Criminal Justice Services



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Criminal Justice Support	\$512,138	\$525,207	\$640,612	\$633,991	\$674,014	6.31%
Community Supervision	\$3,052,165	\$3,329,104	\$3,327,972	\$3,803,582	\$3,859,873	1.48%
Total Expenditures	\$3,564,303	\$3,854,312	\$3,968,584	\$4,437,573	\$4,533,887	2.17%

Expenditure by Classification

Salaries and Benefits	\$3,033,839	\$3,314,132	\$3,374,420	\$3,741,788	\$3,843,046	2.71%
Contractual Services	\$108,552	\$111,432	\$138,658	\$235,062	\$235,062	0.00%
Internal Services	\$170,210	\$183,845	\$187,513	\$170,500	\$170,500	0.00%
Purchase of Goods & Services	\$237,582	\$236,692	\$261,576	\$282,840	\$277,896	(1.75%)
Leases & Rentals	\$6,931	\$8,212	\$6,416	\$7,383	\$7,383	0.00%
Transfers Out	\$7,190	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$3,564,303	\$3,854,312	\$3,968,584	\$4,437,573	\$4,533,887	2.17%

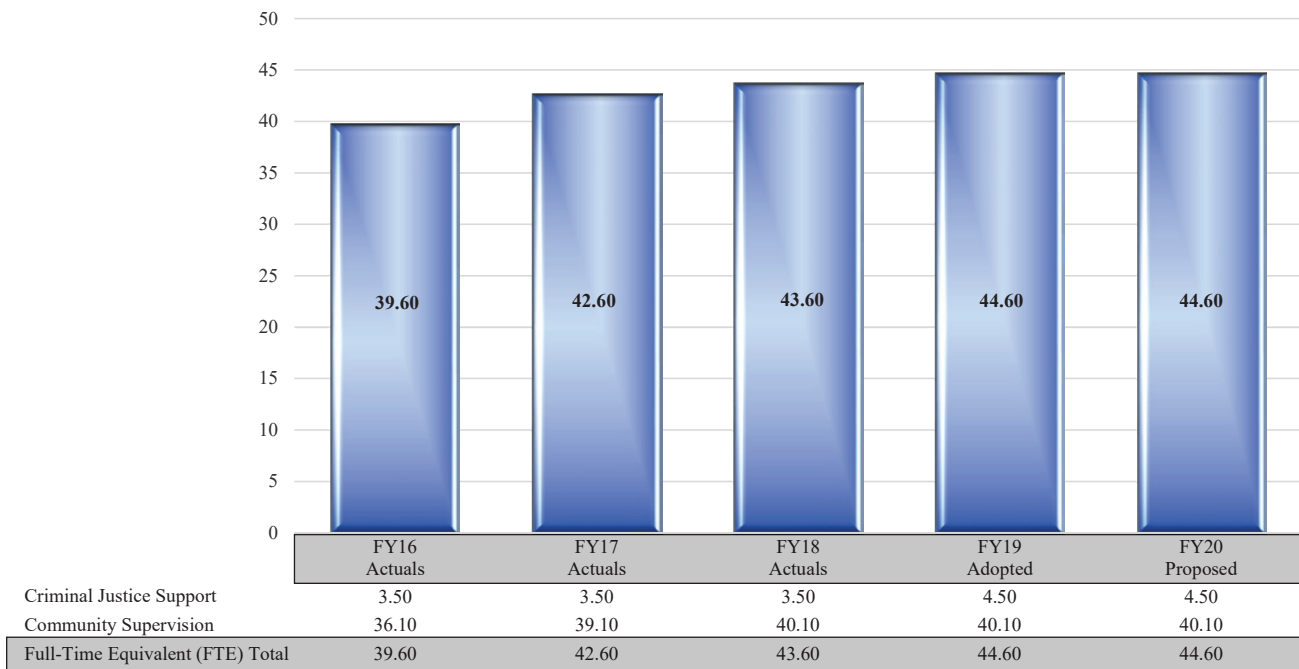
Funding Sources

Revenue from Federal Government	\$39,044	\$31,235	\$31,235	\$31,235	\$31,235	0.00%
Revenue from Other Localities	\$201,078	\$307,513	\$90,767	\$123,481	\$123,481	0.00%
Charges for Services	\$128,576	\$118,754	\$136,741	\$197,458	\$197,458	0.00%
Revenue from Commonwealth	\$1,041,622	\$1,043,854	\$1,056,131	\$1,028,759	\$1,028,759	0.00%
Transfers In	\$91,825	\$0	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$1,502,145	\$1,501,355	\$1,314,875	\$1,380,933	\$1,380,933	0.00%
Net General Tax Support	\$2,062,158	\$2,352,957	\$2,653,709	\$3,056,640	\$3,152,954	3.15%
Net General Tax Support	57.86%	61.05%	66.87%	68.88%	69.54%	

Criminal Justice Services



Staff History by Program



Future Outlook

Pre-trial Growth – Pre-trial Supervision, an important component of the agency’s mission, has grown significantly in recent years. The average Pre-trial caseload per office has increased by 41% in the past three years. In addition, there has been a 12% increase in pre-trial interviews conducted in the past two years. The reasons for this growth are multiple and varied:

- Increased population of the community
- Increased jail admissions
- Increased use of alternatives to pre-trial detention (jail)
- Increased length of time awaiting trial in the Circuit Court

Crime Commission Study – The Virginia State Crime Commission (VSCC) conducted a two-year review of how pre-trial services agencies in Virginia are managed, operated, and evaluated. As a result of the study, the VSCC presented the Department of Criminal Justice Services with recommendations intended to advance the administration of pre-trial services. Of particular importance is the recommendation to convene a group of stakeholders to review how the pre-trial services program is currently administered in the Commonwealth and how to make recommendations to improve the delivery of pre-trial services. The outcome of the workgroup may result in additional requirements for pre-trial services agencies, which could affect agency workload.

Risk Assessment Tools – Research-based risk assessment tools, such as the Virginia Pre-trial Risk Assessment Instrument (VPRAI), which measures the likelihood that a defendant will appear for court dates and reoffend pending trial, are amongst the most powerful means of delivering effective interventions and alternatives to incarceration to court-involved persons. Use of these tools will aid the Office of Criminal Justice Services (OCJS) in addressing the population growth in the Adult Detention Center (ADC) and judicial workload.

Criminal Justice Services

The VPRAI was revised and implemented in September 2017 along with a new release decision matrix. This may result in an increase of ADC releases and more defendants referred to Pre-trial Services, which will substantially increase caseloads for OCJS. The revised tool was piloted in other Virginia jurisdictions and resulted in higher judicial concurrence rates with pre-trial release recommendations. This resulted in an increase in pre-trial releases from local jails and increased caseload for the pre-trial services agency. OCJS will need to be prepared for this anticipated growth in order to maintain manageable caseloads while ensuring public safety and defendant accountability.

Evidence Based Research Tools – As of July 1, 2018, OCJS implemented a pilot program to better manage probation violations through the Administrative Response Matrix. This tool is intended to improve the efficiency and performance of Local Offender Probation by providing Probation Officers with a menu of specific incentives and sanctions when responding to significant supervision events. OCJS will monitor its implementation to measure the impact on the use of the ADC resources that are associated with revocations.

Evidence-Based Research Reduces Repeat Criminal Behaviors – It is vital that resources be maximized and used to the greatest benefit. Decisions and organizational practices will be determined empirically based on insights from the best available research and data in the field.

Through Evidence-Based Decision Making, OCJS and criminal justice stakeholders will ensure that decisions are made with the greatest likelihood of positive outcomes in all facets of the criminal justice system.

Decisions will be made with the primary goal of reducing harm and preventing the likelihood of recidivism:

1. Pre-trial defendants who likely pose no risk to the community will be served through pre-trial or other programs without compromising public safety.
2. Individuals diagnosed with a serious mental illness who are involved in the justice system will be diverted to suitable services when appropriate.

Program Summary

Criminal Justice Support

The program includes the agency administration, vital to the agency's mission of enhancing public safety. In addition, the program assists with local criminal justice system planning by serving as staff to the Community Criminal Justice Board, managing state and federal grants that support offender supervision services and domestic violence programs, as well as other special project grants. It serves as liaison to Volunteer Prince William, which supervises community service placements. The program provides for monitoring and reporting on protective orders for domestic violence cases and serves as a clearinghouse and coordinator for local domestic violence resources and special activities.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Closed cases not returning to court on violation	96%	86%	97%	93%	96%
Program participants satisfied with services	90%	84%	87%	88%	88%

Criminal Justice Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Local Criminal Justice Support	\$416	\$416	\$530	\$529	\$565
Community service placements	550	407	411	500	450
Community Domestic Violence Coordination	\$96	\$108	\$109	\$105	\$109
Final protective orders tracked	263	253	234	250	250

Community Supervision

Provides community assessment and supervision of pre-trial defendants and post-trial offenders for the court. The program has adopted and integrated evidence-based practices that address risks, needs, and responsiveness. These practices include assessments and interventions that are proven to enhance public safety by ensuring the appearance in court of pre-trial defendants and reducing the risk of repeat offenders.

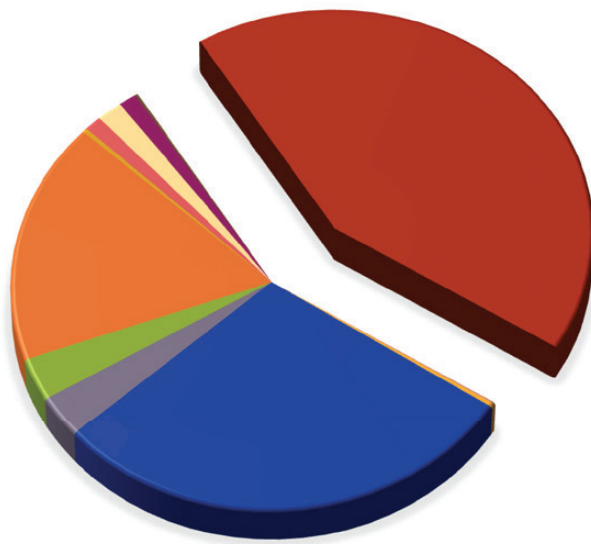
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Pre-trial cases closed in compliance with court conditions of release	81%	89%	87%	87%	85%
Successful completion of service placements	87%	84%	84%	86%	86%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Pre-trial Defendant Supervision	\$1,201	\$1,329	\$1,383	\$1,616	\$1,629
Pre-trial interviews completed	3,103	3,371	3,474	3,500	3,600
Average cases supervised per day	410	507	578	650	650
Post-trial Offender Supervision	\$1,851	\$2,001	\$1,947	\$2,187	\$2,231
Placement services provided	2,055	2,122	2,743	2,200	2,700
Average stay (# of days) per offender	254	275	252	275	255

Fire & Rescue

Mission Statement

The mission of Fire & Rescue is to protect lives, property, and the environment through timely, professional, humanitarian services essential to the health, safety, and well-being of the community.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$167,133,546



42.72% of Public Safety

Programs:

- Operations: \$107,704,153
- Office of the Chief: \$1,545,174
- Community Safety: \$5,215,633
- Systems Support: \$30,071,550
- Station/Company Operating Service: \$21,920,448
- Public Safety Resilience: \$676,588

Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. Fire & Rescue provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Fire & Rescue service has responsibility.

State Code: [44-146.19](#) (Powers and duties of political subdivisions)

County Code: [Chapter 3](#) (Amusements), [Chapter 5, Article V](#) (Smoke Detectors), [Chapter 7](#) (Emergency Services), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 12](#) (Massage Establishments), [Chapter 32](#) (Zoning)

Fire & Rescue



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Operations	\$67,890,127	\$76,150,352	\$88,870,086	\$96,996,308	\$107,704,153	11.04%
Office of the Chief	\$1,527,306	\$1,329,081	\$1,418,234	\$1,524,079	\$1,545,174	1.38%
Community Safety	\$5,800,769	\$4,790,202	\$5,429,505	\$4,880,125	\$5,215,633	6.87%
System Support	\$19,626,715	\$29,441,057	\$33,818,236	\$39,225,481	\$30,071,550	(23.34%)
Station/Company Operating Services	\$23,165,480	\$23,115,261	\$17,543,910	\$22,372,737	\$21,920,448	(2.06%)
Public Safety Resilience	-	-	-	-	\$676,588	-
Total Expenditures	\$118,010,397	\$134,825,953	\$147,079,971	\$164,998,730	\$167,133,546	1.29%

Expenditure by Classification

Salaries and Benefits	\$64,956,891	\$74,080,430	\$76,963,832	\$82,927,757	\$91,143,948	9.91%
Contractual Services	\$7,826,502	\$8,887,420	\$7,809,882	\$8,571,676	\$10,002,358	16.69%
Internal Services	\$9,532,348	\$9,599,594	\$9,921,240	\$8,707,386	\$8,681,775	(0.29%)
Purchase of Goods & Services	\$10,442,450	\$12,128,588	\$12,219,544	\$24,784,384	\$12,885,024	(48.01%)
Capital Outlay	\$11,022,356	\$10,529,114	\$4,736,624	\$8,510,179	\$10,029,179	17.85%
Leases & Rentals	\$222,293	\$183,476	\$166,957	\$331,017	\$348,585	5.31%
Reserves & Contingencies	\$0	(\$3,898,565)	(\$545,877)	\$655,574	\$1,201,451	83.27%
Debt Maintenance	\$325,004	\$1,437,927	\$1,339,775	\$280,585	\$280,585	0.00%
Depreciation	-	-	-	-	\$81,500	-
Transfers Out	\$13,682,553	\$21,877,969	\$34,467,993	\$30,230,172	\$32,479,141	7.44%
Total Expenditures	\$118,010,397	\$134,825,953	\$147,079,971	\$164,998,730	\$167,133,546	1.29%

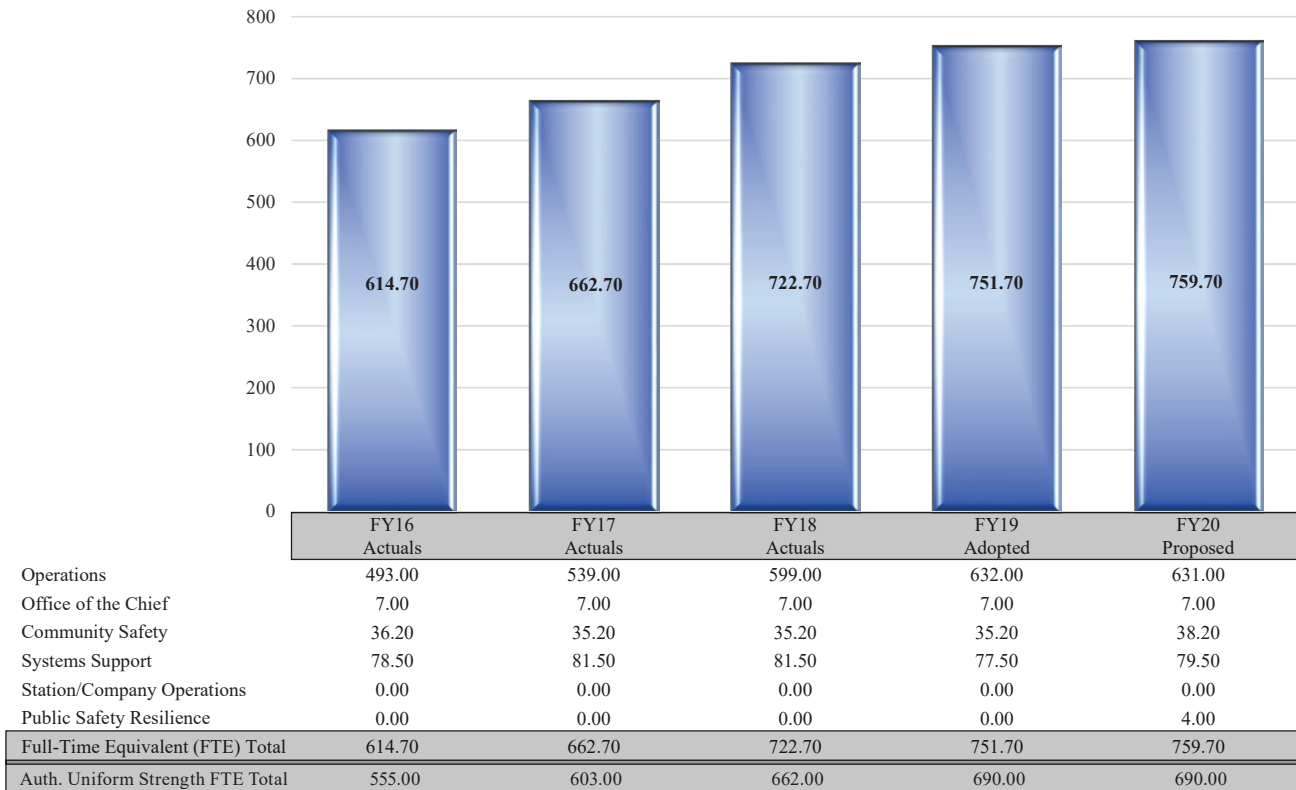
Funding Sources

Revenue from Federal Government	\$372,470	\$82,258	\$624,135	-	\$261,804	-
Permits & Fees	\$525,847	\$641,811	\$655,840	\$569,286	\$646,286	13.53%
Use of Money & Property	\$2,467,607	\$19,490	\$33,376	\$1,005,000	\$1,405,000	39.80%
Revenue from Other Localities	\$38,801	\$0	\$0	-	-	-
Miscellaneous Revenue	\$73,910	\$21,931	\$218,705	\$512	\$512	0.00%
Non-Revenue Receipts	\$135,851	\$344,285	\$14,009	-	-	-
Other Local Taxes	-	-	\$30	-	-	-
General Property Taxes	\$37,148,703	\$39,228,971	\$44,582,829	\$47,432,760	\$49,309,973	3.96%
Charges for Services	\$5,937,015	\$5,376,063	\$6,276,657	\$6,211,845	\$6,244,845	0.53%
Revenue from Commonwealth	\$1,647,813	\$1,696,767	\$1,716,528	\$1,256,001	\$1,256,001	0.00%
Transfers In	\$12,001,721	\$18,311,675	\$26,387,743	\$26,936,643	\$29,547,574	9.69%
Total Designated Funding Sources	\$60,349,739	\$65,723,250	\$80,509,852	\$83,412,047	\$88,671,995	6.31%
Use/(Contribution) of Fund Balance	(\$2,760,667)	\$8,513,482	\$5,669,021	\$14,980,415	\$7,213,951	(51.84%)
Net General Tax Support	\$60,421,324	\$60,589,221	\$60,901,098	\$66,606,268	\$71,247,601	6.97%
Net General Tax Support	51.20%	44.94%	41.41%	40.37%	42.63%	

Fire & Rescue



Staff History by Program



Future Outlook

Service Delivery Enhancements – The Prince William County (PWC) Fire & Rescue System (FRS) is implementing a comprehensive restructuring beginning in FY20 to assure consistent and sustainable service delivery. The plan makes a commitment to improve response times and assure essential 24/7/365 staffing levels in the most efficient and low cost means. The primary changes to the FRS include:

- Changing career operations staff from a 48 to a 56-hour work schedule. This increases staffing capacity by 20% and provides the ability to staff more units without hiring additional personnel.
- Re-distribute staff on daytime ambulances to serve critical service needs and improve response times.
- Improve Advanced Life Support Response.
- Implement Flex Staffing to fill staffing gaps based on critical needs while volunteer providers are staffing primary apparatus on evenings, weekends, and holidays.

This restructuring plan continues the commitment to the PWC combination FRS by the sustained use of volunteers in the staffing model and dedicating resources and the development of programs for volunteer recruitment and retention.

Retention and Compensation – The Public Safety Recruitment and Retention Study commissioned by the Board of County Supervisors (BOCS) noted that the primary challenges faced by the FRS to assure sustained Fire & Rescue service are the lack of one consistent schedule and the need for more competitive annual market compensation. To address these challenges, the FY2019–2023 Five-Year Plan eliminated the daytime work

Fire & Rescue

schedule by converting all career staffing to a 24-hour shift in FY20. This will be accomplished in part by changing the operations work schedule to a 56-hour work schedule as part of the FRS restructuring. This eliminates compensation inequities between operations work schedules and eliminates a significant demotivating factor in competitive promotional processes by removing the risk of assignment to an undesirable work schedule due to promotion. The Board of County Supervisors affirmed their commitment to implement Phase II of the [Public Safety Retention and Recruitment Study](#) as part of the FY2019 Budget ([BOCS Resolution 18-278](#)), which will increase the annual salary for all uniform employees.

Comprehensive Plan Standard/Construction of New Fire & Rescue Stations – The [Comprehensive Plan](#) establishes workload and response time standards to maintain a safe community reducing loss of life, injury, and property. The goal is to efficiently provide Fire & Rescue services that ensures timely responses throughout the County. The location and need of newly constructed Fire & Rescue stations is based on a comprehensive analysis to determine optimal coverage. To ensure the greatest level of service to the community, each new station will be county operated and have at a minimum a 24/7 engine company and medic unit staffed by career personnel. With the opening of Station 26, the current need is seven new stations based on existing population, residential and commercial infrastructure, and station workload and response times. Two stations, Station 22 in the Groveton area and Station 27 in the east end, are included in the adopted Capital Improvement Plan. Deployment locations will be determined by the priority level of the type of unit staffed, incident volume, and response time. To meet the demands of the growing community new Fire & Rescue stations should be planned and budgeted every other year. Toward this goal, land should be secured for future stations before it is developed, as the proper location is essential to maximizing response time improvements.

Public Safety Training Academy Expansion – An expansion of the Public Safety Training Academy facility is needed to accommodate the growing needs/training requirements of public safety agencies. A Master Plan Space Study completed in 2005 identifies the need for an additional 250,000 square foot of facility space. This Master Plan is currently being updated. Land has been acquired to support the expansion of the academy to meet the needs of public safety agencies. The needed space includes classrooms, administrative space, auditorium, high bay, residential burn building, fuel facility, expanded firearms range(s), Public Works hub, and building mock-up. A fuel facility and additional parking are needed to support daily activity at the center.

Healthcare Evolution – The Emergency Medical System (EMS) has continued to emphasize the advancement of patient care and survivability through system improvements based on data collection. The future of EMS will be data driven, providing information that directs care based on the science of patient outcomes and results. Fire & Rescue has initiated a Cardiac Arrest Survival program with a tracking system that evaluates PWC compared to national statistics with the goal to increase survivability and quality of life of cardiac arrest patients. The opioid crisis has been deemed a National/State crisis that will require the cooperation of multiple stakeholders. Fire & Rescue will continue to work in a unified approach with its partners to combat this epidemic. In preparation for active violence and terrorist related attacks, Fire & Rescue in conjunction with Law Enforcement, have participated in regional planning and training to develop unified procedures that will increase response capabilities of Public Safety regionally and in PWC.

General Overview

A. Public Safety Resiliency Program Shift – In the FY2017 budget, the Public Safety Resilience Program was established per [BOCS Resolution 16-718](#). Due to licensing requirements of Virginia Department of Behavioral Health and Developmental Services, the Public Safety Resilience Program was shifted from Community Services to Fire & Rescue during FY2019. A total of \$676,588 and 4 FTEs has shifted in the Proposed FY2020 Budget. This transfer of funds and headcount help better align the services provided by the Public Safety Resilience Program for public safety departments.

Fire & Rescue

B. Five Year Staffing Plan – Below is a summary of the staffing initiatives included in the Five-Year Plan. All career staffing for future Fire & Rescue stations will be funded by the general fund.

GF/FL	Description	FTE	FY20	FY21	FY22	FY23	FY24
GF	FY21 - Station 22 Engine - full year	14	\$0	\$2,007,995	\$1,691,966	\$1,691,966	\$1,691,966
GF	FY22 - F&R Station 27 Medic Unit - full year	10	\$0	\$0	\$1,693,982	\$1,463,088	\$1,463,088
GF	FY23 - Station 27 Engine - full year	14	\$0	\$0	\$0	\$1,980,734	\$1,980,734
Grand Total		38	\$0	\$2,007,995	\$3,385,948	\$5,135,788	\$5,135,788

- C. Five Fire & Rescue Lieutenants Redeployed to Community Emergency Response from Public Safety Communications Center (PSCC)** – Due to the civilianization of PSCC operations, five Fire & Rescue Lieutenant FTEs are being redeployed to Fire & Rescue. This will provide more direct community support and improve emergency response times in support of the Safe and Secure Community Strategic Goal.
- D. Buckhall Employee Salary Increase** – Buckhall Volunteer Fire Department has increased the annual salary of an employee to stay competitive with the market. This role is critical to ensuring compliance with PWC requirements. Budget of \$15,000 was shifted to capital building improvements to support this increase.
- E. Lake Jackson Subsidy Shift** – Some Fire & Rescue Association (FRA) volunteer companies have paid employees. Due to the decrease in positions at Lake Jackson Volunteer Fire Department, \$12,400 is being shifted from the subsidy and being reallocated to apparatus maintenance.
- F. Yorkshire Subsidy Increase** – Some FRA volunteer companies have paid employees. Due to the increase in payroll fees charged by Paychex, \$1,000 of operating supplies budget is being shifted to increase the Yorkshire Volunteer Fire Department subsidy.
- G. FRS Insurance Centralization** – In accordance with the new FRS insurance contract, payments will be issued from a centralized budget within the fire levy fund. Insurance budgets are being shifted from individual fire company budgets to create a centralized FRS insurance budget of \$2,443,557.
- H. Department of Homeland Security Urban Areas Security Initiative (UASI) Program Grant FTEs** – On November 20, 2018 [BOCS Resolution 18-590](#) converted three part-time temporary grant employees to three permanent FTEs, effective July 1, 2019. Currently, these positions are funded by the UASI grant which is scheduled to expire on December 31, 2019.
- I. Fire Levy Rate** – The FY20 Fire & Rescue budget utilizes a levy rate of \$0.0800, which is unchanged from FY19 and provides \$49.3 million in fire levy revenue. This revenue supports system-wide initiatives including 50% of the Public Safety Retention and Recruitment Study Phase II.
- J. Fire Marshall Office Fee Increase** – The Proposed FY2020 Budget includes a 2.2% increase to the Fire Marshall Office fee schedules.

Fire & Rescue

Budget Initiatives

A. Budget Initiatives

1. Public Safety Retention and Recruitment Study Phase II - Operations

Expenditure	\$6,940,000	General Fund Impact	\$3,470,000
Revenue	\$3,470,000	FTE Positions	0.00

- a. Description** – During FY17, the BOCS directed staff to contract for a study of public safety retention and recruitment to determine if compensation adjustments were necessary to reduce attrition and improve employee satisfaction. The study recommended a two-phase approach to implement study recommendations. The FY2019 Budget implemented Phase I, which adjusted pay scales for sworn staff based on years of service to address pay compression. Phase II is implemented in the Proposed FY2020 Budget at a cost of \$6.9 million; half funded by the general fund and half funded by the fire levy. Phase II addresses external pay competitiveness with Northern Virginia (NOVA) jurisdictions, eliminates day shifts, converts all career staff to a 24-hour shift, and converts operations to a 56-hour work schedule. The 56-hour work schedule is consistent with several other NOVA jurisdictions.
- b. Service Level Impacts** – This initiative will improve career staff recruitment and retention, reduce the costs associated with turnover, and increases the level of service without adding additional staff. FRS restructuring will increase staff availability by redeploying existing career staff to a 56-hour work schedule and introducing “Flex Staffing”. Flex Staffing is a dynamic deployment of career and volunteer personnel to ensure all FRS engine companies are staffed 24/7 throughout the County. Flex Staffing also provides for redeployment of personnel to staff additional units to meet the needs of the community providing greater depth of staffed units throughout the County.

56-Hour Work Schedule Service Level Enhancements		
	Before	After
Increased Geographical Coverage		
Advanced Life Support		
- Countywide Coverage Area	255 Sq. Mi	308 Sq. Mi
-Countywide Percentage Coverage	73%	89%
Flex Staffing - East End Rescue Company Coverage		
-East End Rescue Company Coverage Area	84 Sq. Mi	145 Sq. Mi
- Countywide Percentage Coverage	24%	42%
Flex Staffing 8-Minute Tanker Coverage		
-Non-Hydrant Coverage Area	70 Sq. Mi	109 Sq. Mi
-Non-Hydrant Percentage Coverage	39%	60%
Improve Countywide Response Times		
Increase percentage of fire responses within four minutes from 41%*	40%	50%
Increase percentage of Basic Life Support (BLS) response within four minutes from 50%*	54%	60%
Increase percentage of Advanced Life Support (ALS) response within eight minutes from 83%*	86%	90%
Reduces reliance on mutual aid		

*Strategic Outcomes established in the [PWC Strategic Plan 2017-2020](#)

Fire & Rescue

2. Second Burn Facility – Systems Support

Expenditure	\$600,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative is supported by the use of the State Fire Programs fund balance. The secondary burn facility will provide the ability to conduct live advanced fire training scenarios that are not currently possible with the existing facility. The second burn facility is modular and can be moved to accommodate long-term plans related to the Public Safety Training Center expansion capital project.
- b. **Service Level Impacts** – This initiative will improve the quality of personnel training. Firefighter safety and awareness of current fire conditions will be improved.

3. FRS Cadet Program – System Support

Expenditure	\$236,333	General Fund Impact	\$0
Revenue	\$0	FTE Positions	1.00

- a. **Description** – This initiative will add one Lieutenant position in FY20 and one Technician II in FY21 to develop and manage the PWC Cadet Program within PWC High Schools. The goal of this program is to increase interest and participation in the career and volunteer fire service. This initiative contains \$61,298 of one-time costs with \$175,035 of ongoing cost.
- b. **Service Level Impacts** – This initiative will increase the number of career and volunteer providers in the FRS.

4. Length of Service Award Program (LOSAP) Adjustment – Volunteer Fire & Rescue

Expenditure	\$200,000	General Fund Impact	\$0
Revenue	\$200,000	FTE Positions	0.00

- a. **Description** – LOSAP is a benefit provided to volunteer firefighters for their service to the community. Actuarial projections require an increased payment for FY20. This initiative is funded by the fire levy.
- b. **Service Level Impacts** – LOSAP is a benefit PWC has committed to provide to volunteer firefighters in reward for their service. The increased payment will align the LOSAP fund and meet actuarial projections of this commitment.

5. Instructor and Student Technology Upgrades – Systems Support

Expenditure	\$75,000	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative is supported by the use of the State Fire Programs fund balance for the purchase of mobile tablets for Fire & Rescue training at the Public Safety Training Center. The devices will allow access to a distance education platform, all course materials and on-line content provided by the instructors, course text, and reference material.
- b. **Service Level Impacts** – This initiative will increase the quality of personnel training. It will provide a real-time, interactive, live, and distance educational environment for instructors and students.

6. Restructuring Fleet Expenses - Operations

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

Fire & Rescue

- a. **Description** – Fire & Rescue is now responsible for specialty truck 520 staffed in FY19 which currently has no budget to support operating costs. This initiative is funded from the fire levy and provides on-going funding for expenses related to maintenance and repairs.
- b. **Service Level Impacts** – This initiative will increase the availability of specialty apparatus for emergency responses.

7. Dale City Fuel Cost Increase - Operations

Expenditure	\$7,500	General Fund Impact	\$0
Revenue	\$7,500	FTE Positions	0.00

- a. **Description** – Due to the addition of a 24-hour Fire & Rescue crew and the increased staffing of Dale City Volunteer Fire Department ambulance 520, fuel expenses have increased. This initiative is funded by the fire levy.
- b. **Service Level Impacts** – This initiative will provide the appropriate fuel needed to successfully operate all Fire & Rescue apparatuses at fire station 20.

8. Use of Fire Levy Fund Balance Initiatives – Station/Company Operating Services

Expenditure	\$ 6,693,410	General Fund Impact	\$0
Revenue	\$0	FTE Positions	0.00

- c. **Description** – A total use of \$6.7 million of fire levy fund balance will be used to fund \$6.0 million for apparatus/vehicle replacements, \$0.5 million for station improvements and equipment, and \$0.2 million for traffic signal prioritization maintenance and replacement. The detailed use of fund balance in the Proposed FY2020 Budget as follows:

FY2020 Use of Fund Balance Summary:	
Buckhall—Tanker Replacement	\$300,000
Dale City—Ambulance Replacement	\$300,000
Dale City—Small Vehicle Replacement	\$75,000
Dumfries—Captain's Vehicle	\$84,000
Systemwide Capital—F&R Medic 503 Replacement	\$365,000
Systemwide Capital—F&R Medic 507 Replacement	\$365,000
Systemwide Capital—F&R Medic 514 Replacement	\$365,000
Systemwide Capital—OWL Ladder (Arial) Truck Replacement	\$500,000
Systemwide Capital—Buckhall Tanker Replacement	\$250,000
OWL—Aerial Truck Replacement	\$600,000
OWL—Ambulance Replacement	\$300,000
OWL—Panasonic Security IP Camera System	\$96,410
OWL—Station 2 Asphalt Mill & Overlay	\$73,000
Evergreen—Engine 515 Replacement	\$650,000
Antioch—Engine 524B Replacement	\$650,000
Bacon Race—Engine 526B Replacement	\$650,000
Stonewall Jackson— Apparatus Bay Floor Replacement	\$75,000
Stonewall Jackson— Exterior Signage Replacement	\$25,000
Stonewall Jackson— Gear Washer & Dryer	\$50,000
Stonewall Jackson— HVAC Gregson Hall	\$50,000
Stonewall Jackson— Replacement/Repair of Concrete Pads	\$125,000
Yorkshire—E508B Pumper Replacement	\$600,000
Systemwide Initiative—Traffic Signal Prioritization	\$145,000
FY2020 Total Use of Fund Balance	\$6,693,410

Fire & Rescue

Program Summary

Operations

The Operations program is responsible for response to fire, emergency medical, hazardous materials, and citizen assist calls. This section is also responsible for basic and advanced pre-hospital emergency medical care, fire hazardous material incident mitigation, and health and safety services for department members.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	46%	53%	39%	55%	55%
Fire and Emergency Medical responders provide high quality service	97%	97%	98%	97%	97%
Fire and Emergency Medical responders are professional	96%	96%	99%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Emergency Response	\$62,272	\$70,467	\$83,202	\$90,906	\$102,407
Fire responses (systemwide)	23,171	22,345	22,272	23,000	23,000
EMS responses (systemwide)	58,483	64,638	63,138	70,000	65,000
Patients transported	18,870	19,930	20,515	22,000	21,000
Emergency Medical Services Administration	\$5,618	\$5,683	\$5,668	\$6,091	\$5,297
Uniform FTEs with ALS certification	39%	39%	32%	42%	32%

Office of the Chief

The Office of the Chief is under the direction of the Fire & Rescue Chief. The Fire & Rescue Chief is responsible for the overall operation and direction of the PWC Fire & Rescue service through the implementation of the County and department vision, mission and values, County strategic plan and Fire & Rescue Service Plan. The Office of the Chief consists of the Deputy and Assistant Fire & Rescue Chiefs, Executive Officer to the Chief and Operational Medical Director. In addition, the Fire & Rescue Chief is chief of the FRS and, with advice and counsel from the FRS Executive Committee, determines policy, procedures and implementation for all fire, rescue, and medical service operations.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Advanced Life Support responses to all ALS emergencies in 8 minutes or less	83%	85%	86%	87%	90%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	50%	54%	54%	60%	60%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	45%	40%	40%	43%	50%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Leadership and Management Oversight	\$1,527	\$1,329	\$1,418	\$1,524	\$1,545
Volunteer members	523	568	607	700	750
Fire incidents (systemwide)	6,263	8,070	9,069	9,000	9,500
EMS incidents (systemwide)	28,925	29,532	29,730	30,000	30,000
Hazmat incidents	93	72	65	85	85

Community Safety

Community Safety seeks to reduce the County's vulnerability to risk hazards through fire prevention, hazardous materials coordination, homeland security, and emergency management. Fire Prevention includes code enforcement, fire investigations, plan reviews, and safety education. Hazardous materials coordination ensures local government has the capability to prevent or mitigate a hazardous materials incident. Emergency Management coordinates efforts to prepare for, respond to, mitigate, and recover from natural or human-caused disasters and large-scale incidents.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Fire related injuries per 100,000 population	4	5	12	5	5
Inspections conducted on day requested	100%	100%	100%	97%	97%
Fire protection plan approval on first review	82%	90%	83%	80%	81%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Fire Marshal's Office	\$4,586	\$3,652	\$3,900	\$3,962	\$4,018
Inspections conducted by code compliance inspectors	1,540	1,971	6,734	1,700	5,500
Operational use permits issued	528	557	608	600	550
Investigations (includes fire, hazmat, environmental and explosives)	198	180	220	180	200
Community Relations	\$263	\$204	\$167	\$249	\$230
Child passenger safety seat inspections & education	1,396	1,299	842	1,500	1,000
Public education program participants	40,000	31,712	30,612	27,000	28,000
Office of Emergency Management	\$951	\$934	\$1,363	\$669	\$967
Complaints investigated	18	16	9	15	15
Training hours for emergency management	4,053	2,015	1,052	2,000	2,000

Fire & Rescue

System Support

System Support provides services to internal customers. System Support manages department programs and activities from “behind the scenes” to ensure prompt, efficient, and effective service to the community. This section includes human resources, training, administrative support, health, and safety, fleet, self-contained breathing apparatus, budgeting and accounting, planning and analysis, information technology, logistical support, and communications. Both uniform and non-uniform members staff this section, providing a diverse mix of internal services to the FRS and its members.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Customer satisfaction with Systems Support	81%	95%	86%	95%	90%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	17%	17%	18%	20%	25%
OSHA Recordable Incident Rate among Fire & Rescue employees	7	9	11	20	7
Uniform turnover rate without retirement	7%	6%	6%	6%	5%
Personnel in compliance with FRA uniform rank structure	86%	85%	92%	95%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Human Resources	\$5,323	\$7,709	\$5,775	\$7,475	\$7,831
Students trained (county, volunteers, other jurisdictions)	5,792	6,661	4,252	6,500	6,500
Logistics	\$2,930	\$9,749	\$16,025	\$18,745	\$8,979
Warehouse orders processed	2,064	2,281	2,341	2,400	2,500
Breathing apparatus services conducted	3,875	3,853	3,917	4,100	2,050
Administrative Services	\$1,606	\$1,650	\$1,645	\$1,905	\$1,913
Accounting transactions processed	25,413	-	-	-	-
Communication and Information Technology	\$7,868	\$8,321	\$8,439	\$9,362	\$9,549
Tasks completed resulting from customer service generated tickets	3,700	5,212	2,902	6,000	6,000
Health and Safety	\$1,900	\$2,012	\$1,934	\$1,739	\$1,799
Work hours lost due to injury	3,416	2,900	1,485	3,000	1,200

Fire & Rescue

Station/Company Operating Services

The PWC FRS is a combined career/volunteer service. There are eight volunteer Fire & Rescue companies in PWC that operate 16 stations and the Department of Fire & Rescue operates eight stations. All Fire & Rescue company and station operations and facilities are funded in this program which include: eight volunteer Fire & Rescue companies and membership expenses; 22 Fire & Rescue stations and all expenses associated with operating these facilities and maintaining these buildings (insurance, utilities, operations and grounds maintenance, etc.); all PWC Fire & Rescue emergency response apparatus including insurance, fuel and maintenance (excluding 12 County owned medic units); and all outfitting needs for volunteer Fire & Rescue service providers.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Turn out time in 1 minute or less	43%	34%	40%	40%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Station/Company Support Services	\$23,165	\$23,115	\$17,544	\$22,373	\$21,920
Gainesville	\$284	\$1,575	\$332	\$1,320	\$670
Coles	\$295	\$426	\$413	\$821	\$821
Evergreen	\$539	\$1,389	\$519	\$1,122	\$1,242
Station 22 - New Station (Apparatus Purchases)	\$0	\$0	\$5	\$0	\$0
River Oaks	\$1,461	\$857	\$505	\$1,585	\$570
Antioch	\$325	\$993	\$531	\$657	\$1,267
Davis Ford	\$7	\$2,171	\$326	\$500	\$1,150
Buckhall	\$1,094	\$530	\$855	\$759	\$1,248
Dale City	\$6,813	\$4,008	\$5,485	\$4,755	\$3,839
Dumfries Fire	\$1,624	\$1,896	\$1,430	\$1,837	\$1,498
Dumfries Rescue	\$1,132	\$961	\$530	\$417	\$335
Lake Jackson	\$617	\$731	\$765	\$778	\$716
Nokesville	\$1,656	\$2,516	\$1,592	\$2,476	\$1,625
OWL	\$4,777	\$3,205	\$2,641	\$3,595	\$4,510
Stonewall Jackson	\$1,954	\$1,275	\$772	\$1,089	\$1,240
Yorkshire	\$589	\$581	\$841	\$659	\$1,188

Fire & Rescue

Public Safety Resilience Program

Promotes resilience in public safety personnel through the provision of behavioral health and wellness promotion, crisis intervention, crisis support, and behavioral health counseling services.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Response to emergency requests for services within one hour	-	100%	100%	100%	100%

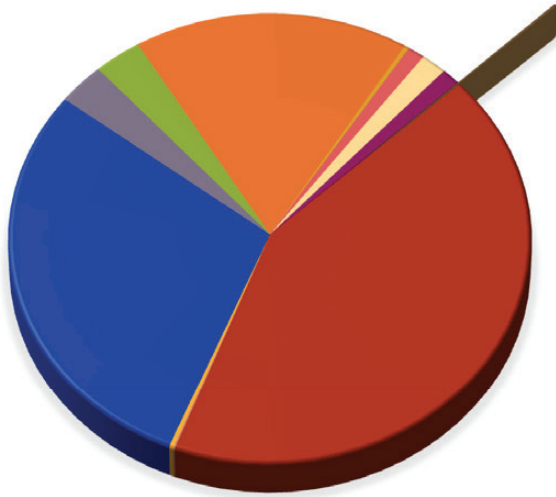
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Safety Resilience	\$0	\$304	\$581	\$659	\$677
Number of behavioral health services provided	-	651	1,115	700	1,000
24-hr response to non-emergency service requests	-	99%	100%	90%	90%

*Public Safety Resilience Program was shifted from Community Services to Fire & Rescue during FY19

General District Court

Mission Statement

The purpose of the General District Court is to process criminal, traffic and civil cases heard by District Court Judges and to hold preliminary hearings for felonies.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$680,915



0.17% of Public Safety

Programs:

- Local Support: \$680,915

Mandates

The Code of Virginia mandates that every county shall provide a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#) (County or city governing body to provide courthouse, clerk's office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land.)

General District Court



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
GDC Local Support Program	\$191,193	\$202,950	\$209,192	\$279,571	\$680,915	143.56%
Total Expenditures	\$191,193	\$202,950	\$209,192	\$279,571	\$680,915	143.56%

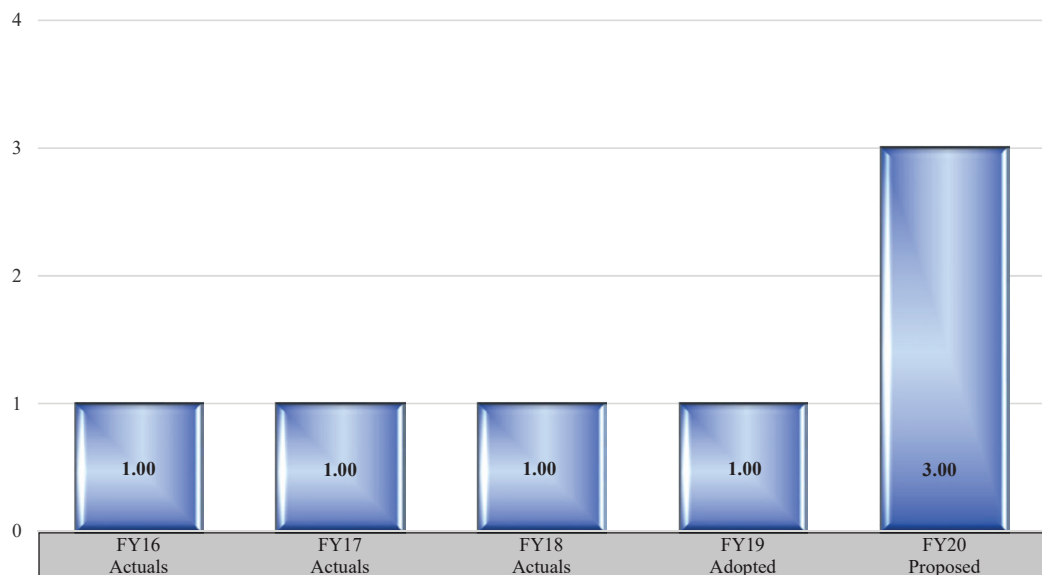
Expenditure by Classification

Salaries and Benefits	\$61,157	\$63,381	\$65,283	\$67,829	\$181,581	167.70%
Contractual Services	\$47,245	\$53,021	\$37,888	\$112,688	\$240,352	113.29%
Internal Services	\$27,514	\$25,572	\$27,967	\$27,590	\$33,800	22.51%
Purchase of Goods & Services	\$47,163	\$52,035	\$56,895	\$56,912	\$210,630	270.10%
Leases & Rentals	\$8,115	\$8,941	\$21,160	\$14,552	\$14,552	0.00%
Total Expenditures	\$191,193	\$202,950	\$209,192	\$279,571	\$680,915	143.56%

Funding Sources

Fines & Forfeitures	\$2,162,718	\$2,055,827	\$2,229,832	\$2,327,430	\$2,327,430	0.00%
Use of Money & Property	\$37,961	\$35,809	\$29,176	\$17,000	\$17,000	0.00%
Charges for Services	\$36,585	\$42,822	\$30,609	\$25,500	\$25,500	0.00%
Revenue from Commonwealth	\$25,416	\$24,458	\$24,941	\$23,000	\$23,000	0.00%
Total Designated Funding Sources	\$2,262,679	\$2,158,916	\$2,314,559	\$2,392,930	\$2,392,930	0.00%
Net General Tax Support	(\$2,071,486)	(\$1,955,966)	(\$2,105,366)	(\$2,113,359)	(\$1,712,015)	(18.99%)
Net General Tax Support	(1,083.45%)	(963.77%)	(1,006.43%)	(755.93%)	(251.43%)	

Staff History by Program



Local Support	1.00	1.00	1.00	1.00	3.00
Full-Time Equivalent (FTE) Total	1.00	1.00	1.00	1.00	3.00

General District Court

Budget Initiatives

A. Budget Initiatives

1. Administrative Support Assistant III – Local Support Program

Expenditure	\$399,524	General Fund Impact	\$399,524
Revenue	\$0	FTE Positions	2.00

- a. **Description** – Two Administrative Support Assistant III’s have been added to the General District Courts Proposed FY2020 Budget. This cost includes \$121,160 for these positions and \$278,364 in one-time costs for renovations to existing office space to accommodate these positions plus two additional administrative support positions in F21 and FY22 of the County’s five-year plan. These positions will assist in managing the judges’ calendars and provide support for increasing caseloads. The cost of the additional positions is \$121,160 in FY21 and FY22
- b. **Service Level Impacts** – The positions will provide administrative support for processing cases coming before the General District Court.

Program Summary

Local Support Program

There is a General District Court in each city and county in Virginia. The General District Court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies. General District Courts have exclusive authority to hear civil cases with claims of \$4,500 or less and share authority with the circuit courts to hear cases with claims between \$4,500 and \$25,000. Examples of civil cases are landlord and tenant disputes, contract disputes, and personal injury actions. All General District Court personnel are state employees with the exception of three locally funded positions.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Traffic, criminal, and civil cases	112,207	109,145	117,330	130,000	141,960
Final judgments	60,318	59,308	62,039	60,000	65,520
Waived/Removed	43,960	40,728	45,152	55,000	55,506
Cases concluded	112,241	108,394	116,781	130,500	131,700
Cases concluded - %	93%	92%	92%	92%	92%

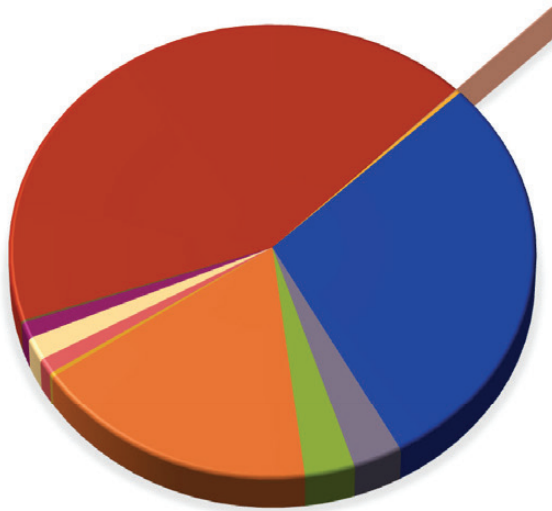
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Traffic and Criminal Case Management	\$189	\$202	\$208	\$278	\$679
Traffic and criminal cases processed	84,994	81,080	87,970	95,000	95,870
Civil Case Management	\$2	\$1	\$2	\$2	\$2
Civil cases processed	27,213	28,065	29,360	29,000	29,266

Juvenile & Domestic Relations Court

Mission Statement

The mission of the 31st Judicial District Juvenile & Domestic Relations District Court is to ensure that all disputes are resolved justly, promptly, and efficiently. The Court is truly the “court of the people,” in that the Court’s main province is to resolve disputes in keeping with the greatest traditions of the Commonwealth of Virginia: liberty, justice, and service.

The components necessary to discharge the Court’s function require a system which is unified in its structure and administration, competent in its approach, and has at its foundation honest judges and Court personnel, implementing uniform rules of practice and procedure.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$420,361



0.11% of Public Safety

Programs:

- Local Support: \$420,361

Mandates

The Code of Virginia mandates that every county shall have a courthouse with suitable space and facilities to accommodate the various courts and officials serving the county.

State Code: [15.2-1638](#), (County or city governing body to provide courthouse, clerk’s office, jail and suitable facilities for attorney for the Commonwealth; acquisition of land).

Juvenile & Domestic Relations Court



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
JDRC Local Support Program	\$83,054	\$95,006	\$93,804	\$109,128	\$420,361	285.20%
Total Expenditures	\$83,054	\$95,006	\$93,804	\$109,128	\$420,361	285.20%

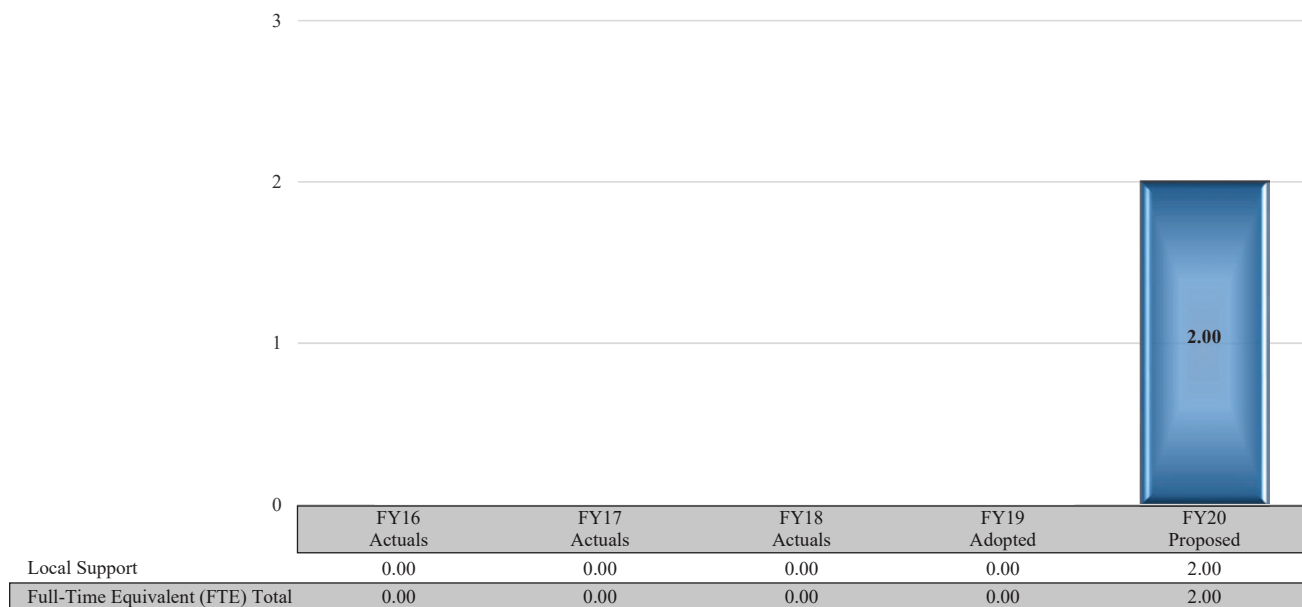
Expenditure by Classification

Salaries and Benefits	\$0	\$0	\$0	\$0	\$111,932	0.00%
Contractual Services	\$12,658	\$13,335	\$15,770	\$10,939	\$149,812	1,269.52%
Internal Services	\$23,810	\$22,421	\$24,089	\$24,089	\$30,299	25.78%
Purchase of Goods & Services	\$30,960	\$33,274	\$36,843	\$55,100	\$109,318	98.40%
Capital Outlay	\$0	\$7,791	\$0	\$0	\$0	0.00%
Leases & Rentals	\$15,626	\$18,185	\$17,102	\$19,000	\$19,000	0.00%
Total Expenditures	\$83,054	\$95,006	\$93,804	\$109,128	\$420,361	285.20%

Funding Sources

Fines & Forfeitures	\$37,579	\$31,992	\$30,306	\$59,582	\$59,582	0.00%
Use of Money & Property	\$1,280	\$876	\$1,135	\$731	\$731	0.00%
Charges for Services	\$990	\$698	\$692	\$0	\$0	0.00%
Revenue from Commonwealth	\$20,000	\$20,000	\$20,000	\$21,204	\$21,204	0.00%
Total Designated Funding Sources	\$59,850	\$53,566	\$52,133	\$81,517	\$81,517	0.00%
Net General Tax Support	\$23,204	\$41,440	\$41,671	\$27,611	\$338,844	1,127.21%
Net General Tax Support	27.94%	43.62%	44.42%	25.30%	80.61%	

Staff History by Program



Juvenile & Domestic Relations Court

Budget Initiatives

A. Budget Initiatives

1. Administrative Support Assistant III – Local Support Program

Expenditure	\$311,233	General Fund Impact	\$311,233
Revenue	\$0	FTE Positions	2.00

- a. **Description** – Two Administrative Support Assistant III’s have been added to the Juvenile and Domestic Relations Court (JDRC) Proposed FY2020 Budget. This cost includes \$121,160 for these positions and \$190,073 in one-time costs for renovations to existing office space to accommodate these positions plus two additional administrative support positions in FY21 and FY22 of the County’s five-year plan. These positions will assist in managing the judges’ calendars and provide support for managing caseloads. The cost of the additional positions is \$121,160 in FY21 and FY22.
- b. **Service Level Impacts** – The positions will provide administrative support for processing cases coming before the JDRC.

Program Summary

Local Support Program

There is a JDRC in each Virginia city and county. In Virginia, a juvenile is any person under 18 years of age. The JDRC hears all matters involving juveniles such as criminal or traffic matters. Juvenile delinquency cases involve a minor under the age of 18 who has been accused of committing an offense that would be considered criminal if committed by an adult. Other juvenile offenses may be referred to as status offenses. Status offenses are those acts that are unlawful only because they are committed by a minor.

In addition, this court handles other matters involving the family such as custody, support, and visitation. The court also hears family abuse cases, cases where adults have been accused of child abuse or neglect and criminal cases where the defendant and alleged victim are family or household members.

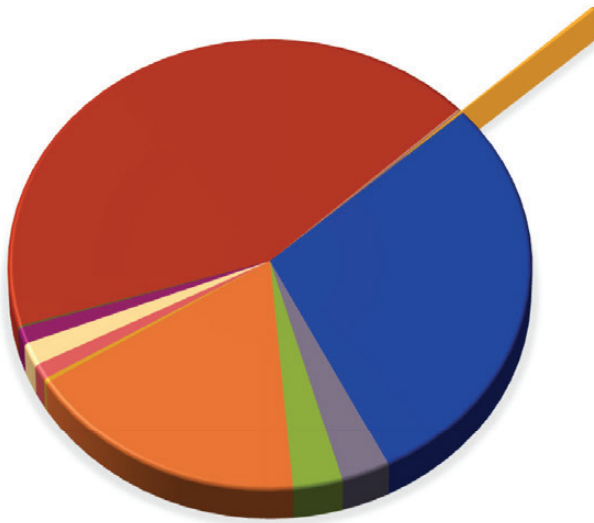
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Juvenile cases concluded from prior years	11,203	11,741	10,273	11,564	11,193
Adult cases concluded from prior years	8,664	9,274	8,225	9,100	8,867

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Juvenile Court Case Management	\$58	\$66	\$65	\$76	\$387
New juvenile cases	11,099	11,233	10,067	10,950	10,750
Juvenile cases continued from prior years	17,348	20,578	16,684	21,000	19,421
Adult Court Case Management	\$25	\$29	\$28	\$33	\$33
New adult cases	7,899	8,313	7,543	8,650	8,169
Adult cases continued from prior years	15,464	16,685	15,159	17,270	16,372

Juvenile Court Services Unit

Mission Statement

The Juvenile Court Service Unit protects the public by preparing court-involved youth to be successful citizens.



**Public Safety Expenditure Budget:
\$383,580,822**

**Expenditure Budget:
\$1,011,941**



0.26% of Public Safety

Programs:

- Intake Services: \$35,413
- Standard Supervision: \$150,250
- Intensive Supervision: \$600,683
- Dispute Resolution Services: \$225,595

Mandates

Prince William County operates under a state mandate to provide intake services and standard supervision to juveniles placed on probation and parole. The Juvenile Court Service Unit provides these mandated services.

State Code: [16.1-234](#) (Duties of Department; provision of quarters, utilities, and office equipment to court service unit), [16.1-235](#) (How probation, parole and related court services provided), [16.1-235.1](#) (Provision of court services; replacement intake officers), [16.1-237](#) (Powers, duties and functions of probation and parole officers), [16.1-255](#) (Limitation on issuance of detention orders for juveniles; appearance by juvenile), [16.1-260](#) (Intake; petition; investigation)

Juvenile Court Services Unit



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Intake Services	\$33,597	\$23,306	\$25,030	\$35,413	\$35,413	0.00%
Standard Supervision	\$162,045	\$145,501	\$150,969	\$147,351	\$150,250	1.97%
Intensive Supervision	\$450,876	\$489,234	\$532,284	\$529,245	\$600,683	13.50%
Dispute Resolution Services	\$180,982	\$180,892	\$181,495	\$222,595	\$225,595	1.35%
Total Expenditures	\$827,501	\$838,933	\$889,778	\$934,604	\$1,011,941	8.27%

Expenditure by Classification

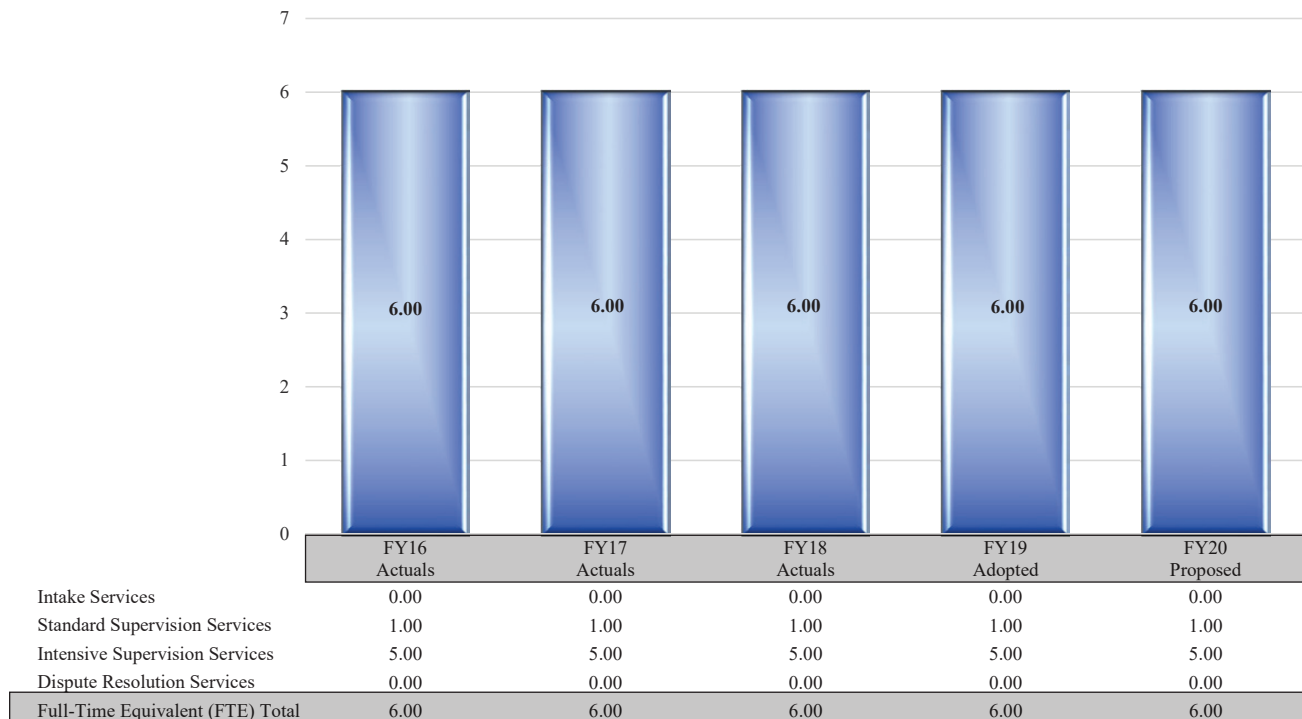
Salaries and Benefits	\$538,400	\$559,764	\$601,981	\$610,131	\$584,468	(4.21%)
Contractual Services	\$178,771	\$181,981	\$180,999	\$223,421	\$223,421	0.00%
Internal Services	\$92,031	\$86,853	\$94,729	\$81,404	\$81,404	0.00%
Purchase of Goods & Services	\$16,817	\$8,853	\$10,586	\$18,066	\$121,066	570.13%
Leases & Rentals	\$1,482	\$1,482	\$1,482	\$1,582	\$1,582	0.00%
Total Expenditures	\$827,501	\$838,933	\$889,778	\$934,604	\$1,011,941	8.27%

Funding Sources

Miscellaneous Revenue	(\$85)	\$0	\$0	\$0	\$0	0.00%
Revenue from Commonwealth	\$5,369	\$5,635	\$4,738	\$5,264	\$5,264	0.00%
Total Designated Funding Sources	\$5,284	\$5,635	\$4,738	\$5,264	\$5,264	0.00%
Net General Tax Support	\$822,216	\$833,298	\$885,039	\$929,340	\$1,006,677	8.32%
Net General Tax Support	99.36%	99.33%	99.47%	99.44%	99.48%	



Staff History by Program



Juvenile Court Services Unit

Future Outlook

Department of Juvenile Justice Transformation – The Juvenile Court Service Unit (JCSU) continues the transformation efforts with the development of an Assessment Unit to process new cases referred by the Juvenile and Domestic Relations Court (JDRC) for services. The unit will utilize the Youth Assessment Screening Instrument risk assessment and Standard Disposition Matrix in conjunction with the completion of a court report to provide a comprehensive analysis of a youth prior to disposition. This will provide a greater level of consistency, reliability and equity to the assessment, and court recommendation process. Low risk youth are referred to resources out of the legal system and moderate to high risk cases are placed on the appropriate level of supervision. Caseload sizes have been reduced and supervision and resources focused on the more high risk youth.

Racial and Ethnic Disparities – The Department of Juvenile Justice is working to address the problem of racial and ethnic disparities (REDs) and, in particular, the disparate and disproportionately high number of African-American children whose overrepresentation only grows more severe with each step deeper into the system. While black youth make up approximately 20% of Virginia’s youth population, they account for more than 50% of all intakes, and more than 70% of direct care admissions. Additionally, the Virginia Department of Education’s Discipline, Crime and Violence report from 2014–15 showed that, while black students represented 23% of Virginia’s total student enrollment, they accounted for 53% of short-term suspensions, 60% of long-term suspensions, and 52% of expulsions. The work of this transformation, including developing a statewide continuum of services and alternative placements, focusing on the use of data-driven structured decision making tools, modifying the Length of Stay system, and encouraging the appropriate use of diversions, will help address these issues. Efforts in the coming year will focus on ensuring state and local stakeholders have a shared understanding of REDs and effective strategies for eliminating disparities; develop local action plans to reduce disparities and enhance equity for youth of color in contact with the juvenile justice system.

Gang Intervention Prevention and Education – The Gang Response Intervention effort in the 31st District is continuing with the development and implementation of Intervention, Prevention and Education (IPE) programming by Northern Virginia Family Service (NVFS). The IPE Program of NVFS is an asset development intervention designed to increase the protective factors that ensure that gang involved youth, and youth at risk for gang involvement, have increased abilities to resist the destructiveness of gang involvement and that their parents and community members are able to provide the support and structure needed to keep these vulnerable youths safe from the negative influence of gangs. IPE services are provided in English and Spanish.

Truancy – There continues to be a high number of youth placed on probation for truancy. Youth not attending school have a greater chance of becoming involved in delinquent activities. The JCSU in conjunction with community partners; Department of Social Services, Community Services and Prince William County (PWC) schools is in the process of expanding its truancy initiative by diverting them from the court system to resources offered by the schools, and the addition of a truancy intervention component offered by the Office of Dispute Resolution.

General Overview

A. Shift of IPE Program Funds – In the FY2019 Budget, a \$100,000 Community Partnership was established with the PWC Police Department and NVFS for intervention services to ensure gang involved youth and youth at risk of gang involvement are better able to resist gangs. During FY19, a total of \$100,000 Community Partner funds shifted from the PWC Police Department to JCSU. This transfer helps better align the services provided by the IPE Program of NVFS with the services provided by JCSU.

Juvenile Court Services Unit

Program Summary

Intake Services

Intake Services provides state mandated processing of domestic relations civil complaints to include child support, custody and visitation, family abuse protective orders, child abuse and neglect, termination of parental rights, visitation rights, paternity, and emancipation. Juveniles accused of committing offenses are processed for formal court action or provided diversion. First-time offenders are referred to other community resources when appropriate. Electronic Monitoring Services are offered as an enhancement for probation supervision services and a less restrictive alternative to juvenile detention.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Delinquent first time offenders diverted from court	37%	49%	59%	40%	48%
Technical probation violations requiring secure detention orders	37%	35%	29%	38%	33%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Intake	\$34	\$23	\$20	\$25	\$25
Cases processed through Intake Services	9,182	8,527	7,799	8,819	8,502
Electronic Monitoring	\$0	\$1	\$5	\$11	\$11
Youth placed on electronic monitoring	172	216	216	196	201
Days of electronic monitoring supervision provided	2,486	3,478	3,124	3,108	3,029

Standard Supervision Services

Standard Supervision Services provides state mandated community supervision to juveniles placed on probation by the Juvenile Court or released on parole from a juvenile correctional facility. Enforces probation or parole rules and orders of the court by imposing informal sanctions or taking court action. Collaborates with community agencies, schools, and correctional center staff to develop and manage supervision plans for juveniles to prepare them to be successful citizens. Coordinates gang intervention and prevention programs through the local Gang Response Intervention Team (GRIT). Links service needs gang prevention and intervention resources by providing gang awareness and prevention education for the community.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Youth not re-offending within two years of release from program	75%	70%	74%	74%	73%
Parents and youth satisfied with service	100%	96%	79%	97%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Standard Supervision	\$55	\$40	\$45	\$38	\$38
Juveniles supervised monthly	509	480	401	529	463
Supervision caseload per FTE	28	27	23	30	26
GRIT	\$107	\$105	\$106	\$109	\$112
GRIT community presentations	22	24	13	22	22

Juvenile Court Services Unit

Intensive Supervision Services

Intensive Supervision Services provides community based juvenile probation supervision serving high risk and serious offenders who require more supervision contacts than those provided by Standard Supervision Services. Intensive Supervision Officers provide crisis intervention, life skills, networking of services, utilization of community based services, monitoring, and numerous weekly supervision contacts with these high risk youth, their families, and service providers to ensure compliance with laws, court orders, and crucial services. Intensive Supervision enhances public safety by reducing new criminal offenses by high risk court involved youth by reducing their risk to re-offend allowing their return to Standard Supervision Services or release from probation.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Youth not re-offending while on Intensive Supervision Services	84%	88%	86%	87%	86%
Youth not re-offending within one year of discharge	83%	83%	85%	82%	84%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Intensive Supervision	\$451	\$489	\$532	\$529	\$601
Juveniles served annually	130	136	141	140	140
Contacts monthly	475	506	597	504	526

Dispute Resolution Services

Mediation services assist adults in court cases involving child custody, visitation, child and spousal support, landlord tenant, and consumer merchant issues to resolve their disputes prior to a court hearing, thus reducing court dockets. Restorative Justice Services hold first-time juvenile offenders accountable for their wrongdoing through victim impact classes and face-to-face conferences attended by their families and victims.

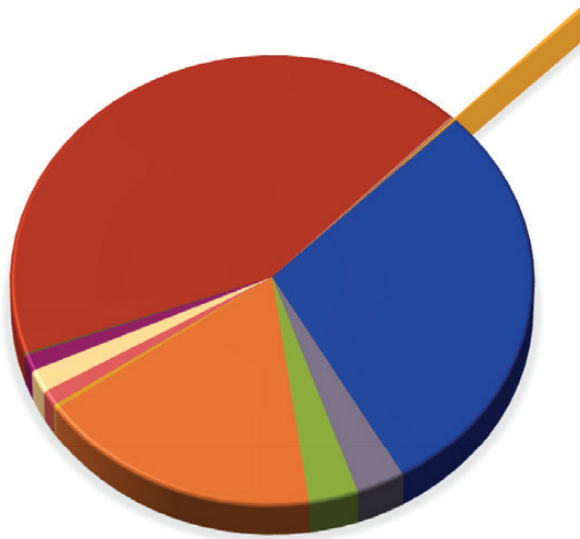
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Disputes referred to mediation that are resolved without further court action	74%	74%	71%	72%	73%
Cases removed from the court docket due to mediation	1,498	1,279	1,132	1,351	1,303
Youth not re-offending within one year of program participation	91%	94%	89%	94%	91%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Dispute Resolution	\$181	\$181	\$181	\$223	\$226
Court petitions referred	3,692	3,129	2,565	3,386	3,128
Mediations conducted	1,028	842	818	951	896
Juveniles referred	96	65	64	300	300
Juveniles attending Victim Impact Program classes	90	51	53	78	78
Restorative Justice conferences conducted	46	13	18	27	27

Magistrates

Mission Statement

The mission of the Magistrates' Office is to provide judicial services and accomplish statutory responsibilities to Prince William County, the Cities of Manassas and Manassas Park and the Towns of Dumfries, Occoquan, Quantico and Haymarket on a 24-hour per day, 365 days per year basis.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$115,667



0.03% of Public Safety

Programs:

- Local Support: \$115,667

Mandates

The Code of Virginia mandates that there will be as many magistrates as are necessary for the effective administration of justice. Magistrate positions are authorized by the state Committee on District Courts. The county shall also provide all furniture and other equipment necessary for the efficient operation of the office.

State Code: [19.2-34](#) (Number of magistrates), [19.2-48.1](#) (Quarters for magistrates), [16.1-69.33](#) (Committee on District Courts)

Magistrates



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Magistrates Local Support	\$127,902	\$125,654	\$112,647	\$115,667	\$115,667	0.00%
Total Expenditures	\$127,902	\$125,654	\$112,647	\$115,667	\$115,667	0.00%

Expenditure by Classification

Salaries and Benefits	\$106,779	\$104,349	\$88,732	\$90,500	\$90,500	0.00%
Contractual Services	\$0	\$0	\$0	\$1,250	\$1,250	0.00%
Internal Services	\$13,585	\$13,415	\$15,353	\$15,353	\$15,353	0.00%
Purchase of Goods & Services	\$5,405	\$5,680	\$6,288	\$7,162	\$7,162	0.00%
Leases & Rentals	\$2,133	\$1,860	\$2,275	\$1,402	\$1,402	0.00%
Debt Maintenance	\$0	\$348	\$0	\$0	\$0	0.00%
Total Expenditures	\$127,902	\$125,654	\$112,647	\$115,667	\$115,667	0.00%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$127,902	\$125,654	\$112,647	\$115,667	\$115,667	0.00%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

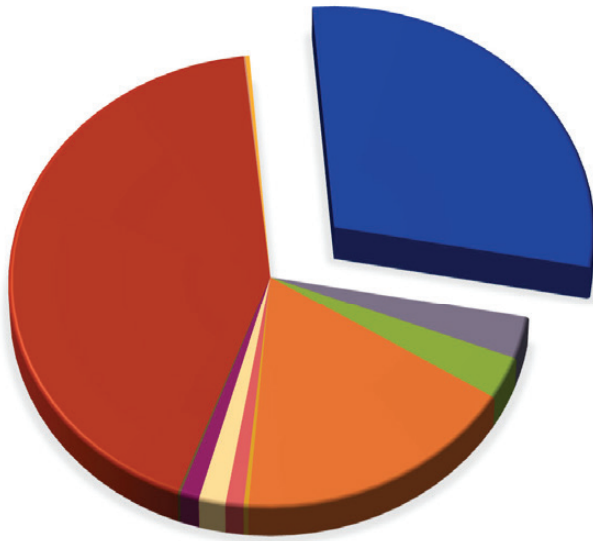
Program Summary

Local Support

Magistrates are independent judicial officers who work directly for the Supreme Court of Virginia, Office of the Executive Secretary. The principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public. Magistrate duties include issuing various types of processes such as arrest warrants, summonses, bonds, search warrants, and medical detention orders. Magistrates also conduct bail hearings in instances in which an individual is arrested on a warrant charging him or her with a criminal offense. Magistrates provide services 24-hours per day, 365 days per year to Prince William County, the cities of Manassas and Manassas Park, and the towns of Dumfries, Occoquan, Quantico, and Haymarket.

Mission Statement

The Police Department will enhance the quality of life by providing police services through shared responsibility with the public.



**Public Safety Expenditure Budget:
\$383,580,822**

**Expenditure Budget:
\$114,171,668**



29.19% of Public Safety

Programs:

- Office of the Chief: \$5,307,434
- Support Services: \$20,127,341
- Operations: \$59,180,142
- Criminal Investigations: \$20,212,951
- Financial & Technical Services: \$9,343,800

Mandates

Public safety in Virginia counties is mandated through the Sheriff's Office. Counties can choose through local referendum to establish a county police department. The Prince William County Police Department was authorized by County residents through general referendum in 1969 and was established as a department in the County government in July 1970. State code mandates that a local advisory board be created with the enactment of a local towing ordinance ([Code of Virginia 46.2-1233.2](#)). The Police Department serves as the liaison to this board.

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

State Code: [Title 3.2](#). Agriculture, Animal Care and Food, [3.2-6542](#) Establishment of Dangerous Dog Registry

County Code: [Chapter 2](#) (Police Auxiliary), [Chapter 2.5](#) (Alarm Systems), [Chapter 3](#) (Amusements), [Chapter 4](#) (Animals and Fowl), [Chapter 12](#) (Massage Establishments), [Chapter 13](#) (Motor Vehicles and Traffic), [Chapter 14](#) (Noise), [Chapter 16](#) (Miscellaneous Offenses), [Chapter 18](#) (Peddlers, Solicitors and Itinerant Vendors), [Chapter 19](#) (Personnel), [Chapter 20](#) (Police), [Chapter 20.5](#) (Precious Metals Dealers), [Chapter 27](#) (Taxicabs)



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Police Office of the Chief	\$4,700,353	\$4,770,966	\$5,567,309	\$5,209,861	\$5,307,434	1.84%
Police Support Services	\$20,832,555	\$21,984,744	\$21,566,787	\$20,424,175	\$20,127,341	(2.32%)
Police Operations	\$43,967,971	\$43,503,829	\$48,441,642	\$54,263,674	\$59,180,142	9.39%
Criminal Investigations	\$16,873,060	\$18,112,669	\$19,047,868	\$18,555,844	\$20,212,951	8.93%
Financial & Technical Services	\$8,045,963	\$8,553,889	\$8,380,559	\$8,968,428	\$9,343,800	4.19%
Total Expenditures	\$94,419,902	\$96,926,097	\$103,004,164	\$107,421,982	\$114,171,668	6.28%

Expenditure by Classification

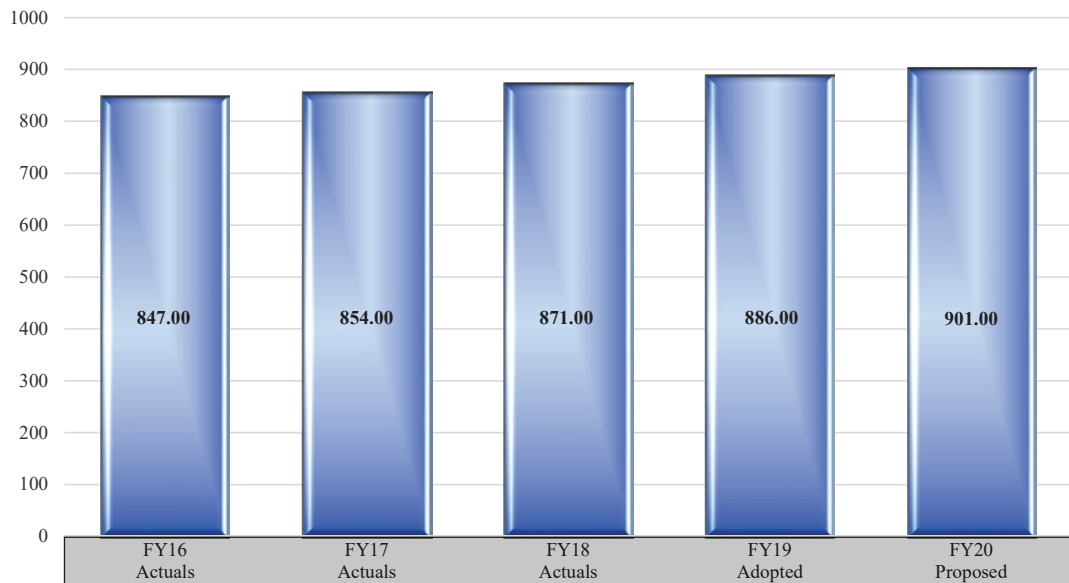
Salaries and Benefits	\$76,341,444	\$78,118,096	\$83,155,147	\$87,533,685	\$93,295,394	6.58%
Contractual Services	\$1,312,929	\$1,786,816	\$1,345,704	\$1,756,494	\$1,695,164	(3.49%)
Internal Services	\$11,419,001	\$11,044,686	\$12,062,295	\$10,820,622	\$11,509,802	6.37%
Purchase of Goods & Services	\$4,455,854	\$4,795,177	\$4,367,056	\$5,237,561	\$5,307,310	1.33%
Capital Outlay	\$74,674	\$263,673	\$1,112,897	\$1,085,722	\$1,415,429	30.37%
Leases & Rentals	\$430,228	\$468,648	\$557,035	\$593,868	\$554,540	(6.62%)
Transfers Out	\$385,772	\$449,002	\$404,029	\$394,029	\$394,029	0.00%
Total Expenditures	\$94,419,902	\$96,926,097	\$103,004,164	\$107,421,982	\$114,171,668	6.28%

Funding Sources

Revenue from Federal Government	\$295,375	\$261,087	\$261,286	\$0	\$0	0.00%
Permits & Fees	\$379,182	\$349,817	\$368,617	\$265,940	\$315,940	18.80%
Fines & Forfeitures	\$701,092	\$605,356	\$731,874	\$672,259	\$697,259	3.72%
Use of Money & Property	\$48,529	\$7,034	\$5,427	\$6,000	\$6,000	0.00%
Revenue from Other Localities	\$2,750	\$26,065	\$8,210	\$50,000	\$50,000	0.00%
Miscellaneous Revenue	\$108,291	\$121,162	\$92,979	\$206,200	\$206,200	0.00%
Non-Revenue Receipts	\$5,068	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$764,130	\$754,036	\$748,262	\$717,286	\$717,286	0.00%
Revenue from Commonwealth	\$9,503,697	\$9,799,763	\$10,085,381	\$9,718,840	\$10,155,840	4.50%
Transfers In	\$14,206	\$54,973	\$10,000	\$0	\$0	0.00%
Total Designated Funding Sources	\$11,822,320	\$11,979,292	\$12,312,037	\$11,636,525	\$12,148,525	4.40%
Net General Tax Support	\$82,597,581	\$84,946,805	\$90,692,127	\$95,785,457	\$102,023,143	6.51%
Net General Tax Support	87.48%	87.64%	88.05%	89.17%	89.36%	



Staff History by Program



	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Office of the Chief	18.00	15.00	16.00	19.00	19.00
Support Services	153.00	172.00	184.00	151.00	140.00
Operations	511.00	498.00	490.00	532.00	556.00
Criminal Investigations	143.00	146.00	158.00	162.00	165.00
Financial & Technical Services	22.00	23.00	23.00	22.00	21.00
Full-Time Equivalent (FTE) Total	847.00	854.00	871.00	886.00	901.00
Auth. Sworn Strength FTE Total	660.00	660.00	673.00	686.00	699.00

Future Outlook

Looking forward, the Prince William County (PWC) Police Department, a nationally accredited agency, must maintain its culture and reputation for integrity and fair and impartial policing. This requires attracting and retaining excellent and diverse staff, building the leadership of the department, being proactive in addressing issues with all stakeholders, continuing with community outreach programs such as the Citizen Police Academy and Neighborhood Watch, and maintaining the public trust in partnership with a growing and diverse county. These efforts have resulted in a 92% satisfaction rating for the Police Department within the community. Along with ensuring that the Department has the staff necessary to meet these challenges, the infrastructure in terms of equipment, facilities and technology to support these staff and the public safety challenges must also be in place.

Transparency and Accountability – In an effort to maintain a culture of transparency and accountability, the Police Department has established a Citizen Advisory Board (CAB) and a Body-Worn Camera (BWC) program. The CAB consists of representatives from a diverse cross-section of organizations from throughout the community who meet on a regular basis to provide the Chief of Police with advice on a wide range of law enforcement topics. The mission of the CAB is to enhance trust, communication and collaboration between the community and the Police Department in order to increase knowledge and understanding. BWC are also a valuable tool for maintaining trust, transparency and accountability. The Police Department has spent a great amount of time developing a comprehensive BWC policy with various stakeholders throughout the county and region. The Police Department has implemented BWCs in Patrol, Traffic Safety (Motors), K9 and in its School Resource Officer program. The Police Department may deploy BWCs to additional staff as the program moves forward. The Citizen Advisory Board and the BWC program are significant milestones for the Police Department.

Police

Diversity – As the diversity of the community has increased, the Police Department has strived to improve its promotional and hiring practices to increase the diversity of its recruits and officers. Hiring results continue to show progress, however, better representation is required to accurately reflect the community with respect to race, ethnicity, gender and religion. Ongoing review of best practices with regards to hiring and recruiting continues. The Department proactively engages in community outreach with citizens in a myriad of settings. This outreach is the foundation of a strong police/community partnership, which is integral to the quality of life in PWC. It should be noted, based on the 2018 Community Survey, 92% of residents generally believe the police department treats residents fairly regardless of race, gender, or ethnic/national origin.

Opioid Epidemic – PWC, like many parts of the country, is experiencing an unprecedented opioid epidemic resulting in a tremendous increase in drug overdoses and deaths associated with heroin and synthetic opioids. Establishing effective prevention, education, treatment and enforcement initiatives remains a major challenge to the public's health, safety and welfare. The Police Department has deployed the antidote Narcan (Naloxone) to police officers, as training and resources allow, for self-aid in the event of an exposure as well as to aid members of the public as needed.

Public Safety Resilience Program – With the occurrence of traumatic events over the past few years in Public Safety, it became evident that there was a need to take immediate action to enhance the behavioral health services available for the public safety workforce in an effort to promote wellness and safety at all levels within public safety agencies. To address this, a Wellness and Resiliency Unit was established. The unit offers educational opportunities, wellness assessments, fitness opportunities and peer support groups. Within the first two years of operation, many public safety employees have taken advantage of the Unit's services. Future needs of the program, including potential expansion, will be determined based on the program's performance, which will be reviewed on an ongoing basis.

National/Regional Issues – As national attention is brought to issues such as active violence incidents, illegal immigration enforcement, homeland security, cyber-crimes, drug trafficking, etc., there are increased expectations and demands for local police services. The county has a young population with approximately 90,000 school students. This brings various challenges, from school safety to juvenile crime and gang issues, which require specialized police units and training. Accordingly, in collaboration with PWC School System, the County is among the first in the State to implement a new elementary School Community Safety Officer pilot program to provide added school security resources. The County's participation in task forces and mutual aid opportunities within the region and the Commonwealth also requires resources. Traffic congestion requires increased vigilance in maintaining vehicular and pedestrian safety, as well as traffic control measures. PWC and the region continue to be the site of major national events such as election campaigns, mass demonstrations and political action protests, which require significant police support to maintain public safety.

Mental Health Challenges – Regionally, as well as across the country, local law enforcement agencies have been experiencing significantly higher calls for services and interactions with people who are suffering from mental illness or who are in an emotional crisis. Unfortunately, the Police Department, like other local departments, is often the first to be called upon to address those with mental illness who engage in behaviors that impact personal and/or public safety. The Department has trained over 176 officers in the Crisis Intervention Team (CIT) program. CIT is a community health initiative designed to improve the nature of police interactions with people living with mental illness.

At the request of the Police Department, the Police Foundation conducted a thorough evaluation of the Police Department's CIT program and response to persons with mental illness and/or emotional distress to support the implementation of best practices and provide a blueprint for continuous enhancement of the Department's delivery of police services. The Police Foundation completed the evaluation in September 2018 and provided findings and suggestions. The Police Department continues to review the findings and suggestions, and plans to incorporate them as deemed appropriate. The Police Foundation is an independent, non-profit organization dedicated to improving public safety.

Police

Managed Workload Staffing Methodology/Community Policing – PWC has applied a Community Policing model for more than 25 years. It has been demonstrated that this model achieves the best results for the community, not only in regard to crime rates, but also in the important issues of maintaining trust, confidence, engagement, and partnership between the community and its Police Department. However, in order to succeed at community policing, it is imperative that an officer’s workload be properly managed. The Department’s staffing methodology is built on the premise that by freeing up some portion of each officer’s time, sufficient time can be provided for officers to develop collaborative partnerships with community stakeholders in order to seek solutions to problems and enhance public trust. This is important for community-based policing and to ensure proactive responses before issues escalate. For these reasons, it is imperative that the County maintain the adopted police staffing plan.

Facilities – The Public Safety Training Center has not had permanent space added since 2005 when modular units were added. As public safety staffing grows, the need for training space must grow with it. The Board of County Supervisors acknowledged the need for long-term public safety training and acquired 140 acres adjacent to the current training facility. Subsequently, a Public Safety Training Center Master Plan is underway to examine future public safety training needs and update existing plans for the Public Safety Training Center. Design of a new Animal Shelter facility is underway to provide long-term space needs for staff and animals, enhanced care for animals, and fully meet all required best practice guidelines.

Technology – The Police Department must continuously review and address the rapid changes in technology to meet the ongoing needs in providing effective police services to the public to include reliable public safety radio communications, social media applications, mobile applications for field personnel, crime mapping and other crime fighting tools. The Police Department continues to explore and implement technologies to increase communication and collaboration and to promote greater transparency and accountability to the public.

General Overview

- A. Public Safety Compensation Increase for Sworn Police Department Personnel** – A 2018 [study](#) of public safety compensation resulted in a recommendation of targeted pay adjustments for sworn personnel in the Police Department. Phase I of the study recommendations created new pay scales to improve internal pay compression which were included in the FY2019 Budget and implemented on July 1, 2018. Phase II of the study recommendations modifies the pay scales further to address external market competitiveness with other Northern Virginia jurisdictions. Phase II recommendations will be implemented on April 1, 2019 and were included in the FY2019 Budget on a partial-year basis. A total of \$1,570,000 is added to the Police Department in the Proposed FY2020 Budget to reflect the full-year cost of the compensation study Phase II recommendations.
- B. Revenue Increase** – An additional \$512,000 has been included in the Police Department’s revenue budget for FY20. The Commonwealth of Virginia provides statewide 599 funding to eligible counties, cities, and towns with Police Departments to support their operations. The Police Department’s revenue budget for 599 funds is increased by \$437,000 in FY20 as part of reconciling the state budget. The remaining \$75,000 revenue increase is to align budgeted amounts in other object codes with historical collections.

Police

C. Five-Year Staff Plan – Below is a summary of the staffing initiatives included in the Five-Year Plan:

Police - Staffing Plan	FTE	FY20	FY21	FY22	FY23	FY24
FY20 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	\$2,346,052	\$1,766,115	\$1,766,115	\$1,766,115	\$1,766,115
FY21 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	\$0	\$2,383,585	\$1,803,648	\$1,803,648	\$1,803,648
FY22 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	\$0	\$0	\$2,508,585	\$1,928,648	\$1,928,648
FY23 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	\$0	\$0	\$0	\$2,633,585	\$2,053,648
FY24 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15	\$0	\$0	\$0	\$0	\$2,758,585
Total	75	\$2,346,052	\$4,149,700	\$6,078,348	\$8,131,996	\$10,310,644

* Positions funded 1/2 year.

Budget Initiatives

A. Budget Initiatives

1. Proposed FY2020 Staffing Plan – Police Operations

Expenditure	\$2,346,052	General Fund Impact	\$2,346,052
Revenue	\$0	FTE Positions	15.00

- a. **Description** – This initiative funds the FY20 police staffing needs for 13 sworn officers (including vehicles, one-time equipment, training, and technology costs associated with the positions) and two civilian positions.
- b. **Service Level Impacts** – A sustained and predictable funding plan for public safety has proven to be an effective strategy. It has provided a high degree of public trust and confidence, high customer satisfaction levels, highly qualified and trained police officers, safe schools and business environment, and a low crime rate. Continued funding of the department’s staffing plan will sustain the above-mentioned outcomes as well as maintain organizational capacity to deal with emerging crime trends, address public safety facility needs, address increased complexity of policing issues, and neighborhood crime hot spots, as well as effectively manage community risk, citizen and officer safety, and major special events. The Police staffing plan supports the strategic outcomes contained in the Safe and Secure Community strategic goal.

2. Master Police Officer Classification – Police Operations

Expenditure	\$800,000	General Fund Impact	\$800,000
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative funds a Master Police Officer (MPO) classification as recommended by the [Public Safety Retention & Recruitment Study](#). The MPO classification provides a non-supervisory, lead worker career pathway for police officers. It also provides additional professional development opportunities for officers who are considering careers in the supervisory ranks. MPOs will receive an additional increase in base pay and be placed between Police Officer and Police Sergeant classifications.
- b. **Service Level Impacts** – Highly trained police personnel will be retained as a career pathway is established for additional professional development opportunities for officers considering careers in supervisory ranks as well as those who do not wish to assume supervision responsibilities.

Police

3. Metropolitan Washington Council of Governments (COG) Membership Dues Increase – Long Range Planning

Expenditure	\$0	General Fund Impact	(\$22,712)
Budget Shift	\$22,712	FTE Positions	0.00

- a. Description** – This initiative covers an increase in membership dues and the addition of a Regional Public Safety Fund within the Metropolitan Washington Council of Governments (COG) membership beginning in FY20. The cost of the Regional Public Safety Fund is \$45,424 and is offset by budget shifts from the Police Department and the Department of Fire & Rescue to the Planning Office who is the host agency for the County’s COG membership. The Police Department’s portion of the budget shift is \$22,712.
- b. Service Level Impacts** – COG is responsible for regional coordination and planning of first responders across a range of issues such as emergency response, information sharing, and crime prevention.

Program Summary

Office of the Chief

The Office of the Chief of Police provides overall leadership and management oversight for Police in an effort to deliver efficient and effective police service to the residents and foster public trust. Plans and directs all department activities and is the final authority in all matters of policy, operations, investigating citizen complaints and allegations of employee misconduct. Located within the Office of the Chief are the Public Information Office, the Office of Professional Standards, Accreditation, the Chaplain program, and the Peer Support Team.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Crime rate in the lowest third of COG communities	Yes	Yes	Yes	Yes	Yes
Crime rate	14.7	13.7	14.0	14.5	14.5
Residents feel safe in their neighborhoods (community survey)	93%	93%	96%	93%	94%
Compliance with CALEA National Accreditation Standards	100%	100%	100%	100%	100%
Officers per 1,000 residents	1.5	1.5	1.5	1.5	1.5
Citizen complaints per 1,000 Police contacts	0.4	0.2	0.2	0.4	0.2

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Police Leadership & Management	\$4,282	\$4,351	\$5,139	\$4,795	\$4,874
Standard operating procedure inspections conducted	27	28	30	15	-
Police Public Information	\$418	\$410	\$428	\$415	\$434
Social media contacts	39.5M	18.7M	-	19.0M	-
Social media followers	-	-	-	-	175,000
News Releases issued	-	-	-	-	120
Media interviews conducted	-	-	-	-	200

Police

Support Services

The Support Services Division provides support services to the Office of the Chief, the Financial & Technical Services Division, the Operations Division, and the Criminal Investigations Division. Located within the Support Services Division are the Administrative Support Bureau, the Personnel Bureau, the Animal Control Bureau, the Criminal Justice Academy, and Public Safety Communications (which is jointly administered with the Department of Fire & Rescue).

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
OSHA recordable incident rate among police employees	6.9	11.7	11.4	10.0	10.0
Animal Control effectively protects citizens and animals (community survey)	89%	89%	92%	90%	91%
Total number of identifications made from fingerprint impressions	333	332	349	350	350
Sworn turnover rate without retirement and terminations	9.0%	7.3%	4.5%	7.2%	5.0%
Property evidence material audit discrepancies	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Administrative Services Bureau	\$6,988	\$7,714	\$7,496	\$6,100	\$6,094
Property received entered into systems within 48 hours	100%	100%	100%	100%	100%
Permits and licenses processed	4,367	4,700	4,629	5,000	4,750
Annual inspections conducted	-	-	211	-	200
Parking Citations Processed	-	-	21,534	-	22,000
New Alarms Registered	-	-	2,839	-	2,750
False Alarms Processed	-	-	11,940	-	11,000
Records Section	\$1,630	\$1,577	\$1,662	\$1,836	\$1,674
Records service requests	32,485	33,996	34,786	34,000	34,000
Identification Bureau	\$1,467	\$1,425	\$1,445	\$1,477	\$1,477
Fingerprint packages recovered	1,100	931	1,111	1,300	1,200
Personnel Bureau	\$2,127	\$2,000	\$2,302	\$2,194	\$2,620
Applications reviewed	2,771	2,972	2,542	3,000	-
Employment applications received including personal history statement	-	-	-	-	650
In-Service Training Section	\$6,665	\$7,292	\$6,118	\$5,996	\$4,726
Total hours of in-service training	47,222	54,346	41,550	46,000	42,000
Compliance with VA mandatory training standards	100%	100%	100%	100%	100%
Basic Recruit Training Section*	\$0	\$0	\$305	\$420	\$1,174
Basic training hours	59,408	73,632	58,582	65,000	60,000
Supervisors & training officers reporting satisfactory preparedness of recruits	100%	100%	100%	100%	100%
Animal Enforcement Section	\$918	\$901	\$157	\$364	\$259
Calls for Animal Control services	8,513	8,373	7,821	8,400	7,600
Animal Care Section	\$1,037	\$1,097	\$2,082	\$2,039	\$2,103
Animals entering shelter	4,019	4,121	4,024	4,300	4,000
Animals adopted	46%	47%	51%	44%	50%

*FY16 and FY17 expenditures can be found in the In-Service Training Section.

Police

Operations

The Operations Division is responsible for maintaining a safe community and ensuring police officers are in a constant state of operational readiness for immediate response to any call for service requiring police presence, protection of life and property and apprehending criminals. Nearly two-thirds of the department's personnel are assigned to the Operations Division which includes the Patrol Services Bureau, the Special Operations Bureau, Crime Prevention Unit, and the Crossing Guard Bureau.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Police officers are courteous and helpful to all community members	92%	92%	92%	92%	92%
Police emergency response time (minutes)	6.2	5.2	5.1	6.5	5.5
Total calls for service	225,850	217,306	228,639	220,000	230,000
Calls for service requiring officer response	90,822	90,165	89,672	90,000	90,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Patrol Services	\$35,753	\$35,577	\$39,686	\$44,822	\$49,546
Calls handled by Tele-Serv	2,454	3,008	3,609	3,000	3,000
Calls handled by online reporting	1,127	2,216	2,351	2,000	2,000
Criminal arrests made	11,408	8,610	10,937	10,000	10,000
Traffic citations issued	-	-	36,676	-	37,000
Crime Prevention Unit	\$535	\$650	\$718	\$776	\$864
Crime Prevention programs conducted	311	287	157	180	150
Total Neighborhood and Business Watch programs	59	37	29	25	-
Number of community watch groups	-	-	-	-	625
Special Operations, Traffic Safety & Accident Investigation	\$5,888	\$5,509	\$6,214	\$6,273	\$6,517
Reportable traffic crashes	4,443	4,228	4,198	4,500	4,500
Traffic arrests made	35,975	34,169	36,676	36,500	36,500
Hours of speed control	10,567	9,333	10,276	9,000	10,000
Hours monitoring high-risk intersections	3,414	4,089	6,032	3,750	4,500
Crossing Guard Safety Programs	\$1,556	\$1,597	\$1,660	\$1,925	\$1,982
Safety programs conducted	353	378	373	360	370
Community/School satisfaction with Crossing Guard services	100%	100%	98%	100%	100%
School crossings that are safe	100%	100%	100%	100%	100%
Parking Enforcement	\$237	\$160	\$164	\$466	\$271
Parking tickets issued	11,683	9,372	10,579	12,000	11,500

Criminal Investigations

The Criminal Investigations Division investigates major criminal offenses against persons and property, apprehension of criminals, assisting the needs of crime victims including the youth and elderly, illegal drug activity and manages the juvenile education and prevention programs within the schools. Within the Criminal Investigations Division is the Special Investigations Bureau, the Violent Crimes Bureau, the Youth Services and Special Victims Bureau and the Property Crimes Bureau.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Violent crime closure rate (murders, rapes, robberies)	49%	55%	52%	50%	50%
Part I crime rate in the lowest third of COG communities	Yes	Yes	Yes	Yes	Yes
Hours logged by officers in schools	31,353	28,863	32,274	30,000	37,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Violent Crimes	\$7,855	\$8,895	\$8,702	\$8,190	\$9,111
Total crimes against persons	4,435	3,847	4,165	4,188	4,200
Total crimes against property	9,254	8,994	8,888	9,840	9,500
Total crimes against society	2,692	2,570	3,616	2,530	3,000
Special Investigations Bureau	\$3,471	\$3,800	\$3,886	\$3,448	\$3,334
Total drug arrests	2,324	1,572	2,100	1,689	1,800
Youth Services and Special Victims Bureau	\$5,547	\$5,417	\$6,460	\$6,918	\$7,768
Juvenile violent crime arrests as a percentage of all violent crime arrests	12%	17%	14%	16%	14%
Juvenile criminal arrests as percentage of overall arrests	13%	13%	14%	13%	13%

Police

Financial & Technical Services

The Financial & Technical Services Division includes the Fiscal & Policy Management Bureau and the Information Technology Bureau. This Division coordinates and manages all fiscal matters including budget, payroll, grants, accounts payable and receivable, procurement, policy review and facility planning; provides support of the department's information technology needs including implementation, operations and maintenance.

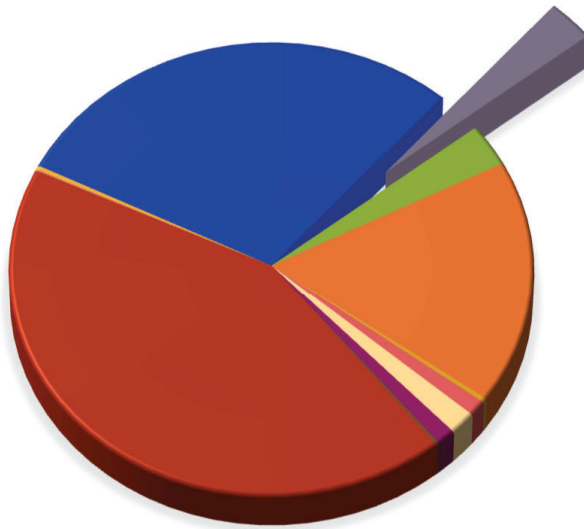
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Annual unplanned unavailability of mobile data computers based on 8,760 hours	8	3	13	5	5
Internal control processes reviewed	8	39	18	41	-
Internal processes reviewed that require corrective action	-	-	-	-	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Financial & Technical Services	\$5,337	\$5,586	\$5,750	\$5,554	\$5,570
Internal audits completed - Police	3	3	7	5	-
External audits completed - Police	4	3	3	3	-
Value of vendor transactions completed			-		\$8.4M
Number of vendor transactions completed	-	-	966	-	1,085
Value of payroll payments issued			-		\$91M
Number of payroll payments issued	-	-	21,759	-	23,853
Contracts renewed	69	40	17	50	-
Purchase orders generated	435	906	639	750	-
Information Technology Management Bureau	\$2,709	\$2,968	\$2,628	\$3,414	\$3,774
Total Police Technology Projects	7	5	5	6	1
Special projects and studies conducted	-	-	200%	-	200%
Total Police Capital Projects	2	4	3	4	3

Public Safety Communications

Mission Statement

The mission of Public Safety Communications Center is to enhance the quality of life in Prince William County through the prompt, efficient, and professional handling of calls for service and the dispatching of public safety services, thus making Prince William County a safer community in which to live, work, and visit.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$11,741,791



3.00% of Public Safety

Programs:

- Public Safety Communications:
\$11,741,791

Mandates

Every county, city, or town in the state shall be served by E-911. The Public Safety Communications Center provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Public Safety Communications Center has responsibility.

State Code: [52-16](#) (Governor may establish and maintain radio and teletype system to aid police), [52-34.3](#) (Activation of Amber Alert Program upon an incident of child abduction), [56-484.16](#) (Local emergency telecommunications requirements; text messages; use of digits “9-1-1”)

County Code: [Chapter 7](#) (Emergency Medical Services), [Chapter 9.2](#) (Fire Prevention Code), [Chapter 13](#) (Enforcement of Parking/Private Property)

Public Safety Communications



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Public Safety Communications	\$11,700,844	\$10,125,469	\$10,336,004	\$11,210,096	\$11,741,791	4.74%
Total Expenditures	\$11,700,844	\$10,125,469	\$10,336,004	\$11,210,096	\$11,741,791	4.74%

Expenditure by Classification

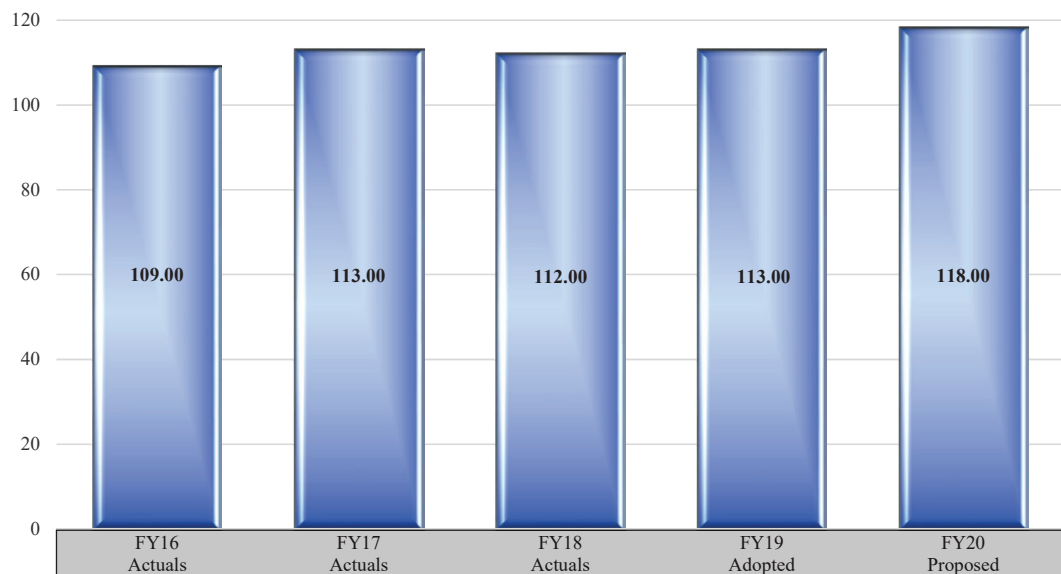
Salaries and Benefits	\$8,855,258	\$8,765,676	\$8,950,883	\$9,662,755	\$9,755,340	0.96%
Contractual Services	\$70,723	\$506,109	\$704,664	\$739,882	\$1,178,992	59.35%
Internal Services	\$404,572	\$353,452	\$347,037	\$297,505	\$297,505	0.00%
Purchase of Goods & Services	\$360,319	\$456,506	\$330,245	\$492,658	\$492,658	0.00%
Capital Outlay	\$0	\$31,301	\$0	\$2,342	\$2,342	0.00%
Leases & Rentals	\$8,684	\$9,250	\$0	\$11,780	\$11,780	0.00%
Transfers Out	\$2,001,288	\$3,174	\$3,174	\$3,174	\$3,174	0.00%
Total Expenditures	\$11,700,844	\$10,125,469	\$10,336,004	\$11,210,096	\$11,741,791	4.74%

Funding Sources

Use of Money & Property	\$72,819	\$0	\$0	\$0	\$0	0.00%
Revenue from Other Localities	\$265,769	\$284,373	\$284,373	\$249,640	\$249,640	0.00%
Revenue from Commonwealth	\$2,223,669	\$2,242,604	\$2,233,547	\$2,183,252	\$3,070,885	40.66%
Transfers In	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	0.00%
Total Designated Funding Sources	\$2,632,257	\$2,596,977	\$2,587,920	\$2,502,892	\$3,390,525	35.46%
Net General Tax Support	\$9,068,587	\$7,528,491	\$7,748,083	\$8,707,204	\$8,351,266	(4.09%)
Net General Tax Support	77.50%	74.35%	74.96%	77.67%	71.12%	



Staff History by Program



Public Safety Communications	109.00	113.00	112.00	113.00	118.00
Full-Time Equivalent (FTE) Total	109.00	113.00	112.00	113.00	118.00

Public Safety Communications

Future Outlook

Training – With Prince William County (PWC) Pathway to 2040 Safe and Secure Communities planning, it is anticipated the population of the county will exceed 500,000 residents by 2020. This will require the authorized strength of the Public Safety Communications Center (PSCC) to increase to meet the demands of a larger population and increased first responder strength. The training unit is currently comprised of two fulltime staff who are responsible for two basic training academies per year of eight students each in addition to many mandated in-service trainings for tenured employees from PSCC and Police Department. This training unit is also responsible for all 911 outreach and education with the community which includes regular forums in the County’s schools and libraries to educate young children on the importance and significance of the 911 system.

Call Complexity – In response to the increase of citizens in need of mental health care, PSCC has provided Crisis Intervention Training (CIT) to its employees. Call takers are often the first point of contact for those in crisis and CIT-trained employees provide improved customer service. PSCC now receives texts to 911 and processing those calls adds time to the overall call handling. Complex calls also include calls requiring emergency medical dispatch questioning and pre-arrival medical instructions, use of technology for the deaf and hard of hearing, calls requiring information vital to emergency responder safety, hazardous materials incidents, technical rescues, and calls requiring determination of location. With 83% of 911 calls received via cell phones, more time is required to confirm the location of the caller.

Outbound Calls – In addition to emergency and non-emergency calls received by PSCC, the staff makes approximately 156,000 outbound calls each year. These calls include calling back on 911 hang ups, calling for tow trucks, verifying warrants, researching call history for investigative purposes, contacting alarm companies to verify alarms, pinging cell phones to help locate missing/endangered persons, and calling for public safety resources (helicopter, K9, specialty equipment, specialized teams, mutual aid), and family members of emotionally disturbed persons, etc.

Recruiting and Retention – The vacancy rate continued to fluctuate in FY18, with a high at 15 vacancies, causing employees to work overtime, adding additional stress to compensate for the staffing shortage. The staffing shortage in 911 centers is a national epidemic that is mostly caused by employee burnout, improper classification, and a low starting salary. Due to state and federal law, along with the sensitive and confidential information an employee is exposed to, an extensive selection process is a required mandate for all employees of the PSCC. In addition, the complexity of the job, shift work, and current salary schedule, it is very challenging to recruit, select, and retain qualified candidates. From the time a potential candidate applies to become a Telecommunicator, to the time the candidate is a viable employee, can take five to six months. PSCC has a rigorous and effective screening/selection process followed by a solid training program that is well-aligned with the skills needed. Efforts to recruit a more diverse workforce remain a challenge.

Future Technologies – The First Responder Network Authority (FirstNet) mission is to ensure the building, deployment, and operation of the nationwide, broadband network. In July 2017, the Governor signed a letter accepting the FirstNet and AT&T plan to deliver a wireless broadband network to the Commonwealth’s public safety community. FirstNet will deliver a system of modernized devices, applications, and tools for first responders including Internet of Things technologies and potential future integration with NG911 networks and infrastructure. Public safety personnel will have dedicated access to the network when and where needed. The long-term goal is a modern communications system that is functional, reliable and secure. The County’s participation in FirstNet will support uninterrupted connectivity and the development of 5G infrastructure technologies for public safety communications and improve public safety response and service delivery.

The Rave 911 Suite provides 911 telecommunicators and first responders powerful capabilities for handling, dispatching, and responding to emergency calls more efficiently and effectively. With Smart911, community members provide key information including addresses, photos, medical conditions, and much more. This eliminates the need for PSCC to maintain the information in its systems. With the advent of text to 911, there is

Public Safety Communications

currently no way in the telephone handling system to initiate a text session with a citizen or re-establish a text session if the citizen contacts PSCC. With the two-way text messaging offered by Rave, call takers can initiate two-way text messaging with mobile phone callers. Location accuracy is also built into the application, using RapidSOS. This allows for more precise identification of the caller's location than cellular phase II currently provides.

General Overview

- A. **Increase Budgeted Revenue** – Due to a change in the state funding formula for Public Safety Answering Points (PSAPs), budgeted revenue for PSCC is increased by \$500,000.
- B. **Reassign Fire Lieutenant positions located in PSCC to Department of Fire & Rescue** – To provide more direct community support and improve emergency response times, five Fire & Rescue Lieutenant FTEs are reassigned to Fire & Rescue from PSCC. This directly supports the Safe and Secure Community Strategic Goal.

Budget Initiatives

A. Budget Initiatives

1. Civilianize Public Safety Communications – Public Safety Communications Center

Expenditure	\$372,810	General Fund Impact	\$372,810
Revenue	\$0	FTE Positions	5.00

- a. **Description** – This initiative provides five civilian watch officer positions to PSCC to perform functions previously provided by Fire & Rescue Lieutenants that have been redeployed to Fire & Rescue to provide emergency response in support of the Safe and Secure Community Strategic Goal. The civilian watch officers will provide expanded services at a lower cost.
- b. **Service Level Impacts** – Expanded support to PSCC telecommunicators to assist in a wider range of calls.

2. NG911 – Public Safety Communications Center

Expenditure	\$439,110	General Fund Impact	\$51,478
Revenue	\$387,633	FTE Positions	0.00

- a. **Description** – This initiative provides partial year funding to migrate from a legacy, circuit switch to a regional 911 system supported by a modern Internet Protocol-enabled emergency network. The full year cost for NG911 is \$722,754. In Virginia, the current 911 system is a collection of nine independent networks that are not connected. A primary goal of NG911 is to ensure calls and information received in one locality can be easily transferred to any surrounding locality, even if it is not within the State. NG911 also provides increased capabilities to manage data from a variety of platforms such as text, images, and video. The Virginia 911 Services Board will reimburse the increase in cost for the new 911 service provider for the first 24 months after implementation.
- b. **Service Level Impacts** – This initiative improves interoperability of 911 systems within the National Capital Region (NCR) by improving call routing and enabling the public to communicate through 911 using non-voice services.

Public Safety Communications

Program Summary

Public Safety Communications Center

PSCC is a 24-hour consolidated call processing and dispatch center for all 911 and non-emergency requests for police and fire & rescue services within PWC and the incorporated towns. Also, fire & rescue calls for service are processed and dispatched for the City of Manassas and the City of Manassas Park. Additionally, teletype requests for missing, endangered, and wanted persons are processed. Stolen vehicles, towed vehicles, and property that meet certain criteria are entered into automated systems such as the National Crime Information Center and Virginia Crime Information Network. Requests for criminal history checks are processed within PSCC. The Teletype Unit backs up the Warrant Control office.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Police calls that require more than 1 continuous hour of dispatcher time	33%	30%	31%	30%	30%
Fire & Rescue calls that require more than 1 continuous hour of dispatcher time	50%	45%	41%	49%	49%
911 calls answered in 10 seconds*	NA	77%	87%	88%	88%
Police emergency calls received through 911 dispatched within 120 seconds	53%	45%	50%	55%	55%
Fire & Rescue emergency calls received through 911 dispatched within 120 seconds	78%	73%	71%	80%	80%

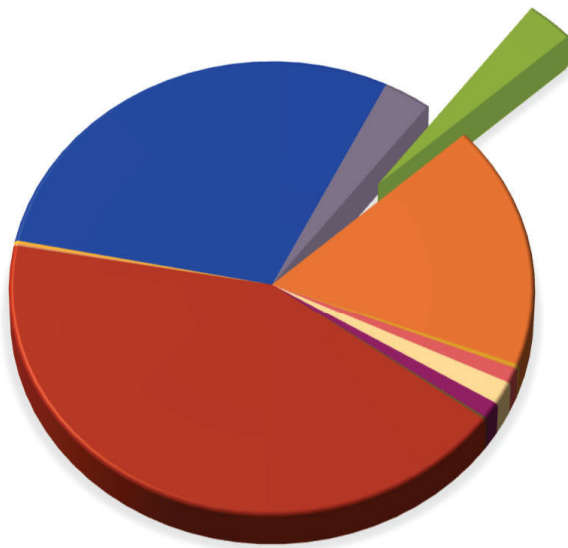
*Due to Configuration issues with the call handling system, actuals for this measure are not available for all of FY16.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Telephone Call Processing	\$7,145	\$5,595	\$5,630	\$6,369	\$6,613
Calls answered on E-911 (emergency) phone lines	187,955	163,507	156,910	189,000	189,000
Calls answered on non-emergency phone lines	264,856	254,583	258,757	300,000	300,000
Outbound calls completed	156,000	155,000	153,538	155,000	155,000
Police and Fire & Rescue Dispatch Services	\$4,166	\$4,180	\$4,395	\$4,464	\$4,741
Police incidents dispatched	109,922	111,012	111,293	107,000	107,000
Fire & Rescue incidents dispatched	41,748	39,972	44,918	41,000	41,000
Teletype Processing	\$390	\$351	\$311	\$377	\$388
Record requests processed	8,645	8,358	11,224	10,000	10,000
Criminal history requests processed	3,949	5,063	9,527	4,100	7,500
Towed vehicle records processed	3,934	4,871	4,274	4,000	4,300

Sheriff's Office

Mission Statement

The Sheriff's Office, in partnership with elected leaders, staff, and citizens will provide security at the Judicial Center, serve all court process, provide timely transport of prisoners and mental health patients, and continue to develop and enhance collaboration with our partners.



Public Safety Expenditure Budget:
\$383,580,822

Expenditure Budget:
\$11,862,277

3.03% of Public Safety

Programs:

- Operations: \$4,426,640
- Court Services: \$5,192,730
- Administration: \$2,242,907

Mandates

The Code of Virginia mandates several activities that must be carried out by the Sheriff's Office. Primary among these is the provision of 24-hour continuous security at the Judicial Center Complex. Other mandates include service of all civil process, including subpoenas, levies, seizures, and evictions; internal affairs; and training.

State Code: [15.2-1603](#) (Appointment of Deputies), [1606](#) (Defense of Constitutional Officers), [1609](#) (Sheriff), [1636.14](#) (Proportion borne by Commonwealth and by Localities), [1711](#) (Providing Legal Fees), [2.2-1840-1841](#) (Blanket Surety Bond Plan), [15.2-1527-15.2-1530](#) (Bonds of Officers), [19.2-80](#) (Duty of Arresting Officer), [37.2-808-809](#) (Emergency Custody), [8.01-293](#) (Authorization to Serve Process), [53.1-67.5](#) (Board to Prescribe Standards), [113](#) (Transportation of Prisoners), [19.2-182.9](#) (Emergency Custody of Conditionally Released Acquittee), [19.2-310.2](#) (DNA Analysis)

County Code: [Chapter 16](#) (Riots and Unlawful Assemblies)

Sheriff's Office



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Sheriff Operations	\$3,416,842	\$3,742,041	\$3,987,207	\$4,262,871	\$4,426,640	3.84%
Court Services	\$4,595,891	\$4,692,344	\$4,667,554	\$5,013,640	\$5,192,730	3.57%
Sheriff Administration	\$1,606,913	\$1,599,853	\$1,666,573	\$1,641,913	\$2,242,907	36.60%
Total Expenditures	\$9,619,646	\$10,034,237	\$10,321,333	\$10,918,424	\$11,862,277	8.64%

Expenditure by Classification

Salaries and Benefits	\$8,479,359	\$8,756,249	\$9,017,912	\$9,577,285	\$10,202,448	6.53%
Contractual Services	\$69,984	\$127,141	\$71,619	\$84,163	\$73,163	(13.07%)
Internal Services	\$737,735	\$772,297	\$852,278	\$766,839	\$779,346	1.63%
Purchase of Goods & Services	\$274,194	\$320,191	\$291,885	\$428,954	\$550,460	28.33%
Capital Outlay	\$0	\$0	\$29,285	\$0	\$195,677	100.00%
Leases & Rentals	\$5,590	\$5,575	\$5,571	\$8,400	\$8,400	0.00%
Transfers Out	\$52,783	\$52,783	\$52,783	\$52,783	\$52,783	0.00%
Total Expenditures	\$9,619,646	\$10,034,237	\$10,321,333	\$10,918,424	\$11,862,277	8.64%

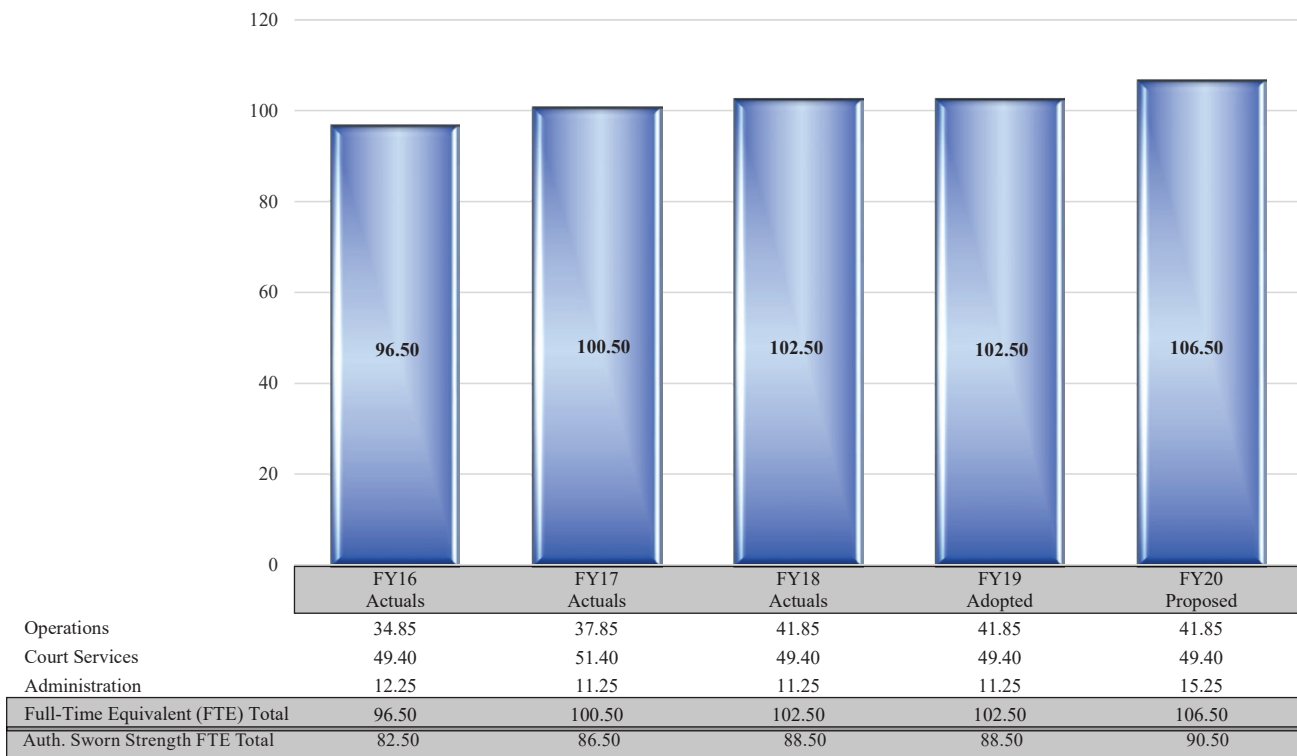
Funding Sources

Permits & Fees	\$141,479	\$143	\$0	\$0	\$0	0.00%
Use of Money & Property	\$28	\$0	\$0	\$0	\$0	0.00%
Revenue from Other Localities	\$893,400	\$933,492	\$1,069,452	\$1,069,452	\$1,167,623	9.18%
Miscellaneous Revenue	\$1,500	\$0	\$1,500	\$0	\$0	0.00%
Charges for Services	\$610,342	\$615,188	\$662,650	\$585,834	\$585,834	0.00%
Revenue from Commonwealth	\$1,779,224	\$1,770,897	\$1,844,875	\$1,783,741	\$1,883,741	5.61%
Total Designated Funding Sources	\$3,425,973	\$3,319,719	\$3,578,477	\$3,439,027	\$3,637,198	5.76%
Net General Tax Support	\$6,193,673	\$6,714,518	\$6,742,856	\$7,479,397	\$8,225,079	9.97%
Net General Tax Support	64.39%	66.92%	65.33%	68.50%	69.34%	

Sheriff's Office



Staff History by Program



Future Outlook

As the first Sheriff's Office in the State of Virginia to receive accreditation by the Virginia Law Enforcement Professional Standards Commission, the department holds itself to an exceptionally high standard, which is supported by teamwork and dedication to the community. The Sheriff's Officer agency proudly provides support to the public safety agencies of Prince William County (PWC) and the cities of Manassas and Manassas Park. To enhance quality of life, citizen satisfaction, and local law enforcement support, it is of utmost importance for the Sheriff's Department to meet the challenges of proper staffing, technology, and infrastructure.

On-going Need for Staff (Establishing a Five-Year Staffing Plan) – With the growing population in PWC, it's imperative to establish a public safety staffing plan. The Sheriff's Office remains committed to enhancing citizen satisfaction within PWC and supporting the cities of Manassas and Manassas Park and the towns of Dumfries, Haymarket, Occoquan, and Quantico. The implementation of the staffing plan would allow the Sheriff's office to support PWC in meeting critical components of the strategic plan outcomes for Safe & Secure Community, Wellness, and Mobility. Additionally, approval of the proposed staffing plan, will strengthen current partnerships with other law enforcement agencies to increase public safety for citizens.

Mission Critical Needs – In order to provide a safe and secure judicial center and surrounding campus, upgraded equipment such as upgraded x-ray and metal detectors, body-worn cameras, and enhanced information technology are needed. Addressing these needs promotes greater accountability, reduces liability, and increases transparency and public trust while protecting civil liberties.

Sheriff's Office

Judicial Center and Campus Anti-Terrorism Measures – To help keep the judicial center and campus safe from the threat posed by terrorism or other hostile activity, anti-terrorism measures such as non-removable barricades, permanent bollards, chain fences around the exterior of the courthouse, fenced parking for judges and staff, and emergency call boxes for the parking lots are a necessity.

Dedicated Multi-Purpose Complex for Citizen Services and Employees – To meet the ever-growing needs of the community, a dedicated Sheriff's office will provide multi-purpose benefits for citizens while doing so in a safe and secure environment. This facility will have the necessary space to handle the day-to-day needs of the Sheriff's office. The multi-purpose complex will provide ample space for the services provided by the Sheriff's Office. The multi-purpose complex will provide a separate established location for all Sheriff's office responsibilities not requiring use of the judicial center.

General Overview

- A. **Increase Budgeted Revenues** – Based on actual revenues received in prior fiscal years, the general fund revenue budgeted for the Sheriff's Office has been increased by \$100,000.
- B. **Revenue Increase for Shared Services (City) Billings** – The billings represent reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Services rendered include activities within public safety, community development, and human services functional areas. Amounts are calculated using an annual cost allocation report. As a result of the annual report, the Sheriff's Office allocation increased \$98,171.

Budget Initiatives

A. Budget Initiatives

1. Staffing Plan – Sheriff Administration

Expenditure	\$556,260	General Fund Impact	\$556,260
Revenue	\$0	FTE Positions	4.0

- a. **Description** – This initiative provides staffing to provide increased administrative support, patrol capabilities, dispatching, and courtroom security. Additionally, Code of Virginia [19.2-310.2](#) was amended in 2018 to extend the requirements for deoxyribonucleic acid (DNA) analysis to misdemeanor assault, battery, and trespass convictions. One-time costs for vehicles, including a transport van suitable for transporting the disabled, and equipment of \$306,183 are included in this initiative.
- b. **Service Level Impacts** – Improve community and officer safety by increasing the number of officers available to respond to incidents inside and outside the judicial center, reduce the need for sworn officers to perform administrative tasks, provide adequate staffing for the Judicial Center security control room, and comply with increased DNA analysis mandated by the Code of Virginia.

Sheriff's Office

Sheriff - Staffing Plan	FTE	FY20	FY21	FY22	FY23	FY24
FY20 Sheriff Staffing Plan - 2 Deputies and 2 Civilians	4	\$556,260	\$250,077	\$250,077	\$250,077	\$250,077
FY21 Sheriff Staffing Plan - 2 Deputies	2	\$0	\$375,165	\$169,305	\$169,305	\$169,305
FY22 Sheriff Staffing Plan - 4 Deputies (2 Full-time, 2 Part-Time)	3	\$0	\$0	\$671,778	\$260,058	\$260,058
FY23 Sheriff Staffing Plan - 2 Deputies	2	\$0	\$0	\$0	\$370,448	\$164,588
FY24 Sheriff Staffing Plan - 2 Deputies and 1 Civilian	3	\$0	\$0	\$0	\$0	\$437,778
Total	14	\$556,260	\$625,242	\$1,091,160	\$1,049,888	\$1,281,806

2. Public Safety Retention & Recruitment Study Phase 2

Expenditure	\$236,000	General Fund Impact	\$236,000
Revenue	\$0	FTE Positions	0.00

- a. **Description** – A study of public safety retention and recruitment resulted in a recommendation of targeted pay adjustments for sworn Sheriff personnel. Phase 1 of the study migrated Sheriff personnel to a new pay scale to reduce internal pay compression at a cost of \$180,000 in the FY2019 Budget. The Proposed FY2020 Proposed Budget includes \$236,000 to improve market competitiveness with surrounding Northern Virginia jurisdictions. Details of the study recommendations can be found in the Compensation Section of the Proposed FY2020 Budget.
- b. **Service Level Impacts** – Implementing Phase 1 and 2 of the study recommendations will enable PWC to recruit and retain highly trained staff in support of the Safe & Secure Community Strategic Goal.

3. Supplemental Pension Benefits for Sheriff Sworn Staff

Expenditure	\$77,526	General Fund Impact	\$77,526
Revenue	\$0	FTE Positions	0.00

- a. **Description** – This initiative adds a supplemental pension program similar to the current supplemental pension plan for police officers and salaried fire & rescue personnel. The actuarial cost of this supplemental pension benefit for sworn Sheriff’s Office personnel is \$77,526 based on an employer contribution rate of 1.17%. Please refer to the Compensation Section of the Proposed FY2020 Budget for more information.
- b. **Service Level Impacts** – A supplemental pension program for sworn Sheriff personnel will help attract and retain highly trained staff in support of Safe & Secure Community strategic outcomes.

Sheriff's Office

Program Summary

Operations

This program is dedicated to the safe, efficient, and legal service of court documents. Deputies in this program spend most of their time in the community serving civil papers and criminal warrants. Additional responsibilities include traffic control and summons, disabled motorist assistance, and secondary assistance to adjoining agencies within the County for criminal and traffic related matters. This program is comprised of three areas: Civil Process, Transportation, and Warrants. The Civil Process section is responsible for the timely service of legal documents within PWC, the cities of Manassas and Manassas Park, and the towns of Dumfries, Haymarket, Occoquan, and Quantico. The Transportation section provides prisoner transport to and from criminal justice facilities throughout Virginia. In addition, it assists mental health transports. The Warrants section is responsible for all child support and post-conviction warrants for local, out-of-county, and out-of-state offenders. It is also responsible for conducting extraditions throughout the United States and assisting the U.S. Marshall Service Task Force when it operates within the County.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Prisoner escapes while in the custody of the Sheriff's Office	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Civil Process	\$1,813	\$2,098	\$2,241	\$2,441	\$2,505
Civil process papers served	83,141	78,567	71,694	80,000	80,000
Warrants	\$500	\$501	\$540	\$494	\$501
Criminal warrants served	317	270	269	300	300
Extraditions completed	40	38	32	37	40
Sheriff Transportation	\$1,104	\$1,142	\$1,207	\$1,327	\$1,420
Civil transports	915	907	1,317	820	2,500
Prisoner transports	3,039	2,732	2,673	2,850	4,500

Court Services

The Court Services Program maintains the safety and security of the courthouse for everyone entering the Judicial Center. The program is comprised of three areas Court Security, Courthouse Security, and Vertical Deployment. The Court Security section maintains security and order in the courtrooms. This section also provides support services to judges, manages jurors in the courtroom, and other court related tasks and duties as required. Courthouse Security screens all individuals entering the courthouse. These deputies often respond to unusual circumstances and situations within and around the courthouse and are often the first responders when someone suffers a medical emergency. Vertical Deployment escorts inmates to and from the courtrooms, collects DNA for state forensic labs, and updates sex offender information. They are also responsible for inmate fingerprinting, processing citizens taken into custody from courts, and conducting criminal background checks for citizens applying for concealed weapon permits.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Hours spent providing courtroom security	43,483	52,027	39,322	45,000	45,000

Sheriff's Office

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Courthouse Security	\$2,067	\$1,984	\$1,856	\$2,069	\$2,102
Security screenings conducted with magnetometer	456,141	450,147	490,396	500,000	500,000
Courtroom Security	\$2,529	\$2,709	\$2,811	\$2,945	\$3,091
Docketed court cases	261,385	228,955	240,432	230,000	235,000
Total prisoners escorted to and from court	11,478	11,350	10,906	11,500	11,500

Administration

The Administration Program provides the support required to ensure the Sheriff's Office meets the goals and mission of the agency. Human Services activity provides support for staff and assists in the hiring of new deputies and administrative staff and conducting background investigations on qualified applicants. This program is also responsible for training and ensuring department employees are knowledgeable in every aspect of their job.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Maintain state law accreditation	Yes	Yes	Yes	Yes	Yes
FTE equivalent of volunteer hours contributed (Sheriff)	0.25	0.11	0.06	0.05	0.06

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Accreditation	\$235	\$238	\$242	\$255	\$270
Maintain proof of compliance (documentation) as determined by VLEPSC	100%	100%	100%	100%	100%
Sheriff Human Services	\$36	\$48	\$49	\$44	\$44
Applicants processed (Sheriff)	456	376	186	400	500
Internal Affairs	\$0	\$0	\$0	\$1	\$1
Disciplinary actions as a result of internal affairs investigations	2	4	0	0	0
Community Services	\$75	\$77	\$72	\$72	\$74
Funeral escorts	396	371	335	400	400
Identification cards issued	3,424	4,600	4,594	4,500	4,600
Training	\$107	\$71	\$64	\$132	\$120
Staff training hours	8,766	7,123	7,500	8,200	9,000
Administrative Service	\$1,154	\$1,166	\$1,239	\$1,138	\$1,734
Customers served at lobby service counter	40,635	40,182	43,272	40,000	45,000
Payment transactions	559	702	779	600	900
Background checks for concealed weapons permits	6,159	5,604	6,658	5,000	6,700
Hours supporting other public safety agencies	619	459	477	450	500

Non-Departmental

Non-Departmental Overview

The Non-Departmental budget is a miscellaneous collection of budgets not attributed to specific agency operations. As such, the budgets do not directly impact agency services provided to the community. The budget includes the following program areas:

- Budgetary support for countywide insurance expenditures (medical, casualty, property, and workers compensation).
- Restricted use funds that may only be expended for a specific purpose as mandated by the Code of Virginia (transient occupancy tax for tourism, proffers, transportation districts) or by County policy (recordation tax for transportation).
- Accounts where the County acts in a trustee capacity for another organization (library donations and other trust/fiduciary funds).
- Accounts where the County acts merely as a collecting agent and remits all revenue received to the Commonwealth or a Community Development Authority.
- Other miscellaneous expenditures including the Contingency budget and contributions to the Hylton Performing Arts Center and Northern Virginia Community College (NVCC).

Please see the General Overview section for a more detailed description of each program area.

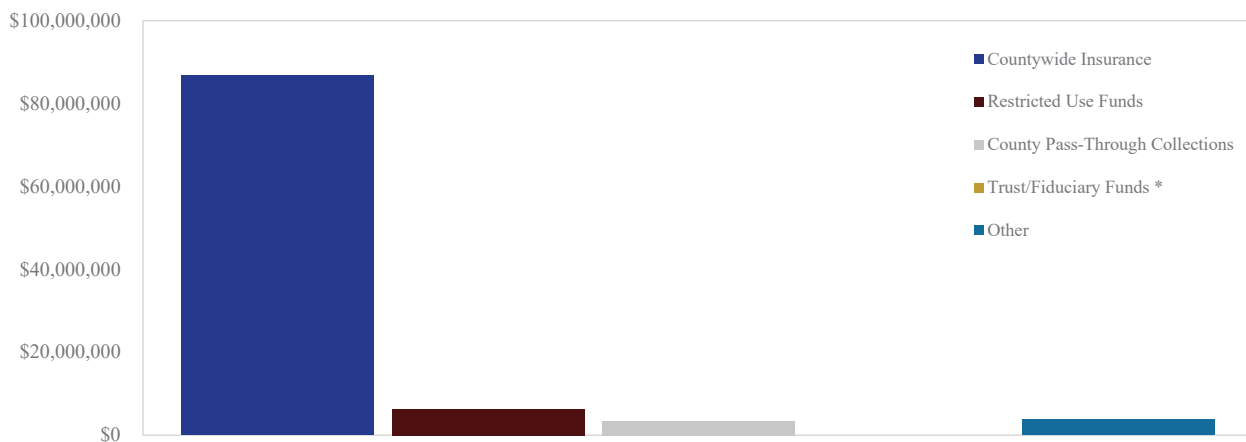
Mandates

The following mandated services are reported in the Non-Departmental section of the budget.

Federal Code: The unemployment insurance system, created by the [Social Security Act of 1935](#), is administered by each state.

State Code: The unemployment insurance system is administered in Virginia through Title [65.2](#) of the Code of Virginia. Title [2.2-1204](#) of the Code of Virginia requires local governments to make health insurance plans available to employees. The Auditor of Public Accounts for the Commonwealth requires political subdivisions in Virginia to adhere to financial reporting standards defined by the Governmental Accounting Standards Board.

Non-Departmental Expenditure Budget by Program Area



* Trust/Fiduciary Funds are not budgeted through BOCS appropriation.

Non-Departmental



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Countywide Insurance:						
Medical Insurance Internal Service	\$52,171,443	\$55,360,887	\$56,902,017	\$80,230,000	\$78,932,000	(1.62%)
Workers Compensation	\$6,336,163	\$8,415,302	\$6,104,568	\$4,670,414	\$5,170,414	10.71%
Casualty Pool	\$1,691,570	\$1,327,760	\$2,547,340	\$1,575,701	\$1,575,701	0.00%
Property & Miscellaneous Insurance	\$748,766	\$827,002	\$776,147	\$995,375	\$995,375	0.00%
Miscellaneous Insurance	\$28,057	\$0	\$0	\$0	\$0	-
Unemployment Insurance	\$67,397	\$78,514	\$89,412	\$125,000	\$125,000	0.00%
Restricted Use Funds:						
Transient Occupancy Tax for Tourism	\$2,383,500	\$2,100,000	\$719,714	\$721,079	\$1,073,189	48.83%
Proffers	\$12,437,246	\$20,586,614	\$9,713,740	\$4,467,456	\$2,490,280	(44.26%)
Recordation Tax for Transportation	\$0	\$6,082,753	\$4,746,716	\$0	\$0	-
Cable Equipment Capital Grant	\$1,385,000	\$1,488,696	\$1,346,396	\$1,480,500	\$847,290	(42.77%)
Transportation Districts	\$260,400	\$276,200	\$324,200	\$467,700	\$467,700	0.00%
County Pass-Through Collections:						
Community Development Authorities	\$1,229,479	\$2,592,701	\$2,850,429	\$2,917,000	\$2,917,000	0.00%
Commonwealth Taxes	\$453,593	\$486,108	\$427,207	\$500,000	\$500,000	0.00%
NVTA Taxes	\$1,470,370	\$1,576,183	\$1,608,437	\$1,400,000	\$1,400,000	0.00%
Trust/Fiduciary Funds:						
OPEB/LODA Trusts	\$4,412,358	\$3,877,189	\$3,630,723	\$0	\$0	-
Police/Fire Supp. Retirement/LOSAP	\$2,716,166	\$3,207,269	\$2,976,409	\$0	\$0	-
Library Donations_	\$152,493	\$140,996	\$125,764	\$0	\$0	-
Innovation Property Owners Association	\$254,642	\$1,889,847	\$4,073,309	\$0	\$0	-
Other:						
Contributions - Hylton Performing Arts/NVCC	\$2,998,084	\$2,906,680	\$3,038,356	\$3,029,278	\$3,062,993	1.11%
Contingency	\$50,000	\$10,000	\$1,745,000	\$544,429	\$500,000	(8.16%)
Administration	\$2,800,048	\$5,765,912	\$1,009,690	\$499,307	\$227,620	(54.41%)
Total Expenditures	\$94,046,775	\$118,996,612	\$104,968,215	\$103,623,239	\$100,284,562	(3.22%)

Non-Departmental



Expenditure and Revenue Summary

Expenditure by Classification	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Salaries and Benefits	\$3,073,141	\$3,852,884	\$3,744,906	\$1,379,432	\$1,384,024	0.33%
Contractual Services	\$4,238,133	\$5,949,496	\$6,136,925	\$6,432,269	\$7,600,269	18.16%
Internal Services	\$355,143	\$351,620	\$393,607	\$6,048,072	\$6,040,711	(0.12)%
Purchase of Goods & Services	\$66,839,698	\$69,016,181	\$68,966,574	\$79,709,731	\$77,464,099	(2.82)%
Leases & Rentals	\$1,523	\$2,125	\$2,725	\$0	\$0	-
Debt Maintenance	\$59,418	\$0	\$0	\$0	\$0	-
Payments to Other Local Agencies	\$1,381,979	\$3,790,631	\$2,842,259	\$2,917,000	\$2,917,000	0.00%
Transfers Out	\$18,097,739	\$36,033,674	\$22,881,219	\$7,136,735	\$4,878,459	(31.64)%
Total Expenditures	\$94,046,775	\$118,996,612	\$104,968,215	\$103,623,239	\$100,284,562	(3.22)%
Funding Sources						
Revenue from Federal Government	\$12,590	\$0	\$271,290	\$0	\$0	-
Permits & Fees	\$1,394,202	\$1,427,852	\$1,378,873	\$1,480,500	\$1,480,500	0.00%
Use of Money & Property	\$3,200,748	\$11,249,109	\$9,153,343	\$350,000	\$565,000	61.43%
Miscellaneous Revenue	\$25,936,278	\$36,979,108	\$25,415,584	\$9,659,075	\$7,629,279	(21.01)%
Non-Revenue Receipts	\$3,307,108	\$4,504,309	\$1,330,896	\$500,000	\$500,000	0.00%
Other Local Taxes	\$9,924,766	\$10,648,169	\$9,682,538	\$3,542,000	\$3,912,500	10.46%
General Property Taxes	\$1,491,634	\$2,869,215	\$3,182,443	\$3,384,700	\$3,384,700	0.00%
Charges for Services	\$54,888,683	\$59,328,420	\$63,467,490	\$63,896,000	\$61,697,000	(3.44)%
Revenue from Commonwealth	\$0	\$0	\$54,258	\$0	\$0	-
Transfers In	\$4,803,286	\$1,516,105	\$1,611,304	\$1,696,121	\$1,829,041	7.84%
Total Designated Funding Sources	\$104,959,293	\$128,522,286	\$115,548,019	\$84,508,396	\$80,998,020	(4.15)%
(Contribution To) / Use of County-wide Insurance Internal Service Funds	(\$260,197)	\$1,532,188	(\$2,139,150)	\$11,269,000	\$12,153,000	7.84%
(Contribution To) / Use of Trust/Fiduciary Fund Balance	(\$3,113,744)	(\$13,700,617)	(\$12,648,875)	\$0	\$0	-
(Contribution To) / Use of Transportation District Fund Balance	(\$20,276)	(\$314)	(\$7,814)	\$0	\$0	-
Net General Tax Support	\$7,518,301	\$2,643,069	\$4,216,036	\$7,845,843	\$7,133,542	(9.08)%
Net General Tax Support	7.99%	2.22%	4.02%	7.57%	7.11%	

Non-Departmental

General Overview

The components of the Non-Departmental/Unclassified Administrative budget are discussed below.

A. Countywide Insurance:

- 1. Medical Insurance Internal Service Fund** – Prince William County (PWC) established a health insurance fund to self-insure for employee medical coverage as well as provide fully insured dental, vision, and flexible spending benefits. The fund also provides additional insurance credits for retirees. Countywide medical and dental premiums are paid from the medical insurance internal service fund, which is funded primarily from charges to County departments. The FY20 medical insurance budget is \$78,932,000.
- 2. Casualty Pool, Workers Compensation, and Property and Miscellaneous Self-Insurance Programs** – The County maintains self-insurance programs for general liability, automobile, public official, and law enforcement professional liability, pollution liability, and workers compensation insurance through the Prince William Self-Insurance Group (PWSIG) casualty pool and workers compensation pool. The two self-insurance programs began operations July 1, 1989, and are licensed by the State Corporation Commission. The FY20 general fund workers compensation budget is \$5,170,414 and the casualty pool budget is \$1,575,701. The FY20 property and miscellaneous insurance budget is \$995,375.

These activities are reported in the internal services fund. Revenues come primarily from other County funds through “premiums” set to cover estimated self-insured claims and liabilities, excess, other insurance premiums, and operating expenses. Claims filed or to be filed through the end of the previous fiscal year are accrued liabilities.
- 3. Unemployment Insurance** – The Virginia Employment Commission administers an unemployment insurance program that provides protection against loss of wages to individuals who become unemployed through no fault of their own. The FY20 unemployment insurance budget is \$125,000.

B. Restricted Use Funds:

- 1. Transient Occupancy Tax (TOT) for Tourism** – Section [58.1-3819](#) of the Code of Virginia authorizes PWC to levy a 5% TOT on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than 30 consecutive days. The Code of Virginia also mandates that any levy in excess of a 2% rate must be designated and spent solely on tourism initiatives. Therefore, the County’s general revenue share generated by the TOT is 40% and 60% is budgeted for tourism-related purposes. The portion of the County’s TOT revenue designated to support tourism-related expenditures is included under Other Local Taxes within the Funding Sources area of the Expenditure and Revenue Summary. Please see the Budget Initiatives section for a summary of how TOT revenue designated for tourism is allocated in the budget.
- 2. Proffers** – Prior to July 2016, Virginia Code [15.2-2303.2](#) allowed PWC to accept voluntary proffers from zoning applicants. Proffers were intended to help mitigate the impacts of development resulting from a zoning change. The County’s Zoning Ordinance includes provisions for the acceptance and enforcement of proffers submitted with rezoning applications prior to June 30, 2016. Available monetary proffers to support County capital projects are evaluated on an annual basis. Please see the Budget Initiatives section and the Capital Improvement Program (CIP) section for detail on projected proffers in the budget.

Non-Departmental

3. **Recordation Tax for Transportation** – Recordation tax revenue is generated when a legal instrument regarding real property such as a deed (including home refinance activity) or deed of trust is recorded with the Clerk of the Circuit Court. Approximately 74% of recordation tax revenue is dedicated by Board of County Supervisors (BOCS) policy to support transportation initiatives in the County. Recordation tax revenue is budgeted as general revenue at the beginning of each fiscal year and the portion committed for transportation is transferred to Non-Departmental during the course of the fiscal year. Most of recordation tax revenue committed for transportation is used to pay existing debt service costs on selected road construction projects. Please see the Debt Service section for a summary of transportation projects financed by recordation tax revenue.
4. **Cable Equipment Grant** – An annual 1% cable equipment grant is provided by cable television providers operating in the County. Grant proceeds must be used for cable related capital needs. Although not considered general revenue, revenue derived from the grant is shared with PWC Schools in accordance with the County/Schools revenue agreement. Cable equipment grant revenue is forecasted at \$1,480,500 in FY20, which is unchanged from FY19. Of this amount, the Schools receive \$847,290 and the County share is \$633,210. Both the County and Schools use cable equipment grant proceeds to support informational programming on their respective access channels. Cable equipment grant receipts are evaluated on an annual basis for potential, future adjustments.
5. **Northern Virginia Transportation Authority (NVTA) Taxes** – The local transportation transient occupancy tax is an additional 2% levied to support transportation improvements as part of the NVTA legislation. The revenue is collected by the County and previously remitted to state and then NVTA, however recent changes to the law no longer require remittance to the state. The revenue must be used for public transportation purposes.
6. **Transportation Districts** – The Route 234 Bypass Transportation Improvement District was created in 1991 after landowners within the District boundaries petitioned the BOCS to create a special taxing district. The Route 234 Bypass Transportation District rate is \$0.02 per \$100 of assessed value and is levied on property zoned or used for commercial or industrial purposes within the district boundaries. Revenue generated by the district reimburses the County’s general fund for debt service paid to finance the Route 234 Bypass road bond project approved by voters in 1988. The transportation district will expire December 27, 2026.

C. County Pass-Through Collections:

1. **Community Development Authorities (CDA)** – CDAs are governed under [§15.2-5152](#) of the Code of Virginia. CDAs are created to promote economic development in the County. Properties within established boundaries are levied a CDA assessment to provide certain public infrastructure such as road improvements, bridges, stormwater, and water and sewer improvements within the district. There are three CDAs in PWC: Virginia Gateway (created in 1998), Heritage Hunt (created in 1999), and Cherry Hill (created in 2013). Property owners within each CDA boundary petitioned the County to create each CDA.

In accordance with [§15.2-5158](#) of the Code of Virginia, all three CDAs in the County request annually that the County levy and collect a special tax on taxable real property within the development authority’s jurisdiction to finance the services and facilities provided by the authority. This code section also requires that all revenue received by the County will be paid over to the development authority subject to annual appropriation. The budget includes \$2,917,000 in a special revenue fund for the three CDAs in the County: Cherry Hill (\$1,805,000), Virginia Gateway (\$930,000), and Heritage Hunt (\$182,000). There is no impact on the County’s general fund.

2. **Pass-Through Collections to Commonwealth for Sheriff Fees** – PWC collects Sheriff fee revenue on behalf of the Commonwealth of Virginia. The revenue is collected by the County and remitted to the Commonwealth.

Non-Departmental

D. Trust/Fiduciary Funds:

1. **Trust/Fiduciary Funds** – Fiduciary funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governments. Agency funds are custodial in nature whereby assets equal liabilities and do not measure results of County operations. Trust/Fiduciary funds do not require budget and appropriation by the BOCS. Each respective fund is administered by a board of trustees. Trust/Fiduciary funds included in Non-Departmental are:

- Other Post-Employment Benefits (OPEB) – Police Officer and Uniformed Fire and Rescue Personnel Supplemental Retirement
- OPEB – Length of Service Award Program (LOSAP)
- OPEB – Post-Retirement Medical Benefits Credit Plan
- OPEB – Line of Duty Act (LODA)
- Innovation Property Owners Association
- Library donations from the Friends of the Library and private sources which are administered by the Library Board

For a detailed description of each OPEB plan as well as the benefits provided, please see PWC’s [Comprehensive Annual Financial Report for the Year Ended June 30, 2018](#).

E. Other:

1. **Contributions to the Hylton Performing Arts Center (HPAC) and Northern Virginia Community College (NVCC)** – County contributions to the HPAC (\$1,991,258) and the NVCC (\$1,071,736) are included in the FY20 Non-Departmental budget. The FY20 contribution to the HPAC provides \$1,841,258 for debt service and \$150,000 for capital expenses. Please see the detail below for County contributions to the HPAC in the Five-Year Plan.

	FY20	FY21	FY22	FY23	FY24
Debt Service	\$1,841,258	\$1,841,363	\$1,842,900	\$1,843,875	\$1,844,325
Capital	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total	\$1,991,258	\$1,991,363	\$1,992,900	\$1,993,875	\$1,994,325

There are two components to PWC’s contribution to the NVCC. The first component provides a \$2.25 per capita annual capital development contribution of \$1,025,978 to NVCC in FY20. The second component includes a \$45,758 allocation to support maintenance and operations at NVCC.

2. **Contingency** – The budget includes a contingency budget of \$500,000 is required by Policy 2.12 in the adopted [Principles of Sound Financial Management](#): “The County will annually appropriate a contingency budget to provide for unanticipated increases in service delivery costs and needs that may arise throughout the fiscal year. The contingency budget will be established at a minimum of \$500,000 annually and may be allocated only by resolution of the BOCS.”
3. **Administration** – The Unclassified Administrative area of the budget includes those general fund expenditures, which are not assigned to specific agency budgets. During the course of the fiscal year, many of these dollars are allocated against agency budgets to properly account for where the expenditures actually occur. As a program becomes established, an unclassified administrative budget item will often be assigned to an agency on a permanent basis. The funds would then be transferred from Unclassified Administrative to the agency budget. Due to the many items coming into and out of the Non-Departmental/Unclassified Administrative budget area between budget years, it is difficult to compare different fiscal year totals.

Non-Departmental

- F. Transfer from Adult Detention Center (ADC) Fund** – The transfer of \$1,731,041 to the general fund from the ADC is required to compensate the general fund for the cost of implementing the Law Enforcement Officers’ Supplement (LEOS) retirement program for Jail Officers and the Jail Superintendent. The funds are included as revenue in the Funding Sources area. Additional information concerning the ADC LEOS retirement program can be found in the General Overview section of the ADC departmental budget.
- G. Budgeted Salary Lapse** – Employee compensation for each agency includes the salaries, benefits, and budgeted increases that may include either pay plan or pay-for-performance increases. This total compensation figure is adjusted in the budget to account for turnover and the associated savings when longer term employees are replaced by individuals hired at lower points in the County’s pay scale. The Non-Departmental budget includes a negative expenditure budget of \$800,000 in budgeted salary lapse to support general savings throughout the organization.

Budget Initiatives

1. Workers’ Compensation Premiums Increase

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

- a. Description** – This initiative provides funding for an increase to workers’ compensation premiums. Factors affecting the premium increase include the County payroll (specifically increases in personnel within public safety agencies), increasing health insurance costs, and claim increasing severity and frequency. These increased premiums are a result of claim severity in FY15-17, the top three years in the history of the workers’ compensation program. Claims from previous years continue to develop. The FY2019 Budget added \$500,000 to support premium increases and this additional \$500,000 ongoing expenditure increase brings the total to \$1.0 million. An additional amount of \$700,000 is projected to be added in FY21.

2. County Proffers for Capital Projects

Expenditure	\$1,872,213	General Fund Impact	\$1,872,213
Revenue	\$0	FTE Positions	0.00

- a. Description** – Funding is transferred from proffer accounts to support capital projects. This amount is budgeted for capital projects in the FY2020-2025 CIP. Please refer to the CIP section of this document for additional information regarding proffers and specific projects. This is a one-time transfer and there are no Five-Year Plan impacts.

3. Allocation of TOT Revenue Designated for Tourism

Expenditure	\$304,882	General Fund Impact	\$0
Revenue	\$370,500	FTE Positions	0.00

- a. Description** – TOT revenue designated for tourism in Non-Departmental is increased \$370,500 from FY19 to \$2,512,500 in FY20.

TOT supported expenditures for tourism in the budget total \$2,467,915 and are allocated as follows:

- The budget provides \$1,000,741 to the Parks, Recreation & Tourism, Historic Preservation program and \$1,441,954 to the Parks, Recreation & Tourism, Tourism program. Additional information can be found in the individual department budget pages in the Community Development section of this document.

Non-Departmental

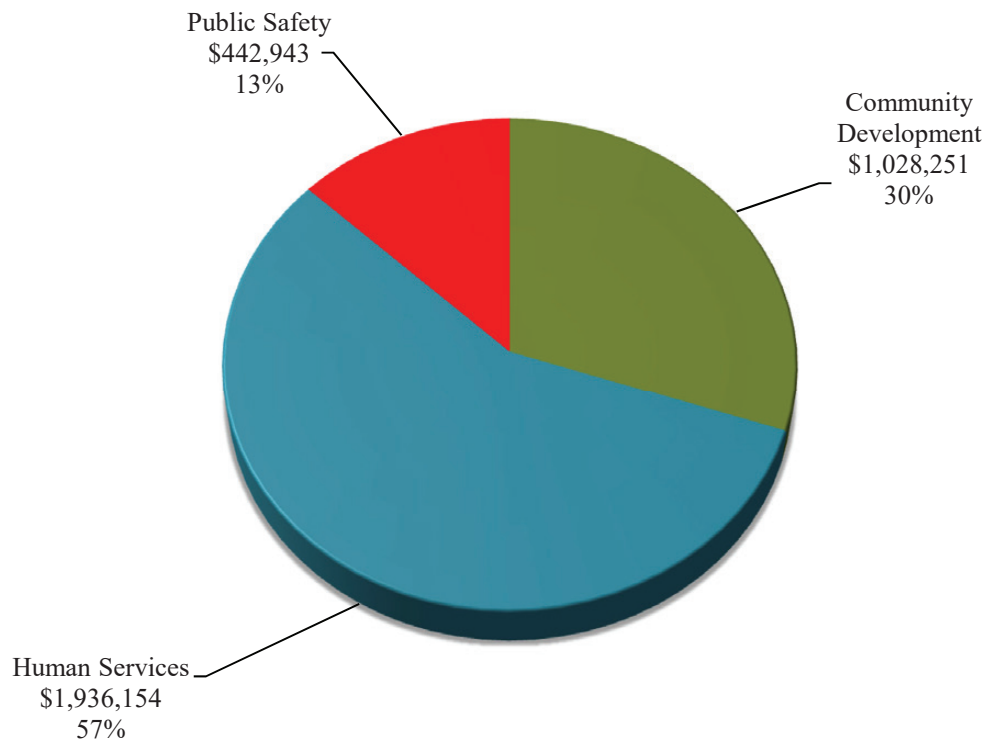
- The budget includes funding for community partners from the TOT funding, including the Dumfries Weems-Botts Museum (\$39,010), Prince William Soccer, Inc. (\$27,865) and Occoquan Mill House Museum (\$5,573). Funding for each of these community partners include a 3% increase funded by TOT revenue.

The expenditure budget in Non-Departmental will increase \$304,882 and the Parks, Recreation & Tourism budget will increase \$210,944 for a total increased expenditure budget of \$515,826 to be supported by TOT revenue. The planned allocations are shown in the table below:

TOT Tourism (Fund 1003) Allocations for FY2020	
The Non-Departmental budget allocates the TOT Tourism funding in the following manner:	Amount
1. Transfer to Parks, Recreation & Tourism, Historic Preservation program	\$1,000,741
2. Dumfries Weems-Botts Museum	\$39,010
3. Prince William Soccer, Inc.	\$27,865
4. Occoquan Mill House Museum	\$5,573
Non-Departmental TOT Allocated Subtotal	\$1,073,189
The Parks & Recreation budget allocates the TOT Tourism funding in the following manner:	Amount
1. Parks, Recreation & Tourism - Tourism program	\$1,441,954
Parks, Recreation & Tourism TOT Allocated Subtotal	\$1,441,954
TOT Allocated Grand Total	\$2,515,143
FY20 TOT Revenue Projection	\$2,512,500
Contribution To/(Use Of) TOT Fund Balance	(\$2,644)

Community Partners

Donations by Functional Area



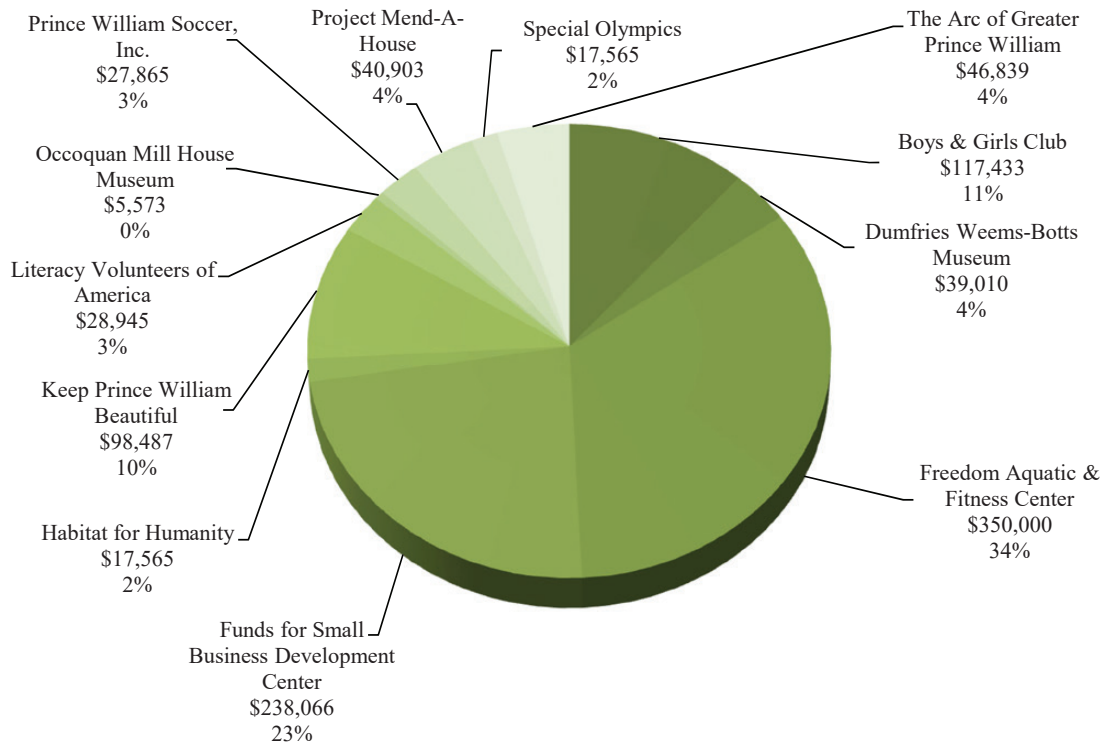
Total Expenditure Budget: \$3,407,348

Partners

◆ Action in the Community Through Service	◆ Good Shepherd Housing Foundation	◆ Northern Virginia Family Service
◆ American Red Cross	◆ Habitat for Humanity	◆ Occoquan Mill House Museum
◆ The Arc of Greater Prince William	◆ Human Services Coalition	◆ Prince William Humane Society
◆ Boys & Girls Club	◆ Independence Empowerment Center	◆ Prince William Soccer, Inc.
◆ Catholics for Housing	◆ Keep Prince William Beautiful	◆ Project Mend-A-House
◆ Dumfries Weems-Botts Museum	◆ Legal Services of Northern Virginia	◆ Rainbow Riding Center
◆ Free Clinic	◆ Literacy Volunteers of America	◆ Special Olympics
◆ Freedom Aquatic & Fitness Center	◆ The Metropolitan Washington Ear	◆ StreetLight Community Outreach Ministries
◆ Funds for Small Business Development		◆ Volunteer Prince William

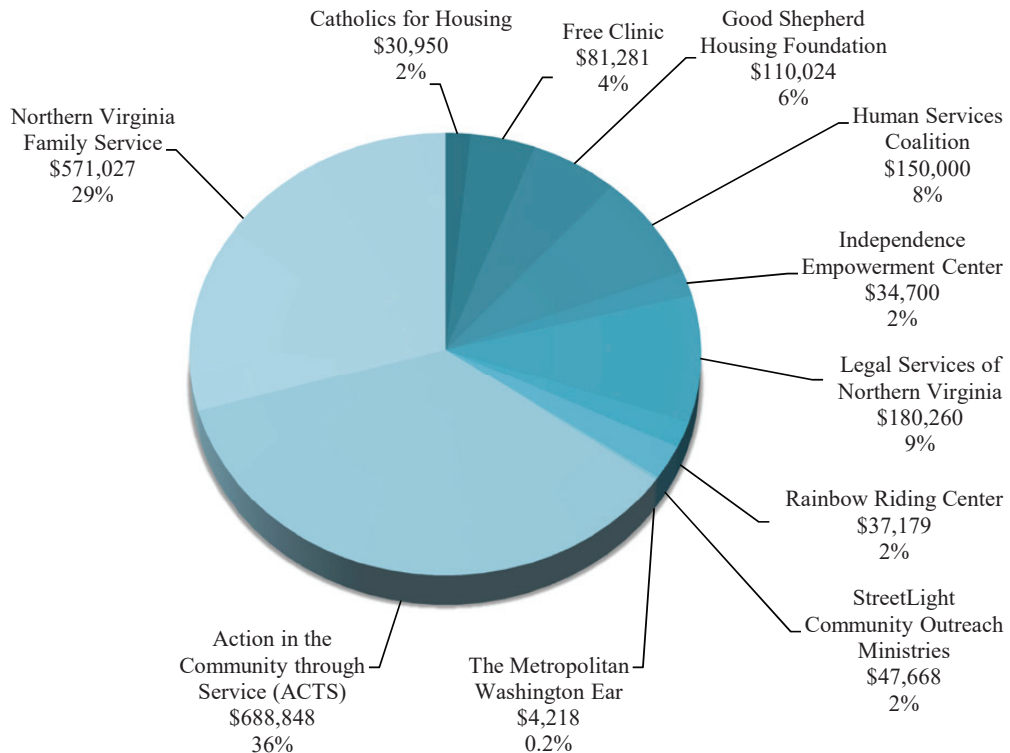
Community Partners

Community Development



Total Expenditure Budget: \$1,028,251

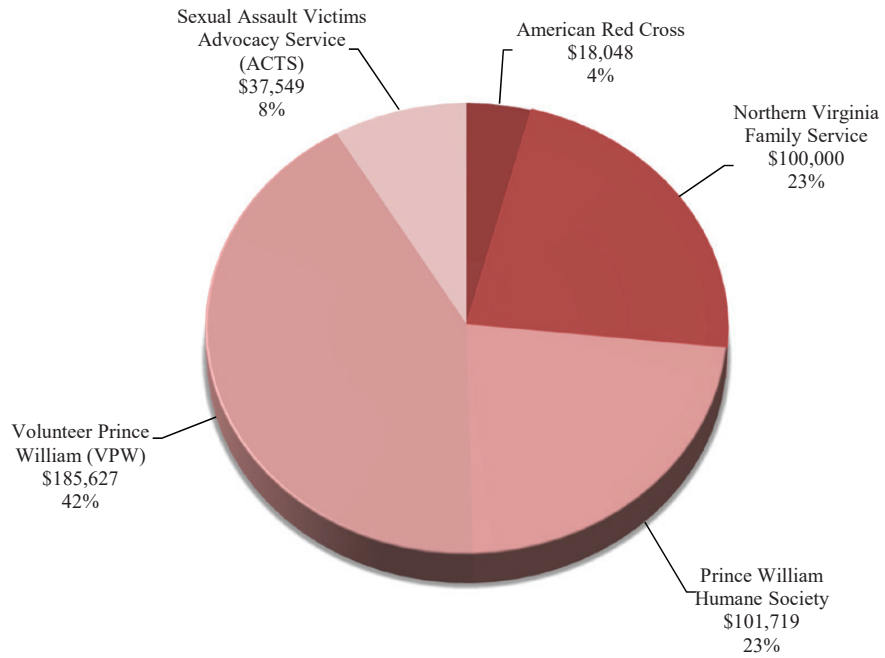
Human Services



Total Expenditure Budget: \$1,936,154

Community Partners

Public Safety



Total Expenditure Budget: \$442,943

Community Partners

The County works with numerous organizations to deliver effective and efficient services to the community. Community partners are non-profit organizations that receive funding directly from or through the County government. Typically, community partners help reduce the cost of services through the leveraging of scarce County resources with other funding sources and fundraising. Often County residents can receive direct services more quickly when community partners are utilized.

The funding provided to community partners can be categorized as follows:

- I. **Donations** – These organizations receive funding via donation and in accordance with a memorandum of understanding that has defined service level targets. Performance is reviewed annually by the County agency that oversees the service delivery, known as the host agency. The annual financial statements for each partner receiving current year funding are reviewed by the Finance Department.
- II. **Interjurisdictional Agreements** – These organizations receive funding according to formulae, criteria, or other requirements. This includes support of certain community infrastructure improvements approved by the Board of County Supervisors.
- III. **Memberships** – The County chooses to be a member of some regional and/or national organizations.
- IV. **Grants and Matching Funds** – These organizations receive funding provided from pass-through grants from the federal or state government and direct County grants that leverage other sources of funding.

General Overview

Community Partners Changes in the Proposed FY2020 Budget – The Proposed FY2020 Budget includes a 3% donation increase for current Community Partners. Freedom Aquatic & Fitness Center and Juvenile Court Service Unit – Northern Virginia Family Service are now reported as Community Partners. The Proposed FY2020 Budget eliminates funding for the Flory Small Business Development and Transitional Housing Benedictine Aid and Relief for Neighbors (BARN). Funds in the amount of \$388,066 have been budgeted to undetermined partners for Small Business Development (\$238,066) and the proposed Human Services Coalition (\$150,000).

Community Partners

Funding Provided to Community Partners

Host Agency	FY19 Adopted	Proposed Change FY19 to FY20	FY20 Proposed	Funding Source
I. DONATIONS: Funding provided via donation and in accordance with a memorandum of understanding.				
A. Aging				
1 Independence Empowerment Center	\$33,690	\$1,011	\$34,700	General Fund
2 Legal Services of Northern Virginia	\$175,010	\$5,250	\$180,260	General Fund
Total Aging	\$208,699	\$6,261	\$214,960	
B. Commonwealth's Attorney				
1 ACTS - Sexual Assault Victims Advocacy Service	\$36,455	\$1,094	\$37,549	General Fund
Total Commonwealth's Attorney	\$36,455	\$1,094	\$37,549	
C. Community Services				
1 ACTS (Total)	\$423,727	\$12,712	\$436,439	General Fund
<i>Ia Behavioral Intervention Program</i>	\$6,693	\$201	\$6,894	
<i>Ib Helpline</i>	\$100,384	\$3,012	\$103,395	
<i>Ic Emergency Shelter</i>	\$316,651	\$9,500	\$326,150	
2 Good Shepherd Housing Foundation	\$82,755	\$2,483	\$85,238	General Fund
3 Rainbow Riding Center	\$36,096	\$1,083	\$37,179	General Fund
Total Community Services	\$542,578	\$16,277	\$558,855	
D. Criminal Justice Services				
1 Volunteer Prince William	\$162,699	\$4,881	\$167,580	General Fund
Total Criminal Justice Services	\$162,699	\$4,881	\$167,580	
E. Economic Development				
1 Funds for Small Business Development	\$231,132	\$6,934	\$238,066	General Fund
Total Economic Development	\$231,132	\$6,934	\$238,066	
F. Fire & Rescue				
1 American Red Cross	\$17,523	\$526	\$18,048	General Fund
2 Volunteer Prince William	\$17,522	\$526	\$18,047	General Fund
Total Fire & Rescue	\$35,044	\$1,051	\$36,096	
G. Juvenile Court Service Unit				
1 Northern Virginia Family Service	\$0	\$0	\$100,000	General Fund
Total Juvenile Court Service Unit	\$0	\$0	\$100,000	
H. Library				
1 Literacy Volunteers of America	\$28,102	\$843	\$28,945	General Fund
Total Library	\$28,102	\$843	\$28,945	
I. Parks, Recreation & Tourism				
1 The Arc of Greater Prince William	\$45,475	\$1,364	\$46,839	General Fund
2 Boys & Girls Club	\$114,013	\$3,420	\$117,433	General Fund
3 Dumfries Weems-Botts Museum	\$37,874	\$1,136	\$39,010	Transient Occupancy Tax
4 Freedom Aquatic & Fitness Center	\$0	\$0	\$350,000	General Fund
5 Occoquan Mill House Museum	\$5,411	\$162	\$5,573	Transient Occupancy Tax
6 Prince William Soccer, Inc.	\$27,053	\$812	\$27,865	Transient Occupancy Tax
7 Special Olympics	\$17,053	\$512	\$17,565	General Fund
Total Parks, Recreation & Tourism	\$246,879	\$7,406	\$604,285	

Community Partners

Funding Provided to Community Partners

Host Agency	FY19 Adopted	Proposed Change FY19 to FY20	FY20 Proposed	Funding Source
J. Police				
1 Prince William Humane Society	\$98,756	\$2,963	\$101,719	General Fund
Total Police	\$98,756	\$2,963	\$101,719	
K. Public Health				
1 Free Clinic	\$78,913	\$2,367	\$81,281	General Fund
2 Northern Virginia Family Service - Pharmacy Central	\$85,116	\$2,553	\$87,670	General Fund
3 The Metropolitan Washington Ear	\$4,095	\$123	\$4,218	General Fund
Total Public Health	\$168,125	\$5,044	\$173,168	
L. Public Works				
1 Habitat for Humanity	\$17,053	\$512	\$17,565	General Fund
2 Keep Prince William Beautiful - Litter Control	\$79,387	\$2,382	\$81,768	Solid Waste Fee
3 Keep Prince William Beautiful - Recycling	\$16,232	\$487	\$16,719	Solid Waste Fee
4 Project Mend-A-House	\$39,712	\$1,191	\$40,903	General Fund
Total Public Works	\$152,383	\$4,571	\$156,955	
M. Social Services				
1 ACTS (Total)	\$245,057	\$7,352	\$252,409	General Fund
<i>1a Homeless Shelter</i>	\$158,588	\$4,758	\$163,346	
<i>1b Rapid Re-Housing</i>	\$30,048	\$901	\$30,950	
<i>1c Transitional Living</i>	\$56,421	\$1,693	\$58,113	
2 Catholics for Housing	\$30,048	\$901	\$30,950	General Fund
3 Good Shepherd Housing Foundation	\$24,064	\$722	\$24,786	General Fund
4 Human Services Coalition	\$0	\$0	\$150,000	General Fund
5 Northern Virginia Family Service (Total)	\$469,278	\$14,078	\$483,357	General Fund
<i>5a Healthy Families</i>	\$183,996	\$5,520	\$189,516	
<i>5b Homeless Prevention</i>	\$30,048	\$901	\$30,949	
<i>5c Rapid Rehousing</i>	\$30,048	\$901	\$30,950	
<i>5d SERVE Homeless Shelter</i>	\$225,186	\$6,756	\$231,942	
6 StreetLight Community Outreach Ministries	\$46,280	\$1,388	\$47,668	General Fund
<i>6a Homeless Prevention</i>	\$30,048	\$901	\$30,949	
<i>6b Supportive Housing Program</i>	\$16,232	\$487	\$16,719	
7 Transitional Housing BARN	\$30,048	(\$30,048)	\$0	General Fund
Total Social Services	\$844,776	(\$5,606)	\$989,170	
TOTAL DONATIONS	\$2,755,629	\$51,719	\$3,407,348	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY19 Adopted	Proposed Change FY19 to FY20	FY20 Proposed	Funding Source
II. INTERJURISDICTIONAL AGREEMENTS: Funding provided according to formulae, criteria, or other requirements.				
A. Aging				
1 Birmingham Green	\$1,679,771	\$274,725	\$1,954,496	General Fund
Total Aging	\$1,679,771	\$274,725	\$1,954,496	
B. Board of County Supervisors				
1 PW Chamber of Commerce	\$7,000	\$0	\$7,000	General Fund
Total Board of County Supervisors	\$7,000	\$0	\$7,000	
C. Community Infrastructure Support				
1 Hylton Performing Arts Center (Final debt service payment: 2/2030)	\$1,837,050	\$4,208	\$1,841,258	General Fund
2 Northern Virginia Community College	\$1,042,228	\$29,508	\$1,071,736	General Fund
3 Northern Virginia Criminal Justice Training Academy (Final debt service payment: 6/2026)	\$358,832	(\$7,157)	\$351,675	General Fund
Total Community Infrastructure Support	\$3,238,110	\$26,559	\$3,264,669	
D. Fire & Rescue				
1 National Capital Regional Intelligence Center	\$15,412	\$0	\$15,412	General Fund
Total Fire & Rescue	\$15,412	\$0	\$15,412	
E. Parks, Recreation & Tourism				
1 Freedom Aquatic and Fitness Center	\$350,000	(\$350,000)	\$0	General Fund
Total Parks, Recreation & Tourism	\$350,000	(\$350,000)	\$0	
F. Public Works				
1 Soil and Water Conservation District	\$242,009	\$42,736	\$284,745	Stormwater Fee
Total Public Works	\$242,009	\$42,736	\$284,745	
G. Transit				
1 Potomac Rappahannock Transportation Commission	\$14,834,400	\$2,033,900	\$16,868,300	Motor Fuels Tax
2 Virginia Railway Express	\$6,183,745	(\$85,434)	\$6,098,311	NVTA 30% Funding
Total Transit	\$21,018,145	\$1,948,466	\$22,966,611	
H. Transportation				
1 Stafford Regional Airport Commission	\$50,000	\$0	\$50,000	General Fund
Total Transportation	\$50,000	\$0	\$50,000	
TOTAL INTERJURISDICTIONAL	\$26,600,446	\$1,942,486	\$28,542,932	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY19 Adopted	Proposed Change FY19 to FY20	FY20 Proposed	Funding Source
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III. MEMBERSHIPS: The County chooses to be a member of some regional and/or national organizations.

A. Board of County Supervisors					
1	National Association of Counties	\$5,205	\$0	\$5,205	General Fund
2	Northern Virginia Regional Commission (NVRC)	\$265,718	\$0	\$265,718	General Fund
3	Virginia Association of Counties	\$88,440	\$0	\$88,440	General Fund
Total Board of County Supervisors		\$359,363	\$0	\$359,363	
B. Planning					
1	Council of Governments	\$494,387	\$62,593	\$556,980	General Fund
2	Coalition of High Growth Communities	\$0	\$6,000	\$6,000	General Fund
Total Planning		\$494,387	\$68,593	\$562,980	
C. Public Works					
1	NVRC - Occoquan Watershed Mgmt Program	\$42,070	\$0	\$42,070	Stormwater Fee
2	NVRC - NoVA Waste Management Program	\$13,068	\$261	\$13,329	Solid Waste Fee
3	Occoquan Watershed Monitoring Lab	\$194,057	\$0	\$194,057	Stormwater Fee
Total Public Works		\$249,195	\$261	\$249,456	
TOTAL MEMBERSHIPS		\$1,102,945	\$68,854	\$1,171,799	

Note: Totals may not add due to rounding.

IV. GRANTS AND MATCHING FUNDS: Funding provided by pass-through grants from other entities or County provided grants or matching funds.

A. Aging					
1	ACTS	\$10,000	\$0	\$10,000	Federal Pass-Through
2	Legal Services of Northern Virginia	\$8,500	\$0	\$8,500	Federal Pass-Through
3	Project Mend-A-House	\$10,000	\$0	\$10,000	Federal Pass-Through
4	Independence Empowerment Center	\$7,550	\$0	\$7,550	Federal Pass-Through
Total Aging		\$36,050	\$0	\$36,050	
B. Community Services					
1	Prince William Drop-In Center, Inc.	\$328,000	\$0	\$328,000	State Pass-Through
2	Little Jack Horner's Corner Bakery	\$27,000	\$0	\$27,000	State Pass-Through
Total Community Services		\$355,000	\$0	\$355,000	
C. Housing & Community Development					
1	CDBG Competitive Awards (Total)	\$265,000	\$0	\$265,000	Federal Pass-Through
	<i>1a INSIGHT Acquisition</i>	\$225,000	\$0	\$225,000	
	<i>1b Streetlight Community Outreach</i>	\$40,000	\$0	\$40,000	
2	Emerg Solutions Grant Recipients (Total)	\$121,589	\$0	\$121,589	Federal Pass-Through
	<i>2a ACTS - Emergency Shelter</i>	\$47,184	\$0	\$47,184	
	<i>2b NVFS - Transitional Housing and SERVE Shelter</i>	\$74,405	\$0	\$74,405	
Total Housing & Community Development		\$386,589	\$0	\$386,589	
D. Parks, Recreation & Tourism					
1	Arts Council Grants	\$193,000	\$0	\$193,000	General Fund
Total Parks, Recreation & Tourism		\$193,000	\$0	\$193,000	
E. Public Works					
1	Keep Prince William Beautiful	\$46,000	\$0	\$46,000	State Pass-Through
Total Public Works		\$46,000	\$0	\$46,000	

Community Partners

Funding Provided to Community Partners

Host Agency	FY19 Adopted	Proposed Change FY19 to FY20	FY20 Proposed	Funding Source
F. Social Services				
1 Supportive Housing Program Grant (Total)	\$601,375	\$0	\$601,375	Federal Pass-Through
2 Promoting Safe and Stable Families (Total)	\$221,998	\$0	\$221,998	Federal Pass-Through
2a ARC (Disability Respite/Interpreter Services)	\$7,400	\$0	\$7,400	
2b No Va Family Service (Healthy Families)	\$48,711	\$0	\$48,711	
2c VA Cooperative Extension (Parent Education)	\$95,887	\$0	\$95,887	
2d Dept of Social Svcs (Family Reunification)	\$70,000	\$0	\$70,000	
Total Social Services	\$823,373	\$0	\$823,373	
TOTAL GRANTS AND MATCHING FUNDS	\$1,840,012	\$0	\$1,840,012	
GRAND TOTAL	\$32,299,032	\$2,063,059	\$34,962,091	

Note: Totals may not add due to rounding.

Community Partners

Community Partners In-Kind Donations

Host Agency	Community Partner	FY19 Adopted (Estimated Value)*	FY20 Proposed (Estimated Value)*
A. Community Services	Rainbow Riding Center	\$52	\$52
	<ol style="list-style-type: none"> 1. Provide mailbox in office. 2. Provide conference room for monthly board meetings as needed. 3. Provide use of copier up to 10,300 copies annually. Estimated value of in-kind service is \$51.50. 		
B. Library	Literacy Volunteers of America	\$1,110	\$1,110
	<ol style="list-style-type: none"> 1. Provide photocopying support up to \$1,000 per fiscal year. 2. Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated value is \$110. 		
C. Public Works	Keep Prince William Beautiful	\$3,465	\$3,465
	<ol style="list-style-type: none"> 1. Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value is \$1,220. 2. Provide Adopt-a-Spot signs when required. Estimated value is \$865. 3. Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value is \$1,380. 		

* Estimated values for in-kind donations are not included in the community partner donation totals.

Community Partners

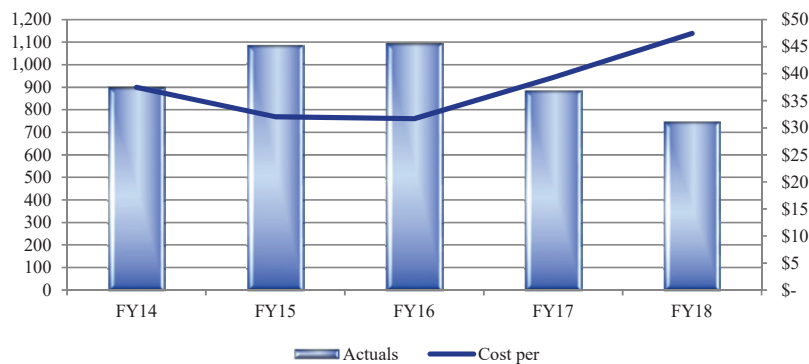
Action in the Community Through Service (ACTS)

ACTS services to County residents include Helpline, a 24 hour/365 days free confidential telephone service to help callers with problem solving and crisis situations; Turning Points, the only domestic violence intervention program serving Prince William County (PWC); and Sexual Assault Victims Advocacy Service (SAVAS), the only sexual assault crisis center serving PWC. The ACTS Housing Services operates an emergency shelter, transitional housing, and permanent affordable housing.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Commonwealth's Attorney					
Victim/Witness Support	\$35	\$35	\$35	\$36	\$38
SAVAS total clients served	1,095	883	746	1,000	800
SAVAS presentations given	145	78	46	125	52

ACTS - Commonwealth's Attorney Measures Report Chart

SAVAS Total Clients Served

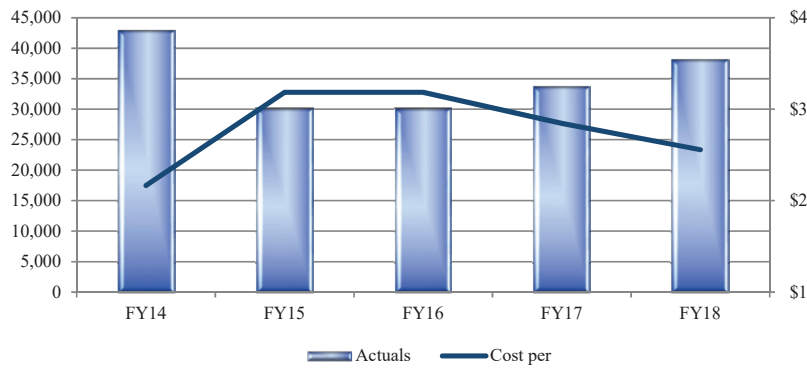


Community Partners

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Community Services					
Emergency Services	\$403	\$403	\$411	\$424	\$436
Helpline Service Calls	30,000	33,582	38,092	34,602	36,347
Emergency Shelter Clients Served	-	-	345	290	318
Number graduating from Behavioral Intervention Program	145	202	137	200	169

ACTS - Community Services Measures Report Chart

Helpline Service Calls



Community Partners

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$205	\$205	\$238	\$245	\$252
Rapid Re-Housing	-	-	51	24	24
Shelter bed nights	6,200	5,316	5,410	7,726	6,742
Shelter utilization rate	95%	82%	82%	80%	85%
Transitional Living utilization rate	91%	88%	18%	90%	90%

Note: The drop in FY18 Actuals is a reflection of the shift from a Transitional Housing model to a Permanent Supportive housing model.

ACTS - Social Services Measures Report Charts

ACTS Shelter Bed Nights

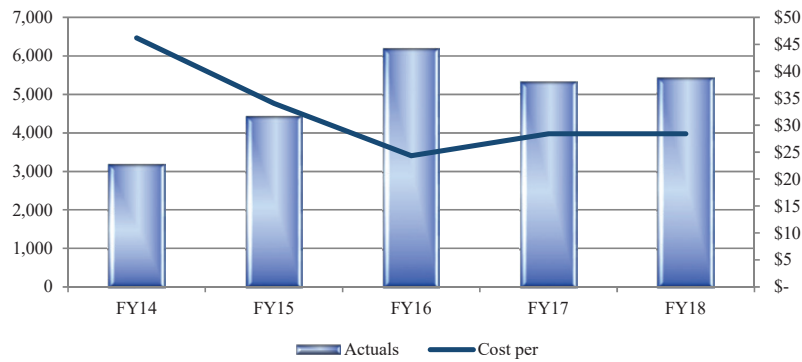


Chart 1 of 3

ACTS Homeless Shelter Utilization Rate

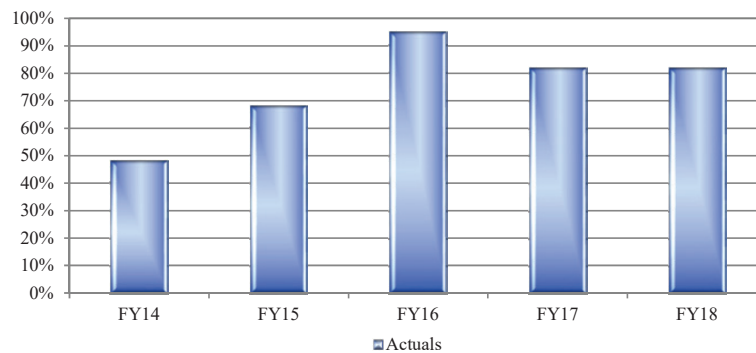


Chart 2 of 3

Community Partners

ACTS - Social Services Measures Report Charts

ACTS Transitional Living Utilization Rate

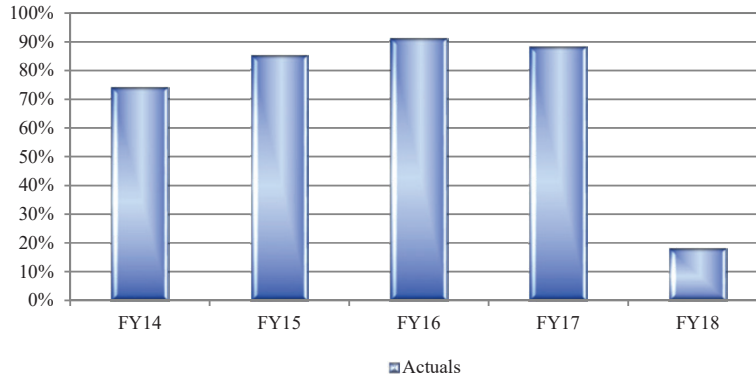


Chart 3 of 3

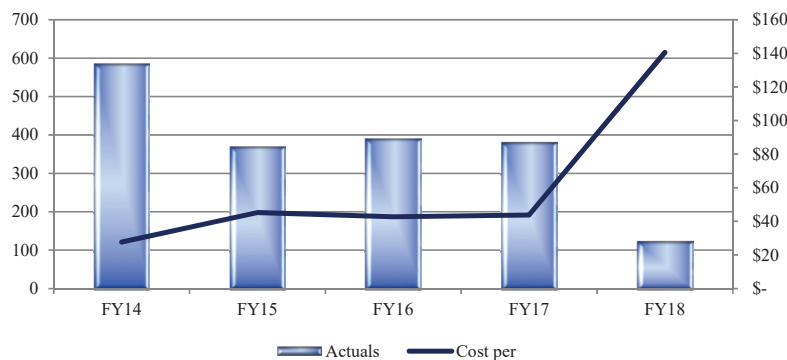
American Red Cross

American Red Cross provides disaster relief assistance to residents affected by fire and flooding and is a partner in the County emergency plan providing mass care-shelter and feeding in times of larger scale disasters. American Red Cross services are available to the entire County.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Fire & Rescue					
Community Safety	\$17	\$17	\$17	\$18	\$18
Provide immediate emergency assistance to residents affected by disaster	390	381	121	500	350

American Red Cross - Fire & Rescue Measures Report Chart

Provide Immediate Emergency Assistance to Residents Affected by Disaster



Community Partners

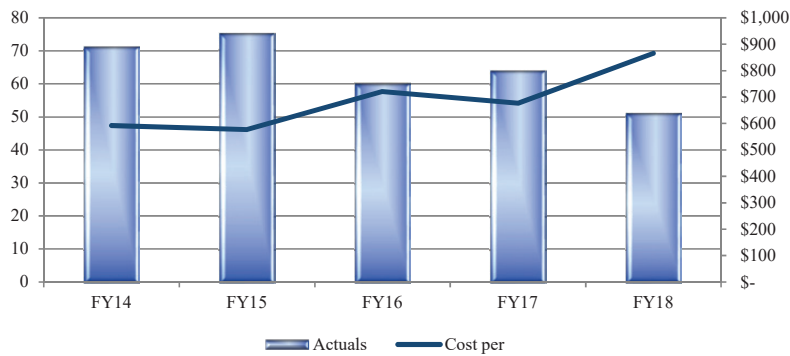
The Arc of Greater Prince William

The Arc provides targeted therapeutic recreation programs for youth and adults with intellectual disabilities.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks, Recreation & Tourism					
Recreation Services	\$43	\$43	\$44	\$45	\$47
Individuals in fitness programs	60	64	51	50	50
Number attending special events	1,172	1,204	1,677	1,220	1,400

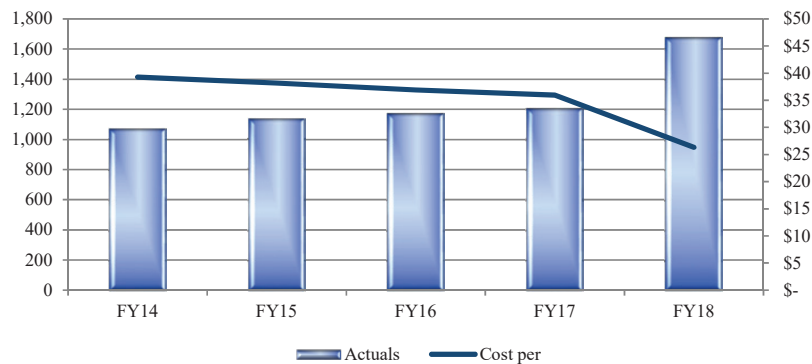
The Arc of Greater PW – Parks, Recreation & Tourism Measures Report Charts

Individuals in Fitness Programs



**Chart
1 of 2**

Number Attending Special Events



**Chart
2 of 2**

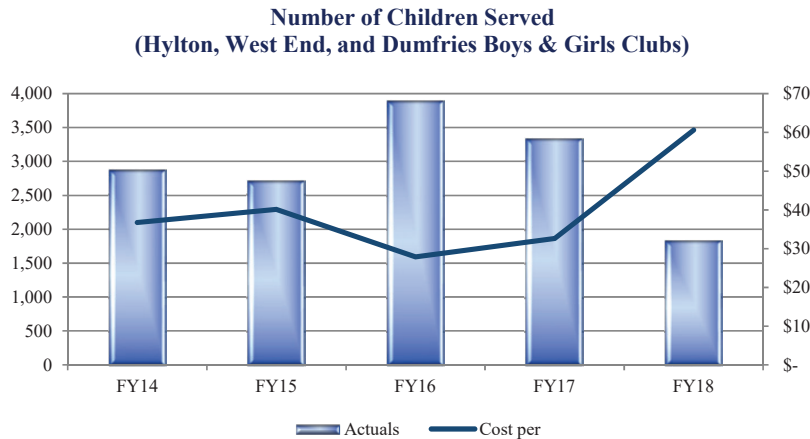
Community Partners

Boys & Girls Club (B&GC)

B&GC supports positive youth development in a welcoming and safe environment. Children ages 5-18 participate in a variety of activities that enhance educational goals, leadership development, and life skills.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks, Recreation & Tourism					
Administration and Communication	\$109	\$109	\$111	\$114	\$117
Number of children served (Hylton, West End, and Dumfries Boys & Girls Clubs)	3,892	3,333	1,827	3,000	2,800

B&GC - Parks, Recreation & Tourism Measures Report Chart



Catholics for Housing (CFH)

CFH provides affordable housing opportunities to low-to-moderate income households throughout Northern Virginia. The continuum of housing within CFH provides the ability to help participants understand how to obtain and sustain an adequate home.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Social Services					
Homeless Initiative	-	-	\$29	\$30	\$31
Number of people served at the Drop-In-Center (unduplicated)	-	-	62	-	110

Community Partners

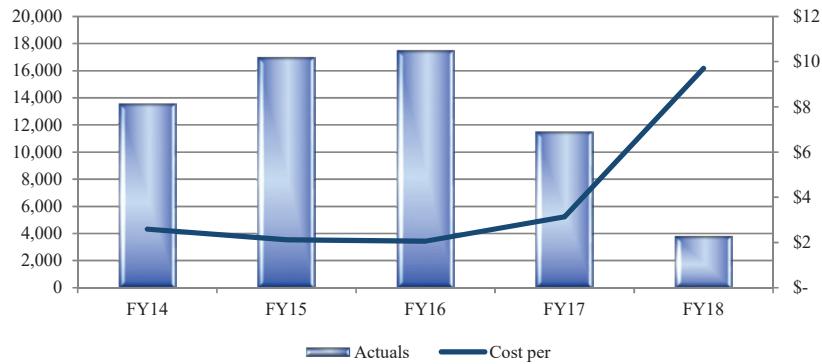
Dumfries Weems-Botts Museum

The museum, operated by Historic Dumfries, Virginia, Inc., features the history of Dumfries, Virginia's oldest chartered town.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks, Recreation & Tourism					
Historic Preservation	\$36	\$36	\$37	\$38	\$39
Museum attendance	17,500	11,500	3,789	18,000	10,000
Volunteer hours	4,040	3,500	1,155	4,100	3,000

Dumfries Weems-Botts Museum - Public Works Measures Report Chart

Museum Attendance



Community Partners

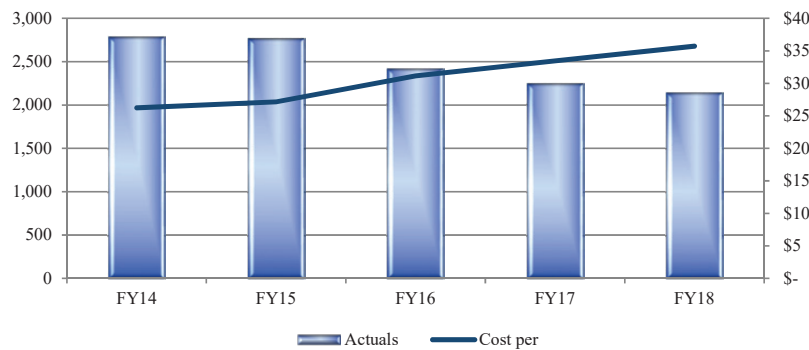
Free Clinic

The Free Clinic provides a permanent patient-centered medical home to County residents. Free services include diagnostic studies, specialty care and referrals, case management, patient education, medication assistance, and preventive care. The Free Clinic serves uninsured indigent patients meeting up to 125% of the state poverty guidelines.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Health					
General Medicine	\$75	\$75	\$77	\$79	\$81
Free Clinic patients served	2,413	2,247	2,145	2,750	2,000

Free Clinic - Public Health Measures Report Chart

Free Clinic Patients Served



Freedom Aquatic & Fitness Center

Freedom Aquatic & Fitness Center promotes healthy lifestyles through quality educational and recreational programs in an environment that motivates individuals to meet their goals.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks, Recreation & Tourism					
Aquatics & Fitness	-	-	-	-	\$350
Freedom Center Members	-	-	-	-	5,350
Freedom Center Annual Members	-	-	-	-	4,900

Community Partners

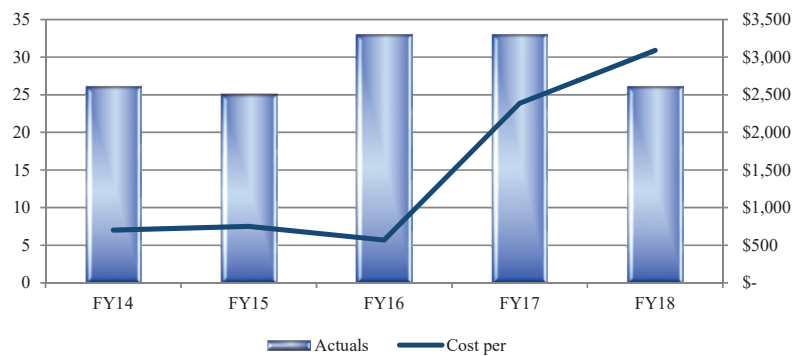
Good Shepherd Housing Foundation (GSHF)

GSHF provides housing for chronically mentally ill adults and chronic low-income families in the community. Services include case management, rental assistance, supportive services (transportation, assistance toward childcare), and emergency funding to families in the program.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Community Services					
Mental Health Residential Services	\$19	\$79	\$80	\$83	\$85
Clients served by GSHF	33	33	26	28	28

GSHF - Community Services Measures Report Chart

Clients Served

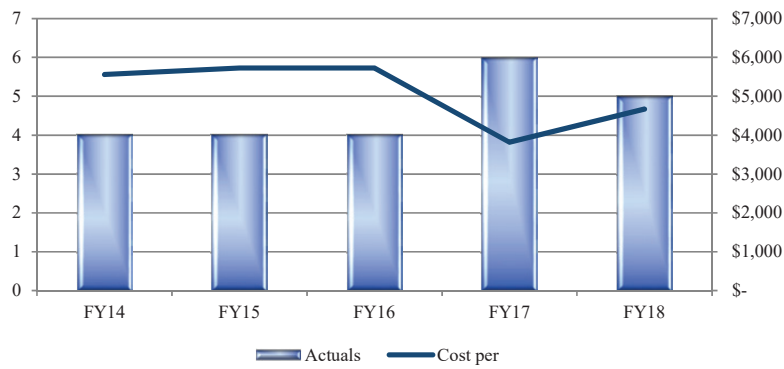


Community Partners

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$23	\$23	\$23	\$24	\$25
GSHF Partnership families served	4	6	5	4	4

GSHF - Social Services Measures Report Chart

Families Served



Community Partners

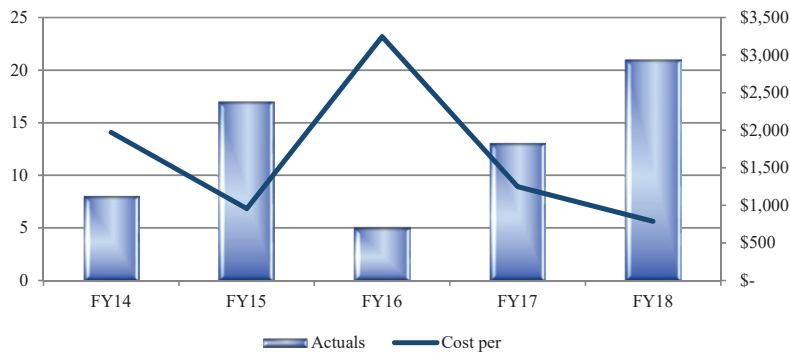
Habitat for Humanity

Habitat for Humanity provides volunteer assistance with property repairs for low income, elderly, or disabled County homeowners whose homes are in sufficient disrepair to be in violation of County code.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Works					
Neighborhood Services	\$16	\$16	\$17	\$17	\$18
Administer and coordinate graffiti abatement projects	0	0	0	5	-
Administer and coordinate property maintenance projects	5	13	21	13	15

Habitat for Humanity - Public Works Measures Report Chart

Administer and Coordinate Property Maintenance Projects



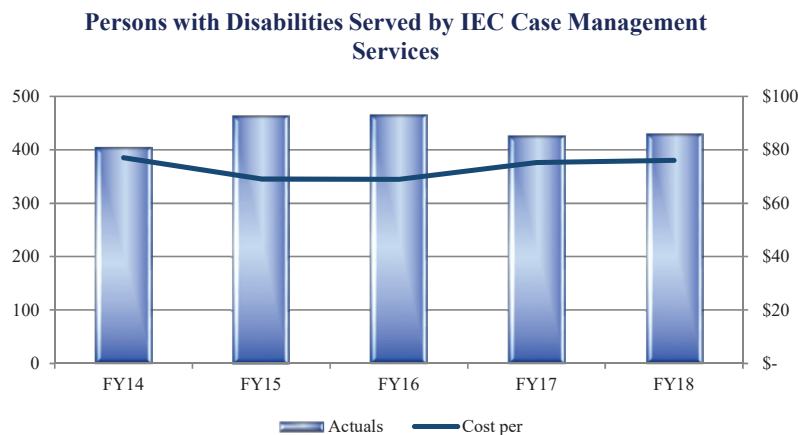
Community Partners

Independence Empowerment Center (IEC)

IEC provides supportive services to persons with disabilities, which allow them to remain in or return to their homes, direct training on independent living skills, Medicaid waiver program coordination, and educational assistance to schoolchildren and their families. The IEC serves County residents of all ages with any type of disability.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Aging					
Supportive Services	\$32	\$32	\$33	\$34	\$35
Persons with disabilities served by IEC case management services	465	426	430	467	467

IEC - Aging Measures Report Chart



Community Partners

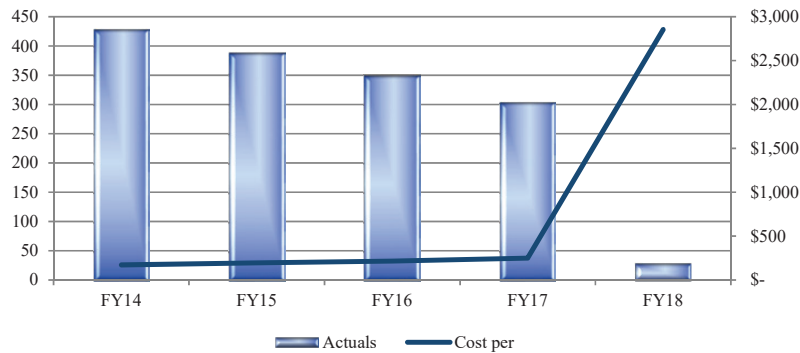
Keep Prince William Beautiful (KPWB)

KPWB educates school children, civic associations, and community groups on litter removal, recycling, and water quality through the following programs: Adopt-a-Spot, semi-annual community cleanup campaigns, clean shopping center program, county-wide litter surveys, and the Speakers Bureau.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Works					
Solid Waste - Litter Control	\$76	\$76	\$77	\$79	\$82
Clean shopping center participants (centers)	12	22	15	50	20
Community Cleanups	349	302	27	90	50

KPWB - Public Works Measures Report Chart

Community Cleanups

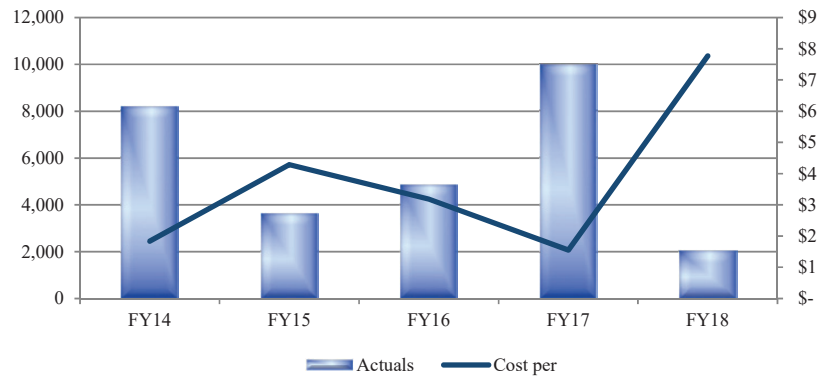


Community Partners

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Works					
Solid Waste - Recycling	\$15	\$15	\$16	\$16	\$17
Recycling presentation attendees (youth and adults)	4,847	9,955	2,028	5,000	5,000

KPWB - Public Works Measures Report Chart

Recycling Presentation Attendees



Community Partners

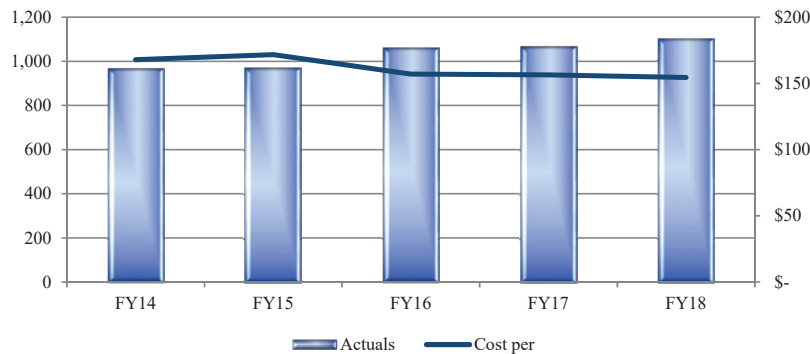
Legal Services of Northern Virginia (LSNV)

LSNV provides critical civil legal services free of charge to elderly, disabled, and low income individuals and families in PWC in order to maintain adequate shelter, income, family stability, and medical care.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Aging					
Senior Centers	\$167	\$167	\$170	\$175	\$180
Legal services cases	1,061	1,065	1,100	1,100	1,100
Contribution per PWC client (actual dollar amount)	\$157	\$156	\$155	\$154	\$164
Contribution per PWC household member benefit (actual dollar amount)	\$67	\$71	\$61	\$68	\$72

LSNV - Aging Measures Report Chart

Legal Services Cases



Community Partners

Literacy Volunteers of America - Prince William, Inc. (LVA-PW)

LVA-PW provides free basic English as a second language, computer and workplace literacy, Pre-General Equivalency Diploma (GED) and GED tutoring, and English for Speakers of Other Languages civics tutoring services to adults in the community.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Library					
Public Services Management	\$27	\$27	\$27	\$28	\$29
Literacy Volunteer hours	15,078	15,200	16,778	15,400	15,500
Adults served	712	752	752	730	720

LVA-PW - Library Measures Report Charts

Literacy Volunteer Hours Provided for Adults

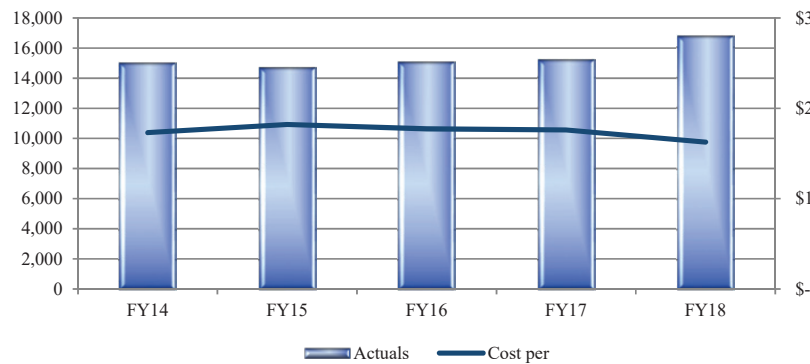


Chart
1 of 2

Number of Adults Served

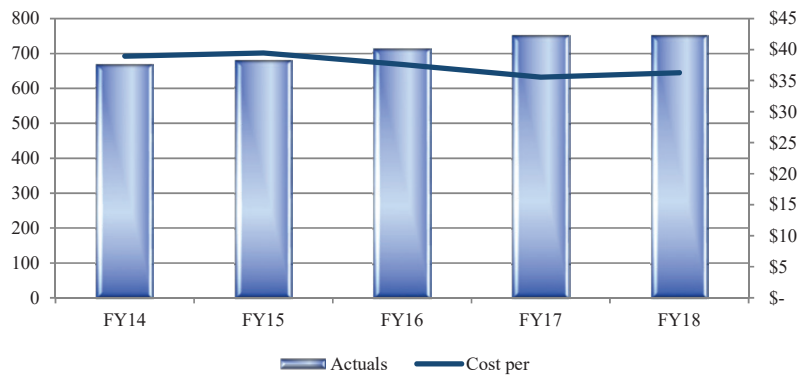


Chart
2 of 2

Community Partners

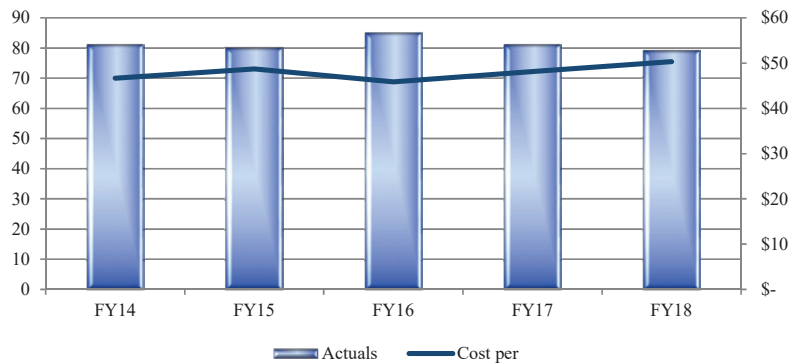
The Metropolitan Washington Ear, Inc.

The Metropolitan Washington Ear, Inc. provides radio reading services, dial-in information newspaper, and magazine services to blind, visually impaired, and disabled individuals who can no longer read ordinary print.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Health					
General Medicine	\$4	\$4	\$4	\$4	\$4
Clients served by Washington Ear	85	81	79	85	82

The Metropolitan Washington Ear, Inc. - Public Health Measures Report Chart

Clients Served by Metropolitan Washington Ear



Community Partners

Northern Virginia Family Service (NVFS)

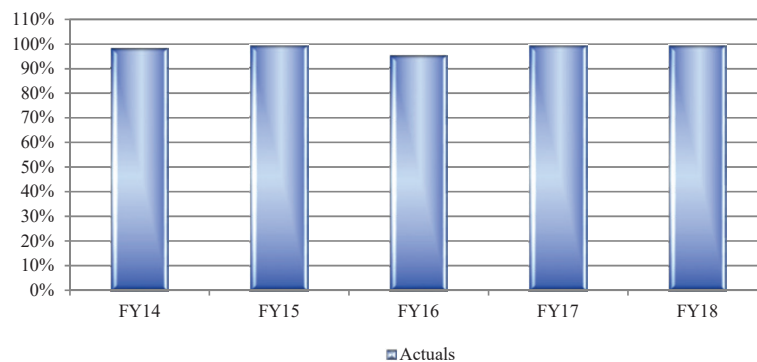
NVFS services to County residents include rapid rehousing, transitional and permanent housing programs for low-income and extremely-low income clients, temporary emergency shelter, housing location services, children's services, life skills and parenting support, child abuse prevention, and linkage to consistent child health care providers for County families at risk for poor childhood outcomes. Additionally, NVFS provides a gang intervention, prevention, and education program to ensure gang involved youth and youth at risk of gang involvement are better able to resist gangs.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Juvenile Court Service Unit					
Intervention, Prevention and Education	-	-	-	\$100	\$103
Youth served annually	-	-	-	40	40
Gang youth who reduce or eliminate gang participation	-	-	-	75%	75%
Non-gang at-risk youth who remain non-gang involved	-	-	-	95%	95%

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Health					
General Medicine	\$133	\$133	\$83	\$85	\$88
% of clients reporting an improvement in their health status served by Pharmacy Central	95%	99%	99%	95%	95%

NVFS - Public Health Measures Report Chart

% of Clients Reporting an Improvement in their Health Status

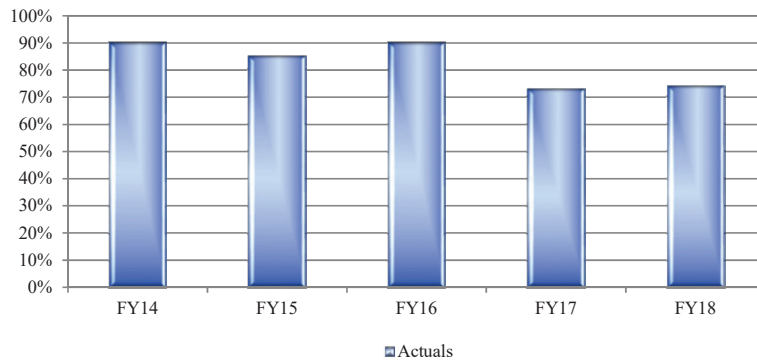


Community Partners

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Social Services					
Child Welfare, Homeless Emergency Shelter and Overnight Care	\$351	\$351	\$456	\$469	\$483
Healthy families children assigned a primary health care provider within two months of enrollment	94%	99%	98%	85%	85%
SERVE shelter utilization rate	90%	73%	74%	85%	85%

NVFS - Social Services Measures Report Chart

SERVE Shelter Utilization Rate



Community Partners

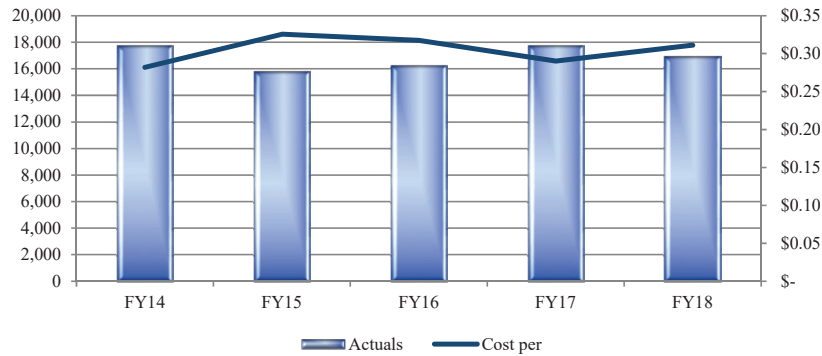
Occoquan Mill House Museum

The Mill House Museum contains an eclectic collection of artifacts related to Occoquan's history and the surrounding area.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks, Recreation & Tourism					
Historic Preservation	\$5	\$5	\$5	\$5	\$6
Museum attendance	16,216	17,735	16,889	18,000	18,000
Volunteer hours	320	275	600	500	500

Occoquan Mill House Museum - Public Works Measures Report Chart

Museum Attendance



Prince William Humane Society

Promote animal welfare and adoption of homeless pets.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Police					
Homeless Pet Adoption	-	\$94	\$96	\$99	\$102
Rehome homeless pets from PWC Animal Shelter	-	264	270	220	220
Offsite Adoption Center will be open to the public (hours)	-	448	704	520	520

Community Partners

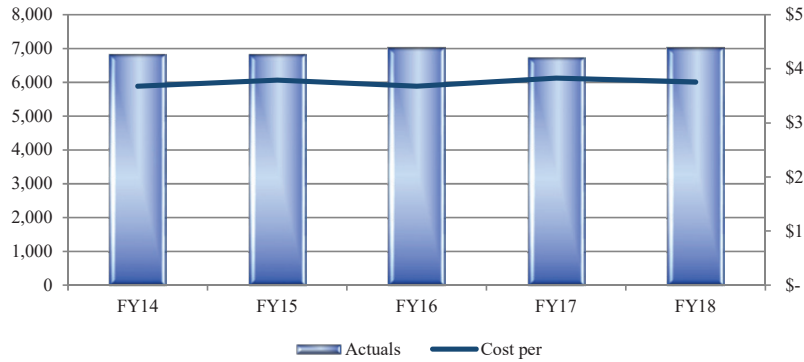
Prince William Soccer, Inc. (PWSI)

PWSI provides recreation opportunities for players of all backgrounds and abilities.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks, Recreation & Tourism					
Administration & Communications	\$26	\$26	\$26	\$27	\$28
Participants served	7,000	6,728	7,000	7,050	6,650

PWSI - Parks, Recreation & Tourism Measures Report Chart

Participants Served



Community Partners

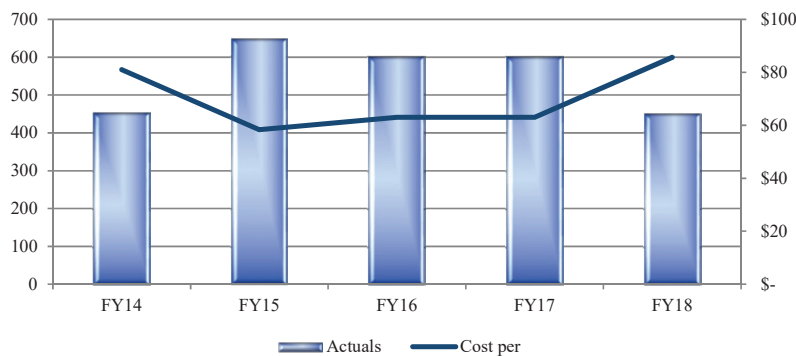
Project Mend-A-House (PMAH)

PMAH provides home renovation services to enable vulnerable disabled, elderly, and low-income residents to remain in their homes, including those residents whose homes are in sufficient disrepair as to be in violation of County codes.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Public Works					
Neighborhood Services	\$38	\$38	\$39	\$40	\$41
Total home improvement/modification projects	600	600	450	450	450

PMAH - Public Works Measures Report Chart

Total Home Improvement/Modification Projects



Community Partners

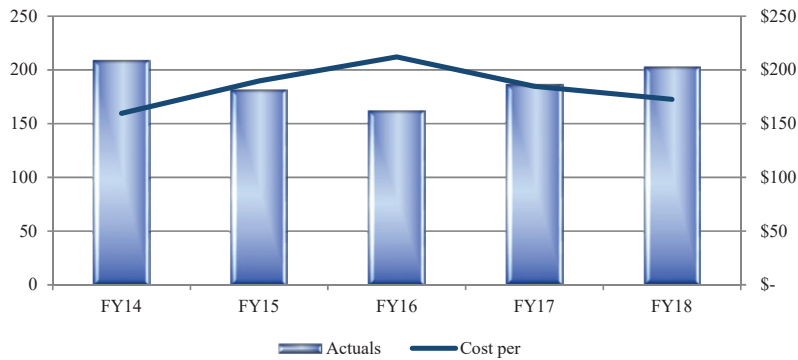
Rainbow Riding Center

Rainbow Riding Center provides therapeutic equestrian activities to individuals with physical and mental challenges. Rainbow clients are children, teens, adults, recuperating soldiers from Walter Reed Medical Center, and at-risk youth.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Community Services					
Administrative Services	\$34	\$34	\$35	\$36	\$37
Students enrolled in the Rainbow Therapeutic Riding Program	162	186	203	200	230

Rainbow Riding Center - Community Services Measures Report Chart

Students Enrolled in the Rainbow Therapeutic Riding Program



Community Partners

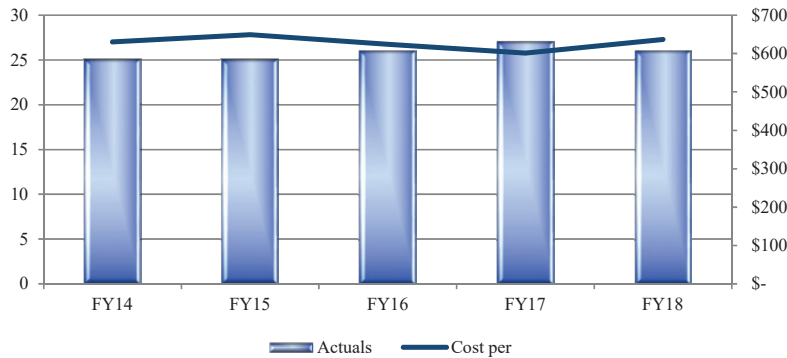
Special Olympics

Special Olympics provides sports training programs in athletics, aquatics, basketball, bocce, bowling, floor hockey, golf, powerlifting, skiing, soccer and tennis. Special Olympics also offers a program for children two to seven years called the Young Athlete program through a network of volunteers. Athletes pay nothing to participate.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Parks, Recreation & Tourism					
Recreation Services	\$16	\$16	\$17	\$17	\$18
Athletic events for the intellectually disabled	26	27	26	26	27

Special Olympics - Parks, Recreation & Tourism Measures Report Chart

Athletic Events for the Intellectually Disabled



StreetLight Community Outreach Ministries

StreetLight's supported housing program provides group homes for homeless adults with supported services including budgeting, substance abuse counseling, employment counseling, career development, and volunteer mentoring.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$15	\$15	\$45	\$46	\$48
Clients maintain safe, permanent housing	100%	91%	91%	90%	100%
Clients maintaining sobriety	89%	91%	100%	100%	100%

Community Partners

Volunteer Prince William (VPW)

VPW places and tracks court-ordered community service clients and provides written reports to Criminal Justice Services (OCJS) probation officers or directly to the adult and juvenile court systems. VPW also serves as the County's point of contact for agencies and community partners to connect volunteers with opportunities to serve throughout the County.

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Criminal Justice Services					
Local Criminal Justice Support	\$155	\$155	\$158	\$163	\$168
OCJS and General District Court placements	634	610	613	800	800
Community volunteers for short term community projects	34,892	35,335	30,139	30,000	30,000
Community service hours performed	13,809	12,600	11,646	20,000	20,000

VPW - Criminal Justice Services Measures Report Charts

OCJS and General District Court Placements

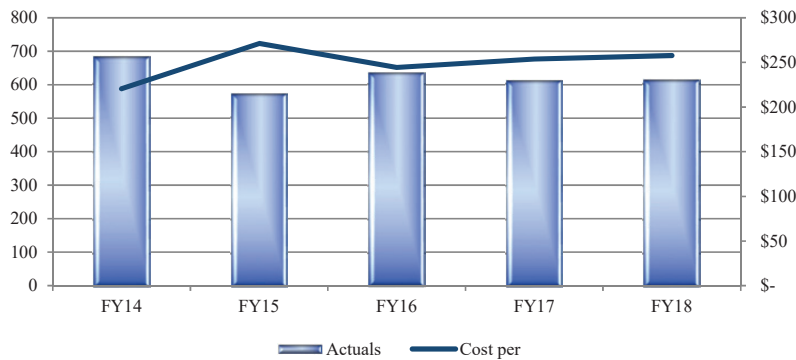


Chart
1 of 2

VPW Community Volunteers for Short Term Community Projects

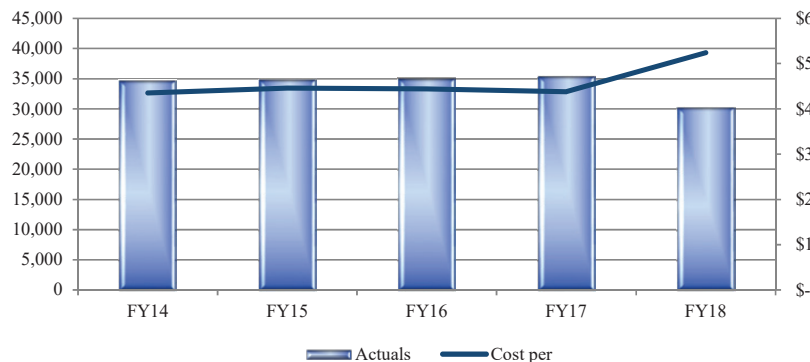


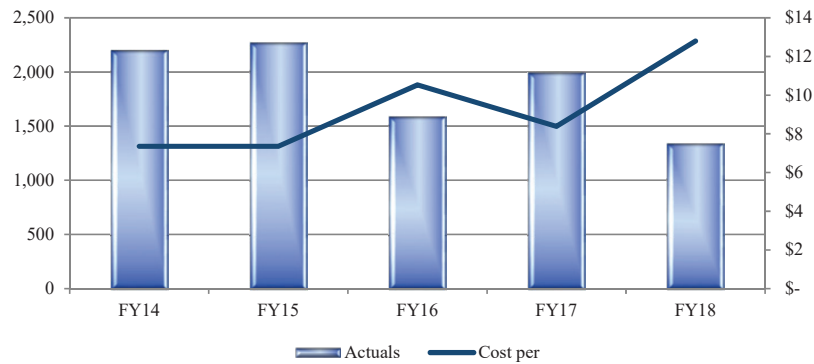
Chart
2 of 2

Community Partners

Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed
Fire & Rescue					
Community Safety	\$17	\$17	\$17	\$18	\$18
Volunteer recruitment	1,584	1,989	1,329	1,500	1,500
Volunteer Outreach and Training	278,878	436,628	440,645	300,000	150,000

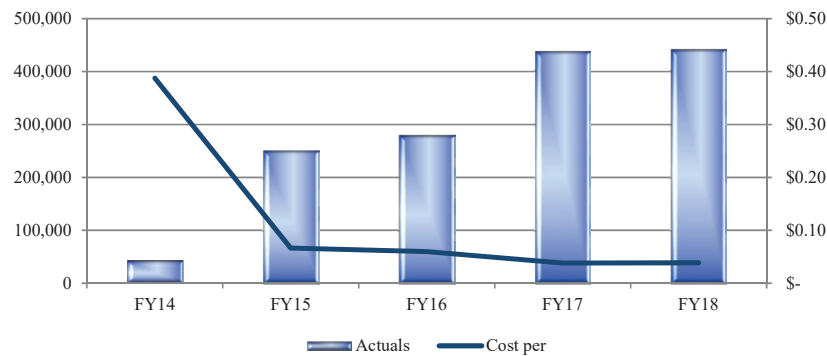
VPW – Fire & Rescue Measures Report Charts

Volunteer Recruitment



**Chart
1 of 2**

Volunteer Outreach and Training



**Chart
2 of 2**

Debt Service



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Proposed	% Change Budget FY19/ Budget FY20
Debt Service	\$50,039,963	\$56,748,277	\$53,238,966	\$54,152,176	\$49,636,205	(8.34%)
Total Expenditures	\$50,039,963	\$56,748,277	\$53,238,966	\$54,152,176	\$49,636,205	(8.34%)

Expenditure by Classification

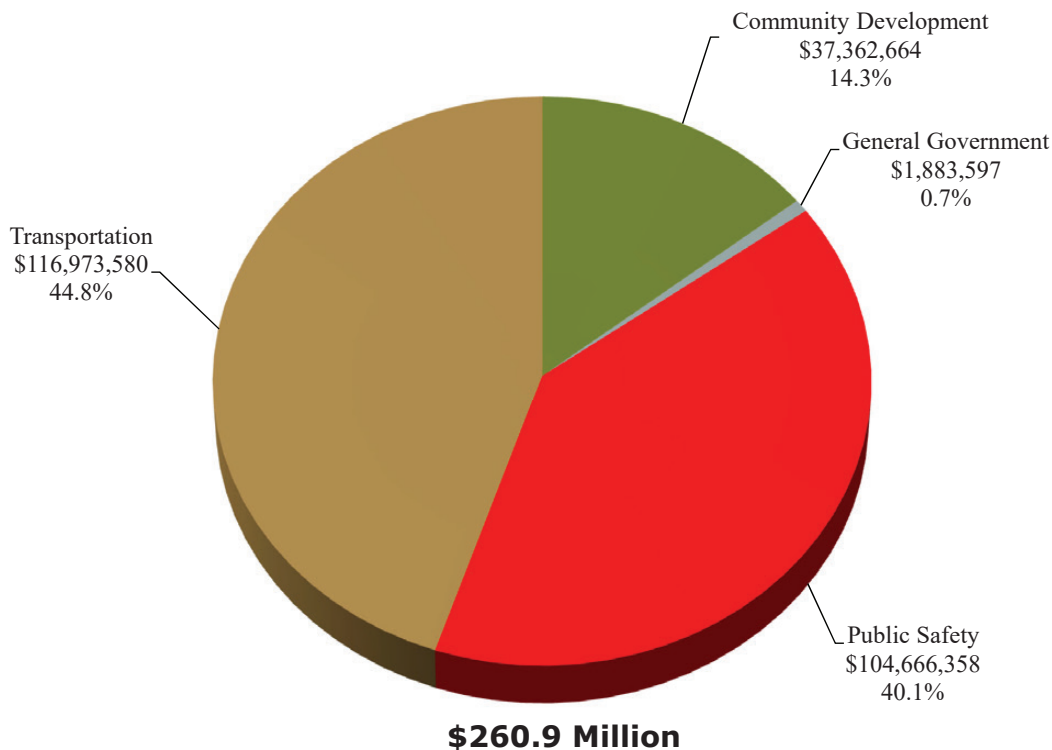
Contractual Services	\$0	\$9,513	\$1,612	\$20,000	\$0	(100.00%)
Debt Maintenance	\$38,471,077	\$44,921,472	\$40,379,999	\$40,969,455	\$36,526,354	(10.84%)
Payments to Other Local Agencies	\$391,569	\$383,547	\$372,152	\$358,832	\$351,675	(1.99%)
Transfers Out	\$11,177,317	\$11,433,746	\$12,485,203	\$12,803,890	\$12,758,176	(0.36%)
Total Expenditures	\$50,039,963	\$56,748,277	\$53,238,966	\$54,152,176	\$49,636,205	(8.34%)

Funding Sources

Revenue from Federal Government	\$1,545,210	\$1,546,989	\$1,524,590	\$1,473,740	\$1,423,177	(3.43%)
Use of Money & Property	\$680,963	\$619,073	\$447,342	\$41,000	\$41,000	0.00%
Miscellaneous Revenue	\$66,443	\$103,727	\$0	\$646,195	\$646,195	0.00%
Non-Revenue Receipts	\$55,301	\$0	\$0	\$0	\$0	0.00%
Transfers In	\$11,189,333	\$16,260,529	\$12,154,141	\$12,451,610	\$12,386,610	(0.52%)
Total Designated Funding Sources	\$13,537,250	\$18,530,318	\$14,126,074	\$14,612,545	\$14,496,981	(0.79%)
Net General Tax Support	\$36,502,713	\$38,217,958	\$39,112,893	\$39,539,631	\$35,139,223	(11.13%)
Net General Tax Support	72.95%	67.35%	73.47%	73.02%	70.79%	

FY20-25 County Debt Service (Existing and New) by Project Category

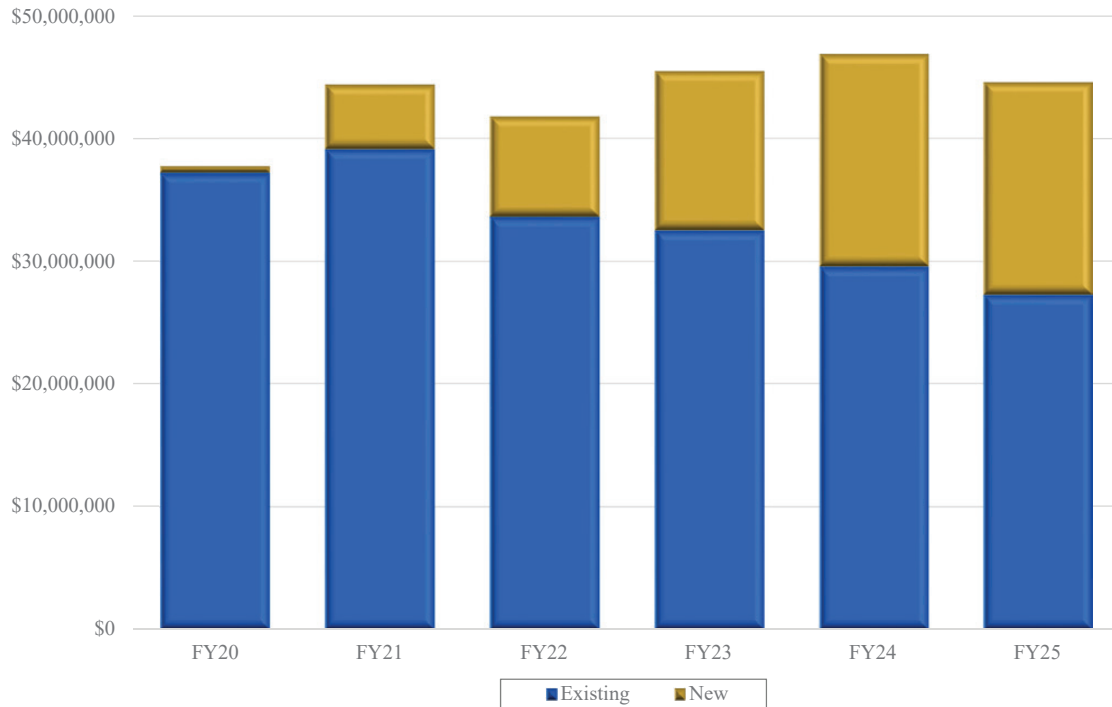
(Does Not Include Schools Debt Service)



Debt Service

County Debt Service Expenditures (Existing and New)

(Does Not Include Schools Debt Service)



Debt Management in Prince William County (PWC)

The County's debt service budget includes principal and interest payments on outstanding debt funded from multiple sources, including the general fund, fire levy, stormwater management fee, and other funding sources. Debt service payments of the school system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

Most debt service obligations for the County are structured with level principal payments, thereby reducing the debt service payments annually.

Bond Rating

PWC has been awarded AAA ratings from each of the three major credit rating agencies (Moody's, Fitch, and Standard & Poor's). PWC is one of the select few jurisdictions nationwide that have this prestigious designation.

The AAA bond rating serves as a statement of a locality's economic, financial, and managerial condition, and represents the business community's assessment of the investment quality of a local government. Highly rated bonds are more attractive and are more competitive in the market, thereby helping to lower the County's interest costs.

Debt Service

Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The state does not impose a debt limitation on the County. However, it is essential to limit the debt of the County to a level that will not infringe on the County's ability to fund ongoing annual operating expenses. For this reason, a debt policy is included in the County's [Principles of Sound Financial Management](#) and has been adopted by the Board of County Supervisors (BOCS) to provide policy guidance to staff and ensure that no undue burden is placed on the County and its taxpayers. Specific language in the administrative policy provides the framework to limit the use of debt in PWC:

- **Policy V – Debt Management:** Annual net tax support debt service expenditures shall not exceed 10% of annual revenues and total bonded debt will not exceed 3% of the net assessed valuation of taxable real and personal property in the County.

General Overview

A. New Debt Service in Fiscal Year 2020

1. **County Projects** – A total of \$544,324 in debt service is projected to be paid for the Adult Detention Center (ADC) Expansion capital project in FY20.
2. **School Projects** – The Schools presented their budget and capital plan on February 6, 2019. Information is available on the PWC Schools web site and will be incorporated into the County capital program upon budget adoption.

B. Projects Planned for Debt Financing in Fiscal Year 2020

1. **County Projects** – A total of \$50.0 million in additional debt issuances are planned for County projects in FY20, including the second of two debt issuances for the ADC Phase 2 expansion (\$20.8 million), the construction of Fire & Rescue Station 22 (\$15.1 million), and the Animal Shelter expansion (\$14.1 million). Debt service for the fire station will be supported by the fire levy and the general fund will support the jail and animal shelter expansions. Although this debt will be issued in FY20 the County will not incur debt service costs until FY21.
2. **School Projects** – The Schools presented their budget and capital plan on February 6, 2019. Information is available on the PWC Schools web site and will be incorporated into the County capital program upon budget adoption.

C. Future Debt Issuances for Major Projects (Fiscal Year 2021-2023)

1. **County Projects** – The construction of the Public Safety Training Center Expansion (amount TBD, planned annual debt service payment is \$3.0 million) debt issuances are planned for FY21. The construction of the Fire & Rescue Station 27 (\$14.0 million) and the Juvenile Detention Center (amount TBD, planned annual debt service payment is \$3.0 million) debt issuance is planned for FY22. The Judicial Center expansion (amount TBD, planned debt service payment is \$5.0 million) debt issuance is planned for FY23. Debt service for the fire station will be supported by the fire levy and the general fund will support the others.
2. **School Projects** – The Schools presented their budget and capital plan on February 6, 2019. Information is available on the PWC Schools web site and will be incorporated into the County capital program upon budget adoption.

Debt Service

- D. Existing Debt** – The total FY20 debt service on financing issued prior to FY19, including the PWC Schools Capital Improvement Program, is \$128.9 million. The County’s portion of existing debt service is \$37.2 million. The Schools’ portion of existing debt service is \$91.7 million.
1. **Retired County Debt** – No specific project’s debt service will be fully retired for any County project in FY19.
 2. **Retired School Debt** – No specific project’s debt service will be fully retired for any School project in FY19.

E. Additional Debt Service Funding Sources

1. **Recordation Tax Revenue** – Recordation tax revenue is generated when deeds are recorded in the County. The total estimated recordation tax revenue in FY20 is \$7.9 million; BOCS policy designates 74% (\$5.9 million) to support transportation. Some of that designated revenue helps support the debt service on transportation bond projects. The amount of recordation tax supporting transportation debt service in FY20 is \$4.4 million. Debt service on the following projects is supported by recordation tax until the debt is retired.

Recordation Tax Revenue		
Project	FY20 Debt Service	Retire Date
Linton Hall Rd	\$829K	2030
Minnieville Rd (Old Bridge to Caton Hill)	\$1.3M	2030
PW Parkway Intersection Improv @ Minnieville Rd	\$152K	2029
PW Parkway Intersection Improv @ Old Bridge Rd	\$175K	2029
Rollins Ford Rd *	\$621K	2034
Route 1 (Neabsco Mills to Featherstone Rd) *	\$620K	2029
Spriggs Rd Phase I	\$749K	2029

* Recordation tax partially supports the total debt service for this project.

Although there is no unallocated recordation tax revenue in FY20, future unallocated recordation tax revenue will accumulate in a fund balance and will be used for BOCS approved transportation-related cash-to-capital expenses. The projected recordation tax fund balance at the end of FY19 is \$4.5 million. That amount can support transportation cash-to-capital funding as projects are identified.

2. **Build America Bonds (BAB) Federal Reimbursement** – The BAB program was included in the American Recovery and Reinvestment Act (ARRA) of 2009, created to stimulate the national economy out of economic recession. The BAB program was intended to help state and local agencies regain access to bond markets after the financial collapse made it difficult to borrow and construct infrastructure improvements. It allowed municipalities to issue taxable bonds with the federal government subsidizing 35% of the interest payments. However, the federal reimbursement amount is lower than originally anticipated after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.2%.

During CY2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). In FY20, the County will be reimbursed \$940,788 by the federal government in the County’s debt service budget. Of this amount, \$164,032 will be retained to help pay County government debt service and \$776,756 will be transferred to the County’s School division, which is responsible for the annual debt service payments.

Debt Service

- 3. Qualified School Construction Bonds (QSCB) Federal Reimbursement** – Similar to the aforementioned BAB program, the QSCB program was also created by ARRA. The program provides tax credits, in lieu of interest, to lenders who issue bonds to eligible school districts. The federal government planned to provide 100% of the interest payments through a reimbursement to the locality. Therefore, the locality would have only been responsible for repayment of the bond principal. However, the federal reimbursement amount is lower than originally anticipated after a reduction in reimbursement due to the federal sequester. The current sequestration reduction rate is 6.2%. QSCB bond proceeds may be used to finance new school construction or rehabilitate and repair public school facilities.

The County issued debt as part of the QSCB program during CY2010. In FY20, the County will be reimbursed \$482,389 by the federal government in the County's debt service budget. The reimbursement will be transferred to the County's School division, which is responsible for the annual debt service payments.

- 4. Debt Administration** – Investment fees on unspent bond proceeds budgeted at \$20,000 has been shifted between expenditure categories from Contractual Services to Debt Maintenance. The program administration costs in Debt Services total \$140,000 and have been consolidated in the Debt Maintenance category. Administrative cost can include fees for financial analysis and other services necessary to maintain the County's ongoing compliance for regulatory requirements imposed on debt issuances.

Debt Service

FY2020 to FY2025 Debt Service

The tables on the next four pages include funding source projections and debt service payments for the County and the Schools debt service through FY25.

	FY20	FY21	FY22	FY23	FY24	FY25
Funding Sources						
School Funding Sources						
VPSA 2010B Build America Bonds Federal Reimb	\$776,756	\$715,182	\$654,941	\$654,941	\$654,941	\$654,941
School 2010 Qualified School Constr Bonds Fed Reimb	\$482,389	\$480,331	\$480,331	\$480,331	\$480,331	\$480,331
Subtotal School Funding Sources	\$1,259,145	\$1,195,513	\$1,135,272	\$1,135,272	\$1,135,272	\$1,135,272

County Funding Sources						
PWC GO Bond Series 2010B Build America Bonds Fed Reimb	\$164,032	\$157,662	\$144,921	\$131,445	\$117,934	\$117,934
Transfer in from Stormwater Management Fund	\$103,515	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065
Transfer in from Fire Levy	\$1,783,095	\$3,153,263	\$3,068,719	\$4,380,658	\$3,972,829	\$3,972,829
Interest Earned and Other Revenue	\$687,195	\$687,195	\$687,195	\$687,195	\$687,195	\$687,195
Subtotal County Funding Sources	\$2,737,837	\$4,098,545	\$3,998,170	\$5,293,543	\$4,869,113	\$4,866,023

New Debt Service						
County New CIP Debt Service						
Adult Detention Center Phase II	\$544,324	\$2,493,297	\$2,471,904	\$2,425,104	\$1,835,600	\$1,835,600
Animal Shelter Replacement and Renovation	\$0	\$1,341,830	\$1,310,050	\$1,278,270	\$1,246,489	\$1,246,489
Fire and Rescue Station 22 (Fire Levy)	\$0	\$1,432,636	\$1,398,705	\$1,364,774	\$1,330,843	\$1,330,843
Fire and Rescue Station 27 (Fire Levy)	\$0	\$0	\$0	\$1,400,000	\$1,400,000	\$1,400,000
Judicial Center Expansion	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
Juvenile Detention Center Expansion	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,500,000	\$3,500,000	\$3,500,000
Subtotal County New CIP Debt Service	\$544,324	\$5,267,763	\$8,180,659	\$12,968,148	\$17,312,932	\$17,312,932

Total Debt Service						
Total General Debt						
Total County Existing Debt	\$37,192,736	\$39,124,387	\$33,616,872	\$32,514,021	\$29,571,284	\$27,280,141
Total Schools Existing Debt	\$91,743,557	\$87,357,907	\$82,144,475	\$76,382,252	\$70,880,522	\$64,406,800
Total County New CIP Debt	\$544,324	\$5,267,763	\$8,180,659	\$12,968,148	\$17,312,932	\$17,312,932
Total Schools New CIP Debt (Amounts to be determined)	TBD	TBD	TBD	TBD	TBD	TBD
Grand Total All Debt Service	\$129,480,617	\$152,551,954	\$154,717,308	\$158,519,683	\$170,325,923	\$177,152,165

Debt Program Admin Expenses						
Other Debt Service Cost	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Investment Fees on Unspent Bond Proceeds	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Subtotal Administrative Expenses	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000

Debt Service

	FY20	FY21	FY22	FY23	FY24	FY25
Existing Debt Service						
Existing Debt Service on County Projects						
2012B Refunding - Park Projects	\$98,946	\$0	\$0	\$0	\$0	\$0
BMX Track	\$625	\$15,468	\$0	\$0	\$0	\$0
Delaney Land Parcel Acquisition	\$435,788	\$418,250	\$400,540	\$383,344	\$367,104	\$351,306
Development Services Building	\$1,930,048	\$1,852,375	\$1,773,940	\$1,697,781	\$1,625,856	\$1,555,889
Fuller Heights Park Phase I	\$293,855	\$284,865	\$275,264	\$266,305	\$257,346	\$250,179
Haymarket Gainesville Community Library	\$879,878	\$853,613	\$827,348	\$801,083	\$774,818	\$748,553
Hellwig Park Sports Complex	\$229,650	\$265,099	\$256,061	\$251,336	\$290,660	\$292,411
Montclair Comm Library	\$1,138,665	\$1,104,675	\$1,070,685	\$1,036,695	\$1,002,705	\$968,715
Occoquan River Mill Park.	\$103,515	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065
Parks - General's Ridge Golf Course	\$241,276	\$243,162	\$240,738	\$241,372	\$241,505	\$239,909
Parks - Forest Greens Golf Course	\$439,345	\$442,779	\$438,365	\$439,521	\$439,763	\$436,857
Parks - Splashdown Waterpark	\$317,211	\$319,690	\$316,503	\$317,338	\$317,513	\$315,414
Prince William Golf Irrigation & Stormwater Improvements	\$41,026	\$39,375	\$37,708	\$36,089	\$34,560	\$33,073
Silver Lake Dam Renovation (Stormwater Mgmt Fee)	\$103,515	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065
Sports Fields Improvements	\$372,157	\$331,650	\$311,139	\$278,588	\$226,623	\$176,130
Sudley Park Land Acquisition	\$40,726	\$36,608	\$28,597	\$22,122	\$10,880	\$0
Valley View Park	\$55,447	\$135,997	\$36,396	\$28,156	\$13,848	\$0
Veteran Park	\$86,788	\$63,987	\$61,354	\$47,463	\$23,343	\$0
WaterWorks Water Park Children's Pool Renovation	\$51,758	\$50,213	\$48,668	\$47,123	\$45,578	\$44,033
Facilities General	\$633,900	\$639,450	\$0	\$0	\$0	\$0
Owens Building	\$28,384	\$581,864	\$0	\$0	\$0	\$0
Adult Detention Ctr	\$2,228,588	\$2,142,000	\$2,054,562	\$1,969,661	\$1,889,480	\$1,811,482
Central District Police Station	\$1,969,700	\$1,922,900	\$1,887,800	\$1,841,000	\$1,782,500	\$1,724,000
Judicial Center	\$101,719	\$2,085,234	\$0	\$0	\$0	\$0
Juvenile Detention Center Phase II	\$32,648	\$669,277	\$0	\$0	\$0	\$0
Western District Police Station	\$1,506,573	\$1,509,508	\$1,510,154	\$1,512,613	\$0	\$0
2012B Refunding - Road Projects	\$400,831	\$0	\$0	\$0	\$0	\$0
Rt 234 Bypass	\$20,594	\$15,183	\$14,559	\$11,262	\$5,539	\$0
Benita Fitzgerald Drive	\$234,689	\$258,466	\$249,499	\$240,506	\$267,286	\$260,819
Heathcote Boulevard	\$344,222	\$379,171	\$366,018	\$352,854	\$392,214	\$382,779
Innovation Loop Road	\$38,246	\$28,198	\$27,037	\$20,916	\$10,287	\$0
Minnieville Road (existing)	\$205,938	\$151,833	\$145,586	\$112,623	\$55,391	\$0
Minnieville Road (Cardinal to Spriggs)	\$620,329	\$693,203	\$669,285	\$648,869	\$730,451	\$720,006
PW Parkway Extension to Rt 1	\$641,976	\$493,771	\$473,854	\$377,938	\$221,556	\$62,450
Prince William Parkway	\$329,345	\$278,451	\$236,144	\$185,086	\$98,585	\$13,225
PW Parkway (Old Bridge to Minnieville)	\$672,848	\$652,763	\$632,678	\$612,593	\$592,508	\$572,423
Rt 1 Intersection	\$189,125	\$147,620	\$141,706	\$114,171	\$70,422	\$24,980
Rt 1 Joplin to Bradys Hill	\$2,928,211	\$3,023,410	\$2,911,853	\$2,832,209	\$2,937,047	\$2,880,781
Rt 15 James Madison Highway	\$2,190,363	\$2,189,521	\$2,112,341	\$2,037,758	\$2,052,013	\$1,995,345
Spriggs Road Phase II	\$1,930,843	\$1,636,453	\$1,550,856	\$1,861,277	\$1,533,669	\$1,195,586
Sudley Manor Drive	\$1,407,298	\$1,361,499	\$1,311,803	\$1,194,881	\$1,152,609	\$988,906
University Boulevard (Hornbaker to Sudley Manor)	\$1,105,924	\$1,103,716	\$1,044,912	\$1,017,940	\$987,165	\$956,390
Antioch Volunteer Fire Station	\$338,837	\$322,002	\$310,296	\$297,740	\$286,715	\$275,690
Birchdale Volunteer Fire Station	\$318,110	\$302,713	\$292,445	\$281,426	\$271,720	\$262,014
Linton Hall (Nokesville) Fire Station	\$368,946	\$353,624	\$338,303	\$322,982	\$307,661	\$0
River Oaks Volunteer Fire Station	\$319,068	\$307,849	\$296,630	\$284,586	\$269,114	\$258,770
Spicer Fire Station	\$120,329	\$115,785	\$111,241	\$111,244	\$106,775	\$97,434
Yorkshire Fire Station	\$317,805	\$318,653	\$321,098	\$317,905	\$0	\$0
Linton Hall Road	\$828,785	\$794,963	\$762,564	\$733,986	\$707,765	\$682,029
Minnieville Road (Old Bridge to Caton Hill)	\$1,295,038	\$1,352,505	\$1,304,849	\$1,238,119	\$1,306,423	\$1,234,073
PW Parkway Intersection Improvements at Minnieville	\$151,783	\$152,097	\$146,623	\$135,770	\$136,867	\$122,695
PW Parkway Intersection Improvements at Old Bridge	\$174,681	\$174,996	\$168,697	\$156,191	\$157,404	\$141,062
Ridgefield Road	\$192,706	\$283,490	\$132,067	\$102,165	\$50,248	\$0
Rt 1 Neabsco (Dale) to Featherstone	\$3,301,673	\$3,308,203	\$3,200,305	\$3,103,925	\$3,120,428	\$3,046,660
Rollins Ford Road	\$1,388,678	\$1,346,654	\$1,303,035	\$1,261,093	\$1,219,151	\$1,181,889
Spriggs Road Phase I	\$748,648	\$755,163	\$674,614	\$605,360	\$559,634	\$458,453
Wellington Road	\$353,467	\$269,027	\$258,122	\$204,362	\$115,201	\$25,715
Police Driver Training Track	\$351,675	\$344,518	\$337,361	\$330,204	\$323,047	\$315,889
Subtotal County Existing Debt Service	\$37,192,736	\$39,124,387	\$33,616,872	\$32,514,021	\$29,571,284	\$27,280,141

Debt Service

	FY20	FY21	FY22	FY23	FY24	FY25
Existing Debt Service on School Projects						
Antietam Addition	\$48,422	\$47,025	\$45,627	\$44,229	\$42,831	\$41,434
Antietam Renewal	\$385,213	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537
Architectural & Engineering Services	\$400,399	\$386,902	\$344,289	\$332,511	\$320,775	\$292,415
Ashland ES	\$613,531	\$585,779	\$558,027	\$0	\$0	\$0
Ashland ES Addition	\$242,448	\$234,510	\$226,571	\$217,770	\$209,248	\$201,516
Ashton ES	\$680,926	\$652,450	\$623,973	\$596,892	\$571,207	\$0
Battlefield High School (Ninth High School)	\$2,441,360	\$2,336,704	\$2,232,048	\$1,908,147	\$862,571	\$0
Bel Air ES Addition	\$213,227	\$206,245	\$199,263	\$191,523	\$184,028	\$177,228
Belmont ES Addition	\$667,650	\$648,358	\$628,769	\$609,493	\$590,217	\$570,941
Benton MS	\$388,184	\$372,778	\$357,371	\$41,535	\$41,535	\$41,535
Blackburn Traditional School	\$680,926	\$652,450	\$623,973	\$596,892	\$571,207	\$0
Braemar ES	\$589,902	\$559,428	\$0	\$0	\$0	\$0
Braemar MS	\$844,309	\$806,118	\$767,928	\$0	\$0	\$0
Brightwood ES	\$1,383,005	\$1,337,721	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514
Bristow Run ES Addition	\$107,813	\$103,305	\$98,796	\$94,508	\$90,441	\$0
Bus Parking Lot at Garfield HS	\$61,570	\$59,626	\$57,640	\$56,246	\$54,791	\$5,576
Catharpin MS	\$1,039,034	\$988,644	\$465,108	\$0	\$0	\$0
Dale City ES Addition	\$43,296	\$41,059	\$0	\$0	\$0	\$0
Dominion ES	\$649,840	\$621,718	\$593,596	\$565,474	\$0	\$0
Devlin (named Chris Yung) ES	\$2,096,778	\$2,030,615	\$1,964,453	\$1,898,290	\$1,832,127	\$1,764,403
Dumfries ES Renewal	\$247,489	\$238,954	\$230,419	\$221,884	\$213,349	\$38,382
Energy Efficiency Improvements, Multi School	\$1,084,274	\$1,084,274	\$1,084,274	\$1,084,274	\$1,084,274	\$1,084,274
Featherstone ES Renewal	\$610,938	\$589,262	\$568,385	\$411,544	\$397,137	\$369,243
Ferlazzo ES	\$2,115,990	\$2,051,914	\$1,987,837	\$1,923,760	\$1,859,683	\$1,795,607
Four Year Trail (named Mary Williams) ES	\$828,460	\$793,814	\$759,167	\$726,219	\$694,969	\$0
Freedom High School (Tenth High School)	\$2,708,510	\$2,592,682	\$2,476,854	\$2,142,327	\$1,086,675	\$0
General Non-specific School Projects	\$7,232,850	\$6,965,120	\$6,681,815	\$6,398,510	\$6,115,205	\$5,827,028
General School Renovations	\$1,149,385	\$1,108,574	\$1,069,269	\$1,029,404	\$989,810	\$951,830
Godwin MS Addition	\$104,442	\$120,488	\$94,199	\$0	\$0	\$0
Graham Park MS Addition	\$43,296	\$41,059	\$0	\$0	\$0	\$0
Graham Park MS Renewal	\$4,890	\$120,982	\$0	\$0	\$0	\$0
Haymarket ES	\$1,788,970	\$1,727,275	\$1,665,580	\$1,603,885	\$1,542,190	\$277,442
Henderson ES	\$717,804	\$697,067	\$676,009	\$655,288	\$634,567	\$613,846
Kettle Run ES	\$1,374,872	\$1,335,439	\$1,294,773	\$1,254,532	\$1,214,064	\$983,267
Kettle Run HS, Phase I	\$200,899	\$194,321	\$187,743	\$180,450	\$173,388	\$166,981
Kettle Run HS, Phase II	\$451,870	\$436,291	\$420,713	\$405,134	\$389,555	\$373,977
Kettle Run HS, Phase III	\$2,565,313	\$2,487,576	\$2,401,297	\$2,315,018	\$2,228,738	\$2,142,459
Kettle Run HS, Phase VI	\$2,916,575	\$2,834,744	\$2,750,166	\$2,660,624	\$2,571,119	\$2,479,327
Kilby ES Renewal	\$177,065	\$164,821	\$157,659	\$0	\$0	\$0
Kilby ES Replacement	\$2,346,771	\$2,278,449	\$2,209,245	\$2,140,968	\$2,072,691	\$2,004,414
Lake Ridge ES Addition	\$48,422	\$47,025	\$45,627	\$44,229	\$42,831	\$41,434
Lake Ridge MS Addition	\$919,361	\$892,826	\$866,255	\$839,722	\$813,189	\$786,656
Lake Ridge MS Renewal	\$595,917	\$599,486	\$560,540	\$543,388	\$526,235	\$509,083
Leesylvania ES Addition	\$40,352	\$39,187	\$38,022	\$36,858	\$35,693	\$34,528
Linton Hall ES - Piney Branch	\$1,571,055	\$1,525,903	\$1,479,348	\$1,433,577	\$1,387,522	\$1,103,499
Loch Lomond ES Addition	\$336,923	\$323,700	\$310,463	\$50,781	\$50,350	\$35,750
Lynn MS Renewal	\$5,937	\$146,907	\$0	\$0	\$0	\$0
Maintenance Facility East - Joplin	\$768,460	\$745,190	\$721,919	\$698,649	\$675,378	\$652,107
Marumsco ES Addition	\$279,406	\$269,773	\$260,140	\$250,507	\$240,875	\$231,242
McAuliffe ES Renewal	\$385,213	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537
Mill Park ES	\$1,383,005	\$1,337,721	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514
Montclair ES Addition	\$167,111	\$161,639	\$156,168	\$150,101	\$144,228	\$138,898
Mountain View ES Addition	\$67,809	\$64,875	\$61,940	\$59,006	\$0	\$0
Mullen ES Addition	\$323,681	\$310,982	\$298,271	\$49,364	\$48,933	\$34,333
Mullen ES Renewal	\$385,213	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537
Neabsco ES Addition	\$608,866	\$591,269	\$573,402	\$555,819	\$538,236	\$520,653
New Dominion Alternative Ctr	\$160,313	\$155,686	\$151,049	\$146,423	\$141,797	\$137,171
Nokesville K-8	\$1,461,448	\$1,407,144	\$1,352,841	\$717,856	\$693,331	\$190,569
Occoquan ES Addition	\$67,809	\$64,875	\$61,940	\$59,006	\$0	\$0
Pace East School Replacement	\$2,625,103	\$2,549,125	\$2,472,967	\$2,396,998	\$2,321,029	\$2,245,061
Pace West School Replacement	\$490,202	\$474,727	\$458,915	\$447,816	\$436,234	\$44,396
Parkside MS Renewal	\$719,908	\$935,768	\$660,544	\$615,108	\$591,558	\$108,783

Debt Service

	FY20	FY21	FY22	FY23	FY24	FY25
Parkway East ES	\$161,408	\$156,749	\$152,090	\$147,431	\$142,771	\$138,112
Pattie ES Addition & Renovation	\$836,030	\$810,852	\$785,642	\$685,518	\$664,186	\$642,853
Penn ES Addition	\$311,623	\$299,255	\$286,887	\$33,343	\$33,343	\$33,343
Potomac High School Addition	\$984,821	\$949,531	\$913,919	\$482,443	\$471,398	\$97,691
Potomac Middle School Addition	\$416,326	\$399,802	\$383,278	\$44,546	\$44,546	\$44,546
Potomac Shores ES, Phase I	\$2,262,656	\$2,197,206	\$2,130,770	\$2,065,370	\$1,999,970	\$1,934,571
Potomac Shores MS - Architectural & Engineering	\$392,568	\$381,245	\$369,814	\$358,497	\$347,179	\$335,862
Potomac View ES Addition	\$226,105	\$218,310	\$210,514	\$202,719	\$194,924	\$187,129
Rippon MS Addition	\$546,379	\$529,834	\$513,288	\$496,743	\$480,197	\$463,652
Rippon MS Renewal	\$873	\$21,604	\$0	\$0	\$0	\$0
River Oaks ES Addition	\$398,465	\$384,640	\$370,814	\$344,497	\$331,312	\$61,020
River Oaks ES Renewal	\$484,224	\$470,246	\$456,269	\$442,292	\$428,314	\$414,337
Rockledge ES Addition	\$362,583	\$350,082	\$337,582	\$325,081	\$312,581	\$300,081
Saunders MS Renewal	\$686,442	\$687,401	\$645,804	\$626,044	\$606,284	\$586,524
School Administration Building	\$1,858,446	\$1,788,562	\$1,722,959	\$1,660,783	\$1,597,750	\$1,534,717
School Site Acquisitions	\$1,837,440	\$1,778,218	\$1,720,627	\$1,664,340	\$1,607,727	\$1,551,114
School Site Acquisitions - Elementary Schools VPSA16	\$154,085	\$149,643	\$145,129	\$140,691	\$136,253	\$131,815
School GO 2012B Refunding	\$1,479,137	\$0	\$0	\$0	\$0	\$0
School GO 2016A Refunding	\$2,547,000	\$2,547,000	\$2,547,000	\$5,676,750	\$5,253,000	\$10,307,625
Signal Hill ES	\$610,544	\$0	\$0	\$0	\$0	\$0
Silver Lake MS 1 and Regan MS	\$1,853,755	\$1,799,137	\$1,742,961	\$1,692,033	\$1,640,387	\$1,011,999
Sinclair ES Addition	\$345,200	\$331,648	\$318,083	\$51,667	\$51,235	\$36,635
Southbridge ES	\$541,195	\$513,236	\$0	\$0	\$0	\$0
Springwood ES Addition	\$48,422	\$47,025	\$45,627	\$44,229	\$42,831	\$41,434
Stonewall MS Addition	\$80,704	\$78,374	\$76,045	\$73,715	\$71,386	\$69,056
Stonewall MS Renewal	\$221,070	\$242,438	\$232,785	\$0	\$0	\$0
Sudley ES Addition	\$353,477	\$339,596	\$325,703	\$52,552	\$52,121	\$37,521
Swans Creek ES Addition	\$291,057	\$281,869	\$272,481	\$265,891	\$259,014	\$26,360
Thirteenth High School - Architectural & Engineering	\$154,107	\$149,664	\$145,150	\$140,711	\$136,272	\$131,833
Thirteenth High School - Site Acquisition	\$1,040,075	\$1,010,092	\$979,624	\$949,666	\$919,708	\$889,750
Thirteenth High School - Building, Phase I	\$242,112	\$235,123	\$228,135	\$221,146	\$214,157	\$207,169
Transportation Center, Mid County	\$272,370	\$260,980	\$249,589	\$238,757	\$228,483	\$0
Transportation Center, West	\$126,646	\$120,918	\$115,189	\$0	\$0	\$0
Transportation Center, Western Bus Facility	\$121,056	\$117,562	\$114,067	\$110,573	\$107,079	\$103,584
Triangle ES Replacement Phase I	\$540,139	\$521,517	\$502,896	\$484,274	\$465,652	\$447,030
Triangle ES Replacement Phase II	\$1,263,512	\$1,225,224	\$1,182,728	\$1,140,233	\$1,097,737	\$1,055,241
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase I	\$160,571	\$154,198	\$147,825	\$17,181	\$17,181	\$17,181
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase II	\$517,162	\$499,327	\$481,492	\$463,657	\$445,822	\$80,204
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase III	\$3,664,780	\$3,549,140	\$3,433,500	\$3,317,860	\$3,202,220	\$3,083,850
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase IV	\$3,840,350	\$3,724,056	\$3,607,762	\$3,491,468	\$3,375,174	\$3,258,880
Tyler ES	\$85,726	\$82,502	\$79,476	\$76,608	\$73,700	\$70,793
Wentworth Green MS	\$871,963	\$839,174	\$808,394	\$779,222	\$749,647	\$720,073
Woodbridge MS Renewal	\$873	\$21,604	\$0	\$0	\$0	\$0
Vaughn ES Addition	\$423,192	\$407,858	\$353,702	\$340,605	\$327,508	\$314,410
Westridge ES Addition	\$252,171	\$244,210	\$236,076	\$230,367	\$224,409	\$22,838
Westridge ES Renewal	\$393,122	\$381,789	\$370,276	\$358,952	\$347,628	\$336,304
West Gate ES Addition	\$186,285	\$179,040	\$171,782	\$34,663	\$34,232	\$19,632
Yorkshire ES Replacement Phase I	\$1,635,298	\$1,579,752	\$1,524,206	\$1,466,951	\$1,410,249	\$1,355,111
Subtotal School Existing Debt Service	\$91,743,557	\$87,357,907	\$82,144,475	\$76,382,252	\$70,880,522	\$64,406,800
Total Existing Debt Service	\$128,936,293	\$126,482,294	\$115,761,347	\$108,896,273	\$100,451,807	\$91,686,941

Debt Service





**PRINCE
WILLIAM
COUNTY
Government
Center**

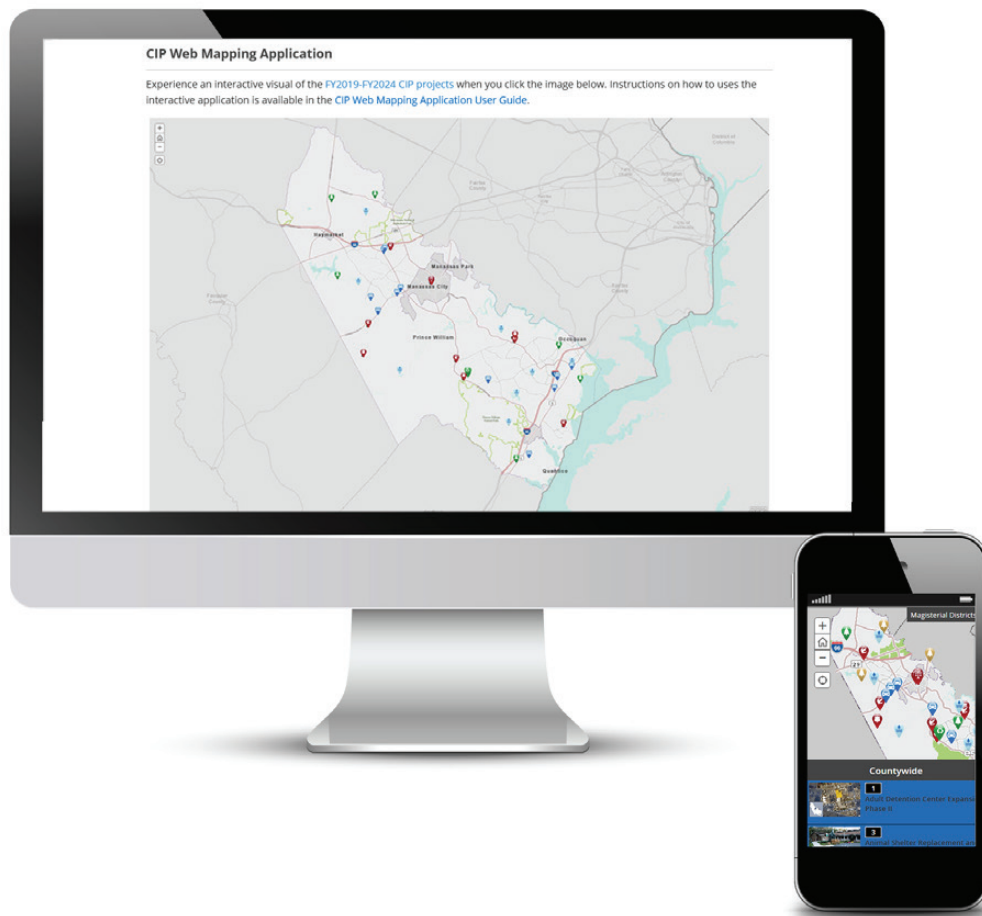
PROPOSED FY2020-2025

CAPITAL

IMPROVEMENT PROGRAM

Capital Improvement Program

Total Projected Expenditures by Functional Area							
	FY20	FY21	FY22	FY23	FY24	FY25	FY20-25
Community Development	\$21,791,499	\$8,472,985	\$12,450,000	\$6,500,000	\$11,025,400	\$12,117,800	\$72,357,684
Human Services	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000
Public Safety	\$44,932,936	\$14,116,755	\$825,000	\$7,450,000	\$10,500,000	\$5,000,000	\$82,824,691
Technology Improvement	\$14,003,670	\$14,059,020	\$4,450,000	\$0	\$0	\$0	\$32,512,690
Transportation	\$100,285,522	\$136,509,925	\$147,018,620	\$69,528,326	\$2,544,000	\$0	\$455,886,393
Total	\$181,013,627	\$173,158,685	\$164,743,620	\$86,478,326	\$27,069,400	\$20,117,800	\$652,581,458



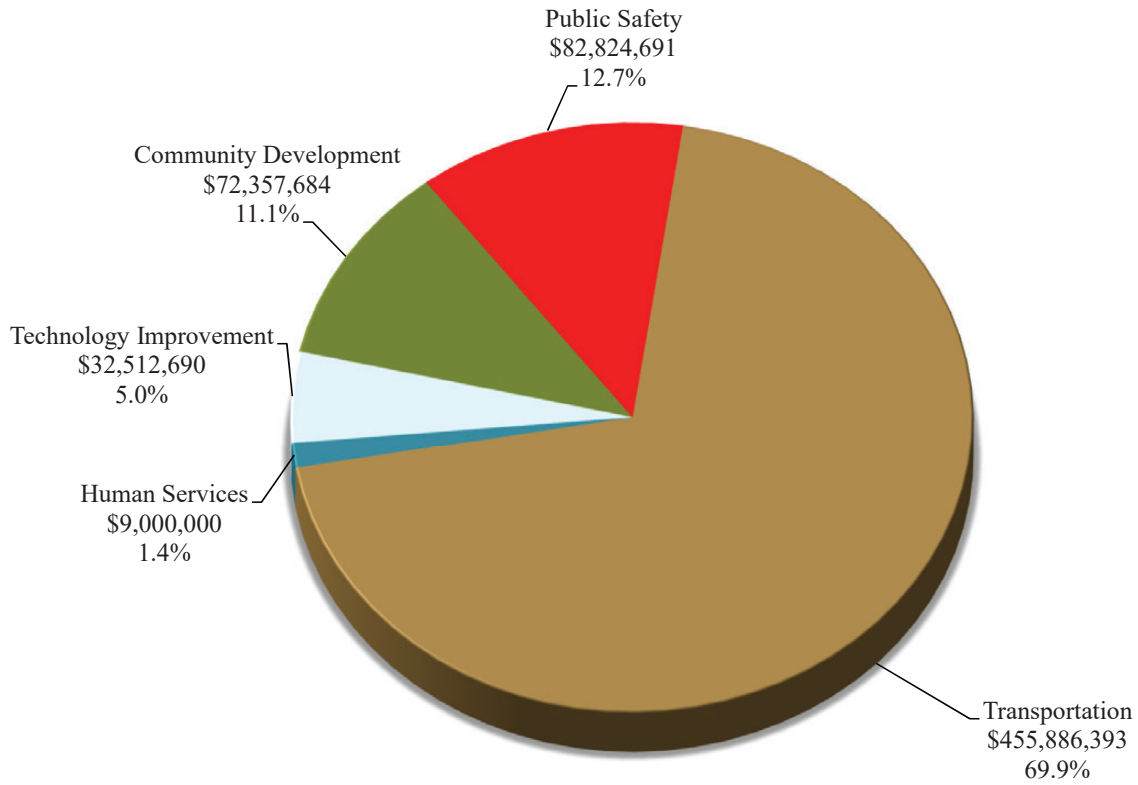
Capital Improvement Program (CIP) Web Mapping Application

The County has created a CIP mapping application accessible to desktop and mobile devices. Please click the image above to access the mapping tool.

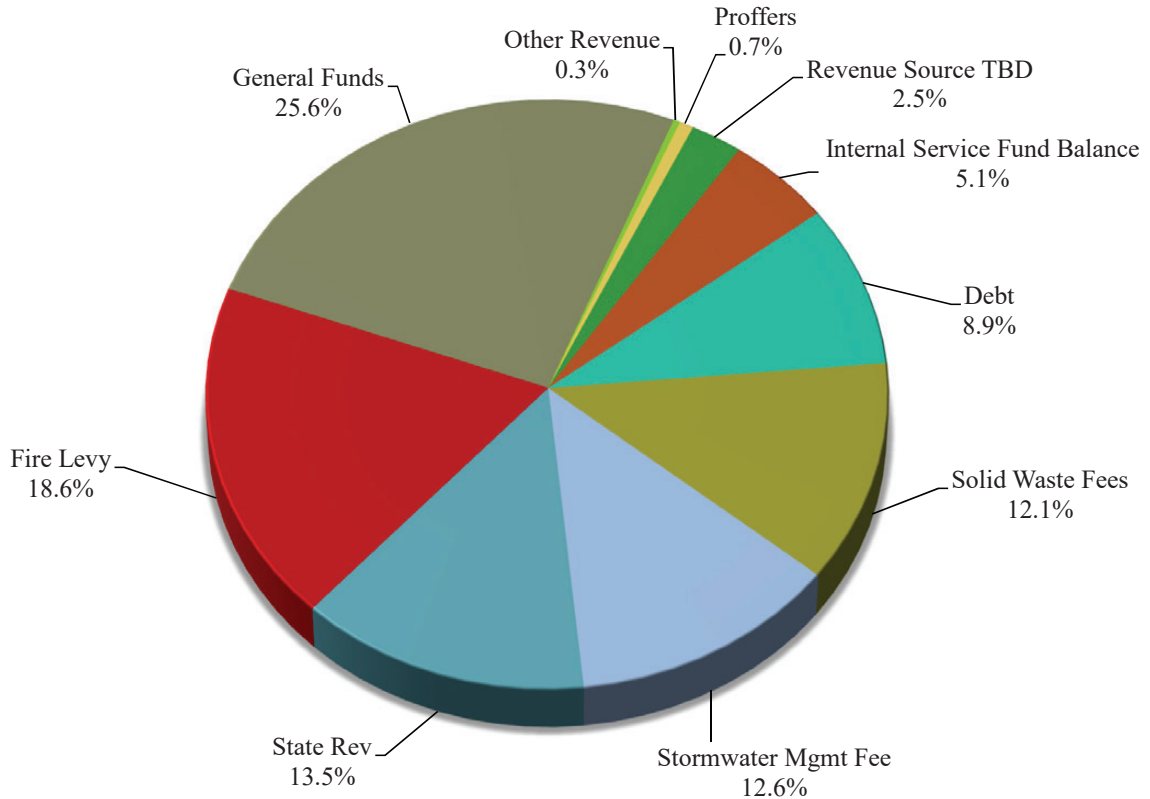
The application allows the community to visualize exactly where CIP projects – such as roads, parks, and facilities – are located and planned in the County. The application also provides the project cost and other information about each project. Moving from static pictures in a print and digital document to a mapping environment simplifies and enhances the distribution of information to the community.

Capital Improvement Program

County Projected Expenditures by Category (FY2020-FY2025)



County Funding Sources (FY2020-2025)



Capital Improvement Program

Capital Improvement in Prince William County (PWC)

The PWC financial and program planning [ordinance](#) requires that the County Executive prepare a capital plan annually. The development of the [CIP](#) is guided by the Board of County Supervisors' (BOCS) adopted Strategic Plan, [Comprehensive Plan](#), and Principles of Sound Financial Management (PSFM). Together these policy documents require that the CIP:

- Incorporate the goals of the [Strategic Plan](#).
- Demonstrate an identifiable revenue source for each project.
- Meet the debt financing policies in the [PSFM](#).
- Integrate County government projects with school projects into one affordable plan.

The capital planning process begins each summer when agencies are asked to update current capital projects and identify capital project needs. Agency submissions are collaboratively evaluated by staff from Finance, Public Works, Information Technology, Transportation, Planning, Management & Budget, and Executive Management. Funding requests are prioritized using criteria that include the relationship to the community's goals as expressed through the County's Strategic Plan and Comprehensive Plans, completion of projects already underway, and mandated improvements to County infrastructure. After prioritization, projects are balanced against available funds. Once evaluated, the recommendations are reviewed, modified, and sanctioned by the County Executive.

The CIP is then presented to the BOCS for consideration. During the spring, work sessions and public hearings are held with the Planning Commission and the BOCS as part of the annual budget process. In late April, the BOCS considers and adopts a capital budget for the upcoming fiscal year and a capital plan for six fiscal years.

Annual Capital Project Review

In order to provide the BOCS and the County Executive with regular status reports, capital project updates are reported through:

- Public Works Project Reports
- Transportation Reports
- Technology Reports
- Parks, Recreation & Tourism Reports
- Economic Development Reports

Reports highlight active projects, major milestones, anticipated completion dates, and a narrative explaining the current project status.

In the spring, prior to the start of fiscal year-end activity, the Finance Department conducts a review of the capital fund activity. Relevant findings are forwarded to each project manager for feedback. This financial review is an internal control best practice and provides the foresight necessary for the planning process in the subsequent fiscal year.

Capital Improvement Program

The Capital Budget

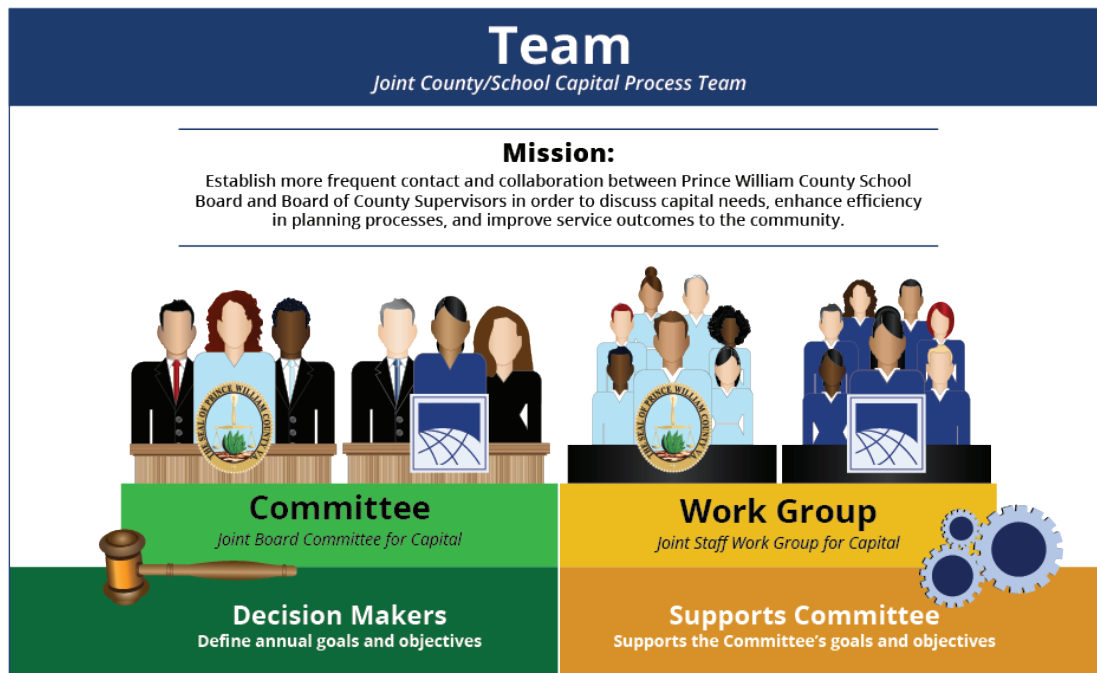
The capital budget is appropriated on an annual basis and is included in the adopted budget. The FY20 capital projected expenditures for the County government are \$181 million. Funding sources for County projects include the general fund, debt, state/federal, fire levy, stormwater management fees, proffers, capital reserve, recordation tax revenue designated for transportation, Northern Virginia Transportation Authority (NVTA), internal service fund balance, solid waste fees, and development fees.

Joint County/Schools Capital Process Team

In spring 2017, the Joint County/Schools Capital Process Team (Team) was established. The Team includes two different groups, the Joint Board Committee for Capital (Committee) and the Joint Staff Work Group for Capital (Work Group). The Committee constitutes the decision-making body and the Work Group is responsible for supporting the Committee's goals and objectives.

The mission and purpose is to establish more frequent contact and collaboration between the PWC School Board and Prince William BOCS in order to discuss capital needs, enhance efficiency in planning processes, and improve service outcomes to the community.

Additional information and documents related to the work of the team can be found online at www.pwcgov.org/jointcip.



Capital Improvement Program

Community Development – Summary

Projects included within the Community Development section impact Parks, Recreation & Tourism (DPRT), Solid Waste, Storm Water Management, and Historic Preservation. The following projects have dedicated project pages:

- Building & Facility Capital Program
- Catharpin Park – Phase 2
- Harbor Drive Park
- Locust Shade Park Grounds Maintenance Shop
- Locust Shade Park Water Line Replacement
- Long Park Auxiliary Building & Sewer Connection
- Potomac Heritage National Scenic Trail
- Rollins Ford Park – Phase 2
- Trail Development
- Landfill Caps
- Landfill Liners
- County Watersheds

Other Community Development capital initiatives are described below:

- A. **Covered Storage at Parks Grounds Maintenance Facilities** – This project includes \$450,000 to support the construction of covered storage at various parks throughout the County. The covered storage will ensure that maintenance equipment and supplies are properly secured, thereby mitigating environmental impacts.
- B. **Park Land Acquisition** – This project includes \$762,136 supported by developer contributions (proffers) for future land purchase. There are no specific land purchases pending. DPRT staff have identified this funding for a shift to support the improvements at Rollins Ford Park and will be requesting a BOCS action to transfer the funds. If the transfer is approved, the Park Land Acquisition project will be closed.
- C. **Cloverdale Park Parking Expansion** – This project includes \$200,000 to support the expansion of the parking lot at Cloverdale Park in the Neabsco Magisterial District.
- D. **Brentsville Jail Renovation** – Restoration of the facility was completed in FY18. Design, fabrication, and installation of historic exhibits is being coordinated by the Prince William Historic Preservation Foundation. Sufficient funds have been donated to complete the first-floor exhibits. Fundraising continues for the second-floor exhibits. Total cost is estimated at \$200,000. The total existing budget is \$94,941.
- E. **Prince William Museum at Rippon Lodge** – In [BOCS Resolution 13-496](#), approved on August 6, 2013, funding was designated for the development of preliminary design and construction documents for a museum focused on the history of PWC. The museum is proposed to be located at the Rippon Lodge historic site in Woodbridge. The current available balance in the project is \$117,142. The Prince William Historic Preservation Foundation has begun fundraising for the museum.
- F. **Eco Park Complex** – The Eco Park Complex at the PWC Sanitary Landfill focuses on transforming the landfill property into a community resource. The complex includes three major components: *Environment – Energy – Education*. The project expands the development of public-private partnerships to increase private development and investment in renewable energy projects to increase sustainability. Potential projects include expansion of the landfill gas to energy facility, development of a waste conversion demonstration project, and development of solar and wind power. The education component of the project includes development of an Eco-Center “Living Building” education facility, including trails and exhibits within

Capital Improvement Program

the buffer area of the landfill. Public-private partnerships will be solicited for funding as the educational component develops. The current available balance in the project of \$426,000 is funded entirely by solid waste fee revenue.

Human Services – Summary

The project included within Human Services is improvements to the Juvenile Detention Center. This Human Services initiative is described below:

- A. Juvenile Detention Center Improvements** – The CIP includes future funding to support the renovation of the existing, or construction of a new Juvenile Detention Center. The existing facility was originally constructed in 1978 (24 beds) with two renovations in 1997 (16 beds, classrooms, etc.) and 2000 (32 beds). Evolving state and federal requirements and best practices have necessitated review of the existing facility and assessment of current and future needs. The Department of Social Services initiated a community needs assessment and site study in order to potentially access up to 50% reimbursement from the Commonwealth. The assessment is complete and the next step is to complete a planning study which is estimated to be completed in early Fall 2019. The planning study must be completed and approved by the Commonwealth’s Department of Juvenile Justice in order to qualify for future State reimbursement. Additional planning, design, and needs assessment to generate specific recommendations with actions steps will occur prior to any renovation or construction. The Five-Year Plan includes \$3 million annually beginning in FY23 from the general fund to support debt service financing of chosen action steps. There is no budget and appropriation to this project in the Proposed FY2020 Budget.

Public Safety – Summary

Projects included within the Public Safety section impact Fire & Rescue, Judicial Administration, and Police. The following projects have dedicated project pages:

- Nokesville Fire & Rescue Station Reconstruction
- Station 22 Fire & Rescue Station
- Station 27 Fire & Rescue Station
- Adult Detention Center Expansion – Phase 2
- Adult Detention Center Main Building Repairs
- Courthouse Security System Replacement
- 911 Call Center Redundancy
- Animal Shelter Expansion & Renovation
- Public Safety Training Center (PSTC) Master Plan
- Security Improvements at County Facilities

Other Public Safety capital initiatives are described below:

- A. Judicial Center** – The CIP includes future funding to support capital improvements at the Judicial Center complex in Manassas. Funding is intended to address parking and expanded facilities for judicial agencies within the complex. Specific projects have not been identified at this time. A master plan for the Judicial Center complex was completed in 2004 and is being updated from funds appropriated in FY18. The Five-Year Plan includes \$5 million annually beginning in FY24 from the general fund to support debt service costs associated with improvements at the complex. There is no budget and appropriation to this project in the Proposed FY2020 Budget.

Capital Improvement Program

- B. Public Safety 800 MHz Radio Replacement** – The CIP includes a total of \$1,206,400 to replace public safety 800 MHz radios. The Adult Detention Center (\$145,196), Fire & Rescue (\$1,054,856), and Public Safety Communications (\$6,348) all contribute toward replacement. The total amount is a \$134,849 increase over the prior year.

Technology Improvement – Summary

Projects included within the Technology Improvement section include technology infrastructure and system upgrade projects. The following projects have dedicated project pages:

- Human Capital Management (HCM) System Replacement
- Human Resources Electronic Document Management System (EDMS)
- Land Use Information System (Energov)
- Sheriff Information Management System
- Social Services EDMS
- Technology Infrastructure

Other Technology Improvement capital initiatives are described below:

- A. Cable Equipment** – Capital improvements and purchases within this project are made possible by separate cable franchise agreements between the County and local cable television providers. The funding amount is one percent of gross revenues generated in PWC by cable operators. Use of this revenue stream is restricted to cable-related capital needs. The cable franchise fee revenue is split between the County and PWC Schools, for broadcast capability of educational and information programming. The current available balance is \$945,876.
- B. I-NET** – Phase 1 of this project replaced the end-of-life core network equipment with newer, more efficient optical network equipment that reduced power consumption, cooling, and annual maintenance costs by approximately \$75,000. The Phase 1 upgrade increased the network bandwidth capacity in anticipation of future network growth and to support the disaster recovery project requirements. Phase 2 is the installation of new routers to support the requirements for increased capacity between data centers. Cable franchise fees fund replacement of end of life equipment and purchase new equipment when needed to accommodate future needs for increased network capacity. The funds for Phase 2 are encumbered and there is no available balance on the project.

Transportation – Summary

Projects included within the Transportation section include roadway and pedestrian improvements. The following projects have dedicated project pages:

- Balls Ford Road Interchange
- Balls Ford Road Widening
- Brentsville Road Interchange
- Fuller Road/Fuller Heights Road Improvements
- Gemini Way Pedestrian Improvements
- Innovation Pedestrian Improvements
- Neabsco Mills Road (Route 1 to Dale Boulevard)
- Potomac/Neabsco Mills Commuter Garage

Capital Improvement Program

- Route 1 Improvements (Featherstone Road to Marys Way)
- Route 28 Corridor Feasibility Study
- Route 28 Phase 2 (Fitzwater Drive to Vint Hill Road)
- Route 28 Phase 3 (Linton Hall Road to Pennsylvania Avenue)
- Summit School Road Extension & Telegraph Road Widening
- Transportation and Roadway Improvement Program (TRIP)
- University Boulevard Extension
- University Boulevard Interchange
- Vint Hill Road (Sudley Manor Drive to Gary Glen Drive)

Other Transportation capital initiatives are described below:

A. Northern Virginia Transportation Authority (NVTA) Funding for Transportation – The CIP includes resources as a result of [House Bill 2313](#) (as amended by [Senate Bill 856](#) in 2018) which provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The NVTA is the authorized regional entity responsible for project selection and implementation for the Northern Virginia region, which includes PWC.

Transportation funding benefiting PWC will be split into two categories.

- First, projects with regional congestion relief benefits will be funded by 70% of the NVTA funds.
- Second, the remaining 30% of NVTA funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional TransAction 2040 plan or its future updates, and/or for public transportation purposes. This funding may be used at the County’s discretion.

The following table shows active projects utilizing, or projected to use, the two types of NVTA funding:

NVTA Funding Applied to Active Transportation Capital Projects			
Name of Project	NVTA 70%	NVTA 30%	Total
Brentsville Road Interchange	\$54,900,000	\$0	\$54,900,000
Neabsco Mills Road (Route 1 to Dale Boulevard)	\$0	\$9,378,750	\$9,378,750
Route 1 Improvements (Featherstone Road to Marys Way)	\$63,400,000	\$0	\$63,400,000
Route 28 Corridor Feasibility Study	\$6,000,000	\$0	\$6,000,000
Route 28 Phase 2 (Fitzwater Drive to Vint Hill Road)	\$36,200,000	\$1,500,000	\$37,700,000
Route 28 Phase 3 (Linton Hall Road to Pennsylvania Avenue)	\$33,500,000	\$0	\$33,500,000
Summit School Road Extension & Telegraph Road Widening	\$11,000,000	\$0	\$11,000,000
University Boulevard Extension	\$0	\$6,867,081	\$6,867,081
University Boulevard Interchange	\$24,200,000	\$0	\$24,200,000
Total	\$229,200,000	\$17,745,831	\$246,945,831

Since FY17, the total NVTA 30% funding is split and provides support to both Virginia Railway Express (VRE) and County-managed road construction projects. Additional information about the NVTA 30% funding allocated to VRE can be found in the Community Development, Transit section of the budget document. The specific amount planned for transfer to VRE in FY20 is \$6,098,311.

The portion of NVTA allocation dedicated to roads will fund improvements that increase County and regional connectivity throughout the transportation network and help alleviate congestion. The County began receiving funding allocations in FY14. Future road construction funding will be allocated to BOCS approved local road priorities eligible for NVTA local (30%) funding. Future NVTA 30% revenues designated for road construction will be allocated as projects are identified.

Capital Improvement Program

- B. Satisfying the Commercial & Industrial Tax Requirement of NVTA** – Legislation approving the NVTA funding mechanism requires that jurisdictions implement a commercial and industrial tax or designate an equivalent amount for transportation purposes. The tax or the equivalent must be deposited in a separate, distinct fund. The County has chosen not to implement the commercial and industrial tax but designate an equivalent, using transportation debt service the County already pays. The budget equivalent amount in FY20 is \$10.5 million.
- C. Route 1/Route 123 Underground Utilities** – In [BOCS Resolution 13-706](#), approved December 3, 2013, the BOCS approved the use of \$12.1 million from the capital reserve and recordation tax revenue fund balance to support the undergrounding of utilities in conjunction with the Virginia Department of Transportation’s (VDOT) roadway improvement project at the Route 1/Route 123 intersection in Woodbridge. The funds are provided to VDOT on a reimbursement basis. As of February 2019, \$10.7 million has been provided.
- D. Recordation Tax Revenue Growth** – The BOCS has designated future growth of recordation tax revenue, generated when deeds are recorded, to support transportation projects. In addition, the projected FY19 recordation tax fund balance is \$4.5 million and is available for transportation projects. A small portion of the fund balance (\$155,000) will be used in FY20 to support mobility debt service and TRIP contributions. Remaining fund balance is available to be allocated through the CIP in the future.
- E. Small-Scale Transportation Projects** – The CIP includes a number of small scale safety improvements to County roadway, trail, sidewalk, and other transportation facilities, including:
- **Beverly Mill Restoration** – This project is a pass-through contribution to support the restoration work at Beverley Mill (or Chapman’s Mill). The total budget for this project is \$213,000. Note, this project is not a transportation facility, but the funds are disbursed by VDOT are managed by County Transportation staff and therefore reported in this section.
 - **Burwell Road Paving** – This project paves Burwell Road.
- F. Safety & Intersection Improvements** – This project is a resource to address small-scale pedestrian and vehicular safety needs. Examples of projects include, but are not limited to, pole mounted speed displays, signs, upgrading Americans With Disabilities Act ramps to current standards, improvements to existing roads where ownership is in question or there is a County responsibility, realigning pedestrian crosswalks, modifying pavement markings, design and construction of small-scale sidewalk and trail projects, and street lighting. The available budget is \$555,000.
- G. Six-Year Secondary Road Plan** – The Six-Year Secondary Road Plan is the VDOT method of establishing road improvement priorities and allocating funding for road improvements in the County’s secondary road system. Secondary roads are defined as roads with state route numbers of 600 or greater. Each county in Virginia receives a specified amount of formulaic funding for road improvement projects. Funds are reimbursed for previously constructed projects as well as continued progress on current and future road projects.

On July 10, 2018, the BOCS adopted VDOT’s FY2019-2024 Six-Year Secondary Road Plan ([BOCS Resolution 18-415](#)). The total FY19-24 allocation is \$1,057,717. There are several potential roadway improvement projects that may utilize the funding. The following table details the estimated secondary road plan funding in the State’s plan:

Six-Year Secondary Road Plan							
Name of Project	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Six-Year Secondary Road Plan	\$309,622	\$137,976	\$193,729	\$112,220	\$152,085	\$152,085	\$1,057,717

Projected funding is estimated. Future allocations are contingent upon State funding.

Capital Improvement Program

Completed Capital Improvement Projects

The following projects included in the [FY2019-2024 CIP](#) are scheduled to be completed (or substantially complete) in FY19.

Community Development

Neabsco Creek Boardwalk Crossing (Potomac Heritage National Scenic Trail) – This project constructs a 3,163-foot boardwalk and an observation deck across Neabsco Creek. The project will be completed in spring 2019.



Landfill Cap Phase 2 (Sequence 4) – Closure of this section of the PWC Sanitary Landfill was completed in spring 2019.

Capital Improvement Program

Human Services

Human Services ‘No Wrong Door’ Solutions Study – This study developed potential solutions to better integrate and coordinate service delivery for human services clients regardless of their entry point. The study has been completed and was presented to the BOCS in December 2018.

Public Safety

Coles Fire & Rescue Station – This project constructs a new fire and rescue station at the existing location and will provide a safer environment for career and volunteer staff. Occupancy is scheduled to occur in May 2019.

Bennett School/Judicial Center Feasibility Study – This study developed options for the Bennett School to relieve Judicial Center overcrowding. The study was completed in January 2019.

Police Body Worn Cameras – This project established and implemented a body worn camera program in the County’s Police Department. Full project implementation was finalized in fall 2018.



Technology Improvement

800 MHz Radio Communications System – This project replaced and updated the County’s 800 MHz System and a new microwave link at the Paul T. White (Western District) Police Station to support the new 800 MHz equipment.

Adult Detention Center (ADC) Information Management System – The ADC Information Management System includes two components – (1) the management of booking and digital photos of inmates at intake and release, arrest charges and sentence information, and (2) a new medical records system.

Computer Aided Dispatch (CAD) – The project replaced the County’s computer aided dispatch system for processing calls and dispatch of police officers, firefighters, and EMS.

Capital Improvement Program

Disaster Recovery/Business Continuity – This project included multiple sub-projects to ensure critical County systems and applications are redundant and reliable in the event of system failures.

Qmatic Replacement – Replace the Qmatic queuing system used by all development services customer service counters, including Development Services, GIS, and Public Works Environmental Services.

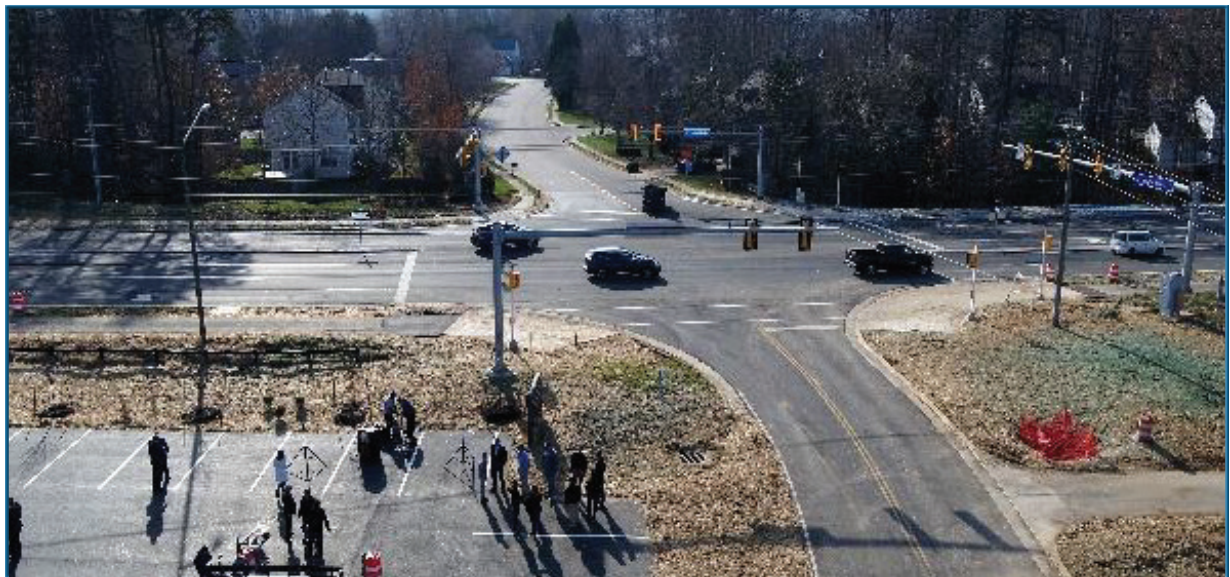
Transportation

Blackburn Road Parking/Commuter Lot – This project constructed a paved parking area to accommodate approximately 100 vehicles at Rippon Landing Park.

Dumfries Road (Route 234) Shared Use Path (Country Club Drive to Exeter Drive) – This project provided a pedestrian path along Dumfries Road (Route 234) in the Potomac Magisterial District.

Discovery Boulevard Extension – This project constructed the extension of Discovery Boulevard approximately 1,600 feet from the existing terminus to Hornbaker Road. The project also included a five-foot wide sidewalk on the north side connecting Discovery Boulevard to Hornbaker Road.

Minnieville Road (Spriggs Road to Route 234) – This project widened and realigned Minnieville Road from an existing two-lane roadway to a four-lane divided roadway with a raised median from Spriggs Road to Route 234 (Dumfries Road).



Smoketown Road/Opitz Boulevard Pedestrian Improvement – This project will provide pedestrian improvements access along Smoketown Road at Gideon Drive and Opitz Boulevard at Potomac Mills Road. Completion is planned in July 2019.

Southampton Pedestrian Improvement – This project provided a pedestrian path access along Southampton Street in Woodbridge.

Capital Improvement Program

FY2020-2025 CIP Functional Area Summary

The following tables show projected FY20-25 capital expenditures by functional area for the County government totaling \$652.6 million.

FY20-FY25 Projected Expenditures							
Community Development							
	FY20	FY21	FY22	FY23	FY24	FY25	FY20-25
Parks & Recreation							
Catharpin Park – Phase 2	\$4,323,000	\$0	\$0	\$0	\$0	\$0	\$4,323,000
Locust Shade Park Water Line Replacement	\$1,704,428	\$0	\$0	\$0	\$0	\$0	\$1,704,428
Long Park Auxiliary Building & Sewer Connection	\$481,250	\$0	\$0	\$0	\$0	\$0	\$481,250
Locust Shade Park Grounds Maintenance Shop	\$1,062,861	\$0	\$0	\$0	\$0	\$0	\$1,062,861
PHNST-Featherstone	\$653,933	\$0	\$0	\$0	\$0	\$0	\$653,933
PHNST-Neabasco Creek Wetland Boardwalk	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
PHNST-Occoquan	\$354,912	\$0	\$0	\$0	\$0	\$0	\$354,912
Rollins Ford Park – Phase 2	\$5,200,000	\$1,832,985	\$0	\$0	\$0	\$0	\$7,032,985
Subtotal	\$14,080,384	\$1,832,985	\$0	\$0	\$0	\$0	\$15,913,369
Solid Waste							
Landfill Caps-Sequence 5	\$0	\$0	\$4,440,000	\$300,000	\$0	\$2,084,000	\$6,824,000
Landfill Liner-Phase 3, Cell B	\$0	\$0	\$0	\$0	\$3,502,000	\$1,708,000	\$5,210,000
Landfill Liner-Phase 3, Cell A	\$0	\$2,340,000	\$1,910,000	\$0	\$0	\$0	\$4,250,000
Subtotal	\$0	\$2,340,000	\$6,350,000	\$300,000	\$3,502,000	\$3,792,000	\$16,284,000
Watershed Management							
County Watersheds	\$2,211,115	\$3,300,000	\$3,100,000	\$3,200,000	\$3,523,400	\$4,325,800	\$19,660,315
Subtotal	\$2,211,115	\$3,300,000	\$3,100,000	\$3,200,000	\$3,523,400	\$4,325,800	\$19,660,315
Building & Facility Capital Program							
Facility Maintenance Projects	\$5,500,000	\$1,000,000	\$3,000,000	\$3,000,000	\$4,000,000	\$4,000,000	\$20,500,000
Subtotal	\$5,500,000	\$1,000,000	\$3,000,000	\$3,000,000	\$4,000,000	\$4,000,000	\$20,500,000
Community Development Grand Total	\$21,791,499	\$8,472,985	\$12,450,000	\$6,500,000	\$11,025,400	\$12,117,800	\$72,357,684
Human Services							
	FY20	FY21	FY22	FY23	FY24	FY25	FY19-24
Human Services							
Juvenile Detention Center Improvements	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000
Human Services Grand Total	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000
Public Safety							
	FY20	FY21	FY22	FY23	FY24	FY25	FY20-25
Fire & Rescue							
Nokesville F&R Station Reconstruction	\$885,000	\$0	\$0	\$0	\$0	\$0	\$885,000
F&R Station 22 (West End)	\$7,970,220	\$2,843,351	\$0	\$0	\$0	\$0	\$10,813,571
F&R Station 27 (Location TBD)	\$0	\$275,000	\$775,000	\$7,450,000	\$5,500,000	\$0	\$14,000,000
Subtotal	\$8,855,220	\$3,118,351	\$775,000	\$7,450,000	\$5,500,000	\$0	\$25,698,571
Judicial Administration							
ADC Expansion Phase 2	\$21,132,278	\$0	\$0	\$0	\$0	\$0	\$21,132,278
ADC Main Jail Repairs	\$1,500,000	\$6,000,000	\$0	\$0	\$0	\$0	\$7,500,000
Courthouse Security System Replacement	\$2,865,438	\$655,109	\$0	\$0	\$0	\$0	\$3,520,547
Judicial Center	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000
Subtotal	\$25,497,716	\$6,655,109	\$0	\$0	\$5,000,000	\$5,000,000	\$42,152,825
Police							
911 Call Center Redundancy	\$820,000	\$0	\$0	\$0	\$0	\$0	\$820,000
Animal Shelter Expansion & Renovation	\$8,615,000	\$4,343,295	\$50,000	\$0	\$0	\$0	\$13,008,295
PSTC Master Plan & Phase 1	\$145,000	\$0	\$0	\$0	\$0	\$0	\$145,000
Security Improvements at County Facilities	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Subtotal	\$10,580,000	\$4,343,295	\$50,000	\$0	\$0	\$0	\$14,973,295
Public Safety Grand Total	\$44,932,936	\$14,116,755	\$825,000	\$7,450,000	\$10,500,000	\$5,000,000	\$82,824,691

Capital Improvement Program

FY2020-2025 CIP Functional Area Summary (Continued)

FY20-FY25 Projected Expenditures							
Technology Improvement							
	FY20	FY21	FY22	FY23	FY24	FY25	FY20-25
Technology Improvements							
Human Capital Management (HCM)	\$6,000,000	\$5,927,020	\$0	\$0	\$0	\$0	\$11,927,020
Human Resources Electronic Document Management System (EDMS)	\$50,000	\$282,000	\$0	\$0	\$0	\$0	\$332,000
Land Use Information System (Energov) Phase 1 & 2	\$576,479	\$0	\$0	\$0	\$0	\$0	\$576,479
Land Use Information System (Energov) Phase 3	\$187,200	\$0	\$0	\$0	\$0	\$0	\$187,200
Sheriff Information Management System	\$60,717	\$0	\$0	\$0	\$0	\$0	\$60,717
Social Services EDMS	\$129,274	\$0	\$0	\$0	\$0	\$0	\$129,274
Technology Infrastructure	\$7,000,000	\$7,850,000	\$4,450,000	\$0	\$0	\$0	\$19,300,000
Technology Improvement Grand Total	\$14,003,670	\$14,059,020	\$4,450,000	\$0	\$0	\$0	\$32,512,690

Transportation							
	FY20	FY21	FY22	FY23	FY24	FY25	FY20-25
Transportation							
Balls Ford Road Interchange	\$28,756,309	\$34,715,000	\$34,715,000	\$31,203,000	\$2,544,000	\$0	\$131,933,309
Balls Ford Road Widening	\$4,273,832	\$12,909,934	\$25,819,868	\$12,909,934	\$0	\$0	\$55,913,568
Brentsville Road Interchange	\$2,135,000	\$6,407,000	\$27,868,000	\$18,377,752	\$0	\$0	\$54,787,752
Dumfries Road Sidewalk	\$129,886	\$0	\$0	\$0	\$0	\$0	\$129,886
Fuller Road/Fuller Heights Road Improvements	\$1,762,500	\$1,625,500	\$0	\$0	\$0	\$0	\$3,388,000
Gemini Way Pedestrian Improv	\$730,000	\$213,095	\$0	\$0	\$0	\$0	\$943,095
Innovation Pedestrian Improvements	\$978,020	\$0	\$0	\$0	\$0	\$0	\$978,020
Neabsco Mills Road (Route 1 to Dale Boulevard)	\$2,999,742	\$13,116,000	\$14,085,000	\$2,217,640	\$0	\$0	\$32,418,382
Old Bridge Road Sidewalk (Tacketts to Minnieville)	\$300,000	\$114,938	\$0	\$0	\$0	\$0	\$414,938
Opitz Boulevard Sidewalk	\$955,000	\$0	\$0	\$0	\$0	\$0	\$955,000
Potomac/Neabsco Mills Commuter Garage	\$3,670,000	\$18,273,287	\$14,801,640	\$0	\$0	\$0	\$36,744,927
Route 1 Improvements (Featherstone Road to Marys Way)	\$22,646,986	\$15,000,000	\$11,278,800	\$0	\$0	\$0	\$48,925,786
Route 28 Corridor Feasibility Study	\$1,931,000	\$1,269,571	\$0	\$0	\$0	\$0	\$3,200,571
Route 28 Phase 2 (Fitzwater Drive to Vint Hill Road)	\$5,958,733	\$0	\$0	\$0	\$0	\$0	\$5,958,733
Route 28 Phase 3 (Linton Hall Road to Pennsylvania Avenue)	\$10,645,432	\$9,272,000	\$6,000,312	\$0	\$0	\$0	\$25,917,744
Smoketwn/Opitz Ped Improv	\$92,887	\$0	\$0	\$0	\$0	\$0	\$92,887
Sudley Road Sidewalk (Cornerstone to Rosemary)	\$142,222	\$51,000	\$0	\$0	\$0	\$0	\$193,222
Summit School Road Extension & Telegraph Road Widening	\$2,200,000	\$5,900,000	\$2,800,000	\$0	\$0	\$0	\$10,900,000
University Boulevard Extension	\$1,361,400	\$10,812,600	\$0	\$0	\$0	\$0	\$12,174,000
University Boulevard Interchange	\$1,972,000	\$6,830,000	\$9,650,000	\$4,820,000	\$0	\$0	\$23,272,000
Vint Hill Road (Sudley Manor Drive to Gary Glen Drive)	\$6,644,573	\$0	\$0	\$0	\$0	\$0	\$6,644,573
Transportation Grand Total	\$100,285,522	\$136,509,925	\$147,018,620	\$69,528,326	\$2,544,000	\$0	\$455,886,393

Total Projected Expenditures by Functional Area							
	FY20	FY21	FY22	FY23	FY24	FY25	FY20-25
Community Development	\$21,791,499	\$8,472,985	\$12,450,000	\$6,500,000	\$11,025,400	\$12,117,800	\$72,357,684
Human Services	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000
Public Safety	\$44,932,936	\$14,116,755	\$825,000	\$7,450,000	\$10,500,000	\$5,000,000	\$82,824,691
Technology Improvement	\$14,003,670	\$14,059,020	\$4,450,000	\$0	\$0	\$0	\$32,512,690
Transportation	\$100,285,522	\$136,509,925	\$147,018,620	\$69,528,326	\$2,544,000	\$0	\$455,886,393
Total	\$181,013,627	\$173,158,685	\$164,743,620	\$86,478,326	\$27,069,400	\$20,117,800	\$652,581,458

Capital Improvement Program

Proffer Integration

PWC integrates developer contributions, or proffers, into the CIP. Proffers are contributions of land, capital improvements, and funding (monetary proffers) from developers to address the demand for community services created by new development. Including identified monetary proffers as funding sources for CIP projects reduces general tax support and makes projects more affordable for the community. The CIP includes \$1,872,213 in monetary proffers for projects in the FY20 Budget.

	Prior Years Proffers	FY20 Proffers Identified	Total Proffer Funding
Park & Recreation			
Broad Run Trail	\$484,782	\$0	\$484,782
Catharpin Park – Phase 2	\$500,000	\$0	\$500,000
Lake Ridge Trail	\$555,506	\$0	\$555,506
Neabsco Trail	\$55,558	\$0	\$55,558
PHNST-Featherstone	\$120,000	\$0	\$120,000
PHNST-Heritage Harbor	\$95,000	\$0	\$95,000
PHNST-Higham's Parcel	\$40,000	\$0	\$40,000
PHNST-Neabsco Creek Wetland Boardwalk	\$300,000	\$0	\$300,000
PHNST-Occoquan	\$232,700	\$0	\$232,700
PHNST-Port Potomac	\$35,817	\$0	\$35,817
PHNST-Rippon Landing	\$155,000	\$0	\$155,000
Rollins Ford Park – Phase 2	\$2,183,000	\$0	\$2,183,000
Subtotal	\$4,757,363	\$0	\$4,757,363
County Watershed			
County Watershed Improvements	\$42,000	\$15,115	\$57,115
Subtotal	\$42,000	\$15,115	\$57,115
Fire and Rescue			
Coles F&R Station Reconstruction	\$1,223,549	\$143,613	\$1,367,162
Nokesville F&R Station Reconstruction	\$2,463,163	\$137,709	\$2,600,872
F&R Station 22 (West End)	\$353,095	\$262,243	\$615,338
Subtotal	\$4,039,807	\$543,565	\$3,216,210
Transportation			
Balls Ford Road Widening	\$0	\$82,737	\$82,737
Fuller Road/Fuller Heights Road Improvements	\$767,683	\$0	\$767,683
Brentsville Road Interchange	\$0	\$67,752	\$67,752
Old Bridge Road Sidewalk (Tacketts to Minnieville)	\$0	\$19,938	\$19,938
Sudley Road Sidewalk (Cornerstone to Rosemary)	\$0	\$12,222	\$12,222
Summit School Road Extension & Telegraph Rd Widening	\$0	\$45,108	\$45,108
VDOT & PRTC (various Magisterial Districts)	\$0	\$678,384	\$678,384
Vint Hill Road (Sudley Manor Drive to Gary Glen Drive)	\$9,466,477	\$407,392	\$9,873,869
Subtotal	\$10,234,160	\$1,313,533	\$10,869,309
Grand Total	\$19,073,330	\$1,872,213	\$18,899,997

Capital Improvement Program

Operating Impacts

The development and implementation of capital projects in PWC may be accompanied by significant on-going operating costs. Operating impacts include new costs that result from the construction of new capital assets and can include program, facility, personnel, and associated debt service costs. Operating funds are programmed into the Five-Year Plan and are budgeted when the project is completed and the improvement becomes a usable asset. Transportation maintenance costs are the responsibility of VDOT upon acceptance into the state system. As illustrated in the following table, the FY20-25 operating impact of the CIP is \$157.8 million.

Operating Impacts							
Project	FY20 Facility and Program Operating	FY21 Facility and Program Operating	FY22 Facility and Program Operating	FY23 Facility and Program Operating	FY24 Facility and Program Operating	FY25 Facility and Program Operating	Total
ADC Expansion Phase 2	\$7,128,415	\$9,921,417	\$9,970,469	\$9,923,669	\$9,334,201	\$8,806,529	\$55,084,700
Animal Shelter Expansion & Renovation	\$0	\$2,041,830	\$2,124,390	\$2,023,780	\$1,991,999	\$1,960,510	\$10,142,509
Catharpin Park – Phase 2	\$484,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$844,000
F&R Station 22 (West End)	\$0	\$3,940,631	\$3,590,671	\$3,556,740	\$3,522,809	\$3,522,809	\$18,133,660
F&R Station 27 (Location TBD)	\$0	\$0	\$1,693,982	\$4,843,823	\$5,343,823	\$5,308,823	\$17,190,451
Human Capital Management (HCM)	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Human Resources EDMS	\$15,600	\$16,224	\$16,873	\$17,548	\$18,250	\$18,615	\$103,110
Judicial Center	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000
Juvenile Detention Center Improvements	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000
Land Use Info Sys (Energov) Phase 1 & 2	\$241,320	\$253,386	\$266,055	\$279,358	\$293,326	\$307,992	\$1,641,437
Land Use Info Sys (Energov) Phase 3	\$39,900	\$39,849	\$43,841	\$45,879	\$47,969	\$50,368	\$267,806
Long Park Aux Bldg & Sewer	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$96,000
Potomac/Neabsco Mills Garage	\$0	\$0	\$0	\$54,000	\$54,000	\$54,000	\$162,000
PSTC Master Plan & Phase 1	\$0	\$0	\$3,000,000	\$3,500,000	\$3,500,000	\$3,500,000	\$13,500,000
Rollins Ford Park – Phase 2	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000	\$408,000
Sheriff Information Management System	\$21,261	\$22,325	\$23,441	\$24,613	\$26,105	\$26,105	\$143,850
Social Services EDMS	\$84,000	\$86,000	\$89,000	\$92,560	\$94,411	\$94,411	\$540,382
Technology Infrastructure	\$0	\$1,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$13,000,000
Total	\$8,098,496	\$18,977,662	\$25,474,722	\$32,017,970	\$36,882,893	\$36,306,162	\$157,757,905

Operating Impacts – Debt Service

Debt service costs are a component of capital project operating costs. Financing capital projects through debt requires on-going debt service payments throughout the life of the six-year CIP. The following table breaks out debt service costs as a component of operating impacts for capital projects. The FY20-25 debt service impact of the CIP is \$60 million.

Debt Service Impacts							
	FY20 Debt Service	FY21 Debt Service	FY22 Debt Service	FY23 Debt Service	FY24 Debt Service	FY25 Debt Service	Total
ADC Expansion Phase 2	\$544,324	\$2,493,297	\$2,471,904	\$2,425,104	\$1,835,600	\$1,835,600	\$11,605,829
Animal Shelter Expansion & Renovation	\$0	\$1,341,830	\$1,310,050	\$1,278,270	\$1,246,489	\$1,215,000	\$6,391,639
Fire & Rescue Station 22 (Fire Levy)	\$0	\$1,432,636	\$1,398,705	\$1,364,774	\$1,330,843	\$1,330,843	\$6,857,801
Fire & Rescue Station 27 (Fire Levy)	\$0	\$0	\$0	\$1,400,000	\$1,400,000	\$1,365,000	\$4,165,000
Judicial Center	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000
Juvenile Detention Center Improvements	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000
PSTC Master Plan & Phase 1	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Total	\$544,324	\$5,267,763	\$8,180,659	\$12,468,148	\$16,812,932	\$16,746,443	\$60,020,269

Capital Improvement Program

Infrastructure and Facilities Plan

Comprehensive Plan Unfunded Projects

The following facilities are identified in the County's [Comprehensive Plan](#) but are not currently funded in the six-year CIP. Other unfunded capital needs are listed in the Budget Development section of this document.

Unfunded Needs in the Comprehensive Plan	
Section/Facility/Location	Number
Fire & Rescue*	
■ Area One - Brentsville/Gainesville Districts	2 Stations
■ Area Three - Brentsville/Potomac Districts	2 Stations
■ Area Four - Brentsville/Coles/Neabsco/Occoquan Districts	4 Stations
Total	8 Stations
Libraries	
■ Library Facility - Braemar	1 Library
■ Library Facility - Southbridge	1 Library
Total	2 Libraries
Parks/Open Spaces	
■ Neighborhood Park	288 Acres
■ Community Park	1,299 Acres
■ Regional Park	1,199 Acres
■ Linear/Resource Based Park	1,538 Acres
Total	4,324 Acres
Telecommunication Monopole or Tower Sites	
■ Bull Run Mountain	2 Facilities
■ Cherry Hill	1 Facility
■ Green Valley Water Tank Vicinity	1 Facility
■ H.L. Mooney Plant	1 Facility
■ Locust Shade Park	1 Facility
■ Oakmont	1 Facility
■ Old Antioch School Site	1 Facility
■ Sudley North	1 Facility
Total	9 Facilities

* Unfunded Fire & Rescue needs will be mitigated depending on the location of Station 27 added in FY18-23 CIP.

Capital Improvement Program

Transportation Unfunded Projects

The following roadways are identified in the County's [Comprehensive Plan](#) as existing or projected needs but are not currently funded in the six-year CIP.

FACILITY	TERMINI
Aden Rd	Rt-28 to Rt-234
Artemus Rd	Rt-15 to Rt-234 Bypass (North)
Bristow Rd	Rt-28 to Rt-234
Catharpin Rd	Rt-234 to Heathcote Dr
Catharpin Rd	Heathcote Dr to Rt-55
Cherry Hill Spine Rd	Congressional Way to end
Cockpit Point Connector Rd	Congressional Way to Cockpit Point Rd
Coverstone Dr	Ashton Ave to Rt-234 Business
Dale Blvd	Benita Fitzgerald Blvd to I-95
Devlin Rd	Linton Hall Rd to Wellington Rd
Farm Creek Rd	Featherstone Rd to Rippon Blvd
Fauquier Dr	Fauquier Co to Rt-28
Featherstone Rd	Rt-1 to Farm Creek Rd
Fitzwater Dr	Rt-28 to Aden Rd
Fleetwood Dr	Fauquier Co to Aden Rd
Gideon Dr	Dale Blvd to Smoketown Rd
Groveton Rd	Pageland La to Balls Ford Rd
Gum Springs Rd	Loudoun Co to Rt-234
Haymarket Bypass	Rt-15 to Rt-29
Haymarket Dr	Thoroughfare Rd to Old Carolina Rd
Hornbaker Rd	Wellington Rd to Shallow Creek
Horner Rd	Prince William Pkwy to Rt-123
I-66	Rt-15 to Rt-29
I-95	Fairfax Co to Rt-234
I-95	Rt-234 to Stafford Co
Longview Dr/Montgomery Ave	Prince William Pkwy to Opitz Blvd
Lucasville Rd	Manassas to Bristow Rd
McGraws Corner Dr	Somerset Crossing Dr to Rt-55
Neabco Rd	Rt-1 to end
Old Carolina Rd	Rt-15 to Heathcote Blvd
Old Carolina Rd	Heathcote Blvd to Rt-29
Old Centreville Rd	Fairfax Co to Rt-28
Opitz Blvd	Gideon Dr to Rt-1

FACILITY	TERMINI
Pageland La	Rt-234 to Groveton Rd
Potomac Pkwy	Rt-1 to Cherry Hill Spine Rd
Powells Creek Blvd	Rt-1 to River Ridge Blvd
Prince William Pkwy	Headly Rd to Caton Hill Rd
Rippon Blvd	Rt-1 to Farm Creek Rd
Rixlew La	Wellington Rd to Rt-234 Business
Rollins Ford Rd	Rt-215 to University Blvd
Rt-1 (Jefferson Davis Hwy)	Brady's Hill to Dale Bld
Rt-1 (Jefferson Davis Hwy)	Featherstone Rd to Rt 123
Rt-15 (James Madison Hwy)	Loudoun Co to Rt 234
Rt-15 (James Madison Hwy)	Rt 29 to I-66
Rt-215 (Vint Hill Rd)	Fauquier Co to Rt-28
Rt-234 (Prince William Pkwy)	Rt-28 to Rt-234 (Dumfries Rd)
Rt-234 (Prince William Pkwy)	Rt-28 to I-66
Rt-28 (Nokesville Rd)	Fitzwater Dr to Fauquier County
Rt-29 (Lee Hwy)	Fauquier Co to Virginia Oaks Dr
Rt-29 (Lee Hwy)	Heathcote Dr to Rt 234 Bypass
Signal Hill Rd	Liberia Ave to Signal View Dr
Smoketown Rd	Minnieville Rd to Gideon Dr
Smoketown Rd	Griffith Ave to Old Bridge Rd
Summit School Rd	Minnieville Rd to Telegraph Rd
Telegraph Rd	Summit School Rd to Caton Hill Rd
Telegraph Rd	Caton Hill Rd to Prince William Pkwy
Telegraph Rd	Minnieville Rd to Summit School Rd
Van Buren Rd (North)	Cardinal Dr to Rt-234
Van Buren Rd (South)	Rt-234 to Mine Rd
Waterfall Rd	Mill Creek Rd to Rt-15
Waterway Dr	Rt-234 to Cardinal Dr
Wayside Dr	Rt-1 to Congressional Way
Wellington Rd	Rt-29 to Godwin Dr
Williamson Blvd	Rt-234 Business to Portsmouth Rd
Yates Ford Rd	Davis Ford Rd to Fairfax Co

Notes:

1. This list only includes major roadways. Lesser roadways, minor collectors, and local streets are addressed through the County's [Design and Construction Standards Manual \(DCSM\)](#).
2. This list is sorted alphabetically. For a list sorted by functional road classification (including Interstate, Parkway, Principal Arterial, Minor Arterial, or Major Collector), please see the [Thoroughfare Plan Map](#) in the County's Comprehensive Plan.

Capital Improvement Program

Parks & Recreation Unfunded Needs

The following Parks & Recreation projects have been identified as priority projects with each project is classified based on an investment strategy of Tier 1-4.

The tiers are defined as follows:

- **Tier 1: High Risk** – If unaddressed, will result in further environmental and/or safety risk exposure
- **Tier 2: Underfunded** – Projects partially complete, but lacking funds to deliver to 100% level
- **Tier 3: Unfunded** – Projects that have been identified, but received no funding to-date
- **Tier 4: New Development** – New park development or large expansionary projects

All of the Tier 1 projects were funded as part of the FY2019-2024 CIP.

Unfunded Needs - Parks & Recreation				
Tier #	Tier Title	Project Name	Project Amount	Funded in FY19
Tier 1	High Risk			
		Catharpin Park, Phase 2	\$4,300,000	Yes
		Covered Storage	\$450,000	Yes
		Fuller Heights stormwater management	\$1,380,000	Yes
		Locust Shade grounds maintenance shop	\$550,000	Yes
		Locust Shade water line replacement	\$1,350,000	Yes
		Rollins Ford Park	\$2,700,000	Yes
		High Risk Total	\$10,730,000	
Tier 2	Underfunded			
		Broad Run Greenway	\$2,730,000	
		Neabsco Greenway	\$780,000	
		Occoquan Greenway	\$3,200,000	
		Underfunded Total	\$6,710,000	
Tier 3	Unfunded			
		Catharpin Park, Phase 1 comfort stations	\$650,000	
		Chinn field lights	\$1,000,000	
		Cloverdale parking expansion	\$200,000	Yes
		Fairmont Park Renovation	\$3,500,000	
		KP Gunner Dog Park renovations	\$500,000	
		Lake Ridge Park pavilion	\$150,000	
		Long Park - Intersection improvements	\$1,000,000	
		Long Park - Misc field improvements/lights	\$1,480,000	
		Long Park - Sewer line extension	\$830,000	
		Long Park - Soccer and baseball comfort stations	\$1,300,000	Partial
		Mayhew Park restroom	\$450,000	
		Nokesville Park field irrigation/lighting	\$1,120,000	
		Pat White Center at Ben Lomond (ADA renovations)	\$1,000,000	
		SBDCRC field lights and restroom	\$900,000	
		Tyler ES field lights	\$270,000	
		Valley View fields lights and pavilions	\$3,150,000	
		Valley View Grounds Maintenance Shop	\$5,500,000	
		Unfunded Total	\$23,000,000	
Tier 4	New Development			
		Chinn Center expansion	\$8,000,000	
		Davis Ford Park	\$0	
		Everest Peak Lane Park	\$0	
		Harbor Drive Park	\$700,000	Yes
		Splashdown expansion	\$16,000,000	
		New Development Total	\$24,700,000	
		Grand Total	\$65,140,000	



COMMUNITY DEVELOPMENT
PROJECTS

Building & Facility Capital Program

Total Project Cost – \$36.5M

Project Description

The CIP provides funding for building and facility maintenance needs. The Building & Facility Capital Program addresses large-scale component replacement or repairs that cannot be accomplished with existing resources. The program invests in existing capital assets to extend the life of facilities and better serve the community.

The current, annual maintenance budget provides some preventative and minor repairs; however, a lack of resources imposes a backlog of deferred replacement projects. This lack of resources forces a reactive management strategy that can increase safety risk, makes planning difficult, can result in higher levels of damage to facilities, result in higher repair costs, increase environmental risk, and risks greater facility downtime.

The County manages 224 buildings and park sites encompassing almost two million square feet with a replacement value of more than \$600 million. Many of the facilities are 20+ years old and all of the facilities require maintenance. The Department of Public Works and the Department of Parks, Recreation & Tourism (DPRT) are the County’s primary facility owners. Maintenance ensures that County amenities are in good condition for community use and enhances the facilities useful lives to maximize taxpayer investment.

Industry best practices allot 2-3% of replacement value for component (cyclic) system replacement. This translates to approximately \$8.8 million to \$13.3 million per year in addition to the existing budget, which includes \$2.1 million annually to address cyclic facility maintenance needs. Each year agencies must make choices and sometimes delay required facility maintenance due to funding.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	22,500	-	2,000	5,500	1,000	3,000	3,000	4,000	4,000	20,500	-
Capital Reserve	14,000	8,000	6,000	-	-	-	-	-	-	-	-
Total Revenue	\$36,500	\$8,000	\$8,000	\$5,500	\$1,000	\$3,000	\$3,000	\$4,000	\$4,000	\$20,500	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Construction	36,500	5,809	6,191	5,500	1,000	3,000	3,000	4,000	4,000	20,500	4,000
Total Expenditure	\$36,500	\$5,809	\$6,191	\$5,500	\$1,000	\$3,000	\$3,000	\$4,000	\$4,000	\$20,500	\$4,000

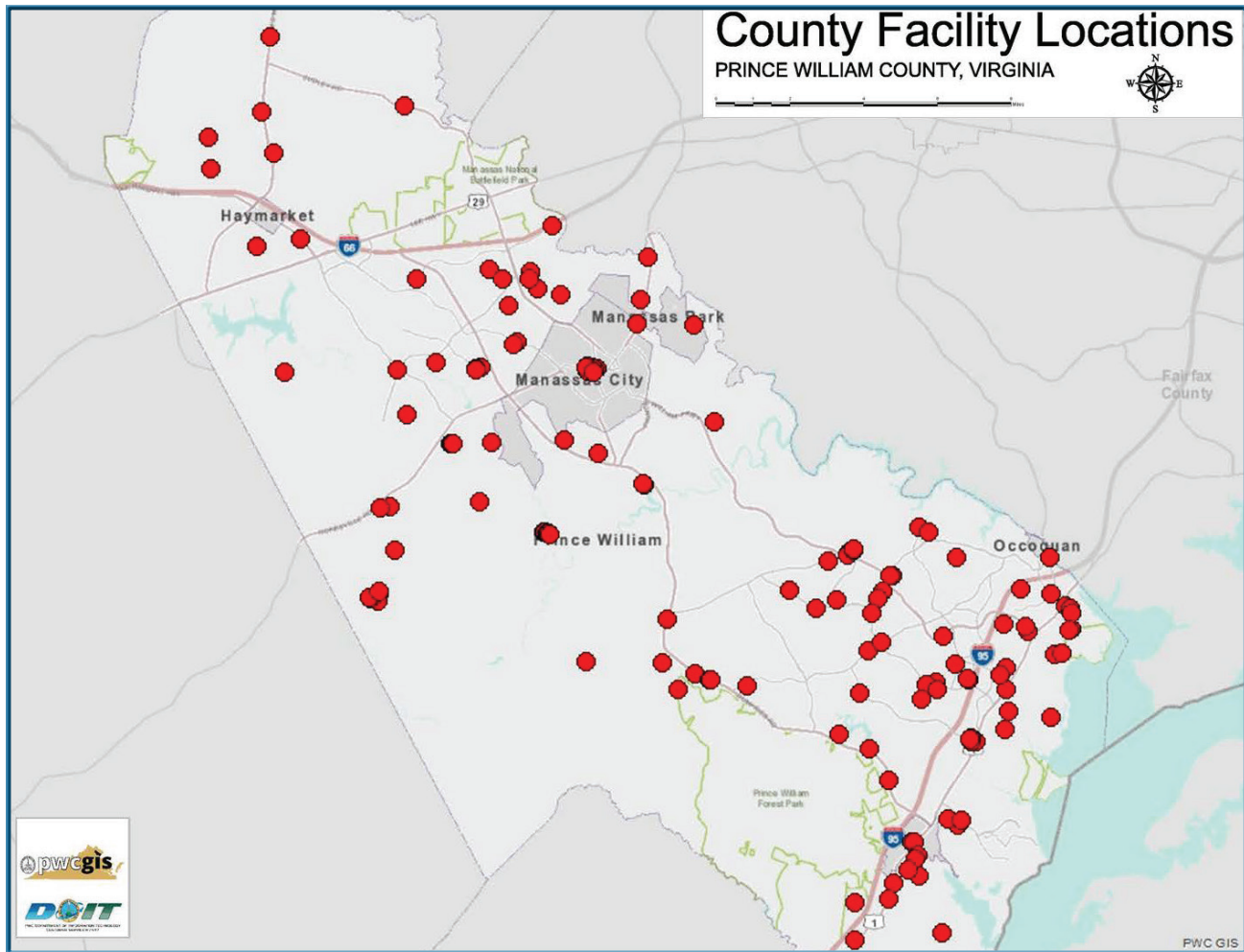
<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Building & Facility Capital Program



Building & Facility Capital Program



The County's Principles of Sound Financial Management supports investing in maintenance of facilities in Policy 4.06 stating, "The County will invest in ongoing, cyclical maintenance of existing capital asset with the goal of extending the life of facilities and assets."

The types of large-scale facility maintenance projects include:

- Replace heating, A/C, and water pump equipment.
- Resurface parking lots and sidewalks.
- Maintain buildings and structures (e.g., roofing, electrical, plumbing, exterior, backup generators, security features).
- Maintain hardscaping (e.g., correcting erosion issues).
- Replace field lights and maintain and improve existing field surfaces.
- Replace playground equipment and recreational amenities.

- Resurface pools and replace filtration systems.
- Address Americans With Disabilities Act (ADA) compliance.

Service Impact

- **Improved maintenance** – Projects will complete deferred maintenance on large-scale components with the goal of extending the life of County facilities and assets.

Funding Sources

- **Capital reserve** – \$14.0M
- **General Fund** – \$22.5M

Project Milestones

- **Design and project identification** began in July 2017 (FY18).
- **Project activity** began in September 2017 (FY18).
- **Project completion** is ongoing and planned to occur throughout FY20-FY25.

Catharpin Park – Phase 2

Total Project Cost – \$4.9M

Project Description

The Catharpin Park Phase 2 project will build six rectangular grass fields that are irrigated and lighted. An auxiliary building will also be designed and constructed that will house restrooms, concessions, and storage. A well will be developed to provide potable water and supply water to the auxiliary building. The auxiliary building will utilize a pump and haul system as opposed to a sewer line or septic system.

Service Impact

- **Improve Sport Field Availability** – Construction of the sports fields will help meet sports field demand on the west end of the County. The additional fields will reduce congestion at Long Park and lead to more soccer tournaments by having permanent restrooms near the fields.

Funding Sources

- **Capital reserve** – \$4.3M
- **Developer contributions (proffers)** – \$500K
- **General fund** – \$112K

Project Milestones

- **Design** began in FY17 and was completed in December 2018 (FY19).
- **Construction** is anticipated to begin summer 2019 (FY19) for completion in spring 2020 (FY20).
- **Occupancy** is scheduled for spring 2020 (FY20).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	112	112	-	-	-	-	-	-	-	-	-
Capital Reserve	4,300	-	4,300	-	-	-	-	-	-	-	-
Proffers	500	500	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,912	\$612	\$4,300	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	69	26	43	-	-	-	-	-	-	-	-
Construction	4,832	9	500	4,323	-	-	-	-	-	4,323	-
Project Management	11	11	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,912	\$46	\$543	\$4,323	-	-	-	-	-	\$4,323	-

<i>Operating Impacts</i>										
	Operating Expenses	484	72	72	72	72	72	72	72	844
	Debt Service	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-
	General Fund Requirement	\$484	\$72	\$72	\$72	\$72	\$72	\$72	\$72	\$844
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Harbor Drive Park

Total Project Estimate – \$1.2M

(Current appropriation – \$710K)

Project Description

Harbor Drive Park will be a 2.3 acre neighborhood park located at 13030 Harbor Drive in Lake Ridge.

The total estimate to complete the project is currently \$1.2M. Additional funding beyond the current \$710K will need to be identified to complete all phases. The additional \$500K to meet the current project estimate may be available through a grant from a private entity. The project cost will be re-evaluated during the design phase.

Service Impact

- **Increase open space and passive recreation opportunities** – This park will feature amenities for active and passive recreation.

Funding Sources

- **General fund** – \$710K
- **Additional funding sources TBD** – \$500K
- **Annual maintenance costs** will be provided by the general fund. It is anticipated community volunteers will provide clean up and maintenance, thereby potentially reducing operating costs.

Note: Project cost will be re-estimated during the design phase of the project.

Project Milestones

- **Design** is scheduled to begin in February 2019 (FY19).
- **Construction** is anticipated for summer 2019 (FY20) contingent upon available funding.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	710	710	-	-	-	-	-	-	-	-	-
Revenue Source TBD	500	-	-	-	-	-	-	-	-	-	500
Total Revenue	\$1,210	\$710	-	-	-	-	-	-	-	-	\$500

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	125	-	10	-	-	-	-	-	-	-	115
Construction	1,085	-	-	-	-	-	-	-	-	-	1,085
Total Expenditure	\$1,210	-	\$10	-	-	-	-	-	-	-	\$1,200

Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Locust Shade Park Grounds Maintenance Shop

Total Project Cost – \$1.3M

Project Description

Design and construct a 3,000 square foot maintenance shop to house 18-20 DPRT grounds maintenance staff. The facility will also include one bay for fleet personnel to work on equipment. Currently, grounds maintenance staff uses a 20' x 19' building that also houses equipment. The project includes lean-to shelters to cover equipment while outside.

Service Impact

- **Improved efficiency and reduced dispatch time** – Dispatching maintenance crews will be more efficient due to a more functional location on the eastern end of the County. Equipment life span will be enhanced in an enclosed, secure facility.

Funding Sources

- **General fund** – \$750K
- **Capital Reserve** – \$550K

Project Milestones

- **Design** was completed in October 2017 (FY18).
- **Construction** is scheduled to begin June 2019 (FY19) and be completed in April 2020 (FY20).
- **Occupancy** is scheduled for June 2020 (FY20).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
General Funds	750	750	-	-	-	-	-	-	-	-	-
Capital Reserve	550	-	550	-	-	-	-	-	-	-	-
Total Revenue	\$1,300	\$750	\$550	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Cost Categories (Expenditures)											
Design/Planning	237	184	54	-	-	-	-	-	-	-	-
Construction	1,063	-	-	1,063	-	-	-	-	-	1,063	-
Total Expenditure	\$1,300	\$184	\$54	\$1,063	-	-	-	-	-	\$1,063	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Locust Shade Park Water Line Replacement

Total Project Cost – \$2.4M

Project Description

There is a critical need to install a new water main line at Locust Shade Park. The existing water line under Route 1 is more than 40 years old. The water line has broken four times since 2007 and the repair costs have exceeded \$150,000. Water line breaks have caused damage to Route 1, shutting down lanes of traffic, and is a safety concern for drivers. In late September 2014, there was a break in the main which required a 40-foot section of Route 1 to be milled and re-paved.

Additionally, the existing water line does not provide the quantity or pressure needed for the existing facilities at Locust Shade Park and Forest Greens Golf Course. When there is a large event, such as a Scout camp at the park, the water line cannot provide enough water or water pressure to operate the restrooms. There is no alternative water source for the park.

Service Impact

- **Improved water availability** – Replacing the water line will enhance public water availability to existing structures and customers within the park.
- **Reduced maintenance and impact on Route 1** – Replacing the water line will eliminate the occurrence of water line breaks under Route 1 and impacts on traffic flow on the roadway during line breaks.

Funding Sources

- **General fund** – \$1.0M
- **Building and Facilities Capital Program** – \$1.4M



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Design** was completed in September 2017 (FY18).
- **Construction** is scheduled to begin in May 2019 (FY19) for completion in May 2020 (FY20).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Capital Reserve	1,353	-	1,353	-	-	-	-	-	-	-	-
Total Revenue	\$2,353	\$1,000	\$1,353	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	449	364	85	-	-	-	-	-	-	-	-
Construction	1,904	-	200	1,704	-	-	-	-	-	1,704	-
Total Expenditure	\$2,353	\$364	\$285	\$1,704	-	-	-	-	-	\$1,704	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Long Park Auxiliary Bldg./Sewer Connection

Total Project Cost – \$650K

Project Description

Design and construct an auxiliary building in the front of Long Park near the soccer fields that will house restrooms, concessions, and office space. The project will also include a sewer line connection from the Route 15 to the facility.

Service Impact

- **Increase Active Recreation Opportunities** – This project will increase sports participation visits and customer satisfaction ratings in the County. It will also lead to more soccer tournaments by having permanent restrooms near the artificial turf fields.

Funding Sources

- **General fund** – \$650K

Project Milestones

- **Design** began in August 2018 (FY19) and completed in spring 2019 (FY19).
- **Construction** is scheduled to begin summer 2019 (FY20) and be completed fall 2019 (FY20).
- **Occupancy** is scheduled for fall 2019 (FY20).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
General Funds	650	-	650	-	-	-	-	-	-	-	-
Total Revenue	\$650	-	\$650	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)											
Design/Planning	169	-	169	-	-	-	-	-	-	-	-
Construction	481	-	-	481	-	-	-	-	-	481	-
Total Expenditure	\$650	-	\$169	\$481	-	-	-	-	-	\$481	-

Operating Impacts											
	Operating Expenses		16	16	16	16	16	16	16	96	
	Debt Service		-	-	-	-	-	-	-	-	-
	Revenue		-	-	-	-	-	-	-	-	-
	General Fund Requirement		\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$96	
	Additional Positions (FTEs)		-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Potomac Heritage National Scenic Trail

Current Project Cost – \$2.2M

Project Description

This project constructs trail segments of the Potomac Heritage National Scenic Trail (PHNST). The PHNST is designed to be a multi-use trail through the County and is part of the national trail that links the Potomac and upper Ohio River basins. The total cost of completing all segments will be developed as the final alignment of the trail is determined.

Service Impact

- **Increase open space and passive recreation opportunities** – Provides dedicated trail segments for walking, jogging, and biking and makes progress toward the goals of the Parks, Open Space and Trails chapter in the County’s Comprehensive Plan.

Funding Sources

- **General fund** – \$640K
- **Developer contributions (proffers)** – \$979K
- **Federal funds** – \$568K
- **Other funding sources** – \$15K

Note: Final construction of all planned trail segments will not occur until additional funding is available.

- **Annual operating costs for trail maintenance** will be funded by the general fund. In addition, community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing operating costs.

Project Milestones

- **Trail segments** within the project include:
 - **Featherstone Refuge** – US Fish & Wildlife approved the plan in May 2017 (FY17). The Board of County Supervisors (BOCS) approved the right-



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

of-way agreement in July 2017 (FY18). DRPT is working with the Virginia Department of Transportation to administer the Federal Lands Access Program grant. Additional geotechnical work is required to ready the project for bidding and will be done over the winter of 2019 (FY19). Completion of the bridges and boardwalk is expected by October 2019 (FY20).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	640	440	200	-	-	-	-	-	-	-	-
Capital Reserve	15	15	-	-	-	-	-	-	-	-	-
Federal Rev	568	568	-	-	-	-	-	-	-	-	-
Proffers	979	979	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,202	\$2,002	\$200	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	442	8	434	-	-	-	-	-	-	-	-
Construction	1,623	64	250	1,309	-	-	-	-	-	1,309	-
Right of Way/Land	24	-	24	-	-	-	-	-	-	-	-
Conversion	112	112	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,202	\$185	\$708	\$1,309	-	-	-	-	-	\$1,309	-

<i>Operating Impacts</i>										
	Operating Expenses	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Potomac Heritage National Scenic Trail



Potomac Heritage National Scenic Trail - Neabsco Creek Crossing

- **Heritage Harbor** – This segment incorporates a road crossing at Featherstone Road and connects with the Featherstone Refuge segment. Additional funding from proffers was provided in FY18, which will allow work to be completed in spring 2019 (FY19).
 - **Highams Parcel** – This segment fills a gap in the trail from Occoquan Refuge to Veterans Park by building a soft surface trail with gravel. The land was gifted to the County in March 2018 (FY18). Constructing is planned to begin in spring 2019 (FY19).
 - **Neabsco Creek Wetland Preserve Boardwalk** – This project will build a 2,215 foot boardwalk from the south landing of the Neabsco Creek Boardwalk towards the parking lot at Metz Wetlands and will include 400 feet of natural surface trail and two bridges. Construction is planned to begin in June 2019 (FY19).
 - **Occoquan Refuge** – US Fish & Wildlife approved the plan in May 2017 (FY17). The BOCS approved the right-of-way agreement in July 2017 (FY18). Trail work began fall 2017 (FY18). DPRT is acquiring quotes for trail materials, site work, and installing one bridge crossing. Construction will be completed summer 2019 (FY20).
 - **Port Potomac** – This project will construct a paved path connecting Powells Landing Park to Route 1. The project schedule is TBD.
 - **Rippon Landing Park ADA Trail** – This segment will construct an ADA path connecting to the north landing of the Neabsco Creek Boardwalk. Construction is planned to begin in spring 2019 (FY19).
- **Future trail segments** extending the trail network from Woodbridge through the Potomac Magisterial District and to the Stafford County line are in planning stages. The PHNST route through Occoquan and into the Woodbridge District is in planning stages in collaboration with the Town of Occoquan.

Rollins Ford Park – Phase 2

Total Project Cost – \$7.3M

Project Description

This will be a 69-acre park, which will include two rectangular fields, parking, playgrounds, pavilions, basketball court, dog park, restroom/concession auxiliary building, walking trails, and wildflower meadows.

Service Impact

- **Increase Active Recreation Opportunities** – This project will increase sports participation visits and customer satisfaction ratings in the County. Specifically, the park improvements will reduce congestion at Long Park due to the additional field capacity in the western end of the County.

Funding Sources

- **Capital Reserve** – \$2.7M
- **Developer contributions (proffers)** – \$2.2M
- **General fund** – \$600K
- **General fund (sale of easement)** – \$1.8M

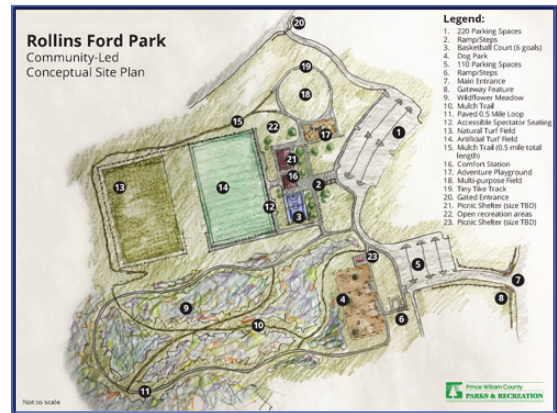
Project Milestones

- **Design** began in July 2018 (FY19) and will be completed April 2019 (FY19).
- **Construction** is scheduled to begin in fall 2019 (FY20) and be completed in fall 2020 (FY21).
- **Occupancy** is scheduled for fall 2020 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	593	593	-	-	-	-	-	-	-	-	-
Capital Reserve	2,700	-	2,700	-	-	-	-	-	-	-	-
Proffers	2,183	-	2,183	-	-	-	-	-	-	-	-
Other Revenue	1,800	1,800	-	-	-	-	-	-	-	-	-
Total Revenue	\$7,276	\$2,393	\$4,883	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	409	9	200	200	-	-	-	-	-	200	-
Construction	6,867	35	-	5,000	1,833	-	-	-	-	6,833	-
Total Expenditure	\$7,276	\$43	\$200	\$5,200	\$1,833	-	-	-	-	\$7,033	-

Operating Impacts	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25
Operating Expenses	68	68	68	68	68	68	68	408
Debt Service	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	\$68	\$68	\$68	\$68	\$68	\$68	\$68	\$408
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Trail Development

Total Project Cost – \$2.0M

Project Description

This project adds trails and connectors to the Broad Run Greenway, Catharpin Greenway, Neabsco Greenway, and Occoquan Greenway corridors.

Service Impact

- **Increase open space and passive recreation opportunities** – The trails will be used by hikers, non-motorized bikers, and equestrians, providing an alternative transportation route between parks and school sites. Completed segments make progress toward goals in the Parks, Open Space, and Trails chapter in the County’s Comprehensive Plan.

Funding Sources

- **Developer contributions (proffers)** – \$1.1M
- **General fund** – \$929K
- **Capital reserve** – \$21K

Note: Final construction of all planned trail segments will not occur until additional funding is available.

- **Annual operating costs** are not anticipated at this time, but any future maintenance costs as segments are completed will be provided by the general fund. In addition, community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing operating costs.

Project Milestones

- **Broad Run Greenway** – The trail connects communities from Route 28 to Rollins Ford Road. Segments will be constructed as funding and easements become available.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Catharpin Greenway** – The trail connects communities from Silver Lake Park to Long Park to the Manassas Battlefield. Segments will be constructed as funding and easements are available.

- **Neabsco Greenway** – The trail connects communities from Andrew Leitch Park to the Sharron Baucom Dale City Recreation Center. Segments will be completed as funding and easements are available.

- **Occoquan Greenway** – The trail connects communities from the McCoart Complex to the Town of Occoquan. Segments three and four are in the design stage for the bridge crossings. A draft trail layout is complete pending easement availability. Other segments will be constructed as funding and easements are available.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	929	929	-	-	-	-	-	-	-	-	-
Capital Reserve	21	21	-	-	-	-	-	-	-	-	-
Proffers	1,096	1,096	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,045	\$2,045	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	123	117	7	-	-	-	-	-	-	-	-
Construction	1,375	165	-	-	-	-	-	-	-	-	1,211
Conversion	547	547	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,045	\$828	\$7	-	-	-	-	-	-	-	\$1,211

<i>Operating Impacts</i>											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Trail Development



Broad Run Greenway



Occoquan Greenway

Landfill Caps

Total Project Cost – \$9.5M

Project Description

The project funds the mandated closure of filled cells located at the Prince William County Sanitary Landfill. Filled cells are areas of the landfill that have reached capacity.

Service Impact

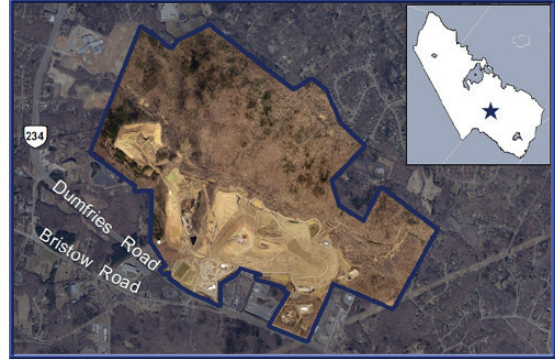
- **Protection of Public Health** – The closure of filled cells will reduce rainwater infiltration, thereby protecting public health, groundwater quality, and the environment.
- **Compliance with Virginia Solid Waste Management Regulations** – Regulations mandate that cells must be capped once they are completely filled.

Funding Sources

- **Solid waste fee revenue/Closure Fund** – \$9.5M

Project Milestones

- **Design and construction for Phase 2 (Sequence 5)** will begin in FY22 and be completed in FY23.
- **Design and construction for Phase 2 (Sequence 6)** will begin in FY25 and be completed in FY26.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
Solid Waste Fees	9,470	-	-	-	-	4,740	-	-	4,730	9,470	-
Total Revenue	\$9,470	-	-	-	-	\$4,740	-	-	\$4,730	\$9,470	-

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Cost Categories (Expenditures)											
Design/Planning	1,150	-	-	-	-	830	-	-	320	1,150	-
Construction	8,320	-	-	-	-	3,610	300	-	1,764	5,674	2,646
Total Expenditure	\$9,470	-	-	-	-	\$4,440	\$300	-	\$2,084	\$6,824	\$2,646

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Landfill Liners

Total Project Cost – \$10.5M

Project Description

Installation of mandated landfill liners is required to complete the liner systems at the PWC Sanitary Landfill.

Service Impact

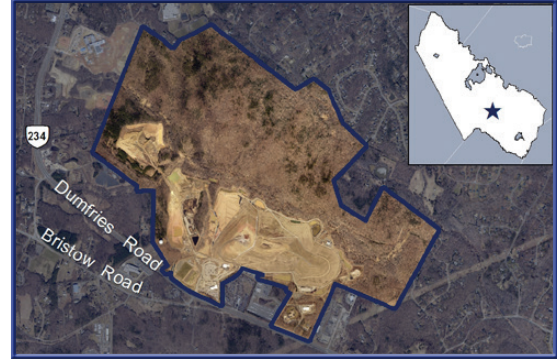
- **Protection of Public Health** – The landfill liners will protect public health and the environment by reducing groundwater contamination.
- **Compliance with Virginia Solid Waste Management Regulations** – The regulations mandate that liners be installed in all new landfill cells.
- **Capacity of Phase 2 and Phase 3 cells** – The life of the Phase 2 and Phase 3 cells are estimated to last until 2030.

Funding Sources

- **Solid waste fee revenue** – \$10.5M

Project Milestones

- **Relocation of the mulch facility** began in FY18 and will be completed in FY19 to prepare for the construction of the Phase 3 lined cells.
- **Design and construction of Phase 3, Part A** will begin in FY21 and be completed in FY22.
- **Design and construction of Phase 3, Part B** will begin in FY24 and be completed in FY25.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
Solid Waste Fees	10,538	1,078	-	-	4,250	-	-	5,210	-	9,460	-
Total Revenue	\$10,538	\$1,078	-	-	\$4,250	-	-	\$5,210	-	\$9,460	-

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Cost Categories (Expenditures)											
Design/Planning	1,760	-	-	-	820	-	-	940	-	1,760	-
Construction	8,778	125	953	-	1,520	1,910	-	2,562	1,708	7,700	-
Total Expenditure	\$10,538	\$125	\$953	-	\$2,340	\$1,910	-	\$3,502	\$1,708	\$9,460	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

County Watersheds

Total Project Cost – \$22.0M

Project Description

County watershed capital projects include stream restoration, best management practices, stormwater management facility retrofits, culvert modifications, channel improvements, and drainage improvements within countywide watersheds to reduce flooding and erosion problems and/or improve water quality. The County watersheds included in this project are:

- Broad Run Watershed
- Bull Run Watershed
- Cedar Run Watershed
- Marumsc Creek Watershed
- Neabsco Creek Watershed
- Occoquan River Watershed
- Powells Creek Watershed
- Quantico Creek Watershed

Service Impact

- **Protect water quality** – These projects will protect local water quality and the Chesapeake Bay.
- **Control flooding and reduce erosion** – These projects will help control flooding and reduce erosion and siltation problems countywide.
- **Comply with state and federal mandates** – All of the projects help comply with federal and state mandates associated with the Clean Water Act, including the Chesapeake Bay Total Maximum Daily Load and the County’s Municipal Separate Storm Sewer System permit by providing water quality and quantity improvements, reduction of non-point source pollution, and the enhancement of stream/riparian habitat.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- **Stormwater management (SWM) fee** – \$22.0M
- **Proffers (developer contributions)** – \$57K
- **Annual maintenance costs** are supported by the County’s SWM fee.

Project Milestones

Design and construction for watershed improvement projects occur on a phased basis as specific projects are identified in watershed studies. Planned and ongoing projects include the following:

- **Broad Run Watershed**
 - Broad Run SWM Retrofits
- **Bull Run Watershed**
 - Bull Run Stream Restorations/SWM Retrofits

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Stormwater Mgmt Fee	22,007	-	2,362	2,196	3,300	3,100	3,200	3,523	4,326	19,645	-
Proffers	57	-	42	15	-	-	-	-	-	15	-
Total Revenue	\$22,064	-	\$2,404	\$2,211	\$3,300	\$3,100	\$3,200	\$3,523	\$4,326	\$19,660	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Construction	22,064	-	2,404	2,211	3,300	3,100	3,200	3,523	4,326	19,660	-
Total Expenditure	\$22,064	-	\$2,404	\$2,211	\$3,300	\$3,100	\$3,200	\$3,523	\$4,326	\$19,660	-

<i>Operating Impacts</i>											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

County Watersheds



Powells Creek Watershed Water Quality Retrofit

➤ **Marumsco Creek Watershed**

- Marumsco Creek SWM Retrofits

➤ **Neabsco Creek Watershed**

- Cow Branch Phase 4 – Stream Restoration

➤ **Occoquan River Watershed**

- Occoquan Stream Restoration/SWM Retrofits

➤ **Powells Creek Watershed**

- Powells SS-725 Stream Restoration – Phase 1
- Powells SS-725 Stream Restoration – Tributaries
- Powells SS-725 Stream Restoration – Phase 2

➤ **Quantico Creek Watershed**

- Dewey's Creek Reach 2 Stream Restoration
- SWM Facility 424 – Water Quality Retrofit

County Watersheds





PUBLIC SAFETY
PROJECTS

Nokesville Fire & Rescue Station Reconstruction

Total Project Cost – \$10.9M

Project Description

This project will replace the current station as recommended in the 2010 Fire & Rescue Facilities Assessment. The new station will be constructed at the same location as the current station. The new station will have expanded office space, sleeping quarters, community room, and more suitable apparatus areas.

Service Impact

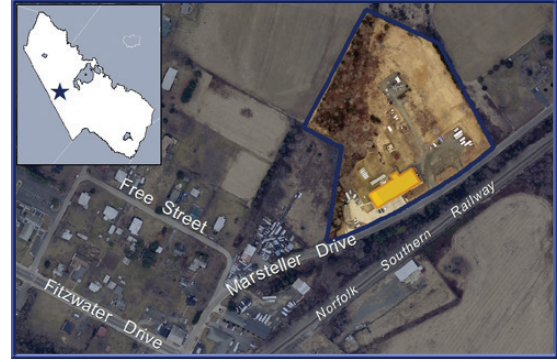
- **Safety** – The reconstructed station will provide a safer environment for career and volunteer staff members.
- **Volunteer recruitment and retention** – The renovation is not expected to impact station response times. It is anticipated that renovated living and working space will improve volunteer firefighter recruitment and retention.

Funding Sources

- **Fire levy funds** – \$7.5M
- **Developer contributions (proffers)** – \$2.6M
- **Capital Reserve** – \$600K
- **Service Authority Reimbursement (Credit)** – \$114K
- **Facility and program operating costs** are funded by the fire levy; there are no new costs due to the reconstruction.

Project Milestones

- **Design** began in December 2013 (FY14) and was completed in November 2017 (FY18).
- **Reconstruction** began May 2018 (FY18) and will be completed in August 2019 (FY20).
- **Occupancy** is scheduled for September 2019 (FY20).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Capital Reserve	600	600	-	-	-	-	-	-	-	-	-
Fire Levy	7,549	7,549	-	-	-	-	-	-	-	-	-
Proffers	2,601	2,463	-	138	-	-	-	-	-	138	-
Service Authority Reimbursement	114	114	-	-	-	-	-	-	-	-	-
Total Revenue	\$10,864	\$10,726	-	\$138	-	-	-	-	-	\$138	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Pre-Planning	101	101	-	-	-	-	-	-	-	-	-
Design/Planning	933	773	125	25	10	-	-	-	-	35	-
Construction	8,737	901	7,210	600	25	-	-	-	-	625	-
Occupancy	250	-	200	50	-	-	-	-	-	50	-
Telecommunication	400	-	300	100	-	-	-	-	-	100	-
Project Management	444	104	265	60	15	-	-	-	-	75	-
Total Expenditure	\$10,864	\$1,879	\$8,100	\$835	\$50	-	-	-	-	\$885	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Station 22 (West End) Fire & Rescue

Total Project Cost – \$16.6M

Project Description

Station 22 is a Fire & Rescue station that will be located at 11600 Balls Ford Road in the west end of the county and is planned to be approximately 21,000 square feet. The station will house a pumper, rescue unit, collapse unit, and an Advanced Life Support (ALS) ambulance. Career staffing will be provided for a 24-hour pumper unit, 24-hour rescue unit, and a 24-hour medic unit. The building will include sleeping quarters, a kitchen and dayroom, physical fitness room, training room, storage for heavy tactical rescue equipment, and offices. The station will include three to four apparatus bays, an area for personal protective equipment, and an exterior training tower.

Service Impact

- **Response Time Improvements** – The station's first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Debt financing (supported by the Fire Levy)** – \$15.1M
- **Fire levy funds** – \$922K
- **Developer contributions (proffers)** – \$615K
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund.

Project Milestones

- **Land Acquisition** was completed in July 2017 (FY18).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Design** began in November 2017 (FY18) and was completed in December 2018 (FY19).
- **Construction** is scheduled to begin in June 2019 (FY19) and will be completed in September 2020 (FY21).
- **Occupancy** is scheduled for November 2020 (FY21).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Fire Levy	922	1,275	(353)	-	-	-	-	-	-	-	-
Debt	15,080	-	-	15,080	-	-	-	-	-	15,080	-
Proffers	615	-	353	262	-	-	-	-	-	262	-
Total Revenue	\$16,618	\$1,275	-	\$15,343	-	-	-	-	-	\$15,343	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Pre-Planning	39	39	-	-	-	-	-	-	-	-	-
Design/Planning	951	327	400	224	-	-	-	-	-	224	-
Construction	10,399	-	1,000	7,046	2,353	-	-	-	-	9,399	-
Right of Way/Land	3,729	3,729	-	-	-	-	-	-	-	-	-
Occupancy	400	-	-	250	150	-	-	-	-	400	-
Telecommunication	400	-	-	200	200	-	-	-	-	400	-
Project Management	650	59	200	250	140	-	-	-	-	390	-
Other Project Costs	50	50	-	-	-	-	-	-	-	-	-
Total Expenditure	\$16,618	\$4,204	\$1,600	\$7,970	\$2,843	-	-	-	-	\$10,814	-

<i>Operating Impacts</i>										
	Operating Expenses	-	2,508	2,192	2,192	2,192	2,192	2,192	11,276	
	Debt Service	-	1,433	1,399	1,365	1,331	1,331	1,331	6,858	
	Revenue	-	1,933	1,899	1,865	1,831	1,831	1,831	9,358	
	General Fund Requirement	-	\$2,008	\$1,692	\$1,692	\$1,692	\$1,692	\$1,692	\$8,776	
	Additional Positions (FTEs)	-	14.00	-	-	-	-	-	14.00	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Station 22 (West End) Fire & Rescue



Station 27 (East End) Fire & Rescue

Total Project Cost – \$14.0M

Project Description

Station 27 is a new Fire & Rescue station that will be located on the east end of the County in, or near, the Potomac Shores community, located on the Cherry Hill Peninsula. The station is planned to house a pumper and an ALS ambulance. Twenty-four hour career staffing will be provided for both units. The building will include sleeping quarters, a kitchen and dayroom, a physical fitness room, a training room, and offices. The station is currently planned to include two to three apparatus bays and an area for personal protective equipment.

Service Impact

- **Response Time Improvements** – The station’s first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease the burden on existing stations.

Funding Sources

- **Debt financing (supported by the fire levy)** – \$14.0M
- **Facility operating costs** will be funded by the fire levy.
- **Program operating costs (career staffing)** will be funded by the general fund.

Project Milestones

- **Land Acquisition** began in FY18. Note, land acquisition costs are not included in the total project cost, but will be included once acquisition is complete.
- **Design** is scheduled to begin in July 2021 (FY22).
- **Construction** is scheduled to begin in July 2022 (FY23) and be completed in December 2023 (FY24).
- **Occupancy** is scheduled for January 2024 (FY24).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Debt	14,000	-	-	-	-	14,000	-	-	-	14,000	-
Total Revenue	\$14,000	-	-	-	-	\$14,000	-	-	-	\$14,000	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Pre-Planning	225	-	-	-	225	-	-	-	-	225	-
Design/Planning	800	-	-	-	-	600	150	50	-	800	-
Construction	11,400	-	-	-	-	-	6,400	5,000	-	11,400	-
Occupancy	400	-	-	-	-	-	200	200	-	400	-
Telecommunication	400	-	-	-	-	-	400	-	-	400	-
Project Management	775	-	-	-	50	175	300	250	-	775	-
Total Expenditure	\$14,000	-	-	-	\$275	\$775	\$7,450	\$5,500	-	\$14,000	-

Operating Impacts	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25
Operating Expenses	-	-	-	1,694	3,444	3,944	3,944	13,025
Debt Service	-	-	-	-	1,400	1,400	1,365	4,165
Revenue	-	-	-	-	1,400	1,900	1,865	5,165
General Fund Requirement	-	-	-	\$1,694	\$3,444	\$3,444	\$3,444	\$12,025
Additional Positions (FTEs)	-	-	-	10.00	14.00	-	-	24.00

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Adult Detention Center Phase 2

Total Project Cost – \$46.9M

Project Description

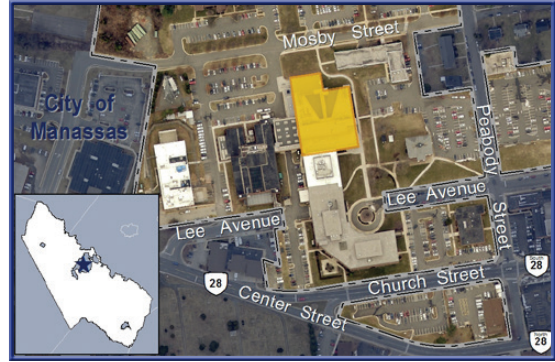
The Adult Detention Center Phase 2 project provides a second expansion adjacent to the existing ADC and a parking lot expansion. The expansion will provide bed space to alleviate current overcrowding and future inmate population growth.

Service Impact

- **Inmate population** – This expansion provides future capacity for projected inmate population.
- **Bed Space** – The expansion will provide 204 additional general population beds in the Manassas Complex.
- **Support increase of Average Daily Population (ADP)** – The current ADP, as defined by the 2014 Community Based Corrections Planning study, exceeds the existing rated capacity of the facility by 219 jail beds. The additional bed space will address the current need. The closure of the Peumansend Creek Regional jail in 2017 eliminated 75 available beds, adding to the current situation.

Funding Sources

- **Debt financing** – \$20.8M
- **State reimbursement** – \$21.0M
- **Facilities capital reserve** – \$5.1M
- **Facility operating costs** will be funded by the general fund and the cities of Manassas and Manassas Park. Facility personnel include 82 security positions and 18 non-security positions. Staffing is being phased in over three years beginning in FY18. The final staffing complement for the jail expansion will occur in FY20.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Planning and design** began in April 2015 (FY15) and was completed December 2016 (FY17).
- **Construction** began December 2017 (FY18) and will be completed February 2020 (FY20).
- **Occupancy** is scheduled for March 2020 (FY20).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Capital Reserve	5,071	5,071	-	-	-	-	-	-	-	-	-
Debt	20,802	-	21,032	20,802	-	(21,032)	-	-	-	(230)	-
State Rev	21,032	-	-	-	-	21,032	-	-	-	21,032	-
Total Revenue	\$46,906	\$5,071	\$21,032	\$20,802	-	-	-	-	-	\$20,802	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	3,627	3,317	200	110	-	-	-	-	-	110	-
Construction	41,701	5,321	16,495	19,885	-	-	-	-	-	19,885	-
Occupancy	400	-	-	400	-	-	-	-	-	400	-
Telecommunication	400	-	-	400	-	-	-	-	-	400	-
Project Management	720	82	300	338	-	-	-	-	-	338	-
Other Project Costs	58	58	-	-	-	-	-	-	-	-	-
Total Expenditure	\$46,906	\$8,778	\$16,995	\$21,132	-	-	-	-	-	\$21,132	-

<i>Operating Impacts</i>										
	Operating Expenses	6,417	6,971	6,971	6,971	6,971	6,971	6,971	6,971	41,272
	Debt Service	544	2,493	2,472	2,425	1,836	1,836	1,836	1,836	11,606
	Revenue	1,100	2,200	2,200	2,200	2,200	2,200	2,200	2,200	12,100
	General Fund Requirement	\$5,862	\$7,264	\$7,243	\$7,196	\$6,607	\$6,607	\$6,607	\$6,607	\$40,778
	Additional Positions (FTEs)	27.00	-	-	-	-	-	-	-	27.00

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Adult Detention Center Phase 2



Adult Detention Center Main Building Repairs

Total Project Cost – \$7.5M

Project Description

The project provides repairs to the inmate housing areas on the second and third floors of the main jail building. These repairs include plumbing fixtures, security systems, HVAC, furniture, and other maintenance systems that require updates. The Main Building is the original building at the complex built in 1982.

Service Impact

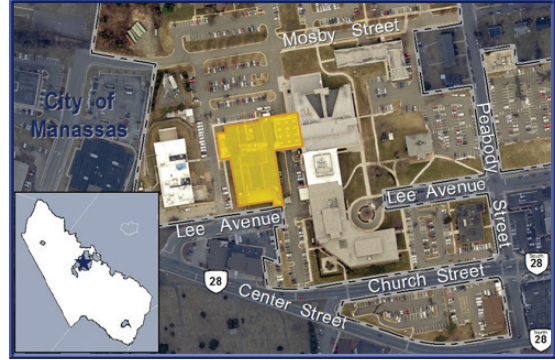
- **Improved safety and security** – These repairs will modernize existing systems which will improve safety and security for staff and inmates.
- **Maintenance costs** – Maintenance costs will be reduced by decreasing the need for service calls.

Funding Sources

- **ADC fund balance** – \$7.0M
- **City of Manassas** – \$0.5M
- **Facility operating costs** will be minimal as new plumbing and HVAC systems will be more energy efficient. There may be an increase in farm-out costs during the project while housing units are repaired.

Project Milestones

- **Planning and design** is scheduled to begin winter 2019 (FY20) to be completed spring 2020 (FY20).
- **Construction** is scheduled to begin spring 2020 (FY20) to be completed spring 2021 (FY21).
- **Occupancy** is scheduled for spring 2021 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	7,000	-	-	7,000	-	-	-	-	-	7,000	-
Other Revenue	500	-	-	500	-	-	-	-	-	500	-
Total Revenue	\$7,500	-	-	\$7,500	-	-	-	-	-	\$7,500	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	1,000	-	-	1,000	-	-	-	-	-	1,000	-
Construction	6,500	-	-	500	6,000	-	-	-	-	6,500	-
Total Expenditure	\$7,500	-	-	\$1,500	\$6,000	-	-	-	-	\$7,500	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Courthouse Security System Replacement

Total Project Cost – \$4.8M

Project Description

The project replaces the security system at the Judicial Center Courthouse complex, to include new cameras/surveillance equipment, digital video recorders capable of recording and maintaining video footage for 30 days, new wiring compatible with the new surveillance equipment, and call boxes with surveillance cameras.

A needs assessment was completed in FY16 and informed the design and implementation of the system.

Service Impact

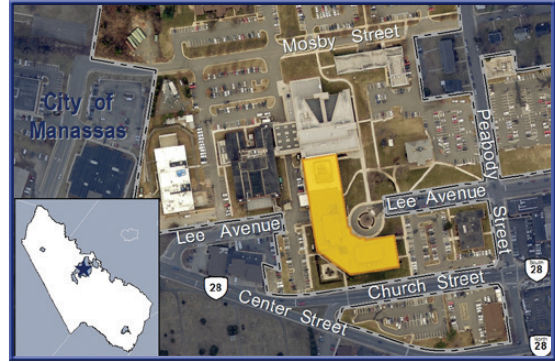
- **Improved safety and security at the Judicial Center** – Replacing the system will improve safety and security for visitors and employees in the complex by ensuring that access to sensitive areas is appropriately restricted and surveillance areas are maintained.
- **Software and hardware life cycle** – The life cycle of the existing software and hardware is at an end. System replacement is critical in order to support the security of the complex.

Funding Sources

- **General fund** – \$4.8M
- **Facility operating costs** will be funded by the general fund.

Project Milestones

- **Planning and design** is scheduled to be completed winter 2019 (FY19) with contract award in spring 2019 (FY19).
- **Implementation** is scheduled to begin spring 2019 (FY19) with completion in fall 2020 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	4,789	4,789	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,789	\$4,789	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	391	181	211	-	-	-	-	-	-	-	-
Construction	445	-	200	245	-	-	-	-	-	245	-
Telecommunication	3,953	22	655	2,620	655	-	-	-	-	3,276	-
Total Expenditure	\$4,789	\$203	\$1,066	\$2,865	\$655	-	-	-	-	\$3,521	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

911 Call Center Redundancy

Total Project Cost – \$1.0M

Project Description

Phase 1 of this project renovates the existing 911 call center backup and disaster recovery location for Public Safety Communications. This will enable staff to activate the County’s backup and disaster recovery site quickly and facilitate operations for extended periods.

Phase 2 of this project renovates the existing primary 911 call center for Public Safety Communications. This will support current operations and the need for additional capacity to support future next generation 911 initiatives.

Service Impact

- **Public Safety Communications** – Modernizing the County’s backup and primary public safety communications sites will promote a safe community by allowing rapid deployment of its backup system and decreasing emergency response times overall.

Funding Sources

- **Capital Reserve** – \$1.0M

Project Milestones

- **Planning and design** began in fall 2018 (FY19) with completion in FY20.
- **Construction** is scheduled to be completed in FY20.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
Capital Reserve	1,020	-	1,020	-	-	-	-	-	-	-	-
Total Revenue	\$1,020	-	\$1,020	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Cost Categories (Expenditures)											
Design/Planning	100	-	100	-	-	-	-	-	-	-	-
Construction	920	-	100	820	-	-	-	-	-	820	-
Total Expenditure	\$1,020	-	\$200	\$820	-	-	-	-	-	\$820	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Animal Shelter Expansion/Renovation

Total Project Budget – \$15.1M

Project Description

The project constructs a new animal shelter at the existing shelter location at Independent Hill on Dumfries Road. The project will replace aging trailers where staff is housed, and several aging/deteriorating outbuildings used for storage.

Features of the new facility will include expanded animal adoption areas, quarantine and visitation areas, veterinarian support space, feed and equipment storage areas, exam and grooming rooms, stray animal kennels, and space to address surge capacity related to animal cruelty and hoarding cases. The design will be in full compliance with Association of Shelter Veterinarians facility standards.

Service Impact

➤ **Improve the Long-term Support and Operation** – Animal control services will improve as follows:

- Enhanced public accessibility to the shelter.
- Housing of stray and homeless pets to include feeding, care, and maintenance.
- Quarantine of aggressive and potentially rabid animals and surrender of unwanted pets.
- Public education on animal laws, animal care, and animal behavior.
- Enforcement of state and local laws regarding domestic and agricultural animals.
- Adoption and placement of pets in new homes.
- Cremation of deceased animals.
- Administration of vaccines to prevent the spread of contagious animal diseases.
- Housing of stray livestock, birds, and reptiles.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Debt	14,125	-	-	14,125	-	-	-	-	-	14,125	-
Total Revenue	\$15,125	\$1,000	-	\$14,125	-	-	-	-	-	\$14,125	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Pre-Planning	328	328	-	-	-	-	-	-	-	-	-
Design/Planning	1,434	591	843	-	-	-	-	-	-	-	-
Construction	11,619	-	250	8,000	3,369	-	-	-	-	11,369	-
Occupancy	845	-	-	250	595	-	-	-	-	845	-
Telecommunication	308	-	-	125	183	-	-	-	-	308	-
Project Management	590	-	104	240	196	50	-	-	-	486	-
Total Expenditure	\$15,125	\$919	\$1,197	\$8,615	\$4,343	\$50	-	-	-	\$13,008	-

<i>Operating Impacts</i>										
	Operating Expenses	-	700	814	746	746	746	746	3,751	
	Debt Service	-	1,342	1,310	1,278	1,246	1,215	1,215	6,392	
	Revenue	-	-	-	-	-	-	-	-	
	General Fund Requirement	-	\$2,042	\$2,124	\$2,024	\$1,992	\$1,961	\$1,961	\$10,143	
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Animal Shelter Expansion/Renovation



Current Prince William County Animal Shelter

Funding Sources

- **General fund** – \$1.0M
- **Debt financing** – \$14.1M
- **Debt service costs** will be funded by the general fund.
- **Facility operating costs** will be funded by the general fund.

Project Milestones

- **Planning and design option** chosen in September 2017 (FY18).
- **Final design** began in October 2017 (FY18) and was completed in December 2018 (FY19).
- **Construction** is scheduled to begin in June 2019 (FY19) to be completed in March 2021 (FY21).
- **Occupancy** is scheduled for February 2021 (FY21).

Public Safety Training Center Master Plan

Total Project Cost of Master Plan – \$400K

Total Project Cost of Expansion – TBD

Project Description

This project develops a master plan to identify improvements and additions to the Public Safety Training Center. The training center supports the recruit training of police and fire and rescue personnel and ongoing training for active duty and volunteer personnel.

Service Impact

- **Enhanced Public Safety Training Facilities** – Police Department and Fire & Rescue Department personnel, along with volunteers, will benefit from enhanced and updated training facilities.

Funding Sources

- **Capital Reserve** – \$400K
- **Debt service costs** associated with financing future facility improvements will be funded by the general fund.
- **Annual operating costs** will be supported by the general fund.

Project Milestones

- **Master planning** began in spring 2018 (FY18) with completion in FY20.
- **Design** of specific improvements and project costs will begin after the completion of the master plan.
- **Construction** is scheduled to begin in FY21.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
Capital Reserve	400	400	-	-	-	-	-	-	-	-	-
Total Revenue	\$400	\$400	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Pre-Planning	400	89	166	145	-	-	-	-	-	145	-
Total Expenditure	\$400	\$89	\$166	\$145	-	-	-	-	-	\$145	-
Operating Impacts											
	Operating Expenses	-	-	-	500	500	500	1,500			
	Debt Service	-	-	3,000	3,000	3,000	3,000	12,000			
	Revenue	-	-	-	-	-	-	-			
	General Fund Requirement	-	-	\$3,000	\$3,500	\$3,500	\$3,500	\$13,500			
	Additional Positions (FTEs)	-	-	-	-	-	-	-			

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Security Improvements at County Facilities

Total Project Cost – \$2.6M

Project Description

This project funds a security assessment and physical security enhancements at the McCoart Complex. In addition, funds will be used to assess security improvement needs at the Judicial Center and the Garfield (Eastern District) Police Station.

Service Impact

- **Improved safety and security** – Physical security enhancements improve safety for visitors and employees in County facilities by ensuring that access to sensitive areas is appropriately restricted and managed.
- **Asset Protection** – Physical security enhancements protect County assets.

Funding Sources

- **General fund** – \$553K
- **Capital Reserve** – \$2.0M
- **Annual operating cost** impacts will be identified during the design phases. There are currently no operating impacts planned in the CIP.

Project Milestones

- **McCoart Complex Security Assessment** was completed in FY18.
- **Design for McCoart Complex improvements** began in December 2017 (FY18) and was completed in winter 2018 (FY19).
- **Construction at McCoart Complex** began in February 2019 (FY19) and are scheduled to be completed winter 2019 (FY20).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Judicial Center and Gar-Field exterior assessments** began in December 2017 (FY18) and were completed in July 2018 (FY19).
- **Judicial Center and Garfield exterior security enhancements** began October 2018 (FY19) and are scheduled to be completed summer 2019 (FY19).
- **Garfield Fueling Station assessment** began January 2019 (FY19) to be complete in February 2019 (FY19).
- **Projects at other sites** will be identified, designed, and constructed in the future. Specific timelines are to be determined.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	553	553	-	-	-	-	-	-	-	-	-
Capital Reserve	2,000	2,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,553	\$2,553	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	677	440	237	-	-	-	-	-	-	-	-
Construction	1,876	-	481	1,000	-	-	-	-	-	1,000	395
Total Expenditure	\$2,553	\$440	\$718	\$1,000	-	-	-	-	-	\$1,000	\$395

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



TECHNOLOGY IMPROVEMENT
PROJECTS

Human Capital Management (HCM)

Total Project Cost – \$13.0M

Project Description

This project defines requirements and options for the replacement of the existing Human Capital Management system. The system requirements process will include an assessment of whether to upgrade to a new version with the current vendor or select a new system.

Service Impact

- **Increase Organizational Efficiency** – Modernization of the system will increase organizational adaptability and flexibility with the following key abilities: the cloud, mobile, social, analytics, and big data. This project will provide increased capabilities and compliance in all areas of human resources and payroll including talent management and succession planning, timekeeping, learning management, onboarding, employee and manager portal, benefit management, strategic and responsive reporting and business intelligence, and facilitate targeted training. Statistics show that modern HCM systems attract top talent and a modern workforce.
- **Respond to Audit Findings** – System modernization will respond to high-risk issues identified in the County’s [internal audit of payroll and benefits administration](#).

Funding Sources

- **General fund** – \$1.0M
 - **Capital reserve** – \$6.0M
 - **Debt or alternative funding source** – \$6.0M
- Note: Financing options are being evaluated.
- **Annual operating costs** are funded by the general fund.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Consolidate system and technical requirements** completed in FY18.
- **Request for information** completed in FY18.
- **Vendor Selection** and contract to be awarded in FY19.
- **New system design** to begin in FY20.
- **System implementation** to begin in FY21.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Capital Reserve	6,000	-	6,000	-	-	-	-	-	-	-	-
Revenue Source TBD	6,000	-	6,000	-	-	-	-	-	-	-	-
Total Revenue	\$13,000	\$1,000	\$12,000	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>											
Pre-Planning	47	47	-	-	-	-	-	-	-	-	-
Dev Deploy & Eval.	12,953	26	1,000	6,000	5,927	-	-	-	-	11,927	-
Total Expenditure	\$13,000	\$73	\$1,000	\$6,000	\$5,927	-	-	-	-	\$11,927	-

<i>Operating Impacts</i>									
Operating Expenses	-	-	1,500	1,500	1,500	1,500	1,500	1,500	7,500
Debt Service	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$7,500
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Human Resources Electronic Document Mgmt System

Total Project Cost – \$332K

Project Description

The existing Human Resource Information System Electronic Document Management System was designed in 2001 and no longer meets the business needs of the County. This project will redesign the electronic document management system used by Human Resources to allow for efficient retrieval of information and create the foundation for access to be role specific including department level access. This redesign will also allow for more intuitive document nomenclature, provide additional edit and maintenance functions, and standardize identification of folder and file properties across the system.

Service Impact

- **Workload efficiencies** – The enhanced system designed by this project will provide better management of personnel records, enhance efficiency in research and retrieval, and limit duplication of storage of personnel documentation within the departments.

Funding Sources

- **General fund** – \$332K
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **New system implementation and acceptance** will begin in FY20 and is anticipated to be completed in FY21.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
General Funds	332	332	-	-	-	-	-	-	-	-	-
Total Revenue	\$332	\$332	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Dev Deploy & Eval.	332	-	-	50	282	-	-	-	-	332	-
Total Expenditure	\$332	-	-	\$50	\$282	-	-	-	-	\$332	-
Operating Impacts											
	Operating Expenses		16	16	17	18	18	19	103		
	Debt Service		-	-	-	-	-	-	-		
	Revenue		-	-	-	-	-	-	-		
	General Fund Requirement		\$16	\$16	\$17	\$18	\$18	\$19	\$103		
	Additional Positions (FTEs)		-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Land Use Information System (Energov)

Total Project Costs – \$4.5M

Project Description

The Land Use Information System manages land and building development and code enforcement information. The system manages and tracks plan review, permits, inspections, violations, and other applications approvals and fee collection. It is used by 300+ users across all development agencies. The system also supports mobile devices, interactive voice response, online scheduling, and customer e-services.

The project for replacing the system is divided into three phases. Phase 1 replaced online services related to land development (such as e-permits, e-inspections, e-plan status) and the automated phone scheduling system. Phase 1 also included the implementation of a customer portal. Phase 2 incorporates electronic plan review capabilities as well as incorporates additional enhancements to improve system utility. Phase 3 incorporates enhancements to the system.

Service Impact

- **Partnerships** – Facilitate partnerships between staff and customers.
- **Integration** – Spatially integrate Geographic Information Systems.
- **Automation** – Streamline business processes through automated workflows.
- **Efficiencies** – Achieve efficiencies through paperless/electronic processes.
- **Access** – Expand citizen access and project oriented tracking.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- **ISF fund balance** – \$4.0M
- **Development fees** – \$500K
- **Annual operating costs** for Phases 1 and 2 will be funded by the general fund, and for Phase 3, by development fees.

Project Milestones

- **Electronic plan review capabilities (Phase 2)** scheduled for completion in FY20.
- **Enhancements** to customer portal (Phase 3) started in FY18 and is scheduled for completion in FY20.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Internal Service Fund Balance	4,000	4,000	-	-	-	-	-	-	-	-	-
Development Fee	500	500	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,500	\$4,500	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Dev Deploy & Eval.	1,749	392	593	764	-	-	-	-	-	764	-
Conversion.	2,751	2,751	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,500	\$3,143	\$593	\$764	-	-	-	-	-	\$764	-

<i>Operating Impacts</i>											
	Operating Expenses	281	293	310	325	341	358	1,909			
	Debt Service	-	-	-	-	-	-	-			
	Revenue	19	20	21	22	23	24	129			
	General Fund Requirement	\$262	\$273	\$289	\$303	\$318	\$334	\$1,781			
	Additional Positions (FTEs)	-	-	-	-	-	-	-			

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Sheriff Information Management System

Total Project Cost – \$200K

Project Description

The Sheriff’s Office maintains a web-based system that logs, tracks, and maintains records for service of civil and criminal process. The application was custom developed for the Sheriff’s Office. Process service calculations are submitted to the state for funding.

Service Impact

- **Process service** – Accurate and timely service of court processes is critical to effective state court operation.

Funding Sources

- **ISF fund balance** – \$200K
- **Annual operating costs** are funded by the general fund.

Project Milestones

- **Established requirements** in FY12.
- **Contract executed** in FY14.
- **Selected modules implemented** in FY15.
- **System requirements updated** in FY19.
- **Complete implementation, test, and accept additional requirements** in FY20.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
Internal Service Fund Balance	200	200	-	-	-	-	-	-	-	-	-
Total Revenue	\$200	\$200	-	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Cost Categories (Expenditures)											
Dev Deploy & Eval.	61	-	-	61	-	-	-	-	-	61	-
Conversion.	139	139	-	-	-	-	-	-	-	-	-
Total Expenditure	\$200	\$139	-	\$61	-	-	-	-	-	\$61	-

Operating Impacts											
		Operating Expenses	21	22	23	25	26	26	144		
		Debt Service	-	-	-	-	-	-	-		
		Revenue	-	-	-	-	-	-	-		
		General Fund Requirement	\$21	\$22	\$23	\$25	\$26	\$26	\$144		
		Additional Positions (FTEs)	-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Social Services Electronic Document Management

Total Project Cost – \$556K

Project Description

The Department of Social Services needs an electronic document management system that can store client documents in a manageable, retrievable, and searchable format. The project includes licenses, a new server for file storage, an automated scanning server, and set up and customization of the system to meet business needs.

Service Impact

- **Efficiencies** – Reduce and eliminate paper storage, improve efficiency, and reduce errors.

Funding Sources

- **General fund** – \$400K
- **ISF fund balance** – \$156K
- **Annual operating costs** are funded by the general fund.

Project Milestones

- **Established requirements** in FY15.
- **Development of system build** began in FY17.
- **Implementation, test, and train** in FY19.
- **System acceptance** in FY20.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
General Funds	400	400	-	-	-	-	-	-	-	-	-
Internal Service Fund Balance	156	156	-	-	-	-	-	-	-	-	-
Total Revenue	\$556	\$556	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)											
Dev Deploy & Eval.	556	-	426	129	-	-	-	-	-	129	-
Total Expenditure	\$556	-	\$426	\$129	-	-	-	-	-	\$129	-

Operating Impacts											
	Operating Expenses	84	86	89	93	94	94	94	540		
	Debt Service	-	-	-	-	-	-	-	-		
	Revenue	-	-	-	-	-	-	-	-		
	General Fund Requirement	\$84	\$86	\$89	\$93	\$94	\$94	\$94	\$540		
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Technology Infrastructure

Total Project Estimate – \$24.9M
(Proposed Appropriation – \$21.0M)

Project Description

The County is currently operating with a technology infrastructure that serves over 5,000 employees across 35 agencies located in approximately 70 buildings within PWC. Legacy infrastructure can inhibit service delivery and compromise the security of government services and data. This project will support and update the modernization of County technology infrastructure.

The improvements will prepare the network to support newer technologies, such as cloud and mobile connectivity. Improvements will focus on the modernization of four key areas of the network infrastructure: Internet Core, Security Infrastructure, Data Center Infrastructure, and Enterprise Network, which includes the Local Area Network (LAN) and Wide Area Network (WAN).

The total estimate to complete all improvements in the four key areas is \$24.9 million. Additional funding beyond the current \$21.0M appropriation will need to be identified to complete all phases.

Service Impact

- **Deliver nimble, agile government services** – Accurate and timely delivery of government services will increase efficiency and enhance customer service.
- **Enhanced security** – The County’s network infrastructure and data will be more secure. The project will build Internet and security layers at main and co-location facilities.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- **Capital reserve** – \$8.0M
- **ISF fund balance** – \$8.0M
- **General fund** – \$5.0M
- **Additional funding sources TBD** – \$3.9M
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **Internal needs analysis and RFP development** to be completed in FY19.
- **Contractor negotiation and selection** to be completed in FY19.
- **Internet core modernization** of two locations to be completed in FY20.
- **Data center modernization** of two locations to be completed in FY20.
- **Security infrastructure modernization** of two locations to be completed in FY20.
- **Enterprise network (LAN/WAN) modernization** of 70 buildings to be completed in FY22.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	5,000	-	-	5,000	-	-	-	-	-	5,000	-
Capital Reserve	8,000	-	8,000	-	-	-	-	-	-	-	-
Internal Service Fund Balance	8,000	-	-	8,000	-	-	-	-	-	8,000	-
Revenue Source TBD	3,900	-	-	-	3,900	-	-	-	-	3,900	-
Total Revenue	\$24,900	-	\$8,000	\$13,000	\$3,900	-	-	-	-	\$16,900	-

<i>Cost Categories (Expenditures)</i>	24,900	-	5,600	7,000	7,850	4,450	-	-	-	19,300	-
Dev Deploy & Eval.	24,900	-	5,600	7,000	7,850	4,450	-	-	-	19,300	-
Total Expenditure	\$24,900	-	\$5,600	\$7,000	\$7,850	\$4,450	-	-	-	\$19,300	-

<i>Operating Impacts</i>										
Operating Expenses	-	1,000	3,000	3,000	3,000	3,000	13,000			
Debt Service	-	-	-	-	-	-	-			
Revenue	-	-	-	-	-	-	-			
General Fund Requirement	-	\$1,000	\$3,000	\$3,000	\$3,000	\$3,000	\$13,000			
Additional Positions (FTEs)	-	-	-	-	-	-	-			

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).



TRANSPORTATION **PROJECTS**

Balls Ford Road Interchange

Total Project Cost – \$142.9M

Project Description

This project includes the construction of a new diverging diamond interchange at Route 234 Bypass (Prince William Parkway) and relocated Route 621 (Balls Ford Road). The project includes a grade-separated overpass crossing of relocated Balls Ford Road over Line B of the Norfolk Southern Railroad. In addition, the project will relocate Balls Ford Road as a new four-lane facility with a raised median between Devlin Road and Doane Drive. The project will also provide a 10-ft. shared use path along relocated Balls Ford Road.



Service Impact

- **Relieve congestion and improve safety** – Construction of this diamond interchange will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- **Enhance pedestrian safety** – The shared use path along relocated Balls Ford Road will provide enhanced safety and connectivity for pedestrians.

Funding Sources

- **State funding** – \$142.9M

Project Milestones

- **Design (conceptual)** began in October 2018 (FY19) and is scheduled for completion in August 2019 (FY20).
- **Right-of-way acquisition** is anticipated to begin in May 2020 (FY20) and is scheduled for completion in July 2022 (FY23).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Utility relocation and construction** are anticipated to begin in October 2020 (FY21) and are scheduled for completion in July 2023 (FY24).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
State Rev	142,864	142,864	-	-	-	-	-	-	-	-	-
Total Revenue	\$142,864	\$142,864	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	13,650	11	10,920	2,719	-	-	-	-	-	2,719	-
Design/Planning	116,919	-	-	22,875	30,500	30,500	30,500	2,544	-	116,919	-
Construction	12,295	-	-	3,162	4,215	4,215	703	-	-	12,295	-
Right of Way/Land	Total Expenditure	\$11	\$10,920	\$28,756	\$34,715	\$34,715	\$31,203	\$2,544	-	\$131,933	-

<i>Operating Impacts</i>										
	Operating Expenses	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Balls Ford Road Widening

Total Project Cost – \$66.3M

Project Description

This project involves widening Balls Ford Road from two to four lanes, from Groveton Road to Route 234 Business for a distance of 1.95 miles. This section of Balls Ford Road is parallel to I-66 and is located 0.2 miles south of I-66. The project includes a 10-ft. shared use trail and a 5-ft. sidewalk on the entire length of the facility. This road provides access to the proposed Balls Ford Road/Century Park Drive Park and Ride Lot and new Express Lane ramps to/from Eastbound I-66. The improvement extends to the proposed interchange project at Route 234 (Prince William Parkway) and Balls Ford Road to enhance accessibility to I-66 at the western end of Balls Ford Road.

Service Impact

- **Relieve congestion and improve safety** – Widening Balls Ford Road will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.
- **Enhance pedestrian safety** – The shared use path and sidewalk will provide enhanced safety and connectivity for pedestrians.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing access to I-66.

Funding Sources

- **State funding** – \$66.2M
- **Developer contributions (proffers)** – \$83K



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Design** began in June 2018 (FY18) and is scheduled for completion in June 2020 (FY20).
- **Right-of-way acquisition** began in October 2018 (FY19) and is scheduled for completion in August 2019 (FY20).
- **Utility relocation and construction** are anticipated to begin in December 2020 (FY21) and are scheduled for completion in October 2022 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
State Rev	66,244	66,244	-	-	-	-	-	-	-	-	-
Proffers	83	-	-	83	-	-	-	-	-	83	-
Total Revenue	\$66,327	\$66,244	-	\$83	-	-	-	-	-	\$83	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	5,065	8	2,533	2,524	-	-	-	-	-	2,524	-
Construction	51,640	-	-	-	12,910	25,820	12,910	-	-	51,640	-
Right of Way/Land	9,622	-	7,872	1,750	-	-	-	-	-	1,750	-
Total Expenditure	\$66,327	\$8	\$10,405	\$4,274	\$12,910	\$25,820	\$12,910	-	-	\$55,914	-

<i>Operating Impacts</i>		FY19	FY20	FY21	FY22	FY23	FY24	FY25	Future
Operating Expenses		-	-	-	-	-	-	-	-
Debt Service		-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-
General Fund Requirement		-	-	-	-	-	-	-	-
Additional Positions (FTEs)		-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Brentsville Road Interchange

Total Project Cost – \$55.0M

Project Description

This project consists of constructing an interchange at the intersection of Route 234 (Prince William Parkway/Dumfries Road) and Brentsville Road. The project will include the construction of a bridge to grade separate the Prince William Parkway and Brentsville Road intersection.

Service Impact

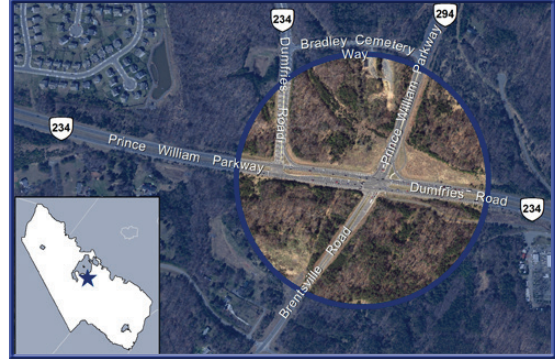
- **Relieve congestion and improve safety** – Constructing the interchange will alleviate congestion and improve safety along the Prince William Parkway at Route 234 and Brentsville Road. The service impact will be most noticeable during peak morning and evening travel periods.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Sources

- **Northern Virginia Transportation Authority (NVTa)** 70% funding – \$54.9M
- **Developer contributions (proffers)** – \$67.8K

Project Milestones

- **Design** is anticipated to begin in June 2019 (FY19) and is scheduled for completion in May 2021 (FY21).
- **Construction** is anticipated to begin in June 2021 (FY21) and is scheduled for completion in May 2023 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
NVTa 70%	54,900	-	54,900	-	-	-	-	-	-	-	-
Proffers	68	-	-	68	-	-	-	-	-	68	-
Total Revenue	\$54,968	-	\$54,900	\$68	-	-	-	-	-	\$68	-

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Cost Categories (Expenditures)											
Design/Planning	6,400	-	180	2,135	4,085	-	-	-	-	6,220	-
Construction	47,168	-	-	-	2,264	27,168	17,736	-	-	47,168	-
Right of Way/Land	1,400	-	-	-	58	700	642	-	-	1,400	-
Total Expenditure	\$54,968	-	\$180	\$2,135	\$6,407	\$27,868	\$18,378	-	-	\$54,788	-

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Fuller/Fuller Heights Road Improvements

Total Project Cost – \$4.4M

Project Description

This project will construct a mini-roundabout at the intersection of Fuller Heights Road and Old Triangle Road to relieve congestion and improve safety. The intersection of Fuller Road and Fuller Heights Road will be relocated approximately 700 feet east and a new signal will be constructed at the new intersection. The County will construct a dedicated left turn lane on Joplin Road for eastbound traffic heading north on Route 1.

Service Impact

- **Relieve congestion and improve safety** – Construction of these roadway improvements will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Federal funding** – \$3.7M
- **Developer contributions (proffers)** – \$768K

Project Milestones

- **Design** originally began in FY10 and was completed in July 2011 (FY12). Additional design is necessary in summer 2019 (FY19). The project was delayed because of the need to coordinate the County’s efforts with those of Marine Corps Base Quantico.
- **Right-of-way and utility relocation** are anticipated to begin in spring 2020 (FY20) and are scheduled for completion in spring 2021 (FY21).
- **Construction** is anticipated to begin in spring 2020 (FY20) and is scheduled for completion in spring 2021 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Federal Rev	3,659	3,659	-	-	-	-	-	-	-	-	-
Proffers	768	768	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,426	\$4,426	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	690	642	48	-	-	-	-	-	-	-	-
Construction	3,251	-	-	1,626	1,626	-	-	-	-	3,251	-
Right of Way/Land	137	-	-	137	-	-	-	-	-	137	-
Project Management	348	348	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,426	\$990	\$48	\$1,763	\$1,626	-	-	-	-	\$3,388	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Gemini Way Pedestrian Improvements

Total Project Cost – \$1.1M

Project Description

This project involves pedestrian improvements at the intersections of Gemini Way at Dale Boulevard and at Minnieville Road, and the construction of a 635 foot sidewalk connection on the east side of Gemini Way from the sidewalk along Minnieville Road to a location across from the second entrance of the Virginia Department of Transportation’s (VDOT) Dale City Commuter Lot where a sidewalk currently exists. The project also includes installing one new pedestrian signal-controlled crossing, curb ramps, crosswalks, and a retaining wall.



Service Impact

- **Enhance pedestrian safety** – Project provides enhanced safety and connectivity for pedestrians within the County.

Funding Sources

- **Federal funding** – \$834K
- **General fund – (Neabsco Transportation & Roadway Improvement Program (TRIP))** – \$228K

Project Milestones

- **Design** is anticipated to begin in April 2019 (FY19) and is scheduled for completion in October 2019 (FY20).
- **Right-of-way acquisition** is anticipated to begin in May 2019 (FY19) and is scheduled for completion in August 2019 (FY20).
- **Construction** is anticipated to begin in February 2020 (FY20) and is scheduled for completion in August 2020 (FY21).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	228	-	228	-	-	-	-	-	-	-	-
Federal Rev	834	-	834	-	-	-	-	-	-	-	-
Total Revenue	\$1,062	-	\$1,062	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	170	-	70	100	-	-	-	-	-	100	-
Construction	743	-	-	530	213	-	-	-	-	743	-
Right of Way/Land	149	-	49	100	-	-	-	-	-	100	-
Total Expenditure	\$1,062	-	\$119	\$730	\$213	-	-	-	-	\$943	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Innovation Pedestrian Improvements

Total Project Cost – \$2.9M

Project Description

This project is a comprehensive sidewalk and shared-use path improvement to enhance the walkability and recreational capabilities of the Innovation Park. It consists of three separate improvements:

- **Discovery Boulevard** will be enhanced with a 5-foot sidewalk on the east side of the street for a total of approximately 1,600 feet;
- **Innovation Drive** will be enhanced with an 8- to 10-foot multi-use shared-use path on the east side of the street for a total of approximately 2,700 feet; and
- **University Boulevard** will be enhanced with a 5-foot sidewalk, on the north side of the street for approximately 1,300 feet.

Service Impact

- **Enhance pedestrian safety** – Projects provide enhanced safety and connectivity for pedestrians within the County.

Funding Sources

- **Federal funding** – \$2.9M

Project Milestones

- **Design** began in March 2017 (FY17) and is scheduled for completion in winter 2018 (FY19).
- **Right-of-way acquisition** began in November 2018 (FY19) and is scheduled for completion in March 2019 (FY19).
- **Construction** is anticipated to begin in spring 2019 (FY19) and is scheduled for completion in fall 2019 (FY20).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Federal Rev	2,892	2,892	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,892	\$2,892	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	575	402	173	-	-	-	-	-	-	-	-
Construction	2,295	-	1,317	978	-	-	-	-	-	978	-
Right of Way/Land	21	-	21	-	-	-	-	-	-	-	-
Total Expenditure	\$2,892	\$402	\$1,512	\$978	-	-	-	-	-	\$978	-

<i>Operating Impacts</i>		FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Operating Expenses		-	-	-	-	-	-	-	-	-
Debt Service		-	-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-	-
General Fund Requirement		-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)		-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Neabsco Mills Road (Route 1 to Dale Boulevard)

Total Project Cost – \$34.3M

Project Description

This project will design and construct roadway improvements to widen Neabsco Mills Road from two-lanes to four-lanes from Route 1 to Dale Boulevard. The design of the project will include intersection improvements, bicycle/pedestrian facilities, curb and gutter, and a raised median.

Service Impact

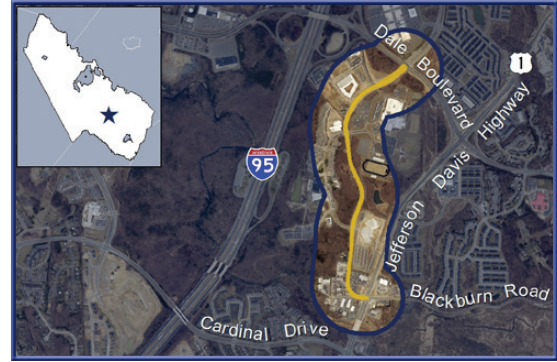
- **Relieve congestion and improve safety** – Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Sources

- **Federal funding** – \$12.7M
- **State funding** – \$12.2M
- **NVTA 30% funding** – \$9.4M

Project Milestones

- **Design** began in June 2017 (FY17) and was completed in December 2019 (FY20).
- **Right-of-way acquisition** is anticipated to begin in October 2019 (FY20).
- **Construction** is anticipated to begin in March 2021 (FY21) and is scheduled for completion in December 2022 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
NVTA 30%	9,379	6,000	3,379	-	-	-	-	-	-	-	-
State Rev	12,258	9,775	2,483	-	-	-	-	-	-	-	-
Federal Rev	12,667	12,037	630	-	-	-	-	-	-	-	-
Total Revenue	\$34,304	\$27,812	\$6,492	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	2,529	685	1,200	644	-	-	-	-	-	644	-
Construction	25,493	-	-	-	9,975	13,300	2,218	-	-	25,493	-
Right of Way/Land	6,282	-	-	2,356	3,141	785	-	-	-	6,282	-
Total Expenditure	\$34,304	\$685	\$1,200	\$3,000	\$13,116	\$14,085	\$2,218	-	-	\$32,418	-

Operating Impacts											
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Potomac/Neabsco Mills Commuter Garage

Total Project Cost – \$37.4M

Project Description

The Potomac/Neabsco Mills Commuter Garage is a planned 1,414-space garage within the vicinity of the Neabsco Mills Road widening project. The construction of the garage will serve as a park and ride lot for commuters, relieving the capacity needs at the Route 1 and Route 234 park and ride lots.

Service Impact

- **Connectivity and citizen satisfaction** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County by providing additional commuter parking options for transit and carpooling on the I-95 corridor.
- **Economic Development** – This project will increase the number of residents traveling in and around the retail establishments located within the area of the new garage.

Funding Source

- **Federal funding** – \$36.4M
- **State funding** – \$900K
- **General fund (Woodbridge TRIP)** – \$140K

Project Milestones

- **Concept design and transportation impact analysis** of a proposed garage were completed in spring 2017 (FY17).
- **Location study** began in March 2018 (FY18) and was completed in August 2018 (FY19).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Preliminary engineering** began in November 2018 (FY19) and is scheduled for completion in April 2020 (FY20).
- **Construction** is anticipated to begin in May 2020 (FY20) and is scheduled for completion in spring 2022 (FY22).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	140	140	-	-	-	-	-	-	-	-	-
State Rev	900	900	-	-	-	-	-	-	-	-	-
Federal Rev	36,385	36,385	-	-	-	-	-	-	-	-	-
Total Revenue	\$37,425	\$37,425	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	2,040	80	600	730	630	-	-	-	-	1,360	-
Construction	35,385	-	-	2,940	17,643	14,802	-	-	-	35,385	-
Total Expenditure	\$37,425	\$80	\$600	\$3,670	\$18,273	\$14,802	-	-	-	\$36,745	-

<i>Operating Impacts</i>	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25
Operating Expenses	-	-	-	-	54	54	54	162
Debt Service	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	\$54	\$54	\$54	\$162
Additional Positions (FTEs)	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Route 1 (Featherstone Road to Marys Way)

Total Project Cost – \$99.3M

Project Description

The widening of Route 1 from Featherstone Road to Marys Way, spanning 1.3 miles, improves this section of roadway from a four-lane undivided highway to a six-lane divided highway. The project includes improvements at all intersections within the project limits including modification to signals, access management improvements, pedestrian improvements at signalized intersections, and a multi-use trail and sidewalk.

Service Impact

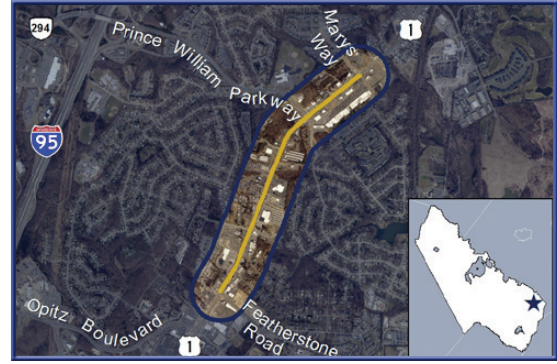
- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **Federal funding** – \$21.5M
- **State funding** – \$10.9M
- **NVTA 70% funding** – \$63.4M
- **Service Authority reimbursement** – \$3.4M

Project Milestones

- **Design** began in February 2015 (FY15) and was completed in August 2018 (FY19).
- **Right-of-way acquisition** began in fall 2015 (FY16) and is scheduled for completion in spring 2020 (FY20).
- **Construction** began in August 2018 (FY19) and is scheduled for completion in April 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
NVTA 70%	63,400	63,400	-	-	-	-	-	-	-	-	-
State Rev	10,937	10,937	-	-	-	-	-	-	-	-	-
Federal Rev	21,504	21,504	-	-	-	-	-	-	-	-	-
Service Authority Reimbursement	3,436	3,436	-	-	-	-	-	-	-	-	-
Total Revenue	\$99,277	\$99,277	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	5,500	4,399	1,101	-	-	-	-	-	-	-	-
Construction	53,777	573	11,925	15,000	15,000	11,279	-	-	-	41,279	-
Right of Way/Land	40,000	22,353	10,000	7,647	-	-	-	-	-	7,647	-
Total Expenditure	\$99,277	\$27,325	\$23,026	\$22,647	\$15,000	\$11,279	-	-	-	\$48,926	-

<i>Operating Impacts</i>										
	Operating Expenses	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Route 28 Corridor Feasibility Study

Total Project Cost – \$6.0M

Project Description

This study will evaluate the scope, cost, environmental assessments, traffic forecasts, alternative alignments, and feasibility factors required to gain approval for Route 28 corridor congestion improvements between the City of Manassas and Fairfax County.

Service Impact

- **Relieve congestion and improve safety** – Construction improvements along this corridor will help alleviate congestion and produce higher safety standards at intersections and dangerous curves. The highest service impact will be experienced during peak morning and evening travel periods.

Funding Source

- **NVTA 70% funding** – \$6.0M

Project Milestones

- **Feasibility study** began in spring 2018 (FY18) and is scheduled for completion in spring 2021 (FY21).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
NVTA 70%	6,000	2,500	3,500	-	-	-	-	-	-	-	-
Total Revenue	\$6,000	\$2,500	\$3,500	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	5,640	867	1,812	1,811	1,150	-	-	-	-	2,961	-
Project Management	360	-	120	120	120	-	-	-	-	240	-
Total Expenditure	\$6,000	\$867	\$1,932	\$1,931	\$1,270	-	-	-	-	\$3,201	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Route 28 Phase 2 (Fitzwater Drive to Vint Hill Road)

Total Project Cost – \$36.2M

Project Description

This project involves the widening of Route 28 to a four-lane divided facility from Fitzwater Drive to realigned Vint Hill Road. The project also includes pedestrian facilities, traffic signals, retaining walls, bridge replacement, and storm water management improvements.

Service Impact

- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **NVTA 70% funding** – \$33.5M
- **NVTA 30% funding** – \$1.5M
- **Recordation tax revenue designated for transportation** – \$1.2M

Project Milestones

- **Design** began in October 2010 (FY11) and was completed in June 2015 (FY15).
- **Right-of-way acquisition and utility relocation** began in October 2015 (FY16).
- **Construction** began in July 2017 (FY18) and is scheduled for completion in October 2019 (FY20).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
NVTA 30%	1,500	1,500	-	-	-	-	-	-	-	-	-
NVTA 70%	33,500	28,000	5,500	-	-	-	-	-	-	-	-
Recordation Tax	1,202	1,202	-	-	-	-	-	-	-	-	-
Total Revenue	\$36,202	\$30,702	\$5,500	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Construction	36,202	12,367	17,876	5,959	-	-	-	-	-	5,959	-
Total Expenditure	\$36,202	\$12,367	\$17,876	\$5,959	-	-	-	-	-	\$5,959	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Route 28 Phase 3 (Linton Hall Road to Pennsylvania Ave)

Total Project Cost – \$38.1M

Project Description

This project widens Route 28 from Linton Hall Road to Pennsylvania Avenue. The project spans approximately 1.5 miles, which will widen this section of Route 28 from a four-lane undivided highway to a six-lane divided highway to include a multi-use trail and sidewalk. The funding will cover all phases of the project, which includes the study phase, preliminary engineering, final design, right-of-way, and construction.

Service Impact

- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance connectivity** – This project will connect to the Route 28 project that involves the relocation of Route 215 (Vint Hill Road) and widening of Route 28 from Linton Hall Road to Pennsylvania Avenue.

Funding Sources

- **NVTA 70% funding** – \$36.2M
- **City of Manassas** – \$1.9M

Project Milestones

- **Design** began in November 2016 (FY17) and is scheduled for completion in October 2019 (FY20).
- **Right-of-way acquisition** is scheduled for completion in October 2019 (FY20).
- **Construction** is anticipated to begin in winter 2019 (FY20) and is scheduled for completion in spring 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Funding Sources (Revenue)											
NVTA 70%	36,200	26,700	9,500	-	-	-	-	-	-	-	-
Other Revenue	1,863	1,863	-	-	-	-	-	-	-	-	-
Total Revenue	\$38,063	\$28,563	\$9,500								

	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Cost Categories (Expenditures)											
Design/Planning	321	101	220	-	-	-	-	-	-	-	-
Construction	35,492	1,412	9,404	9,404	9,272	6,000	-	-	-	24,676	-
Right of Way/Land	2,250	9	1,000	1,241	-	-	-	-	-	1,241	-
Total Expenditure	\$38,063	\$1,522	\$10,624	\$10,645	\$9,272	\$6,000				\$25,918	

Operating Impacts											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Summit School Road Ext. & Telegraph Road Widening

Total Project Cost – \$46.6M

Project Description

This project consists of extending Summit School Road from where it currently dead-ends to connect with Telegraph Road as a four-lane divided roadway. Telegraph Road will also be widened from two-lanes to four-lanes between the new Summit School Road connection and the Horner Road Commuter Lot, and from Caton Hill Road to Prince William Parkway.

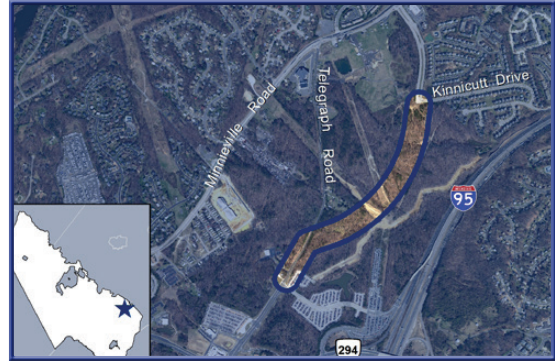
Service Impact

- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance pedestrian safety** – Projects provide enhanced safety and connectivity for pedestrians within the County.
- **Traffic flow** – Projects provide improved and safer traffic flow throughout the County.

Funding Sources

- **NVTA 70% funding** – \$11M
- **Developer contributions (proffers)** – \$45K
- **Additional funding sources TBD** – \$35.5M

Note: Construction will not commence until additional funding is available. The Department of Transportation will apply for state funding and additional NVTA 70 funding.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Design** is anticipated to begin in June 2019 (FY19) and is scheduled for completion in May 2021 (FY21).
- **Right-of-way acquisition** is anticipated to begin in June 2021 (FY21) and is scheduled for completion in May 2023 (FY23).
- **Construction** is anticipated to begin in June 2022 (FY22) and is scheduled for completion in January 2025 (FY25) contingent upon additional funding.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
NVTA 70%	11,000	-	11,000	-	-	-	-	-	-	-	-
Proffers	45	-	-	45	-	-	-	-	-	45	-
Revenue Source TBD	35,529	-	-	-	-	-	-	-	-	-	35,529
Total Revenue	\$46,575	-	\$11,000	\$45	-	-	-	-	-	\$45	\$35,529

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	5,400	-	100	2,200	3,100	-	-	-	-	5,300	-
Construction	34,175	-	-	-	-	-	-	-	-	-	34,175
Right of Way/Land	7,000	-	-	-	2,800	2,800	-	-	-	5,600	1,400
Total Expenditure	\$46,575	-	\$100	\$2,200	\$5,900	\$2,800	-	-	-	\$10,900	\$35,575

Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Transportation & Roadway Improvement Program

Total Project Cost – \$13.6M

Project Description

Transportation & Roadway Improvement Program (TRIP) consists of capital funding in each of the seven magisterial districts for the construction of small-scale capital improvements to Prince William County’s local roadways and other transportation facilities.

TRIP contributions provide \$225,000 per year to each magisterial district from recordation tax revenue designated for transportation.

District supervisors determine funding allocations for projects to enhance mobility throughout the County.

Service Impact

- **Traffic flow** – Projects provide improved and safer traffic flow throughout the County.
- **Relieve congestion and improve safety** – Project construction helps improve safety in targeted areas within magisterial districts.
- **Enhance pedestrian safety** – Projects provide enhanced safety and connectivity for pedestrians within the County.

Funding Sources

- **State funding** – \$545K
- **Federal funding** – \$2.4M
- **Developer contributions (proffers)** – \$32K
- **General fund (TRIP)** – \$10.6M

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

➤ **Current TRIP funded projects include the following:**

- **Dumfries Road Sidewalk (Counselor Road to Tayloe Drive)** – Scheduled for completion in October 2019 (FY20).
- **Smoketown Road/Opitz Boulevard Pedestrian Improvements** – Scheduled for completion in July 2019 (FY20).
- **Sudley Road Sidewalk** – Scheduled for completion in February 2021 (FY21).
- **Old Bridge Road Sidewalk (Tackett’s Mill to Minnieville Road)** – Scheduled for completion in July 2020 (FY21).
- **Opitz Boulevard Sidewalk (Potomac Library to Potomac Center Boulevard)** – Scheduled for completion in spring 2020 (FY20).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	10,550	768	332	1,575	1,575	1,575	1,575	1,575	1,575	9,450	-
State Rev	545	545	-	-	-	-	-	-	-	-	-
Federal Rev	2,445	2,179	266	-	-	-	-	-	-	-	-
Proffers	32	-	-	32	-	-	-	-	-	32	-
Total Revenue	\$13,572	\$3,492	\$598	\$1,607	\$1,575	\$1,575	\$1,575	\$1,575	\$1,575	\$9,482	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	1,022	539	453	30	-	-	-	-	-	30	-
Construction	11,082	2	829	635	166	-	-	-	-	801	9,450
Right of Way/Land	1,468	20	493	955	-	-	-	-	-	955	-
Total Expenditure	\$13,572	\$561	\$1,775	\$1,620	\$166	-	-	-	-	\$1,786	\$9,450

Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

University Boulevard Extension

Total Project Cost – \$12.6M

Project Description

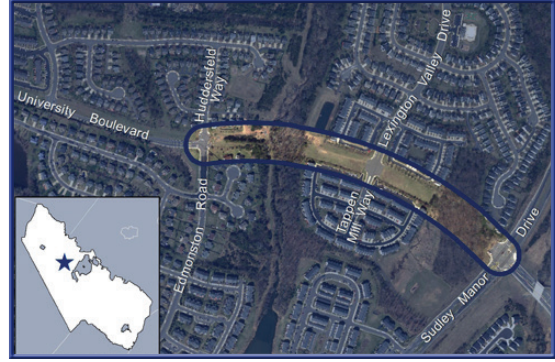
This project will extend University Boulevard from its current terminus at Edmonston Drive to Sudley Manor Drive. The new section of University Boulevard will be four lanes wide, with the total length of the project being approximately 1.25 miles. The project will also include the construction of a 10 foot wide shared used path on the south side of University Boulevard for the entire length of the project to include a sidewalk on the north side of the project.

Service Impact

- **Relieve congestion and improve safety** – Constructing the extension will alleviate congestion and improve safety on University Boulevard. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance pedestrian safety** – The shared use path and sidewalk will provide enhanced safety and connectivity for pedestrians.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Sources

- **State funding** – \$5.7M
- **NVTA 30% funding** – \$6.9M



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Design** began in November 2018 (FY19) and is scheduled for completion in December 2019 (FY20).
- **Right-of-way acquisition** is anticipated to begin in January 2020 (FY20) and is scheduled for completion in October 2020 (FY21).
- **Construction** is anticipated to begin in October 2020 (FY21) and is scheduled for completion in May 2021 (FY21).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
NVTA 30%	6,867	-	6,867	-	-	-	-	-	-	-	-
State Rev	5,712	-	5,712	-	-	-	-	-	-	-	-
Total Revenue	\$12,579	-	\$12,579	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)

Design/Planning	1,058	-	405	653	-	-	-	-	-	653	-
Construction	10,340	-	-	-	10,340	-	-	-	-	10,340	-
Right of Way/Land	1,182	-	-	709	473	-	-	-	-	1,182	-
Total Expenditure	\$12,579	-	\$405	\$1,361	\$10,813	-	-	-	-	\$12,174	-

Operating Impacts

Operating Expenses	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-
General Fund Requirement	-	-	-	-	-	-	-	-	-	-
Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

University Boulevard Interchange

Total Project Cost – \$24.2M

Project Description

This project consists of constructing intersection improvements at the intersection of the Prince William Parkway and University Boulevard. The project will be designed and constructed as a quadrant roadway intersection, also known as an innovative intersection by VDOT.

Service Impact

- **Relieve congestion and improve safety** – Constructing the intersection will alleviate congestion and improve safety at Prince William Parkway and University Boulevard. The service impact will be most noticeable during peak morning and evening travel periods.
- **Connectivity** – This project will increase connectivity and the number of citizens satisfied with their ease of travel within the County.

Funding Sources

- **NVTA 70% funding** – \$24.2M

Project Milestones

- **Design** began in November 2018 (FY19) and is scheduled for completion in January 2020 (FY20).
- **Construction** is anticipated to begin in December 2020 (FY21) and is scheduled for completion in December 2022 (FY23).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
NVTA 70%	24,200	-	24,200	-	-	-	-	-	-	-	-
Total Revenue	\$24,200	-	\$24,200	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	2,900	-	928	1,972	-	-	-	-	-	1,972	-
Construction	20,900	-	-	-	6,430	9,650	4,820	-	-	20,900	-
Right of Way/Land	400	-	-	-	400	-	-	-	-	400	-
Total Expenditure	\$24,200	-	\$928	\$1,972	\$6,830	\$9,650	\$4,820	-	-	\$23,272	-

<i>Operating Impacts</i>											
	Operating Expenses	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Revenue	-	-	-	-	-	-	-	-	-	-
	General Fund Requirement	-	-	-	-	-	-	-	-	-	-
	Additional Positions (FTEs)	-	-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Vint Hill Road (Sudley Manor Drive to Garry Glen Drive)

Total Project Cost – \$18.8M

Project Description

This project widens Vint Hill Road from Sudley Manor Drive to Garry Glen Drive (approximately 1.2 miles). This project will also include sidewalk improvements along Kettle Run Road from Vint Hill Road to Patriot High School.

Service Impact

- **Relieve congestion and improve safety** – Construction of this roadway will help alleviate congestion and improve safety, specifically during peak morning and evening travel periods.

Funding Sources

- **Capital reserve (recording tax revenue designated for transportation)** – \$3.4M
- **Developer contributions (proffers)** – \$9.9M
- **City of Manassas** – \$3.5M
- **General fund** – \$2.0M

Project Milestones

- **Design** began in May 2017 (FY17) and was completed in May 2018 (FY18).
- **Right-of-way acquisition** began in August 2017 (FY18) and is scheduled for completion in September 2019 (FY20).
- **Construction** began in October 2018 (FY19) and is scheduled for completion in November 2019 (FY20).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
General Funds	2,027	-	2,027	-	-	-	-	-	-	-	-
Capital Reserve	3,400	3,400	-	-	-	-	-	-	-	-	-
Proffers	9,874	8,300	1,166	407	-	-	-	-	-	407	-
Other Revenue	3,543	-	3,543	-	-	-	-	-	-	-	-
Total Revenue	\$18,845	\$11,700	\$6,737	\$407	-	-	-	-	-	\$407	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY20 - FY25	Future
Design/Planning	1,890	1,804	86	-	-	-	-	-	-	-	-
Construction	14,364	1,800	6,890	5,675	-	-	-	-	-	5,675	-
Right of Way/Land	2,590	650	970	-	-	-	-	-	-	970	-
Total Expenditure	\$18,845	\$4,254	\$7,946	\$6,645	-	-	-	-	-	\$6,645	-

Operating Impacts		FY19	FY20	FY21	FY22	FY23	FY24	FY25	Future
Operating Expenses		-	-	-	-	-	-	-	-
Debt Service		-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-
General Fund Requirement		-	-	-	-	-	-	-	-
Additional Positions (FTEs)		-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Glossary

Account: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as line item.

Accrual Basis of Accounting: Under the accrual basis of accounting, revenues are recognized when service is delivered and expenses are recognized when the benefit is received. All County proprietary funds use the accrual basis of accounting.

Activity: A specific and distinguishable line of work performed within a program; the most basic component of service delivery for each County agency and its budget.

Adopted Budget: The initial budget for the fiscal year approved by the Board of County Supervisors as a result of the annual budget process. Adopted differs from appropriated in the budget document's financial summaries in that appropriated includes all budget revisions subsequent to the initial adopted budget such as off-cycle budget adjustments, budget transfers and prior year appropriations.

Agency: A separate organizational unit of County government established to deliver services to citizens.

Appropriation: An amount of money in the budget, authorized by the Board of County Supervisors, for expenditure by departments for specific purposes. For example, general fund appropriations are for operating and general purposes while Capital Improvement Project Fund appropriations are for major improvements such as roads and public facilities.

Ascend: Financial management system used by the County to manage financial activity and prepare the annual budget beginning in FY17.

Assess: To place a value on property for tax purposes.

Assessed Valuation: The value of property within the boundaries of Prince William County for purposes of taxation.

Assets: Resources owned or held by Prince William County that have monetary value.

Assigned Fund Balance: Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.

Audit: To examine (accounts, records, etc.) for purposes of verification, appropriateness, risk, and/or efficiency.

Auditor of Public Accounts: A state agency that oversees accounting, financial reporting, and audit requirements for units of local government in the state of Virginia.

Balanced Budget: A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of state law.

Base Budget: The same level of agency funding as in the current year adopted budget with adjustments for: one-time costs; agency revenue reductions; current fiscal year merit pay roll-forward adjustments; current year personnel actions; benefit cost changes; full year funding for partial year funded positions approved for the current fiscal year; approved budget shifts; Board of County Supervisors actions approved during the current fiscal year; and any related outcome and service level target revisions.

Glossary

Base Budget Review: A process that evaluates departmental base budgets in order to determine if an activity should continue to be funded at the current level.

Board Audit Committee: A committee of the Board of County Supervisors (BOCS), supported by the internal audit function, established to assist the BOCS in its governance and oversight responsibilities. All members of the BOCS comprise the BAC, which consists of three regular voting members and five alternate members. The internal audit function reports to the BOCS, through the BAC.

Bond Rating: The rating of bonds is a statement of a locality's economic, financial, and managerial condition. It represents the business community's assessment of the investment quality of a local government. Highly rated bonds attract more competition in the marketplace, thereby lowering interest costs paid by the County government and its taxpayers.

Bonds: Instruments used to borrow money for the debt financing of long-term capital improvements.

Business Professional and Occupational License Tax: A tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County. The tax base includes all phases of the business, profession, trade, or occupation, whether conducted in the County or not.

Budget: An itemized allotment of revenues and expenditures for a specific time period, tied to specific activities.

Budget Amendment: Any change to the adopted budget that may occur throughout the course of the fiscal year as needed for County government operations.

Budget Authority: Ability to enter into transactions that will result in the receipt or disbursement of County funds.

Budget Initiatives: Changes to the base budget recommended by the County Executive as part of the Proposed Budget. Supplemental budget increases and decreases approved by the Board of County Supervisors are shown as Budget Initiatives in the agency detail section of the (Adopted) Budget document.

Budget Transfers: Budget transfers shift previously budgeted funds from one line item of expenditure to another. Transfers may occur throughout the course of the fiscal year as needed for County government operations.

Budgeted Agency Savings: A negative account line added to agency budgets due to expected operational savings during the fiscal year similar to budgeted salary lapse.

Budgeted Salary Lapse: A budgeted reduction in estimated salary and fringe benefit expenditures due to estimated position vacancy savings anticipated for the fiscal year.

Capital Expenditures: Expenditures incurred for the acquisition or construction of major capital assets (e.g. land, roads, buildings).

Capital Projects Fund: This fund is used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Fund Types). The Capital Projects Fund accounts for construction projects including improvements to schools, roads, and other projects.

Catchment: An area served by a hospital, social service agency.

Committed Fund Balance: Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

Glossary

Community Outcomes: Key outcomes with targets that demonstrate how the community or individual will benefit or change based on achieving the goal. Community outcomes are adopted by the Board of County Supervisors in the Strategic Plan, taken from the biennial community telephone survey results, or developed by agencies based on their mission and goals.

Community Partner: A nonprofit 501(c)(3) organization that provides specific services and has been in existence for at least three years, unless an ad hoc group is formed to address a specific issue and will disband at the end of the project (i.e. one-time funding); has an identifiable Executive Director; and has an identifiable Board of Directors. Community Partners receive County funding through the annual budget process.

Component Unit: An element of the Comprehensive Annual Financial Report (CAFR) that identifies affiliated organizations for which financial activity must be reported separately. For example, the Adult Detention Center and Schools are component units in the Prince William County CAFR.

Comprehensive Annual Financial Report: Annual financial statements comprising the financial report of Prince William County and its component units required by the Code of Virginia in conformity with Generally Accepted Accounting Principals (GAAP).

Comprehensive Plan: State mandated plan that guides the coordinated, adjusted, and harmonious land development that best promotes the health, safety, and general welfare of County citizens. It contains long-range recommendations for land use, transportation systems, community services, historic resources, environmental resources, and other facilities, services, and resources.

Comprehensive Services Act (for At-Risk Youth and Families): The state law governing the funding and provision of services to youth and families who require foster care or special education services, or who are involved with the Juvenile and Domestic Relations Court.

Contingency: Contingency is an amount of funding maintained in the general fund to cover unanticipated expenditures and/or shortfalls in revenues collected. The Board of County Supervisors must authorize any use of the Contingency.

Co-op Budget: The state-administered budget for the Public Health District that is comprised of funding from the state, County, and cities of Manassas and Manassas Park, as well as fees for services, federal funding, and private sector grants.

Cost Recovery: A cost recovery budget is charged back to user agencies. When a cost recovery budget is set up, a negative expenditure budget amount is established equal to the positive expenditure budget amount, resulting in a net expenditure budget of zero.

Council of Governments: A regional organization of units of local government in the Washington, D.C. metropolitan area.

Debt: An obligation resulting from the borrowing of money.

Debt Service: Payment of interest and principal amounts on loans to the County such as bonds.

Depreciation: The process of allocating the cost of a capital asset to the periods during which the asset is used.

Directives: Board of County Supervisors' requests, made during Supervisors Time at a Board of County Supervisors meeting, for County staff to provide information and/or take action.

Glossary

Effectiveness: A measurable relationship of resources required to achieve intended results.

Efficiency: A measurable relationship of resources required to goods and services produced, such as cost per unit of service.

Electronic Monitoring: A system that uses technology and staff supervision to detain persons in their home in lieu of incarceration in a secure facility.

Employee Benefits: Services and opportunities afforded employees because they work for Prince William County. These benefits include medical and dental insurance, health insurance credit program, flexible benefit account program, Virginia Retirement System, 401(a) money purchase plan, 457 deferred compensation plan, supplemental police and fire retirement plan, group life insurance, optional life insurance, long term care insurance, employee assistance program, holiday leave, sick and annual leave, well days, sick leave bank, other leave, credit union, direct deposit, employee advisory committee, and grievance procedure.

Encumbrances: Obligations incurred in the form of purchase orders, contracts, and similar items that will become payable when goods are delivered or services rendered.

Enterprise Funds: These funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the Board of County Supervisors is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the Board of County Supervisors has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The following are Enterprise Funds: Prince William County Parks, Recreation & Tourism (which provides recreational services), the Prince William County Landfill (which provides solid waste disposal services), and Innovation Park which is County owned land being marketed for re-sale to targeted industries.

Exemption: A grant of immunity from a specific program, policy, or action.

Expenditure: An amount of money disbursed for the purchase of goods and services.

Family Access to Medical Insurance Security: The state's health insurance program for uninsured and underinsured citizens.

Family Assessment and Planning Team: A group of community representatives, including human services professionals and parents, who develop service plans for at-risk youth and families.

Farm-outs: Inmates incarcerated at other local and regional jails because of a lack of bed space at the Adult Detention Center.

Feasibility: Capability of accomplishment or completion.

Five-Year Plan: The County's projected expenditures and revenues for the next five fiscal years beginning with the adopted budget fiscal year. The Board of County Supervisors adopts the Five-Year Plan each year in concert with the adopted budget. The first year of each Five-Year Plan is synonymous with the adopted budget.

Fund: A financial entity to account for money or other resources, such as taxes, charges and fees, established for conducting specified operations for attaining certain objectives, frequently under specific limitations.

Fund Balance: The difference between assets and liabilities in a governmental fund.

Glossary

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance, and Unassigned Fund Balance.

Fund Balance Reserve: The sum total of reservations placed against a fund balance for encumbrances, future year designations and other purposes including grants and special projects, non-current receivables, inventory, and debt service reserves.

Fiscal Year: The time frame to which the budget applies. Prince William County's fiscal year begins on July 1 and ends on June 30.

General Debt: Principal and interest payments on outstanding debt repaid from the general fund.

General Fund: Fund used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property and other local taxes, state and federal distributions, licenses, permits, charges for services, and interest income. A significant part of the general fund's revenues is transferred to other funds to finance the operations of the County Public Schools and the Regional Adult Detention Center.

General Obligation Bond: A municipal bond secured by the taxing and borrowing power of the municipality issuing it.

Goal: General statements of public policy, purpose, and intent.

Governmental Fund Types: Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income. Governmental fund types include the General Fund, Special Revenue Funds, and the Capital Projects Fund.

Grant: A payment by one entity to another entity, or a foundation to a non-profit organization intended to support a specified function such as health care, housing, street repair, or construction. Governmental units, foundations, nonprofit organizations, and individuals can all award grants and/or be awarded grants.

Homeless Prevention Center: A County owned homeless shelter.

Host Agency: A department or agency that manages the relationship between a community organization and the County to include proposed donation levels and budget, performance measures, and financial reporting; also, a department that supports, through internal services, any of the business application activities in the Department of Information Technology.

Interstate highway 66: Runs across the western end of the County.

Interstate highway 95: Runs across the eastern end of the County.

Institutional Network: A state-of-the-art communications network for County government, police, fire, library, and school facilities.

Internal Service Funds: Funds used to account for goods or services provided by one department or agency to other departments or agencies of the County, or to other governments, on an allocated cost recovery basis. Internal Service Funds have been established for information technology, vehicle maintenance, road construction, and self-insurance.

Glossary

Invitation for Bid (IFB): A formal invitation document that is released to the public requesting bids for defined goods and services needed by a public body, to be provided in accordance with provisions defined in the IFB. This method of procurement is used when the requirements can be clearly defined, negotiations are not necessary, price is the major determining factor for award selection, and where required by law. An award is made to the responsible bidder submitting the lowest responsive bid.

Joint County/School Capital Process Team: Collaboration between Prince William County School Board and Prince William Board of County Supervisors to establish more frequent contact in order to discuss capital needs, enhance efficiency in planning processes, and improve service outcomes to the community. The joint process includes two different groups, the Joint Board Committee for Capital (Committee), made up of three elected members from each Board, and the Joint Staff Work Group for Capital (Work Group). The Committee constitutes the decision-making body and the Work Group is responsible for supporting the Committee's goals and objectives.

Liabilities: Obligations incurred in past or current transactions requiring present or future settlement.

License and Permit Fees: Fees paid by citizens or businesses in exchange for legal permission to engage in specific activities. Examples include building permits and swimming pool licenses.

Line Item: Detailed classification established to budget and account for the purchase of specific goods and services and the receipt of revenues from specific sources; also known as object level.

Line of Duty Act (LODA): The Virginia Retirement System Line of Duty Act is established by Section 9.1-400 of the Virginia Code. LODA provides benefits to public safety first responders and their survivors who lose their life or become disabled in the line of duty.

Local Match: County cash or in-kind resources required to be expended simultaneously with state, federal, other locality, or private sector funding, usually according to a minimum percentage or ratio.

Mandate: A state or federal action that places a requirement on local governments.

Memorandum of Understanding: A written agreement between the County and a community partner specifying the amount and type of County donations provided and the services and outcomes accounted for by the community partner.

Mission Statement: A brief description of the purpose and functions of an agency.

Modified Accrual: Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received, and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.

Municipal Separate Storm Sewer System (MS4) Permit: Discharges from municipal separate storm sewer systems are regulated under the Virginia Stormwater Management Act, the Virginia Stormwater Management Program (VSMP) Permit regulations, and the Clean Water Act as point source discharges. Stormwater discharges from Phase I (large and medium) municipal separate storm sewer systems are authorized under individual permits. Under these permits, the MS4 owner/operator must implement a collective series of programs to reduce the discharge of pollutants from the given storm sewer system to the maximum extent practicable in a manner that protects the water quality of nearby streams, rivers, wetlands and bays.

Non-departmental: Budgeted funds not directly associated with, or controlled by, a specific County department.

Glossary

Non-spendable Fund Balance: Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

Northern Virginia Family Service: A community-based non-profit human services agency.

Northern Virginia Regional Commission (formerly Northern Virginia Planning District Commission): A regional organization comprised of units of local government in the Northern Virginia area.

Northern Virginia Transportation Authority (NVTA): The Northern Virginia Transportation Authority is a regional governmental entity established to plan, prioritize, and fund regional transportation programs. The NVTA covers Arlington, Fairfax, Loudoun, and Prince William counties and the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park.

Northern Virginia Transportation Commission (NVTC): A multi-jurisdictional agency representing Arlington, Fairfax, and Loudoun Counties and the Cities of Alexandria, Fairfax, and Falls Church. NVTC provides a policy forum and allocates up to \$200 million in state, regional, and federal transit assistance each year among its member jurisdictions. NVTC also appoints one principal and two alternate members to the Board of Directors of The Washington Metropolitan Area Transit Authority.

Obligation: A future expenditure requirement incurred by voluntary agreement or legal action.

Off-Cycle: A term that characterizes budget adjustments approved by the Board of County Supervisors outside of the annual budget process.

OmniRide Express: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide Express provides commuter bus service from eastern Prince William County and the Manassas area to points in Northern Virginia and the District of Columbia.

OmniRide Local: Operated by the Potomac and Rappahannock Transportation Commission (PRTC), OmniRide Local provides local bus service to the communities of Dale City, Dumfries (including Quantico), Manassas/Manassas Park, and Woodbridge/Lake Ridge.

Ordinance: A law or regulation enacted by the Board of County Supervisors.

Outcome Trends: Multi-year trend information for community and program outcome measures.

Output: Unit of goods or services produced by an agency activity.

Performance: Computer software program previously used to prepare the annual budget and manage County government financial activity. This software was replaced by the Ascend financial management system in FY17.

Performance Audit: An independent review of a program, activity, function, operation, management system, or procedure of a government to assess whether the government is achieving economy, efficiency, and effectiveness in the employment of available resources. The examination is objective and systematic, generally using structured and professionally adopted methodologies.

Performance Measures: Quantitative characterization of an agency's success in achieving their stated mission.

Personal Property: An item of property other than real estate to include Personal effects, moveable property, goods, and chattel.

Glossary

Policy: A definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

Potomac and Rappahannock Transportation Commission (PRTC): A multi-jurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the Cities of Manassas, Manassas Park, and Fredericksburg. PRTC provides commuter bus services (OmniRide Express) and local bus services in Prince William County and the Cities of Manassas and Manassas Park (OmniRide Local).

Principles of Sound Financial Management: Guidelines approved by the Board of County Supervisors to foster the County government's financial strength and stability and the achievement of the organization's financial goals.

Proffers: Contributions of land, capital improvements, and funding collected from developers to address the demand for community services created by new development.

Program: One or more related agency activities that work together for a purpose and function for which the County is responsible.

Program Outcomes: Key measures that demonstrate how the community or individual will benefit or change based on achieving the goal, but are more specific to each individual agency and program than community outcomes.

Property Tax Rate: The rate of taxes levied against real or personal property expressed as dollars per \$100 of equalized assessed valuation of the property taxed.

Proprietary Fund Types: Proprietary Funds account for County activities that are similar to private sector businesses. These funds measure net income, financial position, and changes in financial position. Proprietary fund types include enterprise and internal service funds.

Real Property: Land, buildings, and all other permanent improvements on the land.

Resolution: The official position or will of a legislative body.

Resource Shift: The transfer of an expenditure budget from one purpose to another. A resource shift is a common and preferred technique for funding budget increases without the allocation of increased outside revenue or County tax support.

Resources: The actual assets of a governmental unit, such as cash, taxes, receivables, land, buildings, estimated revenues applying to the current fiscal year, and bonds authorized and un-issued.

Restricted Fund Balance: Includes amounts that are restricted to specific purposes as follows:

- a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or
- b. Imposed by law through constitutional provisions or enabling legislation.

Retained Earnings: See Total Net Assets.

Revenue: Income generated by taxes, notes, bonds, investment income, land rental, user charges, and federal and state grants.

Glossary

Revenue Bonds: A bond issued by a municipality for a specific project that is supported by the revenue from that project.

Risk Management: The practice of identifying potential risks in advance, analyzing them, and taking precautionary steps to reduce and/or curb the risk, and in turn reduce the County's exposure to financial loss.

Seat Management: Personal computer support services including customer service assistance, desktop and laptop desk side services, software refreshment, and equipment disposal.

Self-Insurance Pool: A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

Service Levels: Quantified measures of the goods and services (outputs) produced by agency activities, the relationship of resources required to outputs produced (efficiency) and the degree of excellence characterizing the outputs (service quality).

Service Quality: The measurable degree of excellence with which goods and services are produced or provided, including customer satisfaction.

Special Revenue Funds: Funds used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. These funds are used to account for volunteer fire and rescue levies, school operations, the Regional Adult Detention Center, and the Office of Housing and Community Development.

Statute: A law enacted by a legislative body.

Strategic Plan: A four-year plan adopted by the Board of County Supervisors which establishes a County government mission statement, a limited number of high priority strategic goals, and measurable community outcomes which indicate success in accomplishing these goals.

Tax Base: The part of the economy against which a tax is levied.

Taxes: Mandatory charge levied by a governmental unit for the purpose of financing services performed for the common benefit.

Technology Improvement Plan: That portion of the Capital Improvement Program that is dedicated to the upgrade, replacement, or addition of technology systems that support various programs and activities throughout County agencies. Project examples include, but are not limited to, upgrades to email, replacement of the financial reporting system (Performance to Ascend), and disaster recovery.

Temporary Assistance to Needy Families: A federal and state public assistance program.

Total Net Assets: The difference between assets and liabilities in a proprietary fund. This term has replaced Retained Earnings.

Tracker: Board of County Supervisors, County Executive or Deputy County Executive's request for action by County staff. Progress on the item is tracked by the County Executive's Office until its successful completion.

Transfer: A shift of resources from one program or activity to another.

Glossary

Trust and Agency Funds: Funds used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County has established Agency and Expendable Trust Funds to account for library donations, special welfare, and certain other activities. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Expendable Trust Funds are accounted for in essentially the same manner as Governmental Funds.

Unassigned Fund Balance: The total fund balance in the general fund in excess of nonspendable, restricted, committed, and assigned fund balance.

User Fees: User fees are charges for services, such as the use of public property and parking, paid by those benefiting from the service.

Virginia Railway Express (VRE): A transportation partnership of the Northern Virginia and Potomac and Rappahannock Transportation Commissions, the Counties of Fairfax, Prince William, Stafford, Spotsylvania, and Arlington and the Cities of Manassas, Manassas Park, Fredericksburg, and Alexandria. VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City, and downtown Washington D.C.

Watershed: A region or area bounded peripherally by water parting and draining ultimately to a particular watercourse or body of water.

Abbreviations

AAA: Triple A Bond rating, the highest possible rating	BOD: Ballot on Demand
AALL: American Association of Law Libraries	BPOL Tax: Business Professional and Occupational License Tax
ACTS: Action in the Community Through Service	BWC: Body-Worn Camera
ADC: Adult Detention Center	CAB: Citizen Advisory Board
Admin: Administrative	CAC: Crisis Assessment Center
ADP: Average Daily Population	CAD: Computer Assisted Dispatch or Computer-Aided Design system (cannot be both simultaneously)
AED: Automatic External Defibrillator	CAFR: Comprehensive Annual Financial Report
AFIS: Automated Fingerprint Identification System	CALEA: Commission on Accreditation for Law Enforcement Agencies
ALS: Advanced Life Support	CCJB: Community Criminal Justice Board
Approp: Appropriated	CDA: Community Development Authorities
APS: Adult Protective Services	CDBG: Community Development Block Grant
ARYFS: At-Risk Youth and Family Services	CFH: Catholics for Housing
ATCC: American Type Culture Collection	CHDO: Community Housing Development Organization
B&A: Budget and Appropriate	CID: Communications & Infrastructure Division
B&G: Buildings and Grounds	CIP: Capital Improvement Program
B&GC: Boys & Girls Club	CISD: Critical Incident Stress Debriefing
BAB: Build America Bonds	CIT: Crisis Intervention Training
BAC: Board Audit Committee	CMAQ: Congestion Mitigation and Air Quality
BARN: Benedictine Aid and Relief to Neighbors	CMP: Cyclical Maintenance Plan
BECC: Benefits, Employment & Child Care	COG: Council of Governments
BEST Lawn: Building Environmentally Sustainable Turf Lawn	COLA: Cost of Living Adjustment
BLS: Basic Life Support	CP&D: Community Preservation & Development
BMP: Best Management Practices	CPA: Comprehensive Plan Amendment
Board: Board of County Supervisors	CPI: Consumer Price Index
BOCS: Board of County Supervisors	

Abbreviations

CPS: Child Protective Services	EDMS: Electronic Document Management System
CSA: Comprehensive Services Act	EEOC: Equal Employment Opportunity Commission
CSB: Community Services Board	EIAP: Early Intervention Alternative Program
CSW: Community Service Work	EM: Electronic Monitoring
CVB: Convention and Visitors Bureau	EMS: Emergency Medical Services
CXO: County Executive	ENR: Environmental and Natural Resources
CY: Calendar Year	ERP: Enterprise Resource Program
DART: Days Away Restricted or Transferred	ESG: Emergency Shelter Grant
DCJS: Department of Criminal Justice Services	ESI: Engineers and Surveyors Institute
DCSM: Design and Construction Standards Manual	ESOL: English for Speakers of Other Languages
DDS: Department of Development Services	F&R: Fire and Rescue
DEQ: Department of Environmental Quality	FAMIS: Family Access to Medical Insurance Security
DFR: Department of Fire and Rescue	FAPT: Family Assessment and Planning Team
DMAS: Department of Medical Assistance Services	FCC: Federal Communications Commission
DMV: Department of Motor Vehicles	FCM: Facilities Construction Management
DoIT: Department of Information Technology	FICA: Federal Insurance Contributions Act
DOJ: Department of Justice	FirstNet: First Responder Network Authority
DORM: Drug Offender Rehabilitation Module	FOIA: Freedom of Information Act
DOT: Department of Transportation	FRA: Fire and Rescue Association
DPRT: Department of Parks, Recreation and Tourism	FRS: Fire and Rescue System
DSS: Department of Social Services	FSS: Family Self-Sufficiency
E-911: Emergency 911	FTE: Full-Time Equivalent
EBDM: Evidence Based Decision Making	FY: Fiscal Year
EBP: Evidenced Based Practices	GAAP: Generally Accepted Accounting Principles
EBT: Electronic Benefits Transfer	GASB: Government Accounting Standards Board

Abbreviations

GDC: General District Court	HVAC: Heating, Ventilation and Air Conditioning
GED: General Equivalency Diploma	ICMA: International City/County Management Association
GFOA: Government Finance Officers Association	ICT: Intensive Community Treatment
GIS: Geographic Information System	ID: Intellectual Disability
GPS: Global Positioning System	IDA: Industrial Development Authority
GRIT: Gang Response Intervention Team	IEC: Independence Empowerment Center
GSHF: Good Shepherd Housing Foundation	IEP: Individualized Educational Plan
H&CB: Home & Community Based	IFB: Invitation for Bid
HAP: Homeownership Assistance Program	IFSP: Individualized Family Service Plan
HAZMAT: Hazardous Materials	I-Net: Institutional Network
HCMP: Human Capital Management Payroll	IPE: Intervention, Prevention and Education
HCVP: Housing Choice Voucher Program	IRM: Information Resource Management
HIDTA: High Intensity Drug Trafficking Area	ISF: Internal Service Fund
HIPAA: Health Insurance Portability and Accountability Act	ISN: Information Systems Network
HIV: Human Immunodeficiency Virus	IT: Information Technology
HOA: Homeowners Association	IVR: Interactive Voice Response
HOC2: Home Occupation Certificate – Family Day Home (Child Care)	JARC: Joint Admissions Review Committee
HOPWA: Housing Opportunities for Persons with AIDS	JCSU: Juvenile Court Service Unit
HOV: High Occupancy Vehicle	JDC: Juvenile Detention Center
HPAC: Hylton Performing Arts Center	JDRC: Juvenile and Domestic Relations Court
HPC: Homeless Prevention Center	JJAT: Juvenile Justice Action Team
HPDF: Housing Preservation and Development Fund	JJPP: Juvenile Justice Parenting Program
HRIS: Human Resources Information System	KPWB: Keep Prince William Beautiful
HUD: Department of Housing and Urban Development	LAN: Local Area Network
	LCI: Local Composite Index

Abbreviations

LEOS: Law Enforcement Officers' Supplement

LEPC: Local Emergency Planning Commission

LGBTQ: Lesbian, Gay, Bisexual, Transgender, Questioning

LIS: Land Information System

LMS: Learning Management System

LNSS: Library Network Support Services

LODA: Line of Duty Act

LSNV: Legal Services of Northern Virginia

LVA-PW: Literacy Volunteers of America – Prince William, Inc.

MAT: Medication Assisted Treatment

MDC: Mobile Data Computer

MDT: Mobile Data Terminal

MH: Mental Health

MHz: Megahertz

MIS: Management Information System

MOU: Memorandum of Understanding

MPTC: Multi-Purpose Transit Center

MS4: Municipal Separate Storm Sewer System

NA: Not Available

NACO: National Association of Counties

NADA: National Automobile Dealers Association

NCIC: National Crime Information Center

NCR: National Capital Region

NFPA: National Fire Protection Association

NG911: Next Generation 911

NR: Not Reported

NVCC: Northern Virginia Community College

NVFS: Northern Virginia Family Service

NVRC: Northern Virginia Regional Commission

NVTA: Northern Virginia Transportation Authority

NVTC: Northern Virginia Training Center

OCJS: Office of Criminal Justice Services

OEM: Office of Executive Management

OHCD: Office of Housing and Community Development

OMB: Office of Management & Budget

OMD: Operation Medical Director

OPEB: Other Post-Employment Benefits

OSHA: Occupational Safety and Health Administration.

OT: Office of Tourism

OWL: Occoquan-Woodbridge-Lorton (Volunteer Fire Department)

PAF: Personnel Action Form

PATH: Projects for Assistance in Transitioning the Homeless

PCE: Property Code Enforcement

PCN: Position Control Number

PCP: Position Classification Plan

PHNST: Potomac Heritage National Scenic Trail

PMAH: Project Mend-A-House

PPTRA: Personal Property Tax Relief Act

Abbreviations

Prop: Property	SRO: School Resource Officer
PRTC: Potomac and Rappahannock Transportation Commission	STD: Sexually Transmitted Disease
PSAP: Public Safety Answering Point	STEP: Systematic Training for Effective Parenting
PSCC: Public Safety Communications Center	STI: Sexually Transmitted Infection
PSFM: Principles of Sound Financial Management	SUP: Special Use Permit
PSSF: Promoting Safe and Stable Families	SWM: Storm Water Management
PSTC: Public Safety Training Center	TANF: Temporary Assistance to Needy Families
PWC: Prince William County	TB: Tuberculosis
PWHD: Prince William Health District	TBD: To Be Determined
PWSI: Prince William Soccer, Inc.	TIP: Technology Improvement Plan
PWSIG: Prince William Self-Insurance Group	TMDL: Total Maximum Daily Load
QC: Quality Control	TRIP: Transportation and Roadway Improvement Program
QSCB: Qualified School Construction Bonds	UOSA: Upper Occoquan Service Authority
REZ: A formal rezoning action pertaining to land use	USDA: United States Department of Agriculture
RFP: Request for Proposal	USPS: United States Postal Service
RMS: Records Management System	VaCMS: Virginia Case Management System
SA: Substance Abuse	VACO: Virginia Association of Counties
SAC: School Age Care	VCE: Virginia Cooperative Extension
SAVAS: Sexual Assault Victims Advocacy Service	VCIN: Virginia Criminal Information Network
SCBA: Self-Contained Breathing Apparatus	VDH: Virginia Department of Health
SERVE: Securing Emergency Resources through Volunteer Efforts	VDOT: Virginia Department of Transportation
SF: Square Feet	VFD: Volunteer Fire Department
SMI/SED: Seriously Mentally Ill/Seriously Emotionally Disturbed	VIEW: Virginia Initiative for Employment not Welfare
SNAP: Supplemental Nutrition Assistance Program	VLEPSC: Virginia Law Enforcement Professional Standards Commission

Abbreviations

VMT: Vehicle Miles Traveled

VPRAI: Virginia Pre-trial Risk Assessment Instrument

VPW: Volunteer Prince William

VRE: Virginia Railway Express

VRS: Virginia Retirement System

WFGA: When Families Get Angry

WIC: Women, Infants, and Children

WMATA: Washington Metropolitan Area Transit Authority

YAS: Young Adult Services

ZTA: Zoning Text Amendment

Index

A

Adult Detention Center	256
All Funds Expenditure Budget.....	33
Appendix.....	467
Area Agency on Aging.....	202

B

Board of County Supervisors.....	146
Bond Rating	380
Budget Development	15
Budget Highlights	6
Budget Process	15
Budget Development Process Calendar	21
Five Year Plan	16

C

Capital Improvement Program (CIP).....	389
Debt Service Impacts.....	405
Functional Area Summary.....	402
General Debt and Cash Investment by Project Category	379
Operating Impacts	405
Proffer Integration	404
Circuit Court Judges	266
Clerk of the Circuit Court	270
Commonwealth's Attorney	276
Community Development.....	61
Community Partners	343
Funding Provided	347
In-Kind Donations.....	352
Community Services.....	209
Compensation	51
County Attorney.....	150
Courts	
Circuit Court Judges	266
Clerk of the Circuit Court.....	270
General District Court	299
Juvenile & Domestic Relations Court.....	302
Juvenile Court Service Unit	305
Criminal Justice Services.....	281

D

Debt Services	379
Existing Debt Service on County Project.....	385
Funded Projects in the CIP	384
Management Policy Statement.....	381
New Debt by Project	384
Development Services	62

E

Economic Development.....	68
Education, PWC Public Schools.....	35
Elections.....	154
Executive Management.....	159
Expenditures	33
All Funds	33
General Fund	33
Expenditure Summary	42

F

Finance.....	166
Fire & Rescue	286
Five Year Plan	6
FTE Position Summary.....	50

G

General District Court.....	299
General Fund	
Expenditures.....	43
Revenue and Resource Summary.....	37
General Government.....	145
Glossary	467

H

Housing & Community Development	221
Human Resources	177
Human Rights	183
Human Services	201

Index

I

Information Technology.....187

J

Juvenile & Domestic Relations Court.....302

Juvenile Court Service Unit.....305

L

Library.....75

M

Magistrate310

Management & Budget.....196

N

Non-Departmental.....335

O

Operating Impacts of the CIP.....405

Organization Chart (countywide).....1

P

Parks, Recreation & Tourism.....83

Planning93

Police.....312

Position Summary50

Potomac & Rappahannock Transportation
Commission (PRTC).....119

Proffer Integration in the CIP.....404

Public Health.....227

Public Safety255

Public Safety Communications.....323

Public Works101

R

Revenue

General Fund Revenue & Resource Summary37

S

Sheriff's Office328

Social Services235

Strategic Planning in PWC17

T

Transient Occupancy Tax.....338

Transit119

Transmittal Letter.....2

Transportation137

U

Users Guide: Agency Page Information55

V

Virginia Cooperative Extension247



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