



Proposed

FY2021 BUDGET

Prince William County, Virginia

Prince William County
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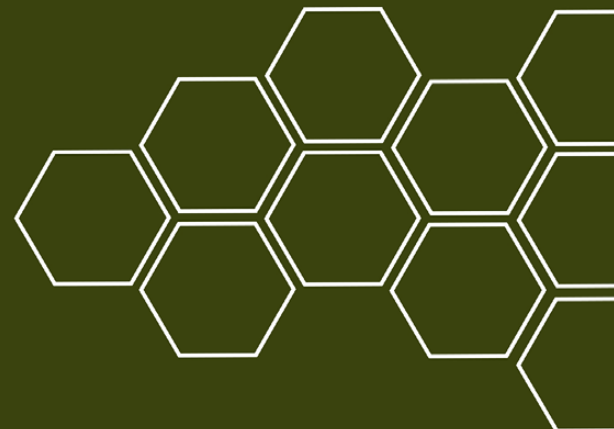
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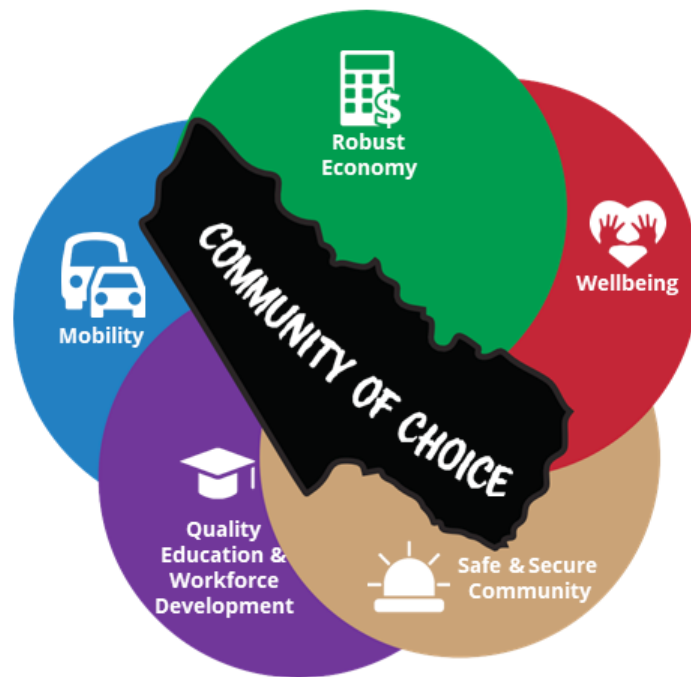
Christopher E. Martino
County Executive



PROPOSED
FY2021 BUDGET
PRINCE WILLIAM COUNTY, VIRGINIA



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



Information about the Proposed FY2021 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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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Prince William County
Virginia**

For the Fiscal Year Beginning

July 1, 2019

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, 2019. 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.

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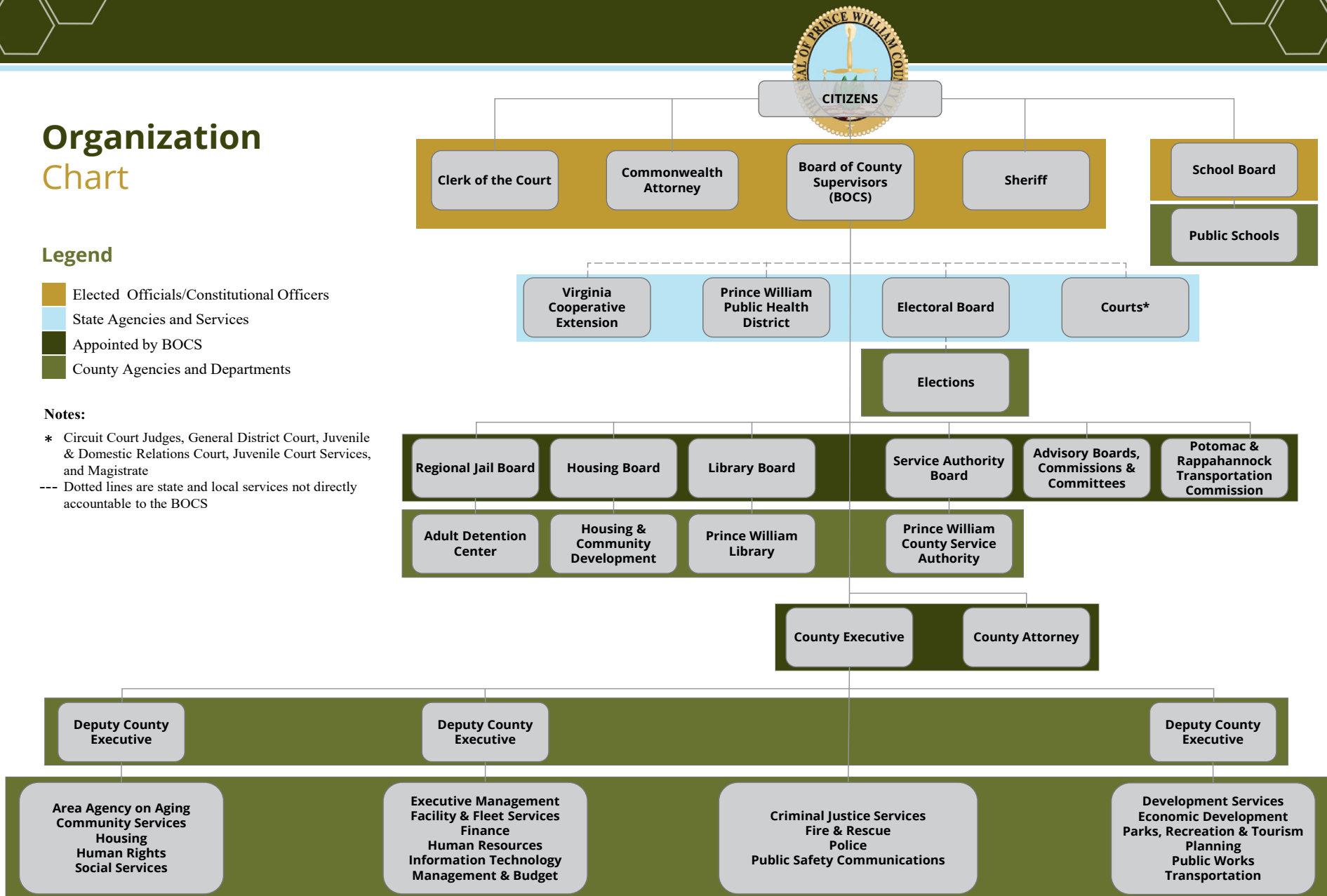
Organization Chart

Legend

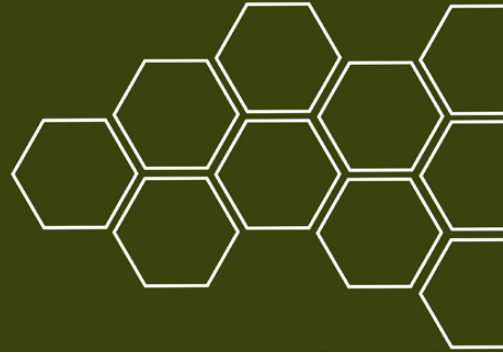
- Elected Officials/Constitutional Officers
- State Agencies and Services
- Appointed by BOCS
- County Agencies and Departments

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



PROPOSED **FY2021 BUDGET** PRINCE WILLIAM COUNTY, VIRGINIA



February 12, 2020

Chair Wheeler and Members of the Board:

I am pleased to present the Proposed FY2021 Budget, FY2021-2026 Capital Improvement Program (CIP), and accompanying Five-Year Plan. The Proposed FY2021 Budget meets state and local statutory requirements to prepare and present a balanced budget for your consideration consistent with Board directed policies. Throughout the FY21 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 sustaining strong financial management.

Similar to previous budgets, the Proposed FY2021 Budget advances the community's strategic priorities while addressing significant mandates related to Children's Services Act special education private day school placements as well as contribution increases to the Virginia Retirement System (VRS) pension plan. The proposed budget also reflects the Board's commitment to implement the second phase of the Classification and Compensation Study in order to address internal equity and competitiveness with surrounding Northern Virginia jurisdictions.

The Proposed FY2021 Budget and Five-Year Plan are sustainable based on a steadily growing national, state, and local economy. Prince William County's unemployment rate of 2.2% remains well below national and state unemployment rates and retail sales growth is steady at 3.7%. The County's residential real estate appreciated an average of nearly 4.0% last year driven by low inventory of existing homes for sale.

Bond rating agencies acknowledge the Board's financial management by affirming the County's AAA ratings which 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. The Strategic Plan's overall guiding principle is that the Board of County Supervisors and the community should make every effort to improve the quality of life in Prince William County.

Transmittal Letter

PRINCE WILLIAM COUNTY IS A
COMMUNITY OF CHOICE WITH A STRONG, DIVERSE
ECONOMIC BASE, WHERE **INDIVIDUALS AND FAMILIES**
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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 begins implementing the County’s marketing strategy and workforce availability study. An overall goal is increasing the County’s brand awareness through digital advertising using web, mobile, and social media platforms as well as marketing campaigns resulting in project development leads at trade shows, conferences, and targeted marketing missions. The proposed budget also includes a visitor profile study to promote tourism opportunities 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 in the County and Northern Virginia region. A multi-modal transportation network is critical to improving quality of life and economic success. All motor vehicle fuel tax revenue is 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 30% local revenue. The Proposed Budget maintains the Transportation Roadway Improvement Program, which constructs smaller scale projects such as sidewalks, trails, and safety improvements. The November 2019 Mobility bond referendum was approved by 73% of voters and the Proposed FY2021-2026 CIP includes design funding to begin each project. However, a funding source needs to be identified to finance construction of voter-approved projects and any additional County transportation priorities.

Safe & Secure Community – The Board’s ongoing commitment to keeping the community safe and secure is maintained and improved over the next five years.

Investments in a Safe and Secure Community are achieved by maintaining established police and sheriff staffing plans. Staffing is also provided to the Office of Criminal Justice Services to address pretrial supervision caseload growth as an alternative to jail detention. The proposed budget provides administrative local assistance for Circuit Court, General District Court, Juvenile & Domestic Relations Court judges, and Circuit Court Clerk. Program staffing is also completed for the Fire & Rescue High School Cadet Program which will train the next generation of career and volunteer personnel.

Transmittal Letter

The Proposed FY2021 Budget also provides public safety infrastructure improvements such as completing the Fire & Rescue Groveton Station and expanding the Adult Detention Center. The Adult Detention Center expansion project will open in July 2020 and operational efficiencies will be realized by eliminating inmate farmouts and integrating the work release program into the main jail complex. The proposed budget includes engine unit staffing (medic unit staffing was provided in FY2018) for the Groveton Station. Future capital improvements associated with a Safe and Secure Community include construction of Fire & Rescue Stations 27 and 28 to address Comprehensive Plan level of service requirements, expanding the Public Safety Training Center for new public safety recruit and in-service training, and capital improvements to address space needs at the Judicial Center.

Wellbeing – The County continues to support the No Wrong Door approach to service delivery for families and individuals. Community partner organizations are sustained with a 3% operating increase in FY21. The Proposed FY2021 Budget provides increased local funding for mandated Children’s Services Act special education private day school placements. In addition, general fund support is provided for Birmingham Green, the residential long-term care facility serving frail, elderly, and disabled adults. Capital initiatives supporting the Wellbeing strategic goal include the future replacement of the Juvenile Detention Center which is currently in the planning stage.

Quality Education and Workforce Development – Support for K-12 education continues with the County/Schools revenue sharing agreement which provides 57.23% of general revenue to Prince William County Schools. In addition to the revenue sharing agreement, funding for the class size reduction grant is maintained as well as funding for 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 FY2021 Budget.

Compensation – Our workforce is the County organization’s most valuable resource and continues providing high-quality services to the community.

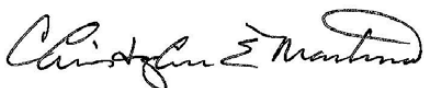
The Proposed FY2021 Budget completes implementation of a new classification and pay plan for general, non-sworn employees approved by the Board of County Supervisors on November 19, 2019. As such, County positions are appropriately classified to support internal equity as well as external competitiveness with other Washington Metropolitan jurisdictions. This ensures the County will retain experienced employees in a difficult labor market and attract the next generation of talent interested in public service.

The Proposed FY2021 Budget funds the existing level of health benefits while funding higher pension contribution rates mandated by VRS. Additionally, annual 3% pay for performance increases are included in each year of the Five-Year Plan in order to retain our exceptional workforce.

The Proposed FY2021 Budget invests in the community’s robust economy, mobility, safe and secure community, wellbeing, and quality education and workforce development strategic goals. The proposed budget addresses the needs of a growing and diversifying community by continuing to build opportunities for families, individuals, and businesses to grow and thrive, thus positioning Prince William County as a community of choice.

The Proposed FY2021 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,



Christopher E. Martino
County Executive

Budget Highlights

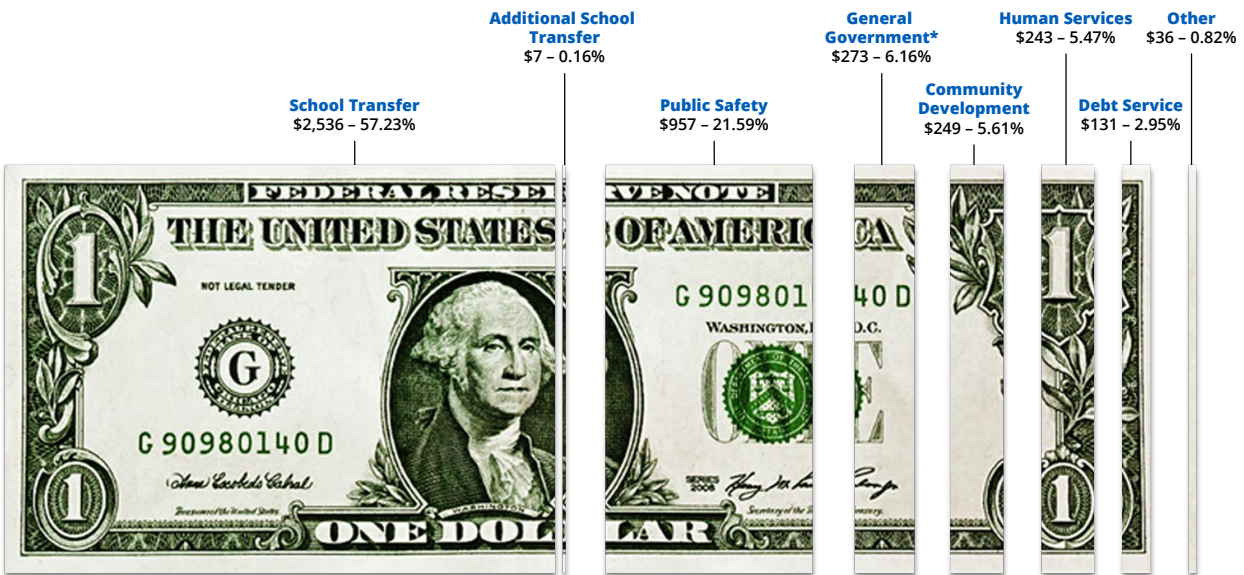
FY2021 Budget Highlights

The Proposed FY2021 Budget, including the Proposed [FY2021-2026 Capital Improvement Program \(CIP\)](#) and the Proposed FY2021-2025 Five-Year Plan, implements policy guidance found in the [Strategic-Plan](#), the County/School revenue agreement and the [Principles of Sound Financial Management](#). The \$1.32 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 FY2021 Budget is based on a \$1.145 real estate tax rate, generating general revenues of \$1,137,426,000. Additional agency revenues of \$176,639,083 and County resources of \$5,018,445 bring the Proposed FY2021 Budget funding total to \$1,319,053,818. The County’s Proposed FY2021-2026 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 FY2021 Average Residential Tax Bill - \$4,432

By Dollar Amount with Functional Area



*Includes Facility & Fleet Services previously in Community Development as part of Public Works.
Totals may not add due to rounding.

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 Proposed FY2021-2025 Five-Year Plan accomplishes this while implementing the new position classification plan and pay plan for general employees, 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 staff with surrounding Northern Virginia jurisdictions.

Budget Highlights

New Community Investments

The Proposed FY2021 Budget, including the Proposed FY2021-2026 CIP and the Proposed FY2021-2025 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 filing system replacement
- Development Services code academy
- Economic Development marketing strategy implementation
- Economic Development lead generation consultant contacts
- Economic Development assistant director of policy, intelligence, and operations
- Economic Development senior communications specialist
- Economic Development digital strategy/social media specialist
- Parks, Recreation & Tourism comprehensive Countywide wayfinding, gateway and trailblaze signage plan
- Parks, Recreation & Tourism visitor profile study
- Parks, Recreation & Tourism parkway/Jenkins elementary field maintenance
- Parks, Recreation & Tourism increase in food commodities for sale
- Planning Metropolitan Washington Council of Governments membership increase
- Public Works increase funding transfer to Virginia Cooperative Extension for environmental and natural resources program
- Public Works support for landfill liner phase III cell A capital project
- Public Works replace Solid Waste equipment and vehicles
- Public Works fiscal technician
- Public Works truck replacement

General Government:

- Elections 2020 presidential election
- Elections No excuse absentee/early voting
- Elections assistant registrar
- Facility & Fleet Services lease escalation
- Facility & Fleet Services consolidated contractual increases
- Facility & Fleet Services security business systems specialist
- Facility & Fleet Services increase Fleet internal service fund budget to cover additional truck purchase
- Finance security program manager and armed security officers/off duty police
- Human Resources senior human resources analyst
- Information Technology transfer from DoIT internal service fund balance to technology infrastructure capital project
- Information Technology Countywide technology infrastructure
- Information Technology Human Capital Management operating costs

Budget Highlights

Human Services:

- Area Agency on Aging increase for Birmingham Green
- Housing & Community Development Administrative Specialist
- Social Services increase funding for mandatory private day school placements
- Social Services convert part-time administrative technician to full-time
- Virginia Cooperative Extension two part-time 4-H educators
- Virginia Cooperative Extension environmental educator

Public Safety:

- Adult Detention Center phase II expansion
- Adult Detention Center reduction in inmates housed at other local and regional jails
- Circuit Court Clerk presidential election ballot destruction
- Circuit Court Clerk deputy court clerk
- Circuit Court Judges, General District Court, and Juvenile & Domestic Relations Court administrative specialists
- Fire & Rescue Groveton station (# 22) engine staffing
- Fire & Rescue Engine 519 replacement
- Fire & Rescue system cadet program
- Fire & Rescue EMS billing and revenue increase
- Fire & Rescue use of fire levy fund balance initiatives
- Juvenile Court Service Unit contractual funds increase for restorative justice
- Police staffing plan
- Sheriff staffing plan

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 service
- Maintain cable grant revenue
- School security program maintained
- Northern Virginia Community College interjurisdictional increase

Compensation:

- 3% pay for performance increase
- Health (2.3%) insurance premium increase
- Virginia Retirement System Increase
- Group Life & Retiree Health

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:

- Dove's Landing
- Mobility & Parks Bond Referendum Projects
- Fire & Rescue Station #28
- Countywide Space

Community Partners

The Proposed FY2021 Budget includes a 3% increase in operating support to existing community partners, totaling \$95,956. 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 Initiatives

FY2021 Budget Initiatives List						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
Compensation	All Agencies	3% Pay for Performance		✓		
	All Agencies	Health Insurance Increase		✓		
	All Agencies	Virginia Retirement System Increase		✓		
	All Agencies	Group Life and Retire Health Increase		✓		
	All Agencies	Classification and Compensation Study Implementation	✓			
Community Development	Development Services	Replace Lektriever Filing System	✓			
	Development Services	Code Academy	✓			
	Economic Development	Marketing Strategy Implementation			✓	
	Economic Development	Lead Generation Consultant Contracts			✓	
	Economic Development	Assistant Director of Policy, Intelligence, and Operations (1.00 FTE)			✓	
	Economic Development	Senior Communications Specialists (1.00 FTE)			✓	
	Economic Development	Digital Strategy/Social Media Specialist (1.00 FTE)			✓	
	Parks, Recreation & Tourism	5% Increase in Food Commodities for Sale Cost	✓			
	Parks, Recreation & Tourism	Parkway/Jenkins Elementary - New School	✓			✓
	Parks, Recreation & Tourism	Comprehensive Countywide Wayfinding, Gateway and Trailblazer Signage Plan			✓	✓
	Parks, Recreation & Tourism	Visitor Profile Study			✓	✓
	Planning	Metropolitan Washington Council of Governments (COG) Membership Dues Increase	✓			
	Public Works	Replace Litter Crew Truck			✓	
	Public Works	Increase Capital Projects Transfer for Landfill Liner-Phase III Cell A	✓			
	Public Works	Replace Mack Roll-Off Truck	✓			
	Public Works	Fiscal Technician (1.00 FTE)			✓	
	Public Works	Purchase New Roll-Off Truck - Solid Waste			✓	
Public Works	Increase Transfer to Virginia Cooperative Extension for Environmental and Natural Resources Program			✓		

Budget Initiatives

FY2021 Budget Initiatives List						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
General Government	Elections	Presidential 2020 - Adequate staffing, adequate precinct equipment and supplies, voter information and Early Voting implementation for Presidential 2020		✓		
	Elections	Two Assistant Registrar (2.00 FTE)		✓		
	Elections	No Excuse Absentee/early voting		✓		
	Facility & Fleet Services	Consolidated Contractual Increase	✓			
	Facility & Fleet Services	Lease Budget Increase		✓		
	Facility & Fleet Services	Increase Fleet ISF Budget to Cover Additional Truck Purchase	✓			
	Facility & Fleet Services	Security Business Systems Specialist (1.00 FTE)			✓	
	Finance	Armed Security Officers/Off Duty Police			✓	
	Finance	Security Program Manager (1.00 FTE)			✓	
	Human Resources	Senior Analyst - Benefits & Retirement Management (1.00 FTE)			✓	
	Information Technology	Countywide Technology Infrastructure Upgrade - Operating			✓	
	Information Technology	Transfer of ISF Fund Balance to Technology Infrastructure Capital Project	✓			
	Information Technology	CIP - HCM Replacement - Operating			✓	
Human Services	Area Agency on Aging	Birmingham GreenInter-Jurisdictional Agreement		✓		
	Housing	Administrative Specialist (1.00 FTE)				✓
	Social Services	CSA Contract Increase for Private Day School Placements	✓	✓		✓
	Social Services	Convert part-time position to full-time (0.47 FTE)		✓		✓
	Virginia Cooperative Extension	Part time 4-H positions shift (1.6 FTE)			✓	
	Virginia Cooperative Extension	Environmental Education position shift (1.00 FTE)			✓	
Public Safety	Adult Detention Center	Phase II Expansion Operating costs		✓		
	Adult Detention Center	Reduction in Farm-out funding	✓	✓		
	Adult Detention Center	Reduction in Work Release Lease and Staffing costs	✓			
	Circuit Court Clerk	Presidential Election Ballot Destruction	✓			

Budget Initiatives

FY2021 Budget Initiatives List

Functional Area	Agency	Description	Type of Investment			Impact of Investment
			Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
Public Safety <i>(continued)</i>	Circuit Court Clerk	Deputy Court Clerk (1.00 FTE)			✓	
	Circuit Court Judges	Two Administrative Specialists (2.00 FTE)		✓		
	Fire & Rescue	Evergreen - Tanker Replacement K515			✓	✓
	Fire & Rescue	Coles - Rescue Replacement R506			✓	✓
	Fire & Rescue	Systemwide Capital - F&R Medic 517 Replacement			✓	✓
	Fire & Rescue	Systemwide Capital - F&R Medic 512 Replacement			✓	✓
	Fire & Rescue	Systemwide Capital - F&R Medic 524B Replacement			✓	✓
	Fire & Rescue	Coles - Engine Replacement E560B			✓	✓
	Fire & Rescue	State Fire Programs - Engine 519 Replacement			✓	✓
	Fire & Rescue	Dale City - Ambulance Replacement			✓	✓
	Fire & Rescue	OWL - Air Duct Cleaning			✓	
	Fire & Rescue	OWL - Fire Hose Standardization			✓	✓
	Fire & Rescue	OWL - Public Restroom Renovation			✓	✓
	Fire & Rescue	OWL - Replace Diesel Fuel Tank			✓	✓
	Fire & Rescue	OWL - Replace Generator			✓	✓
	Fire & Rescue	Stonewall Jackson - Locker Room Renovation			✓	✓
	Fire & Rescue	Stonewall Jackson - Concrete Pad Replacement			✓	✓
	Fire & Rescue	Gainesville - Ramp and Bay Floor Maintenance			✓	
	Fire & Rescue	Coles - Battery Powered Vehicle Extrication Equipment			✓	
	Fire & Rescue	Evergreen - Ramp Repair		✓		✓
	Fire & Rescue	River Oaks - Parking Lot Paving			✓	
	Fire & Rescue	Antioch - Kitchen Repairs			✓	
	Fire & Rescue	Antioch - Marquee Signage			✓	

Budget Initiatives

FY2021 Budget Initiatives List						
			Type of Investment			Impact of Investment
Functional Area	Agency	Description	Must Do	Five-Year Plan	Critical Need	Addresses Strategic Priority
Public Safety <i>(continued)</i>	Fire & Rescue	Dumfries-Triangle - Heavy Maintenance Vehicle Replacement	✓			✓
	Fire & Rescue	Groveton Station (Station 22) Staffing (14.0 FTE)		✓		✓
	Fire & Rescue	FRS Cadet Program - Budget Shift and Revenue & Expenditure Increase		✓		
	Fire & Rescue	EMS Billing Fee Increase	✓			
	General District Court	Two Administrative Specialists (2.00 FTE)		✓		
	Juvenile & Domestic Relations Court	Two Administrative Specialists (2.00 FTE)		✓		
	Juvenile Court Services Unit	Dispute Resolution Services Contractual Increase	✓			✓
	Police	FY21 Staffing Plan (15.00 FTE)		✓		✓
	Sheriff	FY21 Staffing Plan (2.00 FTE)		✓		✓
Non-Departmental	Multiple Agencies	Community Partner 3% Increase		✓		
	Non-Departmental	Northern Virginia Community College Adjustment	✓			
	Non-Departmental	Contingency Adjustment			✓	
	Non-Departmental	CIP Proffers - Transfer to Captial Projects for Stormwater			✓	
	Schools	Transfer to the Schools	✓	✓		

Budget Development Process

State Budget Requirements

The Code of Virginia governs the budget process in Prince William County (PWC). Sections [15.2-516](#) and [15.2-2503](#) 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 of Virginia 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. A significant 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 (salary and benefits).

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, Facility & Fleet Services, 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, Circuit Court Clerk, 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 especially relevant to budget preparation, the requirement to prepare a balanced Five-Year Plan for the general fund. As required by the PSFM, the County must 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 91,095 students, almost 100 schools, and over 11,000 total full-time equivalent 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 it, 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.***

Budget Development Process

The adopted strategic goal areas are Robust Economy, Mobility, Wellbeing, Safe & Secure Community, and Quality Education & 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.

Increase the commercial tax base

- Increase commercial tax base as a percentage of overall tax revenue to 35%
- Increase capital investment associated with the Department of Economic Development's efforts with new and expanding businesses from \$92 million per year

Expand the commercial tax base in redevelopment areas

- Increase annual commercial investment in redevelopment areas generated by the Community Development program from \$3 million per year

Increase the number of jobs in existing small businesses

- Increase annual growth of jobs in small businesses (1-99 employees) from 1,000 jobs per year

Increase existing business retention

- Increase outreach to existing businesses by contacting existing businesses more than 3,450 times per year

Increase at-place employment

- Increase growth in at-place employment by more than 3,300 jobs per year

Increase the number of targeted jobs

- Increase growth in targeted jobs as a result of the Department of Economic Development's efforts with new and expanding businesses to more than 544 jobs per year

Decrease the average County review time for nonresidential development

- Decrease average days (County time) to approve new commercial structures to less than 83 days
- Decrease average days (County time) to approve tenant layouts to less than 19 days
- Decrease average days (County time) to approve nonresidential site plans to less than 57 days
- Maintain 99% of inspections (residential and nonresidential) conducted on the day requested

Mobility: The community will have an accessible, comprehensive, multi-modal network of transportation infrastructure that supports local and regional mobility.

Decrease the percentage of residents commuting out of the County

- Decrease percentage of the PWC workforce commuting to other localities for employment from 69%

Budget Development Process

Decrease congestion and travel time

- Improve I-66 Corridor (Route 234 to Sycamore Street) position on the INRIX Traffic Scorecard from 47/356
- Improve I-95 Corridor (Opitz Boulevard to Route 123) position on the INRIX Traffic Scorecard from 194/356
- Decrease average travel time to work for County residents from 39.3 minutes

Increase the use of trains, buses, van pools, slugging, telecommuting and other alternatives to single occupancy vehicles to get to work

- Increase percentage of County commuter trips using public transit or carpools from 19.2%
- Increase number of County commuter trips on Virginia Rail Express from 1.54 million commuter trips
- Increase number of County commuter trips on OmniRide and OmniLink from 2.48 million commuter trips
- Increase number of County commuter trips on van pools from 374,492 commuter trips
- Increase number of commuters using park and ride lots from 11.83 million commuters

Wellbeing: The community will support vulnerable individuals and families to ensure the wellbeing of the entire community.

Reverse the growing epidemic of opiate abuse

- Decrease emergency room visits documented as opiate overdoses from 48 per 100,000 residents
- Decrease fatalities attributable to opiate overdoses from 0.9 per 100,000 residents

Decrease truancy, as a precursor to delinquency

- Decrease percentage of students who are chronically absent (10+ days per year) from 26%

Increase the success rate of the DIVERT program

- Increase percentage of cases successfully diverted from the court system through the DIVERT program from 12%

Decrease the time spent on wait lists for services for mentally ill people

- Decrease average time spent on wait list for adult mental health services from 167 days
- Decrease average time spent on wait list for youth mental health services from 180 days

Increase community support for disabled people on the Commonwealth's wait list for disability waivers

- Increase number of individuals receiving services from the County who are on the Commonwealth's wait list for disability waivers from 368

Decrease the number of homeless people living in the County

- Decrease the number of homeless people identified through the point-in-time count from 400

Budget Development Process

Increase cooperation and coordination between faith-based, not-for-profit and private sector partnerships to address human service needs, to include a county-wide faith-based/community coalition

- Establish a countywide faith-based community coalition to meet identified needs for human services

Safe & Secure Community: PWC is a community where people are safe and secure.

Decrease the crime rate

- Decrease county-wide crime rate from 14.7 per 1,000 residents

Decrease the number of crime victims

- Decrease number of crime victims from 16,380 victims per year

Improve the closure rate of violent crime

- Increase closure rate for murders from 80%
- Increase closure rate for all violent crime (murder, rape, robbery) from 49%

Decrease recidivism

- Decrease juvenile recidivism from 24.9%
- Decrease percentage of inmates released and later reincarcerated at the County jail because of rearrests from 50%
- Decrease percentage of adult probationers reconvicted of a new offense within two years of completing probation from 20%

Improve emergency response times

- Decrease average police emergency response time from 6.5 minutes
- Increase percentage of fire responses within four minutes from 41%
- Increase percentage of basic life support responses within four minutes from 50%
- Increase percentage of advanced life support responses within eight minutes from 83%

Reduce the incarceration of mentally ill people

- Decrease percentage of jail population identified as mentally ill from 25%

Improve the safety of first responders

- Decrease line of duty deaths to zero per year
- Decrease line of duty injuries to less than 7.7 per 100 public safety employees
- Decrease days lost to line of duty injuries to less than 174.9 per 100 public safety employees

Quality Education & Workforce Development: The community fosters a rich, lifelong learning environment to increase educational opportunities and workforce readiness to meet evolving market demands.

Increase graduation rates

- Increase graduation rate for Prince William Public Schools from 91%

Budget Development Process

Increase the percentage of students scoring “pass advanced” on Standards of Learning (SOLs)

- Increase percentage of students scoring “pass advanced” in Reading from 18%
- Increase percentage of students scoring “pass advanced” in Math from 17%
- Increase percentage of students scoring “pass advanced” in Science from 15%
- Increase percentage of students scoring “pass advanced” in Social Studies from 26%

PWC students will exceed the Commonwealth’s average for “pass advanced” on SOLs in each area

- Percentage of PWC students with “pass advanced” score will continue to exceed Commonwealth’s average for “pass advanced” in Reading
- Percentage of PWC students with “pass advanced” score will improve to exceed Commonwealth’s average for “pass advanced” in Math
- Percentage of PWC students with “pass advanced” score will improve to exceed Commonwealth’s average for “pass advanced” in Science
- Percentage of PWC students with “pass advanced” score will continue to exceed Commonwealth’s average for “pass advanced” in Social Studies

Increase the percentage of graduates receiving dual enrollment credits

- Increase percentage of high school graduates receiving dual enrollments credit in one or more classes from 6.68%

Increase workforce development activities

- Increase number of persons receiving training through Northern Virginia Community College Workforce Development Center from 165
- Increase number of County businesses provided workforce development assistance through the Workforce Development Center from 38

Increase vocational education training

- Increase percentage of high school graduates receiving vocational education certification from 42.9%

Technology & Infrastructure for a Connected Community

- Support the implementation of technologies and infrastructure
- Support the development of high-speed internet access and connectivity
- Support the development of 5G infrastructure technologies throughout the county

The next plan, the 2021-2024 Strategic Plan, will be developed with community, staff, and BOCS input throughout calendar year 2020.

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

Budget Development Process

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. Major implementation tools for the Comprehensive Plan are the annual capital budget and the six-year CIP.

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. Projected debt service and operating costs are also programmed in the Five-Year Plan.

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 FY2021 Budget, a series of adjustments are made to the FY2020 Budget to build a "base" for FY2021 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 FY2021 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 local tax support. Agencies must specifically request and justify any increase in local tax support.

Budget Development Process

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 efficiencies 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.

Compensation Policy

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

FY2021 Budget Development Process Calendar

2019							2020						
	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 FY2021 CIP Presentation Feb 11th	Attend/View Budget Work Sessions	Attend/View • Public Hearing • Markup • Budget Adoption			
								Proposed FY2021 Budget Presentation Feb 18th					
								Attend Community Budget Meeting Feb 22nd					
									Participate on BOCS Budget Committees				
								Submit comments/questions to website					
								View or try budget decision app					
BOCS ACTIONS	Receive citizen comments												
	Strategic Goal Work Sessions												
								Receive Proposed FY2021 CIP Presentation Feb 11th	Receive Budget Work Sessions	• Receive Schools Budget • Receive Budget Recap • Hold Public Hearings • Hold budget markup session • Adopt tax rates and FY2021 Budget			
COUNTY/DEPT/AGENCIES	Post FY2020 Budget online		Report/prepare: • Agency historical variance report	Report/prepare: • Prior year's performance • Strategic Plan Updates	• Prioritize needs • Identify efficiencies/savings • Compensation modeling • Update Five-Year Plan	Provide revenue forecast		• Present Proposed FY2021 Budget and CIP to BOCS • Meet with BOCS Budget Committees • Respond to budget questions					
				Finalize FY20 "Scrub" in financial reporting system		Enter proposed budget into financial system to balance			Advertise tax rate and public hearing date	Rebalance budget in financial system & prepare budget adoption resolutions			
				Agency budget review		Address strategic/critical needs in light of budget guidance			Budget Work Sessions		Present budget recap to BOCS		
			Identify operating and capital needs										
												Finalize FY2021 Budget document	

Budget Development Process

FY2021 Budget Development

Scrubbing FY2020 Adopted to Create a Starting Point

OMB, in cooperation with all County agencies, applies the BOCS policies and County practices to the FY2020 Budget to create a starting point for FY2021 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 remains in place for the preparation of the proposed 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 identifies reductions using guidance from established policies such as the Strategic Plan, Comprehensive Plan, and the Principles of Sound Financial Management.

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

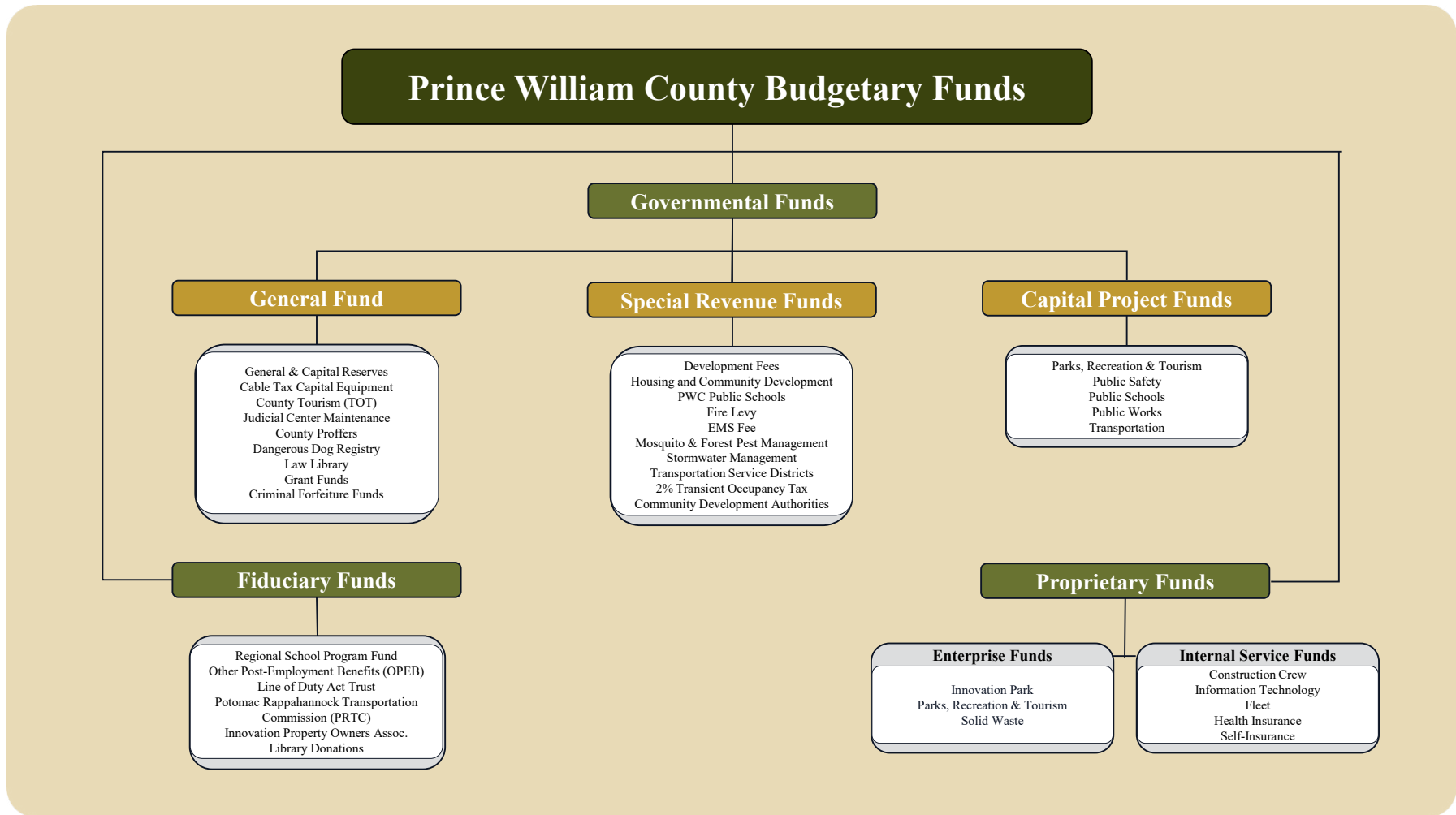
- **Special Revenue Funds** – Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds are used to account for the fire levy and Emergency Medical Service (EMS) fee, 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 & 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, uniformed fire and rescue, sheriff and jail officer, 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.

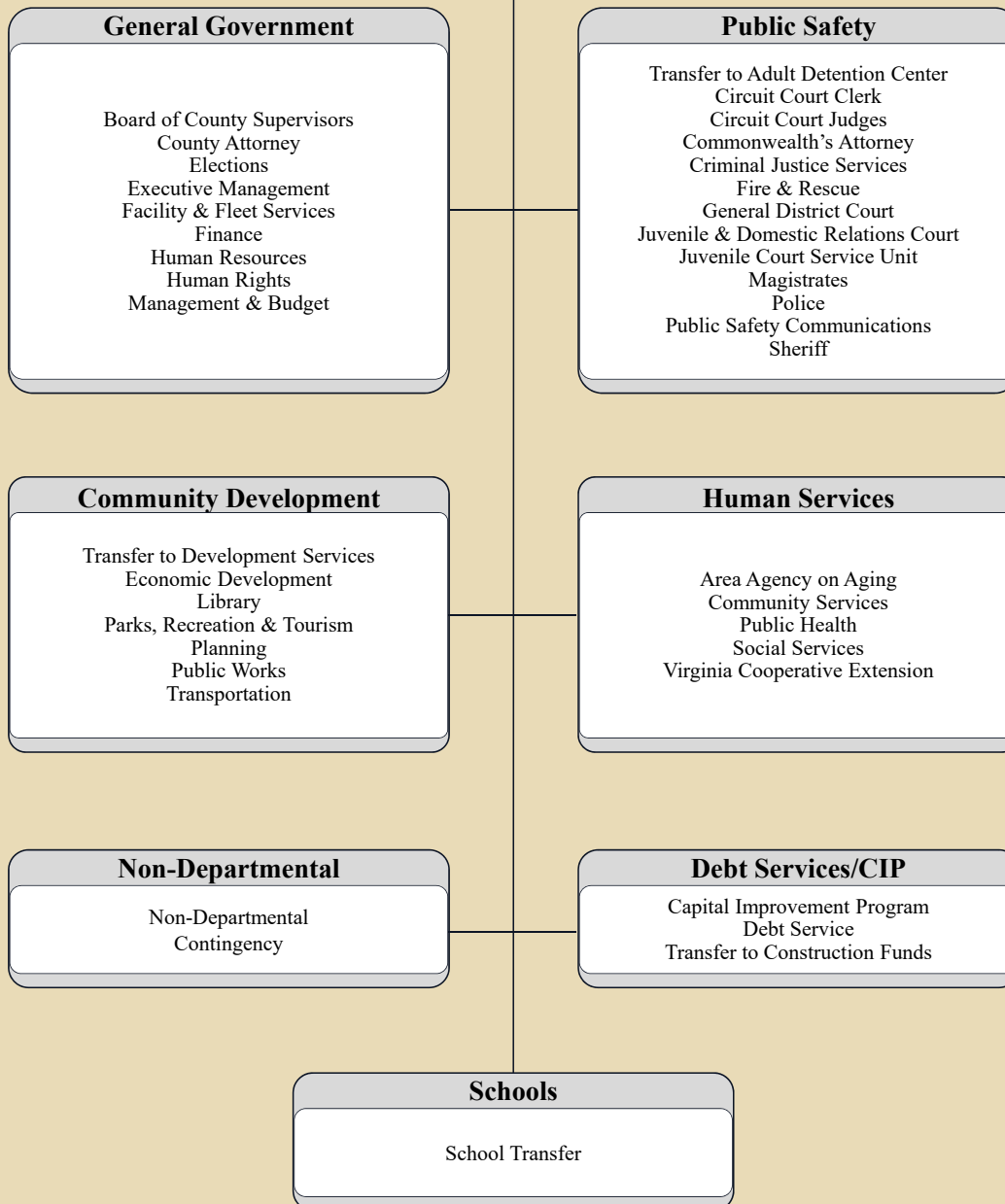
Budget Development Process



Budget Development Process

Operational Fund: Government Fund Types

General Fund



Budget Development Process

Fund Association							
The following table shows which funds each Department/Agency is a part of:							
	General Fund	Special Revenue Funds	Capital Projects Funds	Fiduciary Funds	Enterprise Funds	Internal Service Funds	Adult Detention Center Funds
Community Development							
Development Services		✓					
Economic Development	✓				✓		
Library	✓	✓		✓			
Parks, Recreation & Tourism	✓		✓		✓		
Planning	✓	✓					
Public Works	✓	✓	✓		✓	✓	
Transportation	✓		✓		✓		
General Government							
Board of County Supervisors	✓						
County Attorney	✓						
Elections	✓						
Executive Management	✓						
Facility & Fleet Services	✓					✓	
Finance	✓						
Human Resources	✓						
Human Rights	✓						
Department of Information Technology			✓			✓	
Management & Budget	✓						
Human Services							
Area Agency on Aging	✓						
Community Services	✓						
Housing & Community Development		✓					
Public Health	✓						
Social Services	✓						
Virginia Cooperative Extension	✓						
Public Safety							
Adult Detention Center							✓
Circuit Court Clerk	✓						
Circuit Court Judges	✓						
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	✓						

Budget Development Process

Outcome Budgeting

PWC budgets for outcomes, which are key measures that demonstrate how the community will benefit based on achieving the goal. 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 summer, 2020 and results will be provided fall, 2020.



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 8.76% from FY20 to FY21. The County government all funds budget increases 5.39% and the Schools all funds budget increases 12.34%.

All Funds Expenditure				
Funding Area	FY20 Adopted	FY21 Proposed	Change	Change
County Government	\$1,645,741,543	\$1,734,516,970	\$88,775,427	5.39%
Schools	\$1,552,069,250	\$1,743,580,425	\$191,511,175	12.34%
Total County and Schools	\$3,197,810,793	\$3,478,097,395	\$280,286,602	8.76%

All Funds Expenditure Summary (Includes Operating Transfers)				
	FY20 Adopted Budget	FY21 Proposed Budget	Dollar Change	Percent Change
General Fund	\$1,239,162,500	\$1,319,053,818	\$79,891,318	6.45%
Special Revenue Fund	\$148,194,163	\$150,181,388	\$1,987,226	1.34%
Capital Projects Fund	\$31,868,082	\$33,936,505	\$2,068,423	6.49%
Enterprise Fund	\$28,292,554	\$40,446,546	\$12,153,992	42.96%
Internal Service Fund	\$130,508,899	\$136,145,504	\$5,636,605	4.32%
Trust and Agency Funds	\$509,500	\$500,000	(\$9,500)	(1.86%)
Adult Detention Center	\$67,205,846	\$54,253,210	(\$12,952,636)	(19.27%)
Schools *	\$1,552,069,250	\$1,743,580,425	\$191,511,175	12.34%
Total All Funds	\$3,197,810,793	\$3,478,097,395	\$280,286,602	8.76%

* Schools FY2021 proposed budget as presented by School Superintendent to Prince William County School Board on February 5, 2020.

General Fund Expenditure Budget

The total Prince William County (PWC) general fund budget increases by 6.45% from FY20 to FY21. This includes a 6.52% increase in the County government general fund budget and a 6.38% increase in the transfer to the Schools.

General Fund Expenditures				
	FY20 Adopted	FY21 Proposed	Dollar Change	Percent Change
County Government	\$631,898,404	\$673,066,759	\$41,168,355	6.52%
Transfer to Schools	\$607,264,096	\$645,987,059	\$38,722,963	6.38%
Total General Fund	\$1,239,162,500	\$1,319,053,818	\$79,891,318	6.45%

Budget Summary

Five-Year Plan

The Proposed FY2021 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.

FY2021-FY2025 Five-Year Plan					
	FY2021	FY2022	FY2023	FY2024	FY2025
Revenue and Resources:					
General Revenue	\$1,137,426,000	\$1,182,131,000	\$1,225,644,000	\$1,271,176,000	\$1,318,184,000
Less Schools Share of General Revenue	\$645,987,059	\$671,474,439	\$696,273,915	\$722,228,865	\$749,028,529
County Share of General Revenue	\$491,438,941	\$510,656,561	\$529,370,085	\$548,947,135	\$569,155,471
County General Revenue	\$491,438,941	\$510,656,561	\$529,370,085	\$548,947,135	\$569,155,471
Agency Revenue	\$176,639,083	\$178,130,393	\$179,413,103	\$180,018,480	\$180,623,768
County Resources	\$5,018,445	\$3,670,177	\$3,269,430	\$3,156,719	\$2,727,531
Total County Revenue & Resources Available	\$673,096,468	\$692,457,132	\$712,052,618	\$732,122,334	\$752,506,770
Mandates & State Budget Reconciliation	\$29,735,393	\$30,735,393	\$31,735,393	\$32,735,393	\$33,735,393
County CIP Expenditures	\$13,440,371	\$23,290,159	\$31,417,032	\$39,007,289	\$43,561,894
County Operating Expenditures	\$629,890,994	\$636,290,385	\$648,680,219	\$660,242,695	\$672,995,044
Total County Expenditure (Mandates & State Budget Recon, CIP & Operating)	\$673,066,759	\$690,315,937	\$711,832,645	\$731,985,377	\$750,292,331
Available Capacity	\$29,710	\$2,141,194	\$219,974	\$136,957	\$2,214,439
Grand Total / General Fund Expenditures	\$1,319,053,818	\$1,361,790,376	\$1,408,106,560	\$1,454,214,242	\$1,499,320,860
Operating Expenditure % Change	3.48%	1.02%	1.95%	1.78%	1.93%

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 FY2021 Budget for PWCS includes a total local County transfer of \$650,284,278. Details of the County transfer are summarized in the table and narrative below.

Summary of School Transfer to PWCS			
	FY20 Adopted	FY21 Proposed	\$ Change
Schools Share of General Revenue (57.23%)	\$607,264,096	\$645,987,059	\$38,722,963
Federal government debt service reimbursement on Qualified School Construction Bonds & Virginia Public School Authority (VPSA) Debt	\$1,259,145	\$1,204,473	(\$54,672)
Class Size Reduction Grant	\$1,000,000	\$1,000,000	\$0
13th High School Debt Service Equivalent	\$870,013	\$851,331	(\$18,682)
Cable Grant - Schools Share (57.23%)	\$847,290	\$741,415	(\$105,875)
School Security Pilot Program (Transfer from Police Dept)	\$500,000	\$500,000	\$0
Total School Transfer	\$611,740,544	\$650,284,278	\$38,543,734

Budget Summary

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 FY2021 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 5.9% 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 FY2021-2025 Five-Year Plan provides funding for the Class Size Reduction Grant in all years.

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.

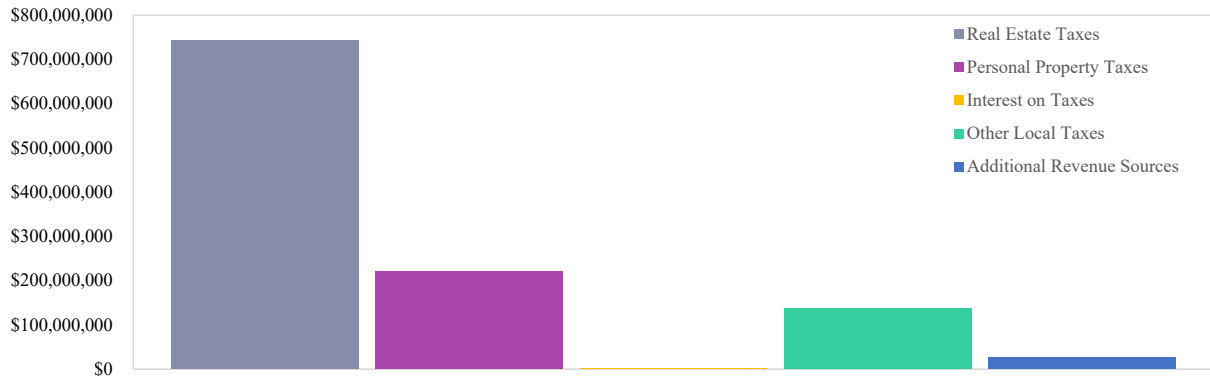
Cable Grant – An annual 1% cable equipment grant is provided by cable television providers operating in the County. Grant proceeds must be used for cable related capital needs. Although not considered general revenue, revenue derived from the grant is shared with PWCS in accordance with the County/Schools 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 Program – The budget continues to transfer \$500,000 to the Schools for enhancing security at elementary schools in the County. The program includes 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				
	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20/FY21 Proposed	% Change FY20/FY21 Proposed
General Revenues				
All Real Estate Taxes				
Real Estate Taxes - Current Year	\$699,347,000	\$751,268,000	\$51,921,000	6.91%
Real Estate Tax Relief	(\$12,029,000)	(\$23,000,000)	(\$10,971,000)	91.20%
Real Estate Tax Exonerations	(\$15,595,000)	(\$7,700,000)	\$7,895,000	(102.53%)
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	\$20,956,000	\$21,835,000	\$879,000	4.19%
Real Estate Penalties Current Year	\$1,608,000	\$1,728,000	\$120,000	7.46%
Total All Real Estate Taxes	\$694,102,000	\$743,946,000	\$49,844,000	7.18%
All Personal Property Taxes				
Personal Property Taxes Current Year	\$204,800,000	\$218,500,000	\$13,700,000	6.69%
Personal Property Taxes Prior Year	\$120,000	\$120,000	\$0	0.00%
Personal Property Tax Deferrals	(\$500,000)	(\$500,000)	\$0	0.00%
Personal Property Penalties Current Year	\$2,760,000	\$2,940,000	\$180,000	6.52%
Total All Personal Property Taxes	\$207,180,000	\$221,060,000	\$13,880,000	6.70%
Interest on Taxes				
Interest on all Taxes	\$1,665,000	\$1,784,000	\$119,000	7.15%
Total Interest On Taxes	\$1,665,000	\$1,784,000	\$119,000	7.15%
Total General Property Taxes	\$902,947,000	\$966,790,000	\$63,843,000	7.07%
Other Local Taxes				
Local Sales Tax	\$68,176,000	\$73,949,000	\$5,773,000	8.47%
Daily Equipment Rental Tax	\$509,000	\$519,000	\$10,000	1.96%
Consumers Utility Tax	\$14,590,000	\$14,700,000	\$110,000	0.75%
Bank Franchise Tax	\$1,500,000	\$2,300,000	\$800,000	53.33%
BPOL Tax	\$28,000,000	\$28,430,000	\$430,000	1.54%
Public Utility Gross Receipts Tax	\$1,414,000	\$1,515,000	\$101,000	7.14%
Motor Vehicle License	\$9,400,000	\$9,660,000	\$260,000	2.77%
Recordation Tax	\$7,900,000	\$8,670,000	\$770,000	9.75%
Deed of Conveyance Tax	\$2,225,000	\$2,390,000	\$165,000	7.42%
Transient Occupancy Tax	\$1,675,000	\$1,675,000	\$0	0.00%
Total Other Local Taxes	\$135,389,000	\$143,808,000	\$8,419,000	6.22%
Total Local Tax Sources	\$1,038,336,000	\$1,110,598,000	\$72,262,000	6.96%
Additional Revenue Sources				
Revenue from Money & Property	\$13,710,000	\$10,825,000	(\$2,885,000)	(21.04%)
Misc Revenue	\$5,000	\$5,000	\$0	0.00%
State Revenue	\$16,868,000	\$15,923,000	(\$945,000)	(5.60%)
Federal Revenue	\$75,000	\$75,000	\$0	0.00%
Total Additional Revenue Sources	\$30,658,000	\$26,828,000	(\$3,830,000)	(12.49%)
Total General Revenue	\$1,068,994,000	\$1,137,426,000	\$68,432,000	6.40%

General Revenue by Area



Budget Summary

General Fund Revenue & Resource Summary				
	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20/FY21 Proposed	% Change FY20/FY21 Proposed
Agency Revenue				
Economic Development	\$226,939	\$226,939	\$0	0.00%
Library	\$3,117,450	\$3,117,450	\$0	0.00%
Parks, Recreation & Tourism	\$9,648,916	\$9,651,090	\$2,173	0.02%
Planning	\$500	\$500	\$0	0.00%
Public Works	\$2,178,494	\$1,129,453	(\$1,049,041)	(48.15%)
Transportation	\$272,959	\$272,959	\$0	0.00%
County Attorney	\$245,186	\$245,186	\$0	0.00%
Elections	\$257,178	\$92,202	(\$164,976)	(64.15%)
Finance	\$4,336,784	\$4,301,418	(\$35,366)	(0.82%)
Human Rights Office	\$71,019	\$47,650	(\$23,369)	(32.91%)
Facility & Fleet Services	\$0	\$1,353,741	\$1,353,741	0.00%
Area Agency on Aging	\$2,468,555	\$2,402,296	(\$66,259)	(2.68%)
Public Health	\$501,550	\$556,028	\$54,478	10.86%
Social Services	\$33,651,329	\$43,474,218	\$9,822,889	29.19%
Virginia Cooperative Extension	\$552,962	\$541,673	(\$11,289)	(2.04%)
Community Services	\$24,467,810	\$25,373,615	\$905,805	3.70%
Non-Departmental	\$8,936,320	\$9,131,633	\$195,313	2.19%
Debt Service	\$14,496,981	\$14,033,285	(\$463,696)	(3.20%)
Circuit Court Clerk	\$3,640,034	\$3,796,953	\$156,919	4.31%
Commonwealth's Attorney	\$2,700,338	\$2,706,187	\$5,849	0.22%
Criminal Justice Services	\$1,380,933	\$1,380,933	\$0	0.00%
Fire & Rescue	\$30,411,658	\$30,547,016	\$135,358	0.45%
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	\$0	(\$5,264)	(100.00%)
Police	\$12,139,025	\$12,439,025	\$300,000	2.47%
Public Safety Communications	\$3,390,525	\$3,725,646	\$335,121	9.88%
Sheriff	\$3,667,198	\$3,617,540	(\$49,658)	(1.35%)
Total Agency Revenue	\$165,240,354	\$176,639,083	\$11,398,729	6.90%
Total General Fund Revenue	\$1,234,234,354	\$1,314,065,083	\$79,830,729	6.47%
County Resources				
Budgeted County Resources				
Indirect Cost Transfers:				
Transfer from FMO Development Services	\$106,474	\$229,935	\$123,461	115.95%
Transfer from Site Development Review & Inspection	\$692,245	\$708,395	\$16,150	2.33%
Transfer from Building Development	\$1,334,490	\$1,286,978	(\$47,512)	(3.56)
Transfer from Mosquito & Forest Pest	\$258,830	\$255,135	(\$3,695)	(1.43)
Transfer from Stormwater Management Fee	\$757,231	\$778,364	\$21,133	2.79%
Transfer from SW Operations	\$1,371,435	\$1,436,580	\$65,145	4.75%
Special Taxing District Debt Support	\$499,530	\$499,530	\$0	0.00%
Total Budgeted County Resources	5,020,235	5,194,917	174,682	3.48%
Total Budgeted Revenue & Resources	1,239,254,589	1,319,260,000	80,005,411	6.46%

Budget Summary

General Fund Revenue & Resource Summary

	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20/FY21 Proposed	% Change FY20/FY21 Proposed
Other County Resources				
Recordation Tax Rev Committed for Transportation Projects	(\$5,860,000)	(\$6,430,000)	(\$570,000)	9.73%
Recordation Tax Rev Used for Transportation Debt Service	\$6,015,477	\$6,115,246	\$99,769	1.66%
Transient Occupancy Tax Revenue Committed for Tourism	(\$2,543,120)	(\$2,543,120)	\$0	0.00%
Transient Occupancy Tax Used for Tourism	\$2,545,764	\$2,813,187	\$267,423	10.50%
Use of Fire Programs Fund for PSTC Instructor & Student Technology	\$75,000	\$0	(\$75,000)	(100.00%)
Use of Fire Programs Fund for Secondary Burn Facility	\$600,000	\$0	(\$600,000)	(100.00%)
Use of Fire Programs for PSTC Training Engine Replacement	\$0	\$714,300	\$714,300	0.00%
Add Funds to Cable Franchise Fee Fund	(\$633,210)	(\$554,085)	\$79,125	(12.50%)
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	(\$92,089)	(\$176,472)	(\$84,383)	91.63%
Total County Resources	\$4,928,146	\$5,018,445	\$90,299	1.83%
Total Revenue & Resources	\$1,239,162,500	\$1,319,083,528	\$79,921,028	6.45%

Calculation of County & Schools General Revenue Split

	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20/FY21 Proposed	% Change FY20/FY21 Proposed
Revenue & Resources County/School Split				
Total General Revenues	\$1,068,994,000	\$1,137,426,000	\$68,432,000	6.40%
Less Recordation Tax Revenue	(\$7,900,000)	(\$8,670,000)	(\$770,000)	9.75%
Total Split Between County & Schools	\$1,061,094,000	\$1,128,756,000	\$67,662,000	6.38%
General Fund Total Transferred to Schools (57.23%)	\$607,264,096	\$645,987,059	\$38,722,963	6.38%
County Share of County/School Split (42.77%)	\$453,829,904	\$482,768,941	\$28,939,037	6.38%
Other County Resources (Not Split)				
-Agency Revenue	\$165,240,354	\$176,639,083	\$11,398,729	6.90%
-Budgeted County Resources	\$5,020,235	\$5,194,917	\$174,682	3.48%
-Other County Resources	(\$92,089)	(\$176,472)	(\$84,383)	91.63%
-Recordation Tax Revenue	\$7,900,000	\$8,670,000	\$770,000	9.75%
County Share of General Fund Total	\$631,898,404	\$673,096,469	\$41,198,065	6.52%
Total County and Transfer to Schools	\$1,239,162,500	\$1,319,083,528	\$79,921,028	6.45%

Budget Summary

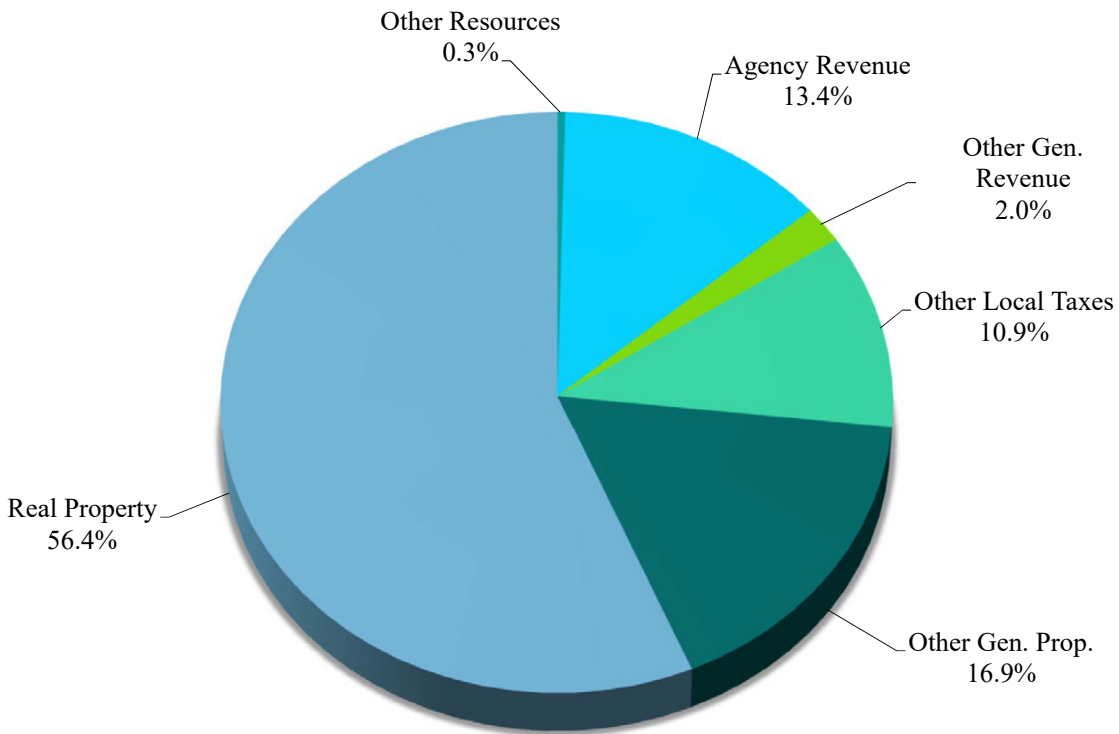
General Fund Revenue Summary

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 FY21 funding sources for the general fund.

The four largest sources provide 97.6% 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.

FY2021 Funding Sources General Fund



\$1,319,083,528

Budget Summary

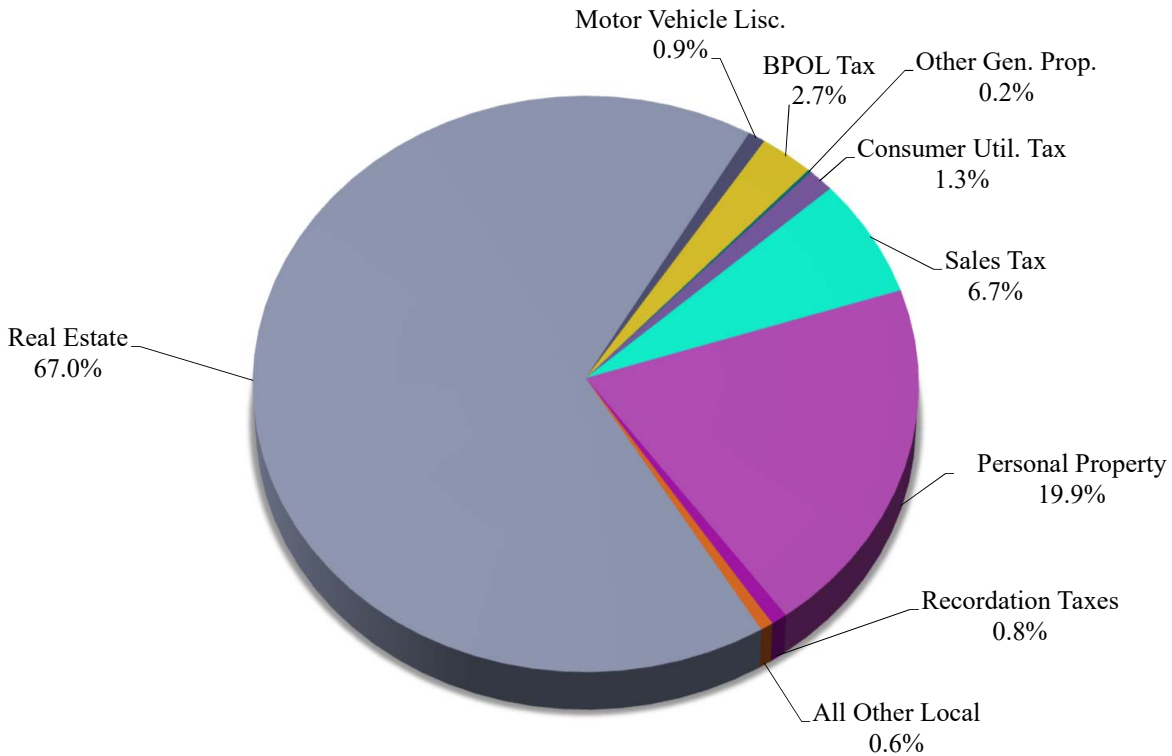
General Fund Local Tax Sources

Local tax sources make up a majority of funding in the County's general fund. The three largest sources provide 93.5% of total local tax dollars from real estate tax assessed on all taxable residential and commercial real estate (\$1.145 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 FY2021 Local Tax Sources



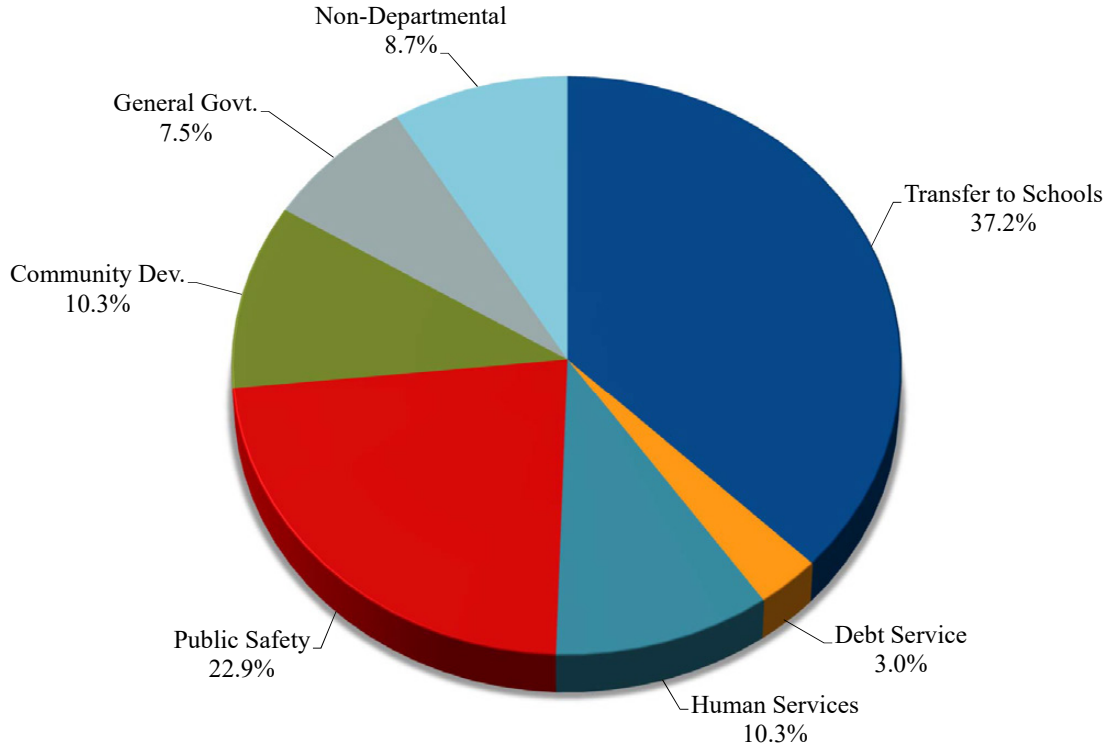
\$1,110,598,000

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.

FY2021 Total County Government Budget by Functional Categories



\$1,734,516,970

Budget Summary

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
SECTION ONE:							
GENERAL FUND EXPENDITURE SUMMARY							
Community Development							
Economic Development	\$3,458,318	\$3,028,562	\$2,871,584	\$3,274,708	\$4,078,543	\$803,835	24.55%
Library	\$16,329,666	\$17,045,820	\$17,060,524	\$17,682,718	\$20,035,067	\$2,352,349	13.30%
Parks, Recreation & Tourism	\$35,270,560	\$30,115,801	\$32,588,611	\$33,764,172	\$37,566,714	\$3,802,542	11.26%
Planning	\$3,691,773	\$3,902,451	\$3,939,705	\$3,990,302	\$4,086,244	\$95,942	2.40%
Public Works	\$33,950,393	\$33,084,462	\$36,588,986	\$33,623,223	\$5,440,790	(\$28,182,433)	(83.82%)
Transportation	\$2,363,540	\$2,635,707	\$2,855,533	\$2,934,612	\$2,964,048	\$29,436	1.00%
Subtotal	\$95,064,249	\$89,812,804	\$95,904,944	\$95,269,735	\$74,171,405	(\$21,098,329)	(22.15%)
General Government							
Board of County Supervisors	\$3,302,633	\$4,151,538	\$4,163,008	\$4,789,263	\$4,836,698	\$47,434	0.99%
Audit Services	\$427,298	\$0	\$0	\$0	\$0	\$0	0.00%
County Attorney	\$3,543,698	\$3,812,215	\$3,890,159	\$4,014,552	\$4,168,681	\$154,129	3.84%
Elections	\$2,913,542	\$1,927,983	\$1,988,554	\$2,633,866	\$3,620,998	\$987,132	37.48%
Executive Management	\$3,768,312	\$3,926,203	\$4,353,292	\$4,562,651	\$4,150,069	(\$412,583)	(9.04%)
Finance	\$35,520,744	\$33,134,797	\$50,321,209	\$21,756,920	\$23,618,949	\$1,862,029	8.56%
Human Resources	\$2,956,089	\$3,493,912	\$3,452,188	\$3,613,581	\$3,922,684	\$309,104	8.55%
Human Rights Office	\$643,419	\$761,408	\$778,972	\$771,456	\$969,700	\$198,244	25.70%
Information Technology	\$0	\$0	\$44,000	\$0	\$0	\$0	0.00%
Management & Budget	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,644,225	\$57,752	3.64%
Facility and Fleet Services	\$0	\$0	\$0	\$0	\$29,712,932	\$29,712,932	0.00%
Subtotal	\$54,753,706	\$52,906,500	\$70,541,251	\$43,728,763	\$76,644,936	\$32,916,172	75.27%
Human Services							
Area Agency on Aging	\$5,467,009	\$5,646,271	\$5,995,562	\$6,783,652	\$7,687,442	\$903,790	13.32%
Public Health	\$3,361,304	\$3,286,949	\$3,252,878	\$3,402,843	\$3,428,388	\$25,546	0.75%
Social Services	\$46,925,112	\$52,668,614	\$57,772,243	\$57,210,598	\$71,191,771	\$13,981,173	24.44%
Virginia Cooperative Extension	\$790,974	\$800,012	\$904,349	\$927,709	\$1,042,600	\$114,891	12.38%
Community Services	\$40,911,066	\$45,546,054	\$45,250,540	\$47,233,484	\$51,486,592	\$4,253,108	9.00%
Subtotal	\$97,455,464	\$107,947,900	\$113,175,573	\$115,558,286	\$134,836,793	\$19,278,508	16.68%

Budget Summary

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
Public Safety							
Adult Detention Center	\$9,976	\$164,799	\$222,472	\$0	\$0	\$0	0.00%
Circuit Court Judges	\$794,151	\$726,132	\$887,525	\$1,158,437	\$1,134,576	(\$23,862)	(2.06%)
Circuit Court Clerk	\$4,322,887	\$3,780,897	\$4,183,448	\$4,285,254	\$4,618,564	\$333,311	7.78%
Commonwealth's Attorney	\$5,636,438	\$6,344,450	\$6,152,894	\$6,618,588	\$6,809,926	\$191,339	2.89%
Criminal Justice Services	\$3,854,312	\$3,968,584	\$4,308,633	\$4,533,887	\$5,305,212	\$771,325	17.01%
Fire & Rescue	\$80,053,705	\$86,438,168	\$94,344,949	\$102,275,686	\$107,453,393	\$5,177,707	5.06%
General District Court	\$202,950	\$209,192	\$204,900	\$680,915	\$893,442	\$212,528	31.21%
Juvenile & Domestic Relations Court	\$95,006	\$93,804	\$89,334	\$420,361	\$377,969	(\$42,392)	(10.08%)
Juvenile Court Services Unit	\$838,933	\$889,778	\$883,921	\$1,011,941	\$1,127,041	\$115,099	11.37%
Law Library	\$106,728	\$82,229	\$0	\$0	\$0	\$0	0.00%
Magistrates	\$125,654	\$112,647	\$110,463	\$115,667	\$113,899	(\$1,768)	(1.53%)
Police	\$96,868,104	\$102,980,917	\$110,749,886	\$114,162,168	\$118,227,679	\$4,065,511	3.56%
Public Safety Communications	\$10,125,469	\$10,336,004	\$10,770,016	\$11,741,791	\$13,455,813	\$1,714,022	14.60%
Sheriff	\$10,034,237	\$10,321,333	\$10,924,478	\$11,862,276	\$13,489,234	\$1,626,958	13.72%
Transfer to Adult Detention Center	\$26,838,103	\$27,750,277	\$32,112,225	\$33,565,839	\$35,629,224	\$2,063,385	6.15%
Subtotal	\$239,906,652	\$254,199,213	\$275,945,145	\$292,432,809	\$308,635,972	\$16,203,163	5.54%
Debt							
Debt Service	\$56,748,277	\$53,238,966	\$67,962,101	\$49,636,205	\$52,383,166	\$2,746,961	5.53%
Subtotal	\$56,748,277	\$53,238,966	\$67,962,101	\$49,636,205	\$52,383,166	\$2,746,961	5.53%
Transfers							
Transfer to General Fund & Capital Reserve	\$15,135,452	\$3,000,000	\$0	\$0	\$0	\$0	0.00%
Transfer to Law Library program (Circuit Court Clerk)	\$16,744	\$10,229	\$10,229	\$32,229	\$32,229	\$0	0.00%
Transfer to Aging	\$0	\$30,000	\$0	\$0	\$0	\$0	0.00%
Transfer to Site Development Review & Inspection	\$1,614,916	\$1,622,390	\$1,615,186	\$1,707,160	\$1,707,160	\$0	0.00%
Transfer to Building Development	\$1,940,295	\$2,010,428	\$2,303,625	\$2,102,401	\$2,238,434	\$136,033	6.47%
Transfer to Housing	\$11,414	\$11,414	\$84,602	\$84,602	\$217,141	\$132,539	156.66%
Transfer to Transportation	\$0	\$0	\$1,575,000	\$1,575,000	\$1,575,000	\$0	0.00%
Transfer to All Other Projects	\$14,032,000	\$0	\$0	\$10,850,000	\$0	(\$10,850,000)	(100.00%)
Transfer to Innovation	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$0	0.00%
Transfer to Parks Enterprise Fund	\$225,000	\$740,463	\$762,622	\$757,422	\$757,422	\$0	0.00%
Transfer to DoIT Capital Replacement	\$130,000	\$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	\$907,375	\$888,694	\$870,013	\$851,331	(\$18,682)	(2.15%)
Subtotal	\$34,140,821	\$9,367,299	\$8,274,958	\$19,013,827	\$8,413,717	(\$10,600,110)	(55.75%)

Budget Summary

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
Non-Departmental							
Unclassified Administrative	\$38,428,857	\$20,116,182	\$68,069,657	\$7,703,372	\$8,614,279	\$910,907	11.82%
Contingency	\$10,000	\$1,745,000	\$448,429	\$688,917	\$1,500,000	\$811,083	117.73%
Countywide Insurance Programs	\$827,002	\$776,147	\$1,113,854	\$7,741,490	\$7,741,490	\$0	0.00%
Unemployment Insurance	\$78,514	\$89,412	\$65,133	\$125,000	\$125,000	\$0	0.00%
Subtotal	\$39,344,373	\$22,726,741	\$69,697,073	\$16,258,779	\$17,980,769	\$1,721,990	10.59%
Total Without School Transfer	\$617,413,541	\$590,199,423	\$701,501,044	\$631,898,404	\$673,066,759	\$41,168,355	6.52%
Transfer to Schools	\$530,853,894	\$555,425,820	\$584,445,349	\$607,264,096	\$645,987,059	\$38,722,963	6.38%
Total With School Transfer	\$1,148,267,435	\$1,145,625,243	\$1,285,946,393	\$1,239,162,500	\$1,319,053,818	\$79,891,318	6.45%

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							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
SECTION TWO:							
NON GENERAL FUND EXPENDITURE SUMMARY							
Special Revenue Funds							
Animal Shelter Donations & License Plates	\$8,413	\$13,247	\$9,358	\$0	\$9,500	\$9,500	0.00%
Community Development Authority	\$2,592,701	\$2,850,429	\$2,915,581	\$2,971,000	\$2,971,000	\$0	0.00%
Site & Building Development (Development Services)	\$21,160,269	\$22,701,906	\$23,113,489	\$25,403,557	\$26,792,544	\$1,388,988	5.47%
Emergency Medical Service Fee	\$4,982,593	\$5,072,289	\$5,052,636	\$5,433,650	\$5,367,179	(\$66,471)	(1.22%)
Housing & Community Development	\$31,836,380	\$32,619,635	\$31,839,846	\$43,090,057	\$43,362,792	\$272,735	0.63%
Fire & Rescue Levy	\$48,879,522	\$54,430,684	\$69,090,704	\$58,174,404	\$58,821,073	\$646,669	1.11%
Mosquito & Forest Pest Management	\$1,448,821	\$1,472,725	\$1,546,708	\$1,628,540	\$1,718,839	\$90,299	5.54%
Stormwater Management	\$7,998,036	\$10,975,044	\$8,463,830	\$9,228,138	\$8,873,644	(\$354,494)	(3.84%)
Transportation/Service Districts	\$735,635	\$645,887	\$759,440	\$864,817	\$864,817	\$0	0.00%
Total Special Revenue Funds	\$119,642,370	\$130,781,847	\$142,791,594	\$148,194,163	\$150,181,388	\$1,987,226	1.34%
Capital Project Funds							
Capital Project Funds	\$103,966,718	\$132,602,645	\$131,316,019	\$31,868,082	\$33,936,505	\$2,068,423	6.49%
Total Capital Project Funds	\$103,966,718	\$132,602,645	\$131,316,019	\$31,868,082	\$33,936,505	\$2,068,423	6.49%
Enterprise Funds							
Innovation Business Park	\$1,939,516	\$4,153,286	\$495,721	\$195,000	\$195,000	\$0	0.00%
Parks, Recreation & Tourism	\$6,556,941	\$6,896,195	\$6,275,052	\$6,938,469	\$5,932,710	(\$1,005,759)	(14.50%)
Solid Waste	\$19,284,757	\$17,641,302	\$30,959,283	\$21,159,085	\$34,318,836	\$13,159,750	62.19%
Total Enterprise Funds	\$27,781,214	\$28,690,782	\$37,730,055	\$28,292,554	\$40,446,546	\$12,153,992	42.96%
Internal Service Funds							
Information Technology	\$30,296,970	\$29,626,192	\$32,410,323	\$40,059,446	\$40,465,799	\$406,353	1.01%
Public Works Construction Crew	\$2,509,070	\$2,016,298	\$3,190,175	\$1,988,454	\$2,167,776	\$179,321	9.02%
Fleet Management	\$7,145,115	\$7,793,067	\$7,928,282	\$9,528,998	\$9,792,929	\$263,931	2.77%
Medical Insurance	\$55,360,887	\$56,902,017	\$57,668,218	\$78,932,000	\$83,719,000	\$4,787,000	6.06%
Other Self Insurance	\$0	\$212,640	\$68,838	\$0	\$0	\$0	0.00%
Casualty Pool/Worker's Compensation	\$9,743,062	\$8,651,908	\$4,800,491	\$0	\$0	\$0	0.00%
Total Internal Service Funds	\$105,055,105	\$105,202,121	\$106,066,327	\$130,508,899	\$136,145,504	\$5,636,605	4.32%

Budget Summary

Expenditure Summary							
	FY17 Year Ending Actuals	FY18 Year Ending Actuals	FY19 Year Ending Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change FY20 To FY21	% Change FY20 To FY21
Trust and Agency Funds							
Agency Funds (Welfare, Housing & CSB)	\$501,797	\$458,431	\$518,207	\$0	\$0	\$0	0.00%
Commonwealth Credit	\$486,108	\$427,207	\$466,533	\$500,000	\$500,000	\$0	0.00%
NVTA - 2% Transient Occupancy Tax	\$1,576,183	\$1,608,437	\$534,926	\$0	\$0	\$0	0.00%
Library Trust	\$140,996	\$125,765	\$115,707	\$0	\$0	\$0	0.00%
Innovation Owners Association	\$120,181	\$73,309	\$79,194	\$0	\$0	\$0	0.00%
Police Donations/Animal Friendly License Plates	\$49,579	\$10,000	\$0	\$9,500	\$0	(\$9,500)	(100.00%)
Historic Preservation Foundation	\$0	\$780	\$71,908	\$0	\$0	\$0	0.00%
Other Post Employment Benefits (OPEB)	\$3,877,189	\$3,630,723	\$4,114,914	\$0	\$0	\$0	0.00%
Police & Fire Supplemental Retirement	\$2,739,881	\$2,472,534	\$2,407,090	\$0	\$0	\$0	0.00%
Length of Service Award Program (LOSAP)	\$467,388	\$503,874	\$551,852	\$0	\$0	\$0	0.00%
Total Trust & Agency Funds	\$9,959,302	\$9,311,060	\$8,860,330	\$509,500	\$500,000	(\$9,500)	(1.86%)
Component Units							
Adult Detention Center	\$42,719,861	\$48,260,368	\$72,574,537	\$67,205,846	\$54,253,210	(\$12,952,636)	(19.27%)
Total Adult Detention Center Fund	\$42,719,861	\$48,260,368	\$72,574,537	\$67,205,846	\$54,253,210	(\$12,952,636)	(19.27%)
Schools							
Operating Fund	\$941,862,727	\$1,011,979,370	\$1,020,967,900	\$1,134,421,452	\$1,237,902,250	\$118,680,798	10.46%
School Debt Service Fund	\$89,224,373	\$100,896,943	\$105,584,145	\$106,159,888	\$109,437,539	\$3,277,651	3.09%
Construction Fund	\$165,677,017	\$105,116,967	\$144,145,245	\$87,039,323	\$173,894,586	\$86,855,263	99.79%
Food Service Fund	\$41,836,973	\$44,375,403	\$46,773,393	\$51,595,000	\$50,000,000	(\$1,595,000)	(3.09%)
Warehouse Fund	\$67,214	\$204,195	(\$88,504)	\$5,000,000	\$5,000,000	\$0	0.00%
Facilities Use Fund	\$1,506,005	\$1,397,454	\$1,319,007	\$1,755,200	\$1,794,638	\$39,438	2.25%
Self Insurance Fund	\$5,049,723	\$4,642,420	\$4,835,241	\$5,627,478	\$5,768,836	\$141,358	2.51%
Health Insurance Fund	\$71,425,147	\$66,444,770	\$85,155,561	\$110,153,121	\$114,846,132	\$4,693,011	4.26%
Regional School Fund	\$6,646,055	\$4,768,568	\$2,471,048	\$46,813,026	\$26,046,907	(\$20,766,119)	(44.36%)
Governor's School at Innovation Park	\$1,142,529	\$1,249,691	\$1,205,284	\$1,004,340	\$1,016,199	\$11,859	1.18%
School Age Child Care (SACC) Program Fund	\$747,176	\$620,019	\$684,110	\$550,000	\$550,000	\$0	0.00%
School Aquatic Center	\$0	\$0	\$0	\$1,314,906	\$1,455,297	\$140,391	10.68%
Imaging Center Fund	\$0	\$0	\$0	\$635,516	\$668,041	\$32,525	5.12%
Student Activity Fund	\$0	\$0	\$0	\$0	\$15,200,000	\$0	0.00%
Total Schools	\$1,325,184,939	\$1,341,695,801	\$1,413,052,430	\$1,552,069,250	\$1,743,580,425	\$191,511,175	12.34%
Grand Total All Funds	\$2,918,348,942	\$2,978,298,831	\$3,067,884,570	\$3,197,810,793	\$3,478,097,395	\$280,286,602	8.76%

Budget Summary

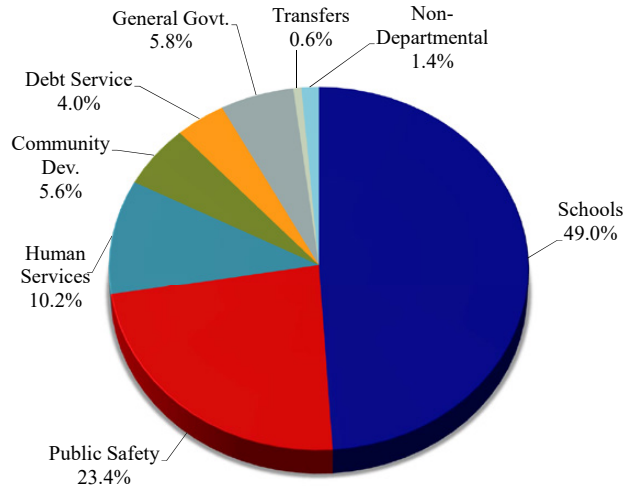
General Fund Expenditure Summary

Functional Areas with School Transfer

The general fund is grouped into eight functional categories with four representing 88.4% 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 (23.4%), Human Services (10.2%) and General Government (5.8%).

FY2021 General Fund Budget by Functional Categories
(Includes School Transfer Budget)



\$1,319,053,818

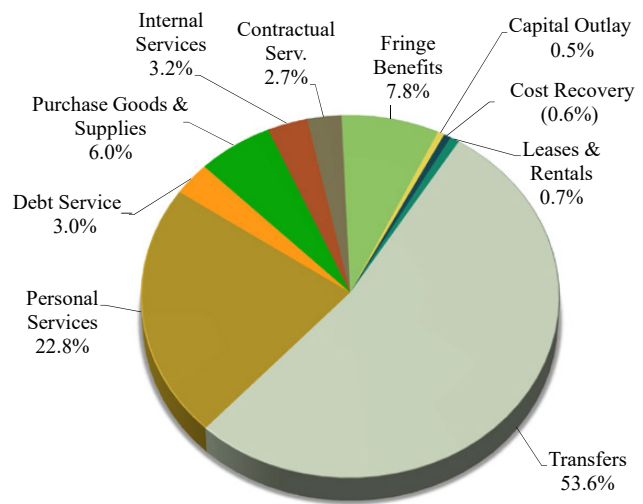
General Fund Expenditure Summary

Expenditure Categories with School Transfer

The general fund is grouped into ten expenditure categories with three representing 84.2% of the total. The largest category is transfers (53.6%), which includes funding transfers to the Schools (\$650.3 million), Adult Detention Center (\$35.6 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 30.7% of general fund expenditures.

FY2021 General Fund Budget by Category of Expenditure
(Includes School Transfer Budget)



\$1,319,053,818

Budget Summary

General Fund Expenditure Summary

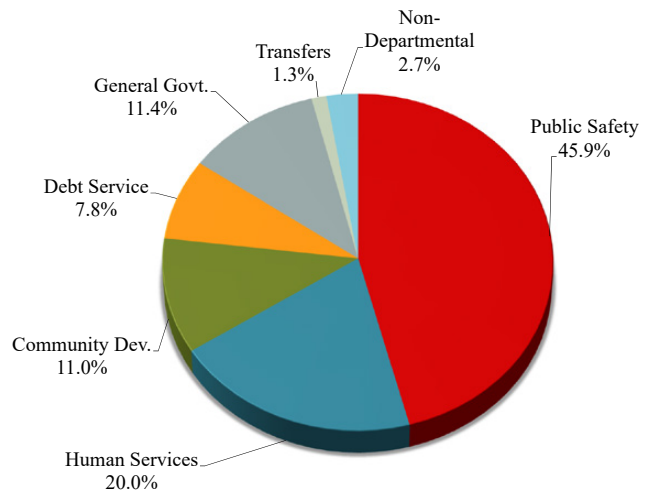
Functional Areas without School Transfer

Excluding the PWCS transfer budget, the general fund is grouped into seven functional categories with two representing 65.9% 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 (45.9%) and Human Services (20.0%) agencies. The other categories that include departmental budgets are General Government (11.4%) and Community Development (11.0%) 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.

FY2021 General Fund Budget by Functional Categories (Excludes School Transfer Budget)



\$673,066,759

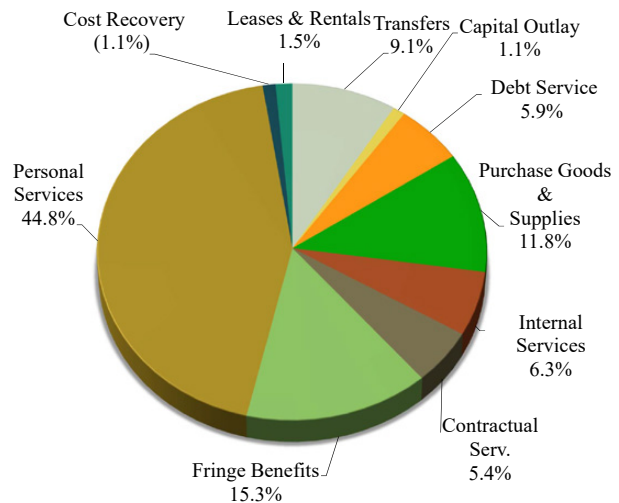
General Fund Expenditure Summary

Expenditure Categories without School Transfer

The general fund is grouped into ten expenditure categories with three representing 71.9% of the total. The largest categories (Personal Services and Fringe Benefits) support salaries and benefits for County employees and total 60.1%. The third largest category is Purchase Goods & Supplies (11.8%) 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/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.

FY2021 General Fund Budget by Category of Expenditure (Excludes School Transfer Budget)



\$673,066,759

Budget Summary

Position Summary of Full-Time Equivalent Positions (FTE)					
Department/Agency	FY19 Adopted Total Positions	FY20 Adopted Total Positions	FY20 Off-Cycle Position Adjustments	FY21 Proposed Position Adjustments	FY21 Proposed Total Positions
<u>Community Development:</u>					
Development Services	116.00	117.00	1.00	0.00	118.00
Economic Development	14.00	17.00	0.00	3.00	20.00
Library	208.16	208.14	0.00	0.00	208.14
Parks, Recreation & Tourism	423.82	441.12	0.00	0.16	441.28
Planning	30.00	31.00	0.00	0.00	31.00
Public Works	363.02	360.73	0.00	(153.73)	207.00
Transportation	44.80	47.80	0.00	0.00	47.80
Subtotal	1,199.80	1,222.79	1.00	(150.57)	1,073.22
<u>General Government:</u>					
Board of County Supervisors*	2.00	2.00	0.00	0.00	2.00
County Attorney	28.00	29.00	0.00	0.00	29.00
Elections	14.00	15.00	0.00	2.00	17.00
Executive Management	28.00	29.00	(3.00)	0.00	26.00
Facility & Fleet Services**	0.00	0.00	0.00	155.47	155.47
Finance	162.00	170.00	2.00	1.00	173.00
Human Resources	26.50	29.50	1.00	1.00	31.50
Human Rights Office	7.00	6.25	0.75	0.00	7.00
Information Technology	94.88	105.88	(1.00)	0.00	104.88
Management & Budget	12.00	12.00	0.00	0.00	12.00
Subtotal	374.38	398.63	(0.25)	159.47	557.85
<u>Human Services:</u>					
Area Agency on Aging	31.28	33.75	0.25	0.00	34.00
Community Services	345.76	348.76	9.00	0.00	357.76
Housing & Community Development	24.00	24.00	0.00	1.00	25.00
Public Health	3.60	3.60	0.00	0.00	3.60
Social Services	359.76	390.76	(1.00)	0.47	390.23
Virginia Cooperative Extension Service	5.11	5.11	0.00	2.60	7.71
Subtotal	769.51	805.98	8.25	4.07	818.30
<u>Public Safety:</u>					
Adult Detention Center	422.40	450.40	(3.00)	(1.00)	446.40
Circuit Court Clerk	49.00	49.00	0.00	1.00	50.00
Circuit Court Judges	9.00	12.00	0.00	2.00	14.00
Commonwealth's Attorney	50.00	50.00	0.00	0.00	50.00
Criminal Justice Services	44.60	44.60	3.00	0.00	47.60
Fire & Rescue	751.70	759.70	1.00	14.00	774.70
General District Court	1.00	3.00	0.00	2.00	5.00
Juvenile & Domestic Relations District Court	0.00	2.00	0.00	2.00	4.00
Juvenile Court Services Unit	6.00	6.00	0.00	0.00	6.00
Police	886.00	901.00	(3.00)	15.00	913.00
Public Safety Communications	113.00	118.00	3.00	0.00	121.00
Sheriff	102.50	106.50	0.00	2.00	108.50
Subtotal	2,435.20	2,502.20	1.00	37.00	2,540.20
Total FTE Positions	4,778.89	4,929.60	10.00	49.97	4,989.57

* FY19 & FY20 adopted does not include the Board Chair, seven supervisors, and three aides per Board member. All those positions serve at will.

** Facility & Fleet Services is a new department created from a shift of four programs from Public Works.



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 the County's vision. To accomplish this, the County recognizes the importance of maintaining salaries that are competitive with other Northern Virginia jurisdictions. Success in implementing this strategy will be measured by the ability to attract quality applicants, retain quality employees, and maintain employee satisfaction.

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

General Overview

- A. **Budgeted Salary Lapse** – This account reduces agency expenditure authority by 3.8% on average to account for vacancies and is located within the Salaries and Benefits budget. The total required agency savings in budgeted salary lapse in FY21 is \$24.1 million.
- B. **Classification and Compensation Study/Position Reclassifications** – The County recently implemented a new classification and compensation structure to more accurately reflect the work performed by employees while allowing the flexibility needed to effectively attract, manage, and retain employees. Minor updates are needed at the salary structure maximums of Decision Band Method (DBM) B21, C41, and D61 to align the maximums midway between the adjacent higher and lower DBM's. An extended maximum special rate scale is required to ensure market competitiveness for specialized, hard-to-fill positions. The employee reconsideration process identified the need for a limited number of new classifications and DBM changes as follows:

New Class Specifications in FY2021 Budget			
Department	Title	Grade	Code
Fire & Rescue	Deputy Emergency Management Coordinator	C52	X314
Countywide	Lead Business Services Specialist	B31	R317

DBM Changes in FY2021 Budget			
Department	Title	Current DBM	New DBM
Public Works	Solid Waste Operator	A12	A13

Budget Initiatives

1. New Position Classification Plan and Pay Plan for General Employees

Expenditure	\$12,056,157
Revenue	\$856,000
General Fund Impact	\$11,200,157
FTE Positions	0.00

a. **General Employee (Non-Sworn) Compensation Increases** – In April 2017, the Board of County Supervisors (BOCS) directed the County Executive to assess the County’s general, non-sworn employee classification system for internal pay equity (pay compression) and external competitiveness with other jurisdictions. A study of sworn personnel (Adult Detention Center, Fire & Rescue, Police, and Sheriff) was previously completed and compensation increases were implemented in FY19 and FY20. An appropriate classification structure ensures jobs throughout an organization are appropriately classified and salaries are equitable based on job duties and responsibilities. The goals of the study were to develop a classification and compensation structure that is:

- Streamlined – The previous general classification plan had 644 position classifications.
- Competitive to attract and retain a highly qualified workforce – General employee turnover was 11% in FY19 for employees leaving County service and was even higher, at 19%, when factoring internal and external hiring.
- Ensure pay equity across gender, race, and age.
- Flexible – To adjust to the changing nature of work in the 21st century while adhering to the County organization’s vision and values.

The consultant developed a general employee position classification plan that is gender, race, and age neutral. The new plan has 38 class structures, 74 job families, and 295 classifications, and is less expensive to maintain.

The consultant also performed a compensation study that included 25 counties and cities in the Washington Metropolitan area. Market salary data was combined with classification evaluations to create a salary structure and associated pay scales that maintain regional competitiveness.

On November 19, 2019, the BOCS approved [Resolution #19-532](#) and adopted the new position classification and pay plan for general County employees. The study findings will be implemented in two phases:

- **Phase 1 (FY20)** – Phase 1 was implemented on January 11, 2020 whereby administrative pay increases were provided for existing employees with salaries lower than the starting salary of their newly assigned position classification’s pay band. The estimated Phase 1 cost which impacted approximately 1,800 employees is \$3.2 million in FY20. The Phase 1 full-year cost in FY21 is \$6.4 million and the majority will be absorbed within agency’s existing budgets through corresponding increases in budgeted salary lapse. Countywide budgeted salary lapse increases \$6.4 million in FY21 due to Phase 1. No new funding is required to implement and sustain Phase 1 pay increases.
- **Phase 2 (FY21)** – Phase 2 will address internal pay equity (compression) in FY21 by correcting salaries for individual employees based on years of service in current positions. The estimated Phase 2 cost in FY21 is \$12.1 million for approximately 1,600 employees. The Proposed FY2021 Budget includes funding to fully implement Phase 2 for all impacted employees. The total general fund cost of implementing Phase 2 in FY21-25 is \$56,000,785.

Compensation

- b. **Service Level Impact** – The approved classification and pay plan provides the County with an updated, flexible personnel system. County positions will be appropriately classified to support internal equity between positions and pay equity will be realized across gender, race, and age. The new classification and pay structure is competitive with other Washington Metropolitan jurisdictions thereby helping the County to retain experienced employees as well as attracting new employees.

2. Pay for Performance Adjustment

Expenditure	\$7,047,570
Revenue	\$0
General Fund Impact	\$7,047,570
FTE Positions	0.00

- a. **Pay for Performance Adjustment** – Funding is included to support a 3.0% pay for performance increase in FY21. Annual pay for performance adjustments of 3.0% are included in each remaining year of the Proposed Five-Year Plan (FY22-25). 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 \$105,713,547 in FY21-25.
- “Performance Plus” was a lump-sum award added to the first paycheck an employee received after his/her evaluation, if the performance was rated higher than the “Fully Achieved” rating. The “Performance Plus” award is eliminated from the Proposed FY2021 Budget and Five-Year Plan with the savings redirected to implement the new position classification and pay plan for general County employees.

- 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 \$17,618,924 in FY21-25.

3. Pension and Retirement Benefits Adjustment

Expenditure	\$5,416,810
Revenue	\$0
General Fund Impact	\$5,416,810
FTE Positions	0.00

- a. **Virginia Retirement System (VRS)** – The certified VRS employer contribution rate for PWC is 14.86% and will become effective July 1, 2020. This represents an increase from the current VRS rate of 13.16% at a cost of \$5,198,547. VRS rates are evaluated and certified by the VRS Board of Trustees every two years. The rate increase is attributed to the VRS Board lowering the assumed annual rate of return (known as the discount rate) of its investment portfolio from 7.00% to 6.75%. Lowering the assumed rate of return to 6.75% reflects near-term investment challenges of the portfolio while establishing a reasonable return rate used to determine employer contribution rates. Therefore, employer contribution rates must increase in order to offset the lowered return rate and maintain the overall funded status of the plan. The additional total general fund cost associated with the VRS rate increase is \$25,992,735 in FY21-25.

Compensation

- b. **Group Life Insurance** – VRS notified the County that the group life insurance rate increased 0.03% from 1.31% to 1.34% at a cost of \$91,302. The new rate will become effective July 1, 2020. The additional total general fund cost associated with the Group Life Insurance rate increase is \$456,510 in FY21-25.
- c. **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 \$126,961 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 \$2,036,231 in FY21-25.

4. Health and Dental Insurance Adjustment

Expenditure	\$797,760
Revenue	\$0
General Fund Impact	\$797,760
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 increase is due to an average 2.3% increase for the County’s employer health insurance contributions. There is no increase for dental insurance contributions in FY21. The Proposed Five-Year Plan contains 7.0% annual increases to health insurance rates and 10.0% annual increases to dental insurance rates in FY22-25. The total general fund cost for the County’s employer contribution for health and dental insurance is \$31,952,842 in FY21-25.

Compensation

Summary of Compensation Adjustments in FY2021-2025 Five-Year Plan (Amounts are Cumulative)

	FY21	FY22	FY23	FY24	FY25	Total
Classification & Compensation Study for General Employees:						
Phase 2 (FY21)	\$11,200,157	\$11,200,157	\$11,200,157	\$11,200,157	\$11,200,157	\$56,000,785
Subtotal	\$11,200,157	\$11,200,157	\$11,200,157	\$11,200,157	\$11,200,157	\$56,000,785
Pay for Performance:						
Pay for Performance (3% Increase in FY21; 3% Annual Increase in FY22-25)	\$7,047,570	\$14,095,140	\$21,142,709	\$28,190,279	\$35,237,849	\$105,713,547
Compensation Rollover	\$0	\$1,761,892	\$3,523,785	\$5,285,677	\$7,047,570	\$17,618,924
Performance Plus	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$7,047,570	\$15,857,032	\$24,666,494	\$33,475,956	\$42,285,419	\$123,332,471
Pension and Retirement Benefits:						
Virginia Retirement System (VRS) (14.86% Rate in FY21; 14.86% Rate in FY22-25)	\$5,198,547	\$5,198,547	\$5,198,547	\$5,198,547	\$5,198,547	\$25,992,735
Retiree Health Credit (5% Annual Increase)	\$126,961	\$260,270	\$400,244	\$547,217	\$701,539	\$2,036,231
Group Life Insurance (0,03% Increase in FY21; 1.34% Rate in FY21-25)	\$91,302	\$91,302	\$91,302	\$91,302	\$91,302	\$456,510
Subtotal	\$5,416,810	\$5,550,119	\$5,690,093	\$5,837,066	\$5,991,388	\$28,485,476
Health/Dental Insurance:						
Health Insurance (2.3% Increase in FY21; 7% Annual Increase in FY22-25)	\$797,760	\$3,281,568	\$5,939,243	\$8,782,955	\$11,825,727	\$30,627,253
Dental Insurance (0% Increase in FY21; 10% Annual Increase in FY22-25)	\$0	\$119,952	\$251,899	\$397,041	\$556,697	\$1,325,589
Subtotal	\$797,760	\$3,401,520	\$6,191,142	\$9,179,996	\$12,382,424	\$31,952,842
Grand Total	\$24,462,297	\$36,008,828	\$47,747,886	\$59,693,175	\$71,859,388	\$239,771,574

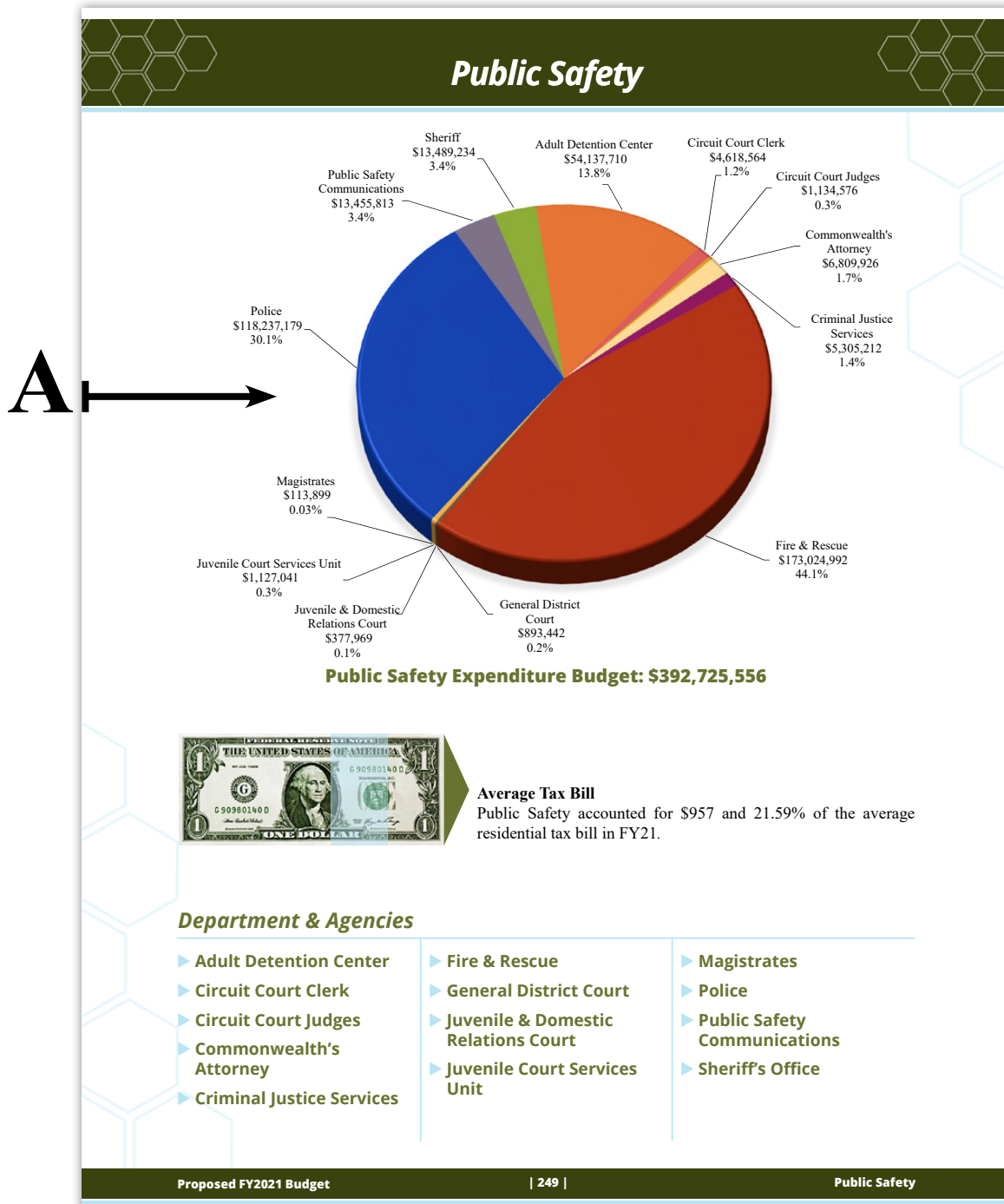


Agency Page Information

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 FY21 proposed expenditure budget broken out by agency and a list of all the agencies included in the functional area.



Agency Page Information

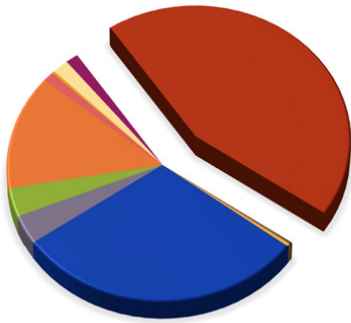
Agency Pages

- 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 FY21 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.

Fire & Rescue

A → **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.



Functional Team Expenditure Budget:
\$392,725,556

Expenditure Budget:
\$173,024,992

44.1% of Public Safety

Programs:

- Operations: \$111,929,990
- Office of the Chief: \$1,492,369
- Community Safety: \$5,694,322
- Systems Support: \$32,421,601
- Station/Company Operating Services: \$20,782,848
- Public Safety Resilience: \$703,862

C → **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)

Proposed FY2021 Budget| 279 |Public Safety

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 FY17, FY18, and FY19. Adopted budget information is displayed for FY20. The last column calculates the change between the FY20 adopted and FY21 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.

D →

Fire & Rescue						
Expenditure and Revenue Summary						
	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20 Budget FY21
Expenditure by Program						
Operations	\$76,130,352	\$88,870,086	\$97,686,950	\$107,704,153	\$111,929,990	3.92%
Office of the Chief	\$1,329,081	\$1,418,234	\$1,540,064	\$1,545,174	\$1,492,369	(3.42%)
Community Safety	\$4,790,202	\$5,429,505	\$5,585,166	\$5,215,633	\$5,694,322	9.18%
Systems Support	\$29,441,057	\$33,818,236	\$46,384,575	\$30,071,552	\$32,421,601	7.81%
Station/Company Operating Services	\$23,115,261	\$17,543,910	\$18,237,755	\$21,920,448	\$20,782,848	(5.47%)
Public Safety Resilience	-	-	\$235,998	\$676,588	\$703,862	4.03%
Total Expenditures	\$134,825,953	\$147,079,971	\$169,670,508	\$167,133,546	\$173,024,992	3.52%
Expenditure by Classification						
Salaries and Benefits	\$74,080,430	\$76,963,832	\$84,162,521	\$91,143,948	\$96,317,689	5.68%
Contractual Services	\$8,887,420	\$7,809,882	\$8,099,006	\$10,002,358	\$10,391,236	3.89%
Internal Services	\$9,599,594	\$9,921,240	\$10,051,932	\$8,681,775	\$8,578,731	(1.19%)
Purchase of Goods & Services	\$12,128,588	\$12,219,544	\$19,617,501	\$12,966,524	\$13,889,391	7.12%
Capital Outlay	\$10,529,114	\$4,736,624	\$5,602,448	\$10,029,179	\$8,135,354	(18.88%)
Leases & Rentals	\$183,476	\$166,957	\$200,235	\$348,585	\$333,685	(4.27%)
Reserves & Contingencies	(\$3,898,565)	(\$545,877)	(\$545,877)	\$1,201,451	\$1,201,451	0.00%
Debt Maintenance	\$1,437,927	\$1,339,775	\$1,052,570	\$280,585	\$360,585	28.51%
Transfers Out	\$21,877,969	\$34,467,993	\$41,430,172	\$32,479,141	\$33,816,871	4.12%
Total Expenditures	\$134,825,953	\$147,079,971	\$169,670,508	\$167,133,546	\$173,024,992	3.52%
Funding Sources						
Revenue from Federal Government	\$82,258	\$624,135	\$601,261	\$261,804	\$261,804	0.00%
Permits & Fees	\$641,811	\$655,840	\$665,695	\$646,286	\$646,286	0.00%
Use of Money & Property	\$19,490	\$33,376	\$15,190	\$1,405,000	\$505,000	(64.06%)
Miscellaneous Revenue	\$21,931	\$218,705	\$29,396	\$512	\$75,512	14,648.44%
Non-Revenue Receipts	\$344,285	\$14,009	\$22,242	-	-	-
Other Local Taxes	-	\$30	\$0	-	-	-
General Property Taxes	\$39,228,971	\$44,582,829	\$47,099,965	\$49,309,973	\$51,674,528	4.80%
Charges for Services	\$5,376,063	\$6,276,657	\$6,114,959	\$6,244,845	\$6,424,845	2.88%
Revenue from Commonwealth	\$1,696,767	\$1,716,528	\$1,783,308	\$1,256,001	\$1,256,001	0.00%
Transfers In	\$18,311,675	\$26,387,743	\$38,136,643	\$29,547,574	\$30,522,574	3.30%
Total Designated Funding Sources	\$65,723,250	\$80,509,852	\$94,468,658	\$88,671,995	\$91,366,550	3.04%
Use/(Contribution) of Fund Balance	\$8,513,482	\$5,669,021	\$8,757,200	\$7,213,951	\$5,421,576	(24.85%)
Net General Tax Support	\$60,589,221	\$60,901,098	\$66,444,650	\$71,247,601	\$76,236,866	7.00%
Net General Tax Support	44.94%	41.41%	39.16%	42.63%	44.06%	

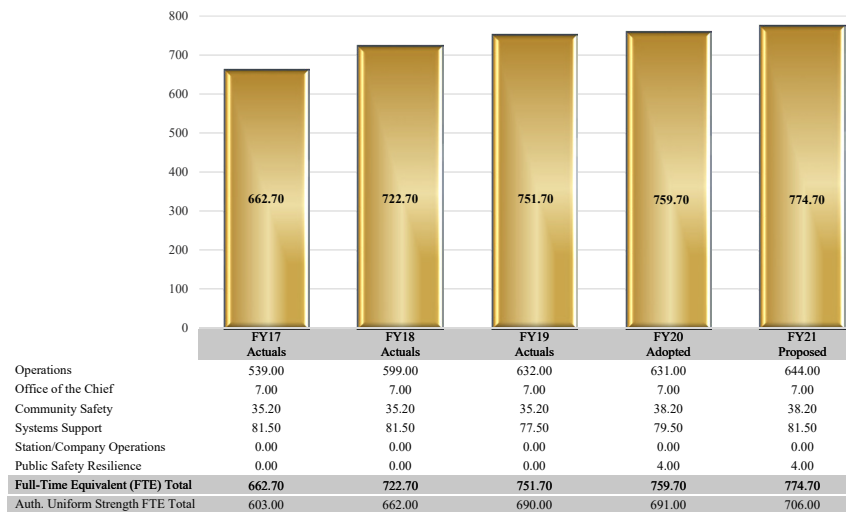
Agency Page Information

- E. **Staff History by Program** – Chart and table showing the staffing history and the total authorized full-time and part-time positions for FY17 actual, FY18 actual, FY19 actual, FY20 adopted, and FY21 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 FY21 budget changes for the agency as a whole.

Fire & Rescue

E →

Staff History by Program



F →

Future Outlook

Service Delivery Enhancements – The Prince William County (PWC) Fire & Rescue System (FRS) implemented a comprehensive restructuring plan beginning in FY20 to assure consistent and sustainable service delivery. The plan makes a commitment to improve response times and ensure essential 24/7/365 staffing levels in the most efficient and financially cost-effective means. Moving forward, data and metrics will be utilized to identify gaps in response strategies and explore response time improvements through dialogue with stakeholders, innovation, and monitoring of new initiatives.

This restructuring plan continues the commitment to the PWC combination FRS by the sustained use of volunteers in the staffing model and dedicating resources to the development of programs for volunteer recruitment and retention.

G →

General Overview

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

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 FY17 actual, FY18 actual, FY19 actual, FY20 adopted, and FY21 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. Groveton Station (Station 22) Engine Staffing – Fire Operations

Expenditure	\$2,332,725
Revenue	\$0
General Fund Impact	\$2,332,725
FTE Positions	14.00

- a. **Description** – This initiative will fund the cost of 14.00 FTEs, Fire & Rescue supplies, operating supplies, technology equipment, and uniforms. Groveton Station is scheduled to open March 2021. Partial fiscal year facility operating costs of \$300,000 will be funded by the fire levy with no impact to the County’s general fund.
- b. **Service Level Impacts** – This initiative aligns directly with the Safe & Secure Strategic Plan goal by improving emergency response times. The table below shows workload statistics in first due area and projected call volume relief.

Groveton Station Relief Projections

Workload Statistics	Incident Volume Relief
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Fire & Rescue

I → Operations

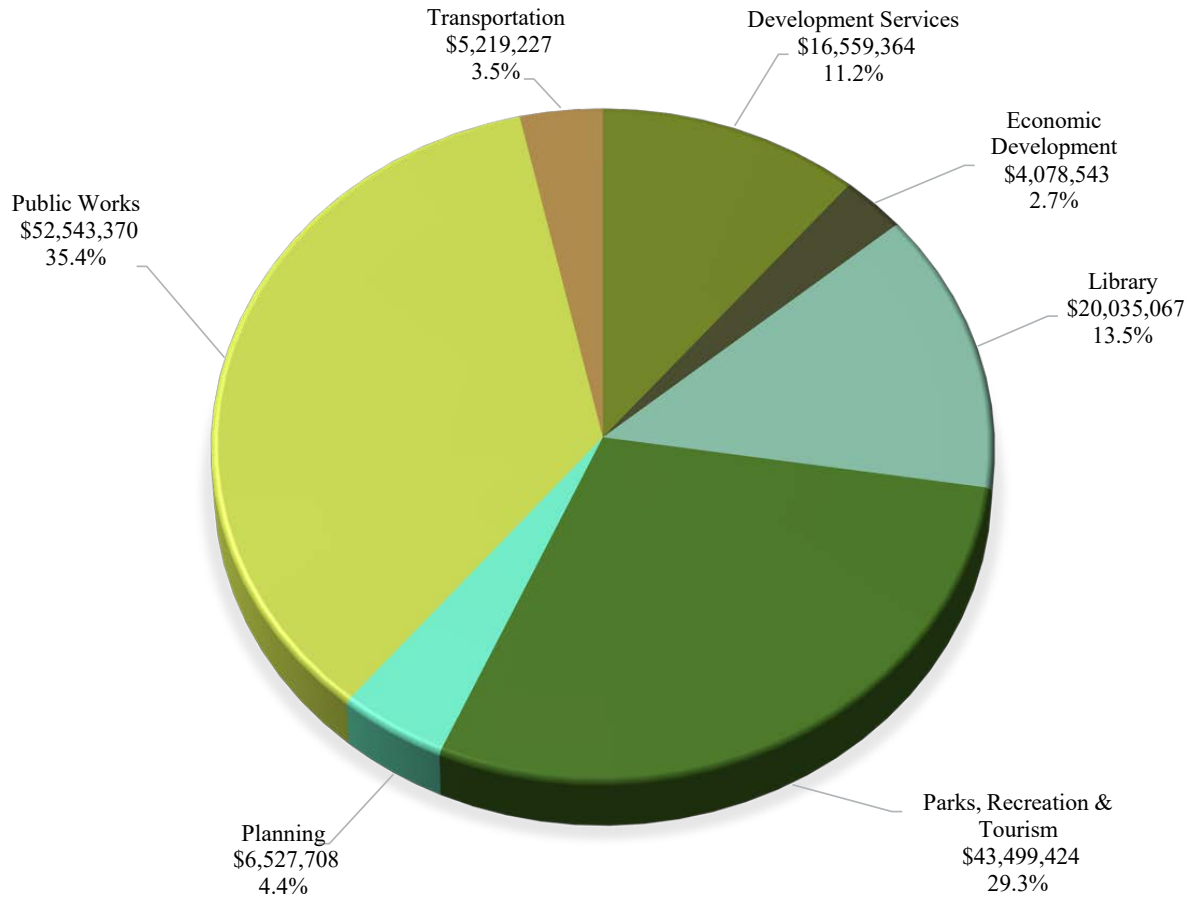
The Operations program is responsible for response to fire, emergency medical, hazardous materials, and citizen assist calls. This section is also responsible for basic and advanced pre-hospital emergency medical care, fire hazardous material incident mitigation, and health and safety services for department members.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	53%	39%	48%	55%	50%
Fire and Emergency Medical responders provide high quality service	97%	98%	97%	97%	97%
Fire and Emergency Medical responders are professional	96%	99%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Emergency Response	\$70,467	\$83,202	\$91,981	\$102,407	\$106,552
Fire responses (systemwide)	22,345	22,272	22,020	23,000	22,500
EMS responses (systemwide)	64,638	63,138	69,081	65,000	70,000
Patients transported	19,930	20,515	21,794	21,000	22,000
Emergency Medical Services Administration	\$5,683	\$5,668	\$5,706	\$5,297	\$5,378
Uniform FTEs with ALS certification	39%	32%	35%	32%	42%



Community Development



Community Development Expenditure Budget: \$148,462,703



Average Tax Bill

Community Development accounted for \$249 and 5.61% of the average residential tax bill in FY21.

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:
\$16,559,364



11.2% of Community Development

Program:

- Building Development: \$13,358,235
- Land Development: \$2,874,960
- Customer Liaison: \$326,168

Community Development Expenditure Budget:
\$148,462,703

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: [36-105.A](#) (Enforcement of Code), [Title 15.2 Chapter 22](#) (Planning, Subdivision of Land and Zoning), [Article 6](#) (Land Subdivision and Development), [Article 7](#) (Zoning), [Article 7.2](#) (Zoning for Wireless Communications Infrastructure)

County Code: [Chapter 3](#) (Amusements), [Chapter 5](#) (Buildings & Building Regulations), [Chapter 12](#) (Massage Establishments), [Chapter 20 Article IV](#) (Live Entertainment Certificate), [Chapter 25](#) (Subdivisions), [Chapter 25.1](#) (Swimming Pools, Spas, and Health Clubs), [Chapter 26 Article VI](#) (Tax Exemption for Solar Energy), [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 and Recreation), [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](#), [Subdivision Ordinance](#), and [Administrative Procedures Manual](#).

Development Services



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Building Development	\$10,911,371	\$11,548,496	\$11,488,244	\$13,023,400	\$13,358,235	2.57%
Land Development	\$2,229,201	\$2,469,502	\$2,533,744	\$2,753,183	\$2,874,960	4.42%
Customer Liaison	\$285,284	\$276,711	\$161,329	\$236,496	\$326,168	37.92%
Total Expenditures	\$13,425,857	\$14,294,709	\$14,183,317	\$16,013,080	\$16,559,364	3.41%

Expenditure by Classification

Salaries and Benefits	\$9,431,776	\$9,841,844	\$9,842,034	\$11,052,070	\$11,769,347	6.49%
Contractual Services	\$114,878	\$92,059	\$96,747	\$115,979	\$95,120	(17.99%)
Internal Services	\$2,060,162	\$2,124,961	\$2,185,068	\$2,166,168	\$2,116,168	(2.31%)
Purchase of Goods & Services	\$349,923	\$391,004	\$391,700	\$665,294	\$648,158	(2.58%)
Capital Outlay	\$135,404	\$135,023	\$188,699	\$185,857	\$155,000	(16.60%)
Leases & Rentals	\$14,051	\$15,615	\$15,135	\$19,154	\$19,154	0.00%
Transfers Out	\$1,319,663	\$1,694,204	\$1,463,935	\$1,808,558	\$1,756,417	(2.88%)
Total Expenditures	\$13,425,857	\$14,294,709	\$14,183,317	\$16,013,080	\$16,559,364	3.41%

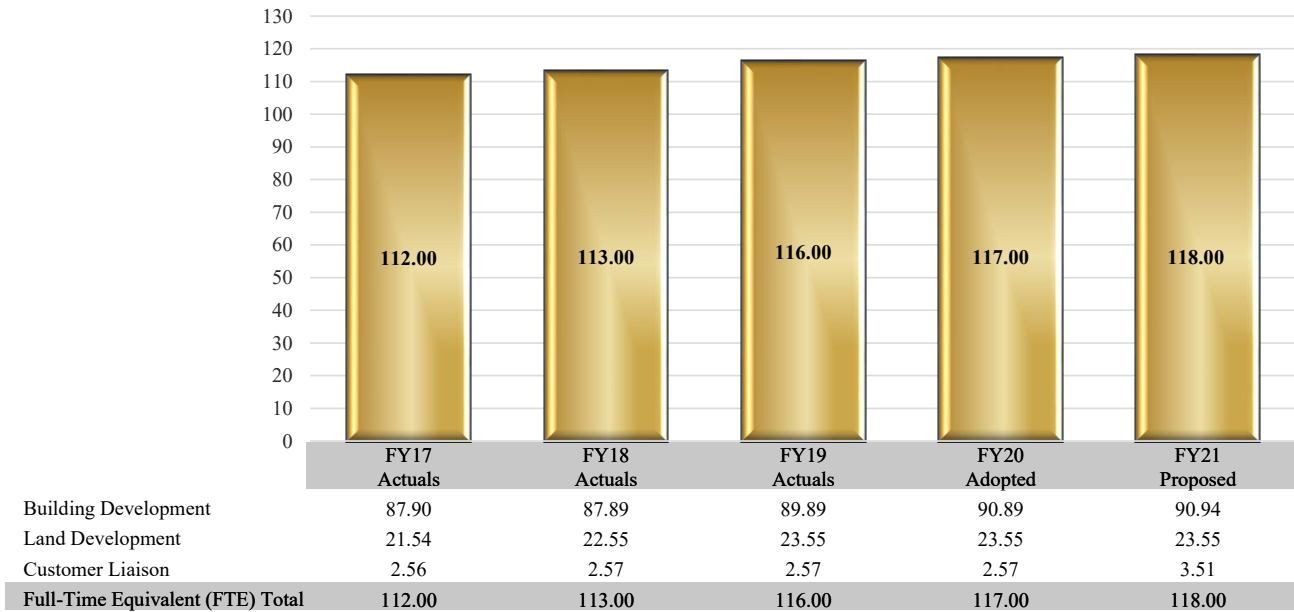
Funding Sources

Permits & Fees	\$12,690,954	\$12,538,192	\$12,434,808	\$12,080,034	\$12,573,852	4.09%
Fines & Forfeitures	\$385	\$957	\$1,300	\$0	\$0	0.00%
Use of Money & Property	\$0	\$0	\$0	\$4,790	\$4,790	0.00%
Miscellaneous Revenue	\$227,910	\$7	\$15	\$267,872	\$267,872	0.00%
Non-Revenue Receipts	\$7,297	\$5,012	\$11,094	\$0	\$0	0.00%
Charges for Services	\$118,395	\$113,757	\$100,075	\$137,285	\$157,285	14.57%
Transfers In	\$695,527	\$555,412	\$235,412	\$485,412	\$485,412	0.00%
Total Designated Funding Sources	\$13,740,467	\$13,213,336	\$12,782,704	\$12,975,393	\$13,489,211	3.96%
(Contribution to)/Use of Fund Balance	(\$2,406,891)	(\$1,081,481)	(\$1,067,255)	\$774,219	\$670,652	(13.38%)
Net General Tax Support	\$2,092,280	\$2,162,854	\$2,467,868	\$2,263,468	\$2,399,501	6.01%
Net General Tax Support	15.58%	15.13%	17.40%	14.14%	14.49%	

Development Services



Staff History by Program



Future Outlook

Building Code Enforcement – The Department of Fire & Rescue has taken a more pro-active approach towards addressing the annual Fire Safety Inspection associated with commercial establishments. The Fire Marshal is serving as the lead for this effort. The enhanced level of inspections has already generated a significant increase in Building Code Enforcement workload and this increase is expected to continue; thus, additional staffing will be required to manage the workload and ensure safety issues are being addressed.

Agribusiness/Agritourism – The State of Virginia and local governments are partnering to promote the growth of agribusinesses and agritourism. The growth of this industry is occurring very rapidly, so local governments are struggling to quickly update regulations, policies and procedures to capture this business segment. To take advantage of this market, the County should consider reviewing current policies.

Land Development Funding – The Land Development programs are continuing to operate at a deficit level. At this level of funding, staffing levels will not be able to increase with increases in workload. Service levels will decline as a result of not addressing the deficit situation. The budgetary imbalance between fee revenue and expenditures needs to be addressed with a long-term solution.

General Overview

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

Development Services

- B. Position Shift from Economic Development** – During FY20, the Department of Economic Development transferred a Communications Manager (1.00 FTE) to the Department of Development Services (DDS) to support the Small Business Program through marketing and outreach. The total cost of the shifted position is \$131,370. This position transfer supports the County’s Robust Economy Strategic Plan goal of increasing the annual growth of jobs in small businesses.
- C. 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 the Proposed FY2021 Budget, the indirect cost transfer amount reimbursing the general fund for Development Services decreases by \$52,141 from \$1,468,141 in FY20 to \$1,416,000 in FY21.
- D. Increase to the Building and Land Development Fee Schedules** – The Proposed FY2021 Budget includes a 1.2% increase to the Building Development fee schedule and a 2.9% increase to the Land Development fee schedule. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.
- E. Increase Revenue Budgets** – The Proposed FY2021 Budget includes a Site Development revenue budget increase of \$433,818. This increase includes a 2.9% increase to the Land Development fee schedules and aligns the budget with actual revenues received in FY19. The Proposed FY2021 Budget also includes an increase to the Building Development revenue budget of \$80,000. This increase aligns the budget with actual revenues received through development fees.

Budget Initiatives

A. Budget Initiatives

1. Filing System Replacement – Building Development

Expenditure	\$190,000
Use of Building Development Fund Balance	\$190,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – The Virginia Library of Records Retention Act requires the Building Development program to maintain certificates of occupancy permits in addition to code modification records for the life of a structure. All other records are required to be maintained for three years. This initiative funds the one-time cost of replacing the current filing system which allows Development Services to properly maintain and retain records.

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

2. Code Academy – Payment of Fund Balance to State Code Academy

Expenditure	\$65,000
Use of Code Academy Fund Balance	\$65,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – The County’s Code Academy provides administrative and technical training programs to code enforcement personnel. The State mandates certification requirements in code enforcement disciplines to ensure new and existing structures are compliant with building codes and regulations.

Development Services

This initiative addresses Code Academy fees exceeding allowable fund balance. Payment to State Code Academy to reduce this balance allows continued enhancements in services delivered to the County's Code Academy.

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

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Inspections performed on day requested	99%	99%	100%	98%	98%
Commercial plans reviewed within 6 weeks, first review	100%	100%	100%	95%	98%
Tenant layout plans reviewed within 3 weeks, first review	98%	100%	99%	95%	98%
Code enforcement cases resolved or moved to court within 100 days	76%	82%	72%	80%	80%
Overall customer satisfaction (department wide)	95%	92%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Building Plan Review	\$3,454	\$3,886	\$3,268	\$3,678	\$3,935
Plan submissions	8,549	9,575	9,321	9,500	9,500
Building Permitting Services	\$1,272	\$1,334	\$1,864	\$2,272	\$2,307
Permits issued	25,588	26,773	24,632	26,500	25,500
Building Construction Inspections	\$5,080	\$5,162	\$5,223	\$5,763	\$5,704
Inspections performed	71,017	74,219	66,507	73,500	75,000
Building Special Inspections	\$517	\$554	\$596	\$639	\$702
Field and test results, certifications and shop drawings reviewed	2,179	1,869	1,575	1,969	2,000
Building Code Enforcement	\$588	\$612	\$537	\$672	\$710
Enforcement cases	1,108	1,064	737	1,032	1,000

Development Services

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Average days from first to final plan approval, non-residential	43	46	54	45	45
Average days from first to final plan approval, residential	53	67	67	55	55
Overall customer satisfaction (department wide)	95%	92%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Site and Subdivision Plans	\$1,143	\$1,161	\$1,185	\$1,264	\$1,219
Plans reviewed	1,050	1,083	1,061	1,083	1,050
Bonds and Escrows	\$724	\$863	\$806	\$927	\$859
Bond and escrow cases administered	912	1,052	840	983	950
Lot escrow cases initiated and released	841	650	592	862	700
Customer Service/Zoning Permits	\$363	\$446	\$542	\$562	\$796
Permits processed	6,770	7,164	6,638	7,200	7,000

Customer Liaison

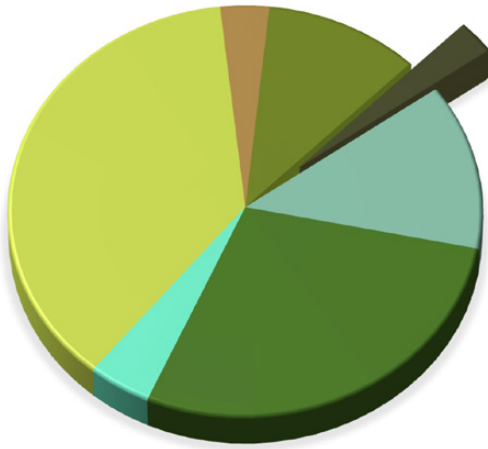
The Early Assistance Desk (EAD) is the central point of contact for all community development customers. The EAD routes customers to the appropriate community development agency in a timely, organized, and efficient manner.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer transactions processed per FTE	23,265	22,820	21,601	23,000	22,400
Overall customer satisfaction (department wide)	95%	92%	95%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Early Assistance Desk	\$285	\$277	\$161	\$236	\$326
Customer transactions	46,530	45,639	43,201	46,000	44,800

Mission Statement

The mission of the Department of Economic Development is to serve as the first point of contact for startup, relocating and existing businesses in order to create an abundance of high paying jobs in targeted industry sectors for residents and grow the commercial tax base. The Department of Economic Development offers a wide variety of programs and services to help diversify the County’s business base, foster a collaborative business intelligence environment, and build capacity of local entrepreneurs. The Department works with County colleagues and private, nonprofit, institutional, and public partners to attract new business real estate investment that is viable, regionally competitive, and in line with broader County goals and objectives.



Expenditure Budget:
\$4,078,543



2.7% of Community Development

Program:

- Investment Attraction: \$1,966,848
- Existing Business & Entrepreneurship: \$496,827
- Marketing, Communications & Research: \$1,424,622
- Redevelopment & Revitalization: \$190,246

Community Development Expenditure Budget:
\$148,462,703

Mandates

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

Economic Development



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Investment Attraction	\$2,055,433	\$1,836,148	\$1,824,827	\$1,840,191	\$1,966,848	6.88%
Existing Business & Entrepreneurship	\$472,531	\$479,423	\$428,953	\$512,186	\$496,827	(3.00%)
Marketing, Communications & Research	\$688,624	\$712,991	\$678,554	\$922,330	\$1,424,622	54.46%
ED Opportunity Fund	\$231,730	\$0	\$0	\$0	\$0	0.00%
Redevelopment & Revitalization	\$0	\$0	\$0	\$0	\$190,246	0.00%
Total Expenditures	\$3,448,318	\$3,028,562	\$2,932,334	\$3,274,708	\$4,078,543	24.55%

Expenditure by Classification

Salaries and Benefits	\$1,562,544	\$1,607,385	\$1,587,514	\$1,972,344	\$2,330,705	18.17%
Contractual Services	\$236,742	\$293,994	\$552,183	\$355,869	\$805,869	126.45%
Internal Services	\$74,977	\$85,788	\$82,197	\$63,208	\$63,208	0.00%
Purchase of Goods & Services	\$617,989	\$578,621	\$315,512	\$610,580	\$606,053	(0.74%)
Capital Outlay	\$6,150	\$0	\$0	\$1,000	\$1,000	0.00%
Leases & Rentals	\$267,618	\$275,275	\$288,568	\$271,707	\$271,707	0.00%
Payments to Other Local Agencies	\$295,000	\$187,500	\$106,360	\$0	\$0	0.00%
Transfers Out	\$387,299	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$3,448,318	\$3,028,562	\$2,932,334	\$3,274,708	\$4,078,543	24.55%

Funding Sources

Revenue from Federal Government	\$50,000	\$0	\$0	\$0	\$0	0.00%
Use of Money & Property	\$170,986	\$237,764	\$187,588	\$226,939	\$226,939	0.00%
Miscellaneous Revenue	\$5,200	\$0	\$0	\$0	\$0	0.00%
Revenue from Commonwealth	\$0	\$350,000	\$0	\$0	\$0	0.00%
Transfers In	\$130,000	\$3,000,000	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$356,186	\$3,587,764	\$187,588	\$226,939	\$226,939	0.00%
Net General Tax Support	\$3,092,132	\$559,201	\$2,744,746	\$3,047,769	\$3,851,604	26.37%
Net General Tax Support	89.67%	18.46%	93.60%	93.07%	94.44%	



Staff History by Program



Future Outlook

Reposition Prince William County’s (PWC) brand and leverage NOVA Economic Development Alliance (EDA) opportunities – Building brand awareness with concentrated targeted demographic marketing outreach through regional and national digital networks is essential to gain national recognition. Developing an economic and demographic business case to support the brand will be essential in recruiting companies. With the recent formation of the NOVA EDA, PWC must catch up and assume its position as part of the brand “InNOVation Lives Here” now synonymous with Northern Virginia. The timing is now and vital for PWC to be viewed as an essential workforce recruitment engine and showcase the County’s value proposition in new and novel ways. By creating this brand awareness, the Department will be better able to capitalize on opportunities created through the Micron Semiconductor facility expansion in Manassas and the Amazon HQ2 location in Arlington County.

Catalyze Development in Eastern PWC – While the Department of Economic Development (DED) has not historically been involved in redevelopment activities, accelerating economic development in eastern PWC will require a new business focus. Policy, 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 federal and state resources and initiatives (such as the new Federal Opportunity Zone program) and use of Public-Private Partnerships will accelerate development within these redevelopment areas. Focus will consist of identifying targeted redevelopment areas to catalyze the redevelopment of walkable, mixed-use dense communities to attract targeted industries such as information technology companies and government contractors, thus adding more well-paying jobs to the employment base.

Economic Development

Leverage Targeted Industry Clusters – The Targeted Industry Analysis recommends focusing resources on growing and supporting targeted industry clusters, improving the economic development environment, aligning resources and policies with economic development objectives, and supporting talent pipeline initiatives. The 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. DED will also engage in strategic lead generation activities to expand prospect outreach and filter those leads to viable prospects interested in PWC, thus driving faster results.

Create a 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 Program will be the first point of contact for entrepreneurs and small businesses by marketing and promoting the various services offered throughout the County such as free counseling, webinars, networking events, and small business development services programs. The new Small Business program will also identify initiatives and services for military and veteran-owned, and minority and women-owned small businesses to build capacity and small business skills to ensure the success of the small business owner.

General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Position Transfer to Development Services/Position Transfer from Information Technology** – During FY20, the DED transferred a Marketing and Research Manager (1.00 FTE) to the Department of Development Services to support the Small Business Program through marketing and outreach. The total cost of the shifted position is \$131,370. This position transfer supports the County’s Robust Economy Strategic Plan goal of increasing the annual growth of jobs in small business. DED also received 1.00 FTE from the Department of Information Technology resulting in no change to DED’s total FTE count. The total cost of the shifted position is \$110,775.

Budget Initiatives

A. Budget Initiatives

1. Marketing Strategy Implementation – Marketing, Communications & Research

Expenditure	\$350,000
Revenue	\$0
General Fund Impact	\$350,000
FTE Positions	0.00

- a. Description** – This initiative provides ongoing funding for a comprehensive marketing strategy to capture business leads, raise PWC’s profile/brand, and execute the recommendations from plans and various studies such as the Target Industry Study completed in November 2018.

b. **Service Level Impacts** – A comprehensive marketing strategy that raises PWC’s profile with business prospects supports the Strategic Plan outcomes of increasing the commercial tax base and increasing existing businesses retention rate.

2. Lead Generation Consultant Contracts – Investment Attraction

Expenditure	\$100,000
Revenue	\$0
General Fund Impact	\$100,000
FTE Positions	0.00

a. **Description** – This initiative provides funding for the use of Lead Generation consultants prior to identified strategic trade shows and marketing missions. Lead generation consultants increase the return on investment because of the ability to generate leads dependent on networking.

b. **Service Level Impacts** – Lead generation supports the Strategic Plan outcomes of increasing at-place employment, increasing the number of targeted jobs, and increasing the number of jobs in small businesses.

3. Assistant Director of Policy, Intelligence, and Operations – Investment Attraction

Expenditure	\$112,433
Revenue	\$0
General Fund Impact	\$112,433
FTE Positions	1.00

a. **Description** – This initiative funds an Assistant Director of the DED. The position will create a culture within the DED of following protocols to effectively manage policy and research as well as operations of the department’s incentive programs. As DED’s programs grow, especially in the area of redevelopment, it will be crucial to have a team member ensure that incentive programs are implemented, tracked, and reported accurately.

b. **Service Level Impacts** – An Assistant Director of DED will improve the overall efficiency of the department as well as support the Strategic Plan outcome of expanding the commercial tax base in redevelopment areas.

4. Senior Communications Specialist – Marketing, Communications & Research

Expenditure	\$80,428
Revenue	\$0
General Fund Impact	\$80,428
FTE Positions	1.00

a. **Description** – The Senior Communications Specialist will implement communications strategies to support DED’s expansion of new targeted industry sectors, redevelopment efforts, and small business programs. The Board’s Strategic Plan, the Blue Skies Presentation, County Audit, and the Targeted Industry Study all have a common theme that more marketing is necessary to be competitive. This initiative will address the marketing need and will help to create more jobs for residents, increase capital investment, and raise the overall commercial tax base in pursuit of the County Robust Economy strategic goal.

b. **Service Level Impacts** – Dedicated staff to focus on consistent messaging will assist with raising the profile of the existing business base while raising the profile of PWC itself.

Economic Development

5. Digital Strategy/Social Media Specialist – Marketing, Communications & Research

Expenditure	\$67,924
Revenue	\$0
General Fund Impact	\$67,924
FTE Positions	1.00

- a. **Description** – This initiative funds a Digital Strategy/Social Media Specialist who will support program initiatives, mission-based campaigns, tradeshows and events where digital expertise and operational knowledge come together to continue the growth of the digital strategies practice for DED.
- b. **Service Level Impacts** – Social media is a critical tool in any organization’s marketing program. Executives and site selection consultants turn to social media as one of their top five sources of information about a marketplace. Dedicated staff will ensure a consistent presence on all social media channels.

Program Summary

Investment Attraction

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Total amt. capital investment from new commercial real estate product developed	-	-	-	-	\$100M
Total amt. of square footage from new commercial real estate product developed	-	-	-	-	300,000
New occupied space (sf) - leased, build-to-suit, owner occupied	-	-	-	-	100,000
Total amount of capital investment from new businesses	-	-	-	-	\$200M
County at-place employment	137,060	128,354	130,941	142,000	134,000
Total number of companies moving to PWC	24	18	23	25	25
Total number of new jobs created	766	112	197	300	300
Targeted jobs from new businesses	766	112	197	300	-
Capital investment from new businesses	\$1.2B	\$103.6M	\$1.5M	\$450.0M	-
Project wins from new businesses	24	18	13	25	-

Economic Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Investment Attraction Marketing	\$2,057	\$1,832	\$1,813	\$1,840	\$1,967
# of active qualified prospects	-	-	-	-	75
Close rate on active qualified leads generated to companies' announcements	-	-	-	-	20
# of leads generated	74	191	169	75	300
# of target missions/trade shows/special events	146	182	121	100	-
Qualified leads	49	57	41	75	-
# of projects managed	49	49	40	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. Additionally, a main focus of the existing business program is to engage companies to promote their successes and provide opportunities for earned media. The small business and entrepreneurship initiative support targeted and established firms to grow by offering key resources, customized assistance, and capacity building to essentially grow the County's own from within.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
# of existing business prospects which remained and/or expanded in PWC	12	13	12	12	12
Total number of existing business jobs created and retained	-	-	-	-	300
Capital Investment from existing businesses	-	-	\$1.5M	\$50.0M	-
Targeted jobs from existing businesses	816	196	30	300	-
Business consultations completed	466	473	515	500	-
Existing business assisted with retention/expansion	-	-	12	52	-

Economic Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Existing Business Outreach/Expansion	\$240	\$249	\$431	\$274	\$259
Total amount of capital investment from existing companies expanding	-	-	-	-	\$50M
Expanded occupied space (square feet) (leased, build-to-suit, owner occupied)	-	-	-	-	75,000
# of welcome emails sent to new businesses	-	-	-	-	1,000
# of existing business visits	-	-	55	50	50
# of times PWC companies were engaged in business engagement/expansion activity	-	-	4,108	3,500	3,500
Local companies assisted with expansion projects	12	13	12	-	-
Outreach activities	-	-	4,108	3,500	-
Existing business retention visits	-	-	55	50	-
Entrepreneurship Initiatives	\$231	\$231	\$0	\$238	\$238
# of small business workshop or webinar attendees	-	-	-	-	400
# of small business one-on-one meetings and data EM to client	-	-	-	-	250
Total number of small businesses started	-	-	-	-	20
Total # of jobs created/retained as a result of new small businesses started	-	-	-	-	400
Jobs created	142	255	-	-	-
Jobs saved/retained	169	12	-	-	-

FY17-18 Actuals reflect services provided by the Flory Small Business Center. FY21 targets are being developed for Mason Enterprise Center.

Marketing, Communications & Research

The Marketing, Communications & Research program is responsible for raising the profile of PWC, generating new leads and interests, providing valuable content and data to targeted customers in order to implement the DED's marketing and communication strategy. Additionally, the program is responsible for providing economic intelligence to support the business attraction, expansion, and retention efforts of DED.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Total number of marketing qualified lead (outbound digital marketing)	-	-	-	-	20
Total number of sales qualified leads (inbound contacts response)	-	-	-	-	5
Media coverage return on investment	-	-	-	250,000	250,000
Link clicks (user engagement)	-	-	5,113	3,000	-
Increase in social media followers	-	-	288	300	-
# of E-mail subscribers	-	-	164,785	60,000	-
Marketing communications online digital content unique views	-	42,938	18,860	-	-
Website visits	-	39,420	66,193	25,000	-
Unique visitors to digital content posted	-	-	-	40,000	-

Economic Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Business Location and Expansion Research	\$427	\$433	\$376	\$672	\$544
Site and building inventory maintained and updated	75	100	55	-	-
ED research conducted for or presented to clients	144	142	344	-	-
Customized research for clients	-	-	-	250	-
Provision of economic intelligence data	-	-	-	12	-
Web Site Marketing and Outreach, Public Relations and Special Events	\$260	\$283	\$312	\$250	\$880
Media coverage return on investments	-	-	-	-	250,000
Press releases disseminated or media calls for information/statements fielded	150	175	912	-	-
Property searches on the DED site and building database	2,873	1,290	-	-	-

Redevelopment & Revitalization

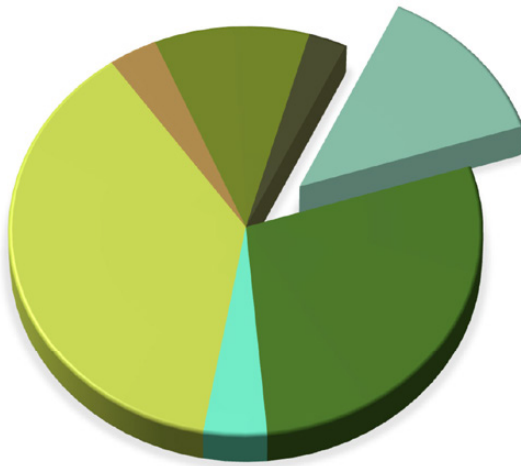
The new Redevelopment & Revitalization program is focused on catalyzing development in targeted areas in eastern PWC. Marketing and promoting these targeted areas will be key to attract the ideal mix of product types and tenants to support investment in these sites. Utilizing federal and state resources and initiatives such as the new Federal Opportunity Zone, Hub Zones, and New Market Tax credits programs and use of Public-Private Partnerships will help accelerate development and create viable opportunities. Focus will consist of creating product to attract the workforce of tomorrow in walkable, mixed-use dense communities to attract targeted industries such as IT companies and government contractors, thus adding more well-paying jobs to the employment base.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Number of property owners engaged about redevelopment	-	-	-	-	20

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Redevelopment & Revitalization	\$0	\$0	\$0	\$0	\$190
# of contacts made due to outreach, trade show or events attended	-	-	-	-	25
Total amount of square footage from new commercial real estate product developed	-	-	-	-	20,000
# of firms introduced to OZ or redevelopment opportunities	-	-	-	-	5
# meetings/briefings private sector prospects interested in OZ/redevelopment opp	-	-	-	-	5

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:
\$20,035,067



13.5% of Community Development

Programs:

- Materials Services: \$3,932,089
- Financial Services: \$561,041
- Public Services: 11,465,849
- Technology Services: \$2,298,966
- Administrative Services: \$1,777,123

Community Development Expenditure Budget:
\$148,462,703

Mandates

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



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Materials Services	\$3,631,027	\$3,886,405	\$3,965,095	\$3,725,503	\$3,932,089	5.55%
Financial Services	\$651,395	\$730,859	\$717,352	\$672,413	\$561,041	(16.56%)
Public Services	\$8,825,205	\$8,967,766	\$8,965,464	\$9,599,925	\$11,465,849	19.44%
Technology Services	\$1,740,988	\$1,941,214	\$1,993,395	\$2,156,794	\$2,298,966	6.59%
Administrative Services	\$1,481,051	\$1,519,577	\$1,419,218	\$1,528,083	\$1,777,123	16.30%
Total Expenditures	\$16,329,666	\$17,045,820	\$17,060,524	\$17,682,718	\$20,035,067	13.30%

Expenditure by Classification

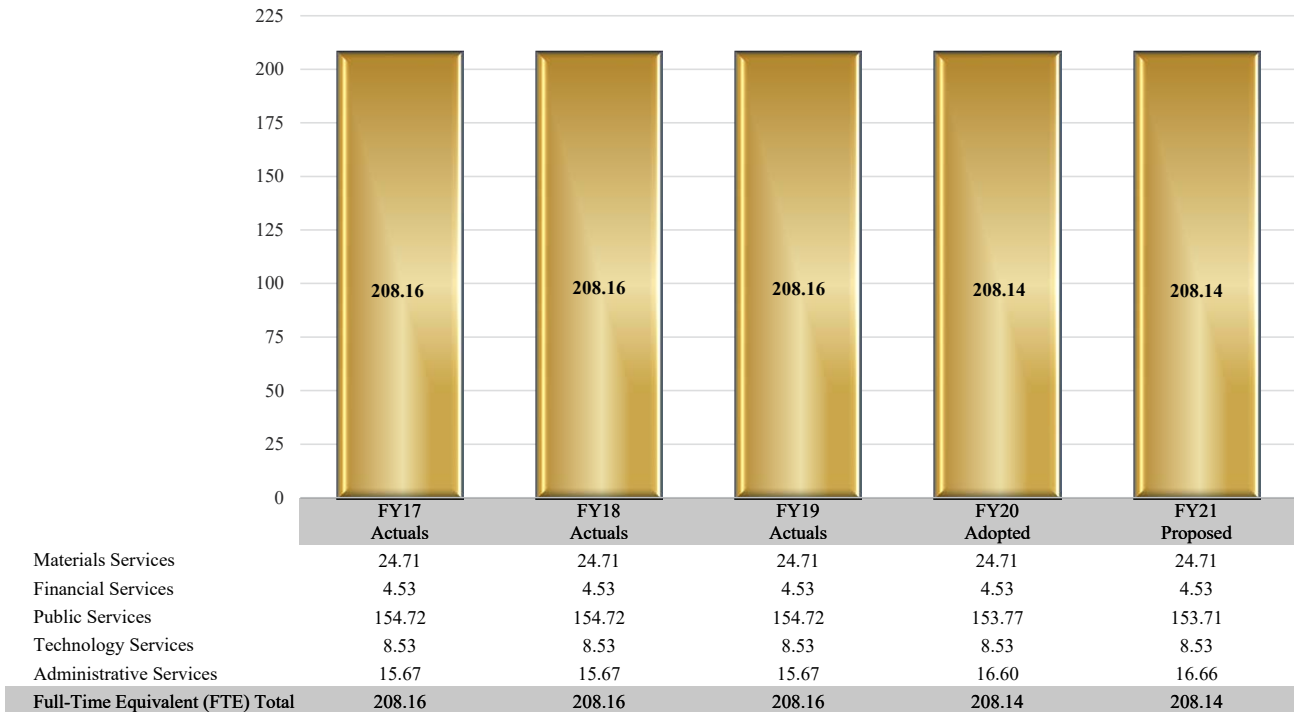
Salaries and Benefits	\$12,676,451	\$12,919,066	\$12,977,670	\$13,562,441	\$15,913,922	17.34%
Contractual Services	\$402,893	\$320,973	\$301,650	\$362,908	\$369,908	1.93%
Internal Services	\$930,779	\$1,150,429	\$1,168,319	\$1,073,965	\$1,073,965	0.00%
Purchase of Goods & Services	\$2,214,533	\$2,599,958	\$2,537,902	\$2,610,204	\$2,604,072	(0.23%)
Capital Outlay	\$55,374	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$49,636	\$55,394	\$74,984	\$73,200	\$73,200	0.00%
Total Expenditures	\$16,329,666	\$17,045,820	\$17,060,524	\$17,682,718	\$20,035,067	13.30%

Funding Sources

Revenue from Other Localities	\$1,808,039	\$1,618,332	\$1,618,330	\$1,929,996	\$1,929,996	0.00%
Miscellaneous Revenue	\$0	\$57	\$16	\$0	\$0	0.00%
Non-Revenue Receipts	\$139	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$563,712	\$551,994	\$581,837	\$663,492	\$589,444	(11.16%)
Revenue from Commonwealth	\$546,031	\$560,770	\$562,619	\$523,962	\$598,010	14.13%
Total Designated Funding Sources	\$2,917,921	\$2,731,154	\$2,762,802	\$3,117,450	\$3,117,450	0.00%
Net General Tax Support	\$13,411,745	\$14,314,666	\$14,297,722	\$14,565,268	\$16,917,617	16.15%
Net General Tax Support	82.13%	83.98%	83.81%	82.37%	84.44%	



Staff History by Program



Future Outlook

21st Century Library – The public library is a vital community center, offering physical material while also providing digital access to information. A library is no longer a silent place, although there are quiet study areas, but increasingly provides a common ground for the entire community and their needs. Programs, both for education and entertainment, are offered based on community interest. Buildings are full of materials for serious students as well as new readers. Prince William County’s (PWC) 21st Century Library is no longer just physical. It is also the digital commons for the community, providing materials and resources in digital formats to meet changing needs. Converting specific materials to digital formats will further enable the Library to be a 24/7 resource.

Library Facilities – Library space reconfiguration continues to be essential to providing for community needs. Changing space within older buildings is intricately tied to transforming these older buildings to meet today’s needs. Usage patterns change, available materials change, and communities around buildings change. Demand for convenient library locations will continue to grow with the county’s population. The Comprehensive Plan addresses where additional libraries might be needed over the next 10 years. Of note is the need to improve and modernize existing facilities so they meet the needs of citizens.

Community-Centered Activities – Citizens of all ages need programming to meet educational and entertainment needs. Libraries must be reconfigured and staffed in a manner which allows them to offer hands-on educational and creative activities, as well as space for groups to meet. Programming to match the interests of the community is an important piece of providing what citizens need to enrich their lives.

Library Strategic Plan Implementation – The Library’s Five-Year Strategic Plan began in January 2019 and continues in FY21. The elements addressed in the Library’s Strategic Plan which will be the focus in FY21 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.

General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Revenue and Expenditure Shifts** – A total of \$118,530 in expenditures and \$201,625 in revenue have been shifted among object codes within the Library to place funding in object codes in which the expenditures or revenue was occurring. This is a shift of existing resources with no net change to Library’s overall budget.
- C. **Interjurisdictional Agreements** – The current inter-jurisdictional agreements governing funding for the Prince William Public Library System expire June 30, 2020. Negotiations with the cities of Manassas and Manassas Park to consider new agreements are in progress. Revenue reductions due to the termination of these agreements may result in possible reductions in Library System service levels. However, the PWPLS revenue budget remains unchanged until inter-jurisdictional negotiations are complete and resulting fiscal impacts are known.

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, and catalogs all materials, including those in digital form. This program also processes physical items in a variety of formats for the Library's collection. This program develops and maintains the Library System's catalog of holdings, which serves to provide citizens with access to the Library's resources, as well as providing an inventory and management system for all materials owned by the Library. This program provides interlibrary loan service, which enables citizens to obtain books and other formats from public, academic, and special libraries throughout the country. In addition, the program creates and administers annual survey information per state library requirements and prepares statistical reports for the Library Director. This program also provides courier and mailroom services for the library system. The courier service delivers material requested by patrons to all 11 libraries 5 days a week, as well as providing support for off-site outreach events.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Materials availability survey title fill rate	70%	78%	76%	72%	74%
Subject/author fill rate	78%	75%	74%	75%	76%
Browser fill rate	92%	84%	86%	84%	87%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Library Materials Support	\$3,631	\$3,886	\$3,965	\$3,726	\$3,932
Items processed	87,057	103,331	102,840	95,000	100,000

Financial Services

The Financial Services program of the Library System manages the financial, accounting, and budget development for the Library System in consultation with the Library Board. This program develops, manages, and implements the Library System's adopted budget and Capital Improvement Program projects, including performance measurement. In addition, the program monitors library revenues and state aid grants. The program is also responsible for monitoring and maintaining the Library System's capital assets, non-capital assets, and internal control procedures. The program ensures the Library adheres to all County budget and financial policies and procedures.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Financial transactions processed on schedule	98%	98%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Financial Management Services	\$651	\$731	\$717	\$672	\$561
Financial transactions processed	22,011	23,012	20,958	22,000	21,000

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Residents with library cards	69%	68%	53%	66%	55%
Information requests completed within 24 hours	95%	95%	95%	95%	95%
Library services meet residents needs	98%	96%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Circulation	\$3,214	\$3,390	\$3,349	\$3,557	\$4,433
Print materials circulated	3.4M	3.2M	2.6M	3.2M	2.6M
Digital materials circulated	261,268	271,300	332,532	250,000	325,000
Information Services	\$4,308	\$4,256	\$4,277	\$4,632	\$5,385
Information requests handled: staff assisted (in person, telephone, e-mail)	485,342	496,081	479,502	450,000	450,000
Information requests handled: electronic	7.5M	6.3M	5.4M	6.3M	5.5M
Library Activities and Events	\$459	\$430	\$432	\$481	\$560
Attendees at Library programs/events	168,370	174,117	177,507	150,000	175,000
Library events and activities	4,387	4,661	4,753	4,000	4,600
Neighborhood Libraries	\$845	\$891	\$908	\$930	\$1,088
Materials circulated	453,056	444,504	401,990	425,000	400,000
Information requests handled (staff assisted)	130,458	131,202	112,922	130,000	110,000
Events and activities	765	729	710	600	650
Attendees at events and activities	17,903	18,233	16,815	16,000	16,000

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 ensures the Library in in compliance with County information technology policies and procedures.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer on-site HW/SW problems resolved within 8 hours	97%	99%	98%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Technology Services	\$1,741	\$1,941	\$1,993	\$2,157	\$2,299
Support requests assigned to Technology Services	24,919	25,464	29,253	20,000	25,000

Administrative Services

The Administrative Services program of the Library System provides 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 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 Director's Office also monitors and coordinates library data collection, annual submissions to the Library of Virginia, and requests for statistical information. The Office of Community Engagement work unit is responsible for Library marketing and development, as well as Library printed and digital publications, and graphics. Of particular importance, is the work unit's responsibility for the Library's Web and social media presence. The Office of Programming and Outreach is responsible for the Library System's outreach activities and coordination of system-wide programming and special events. The Library System's Community Partner, Literacy Volunteers of America-Prince William, is part of this program and provides free classes to enhance basic literacy, computer workplace and job skills, and provides English as a Second Language and other tutoring services to citizens.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer schedule actions for Graphics and Web Services completed as scheduled	95%	99%	98%	98%	98%

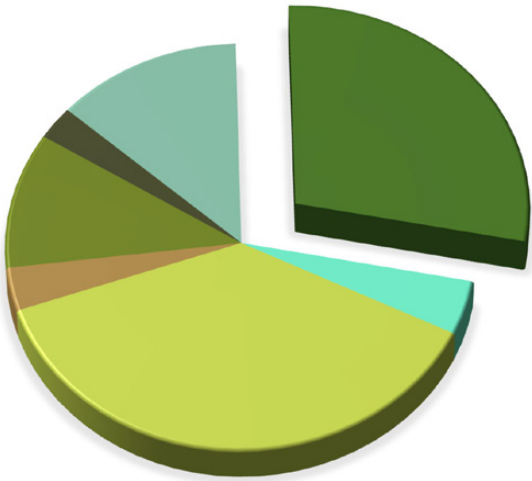
Library

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Library Director's Office	\$285	\$351	\$362	\$381	\$442
Library services meet residents needs	98%	96%	96%	96%	96%
Human Resources - Library	\$499	\$446	\$429	\$393	\$437
Library staff attending training	-	-	-	-	21%
FTE of volunteer hours contributed	15.8	16.4	14.4	15.5	-
Facilities Maintenance	\$92	\$109	\$116	\$117	\$146
Maintenance, repair and/or special project requests	780	933	695	800	700
Community Engagement	\$579	\$586	\$482	\$509	\$581
Total unique web page views	-	-	720,311	700,000	700,000
Social media engaged users	-	-	81,792	42,000	70,000
Web requests and print pieces produced	7,264	7,349	7,719	6,500	7,000
Literacy Volunteers of America-Prince William	\$27	\$27	\$28	\$29	\$30
Adults served	752	752	736	720	730
Tutors trained and supported	238	238	231	225	225
Literacy volunteer hours provided to students	15,200	16,778	16,842	15,500	15,800
Office of Programming and Outreach	\$0	\$0	\$3	\$99	\$141
Outreach events coordinated	-	-	59	40	50
Requests filled for outreach materials	-	-	77	80	70
Participation in partnership events	-	-	24	20	30
Total people reached in coordinated events	-	-	-	-	6,000

Parks, Recreation & Tourism

Mission Statement

Create recreational and cultural experiences for a more vibrant community.



Expenditure Budget:
\$43,499,424



29.3% of Community Development

Programs:

- Administration: \$3,474,450
- Operations: \$14,477,804
- Recreation: \$17,790,111
- Historic Preservation: \$1,230,542
- Security Rangers: \$1,246,591
- Marketing & Communications: \$1,108,546
- Planning & Projects Management: \$2,401,256
- Tourism: \$1,770,124

Community Development Expenditure Budget:
\$148,462,703

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Administration	\$3,543,041	\$3,548,270	\$3,598,131	\$3,366,036	\$3,474,450	3.22%
Operations	\$12,385,325	\$13,066,700	\$14,759,036	\$14,531,018	\$14,477,804	(0.37%)
Recreation	\$25,899,135	\$17,422,520	\$17,079,666	\$18,033,845	\$17,790,111	(1.35%)
Historic Preservation	\$0	\$0	\$0	\$1,564,176	\$1,230,542	(21.33%)
Security Rangers	\$0	\$930,574	\$1,204,035	\$845,341	\$1,246,591	47.47%
Marketing & Communications	\$0	\$844,292	\$1,003,925	\$889,650	\$1,108,546	24.60%
Planning & Projects Management	\$0	\$0	\$26,818	\$0	\$2,401,256	-
Tourism	\$0	\$1,199,639	\$1,192,051	\$1,472,574	\$1,770,124	20.21%
Total Expenditures	\$41,827,501	\$37,011,996	\$38,863,662	\$40,702,641	\$43,499,424	6.87%

Expenditure by Classification

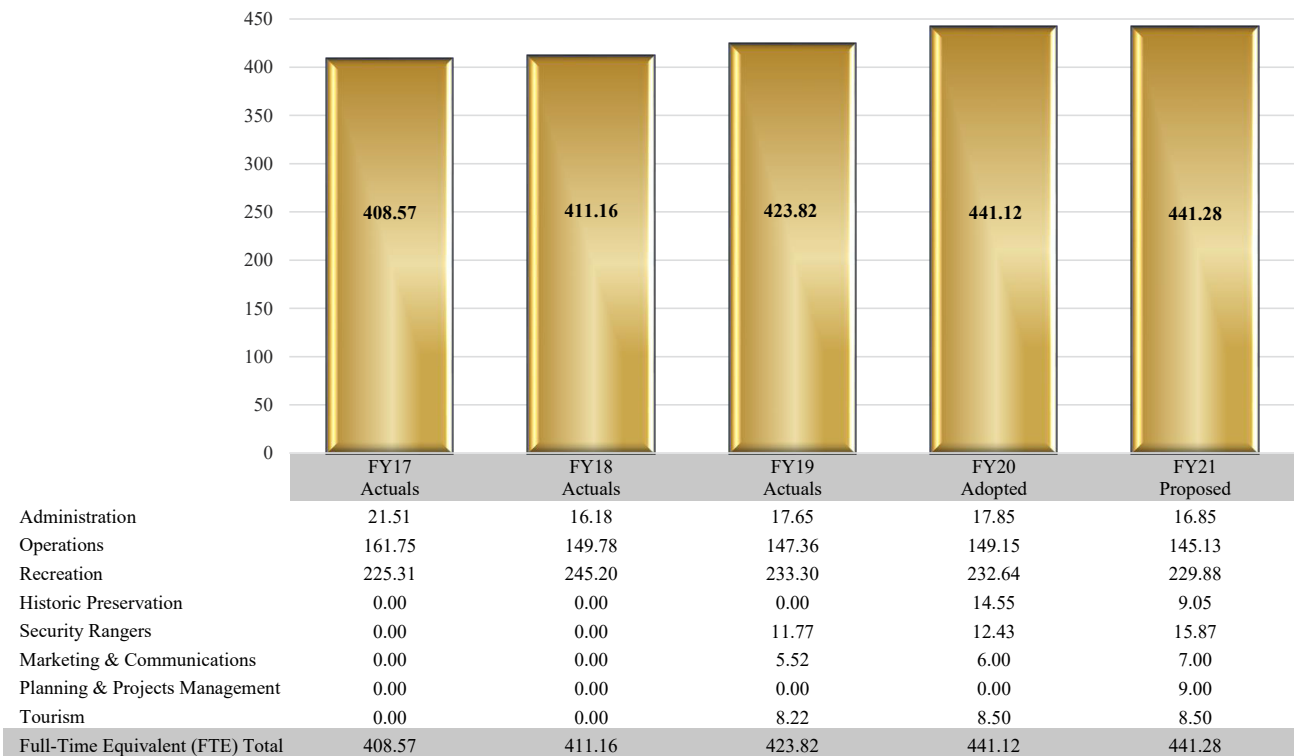
Salaries and Benefits	\$18,855,161	\$21,129,010	\$22,135,541	\$22,975,844	\$26,664,297	16.05%
Contractual Services	\$6,201,306	\$6,567,778	\$7,324,115	\$6,702,000	\$6,118,400	(8.71%)
Internal Services	\$1,384,744	\$1,452,341	\$1,560,390	\$1,839,933	\$2,049,933	11.41%
Purchase of Goods & Services	\$6,284,220	\$6,231,035	\$6,118,603	\$6,400,371	\$6,548,989	2.32%
Capital Outlay	\$797,943	\$1,569,715	\$1,003,035	\$1,707,657	\$1,347,113	(21.11%)
Leases & Rentals	\$96,374	\$136,298	\$605,531	\$238,205	\$171,137	(28.16%)
Reserves & Contingencies	(\$154,000)	(\$864,759)	(\$664,633)	(\$154,000)	(\$154,000)	0.00%
Depreciation Expense	\$387,106	\$370,915	\$294,863	\$0	\$0	0.00%
Debt Maintenance	\$579,253	\$419,663	\$486,219	\$992,632	\$753,555	(24.09%)
Transfers Out	\$7,395,393	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$41,827,501	\$37,011,996	\$38,863,662	\$40,702,641	\$43,499,424	6.87%

Funding Sources

Use of Money & Property	\$0	\$2,075	\$0	\$24,600	\$24,600	0.00%
Miscellaneous Revenue	\$339,953	\$57,072	\$50,882	\$3,000	\$3,000	0.00%
Non-Revenue Receipts	\$22,582	\$818	\$87,442	\$0	\$0	0.00%
Charges for Services	\$13,458,402	\$12,388,582	\$12,070,501	\$13,778,142	\$13,392,989	(2.80%)
Revenue from Commonwealth	\$0	\$14,500	\$4,500	\$0	\$0	0.00%
Transfers In	\$149,266	\$26,265	\$26,790	\$1,073,189	\$1,075,363	0.20%
Total Designated Funding Sources	\$13,970,202	\$12,489,311	\$12,138,350	\$14,878,931	\$14,495,952	(2.57%)
(Contribution to)/Use of TOT Funds	\$0	\$1,174,357	\$1,177,045	\$1,441,954	\$1,739,504	
(Contribution to)/Use of Fund Balance	\$38,913	\$460,948	(\$2,400,769)	(\$46,800)	(\$594,624)	
Net General Tax Support	\$27,818,385	\$22,887,379	\$27,949,036	\$24,428,556	\$27,858,592	14.04%
Net General Tax Support	66.51%	61.84%	71.92%	60.02%	64.04%	



Staff History by Program



Future Outlook

The Department of Parks, Recreation, & Tourism (DPRT) expects to achieve accreditation through the National Recreation and Parks Association, which symbolizes a commitment to best practices in finance, planning, operations, programming, and the environment. An updated Parks Chapter within the County’s Comprehensive Plan will provide a new level of service methodology for targeting park and open space investment in a more strategic manner. A new systemwide Parks & Recreation Master Plan will identify gaps in services based on the 2019 Needs Assessment and identify priorities for Comprehensive Plan goals. The Department will continue addressing findings from the 2019 performance audit. The following areas will receive additional emphasis:

Capital Construction – The Bond Referendum projects approved in 2019, which totals \$41 million, will require additional staff resources to execute and maintain.

Tourism – The Office of Tourism (OT) will continue efforts to create and reinforce a destination brand that distinguishes Prince William County (PWC) from neighboring Northern Virginia jurisdictions. OT will collaborate with the Planning and Economic Development Departments to advance an agri-business development plan and incubate nightlife and place-making attractions within small area plans to complement corporate business growth. Through laser sharp marketing, underpinned by visitor profile research, and the introduction of new special events and park products, steady growth in Transient Occupancy Tax (TOT) collection is expected.

Workspace Expansion – The DPRT continues to lack adequate workspace to accommodate its expanding workforce. A temporary trailer has offered relief for Department headquarters at Hellwig Park, but a permanent building expansion is needed. The Valley View Park Maintenance Shop, which is shared by Fleet Services, requires funding for expansion and a new maintenance shop is needed in the Lake Manassas area to accommodate the new park development taking place in western PWC.

Environmental Excellence – The DPRT will continue implementing best practices for environmental stewardship to safeguard natural resources, mitigate safety risks, and reduce operating expenses. Expanding “no-mow” areas and limiting pesticide use are examples of the Department’s evolution as it lives into a new E3 certification from the Virginia Department of Environmental Quality’s Virginia Environmental Excellence Program.

Safety and Security – DPRT will equip staff with the training and tools necessary to improve workplace safety. The Department’s aquatic/fitness centers and waterparks serve over 800,000 children, youth, and adult customers each year, creating significant risk exposure. Also, the addition of park rangers to keep pace with new facility development is critical to ensure safety for customers and staff. Two miles of trail and three new parks totaling over 85 acres will come online this fiscal year, compounding the current challenge of patrolling 80 existing parks with nearly 16 park rangers.

General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-time Costs** – A total of \$412,500 has been removed from the DPRT’s FY21 Budget for one-time costs for equipment, a maintenance auxiliary building and a vehicle lean-to shelter at the new Rollins Ford Park which was anticipated to open in FY20 but will be operational in FY21.
- C. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation increased the DPRT’s FY21 Budget by \$300,000. This is a reallocation of the existing fleet maintenance budget. The County’s overall budget for fleet maintenance did not change.
- D. Reorganization – Planning & Projects Management** – The Operations program was divided and a new program—Planning & Projects Management—was created. The Planning & Projects Management program manages capital and maintenance projects and conducts long-range and master planning activities. This reorganization resulted in shift of approximately \$2.4 million out of the Operations program.

Budget Initiatives

A. Budget Initiatives

1. Comprehensive Countywide Wayfinding, Gateway, and Trailblazer Signage Plan – Tourism

Expenditure	\$150,000
Use of Fund Balance (TOT)	\$150,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative provides one-time funding for a cohesive Countywide gateway, signage and wayfinding program for branding and place-making purposes. A consultant to guide the process will ensure that the needs of the County, residents, visitors, and business community are met. The initiative will be funded with Transient Occupancy Tax (TOT) fund balance mandated for tourism related expenses.

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

2. Visitor Profile Study – Tourism

Expenditure	\$75,000
Use of Fund Balance (TOT)	\$75,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative provides one-time funding for a comprehensive research study with location data to define the visitor profile, identify the traffic flow of visitors and identify key target markets to support the goal of making data informed decisions as it applies to marketing the County to visitors. The initiative will be funded with TOT fund balance mandated for tourism related expenses.

b. Service Level Impacts – Findings from the study will be used to market County venues to promote tourism in PWC.

3. Parkway/Jenkins Elementary Schools – Recreation

Expenditure	\$46,553
Revenue	\$0
General Fund Impact	\$46,553
FTE Positions	0.16

a. Description – This initiative funds 311 annual hours (or 0.16 FTE) for grounds maintenance of the physical education fields at the new Parkway Elementary School and the new Jenkins Elementary School per the School Cooperative Agreement. DPRT maintains school fields under the terms of the agreement. The initiative amount also includes one-time funding of \$40,000 for equipment.

b. Service Level Impacts – These two fields will be available for use by the community thus providing additional programming opportunities outside of school hours.

Parks, Recreation & Tourism

4. Increase in Food Commodities for Sale – Recreation

Expenditure	\$13,348
Revenue	\$13,348
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** – DPRT is projecting a 5% increase in Food Commodities for Sale at waterparks, golf courses, and recreation centers. The increase in expenditures will be offset with additional sales revenue.

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

Program Summary

Administration

Provides oversight for all divisions and facilitates strategic planning.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Use of County parks & recreation (community survey)	48%	80%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Executive Management/Administration*	\$3,427	\$3,549	\$3,597	\$3,366	\$3,474
Accident rate per 100,000 miles driven	2.1	2.4	1.9	2.4	2.4

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

Operations/Grounds and Facilities Maintenance

Maintains all grounds and facilities and provides supporting services for DPRT capital and deferred maintenance projects.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Number of projects requiring Facilities & Grounds assistance	-	-	4	-	6

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Grounds & Landscape Maintenance	\$7,778	\$8,002	\$8,882	\$10,134	\$11,333
Park acres maintained	867	929	1,107	1,048	1,198
School acres maintained	267	268	269	274	270
Facility Maintenance	\$4,607	\$4,858	\$5,903	\$4,397	\$3,145
Work orders completed	1,879	1,989	2,201	1,900	2,100

FY18 and FY19 actuals differ from expenditure summary due to a reorganization.

Parks, Recreation & Tourism

Recreation

Develops, markets, and administers leisure and educational programs.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Satisfaction with quality of athletic fields (community survey)	82%	84%	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%	77%	77%	80%	80%
Growth in non-golf recreation revenue	1%	-2%	0%	3%	3%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks & Centers*	\$11,780	\$12,025	\$10,220	\$10,466	\$11,286
Participant visits	1.5M	1.8M	1.9M	1.8M	1.9M
Golf	\$11,177	\$4,326	\$4,180	\$4,055	\$2,966
Rounds of golf (18-hole equivalent)	100,000	92,928	78,557	95,000	70,000
Water Parks	\$2,308	\$2,478	\$2,119	\$2,883	\$2,967
Water park admissions	159,000	139,000	158,000	159,000	159,000
Community Sports	\$751	\$574	\$547	\$629	\$571
Sports youth participant visits	1.40M	1.40M	1.17M	1.40M	1.20M
Sports adult participant visits	155,898	220,000	117,684	220,000	120,000
Sports tournament participants	35,586	37,000	33,571	37,000	34,000

*The FY17 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.

Historic Preservation

Manages and programs County-owned historic facilities and landscapes.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer satisfaction with visit to historic site	99.0%	98.0%	95.0%	97.0%	97.0%
Volunteer hours value	\$96,519	\$105,823	\$144,815	\$100,000	\$125,000
Revenue recovery rate	4.7%	6.2%	4.0%	5.0%	5.0%

Parks, Recreation & Tourism

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Historic Preservation	\$0	\$0	\$0	\$1,564	\$1,231
Annual average hours of service per long term volunteer	46	43	78	40	50
Percentage of collections reviewed and updated	-	-	35%	20%	30%
Programs at historic sites	890	846	693	900	800
FTE equivalent of volunteer hours contributed	2.73	3.01	2.92	3.00	3.00
Visitors to historic sites	156,421	130,353	149,198	170,000	130,000
Work orders for historic buildings and grounds	155	144	-	150	150
Construction, restoration and renovation projects	5	3	-	3	3

Security Rangers

Provides non-sworn Park Rangers to oversee safety and security for parks, park facilities, and school sites.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Total trail patrols	-	739	845	1,000	1,000
Total recreation center patrols	-	8,297	8,450	8,600	8,600
Park and facility patrons that feel safe and secure	-	-	-	75%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Security Rangers*	\$0	\$0	\$1,215	\$845	\$1,247
Total park patrols	34,386	35,917	37,500	37,000	47,000

*Prior to FY19, Security Rangers was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY17 through FY18 expenditures for Security Rangers are included in the Parks & Centers expenditures for those years.

Marketing & Communications

Promotes public awareness and utilization of departmental programs and amenities with an emphasis on supporting revenue growth by driving participation in fee-for-service offerings.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Revenue growth not including golf, community pools and sports	4%	-	-	2%	2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Marketing & Communications*	\$0	\$0	\$1,007	\$890	\$1,109
Completed work items	-	2,187	2,261	2,000	2,200
Annual website visitors	630,727	724,239	1.0M	600,000	700,000
Advertising media distribution	23.1M	40.4M	95.8M	25.0M	30.0M

* Prior to FY19, Marketing & Communications was an activity that rolled up into the Parks & Centers activity in the Recreation program. The FY17 through FY18 expenditures for Marketing & Communications are included in the Parks & Centers expenditures for those years.

Parks, Recreation & Tourism

Planning and Projects Management

Manages capital and maintenance projects and conducts long-range and master planning activities.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Satisfaction with quality of passive recreation opportunities (community survey)	88%	84%	84%	84%	84%
Trail miles	45	53	59	77	80
Park acreage	4,251	4,249	4,510	4,234	5,178

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Planning & Project Management	\$0	\$0	\$0	\$0	\$906
Land use plans reviewed	62	62	60	55	55
Total capital improvement projects	22	21	44	10	35
Cyclical Maintenance Plan (CMP)	\$0	\$0	\$27	\$0	\$1,495
Total CMP projects	24	54	33	50	35

Tourism

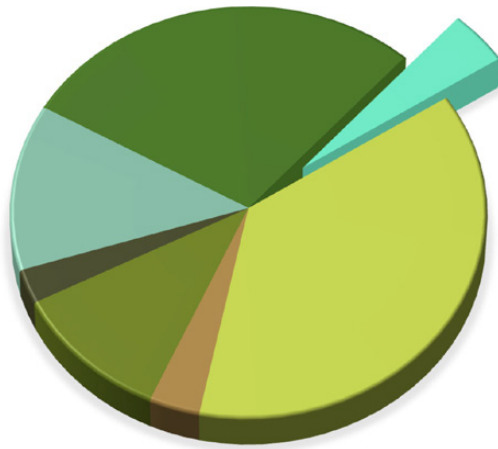
Inspires travelers to visit the county by promoting, developing and enhancing experiences; thereby contributing to a robust economy and creating opportunities for residents.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Tourism jobs supported	-	-	6,662	-	6,700
Transient Occupancy Tax revenue collected	\$3.90M	\$4.39M	\$4.36M	\$4.57M	\$4.64M
Hotel occupancy rate	67%	66%	68%	68%	68%
Average daily room rate	\$88	\$88	\$89	\$89	\$89
PWC visitor expenditures	NA	\$592M	\$619M	\$616M	\$620M
PWC visitor generated local tax receipts	NA	\$9.2M	\$9.4M	\$9.6M	\$9.7M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Tourism	\$0	\$1,200	\$1,192	\$1,473	\$1,770
Visits to attractions/historic sites	3.4M	7.4M	7.5M	7.4M	7.4M
Unique website visitors	202,000	123,006	152,635	300,000	-
Total impressions and advertising reach	-	-	\$15.0M	\$8.0M	\$15.0M
Group actual hotel room nights	10,956	10,514	15,822	12,046	-
Public relations stories generated	52	73	158	126	135
Sports tourism program economic impact	-	-	\$1.8M	-	\$2.0M
Group hotel room nights generated	-	-	8,368	-	7,800

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:
\$6,527,708



4.4% of Community Development

Programs:

- Zoning Administration: \$1,169,418
- Long Range Planning: \$3,906,329
- Current Planning: \$1,272,047
- Community Development: \$179,915

Community Development Expenditure Budget:
\$148,462,703

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), [15.2-2308](#) (Board of Zoning Appeals), [15.2-4304](#) (Agriculture and Forestal Districts), [15.2-2210](#) (Local Planning Commissions), [15.2-2306](#) (Preservation of Historical Sites and Architectural Areas)

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

Planning



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Zoning Administration	\$954,235	\$1,016,401	\$1,068,457	\$1,082,062	\$1,169,418	8.07%
Long Range Planning	\$3,489,570	\$3,681,341	\$3,737,371	\$3,787,366	\$3,906,329	3.14%
Current Planning	\$1,014,581	\$1,088,030	\$1,087,863	\$1,195,632	\$1,272,047	6.39%
Community Development	\$179,343	\$201,758	\$176,103	\$202,936	\$179,915	(11.34%)
Total Expenditures	\$5,637,730	\$5,987,530	\$6,069,793	\$6,267,996	\$6,527,708	4.14%

Expenditure by Classification

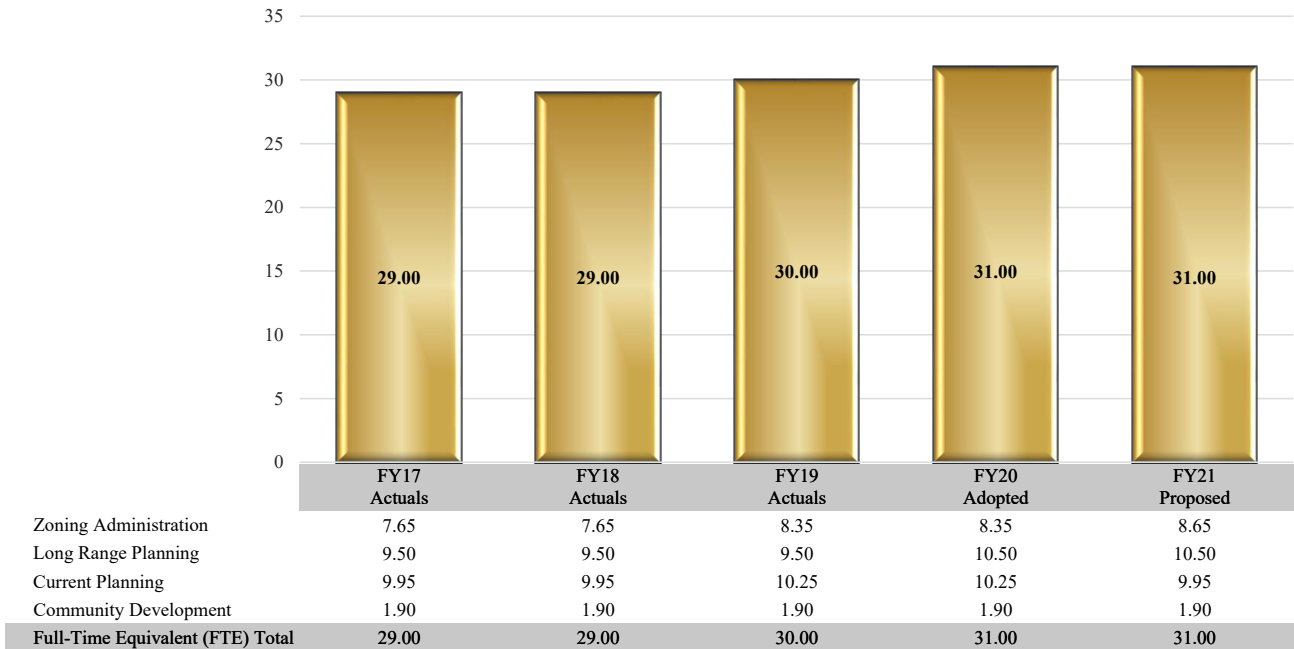
Salaries and Benefits	\$2,711,604	\$2,912,600	\$3,000,170	\$3,240,136	\$3,476,948	7.31%
Contractual Services	\$80,184	\$101,442	\$194,228	\$107,182	\$107,182	0.00%
Internal Services	\$2,131,798	\$2,279,092	\$2,119,781	\$2,101,629	\$2,101,629	0.00%
Purchase of Goods & Services	\$544,860	\$536,227	\$594,261	\$668,474	\$686,116	2.64%
Capital Outlay	\$0	\$7,525	\$6,914	\$0	\$0	0.00%
Leases & Rentals	\$23,736	\$21,559	\$14,881	\$19,116	\$19,116	0.00%
Transfers Out	\$145,547	\$129,084	\$139,559	\$131,459	\$136,718	4.00%
Total Expenditures	\$5,637,730	\$5,987,530	\$6,069,793	\$6,267,996	\$6,527,708	4.14%

Funding Sources

Revenue from Federal Government	\$40,626	\$50,000	\$0	\$0	\$0	0.00%
Permits & Fees	\$547,318	\$348,378	\$576,734	\$419,894	\$419,894	0.00%
Miscellaneous Revenue	\$35	\$0	\$47	\$155	\$155	0.00%
Charges for Services	\$27,289	\$26,818	\$28,361	\$1,475	\$1,475	0.00%
Transfers In	\$237,066	\$237,066	\$240,066	\$237,066	\$550,000	132.00%
Designated Funding Sources	\$852,335	\$662,262	\$845,208	\$658,590	\$971,524	47.52%
(Contribution to)/Use of Fund Balance	(\$92,220)	\$210,599	\$122,735	\$406,779	\$257,615	(36.67%)
Net General Tax Support	\$4,877,615	\$5,114,668	\$5,101,851	\$5,202,627	\$5,298,569	1.84%
Net General Tax Support	86.52%	85.42%	84.05%	83.00%	81.17%	



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 with regard to 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). In particular, more focus should be placed on the link between the Comprehensive Plan and the Capital Improvement Program (CIP), and the goals of 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 with a particular focus on the utilization of technology and communication tools but will closely monitor the impact on staffing resources. Recently, project web pages were enhanced 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 will increase staff time, specifically for the web team staff in all divisions on an ongoing basis.

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 coordinate with agencies on opportunity zones, finalize the Dale City Small Area Plan, implement North Woodbridge Small Area Plan and begin the Yorkshire, Fairgrounds and Triangle Small Area Plans, and continue to implement the strategies outlined in the Potomac Communities Design Guidelines and the Potomac Communities Initiative.

Resource Limitations – The Planning Office is operating at adequate staffing levels for the number of major projects which have recently been initiated and as supplemented through consulting funds. The workload associated with the number of pending zoning text amendments and updates to Long Range land use policies remains high, which will likely lead to longer processing timelines. In addition, many initiatives in the Comprehensive Plan cannot be adequately accomplished without additional consultant funding.

General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- 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 the Proposed FY2021 Budget, the indirect cost transfer amount reimbursing the general fund for Planning increases by \$5,259 from \$33,629 in FY20 to \$38,888 in FY21.
- C. **Increase to the Land Development Fee Schedule** – The Proposed FY2021 Budget includes a 2.9% 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.
- D. **Partial Position Shift from Current Planning to Zoning Administration** – A Senior Planner position was fully reclassified to the Zoning Administration program. This position was split between Current Planning (30%) and Zoning Administration (70%) and is now allocated 100% to Zoning Administration to reflect workload. Current Planning work has been reallocated to existing staff within the Current Planning program. This shifts approximately \$23,822 from Current Planning to Zoning Administration.
- E. **Proffer Interest Transfer** – Proffer interest transfer to Planning increases by \$312,934 from \$237,066 to \$550,000 to balance the contribution of proffer interest. This transfer will be reviewed annually.

Budget Initiatives

A. Budget Initiatives

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

Expenditure	\$17,642
Revenue	\$0
General Fund Impact	\$17,642
FTE Positions	0.00

- a. **Description** – This initiative covers an increase in COG membership dues for FY21. The County’s membership increases \$17,642 from \$556,980 in FY20 to \$574,622 in FY21.
- b. **Service Level Impacts** – This initiative allows the County to continue leveraging COG membership benefits. Some of these benefits include federal funding for County mobility projects, public safety emergency management interoperability, equipment for hazardous materials response, training and collaboration opportunities, Federal Transit Agency grant enhancing mobility for seniors, and procurement advantages.

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, 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
NCU's & NCU recertifications completed within 45 days	-	-	-	85%	85%
Zoning verifications/interpretations/certifications completed within 30 days	31%	69%	83%	85%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Zoning Administration	\$955	\$1,016	\$1,068	\$1,082	\$1,169
Zoning verifications/interpretations/certifications issued	246	206	132	200	150
Zoning appeal/variance cases processed	12	6	3	10	5
Non-conforming use verifications	325	279	217	250	200
Records Center requests fulfilled	3,202	2,733	3,963	2,500	3,000
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%	99%
Zoning text amendments completed	3	9	5	8	7

Planning

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, Geographical 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Adopted CIP projects implementing needs/goals identified in the Comp Plan	-	82%	89%	80%	85%
Comp Plan strategies completed/implemented (adopted ZTA's, DCSM, studies)	-	7	6	10	8
Comp Plan strategies completed aimed to decrease congestion & travel time	-	3	1	3	3
Comp Plan strategies completed aimed to increase multi-modal transportation use	-	3	3	3	3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Comprehensive Plan Maintenance and Update	\$3,489	\$3,681	\$3,737	\$3,787	\$3,906
Comprehensive Plan Amendments initiated	9	0	2	5	2
Major policy initiatives completed	-	5	8	6	5
Public facility reviews completed	16	3	7	6	6
BOCS approval updates added to GIS system within 14 days	75%	88%	90%	95%	95%
Cases reviewed for archaeological and historical impacts	179	86	95	110	110
Environmental/Cultural resource reviews completed	14	9	17	14	10
GIS map and data analysis requests completed	95	100	286	95	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Visual appearance of new developments in my community reflects well on our area	87%	90%	90%	87%	90%
Avg time (months) for active non-resid cases to be scheduled for public hearing	4.17	5.43	5.14	5.00	5.00
Process improvements aimed to decrease avg county review time for nonresidential	-	2	2	2	1

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Current Planning	\$1,015	\$1,088	\$1,088	\$1,196	\$1,272
Development review cases QC'd and reviewed (REZ, SUP, HOC2, & CPA)	83	71	84	70	70
Cases scheduled for Planning Commission public hearing	72	65	60	65	60
Development review cases meeting 10 day quality control review goal	82%	84%	90%	85%	90%
Development review cases meeting 45 day first review comments goal	92%	97%	98%	95%	97%

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 mixed use developments in strategic locations.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Capital invest. in targeted redev. areas, small area plans & reg'l activity ctrs*	\$6.1M	\$2.9M	\$4.5M	\$3.0M	\$10.0M
Stakeholder outreach/workshop/meetings held	-	-	24	8	6
Comp Plan strategies completed aimed to increase at-place employment	-	-	2	1	4
Comp Plan strategies completed aimed to increase business retention rate	-	-	1	1	4
Comp Plan strategies completed aimed to increase number of targeted jobs	-	-	1	1	4

*The capital investment in targeted redevelopment areas measure for FY18 was adjusted to reflect actual investments from approved projects.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community Development	\$179	\$202	\$176	\$203	\$180
Private industry new contact inquiries/assists	47	52	39	45	45
Land use policy and zoning text amendments prepared	4	4	8	4	5
Technical assistance grants/professional studies initiated	-	-	1	2	2
Liaison/ambassador/networking meetings attended	-	-	8	28	12

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:
\$148,462,703**

**Expenditure Budget:
\$52,543,370**

35.4% of Community Development

Programs:

- Director's Office: \$1,015,073
- Stormwater Infrastructure Management: \$3,955,207
- Site Development: \$4,187,699
- Watershed Improvement: \$5,040,003
- Sign Shop: \$235,387
- Small Project Construction: \$2,167,776
- Mosquito & Forest Pest Management: \$1,718,839
- Solid Waste: \$29,638,836
- Neighborhood Services: \$4,219,263
- Service Districts: \$365,287

Mandates

Public Works provides mandated services related to clean water, 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.

Federal Code: [33 U. S. C. Section 1251](#) (Clean Water Act)

State Code: [Title 42.1-76 Chapter 7](#) (Virginia Public Records Act), [9VAC20-130](#) (Solid Waste & Recycling), [33.2-328](#) (Street Name Signs), [28.2-1303](#) (Local Wetlands Board), [62.1-44.15:74](#) (Chesapeake Bay Preservation Areas), [Chapter 870](#) (Virginia Stormwater Management Regulation), [Chapter 3.1](#) (State Water Control Law)

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 "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](#) (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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Director's Office	\$1,402,381	\$1,396,542	\$1,582,998	\$789,252	\$1,015,073	28.61%
Historic Preservation	\$1,429,156	\$1,315,257	\$1,374,848	\$0	\$0	(100.00%)
Stormwater Infrastructure Management	\$3,211,587	\$3,546,384	\$3,486,111	\$4,056,120	\$3,955,207	(2.49%)
Site Development	\$3,218,681	\$3,374,458	\$3,637,468	\$3,892,739	\$4,187,699	7.58%
Watershed Improvement	\$4,610,526	\$7,365,168	\$4,905,025	\$5,232,116	\$5,040,003	(3.67%)
Fleet Management	\$10,328,019	\$9,263,362	\$11,974,582	\$12,237,289	\$0	(100.00%)
Facilities Construction Management	\$172,172	(\$30,906)	\$105,473	\$125,000	\$0	(100.00%)
Sign Shop	\$160,318	\$244,324	\$265,403	\$236,545	\$235,387	(0.49%)
Small Project Construction	\$2,509,070	\$2,016,298	\$3,184,446	\$1,988,454	\$2,167,776	9.02%
Mosquito & Forest Pest Mgmt	\$1,448,821	\$1,472,725	\$1,546,708	\$1,628,540	\$1,718,839	5.54%
Solid Waste	\$16,374,694	\$15,397,112	\$26,295,196	\$21,159,085	\$29,638,836	40.08%
Buildings & Grounds	\$11,582,695	\$11,588,120	\$12,138,154	\$12,036,096	\$0	(100.00%)
Property Management	\$12,391,406	\$13,318,745	\$13,398,677	\$13,532,959	\$0	(100.00%)
Neighborhood Services	\$3,685,299	\$3,771,062	\$3,813,251	\$4,235,082	\$4,219,263	(0.37%)
Service Districts	\$459,435	\$321,687	\$291,740	\$365,287	\$365,287	0.00%
Total Expenditures	\$72,984,262	\$74,360,337	\$88,000,080	\$81,514,565	\$52,543,370	(35.54%)

Expenditure by Classification

Salaries and Benefits	\$27,101,696	\$27,745,780	\$29,261,026	\$29,625,855	\$19,567,542	(33.95%)
Contractual Services	\$13,913,982	\$12,925,241	\$14,162,645	\$13,575,799	\$6,104,348	(55.04%)
Internal Services	\$3,561,507	\$3,907,809	\$3,745,202	\$2,992,383	\$2,636,563	(11.89%)
Purchase of Goods & Services	\$9,162,176	\$11,945,348	\$13,097,756	\$15,438,604	\$4,507,452	(70.80%)
Capital Outlay	\$3,661,048	\$1,902,712	\$4,394,195	\$4,661,514	\$2,394,013	(48.64%)
Leases & Rentals	\$7,032,916	\$7,357,523	\$7,405,620	\$7,569,618	\$183,697	(97.57%)
Reserves & Contingencies	(\$1,027,699)	(\$2,736,857)	(\$3,099,401)	(\$2,766,957)	(\$168,490)	(93.91%)
Amortization	\$1,950,797	\$656,594	\$2,612,252	\$2,085,793	\$2,085,793	0.00%
Depreciation Expense	\$2,178,910	\$1,492,152	\$1,485,477	\$2,158,713	\$2,158,713	0.00%
Transfers Out	\$5,448,929	\$9,164,036	\$14,935,308	\$6,173,242	\$13,073,739	111.78%
Total Expenditures	\$72,984,262	\$74,360,337	\$88,000,080	\$81,514,565	\$52,543,370	(35.54%)

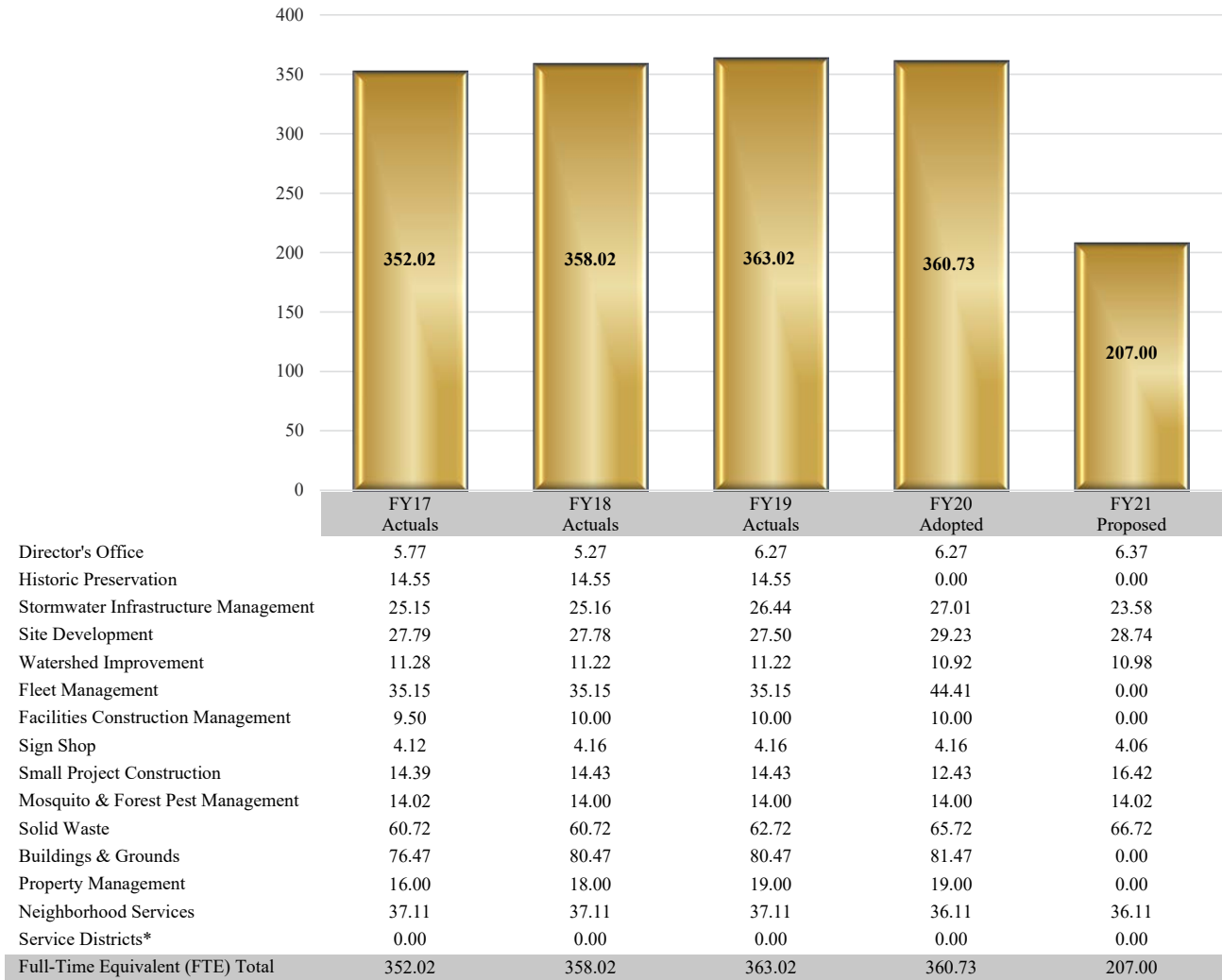
Funding Sources

Permits & Fees	\$2,554,061	\$2,479,062	\$2,974,499	\$2,407,996	\$3,002,522	24.69%
Fines & Forfeitures	\$6,939	\$2,004	\$12,308	\$0	\$0	0.00%
Use of Money & Property	\$1,237,373	\$1,306,429	\$1,571,051	\$2,076,000	\$1,526,000	(26.49%)
Miscellaneous Revenue	\$394,643	\$744,526	\$501,021	\$489,932	\$240,000	(51.01%)
Non-Revenue Receipts	\$306,241	\$277,087	\$308,498	\$243,700	\$0	(100.00%)
General Property Taxes	\$1,767,398	\$1,772,646	\$1,840,171	\$1,870,287	\$1,870,287	0.00%
Charges for Services	\$37,894,772	\$38,073,282	\$41,105,372	\$38,307,145	\$29,845,061	(22.09%)
Revenue from Commonwealth	\$548,132	\$666,006	\$371,278	\$157,424	\$86,000	(45.37%)
Transfers In	\$2,220,690	\$1,827,770	\$1,010,234	\$985,270	\$3,060,020	210.58%
Total Designated Funding Sources	\$46,930,250	\$47,148,813	\$49,694,432	\$46,537,754	\$39,629,889	(14.84%)
Use/(Contribution) of Fund Balance	(\$4,120,859)	(\$2,175,022)	\$4,507,123	\$3,499,558	\$8,546,579	
Net General Tax Support	\$30,174,871	\$29,386,546	\$33,798,525	\$31,477,253	\$4,366,902	(86.13%)
Net General Tax Support	41.34%	39.52%	38.41%	38.62%	8.31%	

An FY19 expense misclassification of \$104,025 exists between Facilities Construction Management (FCM) and Solid Waste. The correct FY19 expense for FCM is \$1,448, and the expense for Solid Waste is \$26,399,221.



Staff History by Program



* Bull Run and Lake Jackson

Note: Four programs have been removed from Public Works and a new department named Facility & Fleet Services has been created. The shifted programs include: Fleet Management, Facilities Construction Management, Buildings & Grounds, and Property Management. The FY21 FTE information appears in the Facility & Fleet Services department.

Future Outlook

Community Maintenance Expectations Gap – There are often substantial gaps between what the County can provide through the enforcement tools available and what is expected and desired. Citizens’ expectations for community aesthetics are high, and more complaints are made regarding areas in which Public Works’ ability to act is not as expected, often due to lack of personnel or authority to do so. To close this expectation gap, other approaches to code enforcement or neighborhood strengthening such as additional staffing working non-standard hours should be considered.

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 occur sooner than originally anticipated, with the purchase of land the next step in the process. However, before this can happen, the heavy equipment repair shop must be relocated. 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 overall recycling rates in the County.

General Overview

- A. **Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Reorganization of Public Works** – In order to more effectively provide services to the community and County government customers, four programs have been removed from Public Works and a new department named Facility & Fleet Services has been created. The shifted programs include: Fleet Management, Facilities Construction Management, Buildings & Grounds, and Property Management. The shift has no net impact on the total budget.
- C. **Increase/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 FY21, the indirect cost transfer amount reimbursing the general fund for Solid Waste increases by \$65,145 from \$1,371,435 in FY20 to \$1,436,580 in FY21.
 - In FY21, the indirect cost transfer amount reimbursing the general fund for Mosquito & Forest Pest Management decreases by \$3,695 from \$258,830 in FY20 to \$255,135 in FY21.
 - In FY21, the indirect cost transfer amount reimbursing the general fund for Stormwater Infrastructure Management increases by \$31,980 from \$1,142,730 in FY20 to \$1,174,710 in FY21.
- D. **Base Revenue Adjustments** – The Proposed FY2021 Budget includes the following base budget revenue adjustments:
 - **Solid Waste** – Increase the Solid Waste revenue budget \$750,000 to accurately reflect historical revenue trends with no change to solid waste fees. There is no impact to the general fund.

- **Watershed Improvement** – Revenue generated by the Stormwater Management fee is increasing. Although, the fee itself is not increasing, revenue is increasing with the development of impervious areas. An increase of \$253,982 raises the revenue budget to be in line with actual revenue received in prior years. There is no impact to the general fund.
- **Site Development** – Establish the Virginia Stormwater Management Program (VSMP) permit maintenance revenue budget of \$100,000. VSMP provides for additional stormwater management controls on active development sites statewide. This new fee became a state mandated law July 1, 2016, increasing the Site Development fund. Establishing this budget reflects actual revenue earned. There is no impact to the general fund.
- **Site Development** – The Proposed FY2021 Budget includes a Site Development revenue budget increase of \$494,526. This increase includes a 2.9% increase to the Land Development fee schedules and aligns the budget with actual revenues received in FY19.
- **Neighborhood Services** – Increase the Neighborhood Services revenue budget to accurately reflect revenue from elevator inspections, property code enforcement (PCE) penalties, and vegetation charges. The general fund impact is a \$74,000 reduction in general fund tax support.
- **Sign Shop** – Increase the Sign Shop revenue budget to accurately reflect the level of sign sales. The general fund impact is a \$10,000 reduction in general fund tax support.

Budget Initiatives

A. Budget Initiatives

1. Increase Funding Transfer to Virginia Cooperative Extension (VCE) for Environmental and Natural Resources Program – Watershed Improvement

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

a. Description – This initiative increases the transfer to VCE to ensure VCE can continue to provide the services required under this program. The Municipal Separate Storm Sewer System (MS4) is a federal mandate from the Clean Water Act for localities above a certain population to manage storm water discharges to prevent water pollution to the greatest extent possible. It is overseen by the US Environmental Protection Agency. This transfer is funded from the Stormwater Management fee and provides funding for VCE to meet MS4 permit requirements such as environmental education on behalf of the County. There is no general fund impact.

b. Service Level Impacts –

- **Number of environmental education participants**
FY21 w/o Addition | 2,000
FY21 w/ Addition | 4,000
- **Acres provided under urban nutrient management plans (BEST Lawns)**
FY21 w/o Addition | 40
FY21 w/ Addition | 60

2. Support for Landfill Liner Phase III Cell A Capital Project – Solid Waste

Expenditure	\$6,734,667
Use of Solid Waste Fund Balance	\$6,734,667
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative funds \$4,680,000 for the landfill liner capital project in the Proposed FY2021-FY2026 Capital Improvement Program (CIP). The construction of the landfill liner is mandated by Department of Environmental Quality. The solid waste enterprise fund balance funds this one-time expenditure. Additionally, \$2,054,667 is transferred into a closure reserve account for the future closure and maintenance of the operating cell. This is an ongoing transfer funded by the solid waste enterprise fund balance. There is no general fund impact.

b. Service Level Impacts –

- **Tons of refuse processed**
FY21 w/o Addition | 0
FY21 w/ Addition | 450,000

3. Replace Solid Waste Equipment and Vehicles – Solid Waste

Expenditure	\$1,555,000
Use of Solid Waste Fund Balance	\$1,555,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative provides one-time funding for the replacement and purchase of solid waste equipment and vehicles. The equipment includes:

- \$210,000 to replace a Mack roll-off truck (SW3116) acquired in FY2008 with a useful life of ten years. This truck is used to service the citizen convenience centers at the Landfill and Balls Ford Road Compost facility.
- \$510,000 to replace a Cat D6T Dozer (SW3574) acquired in FY2013. It has exceeded its useful life of 10,000 hours. This heavy piece of equipment is used to process refuse at the landfill.
- \$580,000 to replace an Al-Jon Compactor (SW3437) acquired in FY2013. The compactor has exceeded its useful life of 15,000 hours.
- \$45,000 to replace a 15-Passenger Chevy Van (SW2916) included in the landfill’s equipment replacement schedule.
- \$210,000 for a new Roll-Off Truck. Several motor equipment operators were hired in FY20 who will operate this new truck. Rented trucks have a high monthly cost with potential liabilities. This truck will be used daily to transport refuse and new separate containers for glass and other recyclables trailers at both Solid Waste facilities.

This initiative for one-time costs is funded using the Solid Waste Enterprise fund balance. There is no general fund impact.

b. Service Level Impacts –

- **Recycling processed**
FY21 w/o Addition | 1,300 tons
FY21 w/ Addition | 1,600 tons

- **Refuse processed**

FY21 w/o Addition | 350,000 tons

FY21 w/ Addition | 400,000 tons

- **Refuse compaction rate pounds per cycle**

FY21 w/o Addition | 1,000

FY21 w/ Addition | 1,200

4. Fiscal Technician – Solid Waste

Expenditure	\$39,062
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

a. Description – This position will supervise, train, and monitor landfill and Balls Ford Road scale house staff work and operations, oversee financial transactions, serve as alternate weighmaster, and provide backup support. This position will reduce potential transaction errors resulting from increased activity at the landfill and Balls Ford Road scale houses, as well as avoiding overtime and the hiring of temporary staff. The total FTE cost of \$64,062 is netted with a \$25,000 savings in overtime. This initiative is funded with Solid Waste Fee revenue. There is no general fund impact.

b. Service Level Impacts –

- **Errors made in scale house transactions**

FY21 w/o Addition | 80

FY21 w Addition | 20

- **Cost of temporary staff**

FY21 w/o Addition | \$25,000/year

FY21 w Addition | \$0

5. Truck Replacement – Neighborhood Services-Litter Crew

Expenditure	\$52,400
Use of Solid Waste Fund Balance	\$52,400
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative funds a Litter Crew truck to replace NS3307. The existing truck is estimated to have over 140,000 miles, the mileage replacement target, by the end of 2020. The truck travels approximately 16,300 miles per year. This replacement will allow the continued maintenance of 234 acres of medians and rights of way. This initiative for one-time costs is funded using the Solid Waste Enterprise fund balance. There is no general fund impact.

b. Service Level Impacts – Existing service levels are maintained for litter control.

Public Works

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Key department program measures met	58%	67%	64%	60%	62%
Public Works Days Away Restricted or Transferred	5.47	7.58	5.01	6.40	5.79

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Leadership & Management	\$1,402	\$1,397	\$1,583	\$789	\$1,015
BOCS agenda items	53	53	33	55	50

Stormwater Infrastructure Management

Ensure that the County's stormwater infrastructure follows environmental regulations, standards, and policies, including County standards, the Chesapeake Bay Total Maximum Daily Load (TMDL), and the County's MS4 permit, along with the Virginia Stormwater Management Program (VSMP) regulations. 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Drainage assistance requests responded to within five business days	97%	100%	99%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Stormwater Management Infrastructure Inspection	\$684	\$810	\$759	\$828	\$913
County-maintained facilities inspected and/or re-inspected	935	969	1,036	900	900
Privately-maintained facilities inspected and/or re-inspected	250	256	241	200	200
Stormwater Management Infrastructure Maintenance	\$2,527	\$2,737	\$2,727	\$3,228	\$3,042
Major maintenance cases completed/closed	254	460	543	350	350

Public Works

Site Development

Review multiple levels of land development plans and inspection of active 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Site development plan submissions reviewed within county standards	100%	100%	99%	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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Plan Review	\$1,596	\$1,780	\$1,876	\$1,995	\$2,171
Site development plan submissions reviewed	367	448	356	400	350
Lot grading lots reviewed	1,153	1,338	1,012	1,000	1,000
Site Inspections	\$1,623	\$1,595	\$1,761	\$1,898	\$2,017
VSMP & erosion & sediment control inspections	18,346	17,049	21,561	19,000	19,000

Watershed Improvement

Ensure that the water quality of streams within each of the County's watersheds follows 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Industrial or high risk inspections conducted	115	130	81	25	50
Linear feet of stream restorations completed	4,723	1,380	3,100	3,000	3,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Watershed Monitoring	\$4,219	\$6,792	\$4,495	\$4,744	\$4,530
Linear feet of stream assessments completed	66,200	63,260	61,454	60,000	60,000
Dry weather outfalls monitored and inspected	936	853	1,092	600	800
Watershed Improvements	\$392	\$573	\$410	\$489	\$510
Pounds of phosphorus reduction achieved	280	112	211	200	200

Public Works

Sign Shop

Inspect, fabricate, install, and maintain all street name signs as mandated by state code. 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Street signs completed within 10 days of request	60%	92%	96%	80%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Street Name Signs	\$197	\$176	\$211	\$193	\$196
Streets requiring street name signs	9,826	9,826	9,797	9,912	9,900
Street name signs fabricated for maintenance	1,172	1,592	1,060	1,500	1,000
Signs and Graphics	(\$36)	\$68	\$54	\$43	\$40
Signs and graphics fabricated for revenue	17,199	8,806	20,372	8,000	12,500

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community improvement projects completed within 10% of estimated cost	100%	100%	100%	95%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Small Community Improvement Construction	\$2,509	\$2,016	\$3,184	\$1,988	\$2,168
Drainage infrastructure inspected (% of easement miles)	-	37%	56%	25%	45%
Drainage infrastructure projects completed/closed	254	460	543	350	350
Responsive to project estimate requests within 30 days	-	-	100%	90%	90%

Public Works

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Mosquito traps processed within 48 hrs to detect West Nile & Zika virus	100%	100%	100%	98%	98%
High priority mosquito habitat applications	-	-	91%	90%	90%
Citizen site visit requests responded to within 24 hours	93%	92%	100%	95%	95%
Gypsy moth surveys conducted to determine if spraying is needed	1,069	1,047	1,050	1,050	1,050

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Mosquito/Forest Pest Monitoring	\$840	\$855	\$849	\$913	\$961
Larval mosquito habitat inspections	5,682	5,752	5,587	5,500	5,500
Reduction and Response	\$609	\$618	\$697	\$715	\$758
Mosquito larvicide applications	1,216	1,374	1,528	1,500	1,500
Community outreach events	44	48	40	40	40

Solid Waste

Provide solid waste management services to all citizens, institutions, and businesses now and into the long-range future. 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Refuse recycled	37%	35%	35%	32%	32%
Tons of refuse processed	447,563	444,654	392,630	450,000	425,000

Public Works

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Solid Waste Management & Administration	\$4,041	\$2,879	\$2,992	\$5,116	\$10,101
Non-residential accounts processed	4,249	4,356	4,576	4,400	4,600
Appeals completed within 30 days	100%	>99%	>99%	-	-
Yard Waste Composting	\$2,025	\$2,437	\$2,931	\$3,634	\$3,657
Tons of County yard waste diverted from waste stream	21,747	24,688	26,053	26,000	28,000
Solid Waste Facilities Operation	\$9,585	\$9,341	\$19,854	\$9,183	\$12,763
Refuse trucks inspected	3,986	3,958	5,448	4,000	4,500
Pounds of Household Hazardous Waste and eWaste collected	1.5M	1.3M	1.3M	1.3M	1.3M
Citizens trips to Solid Waste facilities	584,044	585,903	609,720	600,000	620,000
Recyclable Materials Collected, Processed & Marketed	\$724	\$740	\$622	\$1,140	\$1,032
Tons of recyclables processed and marketed	6,902	1,637	1,747	1,500	2,000
Revenue generated from sale of recyclables	\$497,932	\$628,591	\$651,778	\$700,000	\$600,000
Landfill Closure	\$0	\$0	\$0	\$2,086	\$2,086

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.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Founded PCE cases resolved or moved to court action within 100 calendar days	97%	92%	95%	91%	92%
First inspection of complaint within five business days	96%	97%	99%	95%	97%
Average time to resolve cases (calendar days)	36	46	36	45	40
Designated road avg litter rating- 1= no visible trash and 5= trash dumping site	1	1	2	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Litter Control	\$721	\$727	\$694	\$849	\$833
Illegal signs removed from State right-of-way	6,827	12,253	11,805	7,500	9,500
Lane miles cleaned	-	-	-	-	1,450
Tons of trash removed by County Litter Crew	111	125	164	155	-
Landscaping	\$443	\$503	\$509	\$707	\$717
Landscaping areas maintained	44	44	48	44	48
Acres of medians and rights-of-way maintained	234	230	234	234	234
Property Code Enforcement	\$2,520	\$2,541	\$2,610	\$2,679	\$2,670
Total cases resolved	4,574	4,179	4,079	4,500	4,200
Total inspections conducted	13,575	11,455	10,761	11,500	11,100

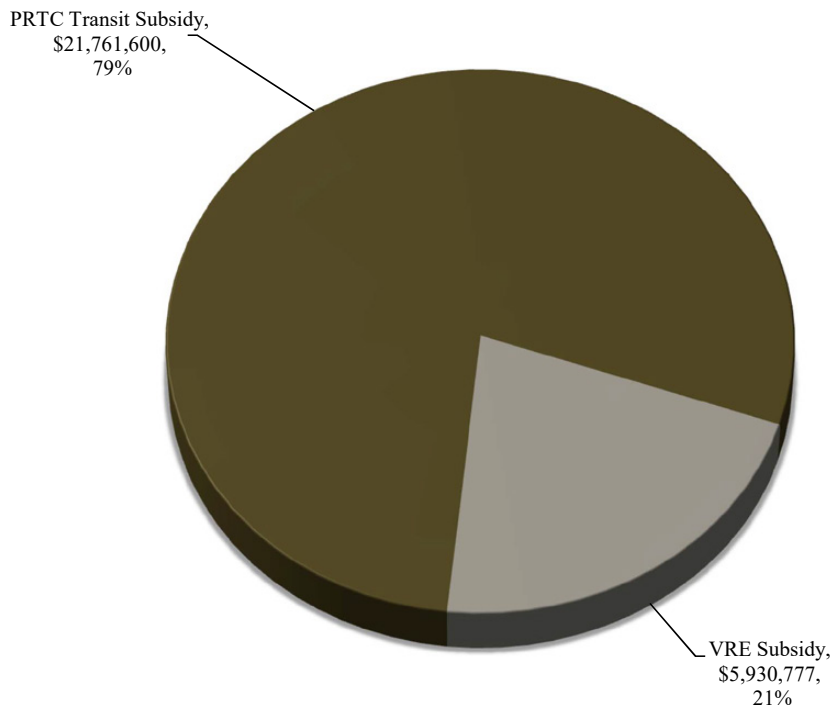
Transit Subsidy

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 OmniRide.com.

FY2021 Transit Subsidy as Proposed by PRTC and VRE



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

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
PWC PRTC Transit Subsidy						
PRTC Administration	\$247,700	\$269,700	\$295,400	\$304,000	\$527,900	73.65%
OmniRide Express (Commuter Bus Service)	\$3,834,000	\$3,893,000	\$2,241,200	\$3,274,700	\$7,897,400	141.16%
OmniRide Ridesharing Services/Marketing	\$701,200	\$800,600	\$831,700	\$945,300	\$1,210,600	28.07%
OmniRide Local (Local Bus Service)	\$7,212,900	\$7,633,300	\$7,218,600	\$8,341,300	\$6,589,900	(21.00%)
Local Capital Match	\$1,647,300	\$1,812,700	\$2,616,700	\$2,165,500	\$3,340,700	54.27%
Vanpool Program	\$0	\$0	\$1,630,800	\$1,837,500	\$1,994,800	8.56%
Paratransit	\$0	\$0	\$0	\$0	\$200,300	-
Total PRTC Subsidy Expenditures	\$13,643,100	\$14,409,300	\$14,834,400	\$16,868,300	\$21,761,600	29.01%

Revenue and Use of Fund Balance

PWC Fuel Tax Revenue	\$9,784,435	\$10,559,471	\$11,320,700	\$14,823,600	\$14,692,300	(0.89%)
Interest on Fuel Tax	\$2,500	\$2,500	\$2,500	\$10,000	\$20,000	100.00%
Van Pool (net of expenses)	\$13,100	\$1,287,387	\$0	\$0	\$0	-
PWC Fuel Tax Trust Fund Balance	\$0	\$0	\$4,026,900	\$8,476,216	\$10,572,660	24.73%
PWC Operating Fund Balance	\$2,253,740	\$3,818,119	\$5,414,300	\$2,984,000	\$1,328,900	(55.47%)
(Contribution To)/Use of PWC Fuel Tax Fund Balance	\$1,589,325	(\$1,258,177)	(\$5,930,000)	(\$9,425,516)	(\$4,852,260)	(48.52%)
Total PRTC Subsidy Revenues	\$13,643,100	\$14,409,300	\$14,834,400	\$16,868,300	\$21,761,600	29.01%
PWC Net General Tax Support	\$0	\$0	\$0	\$0	\$0	0.00%

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
PWC VRE Subsidy						
VRE (Commuter Rail Service)	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	\$5,930,777	(2.75%)
Total VRE Subsidy Expenditures	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	\$5,930,777	(2.75%)
PWC Fuel Tax Revenue	\$0	\$0	\$0	\$0	\$0	-
PWC NVRTA 30% Funding	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	\$5,930,777	(2.75%)
Total VRE Subsidy Revenues	\$5,968,406	\$5,363,372	\$6,183,745	\$6,098,311	\$5,930,777	(2.75%)
PWC Net General Tax Support	\$0	\$0	\$0	\$0	\$0	0.00%

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Total Subsidy						
Total Subsidy Expenditures	\$19,611,506	\$19,772,672	\$21,018,145	\$22,966,611	\$27,692,377	20.58%
Total Subsidy Revenues & Use of Fund Balance	\$19,611,506	\$19,772,672	\$21,018,145	\$22,966,611	\$27,692,377	20.58%
PWC Net General Tax Support	\$0	\$0	\$0	\$0	\$0	0.00%

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 County’s 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. At the conclusion of last year’s programming process for C-ROC funds, the VRE Operations Board agreed to commit \$15 million to the Crystal City Station Improvements project (FY2020 funding) and \$30 million to the L’Enfant Station Improvements project (FY2019 and FY2021 funding). For FY21, PRTC’s share is approximately \$9.5 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 FY21 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 \$14,692,300 in FY21. The estimate for fuel tax revenue remains constant in each year of the Six-Year Plan due to increasing fuel efficiency and emergence of electric vehicles.

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. The Virginia Department of Rail and Public Transportation (DRPT) first used this methodology to calculate state operating assistance in FY20, with transition assistance provided in FY20. The methodology was further adjusted for FY21. The changes in allocation have a minimal impact on state operating assistance received by VRE, as commuter rail was separated from other transit entities. However, there is more of a negative impact for PRTC. PWC’s share of state operating assistance will increase slightly, \$183,000, from \$3,672,000 in FY20 to \$3,855,000 in FY21.
- 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.

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.

For the state’s share of capital projects, Capital Project Revenue Bonds were 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 continues to program 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 (FY21-FY26) despite State Capital Project Revenue Bonds being exhausted in FY22.

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, facilities, and other capital items which previously had received state matching amounts of 34% and 17% respectively, are assumed to become 100% locally funded.

- H. Federal Formula Funding** – PRTC will receive \$3.0 million in federal formula funding (5307/5337/5339) in FY21. 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.

Transit Subsidy

- I. PRTC Fare Revenues** – No fare increase is included in the PRTC budget proposal for FY2021; however, fare increases are programmed in FY22 through FY26 of the Six-Year Plan as shown in the table below. Total PWC farebox revenues are estimated at \$11,846,000 in FY21.

Programmed Farebox Growth					
	FY22	FY23	FY24	FY25	FY26
OmniRide Express	8.01%	5.27%	5.86%	5.43%	5.94%
OmniRide Local	5.68%	7.90%	7.30%	6.97%	6.14%

- J. FY21 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 \$167,534 in FY21 to \$5.9 million or 2.75% compared to the FY20 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 2019. For subsidy allocation purposes, the County has 29.1% of the total jurisdictional ridership and 32.4% of the total jurisdictional fare revenue.
- K. FY21 PRTC Subsidy Request** – PRTC is requesting a total of \$21,761,600 in subsidy for the OmniRide Express, OmniRide Local, PRTC Administration, OmniRide Ridesharing Service/Marketing, Vanpool, and Local Capital Match programs. This amount is a \$4,893,300 or a 29.0% increase over the FY20 budget amount of \$16,868,300. PRTC is proposing a \$7.1 million use of fund balance to fund the FY21 proposed budget.
- L. FY21 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 69.45% in FY20 to 69.48% in FY21. The County’s overall subsidy percentage for OmniRide Local is 94.5% for FY21.

PRTC’s FY21 administrative subsidies are funded based on the County’s FY19 percentage of PRTC fuel tax receipts. The County’s fuel tax receipts budgeted percentage decreased slightly from 52.31% in FY20 to 51.94% in FY21.

- M. PRTC Six-Year Plan Operating Deficits** – 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 to 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 \$5.1 million. This projected deficit is estimated at approximately \$9.0 million in FY24 (larger due to planned capital expenditures) and approximately \$7.0 million by FY25, driven primarily by increasing bus operating subsidies and local match for bus replacements.

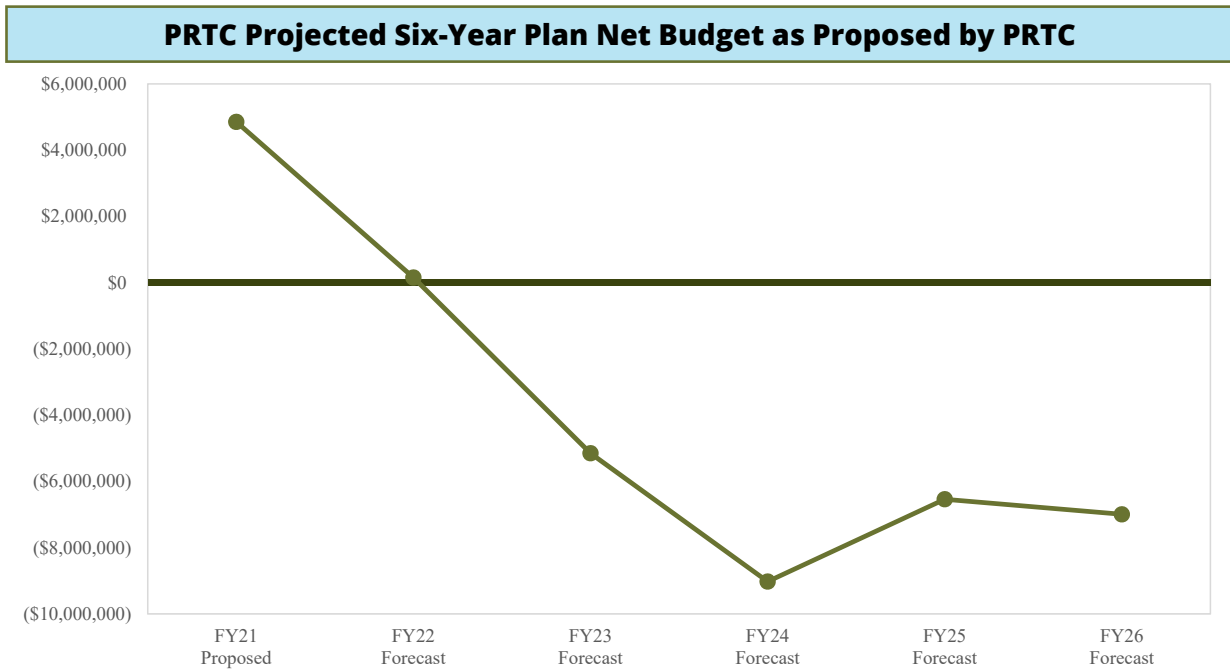
Addressing these deficits will require either reductions in proposed services, additional funding sources, or some combination of both to balance available revenues with the PRTC subsidy expenditures. Overall, there is a significant reliance on one-time subsidy sources of funding such as fuel tax trust fund balance and PRTC’s operating fund balance to fund on-going subsidy expenditures. In FY21, recurring funding sources support only 67.6% of subsidy expenditures (in previous years the recurring funding sources supported more than 85% of expenditures).

Transit Subsidy

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

PWC Subsidy – Six-Year Plan as Proposed by PRTC						
	FY21 Proposed	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast	FY26 Forecast
Bus and Admin Operations	\$18,420,900	\$18,051,400	\$18,992,900	\$19,224,300	\$19,726,900	\$20,161,800
Capital Expenditures	\$3,340,700	\$1,349,700	\$1,007,900	\$4,492,000	\$1,505,200	\$1,525,000
Sub-Total Expenditures	\$21,761,600	\$19,401,100	\$20,000,800	\$23,716,300	\$21,232,100	\$21,686,800
Recurring Revenues	\$14,712,300	\$14,702,300	\$14,697,300	\$14,692,300	\$14,692,300	\$14,692,300
Use of Fuel Tax / Operating Fund Balance	\$11,901,560	\$4,852,260	\$153,460	\$0	\$0	\$0
Sub-Total Revenues & Use of Fund Balance	\$26,613,860	\$19,554,560	\$14,850,760	\$14,692,300	\$14,692,300	\$14,692,300
Net Budget - Surplus / (Deficit)	\$4,852,260	\$153,460	(\$5,150,040)	(\$9,024,000)	(\$6,539,800)	(\$6,994,500)
Percent of Expenditures Funded from Recurring Revenues	67.6%	75.8%	73.5%	62.0%	69.2%	67.7%

The graph below shows the net budget for the PWC Six-Year Plan for expenditures and revenues projection. The net budget is negative beginning in FY23.



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 FY22. While the additional revenue from the fare increases is included in Six-Year Plan projections (an increase of almost \$8 million between FY21 and FY26; from \$12 million to almost \$20 million), the year over year fare increases are aggressive and would have an adverse effect on ridership if implemented as programmed. Furthermore, 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 (FY21-FY26). 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.

Transit Subsidy

N. VRE Six-Year Financial Forecast – In accordance with the VRE Master Agreement, the Proposed FY2021 VRE Budget includes a six-year financial plan, covering FY21 to FY26. Beginning in FY21 and continuing through FY24, 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. Fare increases (3%) are also programmed in FY22, FY24, and FY26. Despite these programmed fare and jurisdictional subsidy increases, relatively flat ridership projections combined with increasing contractual and other service costs results in small, projected operating deficits in the final two 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 FY22. The six-year plan identifies tools for addressing potential funding gaps in the future, including, adjusting capital reserve contributions, use of federal funds for preventative maintenance, use of C-ROC dedicated funding for operating expenses, or use of capital or operating reserve funds as applicable. The plan states that some combination of these and other options would be considered to address future funding issues.

The outlook in the FY21-26 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.

VRE Subsidy as Proposed by VRE							
	FY20 Adopted	FY21 Proposed	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast	FY26 Forecast
VRE Subsidy	\$6,098,311	\$5,930,777	\$5,930,777	\$6,108,700	\$6,108,700	\$6,291,961	\$6,291,961
Potential Funding Gap in Operations/Capital Program based on VRE Six-Year Plan (PWC share)	-	-	\$318,937	\$741,628	\$956,768	\$1,436,104	\$1,557,092
Total	\$6,098,311	\$5,930,777	\$6,249,714	\$6,850,328	\$7,065,469	\$7,728,065	\$7,849,053

To fully fund all projects in the VRE CIP would require approximately \$836.0 million. Of this total, \$728.9 million or 87.2% is already funded from a range of federal, state, regional, and local sources. The table below represents the distribution by project type of the \$107.2 million unfunded costs over the six-year CIP:

VRE CIP Funded & Unfunded Projects			
Project Type	Project Cost	Funded	Unfunded
Asset Management	\$15.7	\$15.7	\$0.0
Expansion	\$610.1	\$521.9	\$88.2
Replacement and Rehabilitation	\$210.1	\$191.2	\$19.0
Other	\$0.1	\$0.1	\$0.0
Total	\$836.0	\$728.9	\$107.2

Figures in millions

Copies of the VRE FY2021 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](#).

O. VRE Operations Board and PRTC Commission Action on FY21 Budget – The VRE Operations Board recommended the Proposed VRE FY21 Budget on January 1 and forwarded it to NVTC and PRTC for adoption. On January 16, 2020, the PRTC Commissioners adopted the FY21 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 16, 2020, the PRTC Commissioners also authorized the Executive Director to refer the FY21 PRTC budget to the jurisdictions for consideration.

Budget Initiatives

A. Budget Initiatives for PRTC

1. **FY2020 / FY2021 Budget Comparison** – The table below compares the total PRTC budget for FY2020 to the PRTC budget proposal for FY2021. Note, this table represents the total PRTC budget and therefore reflects total expenditures and revenues for all jurisdictional partners.

PRTC - FY2020 & Proposed FY2021 Budget Comparison				
Budget Category	FY20	FY21	\$ Diff	% Diff
Passenger Revenue	\$11,068,000	\$11,846,000	\$778,000	7.0%
State Grants	\$8,844,100	\$17,381,200	\$8,537,100	96.5%
Federal Grants	\$6,170,200	\$7,054,200	\$884,000	14.3%
Jurisdictional Subsidies	\$17,848,000	\$22,845,500	\$4,997,500	28.0%
Other	\$305,000	\$359,700	\$54,700	17.9%
Total Revenue	\$44,235,300	\$59,486,600	\$15,251,300	34.5%
Personnel and Fringe Benefits	\$6,418,800	\$6,341,000	(\$77,800)	-1.2%
Contractual Services	\$25,990,500	\$31,393,000	\$5,402,500	20.8%
Other Services	\$2,590,200	\$2,948,900	\$358,700	13.8%
Materials, Supplies, Minor Equipment	\$83,600	\$80,800	(\$2,800)	-3.3%
Fuel	\$2,994,200	\$3,716,000	\$721,800	24.1%
Total Operating	\$38,077,300	\$44,479,700	\$6,402,400	16.8%
Expansion Bus Purchases	\$172,900	\$4,187,000	\$4,014,100	2321.6%
Replacement Bus Purchases	\$1,794,500	\$5,208,500	\$3,414,000	190.2%
Bus Rehabilitations	\$2,845,400	\$3,600,300	\$754,900	26.5%
Staff Vehicles	\$0	\$34,600	\$34,600	-
Bus Shelters	\$78,000	\$200,000	\$122,000	156.4%
ADP Software	\$817,600	\$528,000	(\$289,600)	-35.4%
ADP Hardware	\$48,500	\$521,200	\$472,700	974.6%
Office Furniture and Equipment	\$28,700	\$242,500	\$213,800	744.9%
Rehabilitation/Renovation of Admin/Maintenance Facility	\$82,500	\$191,500	\$109,000	132.1%
Debt Service (2012 VRA Loan)	\$290,400	\$293,300	\$2,900	1.0%
Total Capital	\$6,158,500	\$15,006,900	\$8,848,400	143.7%
Total Expenses	\$44,235,800	\$59,486,600	\$15,250,800	34.5%

2. **Employee Compensation** - A 2.0% cost of living plus a 1.0% merit adjustment in FY21 are provided for PRTC employees. Funding has been included contingent upon how PRTC member governments choose to handle these adjustments for their own staffs. The additional employee compensation helps to maintain current levels of service.
3. **Personnel Additions** – The PRTC budget proposal for FY2021 includes three new positions in the Administration program.
 - a. **Chief Financial Officer – 1.00 FTE** – Position is funded in FY21 with a projected salary and benefit costs is \$219,200. This position is responsible for oversight of all financial activities at PRTC.
 - b. **Grant Administrator – 1.00 FTE** – Position is funded in FY21 with a projected salary and benefit costs is \$130,800. This position is responsible for the administration of grant reporting and other grant administrative activities.

Transit Subsidy

- c. **Western Facility Manager – 1.00 FTE – Bus Operations** – Position is funded in FY21 with a projected salary and benefit costs is \$135,700. This position is responsible for management of the new Western Facility in Manassas.
- 4. **Other Operating & Capital Expense Increases** – The PRTC budget proposal for FY2021 has additional operating and capital expense increases.
 - a. **Bus Service Contract – \$3.69 million** – PRTC is in the midst of the procurement process for a new service contract, which will take effect during FY2021. The additional costs also include new grant funded bus services as well as costs associated with opening of a new facility.
 - b. **Professional Consulting – \$1.10 million** – There are several studies proposed to be completed, including a review of compensation (\$41,000) and diversity/inclusion (\$100,000), engineering review of current PRTC facilities to determine rehabilitation needs (\$175,000), and a review of ferry service originating in PWC (\$250,000). Also included are consultant services for I-66 slug line design (\$287,000) and mobile ticking application development (\$100,000).
 - c. **New Western Facility – \$0.90 million** – One-time and ongoing costs will support the new western bus maintenance and storage facility to enable expanded service for residents and commuters. The facility is scheduled to be completed in summer 2020 and features administrative and contractor offices, parking for 100 buses, area for routine buss maintenance, fueling, and washing buses.
 - d. **Paratransit Expansion to Western PWC – \$0.36 million** – Paratransit services were introduced in Western PWC in December 2019, along with a restructuring of western OmniRide Local services. Paratransit services support the requirements of the Americans with Disabilities Act (ADA) to provide “complementary paratransit” service to people with disabilities who cannot use the fixed route bus service because of a disability. Paratransit services supplement standard fixed-route transit by providing individualized rides without fixed routes or timetables for the disabled.
 - e. **Capital Expense Increases – \$8.8 million** – Vehicle purchases for expansion buses (\$4.0 million) and replacement buses (\$3.4 million) represent 95% of capital expense increases. Expansion buses are fully funded by grants.
 - f. **Wheels-to-Wellness – \$0.2 million** – Funds from PWC will support the medical transportation assistance program for seniors and persons with disabilities. The program is sponsored by PRTC, community health providers, and PWC.

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
PRTC Commission meetings	11	11	11	11	11
Public hearings	2	4	6	8	3

Transit Subsidy

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
PRTC Administration	\$248	\$270	\$295	\$304	\$528
Employees Paid (PRTC)	53	49	50	58	54
Employees Paid (VRE)	49	48	47	50	56
Vendor checks produced	2,313	2,317	2,350	2,340	2,374
State grants (bus only) expended	\$10.5M	\$8.7M	\$27.2M	\$8.8M	\$17.4M
Federal grants (bus & rail) expended	\$35.8M	\$29.1M	\$34.1M	\$49.4M	\$53.9M
2.1% Motor fuels tax receipts	\$20.5M	\$23.3M	\$28.5M	\$28.3M	\$28.3M
2.1% Motor fuels tax disbursements	\$25.7M	\$23.4M	\$28.4M	\$23.2M	\$28.7M

FY17-FY20 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Complaints per 10,000 passenger trips - OmniRide Express	8	8	9	9	9
Farebox recovery - OmniRide Express	52%	51%	47%	45%	37%
Passenger trips per vehicle revenue hour - OmniRide Express	21	17	19	17	10
PWC local subsidy per passenger trip - OmniRide Express	\$2.08	\$2.22	\$1.27	\$1.79	\$4.03

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
OmniRide Express (Commuter Bus Service)	\$3,834	\$3,893	\$2,241	\$3,275	\$7,897
OmniRide Express passenger trips	1,845,830	1,751,084	1,759,656	1,832,980	1,960,568

FY17-FY20 Program Costs are based on Adopted Budgets

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Annual vehicle trips reduced by slugging/carpool/vanpools	3,257,965	3,209,781	2,850,567	3,200,526	3,176,604

Transit Subsidy

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Ridesharing/Marketing:	\$701	\$801	\$832	\$945	\$1,211
Carpool, vanpool, slugging trips	4,575,409	4,504,937	3,976,924	4,793,165	4,234,029
Customer inquiries handled by customer service staff	50,915	52,069	56,344	53,249	68,238
Customer inquiries handled by IVR	53,000	54,069	46,867	55,160	52,800

FY17-FY20 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Complaints per 10,000 passenger trips - OmniRide Local	4	5	3	4	4
Farebox recovery - OmniRide Local	9%	8%	7%	4%	4%
Passenger trips per vehicle revenue hour - OmniRide Local	12	11	10	11	10
PWC local subsidy per passenger trip - OmniRide Local	\$9.95	\$11.62	\$11.94	\$12.84	\$10.84

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
OmniRide Local (Local Bus Service)	\$7,213	\$7,633	\$7,219	\$8,341	\$6,590
OmniRide Local passenger trips	724,793	656,959	604,532	649,486	607,789

FY17-FY20 Program Costs are based on Adopted Budgets

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Local Capital Match	\$1,647	\$1,813	\$2,617	\$2,166	\$3,341

FY17-FY20 Program Costs are based on Adopted Budgets

Transit Subsidy

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Vanpool Program	\$0	\$0	\$1,631	\$1,838	\$1,995

FY17-FY20 Program Costs are based on Adopted Budgets

Paratransit Program

OmniRide Local provides service to support the requirements of the Americans with Disabilities Act (ADA) to provide "complementary paratransit" service to people with disabilities who cannot use the fixed route bus service because of a disability. The program supports both eastern and western service areas.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Paratransit Program	\$0	\$0	\$0	\$0	\$200

FY17-FY20 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Trips on-time	88%	89%	76%	90%	90%
Cost recovery ratio	58%	54%	54%	53%	52%
Passenger trips per vehicle revenue hour	64	60	56	60	60
Local subsidy (all jurisdictions) per passenger trip	\$3.62	\$3.67	\$3.97	\$3.77	\$3.86

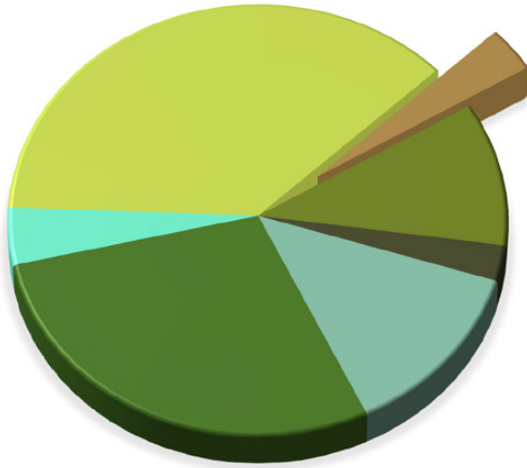
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
VRE (Commuter Rail Service)	\$5,968	\$5,363	\$6,184	\$6,098	\$5,931
VRE passenger trips	4,761,035	4,705,529	4,477,266	4,712,400	4,743,900

FY17-FY20 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:
\$5,219,227



3.5% of Community Development

Programs:

- Administration: \$142,238
- Capital: \$222,959
- Planning & Programming: \$4,854,031

Community Development Expenditure Budget:
\$148,462,703

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Administration	\$192,259	\$205,176	\$190,828	\$143,742	\$142,238	(1.05%)
Capital	(\$58,171)	\$16,882	\$90,429	\$222,959	\$222,959	0.00%
Planning & Programming	\$4,178,517	\$4,446,150	\$4,740,054	\$4,633,048	\$4,854,031	4.77%
Total Expenditures	\$4,312,606	\$4,668,208	\$5,021,311	\$4,999,749	\$5,219,227	4.39%

Expenditure by Classification

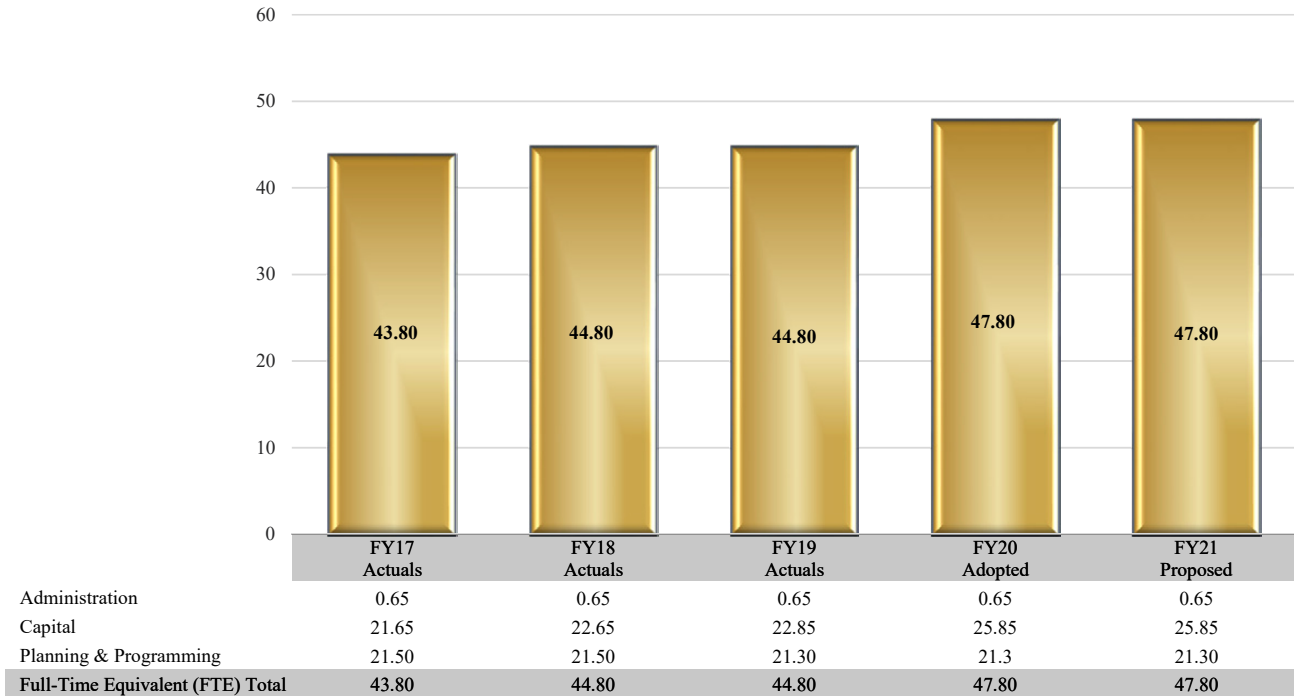
Salaries and Benefits	\$4,798,173	\$5,073,557	\$5,337,019	\$5,140,311	\$5,511,674	7.22%
Contractual Services	\$97,427	\$78,480	\$75,018	\$192,390	\$192,390	0.00%
Internal Services	\$256,631	\$234,491	\$267,721	\$265,650	\$265,650	0.00%
Purchase of Goods & Services	\$1,730,913	\$1,924,141	\$1,993,944	\$2,201,150	\$2,197,294	(0.18%)
Capital Outlay	\$54,049	\$0	\$138,206	\$116,094	\$116,094	0.00%
Leases & Rentals	\$4,182	\$7,062	\$8,247	\$46,272	\$46,272	0.00%
Reserves & Contingencies	(\$2,906,022)	(\$2,945,227)	(\$3,177,099)	(\$3,129,074)	(\$3,277,103)	4.73%
Transfers Out	\$277,253	\$295,705	\$378,255	\$166,956	\$166,956	0.00%
Total Expenditures	\$4,312,606	\$4,668,208	\$5,021,311	\$4,999,749	\$5,219,227	4.39%

Funding Sources

Permits & Fees	\$1,476,009	\$1,235,002	\$1,653,168	\$1,754,635	\$1,804,246	2.83%
Miscellaneous Revenue	\$800	\$0	\$24,900	\$0	\$0	0.00%
Non-Revenue Receipts	\$0	\$1,637	\$3,221	\$0	\$0	0.00%
Other Local Taxes	\$0	\$0	\$10,538	\$0	\$0	0.00%
Charges for Services	\$22,057	\$9,326	\$20,435	\$12,483	\$12,483	0.00%
Transfers In	\$140,000	\$240,000	\$190,000	\$272,959	\$272,959	0.00%
Total Designated Funding Sources	\$1,638,867	\$1,485,966	\$1,902,262	\$2,040,077	\$2,089,688	2.43%
(Contribution to)/Use of Fund Balance	\$130,015	\$448,780	\$176,472	\$14,683	\$125,747	(956.39%)
Net General Tax Support	\$2,543,724	\$2,733,462	\$2,942,578	\$2,974,356	\$3,003,792	0.99%
Net General Tax Support	58.98%	58.55%	58.60%	59.49%	57.55%	



Staff History by Program



Future Outlook

Secondary Road, Pedestrian Network and Transit – In the future, the Department of Transportation (DOT) will focus on funding and improving the County’s secondary road network by building local connector roads and upgrading existing facilities to ensure residents have an adequate network to move around the County. Also, in the coming years, the County must focus on funding, promoting, and increasing the accessibility of the bicycle and pedestrian network, use of mass transit, car/van pool, and other alternatives instead of single occupancy vehicle commuting.

Outside Funding – The external transportation funding programs that provide funding for DOT projects have begun modifying application schedules to biennial timelines and eliminating programs that provided funding to the County. These changes have reduced local opportunities to apply and receive funding from outside sources, therefore reducing the number of projects that will be funded using non-County funds. Alternate funding sources will need to be sought in order to maintain the Mobility strategic goal and transportation programs.

Mobility Bond Impacts – DOT is in the position to have additional local projects funded using County revenue sources. The use of mobility bond funding may require additional staffing and other resources to complete the identified projects and others that may evolve in the future.

County Roads – DOT is focused on upgrading County-owned roads for incorporation into the state system for maintenance. Additional recurring funding is needed to address the maintenance and construction of these roadways. The County has identified approximately 160 roads that were given to the County or dedicated as public right-of-way.

Transportation

General Overview

- A. **Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information
- B. **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 Board of County Supervisors approved mobility 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 managed by the Capital program at any point in time. The cost recovered activities include \$3.42 million in expenditure costs and 25.80 FTEs recovered from projects in FY21, which represents the budgeted cost of administering the capital mobility program in the County.
- C. **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 FY21, the indirect cost transfer amount reimbursing the general fund for Transportation increases by \$4,673 from \$139,466 in FY20 to \$144,139 in FY21.

Program Summary

Administration

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Trackers initially responded to on time	100%	82%	100%	100%	100%
2006 Road Bond projects completed or under construction	100%	95%	100%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Transportation Administration	\$149	\$143	\$153	\$109	\$107
Transportation BOCS agenda items	88	155	85	140	90
Innovation Park Management	\$33	\$62	\$37	\$35	\$35

Transportation

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 Mega Projects activity focuses on the design and construction of County projects over \$40 million.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Settlement to appraisal value	213%	129%	111%	157%	145%
Projects completed within 60 days of original contract completion date	100%	90%	100%	100%	100%
Projects awarded within 10% of Engineer's estimate	-	-	-	-	1
Major milestones met within 45 days of the approved schedule	-	-	-	-	1
Projects completed within 20% of original contract amount (without scope change)	100%	100%	100%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Right-of-Way Acquisition	\$11	\$0	\$0	\$0	\$0
Parcels acquired	35	108	43	65	70
Number of parcels settled	-	-	-	-	70
Number of parcels settled in court	-	-	-	-	10
Road Design and Construction	(\$58)	\$17	\$73	\$223	\$223
Contracts and task orders let	20	24	25	25	20
Contracts and task orders awarded	-	-	-	-	20
Contracts and task orders completed	-	-	-	-	20
Mega Projects	-	-	\$17	\$0	\$0
Project development within 60 days of original schedule	-	-	-	100%	100%
Project delivery within 60 days of original contract date	-	-	-	100%	100%
Mega Project contracts and task orders awarded	-	-	-	-	4
Number of projects completed	-	-	-	-	0

Transportation

Planning & Programming

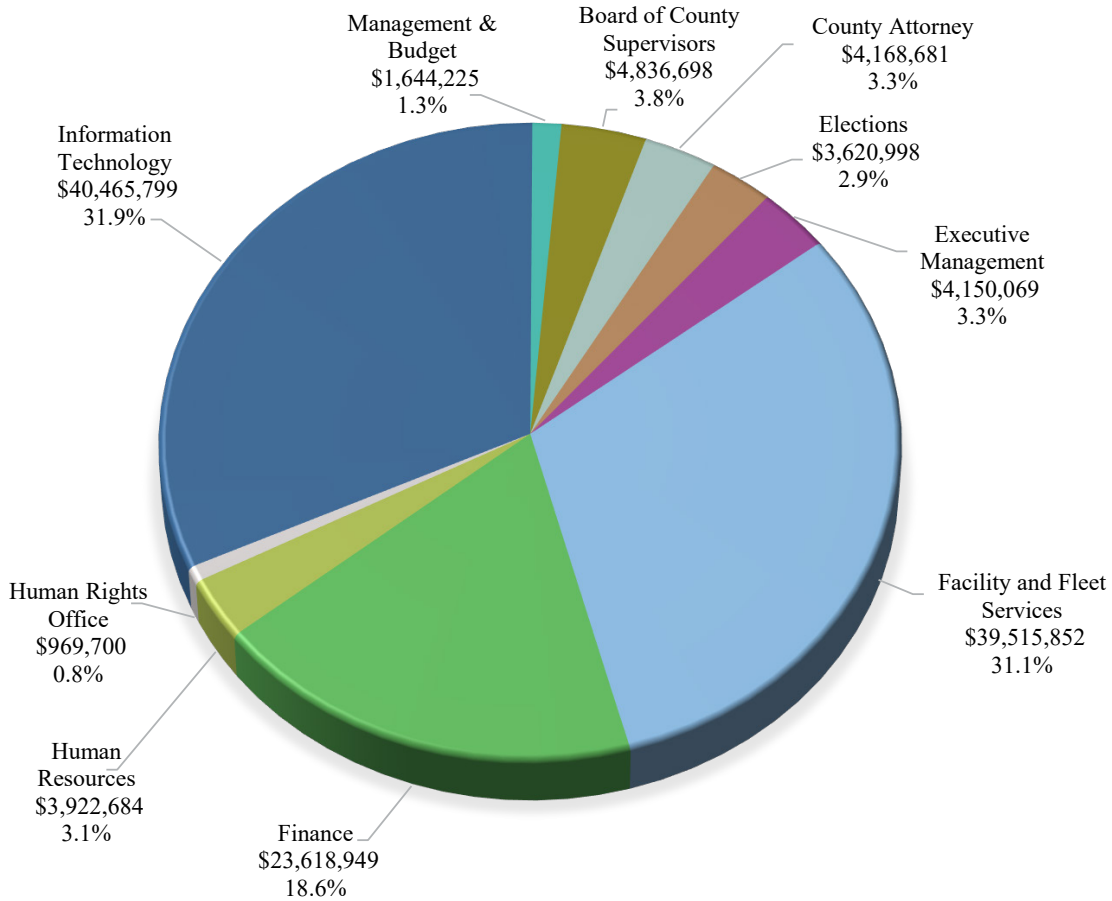
Provide plan review, inspection, traffic and safety engineering, street lighting, and regional planning transportation activities. Through these activities, transportation planning, geographic information system, and site/plan review are completed for the County. Additionally, the program provides transportation 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Plans reviewed within established deadline	100%	100%	100%	100%	100%
Transportation network adequately supports the community (community survey)	84%	79%	80%	80%	80%
Street light outages reported to power companies within three working days	100%	100%	100%	100%	100%
Street light outages reported in 3 working days and repaired within standards	-	-	-	-	100%
Regional grant allocation of NoVA Transportation dollars to the County	16%	16%	20%	16%	18%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Transportation Plan Review	\$825	\$848	\$909	\$852	\$974
Plans reviewed per FTE	108	102	111	110	150
Total plans reviewed	602	512	553	655	600
Inspections	\$1,082	\$1,123	\$1,220	\$1,178	\$1,246
Construction inspections (Energov data)	16,000	6,657	6,855	7,000	8,000
Number of street acceptances	-	-	-	-	50
Traffic Safety	\$335	\$349	\$344	\$350	\$390
Traffic safety requests received and reviewed	504	747	558	700	600
Street Lighting	\$1,697	\$1,896	\$2,001	\$1,992	\$1,983
County-funded street lights installed and upgraded	26	29	24	30	24
Regional Planning	\$239	\$231	\$266	\$261	\$261
Transportation planning grants received	2	21	13	10	8



General Government



General Government Expenditure Budget: \$126,913,655



Average Tax Bill

General Government accounted for \$273 and 6.16% of the average residential tax bill in FY21.

Department & Agencies

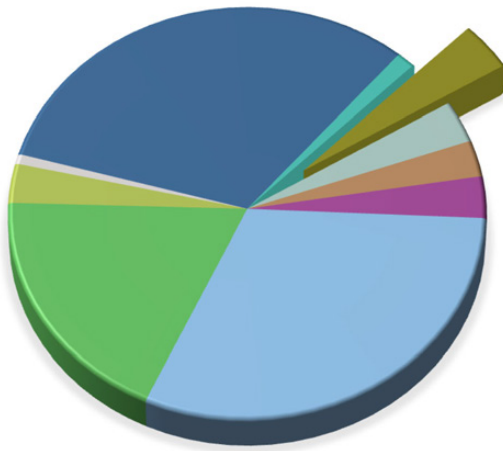
- ▶ Board of County Supervisors
- ▶ County Attorney
- ▶ Elections

- ▶ Executive Management
- ▶ Facility & Fleet Services
- ▶ Finance
- ▶ Human Resources

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

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:
\$126,913,655

Expenditure Budget:
\$4,836,698



3.8% of General Government

Programs:

- BOCS Administration: \$620,817
- 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: \$815,881

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](#), (Title of form; applicability of chapter)

Board of County Supervisors



Expenditure and Revenue Summary

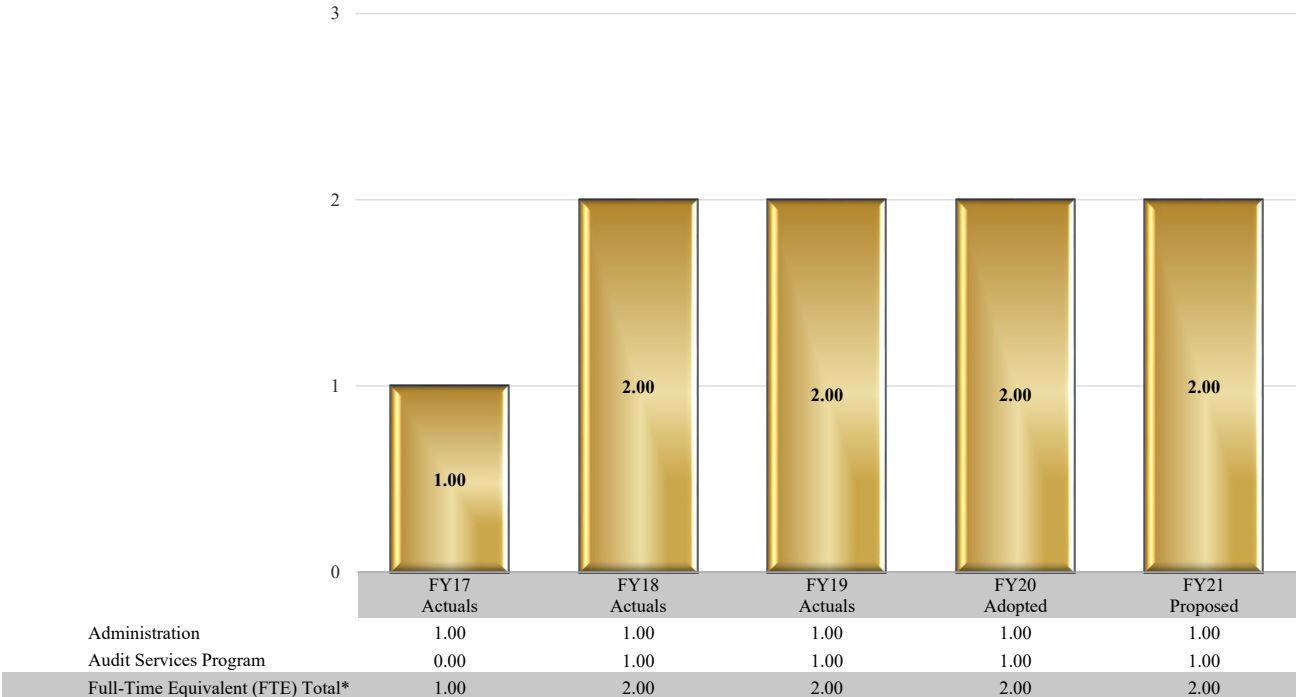
Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
BOCS Administration	\$571,150	\$569,295	\$580,989	\$589,962	\$620,817	5.23%
Brentsville District	\$373,345	\$378,366	\$386,063	\$425,000	\$425,000	0.00%
Coles District	\$333,290	\$351,146	\$353,544	\$425,000	\$425,000	0.00%
Potomac District	\$260,958	\$268,283	\$241,608	\$425,000	\$425,000	0.00%
Gainesville District	\$308,881	\$388,289	\$411,564	\$425,000	\$425,000	0.00%
Neabsco District	\$349,329	\$386,369	\$339,587	\$425,000	\$425,000	0.00%
Occoquan District	\$320,579	\$343,924	\$366,643	\$425,000	\$425,000	0.00%
Woodbridge District	\$371,790	\$390,372	\$422,437	\$425,000	\$425,000	0.00%
BOCS-Chairman	\$389,756	\$413,186	\$384,099	\$425,000	\$425,000	0.00%
Audit Services	\$23,556	\$662,306	\$676,472	\$799,302	\$815,881	2.07%
Total Expenditures	\$3,302,633	\$4,151,538	\$4,163,008	\$4,789,263	\$4,836,698	0.99%

Expenditure by Classification

Salaries and Benefits	\$2,477,709	\$2,645,099	\$2,700,402	\$2,803,770	\$3,068,899	9.46%
Contractual Services	\$96,521	\$754,301	\$740,842	\$816,403	\$816,403	0.00%
Internal Services	\$124,982	\$127,783	\$127,967	\$127,697	\$127,697	0.00%
Purchase of Goods & Services	\$571,496	\$591,115	\$566,904	\$1,013,208	\$795,513	(21.49%)
Capital Outlay	\$0	\$0	\$0	\$1,185	\$1,185	0.00%
Leases & Rentals	\$31,925	\$33,240	\$26,894	\$27,000	\$27,000	0.00%
Total Expenditures	\$3,302,633	\$4,151,538	\$4,163,008	\$4,789,263	\$4,836,698	0.99%
Net General Tax Support	\$3,302,633	\$4,151,538	\$4,163,008	\$4,789,263	\$4,836,698	0.99%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Staff History by Program



* Does not include the Board Chair, seven Supervisors, and three Board aides per Board member. All positions serve at will.

General Overview

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

Program Summary

Audit Services

Audit Services is an independent function of PWC 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.

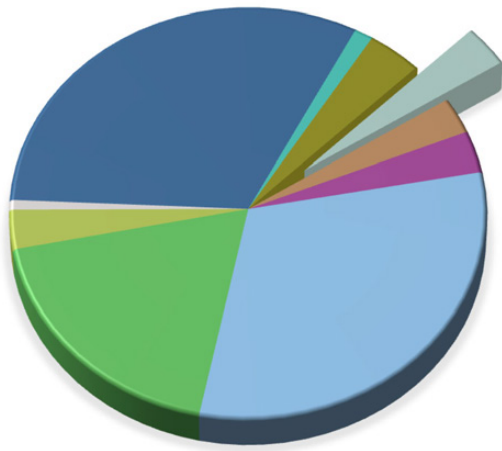
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Planned audits completed	43%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Internal Audit Administration*	\$24	\$662	\$676	\$799	\$816
Internal audits completed	6	6	7	11	10

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

Mission Statement

Consistent with its commitment to professionalism, the County Attorney's Office endeavors to provide only the highest quality legal services to the Board of County Supervisors, as well as County government staff in the performance of their duties. The Office functions as both advisor and advocate as it pursues the Board's goals while remaining dedicated to principles of ethical behavior, efficiency, and accountability.



Expenditure Budget:
\$4,168,681



3.3% of General Government

Programs:

- County Attorney Program: \$4,168,681

General Government Expenditure Budget:
\$126,913,655

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, or 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 BOCS has enacted additional local mandates for which the County Attorney is responsible.

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

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



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
County Attorney	\$3,543,698	\$3,812,215	\$3,890,159	\$4,014,552	\$4,168,681	3.84%
Total Expenditures	\$3,543,698	\$3,812,215	\$3,890,159	\$4,014,552	\$4,168,681	3.84%

Expenditure by Classification

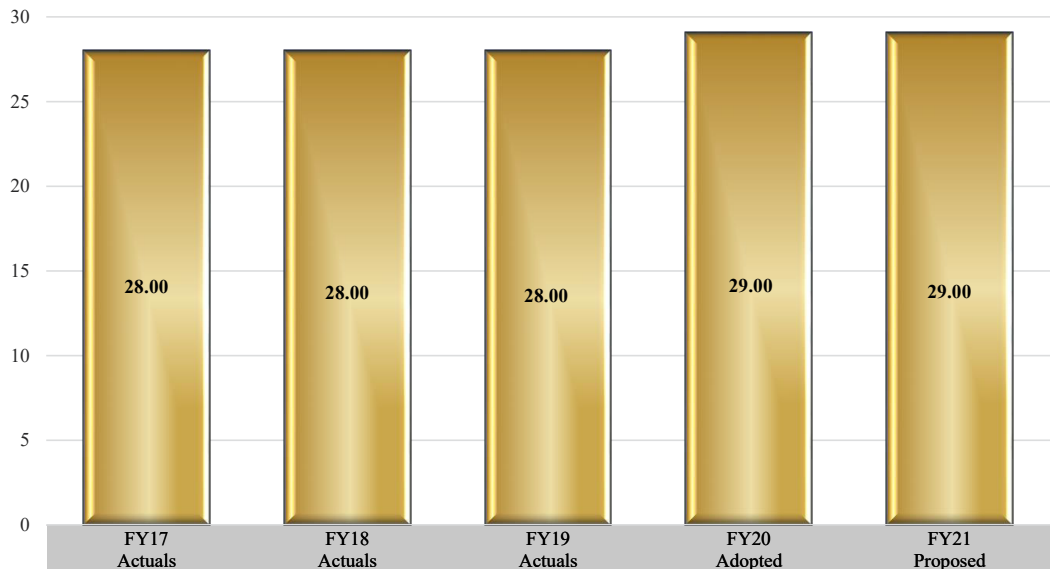
Salaries and Benefits	\$3,401,627	\$3,644,407	\$3,745,910	\$3,915,057	\$4,069,185	3.94%
Contractual Services	\$16,933	\$38,608	\$34,436	\$56,014	\$56,014	0.00%
Internal Services	\$105,553	\$103,377	\$104,600	\$88,280	\$88,280	0.00%
Purchase of Goods & Services	\$101,264	\$124,078	\$102,914	\$136,154	\$126,154	(7.34%)
Capital Outlay	\$0	\$0	\$0	\$1,128	\$1,128	0.00%
Leases & Rentals	\$7,017	\$4,826	\$5,381	\$55,827	\$4,845	(91.32%)
Reserves & Contingencies	(\$88,696)	(\$103,082)	(\$103,082)	(\$237,907)	(\$176,925)	(25.63%)
Total Expenditures	\$3,543,698	\$3,812,215	\$3,890,159	\$4,014,552	\$4,168,681	3.84%

Funding Sources

Miscellaneous Revenue	\$173,438	\$170,000	\$0	\$15,000	\$15,000	0.00%
Charges for Services	\$0	\$39,000	\$209,000	\$180,186	\$180,186	0.00%
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Total Designated Funding Sources	\$223,438	\$259,000	\$259,000	\$245,186	\$245,186	0.00%
Net General Tax Support	\$3,320,260	\$3,553,215	\$3,631,159	\$3,769,366	\$3,923,495	4.09%
Net General Tax Support	93.69%	93.21%	93.34%	93.89%	94.12%	



Staff History by Program



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

Future Outlook

Child Protective Services – The Child Protective Services (child abuse and neglect) cases will continue to be complex and time consuming, requiring at least three full-time attorneys, with increased support staff time.

Federal Regulations – Federal regulations and laws will require additional legal resources to support the County in the area of Internal Revenue Service audits, Affordable Care Act, etc.

Human Resources / Employment Law – There will be an increased need of staff time devoted to assistance and review in various employment law areas (Family Medical Leave Act, Americans with Disabilities Act, Fair Labor Standards Act, Equal Employment Opportunity Commission, etc.).

Transportation 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. Additionally, the recent statute and Constitutional amendment on lost business profits are impacting these cases.

General – Significant future legal issues for the County include land use matters, telecommunications/cable franchise negotiations and technology issues. The County Attorney 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. Additionally, significant time and resources will continue to be devoted to Freedom of Information Act requests and subpoenas, as these matters continue to grow in complexity.

Land Use Law – Increased staff time will be devoted to land use issues due to Virginia Code changes regarding cash proffers for residential development.

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.

General Overview

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

County Attorney

Program Summary

County Attorney

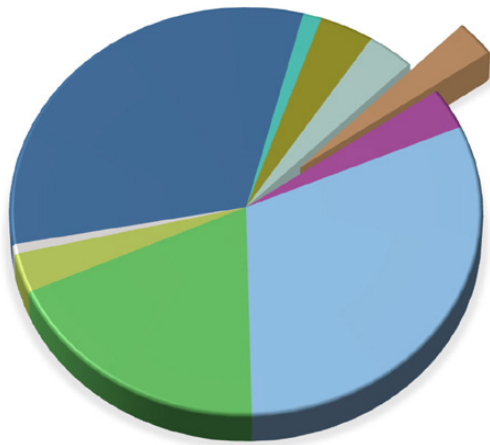
Provides legal assistance, advice to, and litigation representation for the Board of County Supervisors, the County Executive, departments, agencies, and employees of PWC in the performance of their duties.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	3.6	3.7	3.8	3.8	3.8
Founded property code cases resolved or moved to court action within 100 days	95%	91%	93%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Legal Services	\$2,332	\$2,595	\$2,670	\$2,654	\$2,763
Average days to close BOCS trackers	23	42	32	30	30
Requests for legal advice/assistance responded to	2,987	2,480	2,620	2,900	2,700
FOIA requests/subpoenas responded to	180	201	218	250	225
Staff time spent rendering legal opinion/advice relating to legal services	86%	86%	86%	87%	86%
Collections	\$447	\$462	\$456	\$471	\$476
Delinquent Real Estate taxes collected prior to litigation	33%	36%	34%	35%	34%
Delinquent Personal Property taxes collected prior to litigation	31%	32%	20%	33%	30%
Staff time spent rendering legal opinion/advice relating to collections	81%	83%	82%	83%	83%
Protective Services	\$681	\$691	\$713	\$736	\$780
Cases involving child abuse or neglect opened	257	163	223	200	200
Cases involving child abuse or neglect closed	236	238	240	240	240
Staff time spent rendering legal opinion/advice relating to protective services	63%	63%	64%	65%	64%
Transportation	\$83	\$65	\$52	\$154	\$150
Property acquisitions closed	50	106	103	110	110
Transportation contracts reviewed	5	6	5	6	10
Staff time spent rendering legal opinion/advice relating to transportation	76%	77%	75%	79%	75%

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:
\$126,913,655

Expenditure Budget:
\$3,620,998



2.9% of General Government

Programs:

- Conduct & Certify Elections:
\$3,620,998

Mandates

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

State Code: [24.2-106](#) (Appointment and terms; vacancies; chairman and secretary; certain prohibitions; training) through [24.2-123](#) (Requirements for registration and voting; prohibition on use of power of attorney)

Elections



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Conduct & Certify Elections	\$2,913,542	\$1,927,983	\$1,988,554	\$2,633,866	\$3,620,998	37.48%
Total Expenditures	\$2,913,542	\$1,927,983	\$1,988,554	\$2,633,866	\$3,620,998	37.48%

Expenditure by Classification

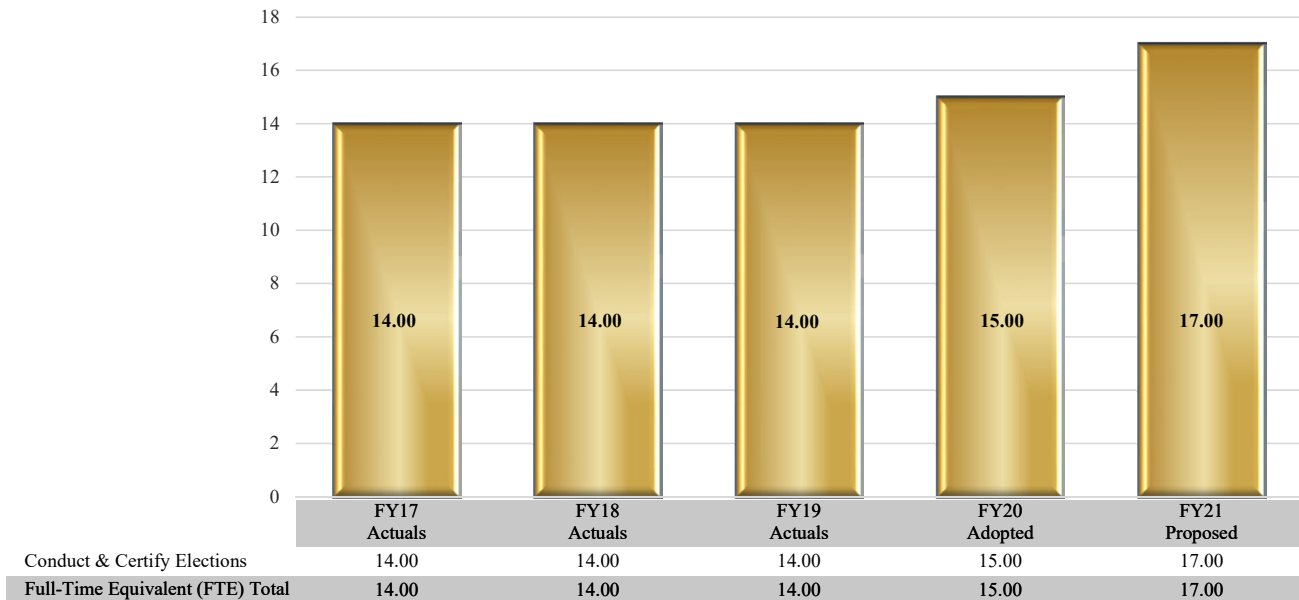
Salaries and Benefits	\$1,498,273	\$1,292,316	\$1,340,964	\$1,343,285	\$2,775,181	106.60%
Contractual Services	\$730,076	\$417,059	\$356,024	\$763,145	\$625,573	(18.03%)
Internal Services	\$67,075	\$86,783	\$89,336	\$85,203	\$83,703	(1.76%)
Purchase of Goods & Services	\$438,502	\$129,985	\$174,026	\$434,509	\$128,367	(70.46%)
Capital Outlay	\$152,501	\$0	\$22,150	\$0	\$0	0.00%
Leases & Rentals	\$15,416	\$1,840	\$6,054	\$7,724	\$8,174	5.83%
Debt Maintenance	\$11,699	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$2,913,542	\$1,927,983	\$1,988,554	\$2,633,866	\$3,620,998	37.48%

Funding Sources

Miscellaneous Revenue	\$2,768	\$12,745	\$115	\$0	\$0	0.00%
Revenue from Commonwealth	\$252,390	\$87,762	\$88,003	\$257,178	\$92,202	(64.15%)
Total Designated Funding Sources	\$255,157	\$100,507	\$88,118	\$257,178	\$92,202	(64.15%)
Net General Tax Support	\$2,658,384	\$1,827,476	\$1,900,436	\$2,376,688	\$3,528,796	48.48%
Net General Tax Support	91.24%	94.79%	95.57%	90.24%	97.45%	



Staff History by Program



Future Outlook

Early Voting – On July 1, 2019 No Excuse Absentee/Early Voting became law in Virginia and debuts with the Presidential 2020 election. Since Prince William County (PWC) has already been operating absentee voting centers, Early Voting will be, for the most part, business as usual. Election’s main concern is being able to correctly estimate the number of voters during the early voting period in order to provide adequate staffing and the appropriate number of vote centers. The vote center locations will be strategically placed across the County for equitable voter access and will have the same hourly and daily schedule. Early voting must be conducted on public property ([§ 24.2-707-B](#)).

2020 Census and Redistricting, Including the Establishment of Additional Precincts – The U.S. Census attempts to count every person living in the United States and is mandated to take place every 10 years by the U.S. Constitution ([Article 1, Section 2](#)). Population counts determine the number of seats per state in the U.S. House of Representatives and the distribution of billions of dollars in federal funding to states, counties, and cities. Defining state legislative districts is a process called ‘redistricting.’ Congressional and legislative districts are redrawn by the US Congress, Virginia Senate and Virginia House of Delegates and the magisterial districts are adjusted to account for population shifts and to achieve equal representation for the constituents of all representatives. April 20, 2020 is Census Day and by April 1, 2021 Redistricting counts will be sent to the states. The Office of Elections estimates 20 additional precincts will be added in PWC.

Additional Full-Time Staff – Three additional full-time assistant registrar positions were passed at 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 and the processing of increased online transactions. Online transactions were implemented by the Virginia Department of Elections for the voting public in the summer 2016. As of September 15, 2019, staff has handled 114,355 online voter registration transactions (not including absentee transactions) since January 2019. The PWC Office of Elections has an incoming average of 551 new transactions per day. These transactions can take an average of 10-15 minutes per transaction. One full-time assistant registrar position was added in FY20 and two full-time positions are included in the current PWC Five-Year Plan.

General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from Elections Budget** – A total of \$417,133 has been removed from Elections FY21 budget for one-time costs associated with the March 2020 presidential primary (election officer compensation, voting machine programming and testing, paper ballot printing, staffing and supplies), and the purchase of 46 ballot scanners.

Budget Initiatives

A. Budget Initiatives

1. 2020 Presidential Election – Conduct and Certify Elections

Expenditure	\$1,133,535
Revenue	\$0
General Fund Impact	\$1,133,535
FTE Positions	0.00

- a. **Description** – A presidential election will be held on November 3, 2020. One-time costs pertaining to the election will include Election Officer compensation, voter machine programming and testing, paper ballot printing, overtime staffing and supplies.
- b. **Service Level Impacts** – Existing service levels are maintained. The Office of Elections will provide the same level of efficient and effective service regardless of an anticipated increase in voter turnout.

2. No Excuse Absentee/Early Voting – Conduct and Certify Elections

Expenditure	\$249,000
Revenue	\$0
General Fund Impact	\$249,000
FTE Positions	0.00

- a. **Description** – Early voting (No Excuse Absentee) debuts with the Presidential 2020 election. Elections will add four additional voting locations in addition to the current locations in Woodbridge, Manassas, and Haymarket. These locations will be strategically placed across the County for equitable voter access and will have the same hourly and daily schedule as the other locations. All together there are eight days of early voting (No Excuse Absentee) prior to the November 3rd presidential election. Projected expenses are based on an estimated 75% voter turnout or approximately 218,666 voters.
- b. **Service Level Impacts** – Existing service levels are maintained. The Office of Elections will provide the same level of efficient and effective service regardless of an anticipated increase in voter turnout.

3. Elections Assistant – Conduct and Certify Elections

Expenditure	\$108,646
Revenue	\$0
General Fund Impact	\$108,646
FTE Positions	2.00

- a. **Description** – This initiative funds 2.00 FTE Assistant Registrar positions 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.

- b. Service Level Impacts** – These positions are needed due to the increases in the number of registered voters and increases in voter transactions. Comparing November 4, 2014 and November 5, 2019 election statistics, there has been a 14% increase in registered voters and a 195% increase in absentee voters. Between calendar year 2015 and year-to-date 2019, there has been a 319% increase in National Voter Registration Act (Motor Voter) transactions. As of September 15, 2019, staff has handled 114,355 online voter registration transactions (not including absentee transactions) since January 2019.

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 local candidate filings; trains Officers of Elections to conduct each election; and certifies the results for each election.

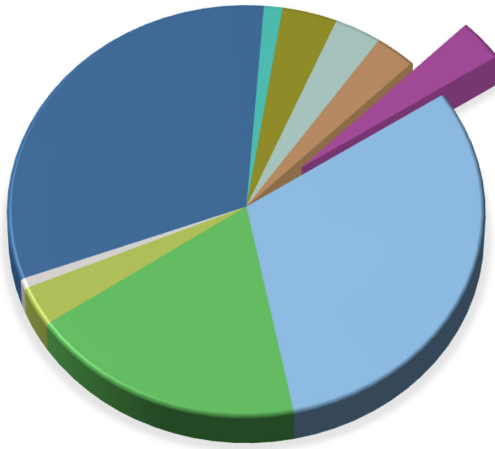
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Experience of voting in PWC is pleasant (community survey)	94%	96%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Register Voters & Conduct & Certify Elections	\$2,914	\$1,928	\$1,989	\$2,634	\$3,621
Transactions involving citizen voting records	245,052	321,960	357,028	333,228	380,000
Registered county voters	272,286	279,549	283,803	287,935	291,555
Election voter turnout	242,297	151,023	238,221	282,879	259,192

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:
\$126,913,655

Expenditure Budget:
\$4,150,069



3.3% of General Government

Programs:

- Management & Policy Development: \$2,022,988
- Administrative Support to the Board: \$466,034
- Communications: \$1,285,740
- Legislative Affairs & Intergovernmental Relations: \$375,307

Mandates

The County is organized as a county executive form of government in accordance with the Code of Virginia. The Board of County Supervisors has enacted additional local mandates for which the Office of Executive Management has responsibility.

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

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

Executive Management



Expenditure and Revenue Summary

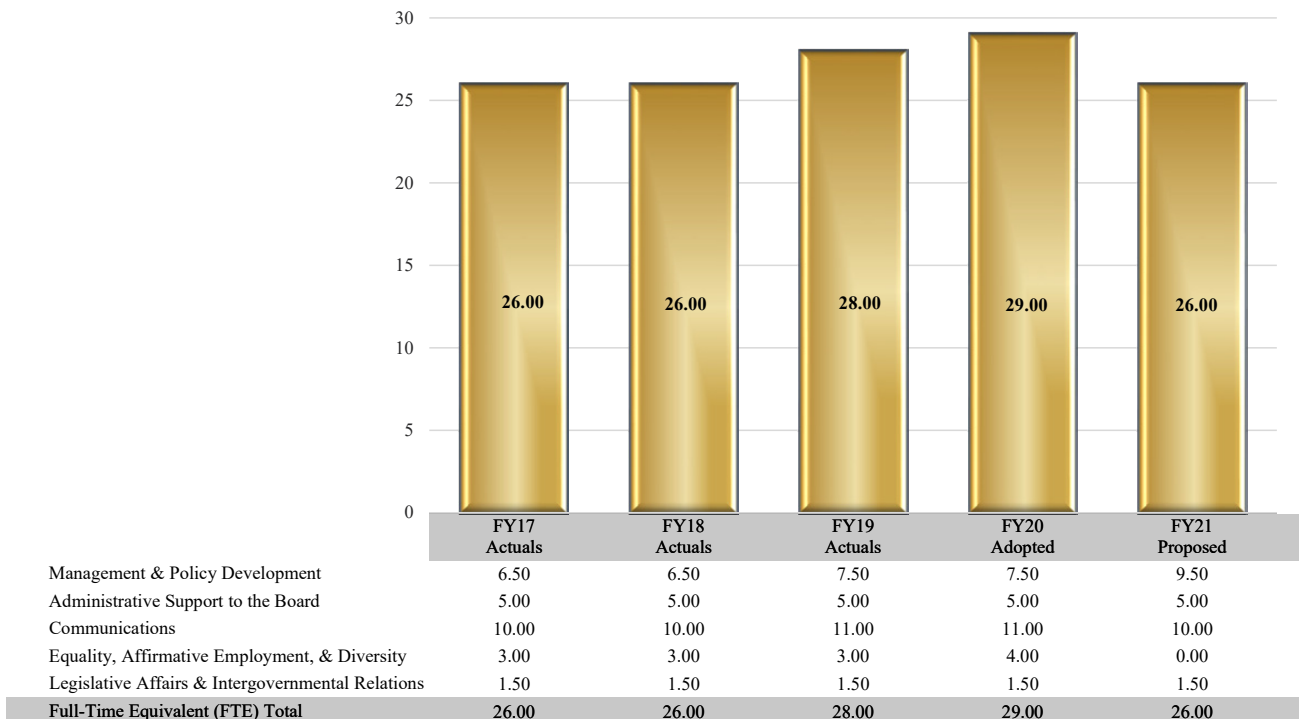
Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Management & Policy Development	\$1,294,873	\$1,435,268	\$1,628,467	\$1,621,988	\$2,022,988	24.72%
Administrative Support to the Board	\$488,773	\$508,849	\$512,484	\$541,980	\$466,034	(14.01%)
Communications	\$1,175,995	\$1,171,694	\$1,402,011	\$1,406,037	\$1,285,740	(8.56%)
Equality, Affirmative Employment, & Diversity	\$391,232	\$403,523	\$414,990	\$556,086	\$0	(100.00%)
Legislative Affairs & Intergovernmental Relations	\$417,439	\$406,870	\$395,339	\$436,560	\$375,307	(14.03%)
Total Expenditures	\$3,768,312	\$3,926,203	\$4,353,292	\$4,562,651	\$4,150,069	(9.04%)

Expenditure by Classification

Salaries and Benefits	\$3,277,169	\$3,444,773	\$3,771,367	\$3,906,394	\$3,547,470	(9.19%)
Contractual Services	\$226,704	\$235,892	\$257,947	\$326,488	\$306,488	(6.13%)
Internal Services	\$111,371	\$127,287	\$143,790	\$120,765	\$112,928	(6.49%)
Purchase of Goods & Services	\$129,204	\$110,672	\$163,619	\$193,224	\$167,402	(13.36%)
Capital Outlay	\$10,000	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$13,864	\$7,579	\$16,568	\$15,780	\$15,780	0.00%
Total Expenditures	\$3,768,312	\$3,926,203	\$4,353,292	\$4,562,651	\$4,150,069	(9.04%)
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,768,312	\$3,926,203	\$4,353,292	\$4,562,651	\$4,150,069	(9.04%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Staff History by Program



Future Outlook

Executive Management – The Office of Executive Management (OEM) is responsible for enhancing the effectiveness and efficiency of government. The success of OEM is measured by the ability for all agencies and employees to meet the Board of County Supervisors (BOCS) stated Strategic Plan objective to enhance the quality of life within the community and strive to make Prince William County (PWC) “a community of choice where individuals and families choose to live and businesses choose to locate.”

To assure greater effectiveness and efficiency within county government, the core objectives of OEM are to make certain PWC government develops and maintains a high performing workforce and properly aligns programs, services, and policies through professional administration of government.

Prince William Workforce Initiative – To maintain an effective and efficient organization, OEM must implement strategies to recruit, develop, and retain people who are committed to public service and are passionate about meeting the needs of PWC. This requires OEM to strengthen the underlying framework upon which personnel decisions and employee actions are driven.

Over the next few years, OEM will align practices and procedures supporting the new personnel policies and position classification structure. This alignment is essential to ensure that sufficient flexibility is available to address changing needs while maintaining equity and integrity of the new structures.

General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Transfer Senior Business Systems Analyst Position from Executive Management (Communications) to Information Technology (DoIT)** – During FY20, a Senior Business Systems Analyst position (1.00 FTE) was transferred from the OEM (Communications) to DoIT to centralize technology functions within the County. The salary and benefits of this position is \$117,262.
- C. **Shift 2.00 FTEs from Equality, Affirmative Employment & Diversity (EEO) to Fire & Rescue and Human Rights** – Two positions with a total budget of \$311,267 have been shifted from the OEM, EEO program. One position will go to the Department of Fire & Rescue, System Support program and the other to Human Rights, Human Rights Commission program. This results in a 2.00 FTE decrease in OEM, a 1.00 FTE increase in Fire & Rescue, and a 1.00 FTE increase in Human Rights. The positions have been reclassified to support personnel related and human rights investigations within the individual departments.

In OEM, the Equality, Affirmative Employment, & Diversity program will be dissolved and the remaining two positions will be shifted to the Management & Policy Development program in OEM. There is no net impact to the general fund.

Executive Management

Program Summary

Management & Policy Development

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Outcomes trending positively towards four year strategic goal target	55%	64%	NA	100%	100%
Growth in commercial tax base (in square feet)	773,904	391,306	1.1M	814,000	1.5M
Overall quality of PWC services meets residents' expectations (community survey)	91%	91%	91%	>90%	>91%
County services & facilities are a fair value for the tax dollar (comm. survey)	88%	94%	94%	>85%	>85%
County employees are courteous and helpful (community survey)	93%	94%	94%	>90%	>90%
Maintain three AAA bond ratings	Yes	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Effective & Efficient Delivery of County Government Services	\$402	\$495	\$616	\$611	\$977
Countywide workload measures	-	621	566	621	600
Workforce development projects completed	8	10	12	12	12
Strategic Planning	\$310	\$327	\$351	\$348	\$359
Community measures of success trending positively	-	32	NA	56	56
Work sessions with the BOCS	5	11	7	5	5
Taxable commercial square feet	47.1M	47.5M	50.7M	48.4M	52.2M
Policy Development	\$314	\$332	\$359	\$373	\$384
Ordinances & resolutions passed	614	671	795	700	750
BOCS Response	\$270	\$281	\$302	\$290	\$302
Trackers responded to within 15 days	75%	85%	90%	90%	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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%

Executive Management

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Administrative Support to the Board and Executive	\$495	\$509	\$512	\$542	\$466
Ordinances processed	94	82	46	80	75
Resolutions processed	520	589	749	590	600

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
News quality analysis rating	94%	95%	95%	90%	95%
Social media reach	1.9M	2.4M	3.7M	2.1M	3.0M
Online, graphic, print & video pieces produced	499	515	616	500	550

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Information Dissemination	\$732	\$740	\$932	\$879	\$811
Internal communication messages	507	722	454	400	450
Events supported	33	32	39	25	30
Articles produced	143	139	141	150	150
Video views online	140,363	163,400	381,340	100,000	200,000
Total web page sessions	3.6M	3.8M	4.3M	3.6M	-
Media Production	\$444	\$432	\$470	\$527	\$475
Graphic arts pieces produced	125	167	267	120	170
Videos produced (including BOCS meetings)	207	192	208	205	205

Executive Management

Legislative Affairs & Intergovernmental Relations

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

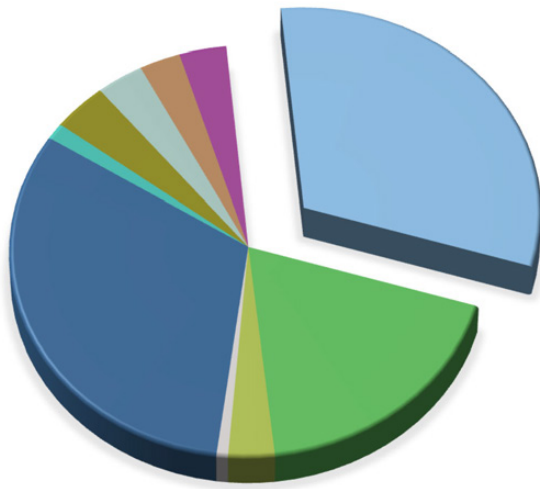
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
State legislative program outcomes success rate	50%	50%	50%	50%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Legislative Affairs & Intergovernmental Relations	\$410	\$407	\$395	\$437	\$375
Virginia House & Senate bills analyzed	2,959	3,722	2,362	3,200	2,300
Hours of active representation	2,484	2,400	NR	2,000	2,400
General Assembly committee meetings attended	2,210	2,000	NR	1,750	2,000
Agenda development/planning meetings with outside groups/allies	77	80	70	80	85

Facility & Fleet Services

Mission Statement

Facility & Fleet Services' mission statement will be determined in July 2020 when the department is organized.



Expenditure Budget:
\$39,515,852



31.1% of General Government

Programs:

- Fleet Management: \$12,303,314
- Facilities Construction Management: \$125,000
- Buildings & Grounds: \$12,853,821
- Property Management: \$14,233,717

General Government Expenditure Budget:
\$126,913,655

Mandates

Facility & Fleet Services does not provide a state of federal mandated service.

The Board of County Supervisors has enacted local mandates for which Facility & Fleet Services has responsibility.

County Code: [Chapter 5 Article VI](#) (Building Maintenance Code)

Facility & Fleet Services



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Fleet Management	\$0	\$0	\$0	\$0	\$12,303,314	0.00%
Facilities Construction Management	\$0	\$0	\$0	\$0	\$125,000	0.00%
Buildings & Grounds	\$0	\$0	\$0	\$0	\$12,853,821	0.00%
Property Management	\$0	\$0	\$0	\$0	\$14,233,717	0.00%
Total Expenditures	\$0	\$0	\$0	\$0	\$39,515,852	0.00%

Expenditure by Classification

Salaries and Benefits	\$0	\$0	\$0	\$0	\$12,701,798	0.00%
Contractual Services	\$0	\$0	\$0	\$0	\$6,366,359	0.00%
Internal Services	\$0	\$0	\$0	\$0	\$692,234	0.00%
Purchase of Goods & Services	\$0	\$0	\$0	\$0	\$11,136,523	0.00%
Capital Outlay	\$0	\$0	\$0	\$0	\$3,159,151	0.00%
Leases & Rentals	\$0	\$0	\$0	\$0	\$8,043,161	0.00%
Reserves & Contingencies	\$0	\$0	\$0	\$0	(\$2,583,374)	0.00%
Total Expenditures	\$0	\$0	\$0	\$0	\$39,515,852	0.00%

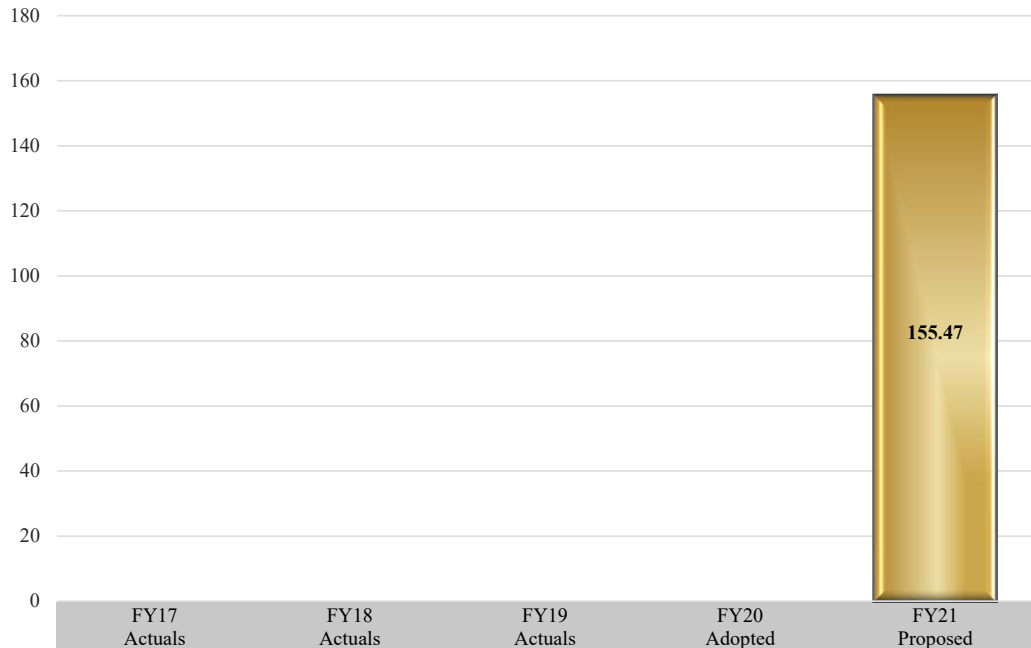
Funding Sources

Use of Money & Property	\$0	\$0	\$0	\$0	\$710,000	0.00%
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$22,000	0.00%
Non-Revenue Receipts	\$0	\$0	\$0	\$0	\$320,000	0.00%
Charges for Services	\$0	\$0	\$0	\$0	\$9,983,920	0.00%
Revenue from Commonwealth	\$0	\$0	\$0	\$0	\$71,424	0.00%
Transfers In	\$0	\$0	\$0	\$0	\$49,317	0.00%
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$11,156,661	0.00%
Use/(Contribution) of Fund Balance	\$0	\$0	\$0	\$0	\$23,041	
Net General Tax Support	\$0	\$0	\$0	\$0	\$28,336,150	0.00%
Net General Tax Support	0.00%	0.00%	0.00%	0.00%	71.71%	

The FY17-FY19 Actuals and the FY20 Adopted are included in the Public Works department.



Staff History by Program



	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Fleet Management	0.00	0.00	0.00	0.00	44.00
Facilities Construction Management	0.00	0.00	0.00	0.00	10.00
Buildings & Grounds	0.00	0.00	0.00	0.00	82.47
Property Management	0.00	0.00	0.00	0.00	19.00
Full-Time Equivalent (FTE) Total	0.00	0.00	0.00	0.00	155.47

Note: Four programs, Fleet Management, Facilities Construction Management, Buildings & Grounds, and Property Management, have been removed from Public Works to create a new department named Facility & Fleet Services. The historical FTE information for these programs appears in the Public Works department.

Future Outlook

Design and Construction Performance Issues and Increasing Costs – With the design and construction industry’s current workload, and that projected for the future, increasing performance issues and construction costs continue to be experienced. There is a shortage of knowledgeable architectural and engineering professionals, resulting in more frequent errors by the general contractors. Skilled labor availability is still decreasing, and material costs continue to rise. Combining these factors makes it difficult to anticipate and budget future County projects, regardless of size and type.

Internal Infrastructure Challenges – There are Facility & Fleet internal services functions and facilities that have not kept up with the demands of a growing County. County space is at a premium. Property Management, which is tasked with managing County space needs, has reached the point that it will need to defer work projects because it does not have the staff to accommodate the space request demands placed upon it. Since 1999, even though the County has increased its occupied space by approximately 87%, there has not been adequate growth in planning resources to meet the demand for configuring new space and reconfiguring existing space. As the County has grown, so has the public safety fleet. The primary Fleet Management facility cannot be expanded to support the annually increasing public safety fleet; therefore, additional space and resources will need to be identified to keep up with the County’s growth.

General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Reorganization of Public Works** – In order to more effectively provide services to the community and County government customers, four programs have been removed from Public Works and a department named Facility & Fleet Services has been created. The shifted programs include: Fleet Management, Facilities Construction Management, Buildings & Grounds and Property Management. The proposed reorganization has no net impact on the total budget.
- C. Base Revenue Adjustments** – The Proposed FY2021 Budget includes the following base budget revenue adjustments:
- **Property Management** – Increase the Property Management budget to include a \$60,000 increase in telecommunications tower lease revenue and \$22,000 to establish the base budget for the Power Savings Program reimbursement. The general fund impact is an \$82,000 reduction in general fund tax support.
 - **Fleet** – Increase the Fleet sales revenue budget, sales of vehicles, by \$76,300. The general fund impact is a \$76,300 reduction in general fund tax support.
 - **Buildings & Grounds** – Increase the Buildings & Grounds budget to establish a base budget for security charges. The general fund impact is a \$10,000 reduction in general fund tax support.
- D. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation of existing budget increases the Facility & Fleet Services Proposed FY2021 Budget by \$266,180.
- E. Positions Shift from Facility & Fleet Services to Parks, Recreation, and Tourism (DPRT)** – During the FY20 transfer of Fleet positions from DPRT to Facility & Fleet Services, the decision was made for two partial FTEs (0.15 FTE and 0.11 FTE) to remain in DPRT. The total compensation for these two positions is approximately \$10,000.
- F. Facilities Construction Management Program Costs Recovered from Capital Projects** – The Facilities Construction Management program includes road design, construction, project management, and right-of-way acquisition activities that recover expenditure costs from Board of County Supervisors approved facility projects. Staff provides management and oversight of large- and small-scale facility projects, often funded by multiple revenue sources. The cost recovered activities include \$1.09 million in expenditure costs and 10.00 FTEs recovered from projects in FY21.

Budget Initiatives

A. Budget Initiatives

1. Lease Escalation – Property Management

Expenditure	\$435,000
Revenue	\$0
General Fund Impact	\$435,000
FTE Positions	0.00

a. Description – This initiative provides funding for \$290,000 in annual rent escalations. The remaining \$145,000 is for two new leased spaces including \$62,500 for EEO space and \$82,500 for supervisor space in the Neabsco District, previously approved by the Board of County Supervisors on November 19, 2019 via [Resolution 19-528](#).

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

2. Consolidated Contractual Increases – Buildings & Grounds

Expenditure	\$183,848
Revenue	\$0
General Fund Impact	\$183,848
FTE Positions	0.00

a. Description – This initiative provides funding for annual contract cost increases to sustain operations. Dependence on vendors for repairs and maintenance has grown as maintenance demands continue to exceed the capacity of the maintenance team. These increases reside primarily in custodial services (\$88,000), grounds maintenance (\$30,000), security guards at County owned facilities (\$21,000), and contract custodial day porters at senior centers (\$35,000).

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

3. Security Business Systems Specialist – Buildings & Grounds

Expenditure	\$86,897
Revenue	\$0
General Fund Impact	\$86,897
FTE Positions	1.00

a. Description – This initiative funds one Security Business Systems Specialist. The security team manages over 1,000 annual video and access control requests, 37 buildings with access controls, 1,300 card readers with 5,300 users, 54 buildings with burglar and panic alarms, and 751 video cameras. Therefore, demands on the security team to install, monitor, repair, and maintain equipment have increased. The proposed position is needed to maintain and respond to technical security issues and maintain safety for citizens visiting and employees working in County facilities.

b. Service Level Impacts –

- **Security monitoring and access controls response time**
FY21 w/o Addition | 15-20 days
FY21 w/ Addition | 10 days

Facility & Fleet Services

4. Corresponding Internal Service Fund (ISF) Costs for Solid Waste Mack roll-off truck (SW3116) – Fleet

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

- a. **Description** – This initiative increases the Fleet ISF budget for the one-time purchase of the Solid Waste Mack roll-off truck (SW3116) listed in the Public Works Solid Waste initiative and for additional maintenance costs on existing solid waste fleet due to heavy usage and age. This initiative is funded with Solid Waste Fee revenue. There is no general fund impact.
- b. **Service Level Impacts** – This funding is required to maintain the current level of maintenance on the Solid Waste fleet.

Program Summary

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Cost per mile - light duty public safety vehicles	\$0.24	\$0.24	\$0.28	\$0.24	\$0.25
Cost per mile - light duty non-public safety vehicles	\$0.38	\$0.26	\$0.35	\$0.27	\$0.27
Work orders that are scheduled maintenance	57%	60%	56%	65%	65%
Availability of public safety light duty vehicles	91%	87%	97%	90%	95%
Public Safety vehicles due or overdue for replacement	10%	10%	11%	10%	10%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
County Vehicle Maintenance	\$0	\$0	\$0	\$0	\$9,823
Vehicles maintained that are under 10,000 lbs. gross vehicle weight	1,225	1,274	1,372	2,189	1,492
Heavy equipment maintained that are over 10,000 lbs. gross vehicle weight	231	256	256	261	270
Fleet work orders	6,956	7,009	7,866	8,015	8,165
County Vehicle Replacement	\$0	\$0	\$0	\$0	\$2,480
Vehicles purchased (general fund)	87	90	108	110	115

Facility & Fleet Services

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
FCM customers satisfied with overall project management	93%	98%	88%	90%	90%
CIP construction change order different from original contracted amount	2%	3%	3%	<8%	<6%
Architectural/Engineering design contract modifications	-	-	-	-	<25%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
County Facility Construction	\$0	\$0	\$0	\$0	\$125
Total CIP projects	8	8	7	9	7
Total non-CIP projects	0	2	2	1	1

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Security alarms & access devices work orders completed w/in 10 working days	-	-	-	-	75%
Printing jobs completed within 10 working days	-	-	95%	91%	92%
Cost per square foot for custodial services	\$2.25	\$2.36	\$2.38	\$2.33	\$2.33
Routine maintenance work requests completed within 10 working days	73%	72%	74%	73%	75%
Cost per square foot for building maintenance program service	\$4.24	\$3.68	\$3.83	\$4.00	\$4.00
Routine grounds maintenance requests completed within 10 working days	67%	76%	83%	82%	85%

Facility & Fleet Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Building Maintenance	\$0	\$0	\$0	\$0	\$4,693
Work orders	4,338	4,289	5,224	4,500	5,000
Grounds Maintenance	\$0	\$0	\$0	\$0	\$2,013
Grounds work requests received	-	-	928	-	900
Grounds work requests	786	713	639	800	-
Custodial Services	\$0	\$0	\$0	\$0	\$3,730
Square footage maintained by custodial services (internal & contracted)	1.3M	1.2M	1.2M	1.2M	1.2M
Graphics Arts & Print Shop	\$0	\$0	\$0	\$0	\$195
Copies produced in-house	5.1M	3.8M	4.0M	4.8M	4.0M
Printing jobs completed (internal)	-	-	-	-	1,838
Printing jobs completed (contractors)	-	-	-	-	159
Printing jobs completed	1,616	1,749	1,997	1,700	-
Mail Room and Courier Service	\$0	\$0	\$0	\$0	\$548
Total pieces of mail handled	1.4M	1.3M	1.2M	1.4M	1.3M
Security	\$0	\$0	\$0	\$0	\$1,676
Citizen meeting agreements supported by paid guard service	-	-	75	60	60
Security alarms and access devices work orders	1,159	889	1,397	1,000	1,400

Property Management

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customers satisfied with overall project management	99%	98%	100%	98%	98%
Average cost per square foot of leased space	\$19.94	\$20.15	\$20.30	\$20.95	\$22.00
Cost avoidance realized by redeploying surplus items	\$224,286	\$266,213	\$139,718	\$200,000	\$150,000

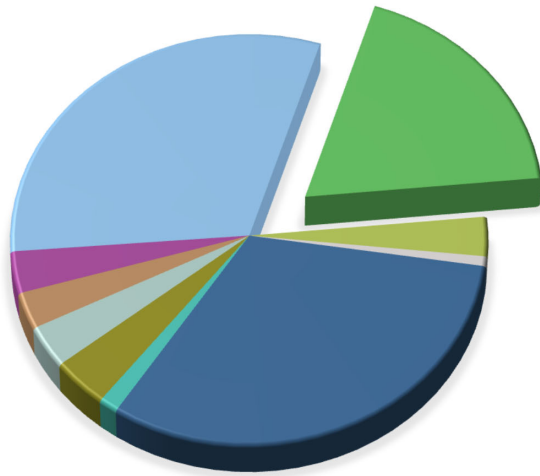
Facility & Fleet Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Property Management	\$0	\$0	\$0	\$0	\$2,510
Property management projects completed	258	290	222	275	250
Energy Management	\$0	\$0	\$0	\$0	\$3,640
Annual facility electrical usage - KWH per square foot	19.17	19.08	18.83	19.00	19.00
Real Estate	\$0	\$0	\$0	\$0	\$7,801
Commercial square feet leased & maintained	334,653	348,532	342,060	360,000	345,371
Records Management	\$0	\$0	\$0	\$0	\$282
Boxes delivered/picked up	5,320	6,491	5,089	5,500	5,350
Records checked in/checked out	8,109	7,493	7,476	8,300	7,500

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.

Mandates



**General Government Expenditure Budget:
\$126,913,655**

**Expenditure Budget:
\$23,618,949**



18.6% of General Government

Programs:

- Financial Reporting & Control: \$4,874,965
- Payroll & Disbursements Services: \$1,267,624
- Risk and Wellness Services: \$2,170,171
- Real Estate Assessment: \$4,327,644
- Procurement Services: \$1,376,911
- Taxpayer Services: \$6,956,677
- Treasury Management: \$1,176,427
- Director's Office: \$750,949
- Financial Systems Services: \$717,580

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)



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Financial Reporting & Control	\$4,465,252	\$4,644,879	\$4,685,293	\$4,790,835	\$4,874,965	1.76%
Payroll & Disbursement Services	\$1,010,822	\$1,026,200	\$974,035	\$997,542	\$1,267,624	27.07%
Risk & Wellness Services	\$1,364,966	\$1,479,651	\$1,542,840	\$1,697,930	\$2,170,171	27.81%
Real Estate Assessment	\$3,300,961	\$3,388,008	\$3,567,778	\$3,742,731	\$4,327,644	15.63%
Procurement Services	\$1,126,872	\$1,163,496	\$1,146,896	\$1,298,363	\$1,376,911	6.05%
Taxpayer Services	\$5,878,492	\$5,753,321	\$5,978,591	\$6,621,616	\$6,956,677	5.06%
Treasury Management	\$1,309,404	\$1,002,026	\$1,104,273	\$1,204,782	\$1,176,427	(2.35%)
Director's Office	\$1,332,063	\$1,464,779	\$743,501	\$725,020	\$750,949	3.58%
Financial Systems Services	\$0	\$0	\$659,927	\$678,101	\$717,580	5.82%
Total Expenditures	\$19,788,832	\$19,922,360	\$20,403,134	\$21,756,920	\$23,618,949	8.56%

Expenditure by Classification

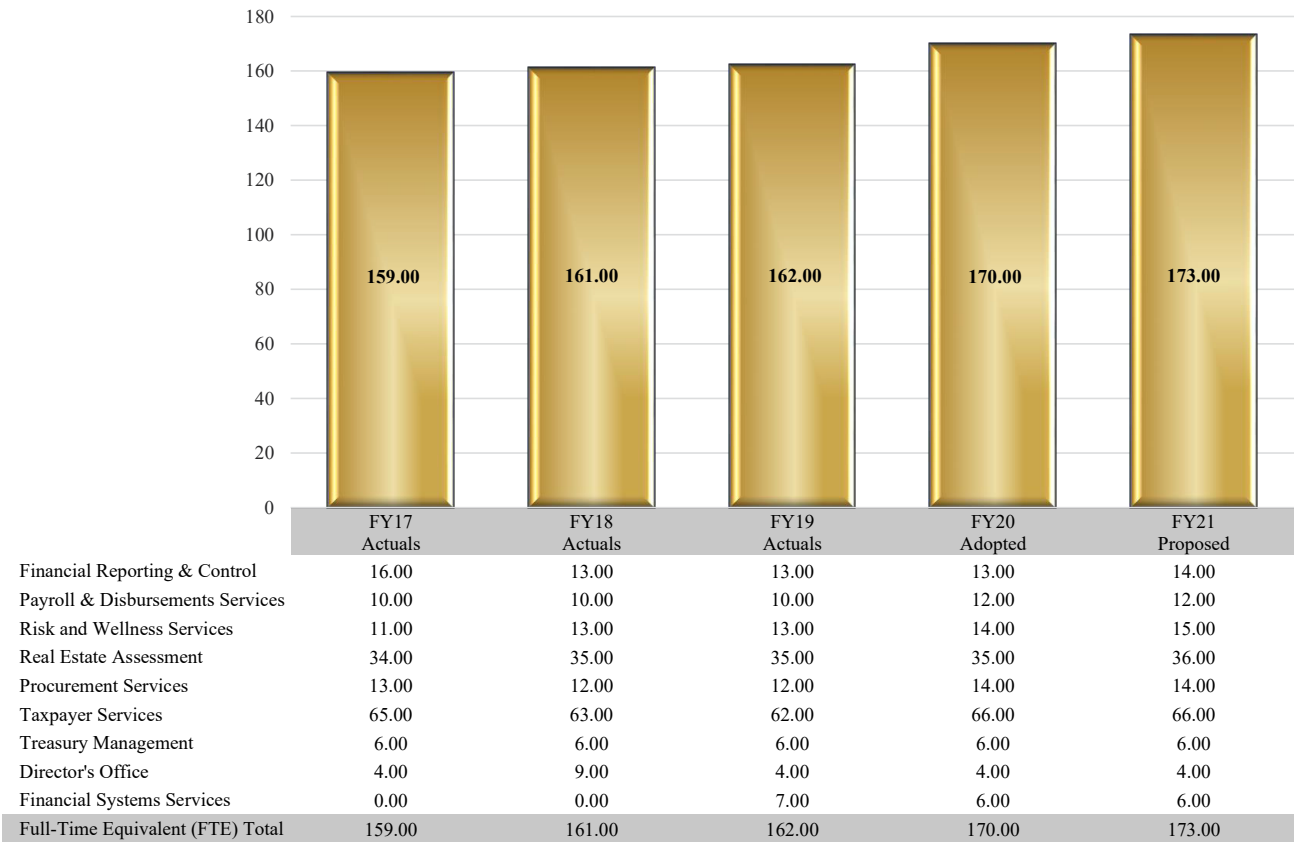
Salaries and Benefits	\$13,944,095	\$13,887,233	\$14,215,699	\$15,357,516	\$16,878,868	9.91%
Contractual Services	\$1,707,993	\$2,023,638	\$2,037,825	\$2,366,189	\$2,505,944	5.91%
Internal Services	\$3,372,787	\$3,317,916	\$3,265,559	\$3,226,501	\$3,187,790	(1.20%)
Purchase of Goods & Services	\$1,185,115	\$1,114,532	\$1,301,739	\$1,462,667	\$1,506,245	2.98%
Capital Outlay	\$0	\$9,400	\$0	\$16,625	\$16,625	0.00%
Leases & Rentals	\$35,605	\$21,964	\$34,082	\$47,284	\$46,784	(1.06%)
Reserves & Contingencies	(\$456,762)	(\$452,322)	(\$451,771)	(\$719,861)	(\$523,307)	(27.30%)
Total Expenditures	\$19,788,832	\$19,922,360	\$20,403,134	\$21,756,920	\$23,618,949	8.56%

Funding Sources

Permits & Fees	\$240	\$150	\$120	\$250	\$250	0.00%
Fines & Forfeitures	\$22,494	\$38,189	\$55,004	\$12,000	\$12,000	0.00%
Use of Money & Property	\$132,680	\$74,141	\$62,103	\$7,200	\$7,200	0.00%
Miscellaneous Revenue	\$120,272	\$183,949	\$217,802	\$286,552	\$270,191	(5.71%)
General Property Taxes	\$2,107,801	\$2,771,267	\$2,753,556	\$2,854,891	\$2,813,886	(1.44%)
Charges for Services	\$228,800	\$228,800	\$228,800	\$225,181	\$225,181	0.00%
Revenue from Commonwealth	\$681,994	\$696,613	\$698,900	\$721,599	\$736,099	2.01%
Transfers In	\$311,611	\$237,281	\$236,611	\$229,111	\$236,611	3.27%
Total Designated Funding Sources	\$3,605,892	\$4,230,389	\$4,252,895	\$4,336,784	\$4,301,418	(0.82%)
Net General Tax Support	\$16,182,940	\$15,691,970	\$16,150,239	\$17,420,136	\$19,317,531	10.89%
Net General Tax Support	81.78%	78.77%	79.16%	80.07%	81.79%	



Staff History by Program



Future Outlook

Technology – The County will begin replacing 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. Other technology initiatives include the implementation of a Customer Relationship Management (CRM) solution to enhance customer service for County taxpayers as well as improvements to existing systems and reporting capabilities for greater transparency and efficiencies. All of these initiatives require an investment of County funds and implementation time frames that span multiple years. Looking towards the future, there is an obligation to citizens and small businesses to explore the transparency and informative nature of Artificial Intelligence (AI) and cloud-based virtual assistants to provide help obtaining business licenses, provide advance notification of tax due dates, ensure County records have the correct vehicles before they are billed, etc.

Governmental Accounting Standards Board (GASB) Pronouncements – GASB No. 87, effective FY2021, alters the accounting rules and financial reporting requirements for how governmental entities report leases. This particular pronouncement is anticipated to have a significant ongoing impact on the County and will require resources to implement and maintain the new GASB standard.

Data Centers – The data center industry is becoming an increasingly larger segment of the County’s tax base and resulting revenues. As such, this is a sector the County should monitor and seek to fully understand, given the complexities and rapid refreshment cycle of the property housed within data centers. Staffing levels in Taxpayer Services remain constrained given the rapid growth in population and transactions over the last 20 years, resulting in dramatically increased workload measures such as a 61% increase in the number of tax items processed per FTE. Independent validation of stressed staffing levels was evidenced in an internal audit performed by RSM [Internal Audit April 29, 2015](#) 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. Despite the addition of five FTEs in Taxpayer Services in FY20, it is management’s considered opinion that productivity improvements alone will not be sufficient to maintain the current high collection rates and the effort needed to keep pace with the rapidly growing data center industry from a tax compliance perspective.

General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Assistant Appraiser Manager Position Added in FY20** – An Assistant Appraiser Manager was added to the Real Estate Assessment program in FY20 to build and lead the data center team. Data centers are the most complex of commercial properties. A large influx of data center projects has the potential of increasing the current population of data centers by a factor of three to four times. Each data center can have thousands of business transaction protocol components impacting annual real estate assessments. The total cost of the position is \$120,953.
- C. Business Systems Analyst Position Added in FY20** – A Business Systems Analyst was added to the Financial Systems Services program in anticipation of upcoming workflow revisions and interfaces to and from existing systems. The total cost of this position is \$116,293.
- D. Removal of One-Time Costs and Cost Recovery** – A total of \$3,018 in expenditures has been removed from the Finance budget for FY20 one-time costs associated with the addition of two Principal Fiscal Analyst positions for implementation of the County’s Human Capital Management system (HCM). In addition, a total of \$178,134 in cost recovery has been removed from the Finance budget for the position costs previously charged to the HCM capital project in FY20. These two positions were planned to transition to general fund support in FY21 and will continue to support the ongoing implementation of HCM. County management [audit findings](#) in February 2018 noted that additional positions were required to support existing Human Resource functions. The net impact is an ongoing increase of \$175,116 in the budget.

Budget Initiatives

A. Budget Initiatives

1. Security Program Manager (1.00 FTE) and Armed Security Officers/Off Duty Police – Risk & Wellness Services

Expenditure	\$344,602
Revenue	\$0
General Fund Impact	\$344,602
FTE Positions	1.00

- a. Description** – This initiative provides funding for a Security Program Manager and additional security at County facilities to improve overall safety of employees based on the continuing escalation of violence and incidents that pose a risk to citizens visiting County facilities and employees. Workplace violence continues to increase. In 2016, 10% of all occupational injuries were homicides, an increase of 20% over 2015. In 2016, violence was ranked third in cause of workplace fatalities. Ongoing funding for the Security Program Manager totals \$104,279. Annual funding for armed security services totals \$240,323.
- b. Service Level Impacts** – This initiative provides increased security for County employees and citizens utilizing County services.

Program Summary

Financial Reporting & Control

Financial Reporting & Control maintains the County's books and records in accordance with Generally Accepted Accounting Principles and complies with the Auditor of Public Accounts' Uniform Guidance for locality financial reporting. The program manages and coordinates the annual audit of the County's financial statements as required by the Code of Virginia.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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	1	1	NA	<5	<5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Maintain the County's Financial Records	\$4,465	\$4,644	\$4,685	\$4,791	\$4,875
Financial transactions	641,382	611,285	621,212	650,000	653,250
Capital asset transactions	1,011	850	955	1,000	1,000

Payroll & Disbursement Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Accounts Payable customer satisfaction survey results (Scale 1-10)	8	8	9	9	9
Payroll customer satisfaction survey results (Scale 1-10)	9	9	9	9	9
Vendors utilizing direct deposit for payments	40%	43%	45%	43%	45%
Employees utilizing direct deposit for payroll	99%	99%	99%	99%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Pay Bills	\$529	\$397	\$392	\$368	\$408
Vendor transactions	139,819	132,997	124,852	133,000	120,000
Payroll Processing	\$481	\$630	\$582	\$629	\$860
Payroll payments	131,039	134,808	137,464	135,000	138,000

Risk & Wellness Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Countywide workers' compensation incidents per 100 employees	6.84	7.20	6.02	7.34	7.00
Days away, restricted or transferred (DART) Rate Countywide per 100 employees	4.83	4.80	4.46	5.12	4.80
Countywide number of preventable collisions per 1,000,000 miles driven	10.60	12.10	10.90	12.40	12.00

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Risk Management	\$1,028	\$1,178	\$1,153	\$1,360	\$1,778
Incidents reported	1,805	1,836	1,818	<1,800	<1,800
Safety inspections made	95	75	67	48	65
Number of training sessions offered	-	-	235	130	230
Environmental Management	\$337	\$302	\$390	\$338	\$392
Environmental audits	6	9	13	12	12
Environmental inspections	23	29	48	46	46

Real Estate Assessment

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Overall accuracy in annual assessment	94%	94%	94%	92%	93%
Appealed real estate assessments upheld by the Board of Equalization	81%	74%	80%	74%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Mass Appraisal of Real Property	\$2,679	\$2,818	\$2,853	\$3,199	\$3,433
Sales transferring ownership of property	14,326	12,983	15,013	13,000	13,000
Sales verified to establish the assessments	8,971	8,324	7,366	8,400	7,400
Parcels per appraiser*	6,363	6,409	6,181	6,400	6,000
Customer Service	\$622	\$571	\$715	\$544	\$894
Total inquiries	14,463	14,233	14,345	14,200	14,300
Internet user sessions on Real Property Assessment site	474,686	466,180	477,170	466,000	477,000
Tax relief applications processed	5,524	5,832	5,685	5,900	5,700

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

Procurement Services

Procurement Services 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
External customers' procurement process satisfaction	94%	94%	93%	94%	94%
Internal customers' procurement process satisfaction	94%	93%	85%	93%	90%
IFB savings low bid vs average all bids	-	15%	18%	15%	17%
IFB award vs cost estimation	-	10%	15%	10%	11%
P-card transaction savings over previous year	-	22%	30%	21%	22%
Solicitations and awards without protest	99%	99%	99%	97%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Procure Goods and Services	\$1,127	\$1,163	\$1,147	\$1,298	\$1,377
Solicitations issued annually	84	92	102	89	92
Purchase card spend per Purchase Card Program FTE (calendar year)	-	-	\$7.9M	\$7.5M	\$4.1M
Purchase card spend (calendar year)	-	-	\$7.9M	\$7.5M	\$8.2M
Purchase order spend per Contract Specialist FTE (fiscal year)	-	-	\$39.2M	\$33.3M	\$31.6M
Purchase order spend (fiscal year)	-	-	\$313.7M	\$399.0M	\$316.0M

Taxpayer Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Cumulative delinquent tax as a percent of total tax levy	1.3%	1.1%	1.1%	1.0%	1.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Bill Tax Items	\$3,633	\$3,318	\$3,468	\$3,849	\$4,081
All tax items processed	671,704	703,898	712,717	720,500	728,500
Increase in tax items processed per FTE over FY01	47%	55%	60%	61%	-
Collect County Revenue	\$2,245	\$2,434	\$2,510	\$2,773	\$2,876
Delinquency notices sent	165,058	159,516	161,941	160,000	160,000
Real property taxes levied	\$653.7M	\$682.4M	\$714.2M	\$695.2M	\$714.2M
Real property taxes collected	\$651.8M	\$681.1M	\$712.9M	\$693.8M	\$712.9M

Treasury Management

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
First year accuracy of the five-year revenue forecast	102%	101%	101%	99-102%	99-102%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Financial Analysis	\$340	\$437	\$476	\$320	\$279
Financial planning documents prepared	102	168	530	125	300
Finance issues reviewed or analyzed	76	151	97	150	100
Debt Management	\$657	\$304	\$350	\$439	\$332
Bond sales executed	1	1	0	1	1
Value of outstanding debt	-	\$1.15B	\$1.06 B	\$1.15B	\$1.24B
Cash Management/Investments/Banking	\$313	\$261	\$278	\$446	\$565
Assets under management	\$1.11B	\$1.19B	\$1.35B	\$1.25B	\$1.40B
Investment transactions	1,796	1,705	1,340	1,800	-

Director's Office

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Leadership, Coordination and Oversight*	\$1,332	\$1,465	\$744	\$725	\$751
Trackers responded to	6	1	10	8	8
Revenue forecasts generated	50	38	24	45	40
BOCS agenda items processed	-	-	361	250	250

*FY17 through FY18 includes expenditures for the Financial Systems Services program.

Financial Systems Services

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Achieve project milestones outlined per project	-	90%	91%	94%	94%
Work tickets completed as a percent of those created	-	-	97%	90%	97%

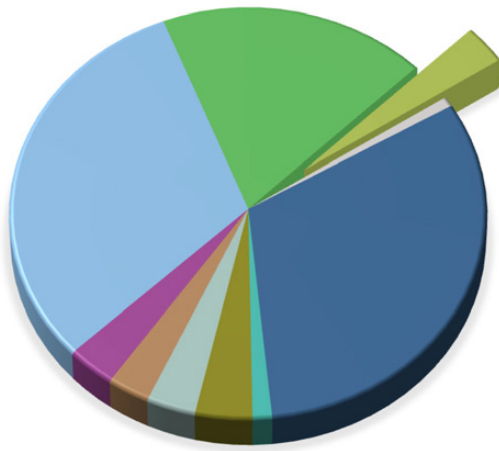
The previously reported measure, "Processing of vendor direct deposit for payments," is reported in the Payroll & Disbursement Services program.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Maintain the County's Financial Systems*	\$0	\$0	\$660	\$678	\$718
Number of active vendor users	16,883	18,473	16,492	19,420	19,420
Number of active system users	3,930	4,150	6,537	4,530	4,530

*FY17 and FY18 expenditures included in the Director's Office program.

Mission Statement

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



Expenditure Budget:
\$3,922,684

3.1% of General Government

Programs:

- Benefits & Retirement Management: \$836,073
- Shared Services: \$806,554
- Talent Management: \$1,380,920
- Learning & Development: \$899,137

General Government Expenditure Budget:
\$126,913,655

Mandates

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

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

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

Human Resources



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Classification & Compensation	\$323,338	\$762,149	\$491,444	\$0	\$0	0.00%
Benefits & Retirement Management	\$768,524	\$752,287	\$912,328	\$1,029,494	\$836,073	(18.79%)
Shared Services*	\$509,172	\$569,874	\$625,139	\$556,833	\$806,554	44.85%
Talent Management	\$648,827	\$656,257	\$750,758	\$1,216,260	\$1,380,920	13.54%
Learning & Development	\$706,227	\$753,346	\$672,519	\$810,994	\$899,137	10.87%
Total Expenditures	\$2,956,089	\$3,493,912	\$3,452,188	\$3,613,581	\$3,922,684	8.55%

*Formerly Human Resource Information System

Expenditure by Classification

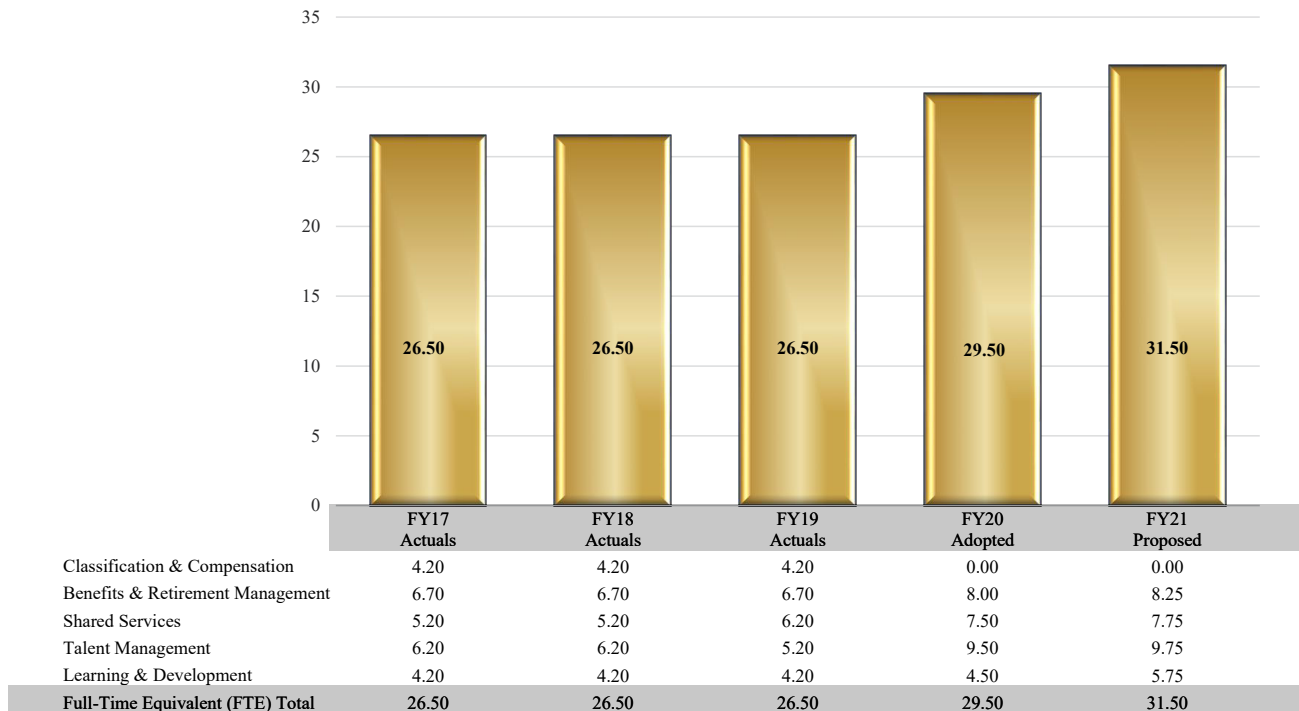
Salaries and Benefits	\$2,643,921	\$2,782,204	\$3,083,036	\$3,243,084	\$3,660,339	12.87%
Contractual Services	\$2,222	\$438,730	\$165,638	\$237,653	\$235,083	(1.08%)
Internal Services	\$585,144	\$584,812	\$584,001	\$574,893	\$577,998	0.54%
Purchase of Goods & Services	\$133,608	\$96,119	\$96,165	\$144,577	\$125,759	(13.02%)
Capital Outlay	\$0	\$5,460	\$0	\$0	\$0	0.00%
Leases & Rentals	\$11,503	\$13,804	\$9,479	\$12,962	\$12,962	0.00%
Reserves & Contingencies	(\$420,309)	(\$427,217)	(\$486,131)	(\$599,588)	(\$689,456)	14.99%
Total Expenditures	\$2,956,089	\$3,493,912	\$3,452,188	\$3,613,581	\$3,922,684	8.55%

Funding Sources

Miscellaneous Revenue	\$0	\$0	\$25	\$0	\$0	0.00%
Total Designated Funding Sources	\$0	\$0	\$25	\$0	\$0	0.00%
Net General Tax Support	\$2,956,089	\$3,493,912	\$3,452,163	\$3,613,581	\$3,922,684	8.55%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	



Staff History by Program



Future Outlook

The world of work is undergoing dramatic changes. Today's open talent economy requires employers and employees to come to terms with a new environment, in which flexibility and adaptability are prioritized over structured environments and standardized roles and responsibilities. Traditional government service delivery is challenged everyday by community expectations shaped by the e-commerce marketplace.

The County is challenging all of its personnel norms to create that flexible environment for more than 30 different lines of service requiring diverse skill sets and a variety of service settings. Police officers, community service therapists, human rights investigators and building inspectors interact directly with the community in their homes, neighborhoods, streets and businesses. County facilities run the gamut from parks and recreation centers, libraries and historical sites to courtrooms and secure detention facilities. All community-facing front line services are supported by essential back office employees including custodians, maintenance workers, talent management recruiters and accountants.

As the agency responsible for sourcing the talent to achieve the County's strategic goals, Human Resources is undergoing a functional revolution to recruit and retain exceptional employees. Over the next five years, Human Resources will:

Implement a new personnel classification system – Provide the flexibility and adaptability required by the current and future work environment. The new system is designed to provide both job and salary equity, which keeps the County competitive in the employment market and fully compliant with federal and state regulatory requirements.

- **Redesign professional development opportunities** – Provide maximum movement and promotion through the new classification system. By focusing on competencies, employees have more opportunities to work in different service areas, thereby improving employee satisfaction and engagement.
- **Implement a human capital management system** – Manage the full employee life cycle from onboarding to post-retirement. Technological upgrades will reduce manual transactions, maximize automated workflow and provide business analytics unavailable today. Decision-making and succession planning will be greatly enhanced with easy access to data.
- **Evaluate health and retirement benefits** – Maintain regional competitiveness. Changes in the state retirement plan for general government employees have placed the County in a less favorable position to retain employees with less than five years service. This is particularly true for those employees in high demand positions for which there are few qualified applicants. Health insurance benefits are also an integral part of 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 is critical.
- **Plan for transition in key leadership roles** – Ensure the transfer of historical knowledge and skills. Within the next five years, hundreds of baby boomers will be eligible for full retirement benefits. Four generations of an increasingly diverse workforce will work together requiring strategies that respect generational diversity as groups of employees move into, through, and ultimately out of the workplace.

General Overview

- A. **Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is

Human Resources

included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information

- B. Removal of One-Time Costs and Cost Recovery** – A total of \$21,388 in expenditures has been removed from the Human Resources budget for FY20 one-time costs associated with the addition of two positions for implementation of the County’s Human Capital Management system (HCM). In addition, a total of \$174,095 in cost recovery has been removed from the Human Resources budget for the position costs previously charged to the HCM capital project in FY20. These two positions were planned to transition to general fund support in FY21 and will continue to support the ongoing implementation of HCM and address audit findings of Human Resource functions identified in February 2018. The net impact is an ongoing increase of \$152,707 in the budget.
- C. Position Shift to Human Resources** – A vacant position with a salary and benefits budget of \$105,725 has been shifted from the Department of Information Technology (DoIT) to Human Resources, Learning and Development program. This results in 1.00 FTE decrease in DoIT and a 1.00 FTE increase in Human Resources. The position has been reclassified to support professional development opportunities for supervisors. Training support for supervisors has been identified as high priority for the County. There is no net impact to the general fund.

Budget Initiatives

A. Budget Initiatives

1. Senior Human Resources Analyst – Benefits & Retirement Management

Position Cost	\$89,963
Cost Recovery (Medical Insurance ISF)	(\$89,963)
Total Expenditure (Net)	\$0
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

- a. Description** – This initiative supports adding a new position to the Benefits & Retirement Management program and will educate and counsel employees on County benefit and retirement programs, including Virginia Retirement System (VRS) Plan 1, Plan 2 and Hybrid enrollment, Americans with Disabilities Act, County leave policies and practices and the Family and Medical Leave Act. The total salary and benefits costs, plus information technology costs, are \$89,963; however, the position will be cost recovered from the Medical Insurance Internal Service Fund (MISF) revenue, therefore there is no general fund impact.
- b. Service Level Impacts** – The additional staffing will ensure that new employees are educated and counselled on the many benefits options available, especially the VRS Hybrid Program. All new employees (other than sworn public safety personnel) who are new to local government are enrolled in the VRS Hybrid Retirement Program, which has multiple components, such as a voluntary contribution, a mandatory contribution and a short-term disability component that employees are required to understand. The number of VRS Hybrid employees grows with each new hire and will continue to become a larger percentage of the workforce. For example, in 2019, 62% of all new hires (totaling 368 individuals) were enrolled in the VRS Hybrid Plan. Additional staff will allow for proactive outreach and educational programming, including enhanced individual counseling.

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 and, promote productivity, job satisfaction, and work-life balance.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Participants enrolled in County healthcare	-	-	7,795	-	8,295
Individuals supported by retirement programs	-	-	8,539	-	8,700
Employees satisfied with benefit program services	80%	80%	80%	80%	80%
Inquiries answered within 24 hours	98%	98%	98%	98%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Benefits & Retirement Management	\$769	\$752	\$912	\$1,029	\$836
Employees provided benefits orientation and training	3,502	2,644	2,482	1,900	2,000
Employees enrolled in County healthcare	3,279	3,338	3,338	3,500	-
Individual retirement consultations/hours spent	277/443	351/527	290/377	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Personnel actions processed electronically	96.3%	90.0%	97.0%	95.0%	95.0%
Personnel Action Forms (PAFs) processed within pay period form is received	98.2%	98.0%	97.0%	97.0%	97.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Shared Services	\$509	\$570	\$625	\$557	\$807
Personnel documents scanned into the Electronic Data Management System (EDMS)	21,000	39,194	17,447	24,000	18,000

Human Resources

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 with volunteer programs.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
County turnover rate without retirement	9%	8%	8%	9%	9%
County turnover rate with retirement	11%	11%	11%	11%	11%
Average days to fill position (from advertisement to acceptance)	-	-	-	80	80
Department satisfaction with talent management services	-	-	-	-	80%
Classifications within competitive range (+5/-5%) compared to the labor market	93%	95%	NR	95%	-
Vacant position classifications completed within 28 days	93%	95%	100%	95%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Talent Management	\$649	\$656	\$751	\$1,216	\$1,381
Applications received annually	-	-	76,314	73,000	70,000
Positions advertised/approved for hire or promotion	820	896	682	850	825
Requests to change vacant position classifications	-	-	96	50	40
Review of all County budget requests for new positions	-	-	131	50	40
Responses to salary surveys completed	-	-	124	200	150
Consultations related to performance management	-	-	-	750	750
Training sessions conducted	-	-	-	50	50

Learning & Development (L&D)

Provides instructor-led and online training which includes professional development, mandatory, and technical training. L&D also facilitates New Employee Orientation and conducts large scale learning events. Employee training is administered through the PWC University.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Percentage of graduates applying what they learned	-	-	90%	-	96%
Percentage of graduates promoted	-	-	30%	-	40%
Employee satisfaction effectiveness of training (on a 5 point scale)	4.8	4.5	4.8	4.8	-
eLearning licenses used	79%	93%	90%	100%	-
County employees taking training	97%	99%	97%	99%	-

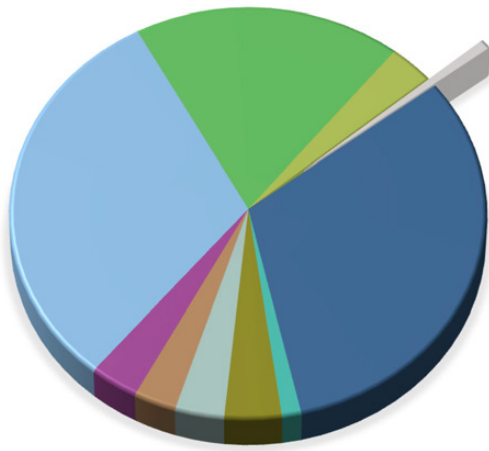
Human Resources

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Learning and Development	\$706	\$749	\$673	\$811	\$899
Supervisors attending at least one developmental program	-	-	25%	-	55%
Employees attending at least one instructor-led training session	-	-	2,254	-	2,300
Number of elearning assets deployed through PWCU	-	-	-	-	25,000
Instructor-led training sessions delivered countywide	983	1,230	850	1,250	1,500
Attendance at instructor-led sessions delivered countywide	10,718	12,837	10,943	13,000	13,000
Attendance at instructor-led T&D programs	3,627	5,911	3,135	6,000	-
Instructor-led sessions offered and scheduled by T&D staff	564	834	730	800	-

Human Rights

Mission Statement

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



Expenditure Budget:
\$969,700



0.8% of General Government

Programs:

- Human Rights Commission: \$969,700

General Government Expenditure Budget:
\$126,913,655

Mandates

The County operates under a mandate to safeguard and protect citizens from unlawful discrimination.

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

State Code: [Chapter 39](#) (Virginia Human Rights Act)

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

Human Rights



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Human Rights Commission	\$643,419	\$761,408	\$778,972	\$771,456	\$969,700	25.70%
Total Expenditures	\$643,419	\$761,408	\$778,972	\$771,456	\$969,700	25.70%

Expenditure by Classification

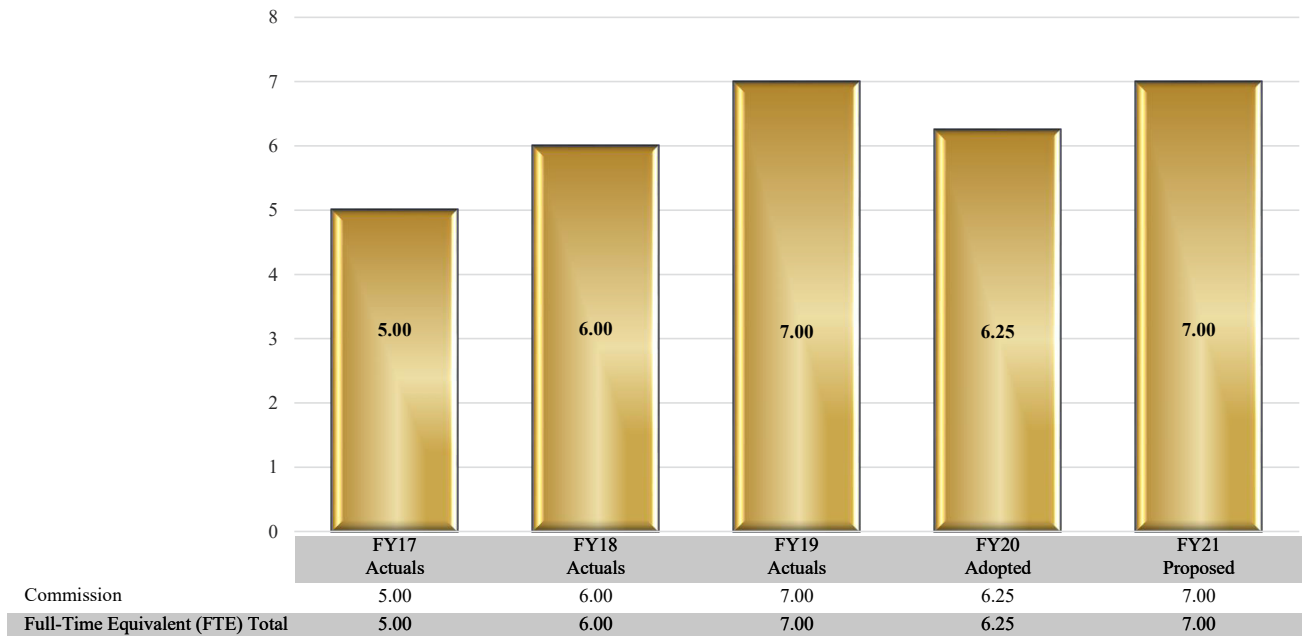
Salaries and Benefits	\$582,578	\$697,494	\$686,757	\$694,999	\$845,998	21.73%
Contractual Services	\$9,074	\$2,942	\$38,303	\$2,586	\$22,586	773.40%
Internal Services	\$23,833	\$27,654	\$26,293	\$20,823	\$24,742	18.82%
Purchase of Goods & Services	\$26,710	\$31,087	\$27,619	\$48,949	\$72,276	47.66%
Leases & Rentals	\$1,223	\$2,232	\$0	\$4,099	\$4,099	0.00%
Total Expenditures	\$643,419	\$761,408	\$778,972	\$771,456	\$969,700	25.70%

Funding Sources

Revenue from Federal Government	\$15,600	\$67,027	\$28,677	\$26,975	\$17,650	(52.83%)
Revenue from Commonwealth	\$0	\$18,772	\$9,478	\$14,044	\$0	0.00%
Transfers In	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	0.00%
Total Designated Funding Sources	\$45,600	\$115,799	\$68,155	\$71,019	\$47,650	(32.91%)
Net General Tax Support	\$597,819	\$645,609	\$710,817	\$700,437	\$922,050	31.64%
Net General Tax Support	92.91%	84.79%	91.25%	90.79%	95.09%	



Staff History by Program



Future Outlook

Increase public awareness and public service – Identify and define process and substance improvements that increase the effectiveness and efficiency of the intake, mediation, and investigation processes. Develop outreach and educational programs and activities about civil and human rights issues that are both relevant and effective.

Broaden the use of technology for managing and delivering services – Develop a digitized case management system. Increase the use of technology to input and capture statistical data about complaints, inquiries, allegations, and referrals. Identify, define, and suggest possible enhancements to the Human Rights Commission’s (HRC) webpage that could make it more effective and user-friendly.

Develop outreach and education strategies – Sponsor, support, and participate in community outreach activities, events, and forums. Develop training programs for staff and appointed boards, committees, and commissions.

Expand internal and external areas of work – Expand anti-discrimination enforcement through investigations, education and compliance activities. Establish partnerships with individuals, non-profit, business, and other government agencies, internal or external to Prince William County (PWC). Conduct fair housing testing.

General Overview

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

- B. Shift of Human Services Case Management 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. Previously, a portion of the Human Services Case Management position was separated from related activities within Aging’s budget, primarily the County’s contribution to Birmingham Green, in order to provide a clear separation of duties as required by the Commonwealth. To achieve this, in FY18, the Human Services Case Management Manager position was moved out of Aging’s Supportive Services program and into the Human Rights Office. This position performed 25% of its duties for Human Rights and 75% of its duties for Aging, and revenue and expenses were allocated accordingly. Aging received approval from the State in FY20 to bring the Human Services Case Management position back under the supervision of Aging, create a separate Ombudsman program in Aging’s department, and consequently achieve the required separation of duties. Therefore, the 25% portion of the Human Services Case Management position residing in Human Rights was shifted to Aging. Related expenditures for this position and corresponding revenue were shifted from Human Rights to Aging. This shift totals revenue of \$23,369 and related salary, benefit, and supplies expenditures totaling \$30,389.

Human Rights

C. **Position Shift from Executive Management to Human Rights** – A position with a salary and benefits budget of \$131,638 has been shifted from the Office of Executive Management (OEM), Equality, Affirmative Employment, & Diversity program to the Human Rights, Human Rights Commission program. This results in 1.00 FTE decrease in OEM and a 1.00 FTE increase in Human Rights. The position has been reclassified to support human rights related investigations. Additional support funds of \$49,741 have also been shifted for a total Human Rights budget increase of \$181,379. There is no net impact to the general fund.

Program Summary

Human Rights Commission

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

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Cases closed within 12 months of filing with HRC	-	-	-	-	70%
Cases resolved through alternative resolution (without adjudication)	-	-	-	-	20%
Residents contacted seeking services	-	-	-	-	10%
Completed investigations appealed to the HRC	-	-	-	-	10%
Appeals upheld by the HRC	-	-	-	-	100%
Favorable customer survey responses	72%	72%	72%	72%	-
Enforcement compliance rate	100%	100%	100%	100%	-
Cases resolved through mediation and conciliation processes	20%	20%	20%	20%	-

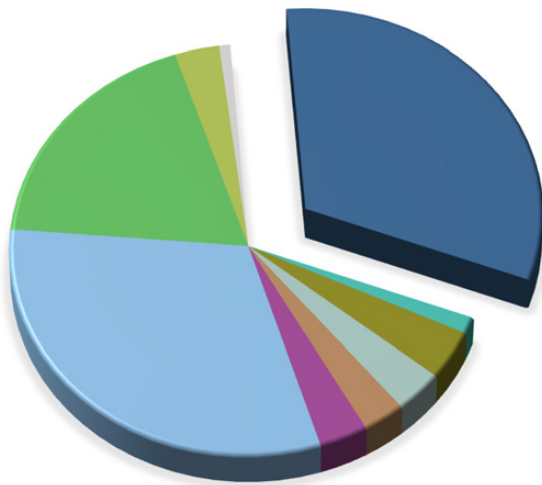
Human Rights

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Charge Management	\$445	\$462	\$546	\$501	\$599
Complaints filed	-	-	-	-	60
Cases resolved through Alternative resolution	-	-	-	-	12
Cases appealed	-	-	-	-	6
Cases worked	131	137	130	150	-
Inquiries processed	577	576	580	585	-
Outreach/Education	\$68	\$60	\$56	\$90	\$218
Number of resident contacts	-	-	-	-	2,000
Requests for public information	75	75	80	80	-
Customers seeking services as a result of outreach efforts	1,575	1,574	1,600	1,600	-
Persons attending training or benefiting from civil rights enforcement	653	650	685	700	-
Staff Support to the HRC	\$130	\$133	\$153	\$150	\$153
Staff time supporting the Human Rights Commissioners	25%	20%	20%	20%	20%
Long-Term Care Ombudsman*	\$0	\$106	\$24	\$29	\$0

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

Mission Statement

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



General Government Expenditure Budget:
\$126,913,655

Expenditure Budget:
\$40,465,799



31.9% of General Government

Programs:

- Leadership, Management & Security: \$1,939,178
- Communications & Infrastructure: \$17,200,509
- Geographical Information Systems: \$2,724,368
- Business Applications Support: \$10,857,923
- Customer Services & Business Group: \$7,743,821

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. The Department of Information Technology provides these services.

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

State Code: [2.2](#) (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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Leadership, Management & Security	\$3,066,492	\$2,357,411	\$2,424,458	\$2,219,848	\$1,939,178	(12.64%)
Communications & Infrastructure	\$6,519,248	\$7,432,289	\$8,613,579	\$15,632,365	\$17,200,509	10.03%
Geographic Information System	\$2,225,906	\$2,260,172	\$2,620,039	\$2,567,600	\$2,724,368	6.11%
Business Applications Support	\$12,408,492	\$9,952,746	\$11,102,517	\$11,881,932	\$10,857,923	(8.62%)
Customer Services & Business Group	\$6,076,832	\$7,623,574	\$7,820,413	\$7,757,702	\$7,743,821	(0.18%)
Total Expenditures	\$30,296,970	\$29,626,192	\$32,581,007	\$40,059,446	\$40,465,799	1.01%

Expenditure by Classification

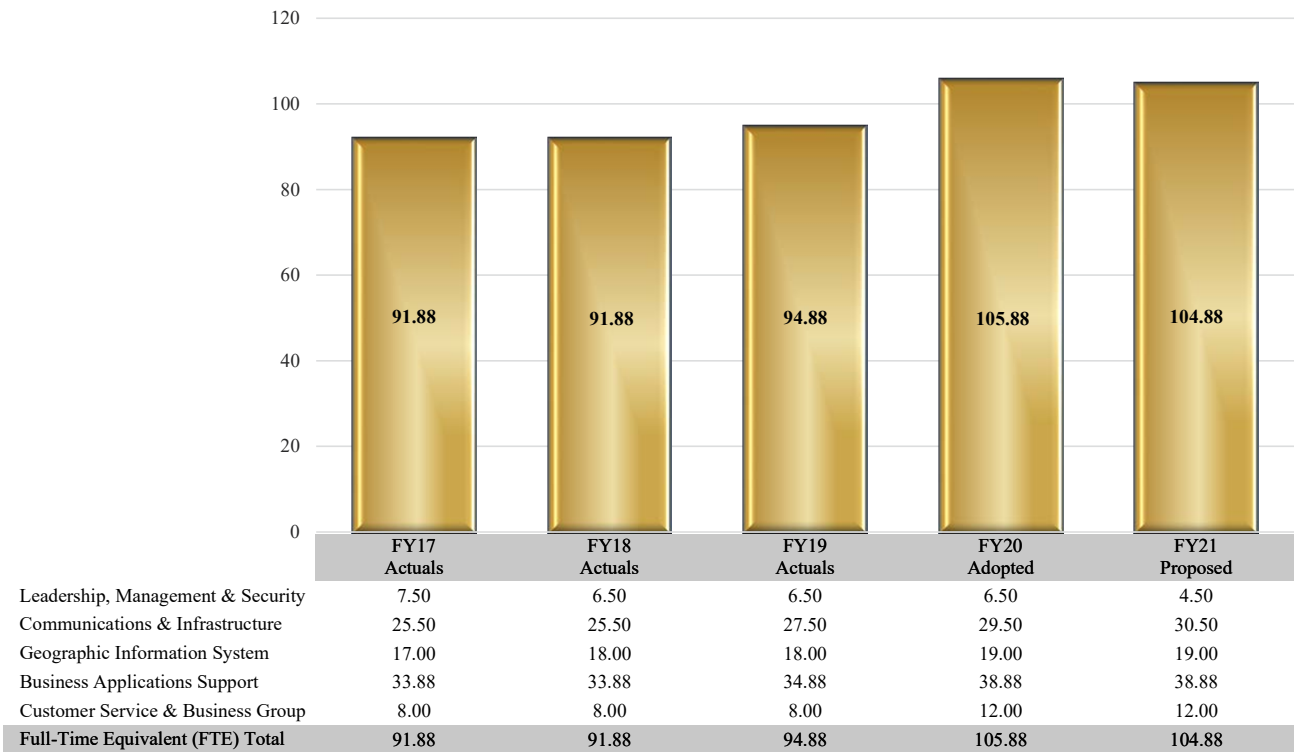
Salaries and Benefits	\$11,241,381	\$10,608,215	\$9,667,649	\$11,598,743	\$12,417,850	7.06%
Contractual Services	\$14,139,778	\$11,661,267	\$15,626,851	\$15,233,736	\$17,939,651	17.76%
Internal Services	\$87,719	\$86,454	\$101,774	\$23,702	\$23,702	0.00%
Purchase of Goods & Services	\$3,763,470	\$6,078,272	\$5,747,997	\$4,273,416	\$4,361,595	2.06%
Capital Outlay	\$0	\$0	\$126,684	\$1,092,962	\$1,753,360	60.42%
Leases & Rentals	\$12,313	\$49,308	\$12,394	\$17,750	\$250,503	1,311.28%
Reserves & Contingencies	\$0	\$0	\$0	(\$180,862)	(\$180,862)	0.00%
Depreciation Expense	\$1,052,309	\$1,142,675	\$1,253,657	\$0	\$0	-
Transfers Out	\$0	\$0	\$44,000	\$8,000,000	\$3,900,000	(51.25%)
Total Expenditures	\$30,296,970	\$29,626,192	\$32,581,007	\$40,059,446	\$40,465,799	1.01%

Funding Sources

Use of Money & Property	\$162,376	\$172,666	\$184,948	\$183,826	\$183,826	0.00%
Miscellaneous Revenue	\$9,235	\$1,605,899	\$98,029	\$0	\$0	-
Charges for Services	\$29,051,185	\$30,732,030	\$31,336,118	\$31,474,349	\$34,447,564	9.45%
Transfers In	\$726,749	\$467,146	\$523,374	\$401,271	\$401,271	-
Total Designated Funding Sources	\$29,949,545	\$32,977,741	\$32,142,469	\$32,059,446	\$35,032,661	9.27%
(Contribution to)/Use of Fund Balance	\$151,711	(\$3,417,424)	\$316,435	\$8,000,000	\$5,433,138	-
Net General Tax Support	\$195,714	\$65,875	\$122,103	\$0	\$0	-
Net General Tax Support	0.65%	0.22%	0.37%	0.00%	0.00%	



Staff History by Program



Future Outlook

Cloud First – Cloud services and solutions have transformed the information technology (IT) 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.

Human Capital Management (HCM) – The County’s greatest assets are the workforce that supports the organization, and the technologies that foster continuous innovation. As the County embarks on a multi-year mission to modernize and consolidate with new technology platforms and applications to manage the recruiting, hiring, payroll, benefits administration, performance, career development, compensation, and retirement of their employees, the Department of Information Technology (DoIT) will be the technical strategic partner to help the county implement new ways to manage the County’s most important resources; human capital.

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. A focus on mobility services and enhanced device management and security will be applied in FY2021.

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. Local governments are meeting this challenge by focusing efforts on new technology, enhanced teamwork, employee training, and insuring against losses. Designing enterprise communications to meet these demands is an ongoing commitment with a focus on security innovations that could enhanced policies, systems and data security.

Innovative Technologies – Innovations from the technology industry include fiber, 5G infrastructure and the Internet of Things. The support and development of high-speed connectivity provides opportunities within many industries, including public safety, emergency response, datacenters, transportation, economic development, etc. DoIT is pursuing technology modernization efforts to capitalize on industry best practices to deliver platforms for community and government innovation.

General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Removal of One-Time Costs and Cost Recovery** – A total of \$180,862 in cost recovery has been removed from the DoIT budget for the position costs previously charged to the HCM capital project in FY20. One Systems Developer III and one Systems Developer II were planned to transition to general fund support in FY21 and will continue to support the ongoing implementation of HCM and support ongoing work within the department. The net impact is an ongoing increase of \$180,862 in DoIT's budget.
- C. **Removal of One-Time Costs for Technology Infrastructure Capital Project** – \$8,000,000 has been removed from DoIT's FY21 budget for one-time costs associated with updating and modernizing the County's technology infrastructure in FY20. These costs included modernization of two data centers and security infrastructure updates.
- D. **Position Shift of Disaster Recovery Manager from DoIT to Human Resources** – A vacant Disaster Recovery Manager position (1.00 FTE) with a salary and benefit budget of \$105,725 was transferred to Human Resources and was reclassified to a Training Analyst in FY20. The Training Analyst supports professional development opportunities for supervisors.
- E. **Position Shift of Chief Information Security Officer from DoIT to Economic Development** – During FY20 a vacant Chief Information Security Officer position (1.00 FTE) with a salary and benefit budget of \$110,775 was transferred from DoIT to the Economic Development Department and was reclassified to Assistant Director of Economic Development, Communications. The position will promote business growth through communication and marketing efforts in support of the County's Robust Economy strategic goal.
- F. **Position Shift of Web Developer from Executive Management (Communications) to DoIT** – During FY20 a Web Developer position (1.00 FTE) with a salary and benefit budget of \$112,472 was transferred to DoIT from the Office of Executive Management (Communications) to centralize technology functions, such as County web site development, within the department.

Budget Initiatives

A. Budget Initiatives

1. Transfer from DoIT Internal Service Fund Balance to Technology Infrastructure Capital Project – Communications and Infrastructure Division (CID)

Expenditure	\$3,900,000
Use of Fund Balance (Internal Services)	\$3,900,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – This initiative transfers \$3.9 million of fund balance from DoIT internal service funds to fund the FY21 one-time costs for the Technology Infrastructure Capital project. This project will support the update and 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). This initiative completes funding for the Technology Infrastructure capital project.
- 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. Countywide Technology Infrastructure – CID

Expenditure	\$2,434,855
Use of Fund Balance	\$1,434,855
General Fund Impact	\$ 1,000,000
FTE Positions	0.00

- a. **Description** – This initiative funds operational costs related to Technology Infrastructure upgrades. DoIT is using a new cloud data center with new network, storage, virtual service, enhanced security and high-speed internet services. The overall multi-year Technology Infrastructure upgrade project focuses on modernizing 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 \$1.4 million use of fund balance in FY21 will be one-time only. Annual operating costs funded by the general fund will increase to \$3.0 million beginning in FY22.
- b. **Service Level Impacts** – The Technology Modernization Infrastructure project will provide an 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 in the Proposed FY2021-2026 Capital Improvement Program (CIP) for further details on the project.

Information Technology

3. HCM Operating Costs – CID

Expenditure	\$1,200,000
Revenue	\$0
General Fund Impact	\$ 1,200,000
FTE Positions	0.00

a. **Description** – This initiative funds operational costs, such as subscription costs for user licenses and cloud service, related to implementation of the HCM capital project.

b. **Service Level Impacts** – The HCM project modernizes PWC’s current Human Resources Information System to improve compliance for human resources functions, payroll, and benefits administration. Please refer to the HCM capital project in the Proposed FY2021-2026 Capital Improvement Program (CIP) for further details on the project. There is a Five-Year Plan impact whereby operating costs are programmed to increase to \$1.5 million in FY22 before decreasing in FY23 to \$500,000, annually; when other PWC financial applications are fully converted to cloud services and efficiencies are gained from cloud hosted services.

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 IT strategic planning initiatives.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer satisfaction level for all DoIT services	94%	95%	96%	95%	95%
TIP projects reviewed and scored quarterly (%)	-	-	100%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Executive Management IT	\$1,462	\$685	(\$17)	\$624	\$502
IT policies reviewed	-	-	100%	75%	100%
Cyber Security & IT Policy Group	\$1,395	\$1,520	\$2,376	\$1,435	\$1,437
Secure mobile endpoints*	-	-	6,000	6,000	6,000
Workforce completing Annual Cyber Awareness Course	-	-	98%	98%	98%
Disaster Recovery Group	\$210	\$151	\$66	\$161	\$0
Disaster recovery exercises meeting system restoration time objectives (count)**	-	-	1	2	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.

Information Technology

Communications & Infrastructure Division

CID 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Communications and infrastructure network availability	100%	99%	99%	99%	100%
Customer satisfaction level with CID services	81%	95%	97%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Radio Communications	\$1,491	\$1,605	\$1,437	\$1,869	\$2,604
Radio communications completed work requests	919	1,147	202	1,000	500
Public safety radio repairs completed within 8 business hours	82%	96%	99%	95%	95%
Network Communications	\$3,376	\$3,700	\$4,605	\$3,680	\$5,872
Network communications completed work requests	1,386	3,453	1,372	2,500	2,000
Voice and data service calls completed within 8 business hours	86%	93%	90%	90%	92%
County buildings/public facilities with Wi-Fi hotspots	-	-	87%	75%	94%
Technology Hosting Centers	\$838	\$1,077	\$1,551	\$1,154	\$3,896
Technology hosting center completed work requests	756	2,146	1,587	2,000	2,000
Capital Replacement Plan	\$816	\$1,051	\$1,020	\$8,928	\$4,828

Geographic Information System Division (GIS)

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer satisfaction level for GIS services	100%	99%	95%	95%	95%
Property address projects completed on time	99%	99%	100%	95%	95%

Information Technology

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
GIS Data Services	\$1,246	\$1,294	\$970	\$1,448	\$1,074
Cadastral data projects completed	295	327	303	325	325
Cadastral data projects updated within 15 business days	91%	85%	83%	85%	85%
GIS Technical Solutions	\$861	\$845	\$786	\$883	\$876
County Mapper hits	204,613	203,810	175,485	190,000	190,000
GIS improvements	-	20	12	20	20
Demographic website hits	-	13,001	11,662	8,500	11,000
Demographic data requests completed on time	-	86%	100%	90%	100%
GIS Updates	\$119	\$124	\$513	\$206	\$206
Number of GIS update project purchased	-	1	1	1	1
GIS Customer and Addressing	\$0	\$0	\$350	\$30	\$568
Property address projects completed	420	416	440	400	400
Number of addresses assigned	-	2,614	1,781	2,000	2,000
Number of address validations processed	-	2,620	2,351	2,000	2,000

Business Applications Support Division

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer satisfaction with BASD services	95%	98%	97%	98%	98%
Incident requests completed within 2 business days	87%	88%	91%	90%	92%
New solutions delivered from cloud platforms	-	-	66%	75%	70%
New applications mobile-enabled	-	-	-	-	75%
Customer contact regarding change requests within 3 business days	90%	92%	100%	92%	100%
New mobile applications available	-	-	-	75%	-

Information Technology

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Safety Applications Support (PSAS)	\$4,649	\$3,575	\$3,694	\$4,925	\$3,865
System improvements	120	120	149	120	150
Community Development Applications Support (CDAS)	\$1,820	\$2,051	\$2,218	\$2,085	\$2,182
CDAS work requests completed	1,543	601	912	750	950
Parks & Recreation, & Tourism work requests completed	-	4,047	2,963	2,500	3,122
General Government Applications Support (GGAS)	\$4,354	\$2,835	\$3,093	\$3,176	\$3,023
GGAS work requests completed	2,497	2,600	2,751	2,400	2,400
Human Services Applications Support (HSAS)	\$384	\$437	\$633	\$523	\$607
HSAS work requests completed	116	60	62	120	120
Web Solutions and Services	\$1,201	\$1,055	\$1,465	\$1,173	\$1,180
Web solutions work requests completed	504	376	443	500	500
Databases maintained	-	-	242	300	300
Database work request completed	-	-	460	350	400
Planned database availability	-	-	99%	80%	99%

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.

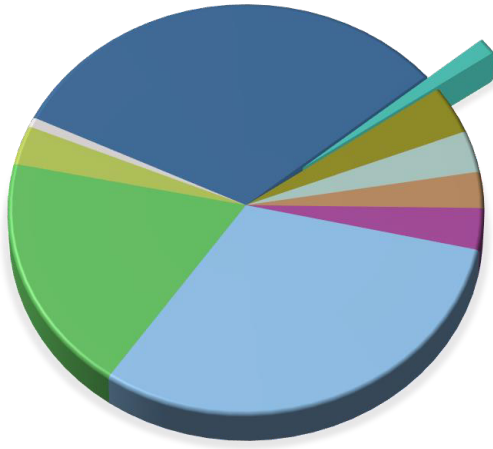
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer satisfaction level with seat management services	97%	98%	95%	95%	95%
New technology projects managed using PMI standards	-	-	50%	50%	95%
Customer satisfaction with project management oversight	-	-	95%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
IT Business Group	\$531	\$619	\$520	\$985	\$1,031
Procurements and reimbursements processed	3,001	3,047	4,378	2,000	5,000
Payments processed	8,253	7,852	7,335	5,000	5,000
Human Resource transactions processed	2,214	2,031	4,009	2,100	4,000
DoIT ISF inventory maintenance tickets	1,676	3,805	5,531	1,500	6,000
Physical inventory of department assets	1	1	1	1	1
Customer and Technology Advocate	\$5,523	\$7,002	\$7,196	\$6,694	\$6,578
Work tickets processed	31,436	34,082	51,871	25,000	55,000
Project Management/Independent Validation and Verification Group	\$20	\$2	\$104	\$79	\$134
Projects upon which independent validation and verification is performed	8%	0%	30%	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 strategic vision.



General Government Expenditure Budget:
\$126,913,655

Expenditure Budget:
\$1,644,225



1.3% of General Government

Programs:

- Management & Budget: \$1,644,225

Mandates

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

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

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

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

Management & Budget



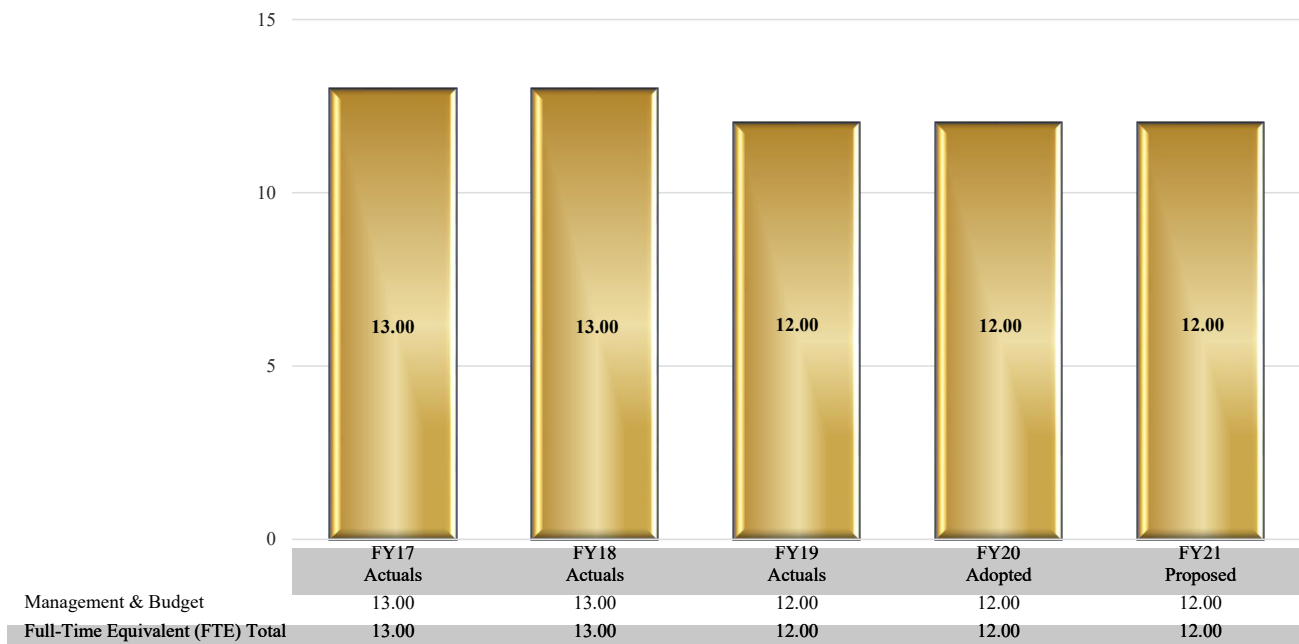
Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Management & Budget	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,644,225	3.64%
Total Expenditures	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,644,225	3.64%

Expenditure by Classification

Salaries and Benefits	\$1,529,236	\$1,523,924	\$1,469,774	\$1,448,538	\$1,506,290	3.99%
Contractual Services	\$53,006	\$96,753	\$144	\$9,200	\$9,200	0.00%
Internal Services	\$48,585	\$50,446	\$47,282	\$40,757	\$40,757	0.00%
Purchase of Goods & Services	\$43,494	\$24,920	\$30,886	\$82,600	\$82,600	0.00%
Capital Outlay	\$730	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$2,920	\$2,401	\$1,782	\$5,378	\$5,378	0.00%
Total Expenditures	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,644,225	3.64%
Net General Tax Support	\$1,677,971	\$1,698,445	\$1,549,869	\$1,586,473	\$1,644,225	3.64%
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



Future Outlook

Continued Reliance on Real Estate Tax – The real estate tax continues to be the primary revenue source for County operations, providing nearly 67% of local tax revenue in FY20. The County will strive to diversify revenue sources to ensure stability as identified in Policy 3.01 of the adopted Principles of Sound Financial Management (PSFM). Opportunities exist to recalibrate existing revenue sources as well as identify new resources to achieve the outcomes identified in the community’s Strategic Plan. Vehicle registration fees and personal property tax revenue could be maximized. 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 Operating Surplus – The proposed budget includes a reduction (approximately \$24.1 million) to agency operating budgets in order to maintain a structurally balanced budget recommended by bond rating agencies. In other words, agencies receive less than 100% of the funding required to provide 100% service to the community.

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

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

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

Management & Budget

General Overview

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

Program Summary

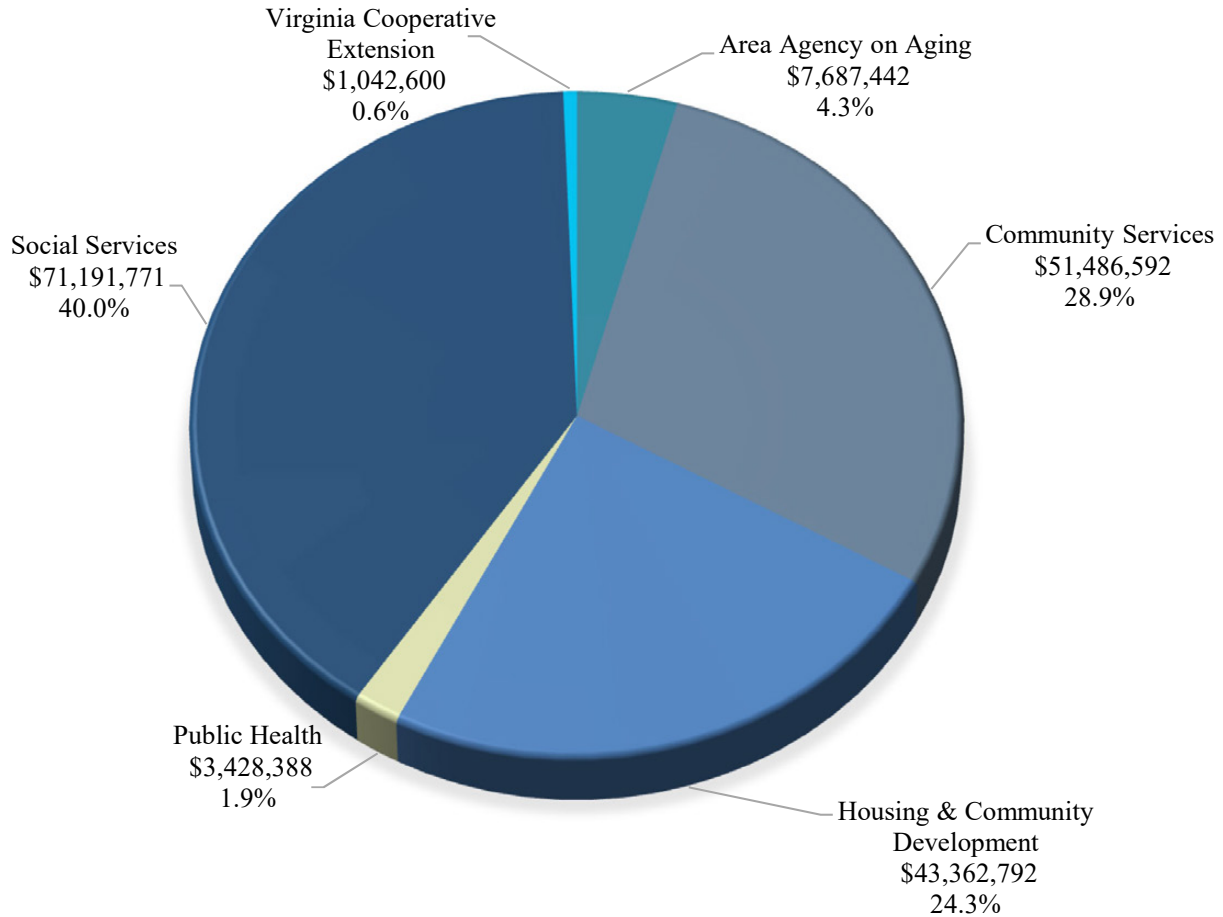
Management & Budget

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

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

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Budget Development and Implementation	\$1,678	\$1,698	\$1,550	\$1,586	\$1,644
Budget questions answered within 2 business days	100%	99%	99%	99%	99%
Number of CIP projects	55	86	75	85	75
Outcomes trending positively towards four year goal target	55%	64%	NA	100%	100%

Human Services



Human Services Expenditure Budget: \$178,199,586



Average Tax Bill

Human Services accounted for \$243 and 5.47% of the average residential tax bill in FY21.

Department & Agencies

- ▶ Area Agency on Aging
- ▶ Community Services

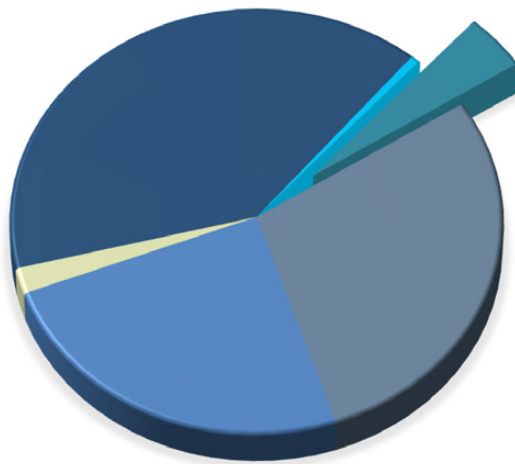
- ▶ Housing & Community Development
- ▶ Public Health

- ▶ 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:
\$178,199,586**

**Expenditure Budget:
\$7,687,442**



4.3% of Human Services

Programs:

- Home & Community Based Services: \$1,698,425
- Supportive Services: \$1,054,492
- Senior Centers: \$1,848,705
- Fiscal & Administration: \$2,971,749
- Long-Term Care Ombudsman: \$114,070

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Home & Community Based Services	\$1,291,077	\$1,435,021	\$1,414,347	\$1,539,106	\$1,698,425	10.35%
Supportive Services	\$1,029,287	\$926,382	\$1,008,552	\$1,155,848	\$1,054,492	(8.77%)
Senior Centers	\$1,057,981	\$1,137,874	\$1,166,006	\$1,422,219	\$1,848,705	29.99%
Fiscal & Administration	\$2,088,663	\$2,146,994	\$2,406,658	\$2,666,479	\$2,971,749	11.45%
Long-Term Care Ombudsman	\$0	\$0	\$0	\$0	\$114,070	0.00%
Total Expenditures	\$5,467,009	\$5,646,271	\$5,995,562	\$6,783,652	\$7,687,442	13.32%

Expenditure by Classification

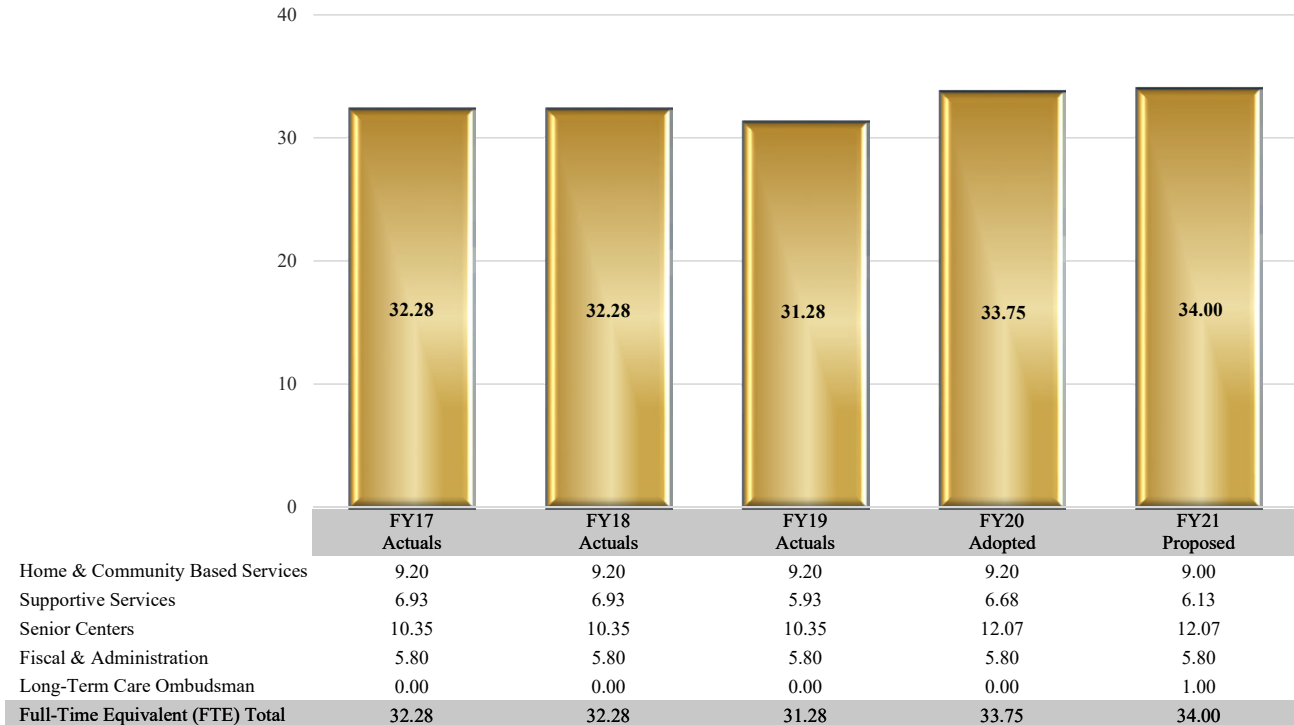
Salaries and Benefits	\$2,322,748	\$2,241,917	\$2,383,785	\$2,387,591	\$3,057,964	28.08%
Contractual Services	\$2,133,309	\$2,321,913	\$2,470,311	\$2,900,410	\$3,091,819	6.60%
Internal Services	\$179,641	\$177,170	\$178,302	\$155,776	\$155,776	0.00%
Purchase of Goods & Services	\$821,271	\$895,841	\$954,053	\$1,328,875	\$1,370,882	3.16%
Leases & Rentals	\$10,039	\$9,429	\$9,110	\$11,000	\$11,000	0.00%
Total Expenditures	\$5,467,009	\$5,646,271	\$5,995,562	\$6,783,652	\$7,687,442	13.32%

Funding Sources

Revenue from Federal Government	\$866,700	\$827,780	\$896,489	\$1,355,407	\$1,332,690	(1.68%)
Use of Money & Property	\$2,460	\$2,302	\$2,225	\$2,250	\$2,250	0.00%
Revenue from Other Localities	\$301,260	\$412,956	\$412,956	\$461,453	\$371,825	(19.42%)
Miscellaneous Revenue	\$48,439	\$97,116	\$143,847	\$88,942	\$88,942	0.00%
Charges for Services	\$149,799	\$135,595	\$139,237	\$144,500	\$145,700	0.83%
Revenue from Commonwealth	\$389,184	\$398,800	\$449,466	\$416,003	\$460,889	10.79%
Transfers In	\$0	\$30,000	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$1,757,842	\$1,904,548	\$2,044,220	\$2,468,555	\$2,402,296	(2.68%)
(Contribution to)/Use of Fund Balance	\$24,000	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$3,685,166	\$3,741,723	\$3,951,342	\$4,315,097	\$5,285,146	22.48%
Net General Tax Support	67.41%	66.27%	65.90%	63.61%	68.75%	



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 areas across all human services departments on which the County must focus to continue to improve access for all to 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.

Growth of the Elderly Population – Currently, approximately 12% of the population in the Prince William area is age 60 and older. By the year 2030, it is projected that approximately 20% of the population will be age 60 and older. With an increasing focus on healthy living, the population is living longer every year. With this, the ability to live in the community with chronic conditions will be the biggest challenge as the model for long term services and supports shifts from an institutional model to more personal choice. 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 that will most likely bring an increase in reports of elder abuse and financial exploitation.

Changing Social and Recreational Needs – Prince William 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.

General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- 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 Area Agency on Aging (Aging) allocation decreased \$89,628.
- C. Shift of Human Services Case Management 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. Previously, a portion of the Human Services Case Management position was separated from related activities within Aging’s budget, primarily the County’s contribution to Birmingham Green, in order to provide a clear separation of duties as required by the Commonwealth. To achieve this, in FY18, the Human Services Case Management position was moved out of Aging’s Supportive Services program and into the Human Rights Office. This position performed 25% of its duties for Human Rights and 75% of its duties for Aging, and revenue and expenses were allocated accordingly. Aging received approval from the State in FY20 to bring the Human Services Case Management position back under the supervision of Aging, create a separate Ombudsman program in Aging’s department, and consequently achieve the required separation of duties. Therefore, the 25% portion of the Human Services Case Management position residing in Human Rights was shifted to Aging. Related expenditures for this position and corresponding revenue were shifted from Human Rights to Aging. This shift totals revenue of \$23,369 and related salary, benefit, and supplies expenditures totaling \$30,389.

Budget Initiatives

A. Budget Initiatives

1. Increase for Birmingham Green – Fiscal & Administration

Expenditure	\$224,473
Revenue	\$0
General Fund Impact	\$224,473
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 at Birmingham Green, coupled with higher costs for providing long-term care has resulted in this increase.

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients reporting that H&CB services helped them stay in their homes	97%	98%	98%	98%	98%
Family care-givers who are better able to meet work or other family obligations	90%	92%	90%	93%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Home Services	\$694	\$813	\$749	\$894	\$871
Home services clients served	125	162	158	150	160
Average days on waitlist for home services	90	38	4	45	15
Community Based Services	\$598	\$622	\$666	\$645	\$827
Community based clients served	56	52	40	55	45
Average days on waitlist for community based services	97	115	123	110	115

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients reporting that supportive services helped them stay in the community	98%	100%	100%	98%	99%
Clients reporting that services helped navigate the aging & disability network	100%	97%	94%	100%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Information and Care Coordination	\$978	\$907	\$928	\$1,055	\$1,024
People receiving services	391	456	595	400	550
Information requests addressed	3,497	3,617	3,597	3,300	3,600
People served in supportive services	1,989	1,910	1,681	1,800	1,700
Medicare Counseling	\$51	\$19	\$80	\$101	\$31
People counseled for Medicare health insurance	2,201	1,215	1,114	1,700	1,200

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Participants reporting that senior centers helped them stay in the community	100%	100%	100%	99%	100%
Meals on Wheels recipients stating that meals helped them stay in the community	100%	99%	100%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Senior Centers	\$1,058	\$1,138	\$1,166	\$1,422	\$1,849
Senior center participants	1,290	1,225	1,411	1,300	1,450
Meals served (congregate and Meals on Wheels)	49,774	57,949	57,526	58,000	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
People served by community partners and contractual agreements*	533	1,652	1,484	1,450	1,550
County provides appropriate facilities & services for seniors & caregivers	89%	89%	87%	90%	90%

*FY17 data does not include people served by the Bluebird Tour Program.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Area Plan on Aging	\$661	\$640	\$697	\$682	\$763
FTE value of volunteer hours contributed	9	10	9	9	9
Birmingham Green	\$1,374	\$1,468	\$1,680	\$1,954	\$2,179
Bed days of County residents at Birmingham Green	28,870	29,152	29,525	33,000	30,000
County residents served in Birmingham Green facilities	133	142	129	-	-
Bluebird Tour Program	\$53	\$39	\$30	\$30	\$30
Tour participants	-	1,084	936	950	950

Long-Term Care Ombudsman

The Virginia Long-Term Care (LTC) Ombudsman advocates to help resolve problems, protect rights, and promote a better quality of care for residents within the 22 long-term care and assisted living facilities in the Prince William Area.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Number of cases surveyed from LTC facilities	-	-	13	-	15

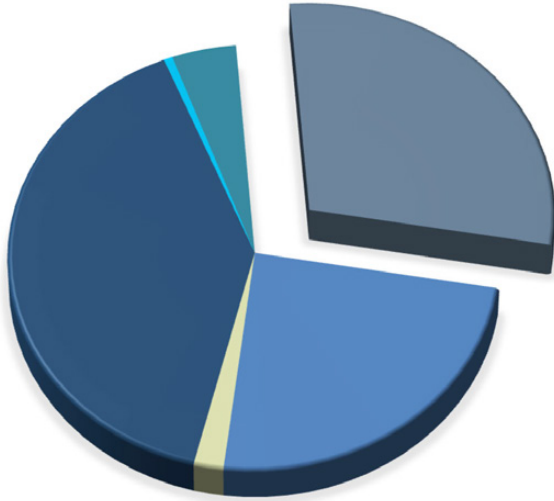
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Long-Term Care Ombudsman*	\$0	\$0	\$0	\$0	\$114
Inquiries & cases processed from LTC facilities	284	266	341	376	341

*As of FY21, the Ombudsman activity from Human Rights became a separate program in Aging.

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:
\$178,199,586

Expenditure Budget:
\$51,486,592



28.9% of Human Services

Programs:

- Administrative Services: \$4,773,289
- Drug Offender Recovery Services: \$1,824,623
- Early Intervention: \$4,579,951
- Emergency Services: \$5,787,130
- Medical Services: \$3,647,769
- MH Day Support & Employment Services: \$2,222,956
- MH Residential Services: \$8,760,214
- ID Day Support Services: \$3,200,596
- ID Day Residential Services: \$773,598
- Youth Substance Abuse and Mental Health Services: \$4,256,308
- ID Case Management: \$4,874,342
- Mental Health Outpatient: \$4,080,611
- SA Adult Outpatient: \$2,705,204

Mandates

The County is mandated to establish a Community Services Board, which serves as the single point of entry into publicly funded mental health, developmental and substance abuse services. Mandated Community Services Board services include (1) emergency services, (2) same-day mental health screening services, (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, and (4) case management services subject to the availability of funds appropriated.

In addition, subject to the availability of funds appropriated for them, core services may include a comprehensive system of inpatient, outpatient, day support, residential, prevention, early intervention, and other appropriate mental health, developmental, and substance abuse services necessary to provide individualized services and supports to persons with mental illness, developmental disabilities, or substance abuse. Community services boards may establish crisis stabilization units that provide residential crisis stabilization services.

State Code: [37.2-500](#) (Purpose; community services board; services to be provided.), [37.2-504](#) (Community services boards; local government departments; powers and duties.)

Community Services



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Administrative Services	\$3,907,824	\$4,375,208	\$4,443,166	\$4,572,778	\$4,773,289	4.38%
Drug Offender Recovery Services	\$1,578,240	\$1,546,771	\$1,604,252	\$1,688,537	\$1,824,623	8.06%
Early Intervention	\$4,277,012	\$4,384,345	\$4,359,341	\$4,448,275	\$4,579,951	2.96%
Emergency Services	\$4,417,019	\$4,872,337	\$5,111,206	\$4,609,226	\$5,787,130	25.56%
Medical Services	\$2,613,693	\$2,627,369	\$2,569,187	\$3,326,822	\$3,647,769	9.65%
MH Day Support & Employment Services	\$1,720,504	\$1,858,630	\$1,882,998	\$1,957,036	\$2,222,956	13.59%
MH Residential Services	\$6,873,622	\$6,907,175	\$7,397,512	\$7,885,896	\$8,760,214	11.09%
ID Day Support Services	\$3,073,476	\$3,042,834	\$2,506,578	\$3,199,154	\$3,200,596	0.05%
ID Day Residential Services	\$624,537	\$750,207	\$789,688	\$872,243	\$773,598	(11.31%)
Youth Substance Abuse and Mental Health Services	\$3,102,509	\$5,694,385	\$3,499,778	\$3,615,731	\$4,256,308	17.72%
ID Case Management	\$3,067,837	\$3,368,301	\$4,521,262	\$4,468,977	\$4,874,342	9.07%
Mental Health Outpatient	\$3,499,836	\$3,746,459	\$4,014,287	\$4,155,603	\$4,080,611	(1.80%)
SA Adult Outpatient	\$1,853,657	\$1,799,015	\$2,198,396	\$2,433,206	\$2,705,204	11.18%
Public Safety Resilience Program	\$301,709	\$577,931	\$357,798	\$0	\$0	0.00%
Total Expenditures	\$40,911,475	\$45,550,964	\$45,255,451	\$47,233,484	\$51,486,592	9.00%

Expenditure by Classification

Salaries and Benefits	\$28,507,820	\$31,009,654	\$33,113,136	\$34,115,861	\$37,995,225	11.37%
Contractual Services	\$8,543,169	\$7,993,593	\$7,844,733	\$8,763,601	\$9,010,527	2.82%
Internal Services	\$1,838,050	\$2,071,117	\$2,172,670	\$1,860,425	\$1,841,475	(1.02%)
Purchase of Goods & Services	\$1,788,212	\$1,775,109	\$1,835,063	\$2,206,626	\$2,352,393	6.61%
Capital Outlay	\$49,864	\$0	\$84,388	\$80,000	\$80,000	0.00%
Leases & Rentals	\$159,693	\$172,323	\$176,292	\$177,206	\$177,206	0.00%
Depreciation Expense	\$409	\$4,911	\$4,911	\$0	\$0	0.00%
Debt Maintenance	\$24,258	\$24,258	\$24,258	\$24,258	\$24,258	0.00%
Payments to Other Local Agencies	\$0	\$0	\$0	\$5,508	\$5,508	0.00%
Transfers Out	\$0	\$2,500,000	\$0	\$0	\$0	0.00%
Total Expenditures	\$40,911,475	\$45,550,964	\$45,255,451	\$47,233,484	\$51,486,592	9.00%

Funding Sources

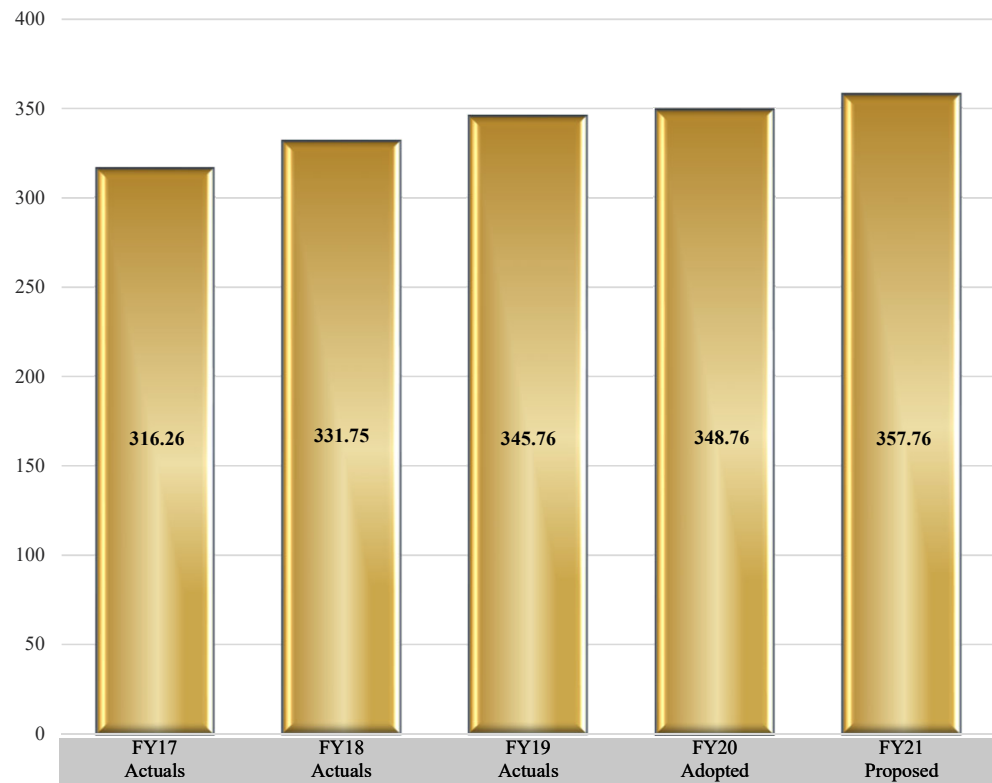
Revenue from Federal Government	\$2,852,852	\$2,730,656	\$2,846,331	\$2,945,963	\$2,891,094	(1.86%)
Use of Money & Property	\$0	\$12	\$115	\$0	\$0	0.00%
Revenue from Other Localities	\$2,455,532	\$2,957,904	\$2,957,901	\$3,389,454	\$2,850,100	(15.91%)
Miscellaneous Revenue	\$13,149	\$115,681	\$36,104	\$25,712	\$25,712	0.00%
Charges for Services	\$602,692	\$996,933	\$1,151,371	\$740,071	\$740,071	0.00%
Revenue from Commonwealth	\$16,274,850	\$18,754,462	\$17,629,115	\$17,366,610	\$18,866,638	8.64%
Total Designated Funding Sources	\$22,199,075	\$25,555,649	\$24,620,937	\$24,467,810	\$25,373,615	3.70%
Net General Tax Support	\$18,712,400	\$19,995,316	\$20,634,514	\$22,765,674	\$26,112,977	14.70%
Net General Tax Support	45.74%	43.90%	45.60%	48.20%	50.72%	

*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



	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Administrative Services	22.50	22.50	25.50	24.50	25.50
Drug Offender Recovery Services	16.40	14.40	14.40	14.40	14.40
Early Intervention	32.20	32.70	32.70	32.70	32.70
Emergency Services	39.92	43.97	44.47	47.47	52.47
Medical Services	13.99	13.99	14.00	16.00	17.50
MH Day Support & Employment Services	19.00	19.00	20.00	20.00	20.00
MH Residential Services	40.50	40.50	45.00	46.00	48.00
ID Day Support Services	0.20	0.20	0.20	0.20	0.20
ID Residential Services	2.00	2.00	3.00	3.00	2.00
Youth Substance Abuse and MH Services	29.85	33.85	33.85	33.85	35.85
ID Case Management	39.40	43.40	44.40	44.40	45.40
Mental Health Outpatient	41.45	43.38	42.38	44.38	40.38
Substance Abuse Adult Outpatient	18.85	18.87	21.87	21.87	23.37
Public Safety Resilience Program	0.00	3.00	4.00	0.00	0.00
Full-Time Equivalent (FTE) Total	316.26	331.75	345.76	348.76	357.76

Future Outlook

Behavioral Health System Change – The Virginia Department of Behavioral Health and Developmental Services (DBHDS) and the Virginia Department of Medical Assistance Services have been involved in redesigning the Medicaid-funded behavioral health system to better support community-based prevention and treatment needs and requiring Community Service Boards (CSBs) to meet new mandates. For Community Services (CS), this has meant implementing Same Day Access Assessments (SDA) and Primary Care Screenings and developing Outpatient Treatment availability within ten days of assessments. By July 1, 2021, CSBs will have additional mandates, including mobile crisis services and peer services. CS is challenged with having capacity to meet the high demand for these new mandated services due to the complex needs of those CS serves, the limitations around funding, and the increased reporting and other requirements on an already stretched system.

Workforce Development – The behavioral health system is facing a workforce shortage. The federal Health Resources and Services Administration projected a significant shortage for psychiatrists and mental health and substance use clinicians. The Virginia Department of Health Professions reported that retirement over the next several years will contribute to this anticipated shortage. CS is experiencing the challenge of hiring and retaining qualified clinical staff, particularly due to many of the increased licensing and regulatory requirements.

Recovery-Oriented Community – Many leaders in behavioral health treatment consider “a recovery - oriented community the key to ending the opiate epidemic.” Creating a recovery-oriented community involves the alignment of the resources and agencies for the benefit of the individual. Although the fatal overdoses from opioids in Virginia has shown some decrease from 2017 to 2018, the opioid epidemic and addiction remains a constant concern. CS will continue to utilize a two-year Peer Recovery Specialist grant to have peers work with public safety and in community settings to help engage, retain, connect and support those individuals desiring recovery to ongoing recovery success.

Continuous Quality Improvement – CS will continue to work with DBHDS to ensure the quality of the service system across all disabilities through a commitment to interventions that are evidence-based, demonstrate value, and adhere to Continuous Quality Improvement (CQI) principles. DBHDS is working on enhancements to better identify measures, outcomes and dashboard processes that support system reform. Ongoing work from DBHDS has the potential for demonstrating increases in quality of life for those served. As CS works with DBHDS to establish an enhanced quality management program and CQI plan, CS is hopeful that this will also serve to identify expansion needs of existing services.

General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Reconcile the FY20 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 FY20 Budget, reconciliation provided an increase in ongoing revenue support of \$799,090 to create 6.00 FTE: 2.00 FTE, Clinical Services Caseworker, 1.50 FTE, Administrative Technician, 1.00 FTE, Senior Business System Analyst, 0.50 FTE, Registered Nurse, and 1.00 FTE Clinical

Community Services

Services Caseworker Associate to support several program initiatives within CS. This item was approved by [BOCS Resolution 19-594](#). There is no impact on local general fund tax support. These funds support additional capacity for same-day access evaluations, increase adult substance abuse outpatient services, improved care coordination for Anthem Blue Cross and Blue Shield clients, expanded use of Medication Assisted Treatment (MAT) services and additional support for contracted crisis stabilization programs. In addition, funds have been allocated to augment administrative support operations within the Youth, Adult, and Family Division as well as departmental contact oversight. The funding provided an increase in the number of completed assessments from 1,850 to 2,225. Adult Substance Abuse increased by 40 clients to a total of 940. MAT also expanded client capacity receiving services from 10 clients to 40.

- C. **Behavioral Health Outpatient Services Funding** – [BOCS Resolution 19-441](#) provided \$224,250 in on-going restricted funding from DBHDS to create 2.00 FTE: 1.00 FTE, Clinical Services Caseworker and 1.00 FTE, Senior Clinical Services Caseworker. State funding was provided to implement Outpatient Services as part of the third phase in STEP-VA implementation. The Outpatient Services funding support the Adult Mental Health Outpatient and New Horizons Outpatient programs. Funding increased clients serviced by 40 to 1,560 in the New Horizons Outpatient program. Adult Mental Health Outpatient services increased the client base from 40 to 1,640.
- D. **Position Shift from Department of Social Services (DSS)** – DSS’ Juvenile Detention Center (JDC) shifted one position, which is fully funded by revenue received from the Virginia Department of Juvenile Justice (DJJ) for the Community Placement Program (CPP). In FY20, it was decided to transfer the position to CS and DSS reimburse CS for the services utilizing the state funding. The position will change to a Senior Clinical Caseworker and provide clinical and therapeutic services for CPP youth. CS is equipped to provide clinical services and can receive the necessary clinical oversight provided by CS Managers.
- E. **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, Community Services revenue decreased \$539,354.

Program Summary

Administrative Services

Administrative Services 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Change in fee revenue received from prior fiscal year	13.0%	5.8%	19.0%	10.4%	11.2%
Customers rating services as helpful	89%	92%	90%	92%	90%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Accounting & Procurement	\$1,630	\$1,657	\$1,685	\$1,254	\$1,368
Fees collected	\$5.8M	\$6.2M	\$7.4M	\$6.8M	\$7.6M
Management Information Systems	\$868	\$1,015	\$1,026	\$1,172	\$1,185
Customers rating services as helpful	89%	92%	90%	92%	90%
Human Resources Management	\$211	\$212	\$229	\$226	\$204
Leadership & Management Oversight	\$1,213	\$1,508	\$1,505	\$1,921	\$2,017
Total agency clients served	9,762	9,832	10,135	9,800	10,100

Drug Offender Recovery Services

Provides a comprehensive drug treatment continuum of care for offenders with the most severe drug dependence disorders. Avoids gaps in services that result in relapse and recidivism through close collaboration with the Adult Detention Center (ADC) and probation agencies. Services include assessments, individual and group therapy, MAT, residential and jail-based treatment and family support.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Criminal Justice clients who stop using drugs	22%	52%	50%	40%	40%
Drug Offender Rehab Module clients who do not return to the ADC within 3 years	79%	70%	72%	70%	70%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
ADC Services	\$993	\$1,029	\$1,065	\$1,032	\$1,146
Inmates treated in male and female dormitories	175	176	174	170	170
Community Criminal Justice Services	\$592	\$520	\$541	\$657	\$679
HIDTA clients served	66	64	66	60	60
Intensive case management clients served	131	212	170	125	125

Community Services

Early Intervention

Early Intervention services are provided by Virginia licensed and Part C certified physical therapists, occupational therapists, speech-language pathologists, early childhood special educators and service coordinators for infants and toddlers, birth through two 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Early intervention services clients who do not require special education	54%	55%	56%	53%	54%
Children demonstrating improved acquisition and use of knowledge and skills	63%	63%	67%	63%	63%
Families report services helped their family to help their child develop & learn	91%	80%	86%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Assessment and Service Coordination	\$1,914	\$1,868	\$1,899	\$2,037	\$2,036
Infants, toddlers, and families served by assessment and coordination	1,351	1,438	1,357	1,350	1,350
Therapeutic and Educational Services	\$2,358	\$2,512	\$2,460	\$2,411	\$2,544
Infants, toddlers, and families served by therapeutic and educational services	1,115	1,190	1,104	1,150	1,150

Emergency Services

Serves as the point of entry for all behavioral health services within CS. Provides state-mandated 24-hour crisis intervention services, as well as SDA for comprehensive assessments for residents seeking CS services.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Cases diverted from inpatient treatment	50%	49%	44%	53%	50%
Emergency Services clients satisfied with services received	97%	100%	96%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
CS Intake and Emergency Telephone Services	\$1,053	\$1,401	\$1,145	\$1,204	\$1,392
Access assessments completed	1,680	1,838	2,192	1,850	1,850
Emergency Services	\$3,367	\$3,472	\$3,966	\$3,406	\$4,395
Emergency Services clients served	2,914	3,147	2,926	3,000	3,000

Community Services

Medical Services

Provides psychiatric evaluations, medication, MAT, and assessments as to the need for medical follow-up to clients. Nursing staff maintain medication records and inventory, conduct primary care screenings, and provide patient care as directed by psychiatrists. Medical Services also provides medical consultation to staff regarding their clients, as well as education to staff and clients regarding psychotropic medication.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Medical Services customers satisfied with services	84%	87%	94%	87%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Medical Services	\$2,614	\$2,627	\$2,570	\$3,327	\$3,648
Total clients served by Medical Services	2,078	2,143	2,227	2,100	2,200

Mental Health Day Support & Employment Services

Provides psychosocial rehabilitation services and/or supported employment services through a variety of programs. Service goal is to help persons with severe mental illness, cognitive disabilities, and/or co-occurring disorders to improve their capabilities and the quality of their lives by providing meaningful opportunities to integrate in and contribute to their community of choice.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients who maintain employment for more than 90 days	84%	84%	87%	83%	85%
Psychosocial rehabilitation clients who maintain or improve functioning level	92%	83%	100%	90%	90%
Vocational Services clients reporting satisfaction with services	95%	95%	94%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Day Support Services	\$1,059	\$1,139	\$1,150	\$1,156	\$1,303
Clients served by day support services	119	119	110	120	116
Employment Services	\$651	\$712	\$734	\$801	\$920
Clients served by employment services	257	252	261	215	256

Community Services

Mental Health Residential Services

Assists adults with serious mental illnesses to remain as independent as possible in the community by providing directly or contracting for a variety of levels of 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients successfully engaged in services and maintained in the community	97%	97%	97%	95%	95%
Clients expressing satisfaction with service provided	95%	89%	86%	95%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Supportive Residential In-Home Services	\$2,551	\$2,472	\$2,426	\$2,490	\$2,829
Clients served by supportive residential in-home services	115	130	157	130	150
Intensive Residential Services	\$772	\$765	\$922	\$817	\$817
Clients served in group homes	22	37	32	37	25
Crisis Stabilization Services	\$1,630	\$1,845	\$1,899	\$1,790	\$2,037
Clients served by crisis stabilization services	234	251	236	240	240
Intensive Community Treatment (ICT) Services	\$1,328	\$1,402	\$1,560	\$1,918	\$2,008
Clients served by ICT services	64	80	75	80	85
Young Adult Services (YAS)	\$588	\$420	\$593	\$871	\$1,069
Clients served in YAS	40	50	48	50	50

Intellectual Disability Day Support Services

Vendors provide services in the community to individuals with Intellectual Disability (ID) that provide general day care or day program services to enable individuals to acquire, improve, or maintain functional abilities, enhance community integration, or obtain competitive employment.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Program clients successfully maintained in the community	95%	96%	94%	96%	96%
Clients who are satisfied with program services	97%	97%	97%	98%	98%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Day Care Services	\$612	\$783	\$485	\$583	\$583
Clients served by day care services	89	76	80	80	82
Day Support Services	\$1,375	\$1,157	\$1,204	\$1,012	\$1,013
Clients served by ID day support services	43	36	37	44	47
Sheltered Employment Services	\$318	\$317	\$154	\$576	\$576
Clients served by sheltered employment services	4	4	4	4	4
Supported Employment Services	\$765	\$785	\$664	\$1,028	\$1,028
Clients served by supported employment services	93	86	81	87	87

Intellectual Disability Day Residential Services

Adults with ID are provided support services directly or by contract that assist them in remaining as independent as possible in their community. For adults with developmental disabilities 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Client family satisfaction	97%	93%	96%	94%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Group Home Services*	(\$32)	\$203	\$181	\$120	\$120
Clients served by group home services	240	254	247	250	255
Supported Living Services	\$656	\$547	\$608	\$752	\$654
Clients served by supported living services	27	30	26	30	30

*FY17: \$151,000 included in Supported Living Services total instead of Group Home.

Youth Substance Abuse & Mental Health Services

Provides services to youth with mental health and/or substance abuse disorders in local public high schools, outpatient clinics, and homes. Services provided include assessment, individual, family and group therapy, case management, behavioral health wellness and high intensity drug trafficking area (HIDTA) prevention.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients completing treatment who improve in functioning	88%	67%	83%	75%	75%
Clients satisfied with services	98%	99%	95%	99%	90%
Teen clients who stop using drugs/alcohol	43%	57%	65%	60%	60%
Grade point average improvements for HIDTA prevention clients	+0.60	+0.70	+0.70	+0.70	+0.70
Reduced school absences for HIDTA prevention clients	40%	50%	51%	40%	40%

Community Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
In-School SA Treatment Services	\$984	\$972	\$1,065	\$0	\$0
Clients served by In-School SA Treatment Services	1,162	961	1,080	-	-
Clinic-Based MH Treatment and SA Treatment Services	\$688	\$994	\$1,082	\$0	\$0
Clients served by clinic-based MH and SA Treatment Services	486	450	738	-	-
In-Home MH and SA Treatment Services	\$875	\$696	\$738	\$0	\$0
Clients served by In-home MH and SA treatment services	159	179	250	-	-
Behavioral Health Wellness Services	\$548	\$529	\$611	\$722	\$680
Prevention activity participants (students and parents)	317	280	309	280	280
Case Management	\$0	\$0	\$3	\$1,856	\$2,109
Clients served by case management	-	-	245	180	250
Outpatient Services	\$0	\$0	\$0	\$1,038	\$1,467
Clients served by outpatient	-	-	1,565	1,520	1,520

Intellectual Disability Case Management

Provides case management, support, and connections to community resources and services for individuals who have a developmental disability and may need assistance accessing supports in the community. Serves all ages with priority to adults and all ID waiver recipients.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients successfully maintained in the community	97%	98%	96%	98%	98%
Clients and family members satisfied with services	95%	93%	89%	95%	93%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Case Management Services	\$3,074	\$5,868	\$4,519	\$4,469	\$4,858
Clients served by ID case management services	839	893	1,004	893	983

*In FY18, \$2.5M was incorrectly coded to Youth Substance Abuse & Mental Health Services program rather than Intellectual Disability Case Management program.

Community Services

Mental Health Outpatient

Provides case management and outpatient treatment services to adults ages 18 and older diagnosed with a serious mental illness and/or co-occurring disorders and involve the client's family as clinically indicated. Case management services identify and link individuals to community resources that facilitate community integration. Outpatient Treatment services provide evidence-based, trauma-informed, culturally-competent, individual and group therapy. All treatment services are time limited.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Seriously mentally ill clients completing treatment who improve in functioning	30%	50%	35%	50%	40%
Clients satisfied with services received	98%	98%	96%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Seriously Mentally Ill Adult and Family Services	\$3,499	\$3,746	\$4,011	\$4,156	\$4,097
Clients served by seriously mentally ill adult and family services	1,648	1,665	1,981	1,600	1,600

Substance Abuse Adult Outpatient

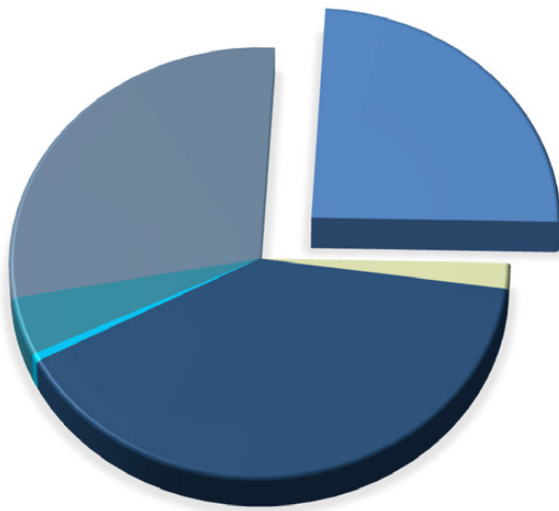
Provides outpatient case management and treatment services to adults with substance use disorders and their families. Services include individual, family, and group therapy, evaluations, case coordination, case management, peer support and community referrals.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients who are substance free upon completion of treatment	61%	80%	71%	75%	75%
Customers satisfied with services received	98%	98%	98%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Adult SA Services	\$1,853	\$1,800	\$2,198	\$2,433	\$2,705
Clients served by adult SA services	748	784	984	900	900

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:
\$178,199,586

Expenditure Budget:
\$43,362,792



24.3% of Human Services

Programs:

- Community Preservation & Development: \$4,700,975
- Housing Finance & Development: \$1,603,748
- Rental Assistance: \$36,829,227
- Affordable Housing Support: \$228,842

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Community Preservation & Development	\$1,750,997	\$3,225,917	\$2,370,807	\$4,670,119	\$4,700,975	0.66%
Housing Finance & Development	\$1,045,199	\$611,842	\$998,406	\$1,625,264	\$1,603,748	(1.32%)
Rental Assistance	\$29,030,184	\$28,760,463	\$28,377,015	\$36,700,072	\$36,829,227	0.35%
Affordable Housing Support	\$10,000	\$21,414	\$93,619	\$94,602	\$228,842	141.90%
Total Expenditures	\$31,836,380	\$32,619,635	\$31,839,846	\$43,090,057	\$43,362,792	0.63%

Expenditure by Classification

Salaries and Benefits	\$2,217,325	\$2,255,662	\$2,198,586	\$2,008,364	\$2,282,361	13.64%
Contractual Services	\$1,324,449	\$2,901,859	\$1,882,068	\$3,776,230	\$3,776,230	0.00%
Internal Services	\$122,134	\$122,542	\$134,985	\$101,704	\$101,704	0.00%
Purchase of Goods & Services	\$27,967,127	\$27,166,656	\$27,478,523	\$37,028,573	\$37,028,573	0.00%
Capital Outlay	\$32,005	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$22,676	\$24,043	\$30,569	\$40,732	\$40,732	0.00%
Transfers Out	\$150,664	\$148,873	\$115,116	\$134,454	\$133,193	(0.94%)
Total Expenditures	\$31,836,380	\$32,619,635	\$31,839,846	\$43,090,057	\$43,362,792	0.63%

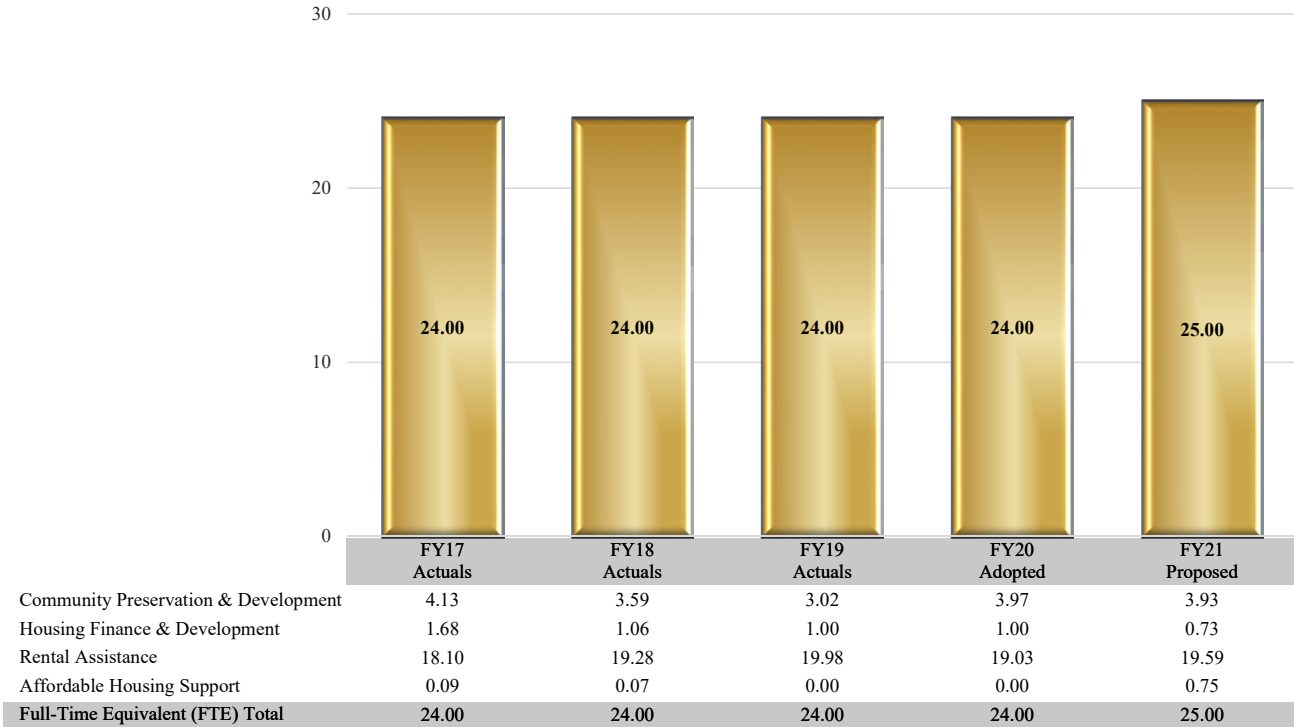
Funding Sources

Revenue from Federal Government	\$26,906,742	\$29,358,254	\$28,190,920	\$34,954,940	\$34,954,940	0.00%
Use of Money & Property	(\$18,750)	(\$1,613)	(\$0)	(\$0)	(\$0)	0.00%
Miscellaneous Revenue	(\$0)	\$1,546	(\$0)	\$145,000	\$145,000	0.00%
Charges for Services	\$5,481,718	\$4,111,412	\$2,743,311	\$7,970,100	\$7,970,100	0.00%
Transfers In	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	0.00%
Total Designated Funding Sources	\$32,379,710	\$33,479,599	\$30,944,231	\$43,080,040	\$43,080,040	0.00%
(Contribution to)/Use of Fund Balance	(\$590,140)	(\$3,412,134)	\$759,974	(\$74,585)	\$65,611	
Net General Tax Support*	\$46,809	\$2,552,170	\$135,641	\$84,602	\$217,141	156.66%
Net General Tax Support	0.15%	7.82%	0.43%	0.20%	0.50%	

*FY18 includes a transfer from the general fund for a one-time \$2.5M state grant in [BOCS Resolution 18-388](#). Net general tax support is \$52,170.



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.

800 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 800 applicants on the waiting list. It is anticipated that by FY21 that number will be under 800. 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.

Housing & Community Development

Mainstream and Veterans Affairs Supportive Housing (VASH) Voucher Program Funds – OHCD has applied for additional funds for Mainstream Vouchers in the amount of \$2.9 million. These funds will assist non-elderly persons with disabilities who are transitioning out of institutions or other segregated settings, at serious risk of institutionalization, currently experiencing homelessness, previously experienced homelessness and currently a client in a permanent supportive housing or rapid rehousing project, or those at risk of experiencing homelessness. OHCD has also made application for additional VASH vouchers to assist veterans.

General Overview

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

Budget Initiatives

A. Budget Initiatives

1. Administrative Specialist – Rental Assistance

Expenditure	\$58,198
Revenue	\$58,198
General Fund Impact	\$0
FTE Positions	1.00

a. Description – This initiative provides an Administrative Specialist responsible for assisting with intake and servicing of clients in the Mainstream voucher program which is part of OHCD’s Rental Assistance program. The cost of the position is supported by federal funds and does not require any local tax support. The Mainstream program will assist PWC residents who have an immediate family member that is disabled and in need of housing assistance. The initiative supports the Wellbeing focus area of the County’s Strategic Plan by supporting vulnerable individuals and families to ensure the wellbeing of the entire community.

b. Service Level Impacts –

- **Mainstream Vouchers**

- FY21 w/o Addition | 0 families*

- FY21 w/ Addition | 60 families*

Housing & Community Development

Program Summary

Community Preservation & Development

Community Planning & Development administers two federal programs through the U.S. Department of Housing and Urban Development (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 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. OHCD operates seven transitional housing units for families referred by local shelters.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Persons provided with housing and other related services - CDBG	2,971	2,408	1,101	2,408	2,000
Persons provided with homelessness prevention and emergency shelter	1,728	1,491	1,107	1,491	1,107
Families completing transitional housing program & moving to permanent housing	100%	66%	25%	66%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Housing Rehabilitation	\$1,519	\$2,861	\$1,733	\$4,175	\$4,146
Substandard single-family housing units rehabilitated	12	7	15	7	15
Community Improvement & Housing Supportive Services	\$147	\$298	\$450	\$265	\$297
Persons provided with homelessness prevention and emergency shelter services	1,728	1,491	1,107	1,491	1,107
Improvement projects managed	11	17	15	17	15
Manage Transitional Housing at Dawson Beach	\$85	\$54	\$187	\$230	\$258
Homeless families served	8	13	8	13	8

Housing & Community Development

Housing Finance & Development

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Federal & state funds for households to become first-time homebuyers	1,963,000	\$532,350	\$983,373	\$532,350	\$600,000
Private mortgage financing generated on behalf of first-time homebuyers	\$922.0K	\$216.0K	\$2.2M	\$216.0K	\$1.3M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Homeownership Assistance	\$1,045	\$612	\$998	\$1,625	\$1,604
Families assisted to become first-time homebuyers	17	4	11	4	8
Affordable units added, with counseling to the families that rent/purchase units	19	17	19	17	14

Rental Assistance

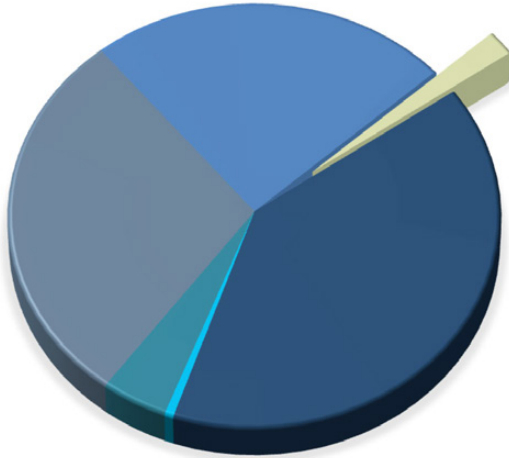
The Rental Assistance Unit manages the HCVP, a federally funded rental assistance program. Funding is provided through HUD to assist eligible low-income County residents with obtaining safe, decent, and affordable housing.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Eligible elderly and disabled persons in HCVP provided with rental assistance	67%	61%	65%	61%	65%
Family Self Sufficiency Grant families who successfully meet program goals	90%	80%	20%	90%	70%
Rental income paid to local property owners on behalf of families	\$27.0M	\$26.8M	\$26.3M	\$29.0M	\$29.0M
Annual HCVP performance evaluation score from HUD	100%	100%	100%	98%	98%
Families assisted by OHCD with low-income housing	3,806	5,749	4,041	5,749	4,041

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Housing Assistance Program Payments	\$27,096	\$26,728	\$26,445	\$34,973	\$34,932
Families provided with rental assistance	2,041	2,008	1,859	2,008	1,793
Housing Assistance Program Administration	\$1,935	\$2,033	\$1,933	\$1,727	\$1,897
Participant eligibility determinations	2,150	2,532	1,982	2,532	1,982
Families on the HVCP rental assistance waitlist	8,477	5,012	1,380	2,000	786

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:
\$178,199,586**

**Expenditure Budget:
\$3,428,388**

1.9% of Human Services

Programs:

- Maternal & Child Health: \$309,685
- General Medicine: \$2,055,488
- Environmental Health: \$900,837
- 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 examinations), [32.1](#) (Health) and [3.2-6562.1](#) (Rabies Control)

County Code: [Chapter 3](#) (Amusements), [Chapter 8](#) (Environmental Protection), [Chapter 10](#) (Concession Stands at Youth Activities), [Chapter 12](#) (Massage Establishments), [Chapter 22 Article 1](#) (In General), [Article II](#) (Storage), [Article V](#) (Trash, Garbage, Refuse, Litter and Other Substances 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)



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Maternal & Child Health	\$774,014	\$774,014	\$774,014	\$309,685	\$309,685	0.00%
General Medicine	\$1,519,620	\$1,444,601	\$1,400,628	\$2,033,584	\$2,055,488	1.08%
Environmental Health	\$911,567	\$907,368	\$908,035	\$897,196	\$900,837	0.41%
Administration/Emergency Preparedness	\$156,102	\$160,966	\$170,202	\$162,378	\$162,378	0.00%
Total Expenditures	\$3,361,304	\$3,286,949	\$3,252,878	\$3,402,843	\$3,428,388	0.75%

Expenditure by Classification

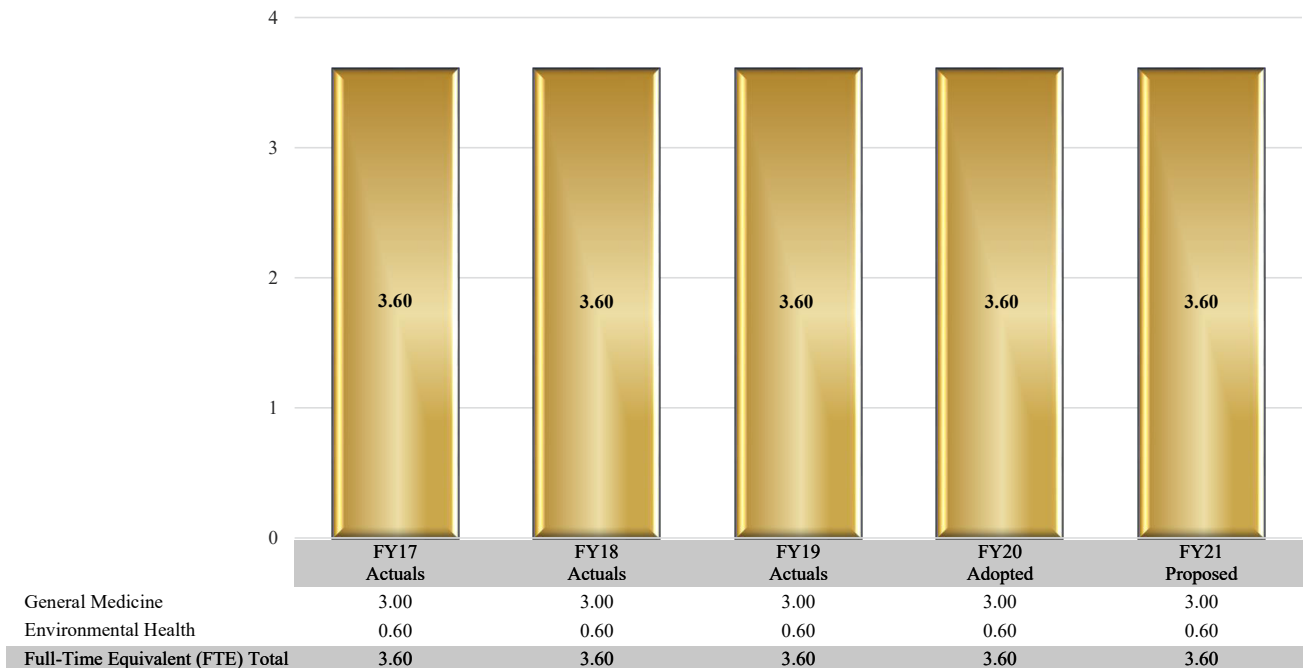
Salaries and Benefits	\$271,625	\$193,907	\$146,517	\$271,634	\$291,984	7.49%
Contractual Services	\$0	\$0	\$0	\$1,415	\$1,415	0.00%
Internal Services	\$43,459	\$43,849	\$52,934	\$33,435	\$33,435	0.00%
Purchase of Goods & Services	\$3,046,219	\$3,049,193	\$3,053,427	\$3,096,359	\$3,101,554	0.17%
Total Expenditures	\$3,361,304	\$3,286,949	\$3,252,878	\$3,402,843	\$3,428,388	0.75%

Funding Sources

Permits & Fees	\$197,600	\$152,129	\$212,407	\$176,746	\$176,746	0.00%
Revenue from Other Localities	\$56,772	\$79,728	\$79,728	\$96,407	\$75,885	(21.29%)
Non-Revenue Receipts	\$33,519	\$0	\$0	\$0	\$0	0.00%
Revenue from Commonwealth	\$148,904	\$435,467	\$338,269	\$228,397	\$303,397	32.84%
Total Designated Funding Sources	\$436,795	\$667,324	\$630,404	\$501,550	\$556,028	10.86%
Net General Tax Support	\$2,924,509	\$2,619,625	\$2,622,474	\$2,901,293	\$2,872,360	(1.00%)
Net General Tax Support	87.01%	79.70%	80.62%	85.26%	83.78%	



Staff History by Program



Future Outlook

Environmental Health Services-Changes in Onsite Sewage Program – Virginia codes will require Prince William Health District (PWHD) staff to refer customers and clients to licensed private sector septic system designers. Staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing onsite sewage systems, public health outreach, education, and enforcement.

Future Public Health – In the field of public health, there is a need to develop the public health workforce strategically to meet the needs of a changing public health landscape. Some of the identified newer public health priorities include the need for systems thinking, change management, diverse communications platforms, informatics and analytics, problem-solving, and working with diverse populations.

Community Health Services – PWHD is currently using resources to address substance exposed infants and vaping, but this could change as public health threats present themselves. Sexually transmitted infections, tuberculosis, and vaccine preventable diseases such as measles are on the rise and the health district works to mitigate these communicable diseases within the community through disease surveillance, prevention, treatment and case management, health and nutrition education as well as screening, and referral services to assure access to care for residents including those in need of long-term care support services.

General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. FY20 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 PWC 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 FY20, state funding for PWHD was \$2,646,515, County match funding was \$2,165,330, and local support routed through the state was \$718,693. The County also provided an additional \$518,820 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 FY20 state and County budgeted expenditures for the PWHD were \$6,049,358, with the County providing a total of \$3,402,843.
- C. 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 Public Health allocation decreased \$20,522.
- D. Base Revenue Adjustment** – The Proposed FY2021 Budget includes a \$75,000 base revenue increase based on an analysis of prior year revenue received.

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 use and depression screening into PWHHD clinical services helps to ensure healthy birth outcomes and improves women's health. The Women, Infants and Children (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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Infants born with late/no prenatal care per 1,000 live births	49.3	68.0	NA	35.5	35.5
Children born in PWC with low birth weight	7.4%	7.7%	7.3%	7.0%	7.0%
Infant deaths per 1,000 live births	4.1	3.3	4.2	5.6	5.6

*FY19 actuals are calculated on a calendar not fiscal basis by the state, which causes a delay in reporting.

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Prenatal Care	\$464	\$464	\$464	\$0	\$0
Women with positive pregnancy test linked to prenatal care	30	47	35	-	-
Women's Wellness	\$310	\$310	\$310	\$310	\$310
Women served in women's wellness clinics	1,097	894	947	900	900
WIC	\$0	\$0	\$0	\$0	\$0
Participants in the WIC program at the end of the fiscal year	8,121	7,296	7,345	7,500	7,000

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Pre-admission nursing home screenings completed within 30 days	89%	86%	80%	90%	90%
Patients completing tuberculosis preventive therapy treatment	74%	88%	65%	90%	90%
Vaccine-preventable disease cases per 100,000 population	14	11	10	10	10
Newly diagnosed HIV cases per 100,000 population	10	12	9	10	10
Non-vaccine preventable reportable conditions/100,000 population	92	95	101	95	101
Diagnosed chlamydia cases/100,000 population	420	418	494	450	500
Diagnosed gonorrhea cases/100,000 population	72	76	75	75	75

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Sexually Transmitted Disease and AIDS Services	\$247	\$247	\$247	\$247	\$247
Persons seen for sexually transmitted disease services	1,484	914	865	1,400	1,000
HIV clients linked to medical care	93%	83%	83%	94%	90%
Other Communicable Disease Services	\$996	\$918	\$870	\$1,459	\$1,476
Patients receiving tuberculosis preventive therapy	78	78	77	150	100
Suspected tuberculosis follow-ups	129	119	115	130	130
Reportable conditions investigated	1,776	1,939	1,543	1,950	1,900
Positive Sexually Transmitted Infections (STI) reports received	-	-	-	1,000	1,000
Chronic Disease Services	\$116	\$116	\$116	\$116	\$116
Persons screened for nursing home pre-admission and personal care services	677	676	679	700	700
Primary Health Care Services	\$160	\$163	\$167	\$211	\$216
Clients served by community partners	3,041	2,943	2,484	2,732	3,132

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. Due to Virginia code changes, the onsite staff will spend more time on community assessment, field inspections, quality assurance, and programmatic oversight of existing onsite sewage systems, public health outreach, education, and enforcement.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
The number of foodborne illness complaints in PWC investigated	-	-	-	-	75
Septic tank owners in compliance with Chesapeake Bay Preservation Act	77%	76%	77%	80%	80%
On-site sewage applications completed within 15 days	95%	95%	82%	95%	95%
Founded health and safety menaces corrected	90%	95%	93%	95%	95%
Humans potentially exposed to rabies	527	787	1,046	550	1,100
Swimming pools in compliance with County code requirements	85%	90%	85%	90%	90%
Food establishments in PWC without founded complaints of food borne illness	99%	99%	99%	98%	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
On-site Sewage System Permits and Maintenance	\$276	\$271	\$268	\$266	\$269
New on-site sewage applications completed	124	152	178	135	160
Septic tank pump-outs assured	10,910	10,729	10,962	11,000	11,200
Water Supply Protection	\$64	\$64	\$64	\$64	\$64
Repairs to on-site systems (remedial and preventive)	206	236	265	300	250
Inspection Services	\$427	\$427	\$431	\$423	\$423
Food establishment inspections	1,841	1,761	1,514	2,100	2,100
Swimming pool inspections	41	47	295	400	400
Environmental Complaint Investigations	\$95	\$95	\$95	\$94	\$94
Total environmental complaints investigated	284	276	244	300	300
Rabies Control	\$50	\$50	\$50	\$50	\$50
Animal quarantines completed	402	701	939	500	1,000

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 PWC and the Cities of Manassas and Manassas Park.

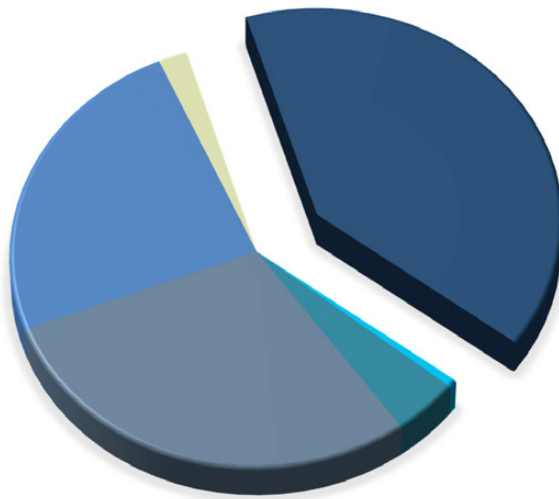
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community events during which all hazards preparedness education is provided	23	29	15	15	15
Customers reporting that they received the information or services they needed	99%	98%	NA	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Leadership and Management Oversight/Emergency Preparedness	\$156	\$161	\$170	\$162	\$162
Deployable Medical Reserve Corps volunteers	375	435	393	435	435
Emergency response exercises conducted in collaboration with outside partners	13	8	9	8	8
State and County fees for services collected	\$1M	\$937K	\$909K	\$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:
\$178,199,586

Expenditure Budget:
\$71,191,771



40.0% of Human Services

Programs:

- Protective Services: \$6,502,065
- Family Support Services: \$7,670,297
- Benefits, Employment & Child Care: \$15,033,703
- Homeless Services: \$3,166,133
- Juvenile Services: \$8,301,542
- Children's Services Act (CSA): \$27,608,922
- Director's Office: \$2,909,108

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](#) (Child-Protective Services, Local Duties); [40-705](#) (Virginia Administrative Code, Child Protective Service); [40-730](#) (Investigation of Child Abuse and Neglect), [32.1-330](#) (Long-Term Care Preadmission Screening), [63.2-1602](#) (Other Local Adult Services), [63.2-1804](#) (Assessment of Adult Care), [63.2-319](#) (Child Welfare Services), [63.2-900](#) (Local Board Placement of Children), [63.2-903](#) (Entrustment Agreements), [63.2-905](#) (Foster Care), [63.2-1105](#) (Children Placed out of Commonwealth), [2.2-5211](#) (Prevention & Assessments and Family Treatment), [63.2-217](#) (Board Regulations), [63.2-611](#) (Case Management, Support Services, Transitional Support Services), [63.2-616](#) (Public Assistance and Social Services), [63.2-1301](#) (Adoption Subsidy), [51.5-160](#) (Auxiliary Grants), [51.5-146](#) (Adult Care), [51.5-148](#) (Adult Protective Services)

Social Services



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Protective Services	\$4,081,421	\$4,408,209	\$4,654,711	\$5,912,746	\$6,502,065	9.97%
Family Support Services	\$8,202,924	\$8,363,658	\$7,973,943	\$7,121,390	\$7,670,297	7.71%
Benefits, Employment & Child Care Parent	\$10,901,957	\$11,986,808	\$13,740,843	\$13,966,944	\$15,033,703	7.64%
Homeless Services	\$2,428,949	\$2,807,240	\$3,246,237	\$3,397,396	\$3,166,133	(6.81)%
Juvenile Services	\$7,152,490	\$7,235,271	\$7,798,966	\$7,722,512	\$8,301,542	7.50%
Children's Services Act (CSA)	\$11,628,506	\$15,025,885	\$17,630,415	\$16,267,841	\$27,608,922	69.71%
Director's Office	\$2,528,866	\$2,841,544	\$2,727,127	\$2,821,768	\$2,909,108	3.10%
Total Expenditures	\$46,925,112	\$52,668,614	\$57,772,243	\$57,210,598	\$71,191,771	24.44%

Expenditure by Classification

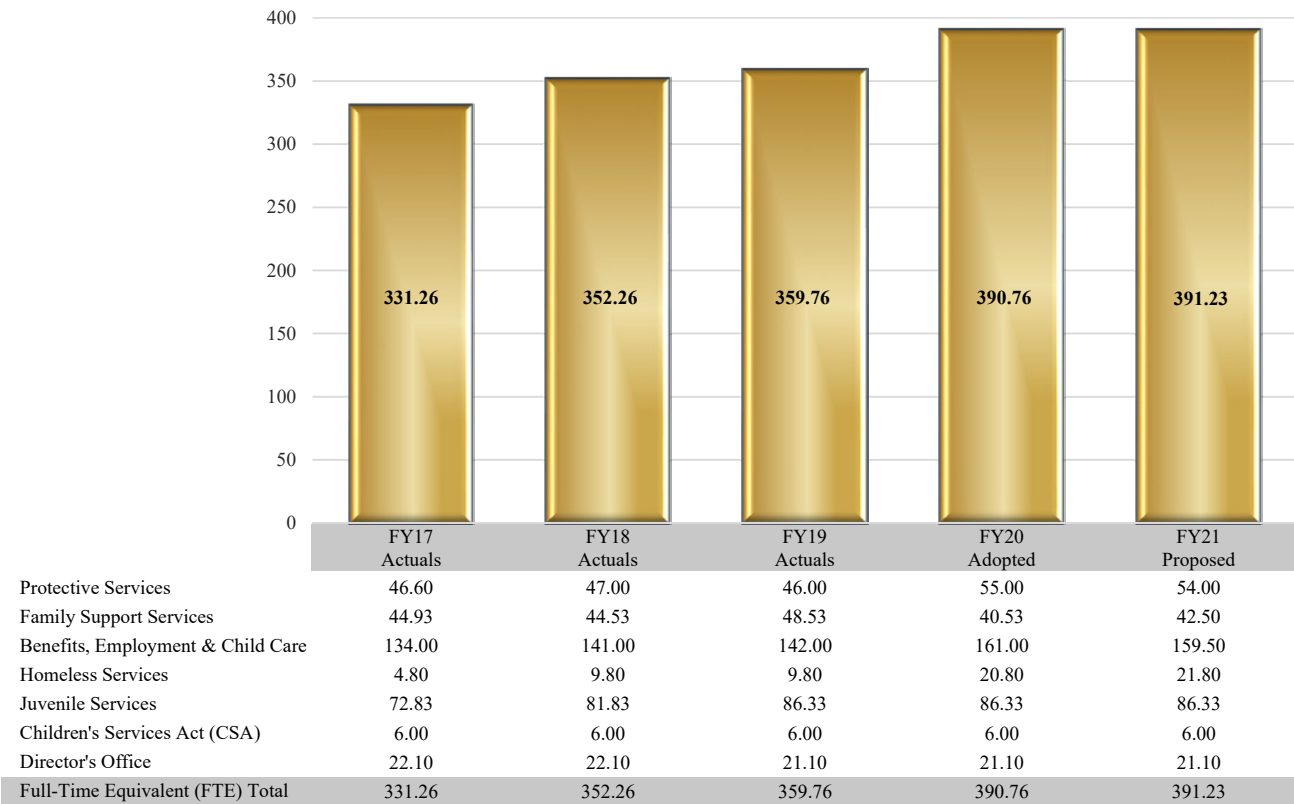
Salaries and Benefits	\$25,775,091	\$27,317,983	\$30,637,444	\$31,420,001	\$33,919,169	7.95%
Contractual Services	\$1,900,300	\$2,110,419	\$1,680,978	\$1,695,686	\$1,844,958	8.80%
Internal Services	\$1,414,737	\$1,575,937	\$1,725,765	\$1,349,821	\$1,349,821	0.00%
Purchase of Goods & Services	\$16,739,407	\$21,061,786	\$23,457,387	\$22,468,193	\$33,702,473	50.00%
Capital Outlay	\$577,514	\$70,667	\$109,561	\$85,316	\$174,702	104.77%
Leases & Rentals	\$58,923	\$72,684	\$65,222	\$95,694	\$98,261	2.68%
Transfers Out	\$459,140	\$459,140	\$95,887	\$95,887	\$102,387	6.78%
Total Expenditures	\$46,925,112	\$52,668,614	\$57,772,243	\$57,210,598	\$71,191,771	24.44%

Funding Sources

Revenue from Federal Government	\$13,489,221	\$14,793,410	\$15,511,123	\$13,594,043	\$14,748,889	8.50%
Fines & Forfeitures	\$0	\$50	\$0	\$0	\$0	0.00%
Revenue from Other Localities	\$109,887	\$16,140	\$16,140	\$0	\$0	0.00%
Miscellaneous Revenue	\$213,204	\$157,130	\$98,273	\$44,900	\$61,900	37.86%
Charges for Services	\$662,067	\$871,728	\$921,206	\$951,258	\$951,258	0.00%
Revenue from Commonwealth	\$14,525,790	\$14,970,741	\$19,134,268	\$18,742,398	\$27,342,936	45.89%
Transfers In	\$329,559	\$327,768	\$299,392	\$318,730	\$369,235	15.85%
Total Designated Funding Source	\$29,329,727	\$31,136,967	\$35,980,402	\$33,651,329	\$43,474,218	29.19%
Net General Tax Support	\$17,595,385	\$21,531,647	\$21,791,841	\$23,559,269	\$27,717,553	17.65%
Net General Tax Support	37.50%	40.88%	37.72%	41.18%	38.93%	



Staff History by Program



Future Outlook

Homeless Services Division – Preventing homelessness in the first place is a priority so that homelessness is rare, brief, and non-reoccurring. Federal and state funds must be used for persons who are homeless and there is minimal funding available to prevent homelessness. The local faith-based community provides some funding to individuals in need of first rental deposits, rent arrears, utilities, rent subsidies, etc., so homelessness will not be realized. Supporting local efforts by increasing funds for preventing homelessness while also ensuring that the aid makes a lasting difference is essential.

Benefits, Employment & Child Care Division (BECC) – As a result of Medicaid Expansion, the number of Medicaid eligible clients has increased quarterly (1st quarter -15%, 2nd quarter +51%, 3rd quarter +38%, 4th quarter +31%). Although additional staff were added in FY19, the Department of Social Services (DSS) anticipates BECC 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.

The Supplemental Nutrition Assistance Program (SNAP) quality control system measures payment errors or improper payments. Improper payments are overpayments and underpayments to SNAP participants. The caseload that each staff manages is extremely high and as such places a demand on staff to review and process cases at a fast rate which can cause errors in the processing of the case. Case readers are required to review casework to reduce or eliminate errors before audits are conducted internally and/or externally. Each supervisor

in BECC has between 10 and 12 direct staff to manage who are held accountable for processing this work when it is recommended that supervisors have no more than seven to eight direct-line staff.

Family First Prevention Services Act (FFPSA) – Last year Congress passed FFPSA which is the biggest child welfare legislation in 40 years. It will allow the Child Protective Services Prevention Team to use federal funds for not only children but also their families to reduce the need for foster care. The funds can only be used for specific programming and it will change the way staff develops individual service plans. Additional training and staffing shifts may be needed to achieve the stated goals of the FFPSA.

The FFPSA requires local service providers to provide specific services with fidelity to evidence-based research and for some to become accredited it will be an expensive and timely process. No local service providers can provide the services that the Act will fund. Local children and their families deserve services that are proven to improve clients' situations. PWC DSS will need to have increased training across divisions to adjust to major changes while ensuring funding is being used properly.

General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Roll FY20 DSS Budget Reconciliation into FY21** – PWC adopted its FY2020 Budget prior to the County receiving its final FY20 budget allocation from the Virginia DSS. Each year the County must adjust its DSS budget ([BOCS Resolution 19-384](#)) 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 FY20 reconciliation results in \$460,687 revenue increase and \$184,843 expenditure budget increase in FY21.
- C. Position Shift to Community Services (CS)** – DSS' Juvenile Detention Center (JDC) to shift one position, which is fully funded by revenue received from the Virginia Department of Juvenile Justice (DJJ) for the Community Placement Program (CPP). In FY20, it was decided to transfer the position to CS and DSS reimburse CS for the services utilizing the state funding. The position will change to a Senior Clinical Caseworker and provide clinical and therapeutic services for CPP youth. CS is equipped to provide clinical services and can receive the necessary clinical oversight provided by CS Managers.

Budget Initiatives

A. Budget Initiatives

1. Increase funding for Mandatory Private Day School Placements – Children’s Services Act (CSA)

Expenditure	\$11,272,506
Revenue	\$7,491,620
General Fund Impact	\$3,780,886
FTE Positions	0.00

a. **Description** – This initiative provides increased funding to the CSA program. These funds are necessary to reconcile DSS’s budget for FY20 placements as well as a projected 25% budget increase in FY21 as presented during a [January 21, 2020 work session](#) on this subject. These are mandated services and the expenditures continue to increase year over year. Projected FY20 SPED costs increased 32% year over year from \$6.4M to \$8.4M. The number of private day school placements has more than tripled since FY14. The increase in expenditures will require \$3.1 million in local tax support and the remainder will be offset by state funding.

b. **Service Level Impacts** – Private day school placements will be appropriately funded to provide mandated services for increasing placements.

B. Budget Shift

1. Convert Part-Time Administrative Technician to Full-Time – Family Support Services

Budget Shift	\$37,694
Agency Impact	\$0
FTE Positions	0.47

a. **Description** – DSS is converting one existing part-time position (Administrative Technician) to a full-time position. Due to recent changes in federal foster care legislation (Family First Prevention Services Act and Title IV-E). The expense of the increased FTE will be covered through a reduction in contractual and purchase of goods expense categories.

b. **Service Level Impacts** – Maintain compliance with increased federal and state foster care mandates and minimize audit findings and program errors.

Program Summary

Protective Services

Protective Services has two mandated programs; Child Protective Services (CPS) and Adult Protective Services (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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Repeat adult abuse and neglect cases	3.00%	0.04%	0.10%	1.00%	2.00%
Repeat child abuse and neglect cases (same child)	1.60%	1.90%	1.70%	-	-

Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
CPS Investigations	\$3,413	\$3,643	\$3,585	\$3,797	\$3,971
Reports of alleged child abuse/neglect received by CPS	4,547	5,115	5,022	4,700	5,250
CPS complaints investigated & assessments completed	2,475	2,380	2,248	2,500	2,500
Founded CPS cases	328	350	356	400	375
Average number of days to complete CPS investigations and assessments	65	65	50	45	45
APS Investigations	\$668	\$739	\$905	\$912	\$1,073
Reports of alleged adult abuse/neglect received by APS	882	786	807	750	850
APS complaints investigated	505	588	621	575	675
Founded APS cases	164	206	81	200	100
Average number of days to complete APS investigations and assessments	75	60	60	50	50
Adult Care	\$81	\$96	\$164	\$131	\$227
Incapacitated adults in the guardianship program	468	581	364	600	380
Medicaid long-term care assessments - Adults	474	542	695	525	725
Prevention and Assesments	\$1,088	\$1,109	\$1,045	\$1,073	\$1,230
Families served in prevention and assessments	431	546	477	550	525

Family Support Services

Family Support Services 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Repeat child abuse and neglect cases (same child)	1.6%	1.9%	1.7%	-	-
Children in foster care finding permanent homes*	72.0%	51.0%	50.0%	55.0%	55.0%
Title IV-E (foster care) case and financial error percentage	-	28.0%	21%	<5.0%	<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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Foster Care	\$5,683	\$6,062	\$5,953	\$6,079	\$6,471
Children served in custodial foster care	149	181	115	165	125
Authorized foster care families	85	124	88	125	100
Family Treatment	\$941	\$886	\$976	\$1,043	\$1,199
Families served in family treatment services	214	225	235	220	250

Social Services

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
TANF participants engaged in work activities (state target is 50%)	40%	44%	51%	51%	50%
New medicaid applications processed within state mandated time frame (45 days)	77%	89%	87%	85%	97%
SNAP benefits issued w/financial errors (positive error rate). State target 3%	26%	8%	40%	3%	3%
SNAP cases processed correctly per policy (negative error rate). State target 2%	61%	45%	33%	2%	2%
Title IV-E (foster care) case and financial error percentage	-	28.0%	21%	<5.0%	<5.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Employment Services	\$1,155	\$1,360	\$1,577	\$1,699	\$1,626
Persons served in VIEW	352	344	282	360	254
Benefits & Child Care	\$10,157	\$10,865	\$12,164	\$12,268	\$13,408
Medicaid annual renewals 30 days overdue	564	37	19	<35	<30
New Medicaid applications pending more than 45 days	159	68	26	<50	<40
Clients served - SNAP (unduplicated count)*	40,191	36,229	28,721	39,000	35,000
Clients served - TANF (unduplicated count)*	3,663	3,411	2,961	3,600	3,100
Clients served - Medicaid (unduplicated count)*	69,221	68,776	71,592	75,000	75,000

* Virginia DSS(VDSS) changed reporting period from Calendar Year to state Fiscal Year. Prior year actuals have been restated based on VDSS restated reported numbers.

Social Services

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Utilization of HPC	78%	92%	82%	87%	84%
Point in time homeless count	400	374	277	380	380
Two-year sustainment of permanent housing	92%	100%	97%	80%	90%
Utilization of Overnight Shelter	-	100%	92%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Coordinated Entry Services	\$313	\$329	\$289	\$251	\$403
Substance Abuse (SA) weekly group attendance (1)	81	44	43	-	-
Referrals for mental health services to Community Services	37	157	148	120	120
Drop-In Center	\$25	\$20	\$6	\$19	\$1,929
Number of clients served at Drop-In Center (2)	6,459	1,279	396	1,250	380
Hilda Barg Homeless Prevention Center	\$50	\$141	\$89	\$56	\$146
Households (singles) moving into PH at discharge	-	-	42%	-	60%
Household (families) moving into PH at discharge	-	-	64%	-	70%
Households (singles) increasing or maintaining income at discharge	-	-	65%	-	55%
Households (families) increasing or maintaining income at discharge	-	-	55%	-	50%

Social Services

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Juvenile Pre-trial Supervision clients re-offending while in the program	2.00%	1.17%	4.00%	1.50%	4.00%
Molinari Juvenile Shelter Services clients re-offending while in the program	1.10%	2.00%	4.40%	1.50%	4.40%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Secure Detention	\$5,332	\$5,527	\$5,800	\$5,691	\$6,044
Juveniles admitted into Secure Detention	593	404	377	450	358
Juvenile Pre-trial Supervision	\$366	\$353	\$331	\$375	\$507
Juveniles admitted into pre-trial supervision	205	223	247	220	272
Molinari Juvenile Shelter Services	\$1,453	\$1,354	\$1,668	\$1,656	\$1,751
Juveniles admitted	213	198	185	204	172

Children's Services Act (CSA)

The Children's Services Act is a 1993 Virginia law that establishes a single state pool of funds to support services for eligible youth and their families. State funds, combined with local community funds, are managed by local interagency teams who plan and oversee services to youth. The CSA Division is the administrative entity that provides oversight and management of the local CSA program in PWC.

The intent of the CSA is to have a collaborative approach to service planning and access to funding for services. The following public agencies may refer clients to CSA for planning and funding when additional supports are needed to meet a child or family's needs: (1) Department of Social Services (2) School Division (3) Juvenile Court Services and (4) Community Services.

All clients served through the CSA program meet eligibility criteria set by the Code of Virginia. All service plan decisions that result in recommendations for funding through the CSA go through a collaborative review and approval by two multi-disciplinary teams: The Family Assessment and Planning Team (FAPT) and the Community Policy and Management Team (CPMT). These teams include representatives from the previously listed public agencies, as well as a private provider representative, and a parent representative. The CPMT also includes representatives from the Health Department and County Executive's Office.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Clients with improved functional assessment score upon case closure	70%	82%	NA	75%	75%
Youth who receive only community-based services. Statetarget is 50%.	77%	75%	77%	-	75%
Youth who receive Intensive Care Coordination. State target is 75%.	-	-	-	-	75%

Social Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community-Based Services	\$6,413	\$8,736	\$10,608	\$9,493	\$18,263
Youth served in Special Education Private Day School (SPED)	94	110	144	142	218
Youth served in community-based services	345	362	385	372	404
Residential Services	\$3,606	\$4,774	\$5,308	\$4,410	\$6,967
Youth served in residential services	118	139	127	143	121
Foster Care	\$1,237	\$1,107	\$1,373	\$1,988	\$1,979
Youth served in foster care	149	181	115	165	125
ARYFS Administration	\$372	\$410	\$341	\$376	\$400
Total youth served (unduplicated)	510	531	558	520	580

Director's Office

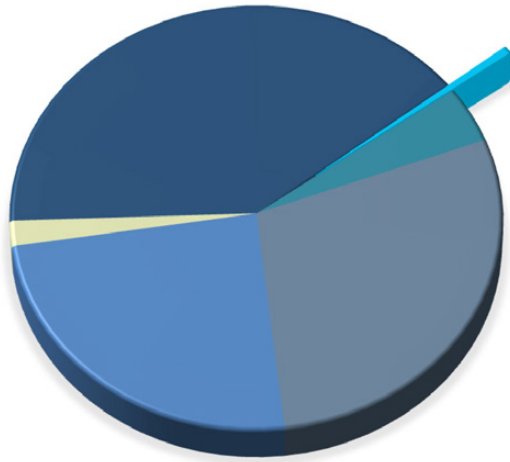
Provides overall leadership, financial management including state and federal grant monitoring, personnel functions, and information technology services for DSS. The Office engages the advice of the appointed DSS Advisory Board. The Director is the appointed Board member for the organizational entities 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
County services for people who are economically disadvantaged (Comm. Survey)	75%	80%	80%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Social Services Director's Office	\$701	\$948	\$752	\$1,074	\$1,033
Technology Support	\$349	\$386	\$357	\$379	\$383
Personnel Support	\$308	\$372	\$406	\$395	\$426
Fiscal Support	\$1,170	\$1,136	\$1,213	\$974	\$1,067

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Polytechnic Institute and State University and Virginia 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:
\$178,199,586

Expenditure Budget:
\$1,042,600



0.6% of Human Services

Programs:

- Nutrition Education: \$8,510
- Environment & Natural Resources: \$341,834
- 4-H Education: \$118,042
- Parent Education: \$183,145
- Financial Education & Housing Counseling: \$391,069

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Nutrition Education	\$27,160	\$8,510	\$8,700	\$8,510	\$8,510	0.00%
Environment & Natural Resources	\$195,233	\$206,507	\$216,564	\$286,946	\$341,834	19.13%
4-H Education	\$79,878	\$84,420	\$82,698	\$118,042	\$118,042	0.00%
Parent Education	\$155,219	\$156,471	\$171,297	\$184,890	\$183,145	(0.94%)
Financial Education & Housing Counseling	\$333,483	\$344,104	\$425,089	\$329,320	\$391,069	18.75%
Total Expenditures	\$790,974	\$800,012	\$904,349	\$927,709	\$1,042,600	12.38%

Expenditure by Classification

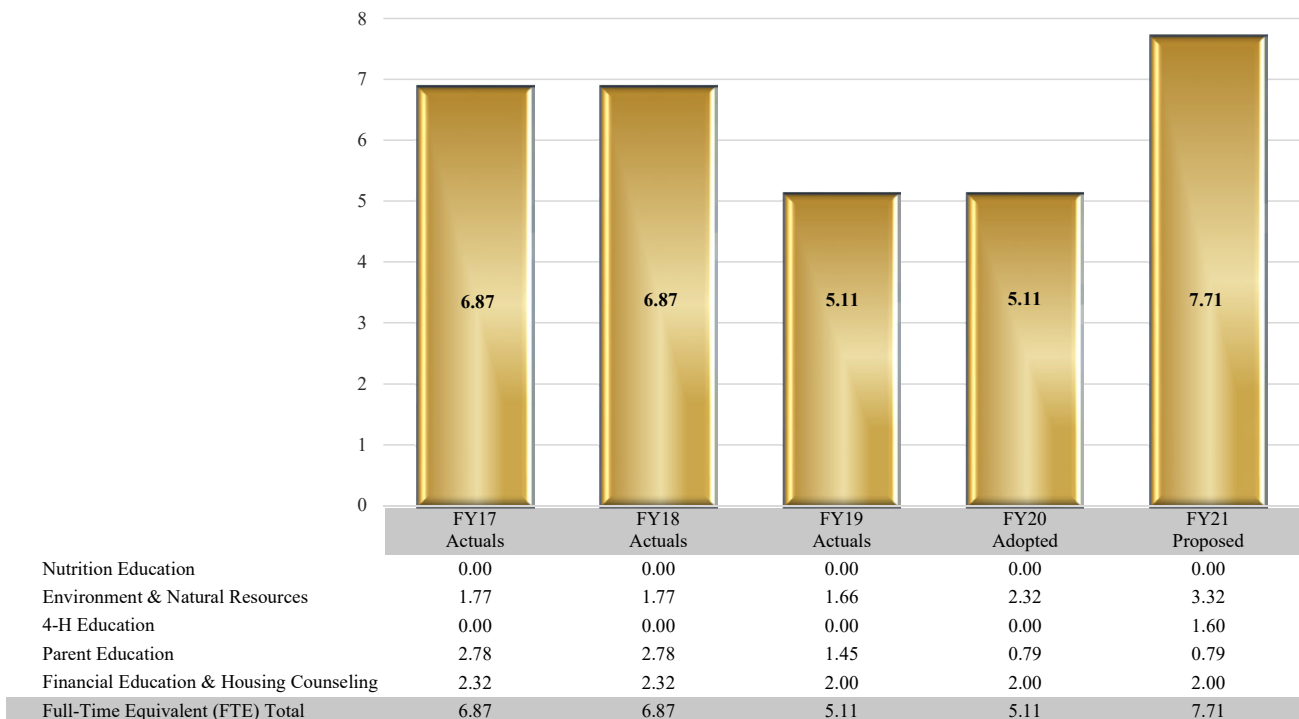
Salaries and Benefits	\$681,582	\$656,625	\$742,713	\$788,284	\$903,175	14.57%
Contractual Services	\$1,845	\$10,392	\$15,239	\$9,650	\$9,650	0.00%
Internal Services	\$80,939	\$83,942	\$84,813	\$80,833	\$80,833	0.00%
Purchase of Goods & Services	\$26,608	\$49,053	\$61,585	\$48,942	\$48,942	0.00%
Total Expenditures	\$790,974	\$800,012	\$904,349	\$927,709	\$1,042,600	12.38%

Funding Sources

Revenue from Federal Government	\$55,565	\$49,447	\$74,481	\$42,000	\$42,000	0.00%
Revenue from Other Localities	\$89,316	\$99,816	\$99,816	\$142,314	\$104,525	(26.55%)
Miscellaneous Revenue	\$0	\$0	\$43,626	\$0	\$0	0.00%
Charges for Services	\$17,525	\$16,700	\$12,450	\$10,000	\$10,000	0.00%
Revenue from Commonwealth	\$94,913	\$99,058	\$78,582	\$91,626	\$91,626	0.00%
Transfers In	\$267,022	\$267,022	\$267,022	\$267,022	\$293,522	9.92%
Total Designated Funding Sources	\$524,341	\$532,043	\$575,976	\$552,962	\$541,673	(2.04%)
Net General Tax Support	\$266,632	\$267,969	\$328,373	\$374,747	\$500,927	33.67%
Net General Tax Support	33.71%	33.50%	36.31%	40.39%	48.05%	



Staff History by Program



Future Outlook

4-H – Through the 4-H Program, youth-adult partnerships will be strengthened through additional experiential learning activities that offer mutual leadership training. Trainings and workshops will be offered in diverse areas of life skills development through curriculum areas such as Science, Technology, Engineering, Mathematics (STEM), agriculture, healthy living and civic engagement. Expanded school enrichment programs will allow youth to receive 4-H Youth Development Program curricula in a classroom setting during school hours. Research based, educational experiences will engage youth in hands on learning opportunities that support the school curriculum. Youth will continue to be provided with opportunities to be contributing members of the local community and beyond through competitive and non-competitive events and workshops purposefully designed for youth development.

Parent Education – The Parent Education curriculum will be adapted to include current research-based resources to equip parents with education addressing the ever-changing risks youth face such as vaping, internet safety and screen time, bullying, and social media. The Parent Education program will also continue to partner with area schools to offer classes, increasing school outreach and program participation. Parent Education staff will increase community outreach efforts, collaborating with stakeholders and organizations, through participation in open houses, resource fairs, and other grass-roots community events. Staff will also provide outreach to returning citizens by offering classes at the re-entry dorm and shelters.

Nutrition Education – Based on the July 2018 U.S. Department of Agriculture Food and Nutrition Service report, there are 10,105 households (24,182 people) eligible for Supplemental Nutrition Assistance Program (SNAP) benefits in Prince William County (PWC). Family Nutrition Program Assistants will seek 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. Family Nutrition Program Assistants will also continue to include physical activity components in addition to teaching good nutrition and cooking skills to program clientele.

Environment & Natural Resources – The Environment & Natural Resource (ENR) Program recognizes and responds to emerging needs in providing horticultural and agricultural technical assistance and educational programs to address plant/landscape health and water quality issues of horticultural and agricultural businesses, homeowners' associations (HOAs), and garden clubs. The ENR program will continue to support PWC in meeting Municipal Separate Storm Sewer System (MS-4) permit goals through effective educational programming and through the continuing development of certified nutrient management plans. Staff will continue to work on a regional level to provide effective educational programs for pesticide applicators and the green industry. Staff will also facilitate and provide additional technical assistance to school and community gardens to help increase health, wellbeing and food security, increasing the reach of these programs

Financial Education & Housing Counseling – There is an overwhelming need for expanded financial education and financial counseling services as over 41% of American households are not prepared to handle a \$400 emergency without borrowing money or selling something (May 22, 2018, Federal Reserve Survey). The Financial Education & Housing Counseling Program will continue to expand financial education and counseling services with online delivery and other flexible program services including apps, webinars, and Skype counseling. Staff will meet the increasing demand for pre-purchase housing counseling while maintaining service levels for post-purchase and foreclosure prevention counseling, sharing financial tools and best practices to improve financial health.

General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Revenue Decrease 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. As a result of the annual report, Virginia Cooperative Extension’s allocation decreased \$37,789.

Budget Initiatives

A. Budget Shift

1. Two part-time 4-H Educators – 4-H Education

Budget Shift	\$65,528
Agency Impact	\$0
FTE Positions	1.60

a. **Description** – This initiative shifts funds within VCE’s budget to create 1.60 FTE for two part-time 4-H Educator positions. No additional local funding is required from the County. These two part-time positions are currently state employee part-time positions (requiring no benefits) for which the County fully reimburses the Commonwealth. Conversion to County positions will improve VCE’s retention efforts as well as improve administrative efficiency because the County will not have to submit quarterly reimbursements to the state.

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

2. Environmental Educator – Environment & Natural Resources

Budget Shift	\$47,924
Revenue	\$20,000
Agency Impact	\$20,000
FTE Positions	1.00

a. **Description** – This initiative shifts funds within VCE’s budget to create 1.00 FTE for an Environmental Educator. The Environmental Educator is a state employee for which the County fully reimburses the Commonwealth. The position is currently funded through a grant from the County’s Stormwater Management Fee. The total cost of the position is \$67,924. The budget shift of \$47,924 plus \$20,000 additional revenue from the Stormwater Management Fee fully funds the position. The Environmental Educator coordinates the Building Environmentally Sustainable Turf (BEST) Lawns program and provides environmental education and information as well as Master Gardner training

to the public. The position also submits quarterly data to the Watershed Management branch of the Department of Public Works. Conversion to a County position will improve VCE’s retention efforts as well as improve administrative efficiency because the County will not have to submit quarterly reimbursements to the state.

b. Service Level Impacts –

- **Number of environmental education participants**

FY21 w/o Addition | 2,000

FY21 w/ Addition | 4,000

- **Acres provided under urban nutrient management plans (BEST Lawns)**

FY21 w/o Addition | 40

FY21 w/ Addition | 60

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
SNAP ED youth participants improving nutritional intake per a pre and post test	100%	87%	90%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Nutrition Education	\$27	\$9	\$8	\$9	\$9
SNAP ed families (formerly participants) enrolled in program	-	370	350	155	350
SNAP ed youth participants enrolled in program	1,373	-	-	-	-

Environmental & 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. 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Participants reporting that they adopted recommended water quality practices	95%	96%	95%	90%	90%
BEST Lawn clients implementing practices that improve water quality	69%	84%	83%	70%	70%
Percentage of participants reporting satisfaction with environmental education	-	-	-	-	85

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Environment and Natural Resources	\$195	\$207	\$217	\$287	\$342
Environmental education participants	4,181	4,980	3,670	4,000	4,000
Site visits for stormwater management education & community & school gardens	47	136	38	50	40
Calls received through the Horticulture Help Desk	1,547	1,980	1,722	1,500	1,500
BEST Lawns urban nutrient management plans written	300	244	236	250	250
Annual acres covered by BEST Lawns nutrient management plans	69	83	42	75	60
FTE value of volunteer hours (ENR)	8.00	7.00	7.00	7.00	7.00

4-H Education

4-H Education assists youth and adults working with those youth, to gain additional knowledge, life skills, and attitudes that will further their development as self-directing, contributing, and productive members of society. PWC 4-H provides youth aged 5-19 with life skill learning opportunities through the delivery models of 4-H community clubs, camps, and in-school and after-school programs.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Safe at Home Alone: showing increased awareness about staying home alone safely	99%	90%	89%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
4-H Youth Education	\$80	\$84	\$83	\$118	\$118
Youth enrolled in 4-H camps and clubs	1,431	1,842	961	850	850
Youth enrolled in 4-H special interest programs	64,083	12,420	13,652	12,000	12,000
Community service hours contributed by 4-H youth and adults	8,357	8,339	7,531	8,000	8,000
FTE value of volunteer hours (4-H)	19.25	6.90	7.84	7.00	7.00
Youth enrolled in competitive events and programs	-	-	-	-	100

Parent Education

VCE Parent Education provides comprehensive classes to Prince William's vulnerable residents – parents and their children. Parent Education Instructors and Volunteer Parent Education Facilitators use research- and skills-based training to help parents gain parenting skills and confidence. Integrating prevention, early intervention and educational classes equips human services, courts, intake and probation officers and others with a viable, cost-effective tool to help parents improve their parenting skills, demonstrate their desire for restorative relationships with their children, in a supportive, positive parenting group. Parenting classes support the goal of decreasing recidivism for both teens and their parents which helps protect and ensure the well-being of the entire community.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
DSS clients with no founded abuse/neglect case 1 year after program completion	100%	96%	100%	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	81%	91%	83%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parent Education	\$155	\$156	\$171	\$185	\$183
Participants completing Systematic Training for Effective Parenting	234	153	167	230	230
Participants completing When Families Get Angry	67	63	65	75	93
Participants completing JJPP	54	35	45	75	107
FTE value of volunteer hours (parent education)	0.37	0.41	0.31	0.40	0.40

Financial Education & Housing Counseling

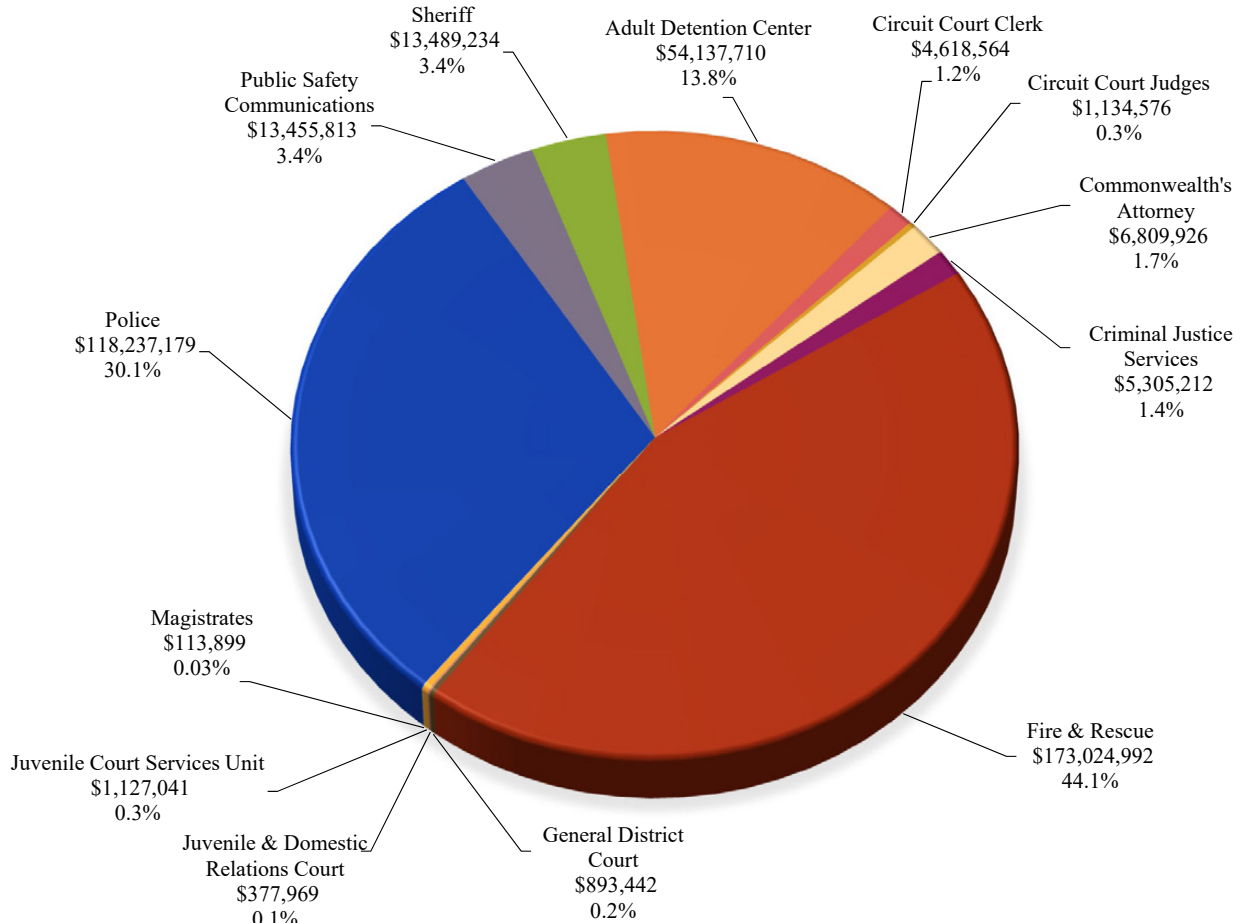
The Financial Education & Housing Counseling program promotes improved personal financial behaviors through research-based curriculum and financial counseling to develop sound financial practices for improved economic stability. VCE's Master Financial Educator volunteers lead programs on Money Saving 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-to-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. Housing Counselors were able to mitigate the foreclosure process saving homes for over 90% of clients who were at risk of foreclosure. The counseling team includes HUD-approved credit counselors, foreclosure mitigation counselors and the area expert on reverse mortgage options. The Financial Education & Housing Counseling program is a part of the Financial Empowerment Center for PWC supporting community efforts to reach low-income and underserved populations, helping our community reach financial and affordable home-ownership goals.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Counseling participants with success in adopting their financial action plan	94%	100%	83%	75%	75%
Mortgage default clients not losing their homes to foreclosure	97%	98%	97%	90%	90%
Clients with increased knowledge measured by pre/post-tests	96%	79%	77%	80%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Financial Education and Housing Counseling	\$334	\$344	\$425	\$329	\$391
Households receiving housing counseling	368	216	253	200	200
Clients completing First Time Homebuyer Track	65	61	44	35	35
Clients attending financial literacy class	562	482	571	450	450
FTE value of volunteer hours (financial education)	0.80	0.80	0.80	0.80	0.80



Public Safety



Public Safety Expenditure Budget: \$392,725,556



Average Tax Bill

Public Safety accounted for \$957 and 21.59% of the average residential tax bill in FY21.

Department & Agencies

- ▶ Adult Detention Center
- ▶ Circuit Court Clerk
- ▶ Circuit Court Judges
- ▶ Commonwealth's Attorney
- ▶ Criminal Justice Services

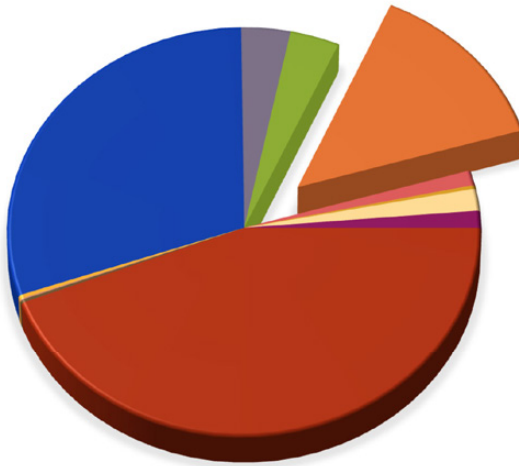
- ▶ Fire & Rescue
- ▶ General District Court
- ▶ Juvenile & Domestic Relations Court
- ▶ Juvenile Court Services Unit

- ▶ Magistrates
- ▶ Police
- ▶ Public Safety Communications
- ▶ Sheriff's Office

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:
\$392,725,556

Expenditure Budget:
\$54,137,710



13.8% of Public Safety

Programs:

- Executive Management & Support: \$3,939,535
- Inmate Classification: \$1,878,933
- Inmate Security: \$25,149,424
- Inmate Health Care: \$5,788,098
- Support Services: \$15,302,153
- Inmate Rehabilitation: \$2,079,567

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: [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), [53.1-106](#) (Members of jail or jail farm board or regional jail authority; powers; payment of pro rata costs)

Adult Detention Center



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Executive Management & Support	\$3,564,886	\$3,094,506	\$3,226,889	\$5,263,809	\$3,939,535	(25.16%)
Inmate Classification	\$1,433,979	\$1,331,236	\$1,388,786	\$1,825,464	\$1,878,933	2.93%
Inmate Security	\$17,908,800	\$18,490,319	\$19,316,392	\$30,688,890	\$25,149,424	(18.05%)
Inmate Health Care	\$4,713,010	\$4,844,599	\$5,121,718	\$5,183,887	\$5,788,098	11.66%
Support Services	\$11,836,173	\$13,165,675	\$12,897,482	\$14,215,723	\$15,302,153	7.64%
Inmate Rehabilitation	\$2,038,617	\$2,018,320	\$2,341,678	\$2,412,574	\$2,079,567	(13.80%)
Total Expenditures	\$41,495,466	\$42,944,656	\$44,292,944	\$59,590,346	\$54,137,710	(9.15%)

Expenditure by Classification

Salaries and Benefits	\$30,391,819	\$31,481,491	\$33,113,442	\$39,239,938	\$41,288,747	5.22%
Contractual Services	\$3,142,665	\$2,916,567	\$2,512,825	\$3,212,839	\$2,570,764	(19.98%)
Internal Services	\$1,234,861	\$1,328,351	\$1,436,008	\$2,006,646	\$1,745,796	(13.00%)
Purchase of Goods & Services	\$4,825,925	\$5,130,237	\$5,157,375	\$5,927,995	\$6,459,009	8.96%
Capital Outlay	\$0	\$186,333	\$110,139	\$73,487	\$0	(100.00%)
Leases & Rentals	\$280,700	\$295,640	\$301,852	\$283,200	\$114,544	(59.55%)
Transfers Out	\$1,619,496	\$1,606,037	\$1,661,303	\$8,846,241	\$1,958,850	(77.86%)
Total Expenditures	\$41,495,466	\$42,944,656	\$44,292,944	\$59,590,346	\$54,137,710	(9.15%)

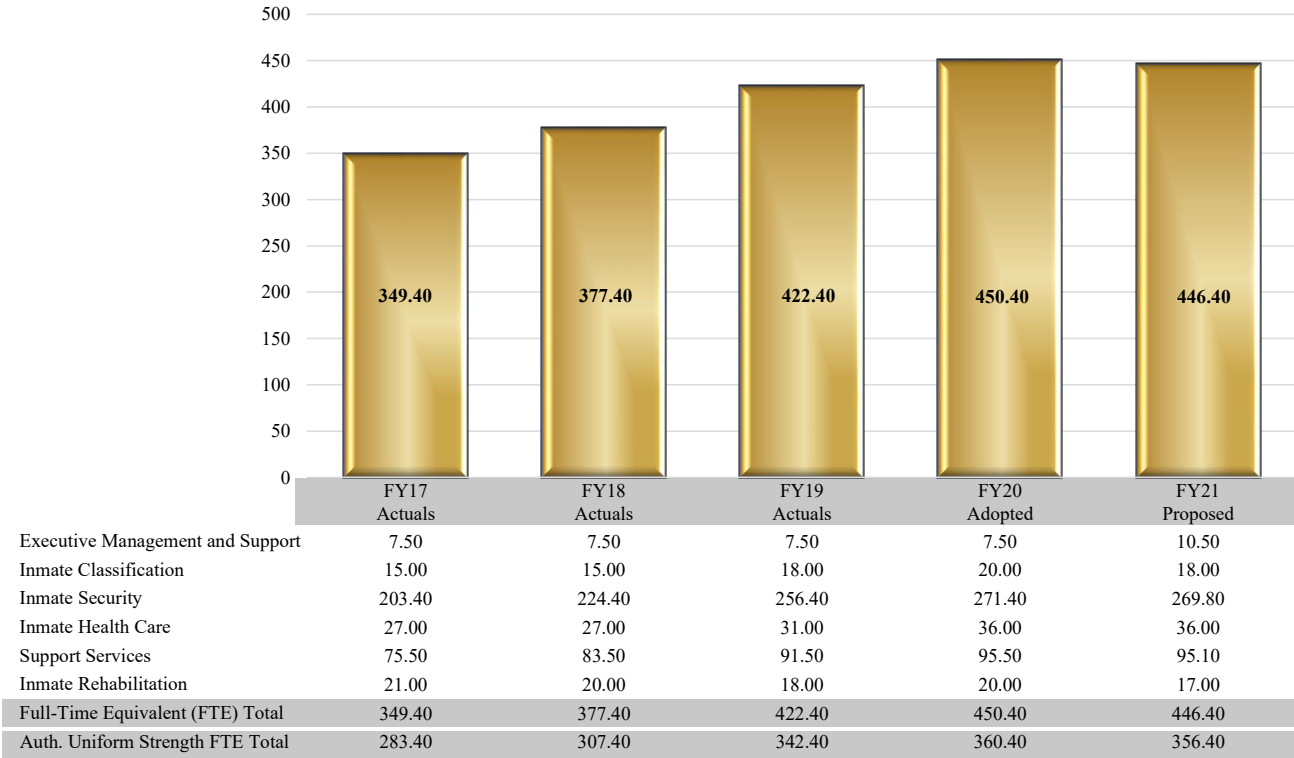
Funding Sources

Revenue from Federal Government	\$310,614	\$116,652	\$435,627	\$292,500	\$292,500	0.00%
Use of Money & Property	\$0	\$235	\$0	\$0	\$0	0.00%
Revenue from Other Localities	\$6,122,619	\$4,800,707	\$5,040,238	\$4,862,003	\$5,043,457	3.73%
Miscellaneous Revenue	\$102,549	\$162,171	\$85,921	\$62,020	\$62,020	0.00%
Charges for Services	\$499,895	\$476,435	\$522,630	\$485,762	\$485,762	0.00%
Revenue from Commonwealth	\$11,220,389	\$11,676,548	\$11,772,789	\$12,624,747	\$12,624,747	0.00%
Total Designated Funding Sources	\$18,256,066	\$17,232,748	\$17,857,204	\$18,327,032	\$18,508,486	0.99%
(Contribution To)/ Use of Fund Balance	(\$3,598,703)	(\$2,038,370)	(\$3,691,485)	\$7,697,475	\$0	-
Net General Tax Support	\$26,838,103	\$27,750,277	\$30,127,225	\$33,565,839	\$35,629,224	6.15%
Net General Tax Support	64.68%	64.62%	68.02%	56.33%	65.81%	

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 system-wide average daily population of the ADC has grown from a population of 178 since opening in 1982 to a system-wide average of 996 in FY19. Overall, the number inmates who are a high risk to the community has continued to increase, whereas those with a lower risk have decreased. The Phase II expansion will be completed in FY21 and will add 204 state rated beds to the complex for a total state rated capacity of 871 beds.

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.

Inmate Medical Care – The ADC is responsible for the medical care of the inmates in the facility. This is provided by both in-house staff and outside medical providers, when necessary. Costs are trending up due to an increase in the number of seriously ill inmates, rising pharmacy costs, and a general increase in the cost of medical care. The ADC has taken steps to try to control these increased costs with a new insurance provider for outside medical expenses, and by enrolling inmates in Medicaid. If the inmate meets the eligibility requirements, and the services meet the state criteria, those costs will be paid by the state.

Adult Detention Center

Evidence-Based Decision Making (EBDM) – The ADC Staff continue to participate in the 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, a veteran’s docket, the expansion of a crisis assessment center, expanded pre-trial services, and resource connectivity for opioid use disorder and public health needs upon release, utilizing peer navigation.

General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. 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 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 FY21 transfer from the ADC will increase by \$110,109 to reflect the increased cost to the general fund.
- C. Removal of One-Time Costs for Main Building Repairs** – \$7,500,000 has been removed from the ADC’s FY21 budget for one-time costs associated with repairs to the main building inmate housing areas on the second and third floors in FY20. These costs included repairs to plumbing fixtures, security systems, HVAC, furniture, and other maintenance systems that require updates.
- D. Removal of One-Time Costs for ADC Phase II 27.00 FTE Expansion** – \$699,975 has been removed from the ADC’s FY21 budget for use of fund balance, one-time costs associated with the ADC Phase II Expansion in FY20. These costs included 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.
- E. Position Shift to Criminal Justice Services (CJS)** – In FY20, three positions were shifted to CJS with a salary and benefits budget of \$226,274. The addition of two probation/pretrial officers and one senior probation/pretrial officer brings CJS to 11 full-time pretrial officers dedicated to the pretrial caseload and a senior probation/pretrial officer to assist with court investigations and quality assurance. A successful pretrial process improves the efficiency and effectiveness of the criminal justice system and significantly impacts the ADC. Court defendants released to pretrial supervision are able to function in society with supervision rather than utilizing costly jail beds which should be reserved for the higher risk defendants and sentenced individuals. This shift will help directly support the Wellbeing Strategic Goal by addressing opiate abuse through treatment referrals, monitoring and addressing mental health needs. This also supports the Safe and Secure Community Strategic Goal by decreasing recidivism and crime.

Adult Detention Center

Budget Initiatives

A. Budget Initiatives

1. ADC Phase II Expansion – Facility Operating Costs – Executive Management & Support, Inmate Security, Inmate Health Care, and Support Services

Expenditure	\$1,242,777
Revenue	\$136,705
General Fund Impact	\$1,106,072
FTE Positions	0.00

a. **Description** – This initiative funds a full-year of facility operating costs for the ADC Phase II – 204 bed jail expansion. The FY2020 Budget included three months of facility operating costs with an expected completion date of April 2020 and occupancy in July 2020. This initiative provides the remaining facility operating costs for an entire year. Facility operating costs include utilities, building maintenance costs, food, medical, clothing, and other operating supplies. Funding the ADC is shared with the City of Manassas based on the percentage of prisoner days.

b. **Service Level Impacts** – The Phase II expansion will increase the inmate management capacity of the Adult Detention Center from 1,020 average daily population in FY20 to 1,320 in FY21. The ADC has consistently exceeded state rated operational capacities over the past several years. In FY19 the percentage of use by building was as follows: Central Jail 148%, Main Jail 186%, Iron Building (work release center) 94%, and Modular Jail 118%.

B. Budget Reductions

1. Reduction in Inmates Housed at Other Local and Regional Jails – Executive Management

Expenditure	(\$988,200)
Revenue	(\$108,702)
General Fund Impact	(\$879,498)
FTE Positions	0.00

a. **Description** – Due to overcrowding in the prior fiscal year, there was funding in the ADC budget to house an average daily population of 54 inmates per day at other local and regional jails (farmouts). Phase II of the ADC 204 bed expansion project is expected to open in July 2020. The opening of Phase II will eliminate the need for farmouts at other local and regional jails.

b. Service Level Impacts –

▪ Inmates at Other Local or Regional Jails

FY21 w/o reduction | 54

FY21 w/ reduction | 0

2. Reduction in Work Release Lease and Staffing Costs – Inmate Rehabilitation

Expenditure	(\$264,233)
Revenue	(\$29,066)
General Fund Impact	(\$235,167)
FTE Positions	(1.00)

a. **Description** – Phase II of the 204-bed jail expansion project included sufficient space to incorporate 75 Work Release beds previously housed in leased space at the Iron Building in the City of Manassas. Because of administrative efficiencies gained by consolidating Work Release into the expanded ADC,

Adult Detention Center

a vacant First Sergeant position in the Inmate Rehabilitation program as well as budgeted lease space will be eliminated.

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

Program Summary

Executive Management & Support

The executive management program provides the senior level leadership staff to oversee and efficiently and effectively manage all ADC operations.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Inmates detained without escape	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Leadership and Management	\$3,088	\$2,583	\$2,720	\$4,749	\$3,361
Foreign born inmates screened by 287(g) program	100%	100%	100%	100%	100%
Commitments processed	9,787	9,895	9,994	9,950	9,971
Manassas Complex ADP	963	993	973	1,086	948
Inmates at other local or regional jails	11	42	23	54	0
Planning and Programming	\$479	\$512	\$507	\$515	\$578
Jail Board reports prepared	6	6	6	6	6

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Average administrative segregation population	56	72	75	70	75
Inmates requiring change in classification status after initial assessment	6%	1%	1%	2%	1%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Inmate Classification	\$1,432	\$1,331	\$1,389	\$1,825	\$1,879
Newly detained inmates classified	4,754	4,701	4,529	5,000	4,503
Number of classification reviews	12,668	14,054	13,303	13,500	13,080

Adult Detention Center

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Incidents weapon and drug free	99%	99%	99%	99%	99%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Inmate Security	\$16,446	\$17,037	\$17,820	\$28,613	\$23,370
Inmate ADP (Manassas Complex)	963	993	973	1,086	948
Inmate Transportation	\$1,465	\$1,453	\$1,496	\$2,075	\$1,780
Transports to and from correctional facilities	231	239	171	250	211
Transports to and from medical, dental and mental health facilities	772	799	735	825	825

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Adherence to state mandated level of health care	Yes	Yes	Yes	Yes	Yes

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
In-house Health Care Services	\$2,452	\$2,768	\$2,969	\$3,190	\$3,493
Inmates receiving in-house medical treatment annually	8,305	8,092	7,753	8,400	8,062
Inmates receiving prescription drugs	47%	47%	50%	45%	50%
Contract Health Care Service	\$2,261	\$2,077	\$2,153	\$1,993	\$2,295
Inmates referred for treatment to contractual doctor, dentist or psychiatrist	3,906	3,470	3,118	3,750	3,250

Adult Detention Center

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Food Services	\$2,325	\$2,629	\$2,469	\$2,432	\$2,680
Meals served monthly	98,606	102,116	100,942	103,200	100,507
Maintenance Support	\$2,197	\$2,681	\$2,396	\$2,212	\$2,552
Maintenance calls	2,540	2,300	2,262	2,600	2,500
Booking/Release/Records Management Services	\$3,624	\$3,712	\$3,697	\$4,105	\$4,760
Inmates released	9,787	9,873	10,037	9,950	10,042
Inmates committed	9,787	9,895	9,994	9,950	9,971
Administration/Finance/Human Resources/Information	\$3,688	\$4,144	\$4,335	\$5,466	\$5,311
Required training events completed	750	914	1,049	1,134	1,268
Average monthly medicaid inmate enrollments	-	-	5	25	25

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.

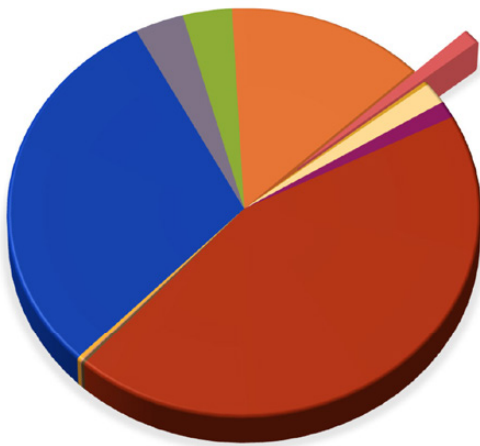
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Work release participants who successfully complete program	79%	77%	65%	75%	75%
Work release participants who do not reoffend	79%	78%	67%	75%	75%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Work Release	\$1,763	\$1,819	\$2,002	\$2,155	\$1,737
ADP of participants in work release program	66	60	61	75	75
Rehabilitation Services	\$276	\$199	\$339	\$257	\$343
Inmates who take the GED test and graduate	10	9	19	12	15
Participants in substance abuse treatment program	90	105	91	100	100

Mission Statement

The Circuit Court Clerk’s vision for the office is to perform our duties in a professional manner, inspiring confidence in our abilities and performance; and in a complete manner, resulting in a customer who feels their needs from us were met completely.

The mission of the Circuit Court Clerk 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 and paralegal services to the Circuit Court; to record, preserve, and protect legally and historically significant documents; to preserve, protect, and properly dispose of electoral ballots and associated materials; and to create, preserve, 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:
\$392,725,556



Expenditure Budget:
\$4,618,564

1.2% of Public Safety

Programs:

- Executive Administration: \$695,711
- Court Administration: \$2,670,229
- Records Administration: \$1,099,257
- Law Library Services: \$153,367

Mandates

The Circuit Court Clerk performs more than 826 duties mandated by the statute.

State Code: [15.2-1600](#) (Counties and cities required to elect certain officers; qualifications of attorney for the Commonwealth; duties and compensation of officers; vacancies, certain counties and cities excepted; officer’s powers not to be diminished), [15.2-1634](#) (Clerks of circuit courts), [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), [42.1-65](#) (Local law libraries in charge of circuit court clerks; computer research services; expenses), [42.1-70](#) (Assessment for law library as part of costs in civil actions; contributions from bar associations)

County Code: [Chapter 2, Article IV](#) (Law Library)

Circuit Court Clerk



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Executive Administration	\$741,440	\$636,204	\$678,231	\$635,765	\$695,711	9.43%
Court Administration	\$2,169,298	\$2,203,649	\$2,414,973	\$2,442,537	\$2,670,229	9.32%
Records Administration	\$1,412,149	\$941,045	\$958,460	\$1,064,106	\$1,099,257	3.30%
Law Library Services	\$0	\$0	\$131,784	\$142,846	\$153,367	7.37%
Total Expenditures	\$4,322,887	\$3,780,897	\$4,183,448	\$4,285,254	\$4,618,564	7.78%

Expenditure by Classification

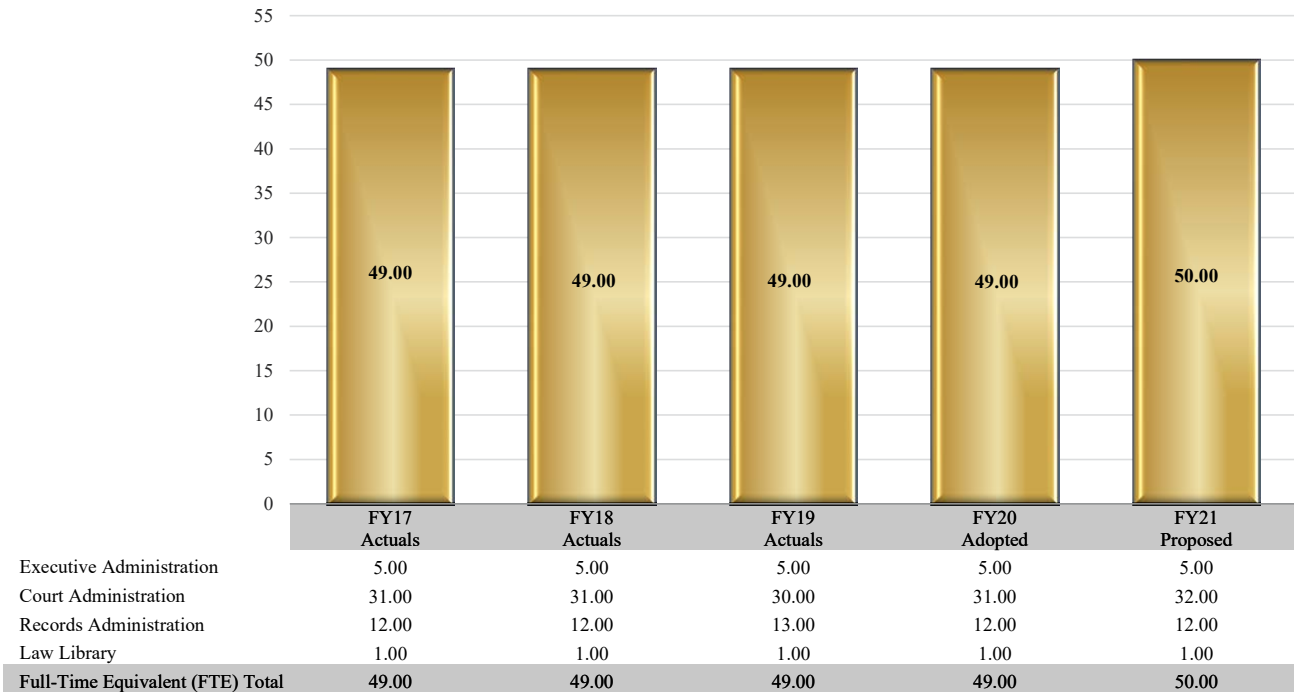
Salaries and Benefits	\$3,455,670	\$3,289,128	\$3,624,825	\$3,603,144	\$3,920,700	8.81%
Contractual Services	\$342,883	\$160,427	\$253,947	\$307,977	\$307,977	0.00%
Internal Services	\$148,621	\$168,237	\$176,579	\$157,861	\$160,777	1.85%
Purchase of Goods & Services	\$88,660	\$159,382	\$115,457	\$201,417	\$214,255	6.37%
Capital Outlay	\$276,029	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$7,938	\$3,723	\$12,639	\$14,855	\$14,855	0.00%
Reserves & Contingencies	\$3,086	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$4,322,887	\$3,780,897	\$4,183,448	\$4,285,254	\$4,618,564	7.78%

Funding Sources

Fines & Forfeitures	\$16,297	\$20,205	\$33,939	\$24,500	\$24,500	0.00%
Use of Money & Property	\$3,882	\$4,262	\$5,100	\$2,800	\$2,800	0.00%
Revenue from Other Localities	\$618,048	\$690,216	\$690,215	\$711,938	\$855,574	20.18%
Charges for Services	\$1,073,361	\$826,632	\$1,062,319	\$1,080,264	\$1,093,547	1.23%
Revenue from Commonwealth	\$1,817,978	\$1,886,531	\$1,900,237	\$1,788,303	\$1,788,303	0.00%
Transfers In	\$0	\$0	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$3,529,566	\$3,427,846	\$3,691,811	\$3,607,805	\$3,764,724	4.35%
(Contribution to)/Use of Fund Balance	\$301,819	(\$104,988)	(\$101,137)	\$2,394	(\$368)	(115.37%)
Net General Tax Support	\$622,670	\$589,206	\$592,774	\$675,055	\$854,208	26.54%
Net General Tax Support	14.40%	15.58%	14.17%	15.75%	18.50%	



Staff History by Program



Future Outlook

Technology – The Circuit Court Clerk is currently working to improve accuracy and consistency of digital land records. It was discovered certain data files were corrupted during a technology update in 2015. Using current resources, the office is working to ensure the integrity of all images in the system. A future goal is to make over 200 years of digitized historic records available online. To accomplish this goal the office will need to expand its technological program to make these documents easily accessible to the public. To help offset technological expenses the Clerk continually seeks out and secures grant opportunities from the state.

Training and Development – The Circuit Court Clerk continues to put an emphasis on staff training, development, and retention. Training in leadership, management, effective communication, professionalism, and team building ensures emerging leaders are prepared to serve the community at large in a professional, effective and efficient manner in support of the office’s vision statement.

Security Challenges – The Circuit Court Clerk has determined that several security measures need to be taken to ensure the safety of the staff and public in the Clerk’s portion of the courthouse. These measures include safety glass with pass throughs at service windows, equipping doors with keycard access, and panic buttons that will allow immediate communication with the Sheriff’s Office in an emergency. The Clerk’s Office continues to enhance their emergency preparedness plan. Staff participate regularly in active shooter, toxic substance exposure, and natural disaster trainings and drills.

General Overview

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

- 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 Circuit Court Clerk allocation increased \$143,636.

Budget Initiatives

A. Budget Initiatives

1. Presidential Election Ballot Destruction – Records Administration

Expenditure	\$12,000
Revenue	\$0
General Fund Impact	\$12,000
FTE Positions	0.00

- a. **Description** – This initiative provides \$12,000 for election storage and paper ballot destruction. The Circuit Court Clerk is mandated by the state to protect and destroy used and unused election ballots. When the state used electronic voting equipment the office was able to absorb the storage and shredding costs of the smaller amount of paper ballots. With the conversion from electronic voting to paper ballots and higher voter turnout, storage and shredding costs have grown past budget capacity.

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

2. Deputy Court Clerk – Court Administration

Expenditure	\$50,998
Revenue	\$0
General Fund Impact	\$50,998
FTE Positions	1.00

- a. **Description** – This initiative adds one Deputy Court Clerk position to the Proposed FY2021 Budget. The cost includes \$50,160 in on-going funding and \$838 in one-time cost associated with this position. The caseload in the 31st Judicial Circuit has increased, resulting in a nine percent workload increase for the Circuit Court Clerk’s Office over the last three years. The Clerk’s office is currently staffed to accommodate coverage of five courtrooms. The judges have enlisted retired judges to oversee cases overextending the office to cover an additional two courtrooms. The increased caseload and number of courtrooms has required staff Supervisors and managers to cover the courtroom instead

of performing managerial responsibilities. This position will help ease the coverage strain, as well as restore the appropriate span of control for supervisors and managers.

- b. **Service Level Impacts** – The position will increase support coverage for the courtrooms. It will restore the appropriate span of control to supervisors and managers; providing adequate support to the courts, enhancing quality control and leadership oversight, and ensuring timely responses to public requests.

Program Summary

Executive Administration

Provides administrative support to the office including budget, bookkeeping, financial reporting to the state, County, cities, and other localities, payroll, purchasing, receiving, information technology, human resources, and staff management. Processes collection of delinquent accounts, processes and issues 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, protects elections materials including paper ballots, administers oaths to public safety officials, political appointees, and elected officials.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Executive Administration respond to calls within 4 business hours	-	-	99%	99%	99%
Executive Administration respond to emails within 4 business hours	-	-	99%	99%	99%
Respond to calls and emails within one and letters within 3 business days	96%	99%	99%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Administration Services	\$741	\$636	\$678	\$636	\$696
Restitution cases active	-	4,200	4,165	4,200	4,200
Restitution payments processed	-	1,150	1,817	1,500	1,825
Trust and condemnation cases active	-	268	271	275	280
Oaths administered	-	2,800	4,593	2,800	4,700
New cases, documents filed and documents processed	131,990	207,476	223,612	-	-

Circuit Court Clerk

Court Administration

Manages, maintains, and protects court records, elections records, and historic documents for PWC, 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 courtroom support for Circuit Court Judges; provides administrative support for Circuit Court Judges; provides paralegal service 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Court Administration respond to calls within 1 business day	-	-	98%	98%	98%
Court Administration respond to emails within 1 business day	-	-	99%	99%	99%
Complete research requests within 1 business day	-	-	98%	98%	98%
Respond to calls and emails within one and letters within 3 business days	96%	99%	99%	-	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Court Case Management	\$2,169	\$2,204	\$2,415	\$2,443	\$2,670
Circuit Court cases commenced	17,412	18,433	18,796	18,000	19,000
Hours in court	4,377	4,227	3,230	4,500	3,600
Court orders drafted and prepared	7,217	7,196	7,996	7,400	8,200
Total pages researched, written & recorded	-	1.6M	2.0M	1.6M	2.0M

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, and notary commissions. Provides probate services including the appointment of personal representatives and dispositions of estates; 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Records Division respond to calls within 4 business hours	-	-	98%	98%	98%
Records Division respond to emails within 4 business hours	-	-	98%	98%	98%
Complete research requests within 2 business days	-	-	98%	98%	98%
Respond to calls and emails within one and letters within 3 business days	96%	99%	99%	-	-

Circuit Court Clerk

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Land Records and Public Service Center	\$1,412	\$941	\$958	\$1,064	\$1,099
Deeds, mortgages, and other records processed, indexed & recorded	93,321	95,657	78,898	96,500	80,000
Marriage licenses, notary commissions, processed, indexed & recorded*	10,129	10,025	6,583	10,000	6,000
Wills, trusts, and estates pages adjudicated	4,132	4,234	4,688	4,300	4,800

*This category previously included recordation of trade names. In 2019, this duty was reassigned to the State Corporation Commission by legislature.

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 and resources for court personnel, the public, bar associations, students, law clerks, law firms, judges and law librarians. Access is provided through integrated systems, resource selection, acquisition, inter-library loan, cataloguing, processing, and collection preservation.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Print collection meeting American Association of Law Librarian Standards	50%	50%	50%	50%	60%
Online collection meeting American Association of Law Librarian Standards	50%	50%	50%	50%	90%
Users satisfied with Law Library services	NR	90%	95%	90%	95%

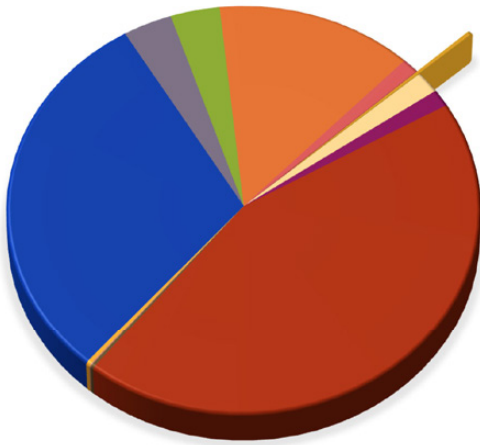
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Law Library Services*	\$0	\$0	\$132	\$143	\$153
Patron inquiries completed within three days	NR	99%	99%	99%	99%
Patron assistance requests	NR	6,240	6,709	6,240	6,710

*Law Library was a stand alone department prior to FY20. FY17-18 information is reported in the Expenditure Summary located in the "Budget Summary" section of the Proposed FY2021 Budget.

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:
\$392,725,556

Expenditure Budget:
\$1,134,576



0.3% of Public Safety

Programs:

- Circuit Court Judges Chambers:
\$1,134,576

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



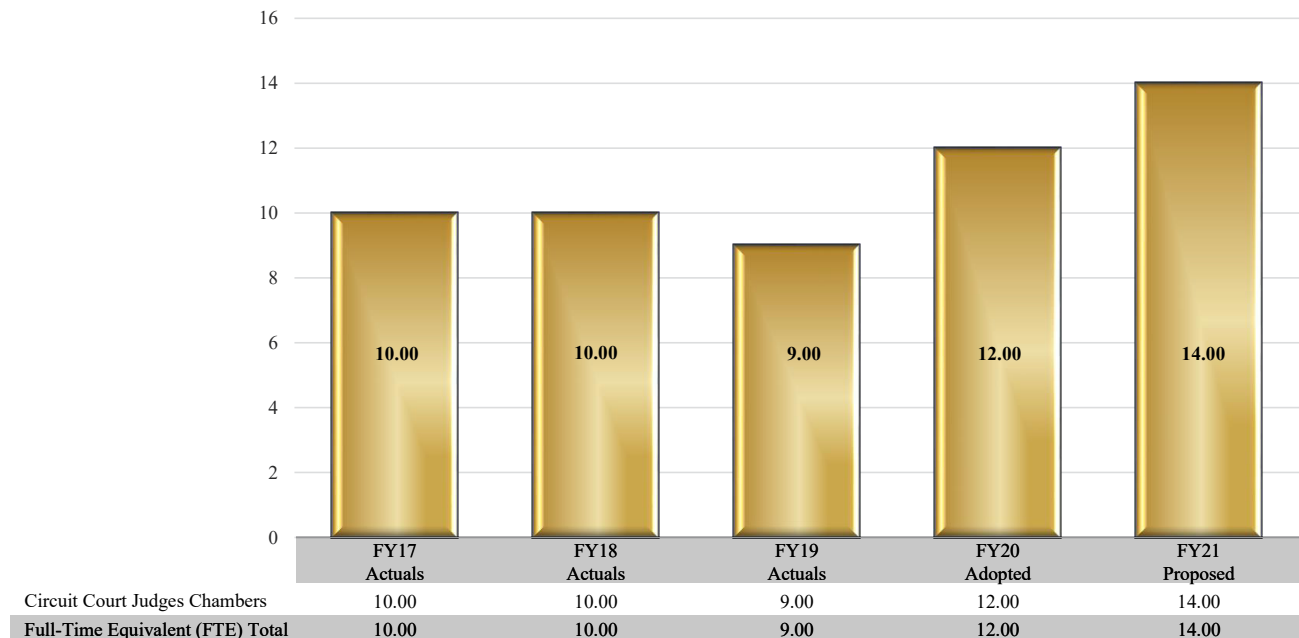
Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Circuit Court Judges Chambers	\$794,151	\$726,132	\$887,525	\$1,158,437	\$1,134,576	(2.06%)
Total Expenditures	\$794,151	\$726,132	\$887,525	\$1,158,437	\$1,134,576	(2.06%)

Expenditure by Classification

Salaries and Benefits	\$744,224	\$670,522	\$814,404	\$896,411	\$1,052,951	17.46%
Contractual Services	\$0	\$2,818	\$182	\$108,513	(\$755)	(100.70%)
Internal Services	\$26,383	\$27,378	\$27,378	\$33,588	\$39,798	18.49%
Purchase of Goods & Services	\$21,242	\$22,913	\$42,770	\$117,721	\$38,090	(67.64%)
Leases & Rentals	\$2,302	\$2,501	\$2,792	\$2,204	\$4,492	103.81%
Total Expenditures	\$794,151	\$726,132	\$887,525	\$1,158,437	\$1,134,576	(2.06%)
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$794,151	\$726,132	\$887,525	\$1,158,437	\$1,134,576	(2.06%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Staff History by Program



General Overview

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

- B. Removal of One-Time Costs from Circuit Court Judges Budget** – A total of \$190,101 has been removed from the Circuit Court Judges budget for one-time costs associated with the addition of 2.00 FTEs in FY20 and renovations done to office space.

Budget Initiatives

A. Budget Initiatives

1. Administrative Specialist – Circuit Court Judges Chambers

Expenditure	\$126,097
Revenue	\$0
General Fund Impact	\$126,097
FTE Positions	2.00

- a. Description** – Two Administrative Specialists have been added to the Circuit Court Judges Proposed FY2021 Budget. This cost includes \$122,607 in on-going funding and \$3,490 in one-time costs associated with these positions. These positions will assist in managing the circuit court judges’ calendars and provide support for managing caseloads. Two additional administrative support positions are included in FY22 in the County’s Proposed Five-Year Plan at a cost of \$125,625.

- 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

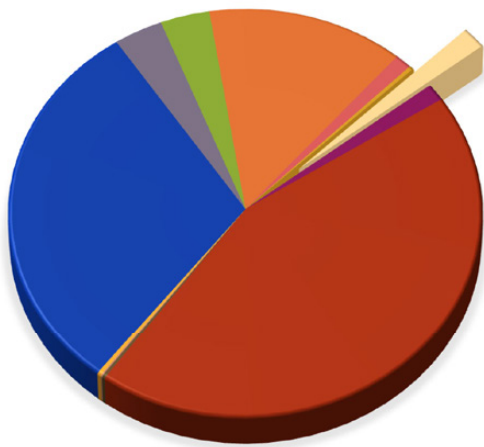
The 31st Judicial Circuit Court has general trial court jurisdiction, as well as appellate for General District and Juvenile & Domestic Relations Court. It is a separate and distinct branch of government. Circuit Court in Virginia decides the most serious cases in each jurisdiction presiding over criminal and civil cases. The 31st Judicial Circuit currently has six full-time judges.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Annual criminal disposition percentage	98.2%	87.9%	82.1%	93.1%	83.1%
Annual civil disposition percentage	90.7%	92.8%	92.5%	91.8%	92.0%
Annual miscellaneous disposition percentage	56.0%	51.4%	53.1%	53.7%	55.0%
Total average annual disposition rate	85.7%	82.7%	83.9%	84.2%	84.5%
Annual clearance rates	89.1%	86.3%	87.0%	87.2%	88.2%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Court Case Docket Management and Administrative Support	\$794	\$726	\$888	\$1,158	\$1,135
Cases per Circuit Court Judge	3,082	3,252	3,130	3,378	3,380
Cost per case concluded	\$44	\$45	\$45	\$44	\$45

Mission Statement

The Commonwealth's Attorney, a locally elected Constitutional Officer for the Commonwealth of Virginia, 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's 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:
\$392,725,556

Expenditure Budget:
\$6,809,926

1.7% of Public Safety

Programs:

- Commonwealth's Attorney/Legal:
\$5,760,274
- Victim Witness Support Program:
\$1,049,652

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)

2019 Budget Amendment: [Item 70 #2c](#) (Commonwealth's Attorney – Body-Worn Cameras)



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Commonwealth's Attorney/Legal	\$5,027,417	\$5,038,767	\$5,443,521	\$5,710,943	\$5,760,274	0.86%
Victim/Witness Support Program	\$609,021	\$1,305,684	\$709,374	\$907,645	\$1,049,652	15.65%
Total Expenditures	\$5,636,438	\$6,344,450	\$6,152,894	\$6,618,588	\$6,809,926	2.89%

Expenditure by Classification

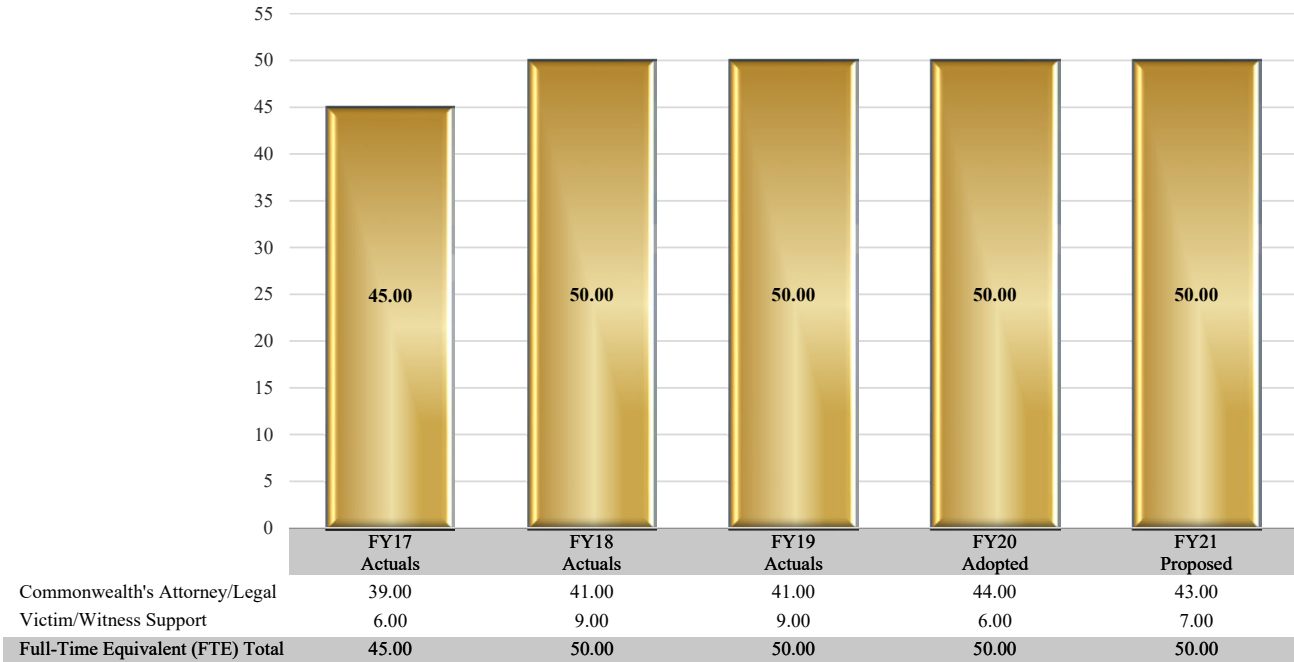
Salaries and Benefits	\$5,107,460	\$5,417,153	\$5,776,769	\$6,183,263	\$6,385,397	3.27%
Contractual Services	\$54,795	\$10,343	\$13,979	\$48,557	\$14,000	(71.17%)
Internal Services	\$183,125	\$193,351	\$191,492	\$173,574	\$180,206	3.82%
Purchase of Goods & Services	\$164,834	\$149,191	\$154,598	\$182,245	\$194,720	6.85%
Capital Outlay	\$112,800	\$0	\$0	\$337	\$337	0.00%
Leases & Rentals	\$13,424	\$13,913	\$16,056	\$30,611	\$35,266	15.21%
Transfers Out	\$0	\$560,500	\$0	\$0	\$0	0.00%
Total Expenditures	\$5,636,438	\$6,344,450	\$6,152,894	\$6,618,588	\$6,809,926	2.89%

Funding Sources

Revenue from Federal Government	\$217,404	\$302,584	\$262,790	\$177,712	\$0	(100.00%)
Revenue from Other Localities	\$278,352	\$332,364	\$332,364	\$382,914	\$331,694	(13.38%)
Miscellaneous Revenue	\$0	\$0	\$0	\$35,971	\$0	(100.00%)
Charges for Services	\$18,684	\$17,496	\$20,490	\$89,143	\$89,143	0.00%
Revenue from Commonwealth	\$1,962,764	\$2,069,215	\$2,084,590	\$2,014,598	\$2,285,350	13.44%
Transfers In	\$0	\$0	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$2,477,204	\$2,721,659	\$2,700,233	\$2,700,338	\$2,706,187	0.22%
Net General Tax Support	\$3,159,234	\$3,622,791	\$3,452,661	\$3,918,250	\$4,103,739	4.73%
Net General Tax Support	56.05%	57.10%	56.11%	59.20%	60.26%	



Staff History by Program



Future Outlook

Staffing Standards – The recent amendments to the state budget approved by the 2019 General Assembly requires localities using body worn cameras (BWCs) among their local law enforcement agencies to provide staff resource funding to the Commonwealth’s Attorney’s Office to address the added workload impact of camera footage. The language approved allows for one full-time entry-level Assistant Commonwealth’s Attorney at a rate of one Assistant for up to 75 BWCs employed for use by local law enforcement officers, and one Assistant Commonwealth’s Attorney for every 75 thereafter. Based on the workgroup study report presented to the General Assembly the recommended staffing standards for the Commonwealth’s Attorney’s Office is the equivalent of seven new additional full-time entry-level Assistants. The Commonwealth’s Attorney’s Office entered into a Memorandum of Understanding (“MOU”) in FY20. The County funded the salary of three full-time entry-level Assistant Commonwealth’s Attorney positions for a total, additional salary of \$232,656 during the FY20 budget process. In addition to the Assistant Commonwealth’s Attorney and Paralegal positions funded in FY18 at a total, current salary amount of \$132,626. Increasing the total number of positions (attorneys and paralegal) within the Commonwealth’s Attorney Office to five at a total salary amount of \$365,282. The amendments approved by the General Assembly and MOU do not address additional need for administrative support staff that will be needed to assist with the daily increase in workload created by additional assistants and additional sworn officers equipped with BWCs in the various law enforcement agencies within the jurisdiction.

Facility/Space Issues – Space has become a major issue for the Commonwealth’s Attorney’s office. The staff has grown to 53 and is currently operating out of three different locations. It would be beneficial to relocate the entire office staff and victim witness case managers to one location within the courthouse or in a relatively close proximity to the courthouse for efficiency. The space should include adequate staff space, multiple conference rooms, a proper law library, and storage space for courtroom equipment.

General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. 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 Commonwealth's Attorney allocation decreased \$51,220.

Program Summary

Commonwealth's Attorney/Legal

The Office of the Commonwealth's Attorney is responsible for the prosecution of all criminal offenses occurring within PWC and the Cities of Manassas and Manassas Park, and the Towns of Dumfries, Haymarket, Quantico, and Occoquan. In addition, the Office reviews criminal investigations, certain election matters, conflicts of interest matters, institute civil proceedings in forfeiture matters related to drug crimes, and renders legal opinions and advice, all within the guidelines established by the State Supreme Court.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Crime rate	13.7	14.0	12.9	14.5	14.0
Juvenile criminal arrests as percentage of overall arrests	12.9%	14.0%	14.0%	13.0%	13.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Legal/Executive Management Support	\$5,027	\$5,039	\$5,444	\$5,711	\$5,760
Felony cases prosecuted	5,653	6,178	6,337	-	6,300
Grand jury indictments processed	2,954	3,802	2,987	-	3,000
Misdemeanors and traffic cases prosecuted	79,950	89,314	95,685	88,000	90,000
Felony cases prosecuted/Grand Jury indictments processed	5,653	6,178	6,337	6,300	-

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Crime rate	13.7	14.0	12.9	14.5	14.0

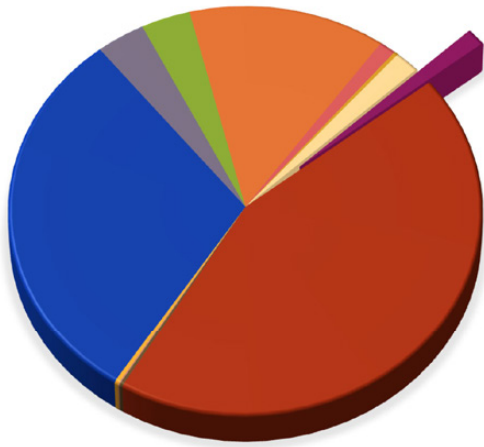
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Victim/Witness Support	\$349	\$359	\$365	\$406	\$591
Clients served	7,536	8,898	9,004	9,300	9,350
Cost per client*	\$46.37	\$40.33	\$40.54	\$42.61	\$43.42
Sexual Assault Victims Advocacy Service (SAVAS)	\$260	\$947	\$344	\$501	\$458
Total SAVAS clients	883	746	631	800	800
New SAVAS clients	443	352	336	350	350

*In the 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 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:
\$392,725,556

Expenditure Budget:
\$5,305,212



1.4% of Public Safety

Programs:

- Criminal Justice Support: \$808,867
- Community Supervision: \$4,496,346

Mandates

Prince William County is mandated to provide pretrial 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 Criminal Justice Services provides these mandated services. The establishment of a Community Criminal Justice Board is mandated by Section [9.1-178](#) 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](#) (Pretrial 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Criminal Justice Support	\$525,207	\$640,612	\$681,064	\$674,014	\$808,867	20.01%
Community Supervision	\$3,329,104	\$3,327,972	\$3,627,569	\$3,859,873	\$4,496,346	16.49%
Total Expenditures	\$3,854,312	\$3,968,584	\$4,308,633	\$4,533,887	\$5,305,212	17.01%

Expenditure by Classification

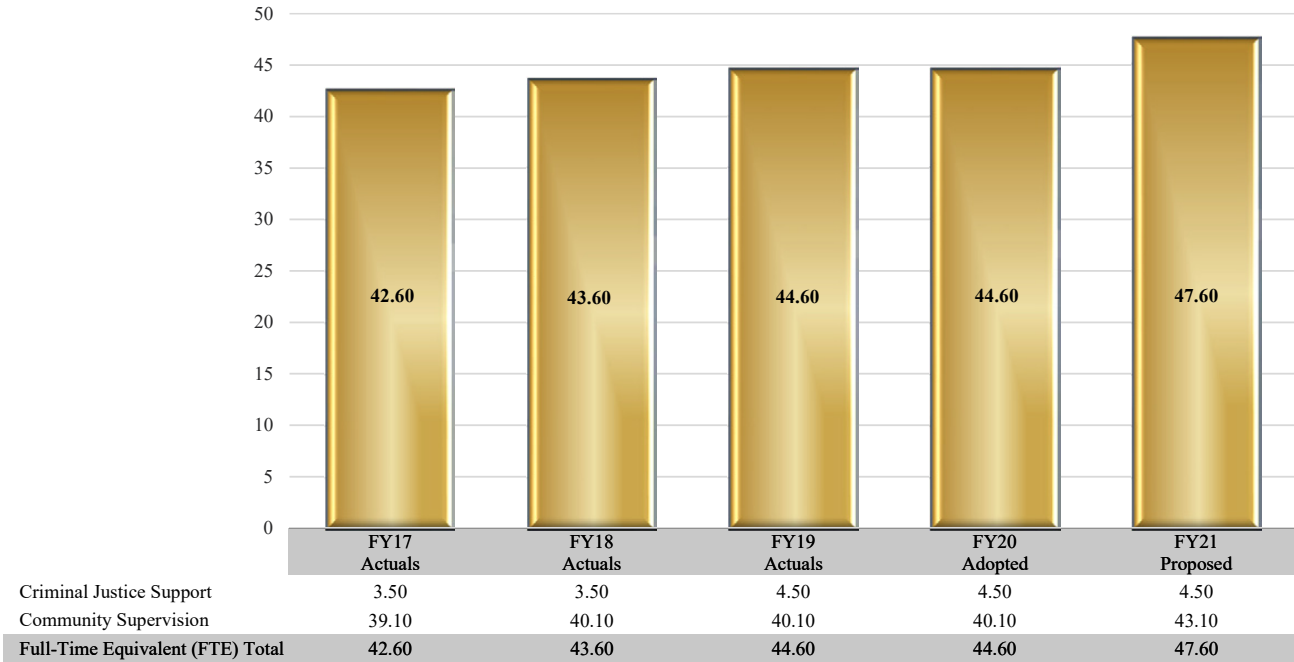
Salaries and Benefits	\$3,314,132	\$3,374,420	\$3,695,650	\$3,843,046	\$4,609,344	19.94%
Contractual Services	\$111,432	\$138,658	\$130,123	\$235,062	\$223,276	(5.01%)
Internal Services	\$183,845	\$187,513	\$193,936	\$170,500	\$170,500	0.00%
Purchase of Goods & Services	\$236,692	\$261,576	\$260,625	\$277,896	\$294,709	6.05%
Capital Outlay	\$0	\$0	\$23,283	\$0	\$0	0.00%
Leases & Rentals	\$8,212	\$6,416	\$5,016	\$7,383	\$7,383	0.00%
Total Expenditures	\$3,854,312	\$3,968,584	\$4,308,633	\$4,533,887	\$5,305,212	17.01%

Funding Sources

Revenue from Federal Government	\$31,235	\$31,235	\$31,235	\$31,235	\$31,235	0.00%
Revenue from Other Localities	\$307,513	\$90,767	\$166,904	\$123,481	\$123,481	0.00%
Charges for Services	\$118,754	\$136,741	\$130,566	\$197,458	\$197,458	0.00%
Revenue from Commonwealth	\$1,043,854	\$1,056,131	\$1,057,246	\$1,028,759	\$1,028,759	0.00%
Total Designated Funding Sources	\$1,501,355	\$1,314,875	\$1,385,951	\$1,380,933	\$1,380,933	0.00%
Net General Tax Support	\$2,352,957	\$2,653,709	\$2,922,681	\$3,152,954	\$3,924,279	24.46%
Net General Tax Support	61.05%	66.87%	67.83%	69.54%	73.97%	



Staff History by Program



Future Outlook

Pretrial Workload Growth – By FY25, the Pretrial Supervision Program is expected to grow an additional 183%. Without additional pretrial officers, the Criminal Justice Services (CJS) will not be able to effectively and safely manage the pretrial defendant population. The Pretrial Supervision Program is an important component of the CJS’s mission, it has grown significantly in recent years. The reasons for this growth are multiple and varied:

- Increased court reliance on use of alternatives to pretrial detention (jail).
- Increased length awaiting trial in the Circuit Court.
- Increased population of the community.
- Change in jail/bond philosophy.

Effective Pretrial Caseload Size – Pretrial officers can effectively manage 80 pretrial cases per officer at a time. CJS currently has nine full time pretrial officers dedicated to the pretrial caseload. In FY20, there were 876 active pretrial cases, resulting in a net deficit of two pretrial officers. The average pretrial caseload has increased 40% in the past three years and 22% in the past year alone. Over the past five years, the average pretrial caseload has increased by 101%. On average the average daily caseload increased by 19% per year.

General Overview

- A. Compensation Studies Implementation** – Prince William County implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Position Shift from Adult Detention Center (ADC)** – In FY20, three positions were shifted from the ADC with a salary and benefits budget of \$226,274 to CJS. The addition of two probation/pretrial officers and one senior probation/pretrial officer brings CJS to 11 full-time pretrial officers dedicated to the pretrial caseload and a senior probation/pretrial officer to assist with court investigations and quality assurance. A successful pretrial process improves the efficiency and effectiveness of the criminal justice system and significantly impacts the ADC. Court defendants released to pretrial supervision are able to function in society with supervision rather than utilizing costly jail beds which should be reserved for the higher risk defendants and sentenced individuals. The average pretrial caseload has increased 40% in the past three years and 22% in the past year alone. Over the past five years, the average pretrial caseload has increased by 101%. On average the average daily caseload increased by 19% per year. By FY25, the Pretrial Supervision Program is expected to grow an additional 183%. There were 876 active pretrial cases in FY20, the shift of positions is counterbalancing the net deficit of two pretrial officers. This shift will help directly support the Wellbeing Strategic Goal by addressing opiate abuse through treatment referrals, monitoring and addressing mental health needs. This also supports the Safe and Secure Community Strategic Goal by decreasing recidivism and crime.

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Domestic Violence closed cases not returning to court on violation	86%	97%	96%	96%	96%
Supervision program participants satisfied with services	84%	87%	88%	88%	88%

Criminal Justice Services

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Local Criminal Justice Support	\$416	\$530	\$573	\$565	\$630
Community service placements	407	411	452	450	470
Community Domestic Violence Coordination	\$108	\$109	\$108	\$109	\$179
Domestic Violence final protective orders tracked	253	234	202	250	220

Community Supervision

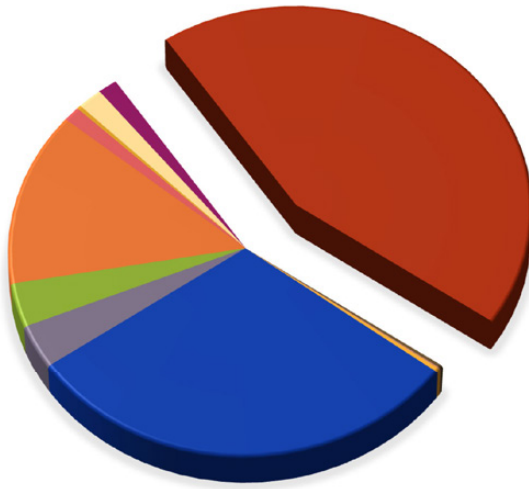
Provides community assessment and supervision of pretrial defendants and post-trial offenders for the court. The program has adopted and integrated evidence-based practices that address risks, needs, and responsiveness. These practices include assessments and interventions that are proven to enhance public safety by ensuring the appearance in court of pretrial defendants and reducing the risk of repeat offenders.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Adult reconviction	18%	26%	23%	20%	20%
Successful completion of program referrals	84%	84%	82%	86%	84%
Failure to appear rate	-	-	-	-	93%
Public safety rate (CJS annual report)	-	-	-	-	94%
Pretrial cases closed in compliance with court conditions of release	89%	87%	82%	85%	85%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Pretrial Defendant Supervision	\$1,329	\$1,383	\$1,511	\$1,629	\$1,948
Pretrial interviews completed	3,371	3,474	3,501	3,600	3,700
Pretrial Average daily caseload	507	578	709	650	1,003
Pretrial average daily caseload per officer	-	-	-	-	80
Post-trial Offender Supervision	\$2,001	\$1,947	\$2,117	\$2,231	\$2,548
Average daily case load	-	-	-	-	1,050
Average daily case load per officer	-	-	-	-	100
Placement services provided	2,122	2,743	2,437	2,700	-
Average stay (# of days) per offender	275	252	258	255	255

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:
\$392,725,556

Expenditure Budget:
\$173,024,992



44.1% of Public Safety

Programs:

- Operations: \$111,929,990
- Office of the Chief: \$1,492,369
- Community Safety: \$5,694,322
- Systems Support: \$32,421,601
- Station/Company Operating Services: \$20,782,848
- Public Safety Resilience: \$703,862

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Operations	\$76,150,352	\$88,870,086	\$97,686,950	\$107,704,153	\$111,929,990	3.92%
Office of the Chief	\$1,329,081	\$1,418,234	\$1,540,064	\$1,545,174	\$1,492,369	(3.42%)
Community Safety	\$4,790,202	\$5,429,505	\$5,585,166	\$5,215,633	\$5,694,322	9.18%
Systems Support	\$29,441,057	\$33,818,236	\$46,384,575	\$30,071,552	\$32,421,601	7.81%
Station/Company Operating Services	\$23,115,261	\$17,543,910	\$18,237,755	\$21,920,448	\$20,782,848	(5.47%)
Public Safety Resilience	-	-	\$235,998	\$676,588	\$703,862	4.03%
Total Expenditures	\$134,825,953	\$147,079,971	\$169,670,508	\$167,133,546	\$173,024,992	3.52%

Expenditure by Classification

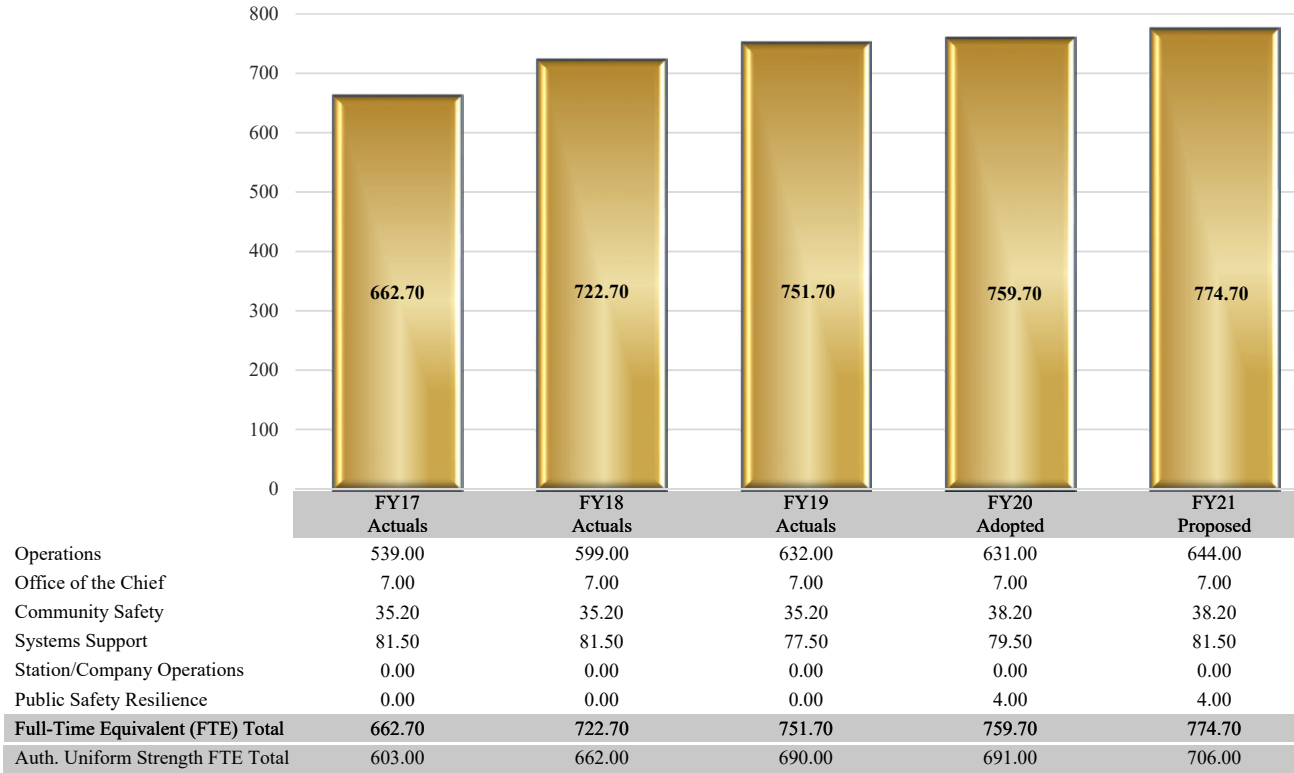
Salaries and Benefits	\$74,080,430	\$76,963,832	\$84,162,521	\$91,143,948	\$96,317,689	5.68%
Contractual Services	\$8,887,420	\$7,809,882	\$8,099,006	\$10,002,358	\$10,391,236	3.89%
Internal Services	\$9,599,594	\$9,921,240	\$10,051,932	\$8,681,775	\$8,578,731	(1.19%)
Purchase of Goods & Services	\$12,128,588	\$12,219,544	\$19,617,501	\$12,966,524	\$13,889,391	7.12%
Capital Outlay	\$10,529,114	\$4,736,624	\$5,602,448	\$10,029,179	\$8,135,354	(18.88%)
Leases & Rentals	\$183,476	\$166,957	\$200,235	\$348,585	\$333,685	(4.27%)
Reserves & Contingencies	(\$3,898,565)	(\$545,877)	(\$545,877)	\$1,201,451	\$1,201,451	0.00%
Debt Maintenance	\$1,437,927	\$1,339,775	\$1,052,570	\$280,585	\$360,585	28.51%
Transfers Out	\$21,877,969	\$34,467,993	\$41,430,172	\$32,479,141	\$33,816,871	4.12%
Total Expenditures	\$134,825,953	\$147,079,971	\$169,670,508	\$167,133,546	\$173,024,992	3.52%

Funding Sources

Revenue from Federal Government	\$82,258	\$624,135	\$601,261	\$261,804	\$261,804	0.00%
Permits & Fees	\$641,811	\$655,840	\$665,695	\$646,286	\$646,286	0.00%
Use of Money & Property	\$19,490	\$33,376	\$15,190	\$1,405,000	\$505,000	(64.06%)
Miscellaneous Revenue	\$21,931	\$218,705	\$29,396	\$512	\$75,512	14,648.44%
Non-Revenue Receipts	\$344,285	\$14,009	\$22,242	-	-	-
Other Local Taxes	-	\$30	\$0	-	-	-
General Property Taxes	\$39,228,971	\$44,582,829	\$47,099,965	\$49,309,973	\$51,674,528	4.80%
Charges for Services	\$5,376,063	\$6,276,657	\$6,114,959	\$6,244,845	\$6,424,845	2.88%
Revenue from Commonwealth	\$1,696,767	\$1,716,528	\$1,783,308	\$1,256,001	\$1,256,001	0.00%
Transfers In	\$18,311,675	\$26,387,743	\$38,136,643	\$29,547,574	\$30,522,574	3.30%
Total Designated Funding Sources	\$65,723,250	\$80,509,852	\$94,468,658	\$88,671,995	\$91,366,550	3.04%
Use/(Contribution) of Fund Balance	\$8,513,482	\$5,669,021	\$8,757,200	\$7,213,951	\$5,421,576	(24.85%)
Net General Tax Support	\$60,589,221	\$60,901,098	\$66,444,650	\$71,247,601	\$76,236,866	7.00%
Net General Tax Support	44.94%	41.41%	39.16%	42.63%	44.06%	



Staff History by Program



Future Outlook

Service Delivery Enhancements – The Prince William County (PWC) Fire & Rescue System (FRS) implemented a comprehensive restructuring plan beginning in FY20 to assure consistent and sustainable service delivery. The plan makes a commitment to improve response times and ensure essential 24/7/365 staffing levels in the most efficient and financially cost-effective means. Moving forward, data and metrics will be utilized to identify gaps in response strategies and explore response time improvements through dialogue with stakeholders, innovation, and monitoring of new initiatives.

This restructuring plan continues the commitment to the PWC combination FRS by the sustained use of volunteers in the staffing model and dedicating resources to the development of programs for volunteer recruitment and retention.

The FRS is committed to developing a dedicated reserve apparatus fleet and centralized apparatus maintenance program. A system-wide Fleet Maintenance Coordinator position has been established to coordinate FRS maintenance efforts to ensure apparatus is maintained properly and ready to respond to emergency incidents.

Recruitment and Retention – The recruitment and retention of career and volunteer members is essential to maintain the level of service provided to citizens. A system-wide recruitment and retention strategy that is coordinated with and complements the existing individual efforts of the volunteer companies is being developed. The goal is to continue the PWC volunteer companies' rich tradition of neighbor helping neighbor. Partnering with PWC Schools, the FRS has created a High School Cadet Program that will begin in the 2020-2021 school year. This program will allow the FRS to provide higher education and training to high school students and expose them to the life of a firefighter/EMT while at the same time recruit the students to become volunteers and/or career firefighter/EMT's in the community.

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 loss. The goal is to efficiently provide Fire & Rescue service that ensures timely responses throughout the County. The location and need for 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 on Davis Ford Road, the current need is seven new stations based on existing population, residential and commercial infrastructure, and station workload and response times. Three stations, Groveton Station (Station 22), Station 27, and Station 28, are included in the proposed Capital Improvement Plan (CIP). Deployment locations will be determined by the priority level of the type of units staffed, incident volume, and response times. 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 and 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. 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 activities at the center.

Healthcare Evolution – The PWC Emergency Medical System (EMS) will proactively review the overall structure and scope of practice for the advancement of patient care based on data collection outcomes and community needs. The future of EMS will be data driven utilizing situational awareness software providing information that directs care based on the science of patient outcomes and results. Fire & Rescue continues to enhance the Cardiac Arrest Survival program, to include additional technologies, with the goal to increase survivability and quality of life of cardiac arrest patients. EMS will need to partner and work collaboratively with other County agencies and key stakeholders to address relevant issues including active violence events, the opioid crisis, mental health, and the aging community.

General Overview

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

- B. Position Shift to Fire & Rescue** – A position with a salary and benefits budget of \$125,969 has been shifted from the Office of Executive Management (OEM), Equality, Affirmative Employment, & Diversity program to the Department of Fire & Rescue, Systems Support program. This results in 1.00 FTE decrease in OEM and a 1.00 FTE increase in Fire & Rescue. The position has been reclassified to support personnel related investigations. Additional support funds of \$3,919 have also been shifted. This is a shift of existing resources with no net impact to the general fund.
- C. Fire Levy Rate** – The Proposed FY2021 Budget utilizes a levy rate of \$0.08, which is unchanged from FY20 and provides \$51.6 million in fire levy revenue. This revenue supports system-wide initiatives including debt service for Groveton Station (Station 22) which begins in FY21.
- D. 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 the Proposed FY2021 Budget, the indirect cost transfer amount reimbursing the general fund for Fire & Rescue Fire Marshall Office increases by \$123,461 from \$106,474 in FY20 to \$229,935 in FY21.
- E. Fire Marshall Office Fee Increase** – The Proposed FY2021 Budget includes a 1.2% increase to the Fire Marshall Office fee schedules consistent with proposed building development fee increases.

Budget Initiatives

A. Budget Initiatives

1. Groveton Station (Station 22) Engine Staffing – Fire Operations

Expenditure	\$2,332,725
Revenue	\$0
General Fund Impact	\$2,332,725
FTE Positions	14.00

- a. Description** – This initiative will fund the cost of 14.00 FTEs, Fire & Rescue supplies, operating supplies, technology equipment, and uniforms. Groveton Station is scheduled to open March 2021. Partial fiscal year facility operating costs of \$300,000 will be funded by the fire levy with no impact to the County’s general fund.
- b. Service Level Impacts** – This initiative aligns directly with the Safe & Secure Strategic Plan goal by improving emergency response times. The table below shows workload statistics in first due area and projected call volume relief.

Groveton Station Relief Projections	
Workload Statistics in First Due Area	Incident Volume Relief within First Due
Station 4: 4,011	Station 4: 2.99%
Station 11: 5,983	Station 11: 27.60%
Station 25: 2,932	Station 25: 23.84%

Fire & Rescue

- c. **New Station Staffing Plan** – Below is a summary of the staffing initiatives included in the Five-Year Plan. Career staffing for future Fire & Rescue stations will be funded by the general fund. Station 27 staffing is planned to begin in FY23. Additional information regarding Groveton Station and Station 27 can be found in the [CIP section](#) of the Proposed FY2021 Budget.

GF/FL	Description	FTE	FY21	FY22	FY23	FY24	FY25
GF	FY21 - Station 22 Engine - full year	14.00	\$2,332,725	\$2,053,074	\$2,053,074	\$2,053,074	\$2,053,074
GF	FY23 - F&R Station 27 Medic Unit - full year	10.00	\$0	\$0	\$1,770,927	\$1,527,610	\$1,527,610
GF	FY24 - Station 27 Engine - full year	14.00	\$0	\$0	\$0	\$2,277,154	\$1,936,509
	Grand Total	38.00	\$2,332,725	\$2,053,074	\$3,824,001	\$5,857,838	\$5,517,193

2. Engine 519 Replacement – State Fire Programs

Expenditure	\$750,000
Use of Fund Balance (State Fire Programs)	\$750,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – This initiative funds the cost of an engine replacement at the Public Safety Training Center facility. The engine unit is used to train new Prince William FRS recruits as well as provide in-service training for the PWC FRS.
- b. **Service Level Impacts** – Existing service levels are maintained.

3. Fire & Rescue System Cadet Program – Systems Support

Expenditure	\$242,897
Budget Shift	\$167,897
Revenue	\$75,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – The Cadet Program is a collaboration between PWC FRS and PWC High Schools and will run similar to a basic recruit school to include classroom, fire suppression, and EMS practical training. Students who successfully complete the program will receive Virginia Department of Fire Programs certifications in Firefighter I and II. A vacant position was shifted from the Fire Operations program to the Systems Support program to assist in the development and management of the PWC Cadet Program. This position, along with the position provided in FY20, will support the Cadet Program at selected high schools beginning in the 2020-2021 school year. Additionally, support from Prince William County Schools has been established to support student and program operating expenses. The goal of this program is to increase interest and participation in the career and volunteer fire service.
- b. **Service Level Impacts** – This initiative increases the number of career and volunteer providers in the PWC FRS.

Fire & Rescue

4. EMS Billing and Revenue Increase – Fire Operations

Expenditure	\$0
Revenue	\$180,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – The EMS billing program began in 2011 to support EMS operations resulting in patient transports to hospitals. Under the program, transported patient’s health insurance company is billed for provided services. The EMS billing program waives fees incurred by County residents in excess of insurance coverage. EMS fees have remained unchanged since 2011. This initiative increases EMS service fees to align with a FY18 third-party vendor contract increase of \$150,000. In FY19, Internal Audit performed a review of the County’s EMS billing program. In the report, [Emergency Medical Services Billing](#), a comparative analysis showed PWC charges lower fees, in most cases, than other jurisdictions compared in Northern Virginia. This initiative also addresses the comparative analysis. The table below summarizes the County’s proposed fee increases and the fee structure of nearby jurisdictions.

EMS Billing - PWC and Nearby Jurisdictions						
Service Type	PWC Current	PWC Proposed	Fairfax County	Arlington County	Loudoun County	City of Alexandria
Advanced Life Support (ALS1)	\$500	\$600	\$650	\$650	\$660	\$500
Advanced Life Support (ALS2)	\$700	\$800	\$800	\$850	\$850	\$675
Basic Life Support (BLS)	\$400	\$500	\$500	\$500	\$467	\$400
Transportation Distance	\$10/mile	\$11/mile	\$12/mile	\$12/mile	\$11/mile	\$10/mile

- b. **Service Level Impacts** – Revenue generated by this initiative will be used to fund the ongoing and increasing costs of standardized EMS equipment including cardiac monitors/defibrillators, stretchers, and stairchairs in medic units.

5. Use of Fire Levy Fund Balance Initiatives – Station/Company Operating Services

Expenditure	\$5,040,810
Use of Fund Balance (Fire Levy)	\$5,040,810
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – A total use of \$5.04 million of fire levy fund balance will be used to fund \$3.84 million for apparatus/vehicle replacements, \$1.15 million for station improvements and equipment, and \$0.05 million for marquee signage maintenance and replacement. The detailed use of fund balance in the Proposed FY2021 Budget is as follows:

FY2021 Use of Fund Balance Summary			
Antioch—Kitchen Repairs	\$50,000	OWL—Fire Hose Standardization	\$84,000
Antioch—Marquee Signage	\$50,000	OWL—Public Restroom Renovation	\$125,000
Coles—Battery Powered Vehicle Extrication Equipment	\$80,000	OWL—Replace Diesel Fuel Tank	\$35,000
Coles—Engine 560B Replacement	\$750,000	OWL—Replace Generator	\$75,000
Coles—Rescue 506 Replacement	\$1,000,000	River Oaks—Parking Lot Paving	\$92,810
Dale City—Ambulance Replacement	\$285,000	Stonewall Jackson—Locker Room Renovation	\$150,000
Dumfries-Triangle—Heavy Maintenance Vehicle Replacement	\$80,000	Stonewall Jackson—Concrete Pad Replacement	\$125,000
Evergreen—Ramp Repair	\$100,000	Systemwide Capital—F&R Medic 512 Replacement	\$325,000
Evergreen—Tanker Replacement	\$750,000	Systemwide Capital—F&R Medic 517 Replacement	\$325,000
Gainesville—Ramp and Bay Floor Maintenance	\$150,000	Systemwide Capital—F&R Medic 524B Replacement	\$325,000
OWL—Air Duct Cleaning	\$84,000	FY2021 Total Use of Fund Balance	\$5,040,810

Fire & Rescue

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	53%	39%	48%	55%	50%
Fire and Emergency Medical responders provide high quality service	97%	98%	97%	97%	97%
Fire and Emergency Medical responders are professional	96%	99%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Emergency Response	\$70,467	\$83,202	\$91,981	\$102,407	\$106,552
Fire responses (systemwide)	22,345	22,272	22,020	23,000	22,500
EMS responses (systemwide)	64,638	63,138	69,081	65,000	70,000
Patients transported	19,930	20,515	21,794	21,000	22,000
Emergency Medical Services Administration	\$5,683	\$5,668	\$5,706	\$5,297	\$5,378
Uniform FTEs with ALS certification	39%	32%	35%	32%	42%

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Advanced Life Support responses to all ALS emergencies in 8 minutes or less	85%	86%	85%	90%	90%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	54%	54%	49%	60%	60%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	40%	40%	39%	50%	50%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Leadership and Management Oversight	\$1,329	\$1,418	\$1,540	\$1,545	\$1,492
Volunteer members	568	607	610	750	750
Fire incidents (systemwide)	8,070	9,069	8,619	9,500	9,000
EMS incidents (systemwide)	29,532	29,730	30,922	30,000	31,000
Hazmat incidents	72	65	74	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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Fire related injuries per 100,000 population	5	12	2	5	5
Inspections conducted on day requested	100%	100%	100%	97%	97%
Fire protection plan approval on first review	90%	83%	85%	81%	81%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Fire Marshal's Office	\$3,652	\$3,900	\$4,078	\$4,018	\$4,498
Inspections conducted by code compliance inspectors	1,971	6,734	6,298	5,500	6,250
Operational use permits issued	557	608	533	550	550
Investigations (includes fire, hazmat, environmental and explosives)	180	220	334	200	220
Community Relations	\$204	\$167	\$206	\$230	\$241
Child passenger safety seat inspections & education	1,299	842	168	1,000	-
Public education program participants	31,712	30,612	29,726	28,000	28,000
Office of Emergency Management	\$934	\$1,363	\$1,301	\$967	\$956
Complaints investigated	16	9	10	15	10
Training hours for emergency management	2,015	1,052	1,777	2,000	2,000

Fire & Rescue

Systems Support

Systems Support provides services to internal customers. Systems Support manages department programs and activities to ensure prompt, efficient, and effective service to the community. This section includes human resources, training, administrative support, health and safety, fleet, facilities, 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Customer satisfaction with Systems Support	95%	86%	84%	90%	90%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	17%	18%	36%	25%	30%
OSHA Recordable Incident Rate among Fire & Rescue employees	9	11	7	7	7
Uniform turnover rate without retirement	6%	6%	7%	5%	5%
Personnel in compliance with FRA uniform rank structure	85%	92%	96%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Human Resources	\$7,709	\$5,775	\$5,984	\$7,831	\$8,237
Students trained (county, volunteers, other jurisdictions)	6,661	4,252	5,029	6,500	6,500
Logistics	\$9,749	\$16,025	\$28,209	\$8,979	\$10,250
Warehouse orders processed	2,281	2,341	3,278	2,500	2,600
Breathing apparatus services conducted	3,853	3,917	1,480	2,050	1,250
Administrative Services	\$1,650	\$1,645	\$1,620	\$1,913	\$1,958
Communication and Information Technology	\$8,321	\$8,439	\$8,602	\$9,549	\$10,223
Tasks completed resulting from customer service generated tickets	5,212	2,902	2,537	6,000	3,000
Health and Safety	\$2,012	\$1,934	\$1,969	\$1,799	\$1,753
Work hours lost due to injury	2,900	1,485	1,434	1,200	1,300

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 seven 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Turn out time in 1 minute or less	34%	40%	56%	50%	60%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Station/Company Support Services*	\$23,115	\$17,544	\$18,238	\$21,920	\$20,783
Gainesville	\$1,575	\$332	\$1,144	\$670	\$820
Coles	\$426	\$413	\$441	\$821	\$2,651
Evergreen	\$1,389	\$519	\$230	\$1,242	\$1,442
Groveton Station (Station 22)	\$0	\$5	\$0	\$0	\$300
River Oaks	\$857	\$505	\$1,283	\$570	\$663
Antioch	\$993	\$531	\$491	\$1,267	\$717
Davis Ford	\$2,171	\$326	\$157	\$1,150	\$500
Buckhall	\$530	\$855	\$565	\$1,248	\$698
Dale City	\$4,008	\$5,485	\$3,757	\$3,839	\$3,749
Dumfries Fire	\$1,896	\$1,430	\$1,464	\$1,498	\$1,494
Dumfries Rescue	\$961	\$530	\$73	\$335	\$335
Lake Jackson	\$731	\$765	\$807	\$716	\$716
Nokesville	\$2,516	\$1,592	\$1,827	\$1,625	\$1,575
OWL	\$3,205	\$2,641	\$4,454	\$4,510	\$3,343
Stonewall Jackson	\$1,275	\$772	\$899	\$1,240	\$1,190
Yorkshire	\$581	\$841	\$645	\$1,188	\$588

*These amounts include one-time apparatus replacements. Expenditure totals can vary from one fiscal year to the next.

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.

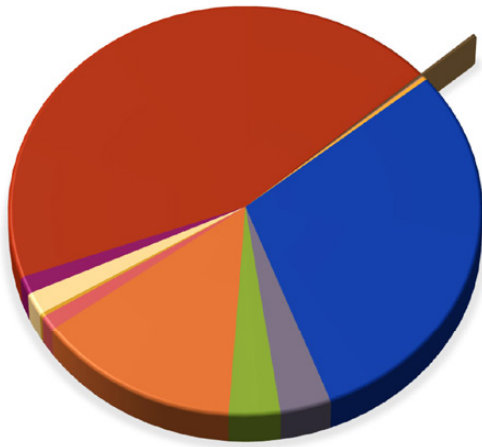
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Response to emergency requests for services within one hour	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Safety Resilience*	\$0	\$0	\$236	\$677	\$704
Number of behavioral health services provided	651	1,115	1,322	1,000	1,200
24-hr response to non-emergency service requests	99%	100%	100%	90%	90%

*Public Safety Resilience Program was shifted from Community Services to Fire & Rescue during FY19

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:
\$392,725,556

Expenditure Budget:
\$893,442



0.2% of Public Safety

Programs:

- Local Support: \$893,442

Mandates

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Local Support Program	\$202,950	\$209,192	\$204,900	\$680,915	\$893,442	31.21%
Total Expenditures	\$202,950	\$209,192	\$204,900	\$680,915	\$893,442	31.21%

Expenditure by Classification

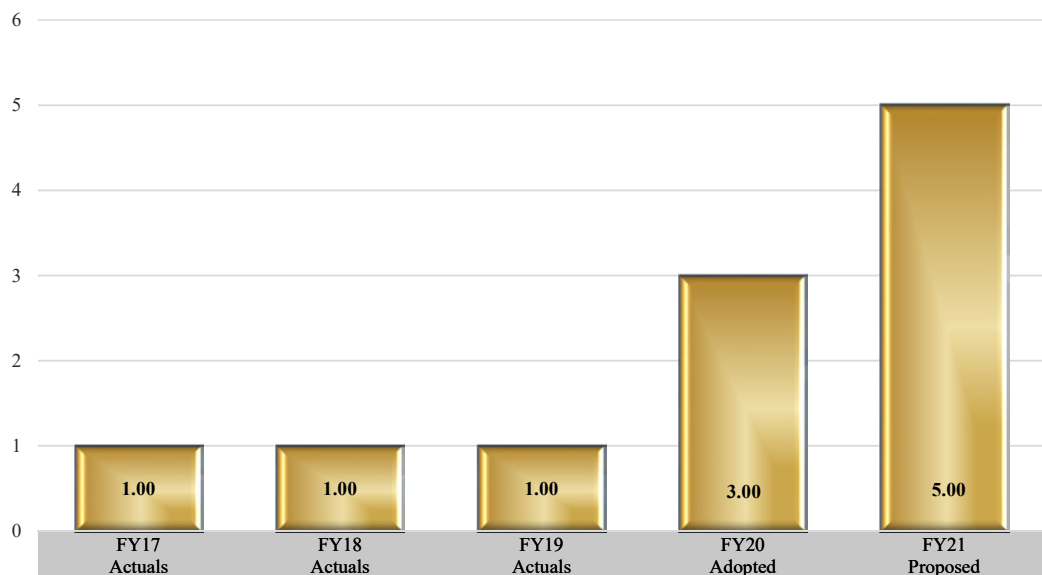
Salaries and Benefits	\$63,381	\$65,283	\$54,326	\$181,581	\$666,262	266.92%
Contractual Services	\$53,021	\$37,888	\$49,039	\$240,352	\$112,688	(53.12%)
Internal Services	\$25,572	\$27,967	\$28,013	\$33,800	\$40,010	18.37%
Purchase of Goods & Services	\$52,035	\$56,895	\$66,163	\$210,630	\$59,930	(71.55%)
Leases & Rentals	\$8,941	\$21,160	\$7,360	\$14,552	\$14,552	0.00%
Total Expenditures	\$202,950	\$209,192	\$204,900	\$680,915	\$893,442	31.21%

Funding Sources

Fines & Forfeitures	\$2,055,827	\$2,229,832	\$2,504,725	\$2,327,430	\$2,327,430	0.00%
Use of Money & Property	\$35,809	\$29,176	\$36,242	\$17,000	\$17,000	0.00%
Charges for Services	\$42,822	\$30,609	\$30,924	\$25,500	\$25,500	0.00%
Revenue from Commonwealth	\$24,458	\$24,941	\$31,386	\$23,000	\$23,000	0.00%
Total Designated Funding Sources	\$2,158,916	\$2,314,559	\$2,603,276	\$2,392,930	\$2,392,930	0.00%
Net General Tax Support	(\$1,955,966)	(\$2,105,366)	(\$2,398,376)	(\$1,712,015)	(\$1,499,488)	(12.41%)
Net General Tax Support	(963.77%)	(1,006.43%)	(1,170.51%)	(251.43%)	(167.83%)	



Staff History by Program



Local Support	1.00	1.00	1.00	3.00	5.00
Full-Time Equivalent (FTE) Total	1.00	1.00	1.00	3.00	5.00

General Overview

- A. Compensation Studies Implementation** – Prince William County (PWC) implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from General District Court** – A total of \$281,382 has been removed from the General District Court budget for one-time costs associated with the addition of 2.00 FTEs in FY20 and renovations to office space.

Budget Initiatives

A. Budget Initiatives

1. Administrative Specialist – Local Support Program

Expenditure	\$125,625
Revenue	\$0
General Fund Impact	\$125,625
FTE Positions	2.00

- a. Description** – Two Administrative Specialists have been added to the General District Court Proposed FY2021 Budget. This cost includes \$122,607 in on-going funding and \$3,018 in one-time costs associated with these positions. These positions will assist in managing the judges' calendars and provide support for managing caseloads. Two additional administrative support positions are included in FY22 in the County's Proposed Five-Year Plan at a cost of \$125,625.
- b. Service Level Impacts** – The positions will provide administrative support for processing cases coming before the General District Court.

2. Public Defenders Office – Local Support Program

Expenditure	\$350,000
Revenue	\$0
General Fund Impact	\$350,000
FTE Positions	0

- a. Description** – Governor Northam has proposed \$2.7 million in the Proposed FY2021 and FY2022 Virginia State Budget to fund a Public Defenders Office in PWC. The new office would consist of 24 attorneys and 11 administrative staff, with salary and benefits costs funded by the state. This provision in the proposed budget is sufficient to provide a 15% local salary supplement of \$350,000.
- b. Service Level Impacts** – There are no service level impacts at this time.

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Traffic, criminal, and civil cases	109,145	117,330	124,677	141,960	131,825
Final judgments	59,308	62,039	66,317	65,520	69,335
Waived/Removed	40,728	45,152	47,389	55,506	49,451
Cases concluded	108,394	116,781	124,254	131,700	131,060
Cases concluded - %	92%	92%	100%	92%	99%

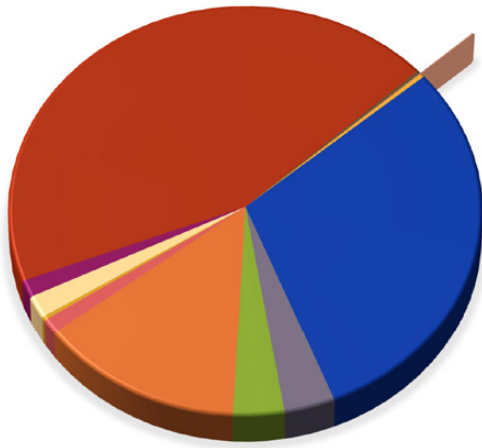
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Traffic and Criminal Case Management	\$202	\$208	\$203	\$679	\$542
Traffic and criminal cases processed	81,080	87,970	93,266	95,870	97,954
Civil Case Management	\$1	\$2	\$2	\$2	\$352
Civil cases processed	28,065	29,360	31,411	29,266	33,871

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:
\$392,725,556

Expenditure Budget:
\$377,969

0.1% of Public Safety

Programs:

- Local Support: \$377,969

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Local Support Program	\$95,006	\$93,804	\$89,334	\$420,361	\$377,969	(10.08%)
Total Expenditures	\$95,006	\$93,804	\$89,334	\$420,361	\$377,969	(10.08%)

Expenditure by Classification

Salaries and Benefits	\$0	\$0	\$0	\$111,932	\$253,403	126.39%
Contractual Services	\$13,335	\$15,770	\$12,740	\$149,812	\$10,939	(92.70%)
Internal Services	\$22,421	\$24,089	\$24,089	\$30,299	\$36,509	20.50%
Purchase of Goods & Services	\$33,274	\$36,843	\$36,538	\$109,318	\$58,118	(46.84%)
Capital Outlay	\$7,791	\$0	\$0	\$0	\$0	0.00%
Leases & Rentals	\$18,185	\$17,102	\$15,966	\$19,000	\$19,000	0.00%
Total Expenditures	\$95,006	\$93,804	\$89,334	\$420,361	\$377,969	(10.08%)

Funding Sources

Fines & Forfeitures	\$31,992	\$30,306	\$37,151	\$59,582	\$59,582	0.00%
Use of Money & Property	\$876	\$1,135	\$1,228	\$731	\$731	0.00%
Charges for Services	\$698	\$692	\$1,785	\$0	\$0	0.00%
Revenue from Commonwealth	\$20,000	\$20,000	\$20,000	\$21,204	\$21,204	0.00%
Total Designated Funding Sources	\$53,566	\$52,133	\$60,164	\$81,517	\$81,517	0.00%
Net General Tax Support	\$41,440	\$41,671	\$29,170	\$338,844	\$296,452	(12.51%)
Net General Tax Support	43.62%	44.42%	32.65%	80.61%	78.43%	



Staff History by Program



General Overview

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

- B. **Removal of One-Time Costs from Juvenile Domestic Relations Court (JDRC)** – A total of \$193,091 has been removed from the JDRC budget for one-time costs associated with the addition of 2.00 FTEs in FY20 and renovations to office space.

Budget Initiatives

A. Budget Initiatives

1. Administrative Specialist – Local Support Program

Expenditure	\$125,625
Revenue	\$0
General Fund Impact	\$125,625
FTE Positions	2.00

- a. **Description** – Two Administrative Specialists have been added to JDRC Proposed FY2021 Budget. This cost includes \$122,607 in on-going funding and \$3,018 in one-time costs associated with these positions. These positions will assist in managing the judges’ calendars and provide support for managing caseloads. Two additional administrative support positions are included in FY22 in the County’s Proposed Five-Year Plan at a cost of \$125,625.

- b. **Service Level Impacts** – The positions will provide administrative support for processing cases coming before the JDRC.

Juvenile & Domestic Relations Court

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.

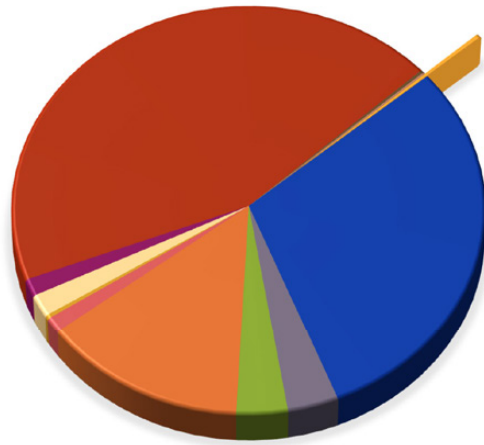
Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Juvenile cases concluded from prior years	11,741	10,273	10,088	11,193	10,701
Adult cases concluded from prior years	9,274	8,225	9,188	8,867	8,896

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Juvenile Court Case Management	\$66	\$65	\$68	\$387	\$345
New juvenile cases	11,233	10,067	9,885	10,750	10,395
Juvenile cases continued from prior years	20,578	16,684	17,600	19,421	18,287
Adult Court Case Management	\$29	\$28	\$22	\$33	\$33
New adult cases	8,313	7,543	8,815	8,169	8,224
Adult cases continued from prior years	16,685	15,159	18,205	16,372	16,683

Juvenile Court Service Unit

Mission Statement

The Juvenile Court Service Unit protects the public by preparing court-involved youth to be successful citizens.



Public Safety Expenditure Budget:
\$392,725,556

Expenditure Budget:
\$1,127,041



0.3% of Public Safety

Programs:

- Intake Services: \$35,413
- Standard Supervision: \$142,992
- Intensive Supervision: \$707,130
- Dispute Resolution Services: \$241,506

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 Service Unit



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Intake Services	\$23,306	\$25,030	\$77,885	\$35,413	\$35,413	0.00%
Standard Supervision	\$145,501	\$150,969	\$131,932	\$150,250	\$142,992	(4.83%)
Intensive Supervision	\$489,234	\$532,284	\$452,249	\$600,683	\$707,130	17.72%
Dispute Resolution Services	\$180,892	\$181,495	\$221,856	\$225,595	\$241,506	7.05%
Total Expenditures	\$838,933	\$889,778	\$883,921	\$1,011,941	\$1,127,041	11.37%

Expenditure by Classification

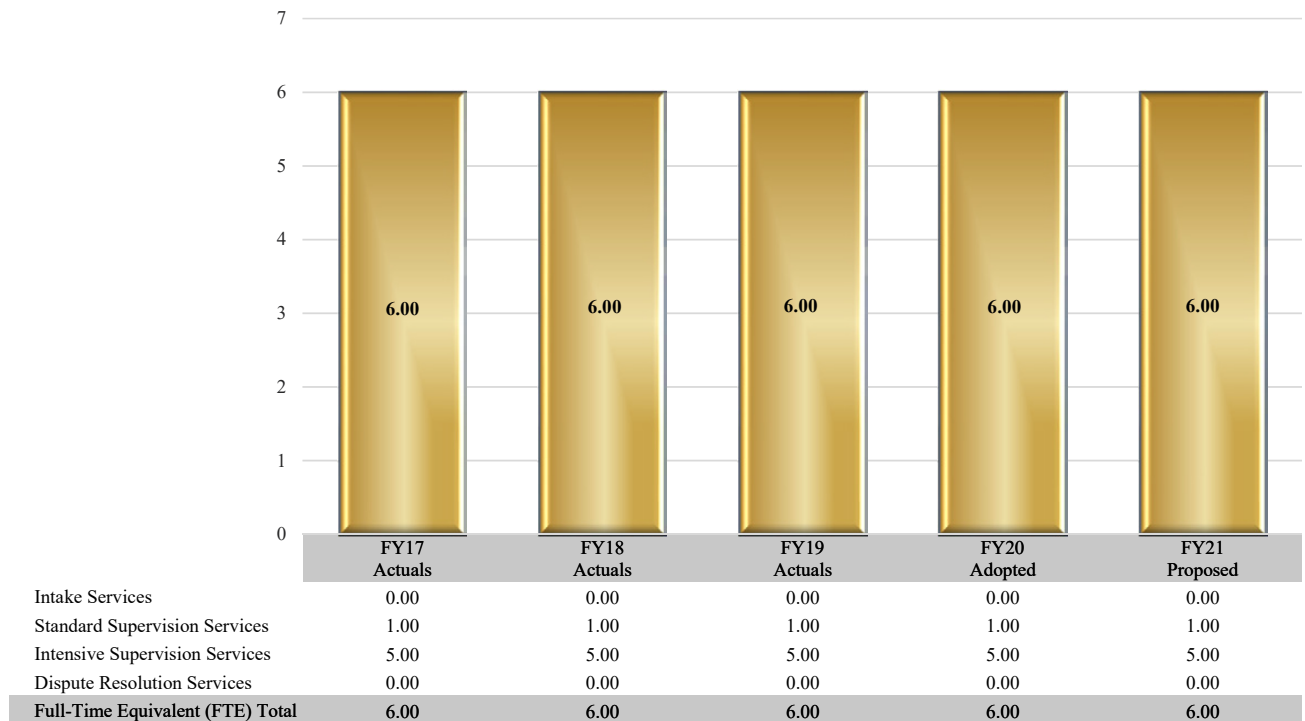
Salaries and Benefits	\$559,764	\$601,981	\$489,143	\$584,468	\$683,657	16.97%
Contractual Services	\$181,981	\$180,999	\$284,297	\$223,421	\$236,332	5.78%
Internal Services	\$86,853	\$94,729	\$95,152	\$81,404	\$81,404	0.00%
Purchase of Goods & Services	\$8,853	\$10,586	\$14,094	\$121,066	\$124,066	2.48%
Leases & Rentals	\$1,482	\$1,482	\$1,236	\$1,582	\$1,582	0.00%
Total Expenditures	\$838,933	\$889,778	\$883,921	\$1,011,941	\$1,127,041	11.37%

Funding Sources

Revenue from Commonwealth	\$5,635	\$4,738	\$4,008	\$5,264	\$0	(100.00%)
Total Designated Funding Sources	\$5,635	\$4,738	\$4,008	\$5,264	\$0	(100.00%)
Net General Tax Support	\$833,298	\$885,039	\$879,913	\$1,006,677	\$1,127,041	11.96%
Net General Tax Support	99.33%	99.47%	99.55%	99.48%	100.00%	



Staff History by Program



Future Outlook

Department of Juvenile Justice Transformation – The Juvenile Court Service Unit (JCSU) will be implementing the Standardized Disposition Matrix, a data-driven tool to help make fair and objective dispositional recommendations based on the youth’s risk-level and offense severity. This ensures the most intense interventions are reserved for youth with the highest risk of future delinquency and ensures low risk youth are diverted or receive alternative dispositions, which do not require probation or formal court involvement. Additionally, youth with similar characteristics will experience similar and appropriate decisions regarding their case dispositions. Caseload sizes continue to decrease keeping low risk youth out of the system focusing supervision and resources on the moderate to high-risk youth.

Racial and Ethnic Disparities – The Department of Juvenile Justice (DJJ) is working to address the problem of racial and ethnic disparities (REDs) and, in particular, the disparate and disproportionately high number of African American youth in the system. Efforts in the coming year will focus on the DJJ Equity Work Group ensuring state and local stakeholders have a shared understanding of REDs and effective strategies for eliminating disparities.

Northern Virginia Regional Gang Task Force (NVRGTF) Intervention, Prevention, Education – NVRGTF is focusing on initiatives to address human trafficking of at-risk youth in conjunction with the PWC Human Trafficking Task Force. The local Gang Response Intervention Team (GRIT) Coordinators in the Northern Region and the Intervention, Prevention and Education programming by Northern Virginia Family Service are working with community partners to continue to ensure gang involved youth, and youth at risk for gang involvement, have increased abilities to resist the destructiveness of gang involvement.

Truancy and Juvenile Recidivism – Truancy continues to be a major emphasis of JCSU as youth not attending schools have a greater chance of becoming involved in delinquent activities. The JCSU, in conjunction with a truancy intervention component offered by the Office of Dispute Resolution Services, has expanded its truancy initiative by working closely with the school districts to divert youth from the court system to resources offered by the schools and the JCSU.

General Overview

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

Juvenile Court Service Unit

Budget Initiatives

A. Budget Initiatives

1. Contractual Funds Increase for Restorative Justice – Dispute Resolution Services

Expenditure	\$12,911
Revenue	\$0
General Fund Impact	\$12,911
FTE Positions	0.00

a. Description – This initiative provides funding for \$12,911 in contractual escalation costs. Piedmont Dispute Resolution Center (PDRC) provides two crucial services for JCSU. PDRC performs mediation services for custody, visitation, child and spousal support, and restorative justice programming referred from Juvenile & Domestic Relations and General District Courts. Restorative Justice helps young offenders take responsibility for their detrimental actions and repair the harm caused to victims and the community. This increase supports the Wellbeing and Safe and Secure Community Strategic Goals by addressing truancy and juvenile recidivism. Without an increase in funding many mediation and restorative justice cases would return to the courts.

b. Service Level Impacts –

- **Disputes referred to mediation that are resolved without further court action**

FY21 w/o Addition | 0%
FY21 w/ Addition | 72%

- **Cases removed from the court docket due to mediation**

FY21 w/o Addition | 0
FY21 w/ Addition | 1,175

- **Youth not re-offending within one year of program participation**

FY21 w/o Addition | 0%
FY21 w/ Addition | 92%

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. ACTS/Turning Points provides support and services to clients seeking protective orders assisting with the court process. Juveniles accused of committing offenses are processed for formal court action or provided diversion. First-time offenders and juveniles with truancy issues are referred to other community resources or the Restorative Justice Program with Dispute Resolution Services when appropriate. Electronic Monitoring Services are offered as an enhancement for probation supervision services and a less restrictive alternative to juvenile detention.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Delinquent first time offenders diverted from court	49%	59%	40%	48%	49%
Technical probation violations requiring secure detention orders	35%	29%	31%	33%	32%

Juvenile Court Service Unit

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Intake	\$23	\$20	\$78	\$25	\$25
Cases processed through Intake Services	8,527	7,799	7,610	8,502	7,978
Electronic Monitoring	\$1	\$5	\$0	\$11	\$11
Youth placed on electronic monitoring	216	216	189	201	207
Days of electronic monitoring supervision provided	3,478	3,124	2,942	3,029	3,181

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 GRIT. Links service needs gang prevention and intervention resources by providing gang awareness and prevention education for the community.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Youth not re-offending within two years of release from program	70%	74%	72%	73%	72%
Parents and youth satisfied with service	96%	79%	94%	92%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Standard Supervision	\$40	\$45	\$47	\$38	\$38
Juveniles supervised monthly	480	401	341	463	407
Supervision caseload per FTE	27	23	21	26	24
GRIT	\$105	\$106	\$85	\$112	\$105
GRIT community presentations	24	13	10	22	22

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Youth not re-offending while on Intensive Supervision Services	88%	86%	88%	86%	87%
Youth not re-offending within one year of discharge	83%	85%	79%	84%	82%

Juvenile Court Service Unit

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Intensive Supervision	\$489	\$532	\$452	\$601	\$707
Juveniles served annually	136	141	153	140	143
Contacts monthly	506	597	490	526	531

Dispute Resolution Services

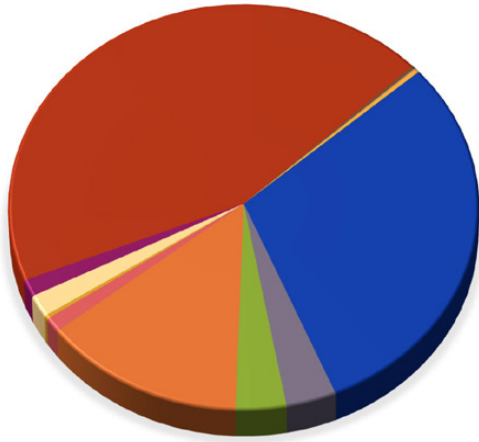
Mediation services assist adults in court cases involving child custody, visitation, child and spousal support, landlord tenant, and consumer merchant issues to resolve their disputes prior to a court hearing, thus reducing court dockets. Restorative Justice Services hold first-time juvenile offenders accountable for their wrongdoing through victim impact classes and face-to-face conferences attended by their families and victims. Restorative Justice Services also offer a truancy intervention program for cases referred by Intake Services and the Juvenile Court.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Disputes referred to mediation that are resolved without further court action	74%	71%	70%	73%	72%
Cases removed from the court docket due to mediation	1,279	1,132	1,114	1,303	1,175
Youth not re-offending within one year of program participation	94%	89%	93%	91%	92%
Youth not receiving a new petition for truancy after program participation	-	-	60%	-	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Dispute Resolution	\$181	\$181	\$222	\$226	\$242
Court petitions referred	3,129	2,565	2,778	3,128	2,824
Mediations conducted	842	818	770	896	810
Juveniles referred	65	64	144	300	200
Juveniles attending Victim Impact Program classes	51	53	109	78	160
Restorative Justice conferences conducted	13	18	12	27	24
Truancy conferences conducted	-	-	10	-	20

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, Haymarket, Occoquan, and Quantico on a 24-hour per day, 365 days per year basis.



Public Safety Expenditure Budget:
\$392,725,556

Expenditure Budget:
\$113,899



0.03% of Public Safety

Programs:

- Local Support: \$113,899

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Local Support	\$125,654	\$112,647	\$110,463	\$115,667	\$113,899	(1.53%)
Total Expenditures	\$125,654	\$112,647	\$110,463	\$115,667	\$113,899	(1.53%)

Expenditure by Classification

Salaries and Benefits	\$104,349	\$88,732	\$88,732	\$90,500	\$88,732	(1.95%)
Contractual Services	\$0	\$0	\$0	\$1,250	\$1,250	0.00%
Internal Services	\$13,415	\$15,353	\$15,353	\$15,353	\$15,353	0.00%
Purchase of Goods & Services	\$5,680	\$6,288	\$3,863	\$7,162	\$7,162	0.00%
Leases & Rentals	\$1,860	\$2,275	\$2,516	\$1,402	\$1,402	0.00%
Debt Maintenance	\$348	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$125,654	\$112,647	\$110,463	\$115,667	\$113,899	(1.53%)
Total Designated Funding Sources	\$0	\$0	\$0	\$0	\$0	0.00%
Net General Tax Support	\$125,654	\$112,647	\$110,463	\$115,667	\$113,899	(1.53%)
Net General Tax Support	100.00%	100.00%	100.00%	100.00%	100.00%	

Program Summary

Local Support

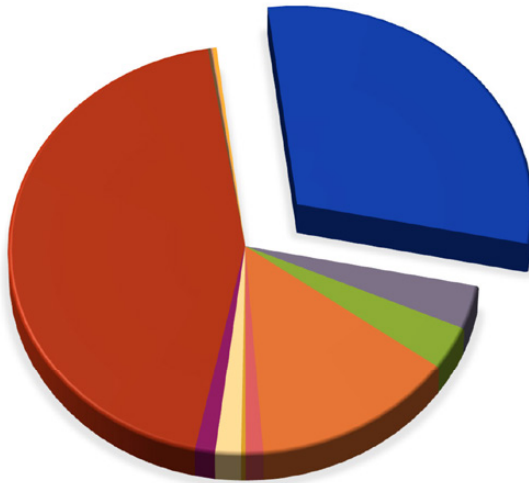
Magistrates are independent judicial officers who work directly for the Supreme Court of Virginia, Office of the Executive Secretary. The principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the 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, Haymarket, Occoquan, and Quantico.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Cost per criminal process handled	\$2.66	\$2.53	\$2.58	\$2.57	\$2.56
Total criminal processes administered per Magistrate	3,376	3,175	2,523	3,214	2,618

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Magistrates Services	\$126	\$113	\$110	\$116	\$114
Total criminal processes handled	47,271	44,446	42,889	45,000	44,500

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:
\$392,725,556**

**Expenditure Budget:
\$118,237,179**



30.1% of Public Safety

Programs:

- Office of the Chief: \$5,488,138
- Support Services: \$22,703,266
- Operations: \$58,766,269
- Criminal Investigations: \$21,382,432
- Financial & Technical Services: \$9,897,075

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: [3.2-6546](#) (County or City Public Animal Shelters; Confinement and Disposition of Animals), [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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Office of the Chief	\$4,770,966	\$5,567,309	\$6,369,486	\$5,307,434	\$5,488,138	3.29%
Support Services	\$21,984,744	\$21,566,787	\$21,625,916	\$20,127,341	\$22,703,266	(2.32%)
Operations	\$43,503,829	\$48,441,642	\$53,353,579	\$59,180,142	\$58,766,269	9.39%
Criminal Investigations	\$18,112,669	\$19,047,868	\$20,963,947	\$20,212,951	\$21,382,432	8.93%
Financial & Technical Services	\$8,553,889	\$8,380,559	\$8,446,317	\$9,343,800	\$9,897,075	5.92%
Total Expenditures	\$96,926,097	\$103,004,164	\$110,759,244	\$114,171,668	\$118,237,179	3.56%

Expenditure by Classification

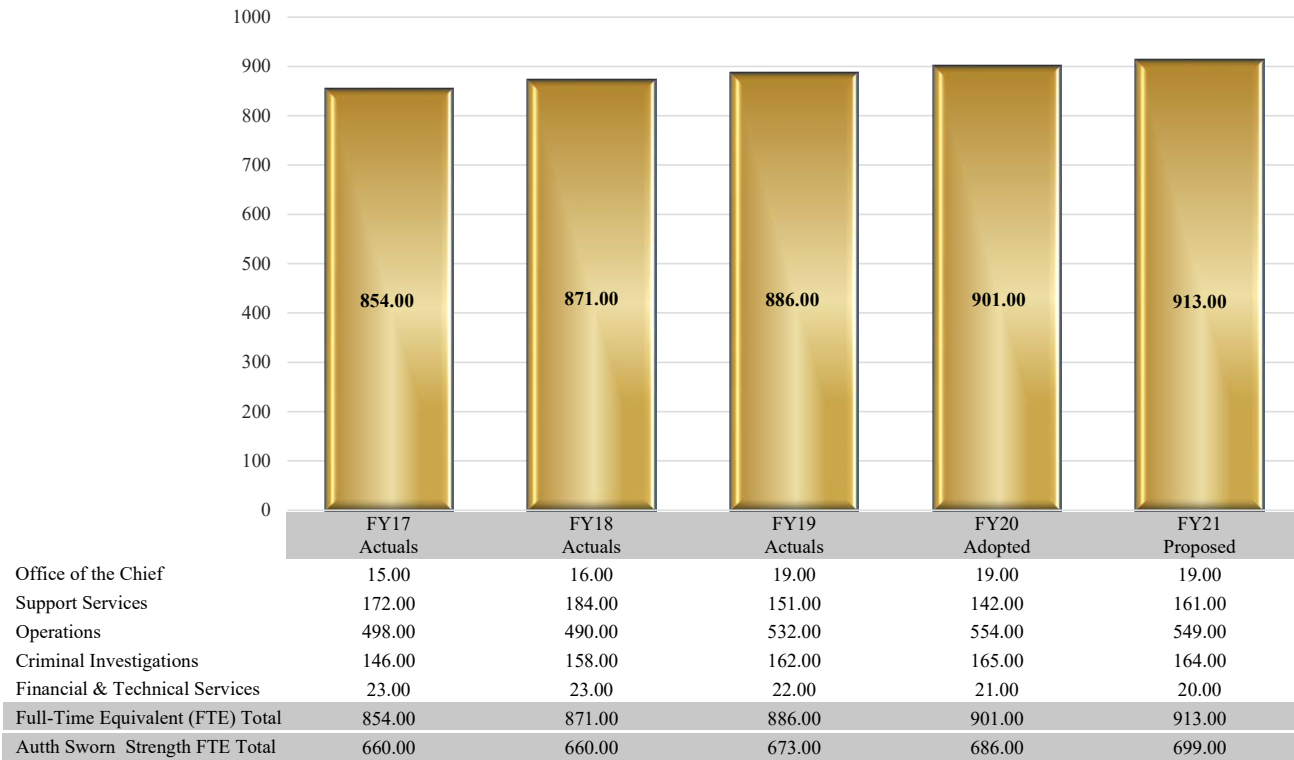
Salaries and Benefits	\$78,118,096	\$83,155,147	\$89,422,479	\$93,295,394	\$96,506,318	3.44%
Contractual Services	\$1,786,816	\$1,345,704	\$1,331,636	\$1,695,164	\$1,921,887	13.37%
Internal Services	\$11,044,686	\$12,062,295	\$13,052,455	\$11,509,802	\$11,483,434	(0.23%)
Purchase of Goods & Services	\$4,795,177	\$4,367,056	\$4,345,830	\$5,307,310	\$5,442,848	2.55%
Capital Outlay	\$263,673	\$1,112,897	\$1,145,629	\$1,415,429	\$1,429,373	0.99%
Leases & Rentals	\$468,648	\$557,035	\$567,187	\$554,540	\$559,290	0.86%
Transfers Out	\$449,002	\$404,029	\$894,029	\$394,029	\$894,029	126.89%
Total Expenditures	\$96,926,097	\$103,004,164	\$110,759,244	\$114,171,668	\$118,237,179	3.56%

Funding Sources

Revenue from Federal Government	\$261,087	\$261,286	\$694,893	\$0	\$0	0.00%
Permits & Fees	\$349,817	\$368,617	\$326,000	\$315,940	\$315,940	0.00%
Fines & Forfeitures	\$605,356	\$731,874	\$825,518	\$697,259	\$997,259	43.03%
Use of Money & Property	\$7,034	\$5,427	\$6,926	\$6,000	\$6,000	0.00%
Revenue from Other Localities	\$26,065	\$8,210	\$5,680	\$50,000	\$50,000	0.00%
Miscellaneous Revenue	\$121,162	\$92,979	\$168,291	\$206,200	\$206,200	0.00%
Charges for Services	\$754,036	\$748,262	\$846,020	\$717,286	\$717,286	0.00%
Revenue from Commonwealth	\$9,799,763	\$10,085,381	\$10,147,604	\$10,155,840	\$10,155,840	0.00%
Transfers In	\$54,973	\$10,000	\$0	\$0	\$0	0.00%
Total Designated Funding Sources	\$11,979,292	\$12,312,037	\$13,020,933	\$12,148,525	\$12,448,525	2.47%
Net General Tax Support	\$84,946,805	\$90,692,127	\$97,738,311	\$102,023,143	\$105,788,654	3.69%
Net General Tax Support	87.64%	88.05%	88.24%	89.36%	89.47%	



Staff History by Program



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 our community outreach programs and maintaining the public trust in partnership with a growing and diverse county. In an effort to maintain a culture of transparency and accountability, the Police Department established a Citizen Advisory Board (CAB) and Body-Worn Camera program. 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. Body-Worn Cameras (BWCs), coupled with training, policies and procedures reflective of community values, are also mechanisms for maintaining trust, transparency, and accountability. These initiatives have assisted in facilitating a 92% satisfaction rating for the Police Department within the County.

Other key issues for the Police Department include:

Greater Department Diversity – As diversity in the community has increased, the Police Department has strived to improve its promotional, recruitment, and hiring practices to increase the diversity of its employees. Ongoing review of best practices regarding hiring and recruiting continues. It should be noted, based on the 2018 Community Survey, 88% of residents generally believe the Police Department treats residents fairly, regardless of race, gender or ethnic/national origin.

National/Regional Trends – Ongoing national and regional attention is being focused on active violence incidents, school violence, homeland security, cyber-crimes, drug trafficking, criminal gangs, violent crime, mental health calls for service, traffic safety and overdose deaths. Accordingly, there are increased expectations and demands for police services and resources to include staffing, training facilities, equipment and technology.

General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-time Costs** – A total of \$1,027,941 has been removed from the Police Department’s Proposed FY2021 Budget for one-time costs associated with non-recurring expenses (vehicles, equipment, and supplies) for 13 sworn officers added in the FY20 budget.
- C. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation decreased the Police Department’s Proposed FY2021 Budget by \$481,180. This is a reallocation of the existing fleet maintenance budget. The County’s overall budget for fleet maintenance did not change.
- D. Position Shifts from Police to Public Safety Communications** – Three (3.00) FTE were shifted from the Police Department to the Public Safety Communications Center (PSCC) to consolidate the Teletype and Warrant Units into one unit assigned to PSCC. These positions, one Administrative Coordinator and two Public Safety Records Assistants, were shifted to improve workflow processes, reduce redundancy, and provide 24-hour staffing for the Teletype and Warrant Units. The total cost of the shifted positions is \$205,861.
- E. Increase in Department Revenue** – The department’s revenue budget is increased by \$300,000 due to the imposition of an electronic summons fee (eSummons). County Code Sections 26-204 through 26-209 allow the assessment of the sum of \$5 in each criminal and traffic case in which the defendant is convicted of a violation of any of the laws of the Commonwealth, the ordinances of PWC, or the ordinances of any town located within geographic PWC. This fee is expected to increase the Police Department revenue by approximately \$300,000 per fiscal year.

Budget Initiatives

A. Budget Initiatives

1. FY21 Staffing Plan – Police Operations

Expenditure	\$2,700,418
Revenue	\$0
General Fund Impact	\$2,700,418
FTE Positions	15.00

- a. **Description** – This initiative funds the FY21 police staffing needs for 13 sworn officers (including one-time costs of \$1,161,092 for vehicles, equipment, training, and technology costs associated with the positions) and 2 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 of improving emergency response times and decreasing the crime rate contained in the Safe and Secure Community strategic goal.

Below is a summary of the staffing initiatives included in the Five-Year Plan:

Police - Staffing Plan	FTE	FY21	FY22	FY23	FY24	FY25
FY21 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15.00	\$2,700,418	\$1,539,326	\$1,539,326	\$1,539,326	\$1,539,326
FY22 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15.00	\$0	\$2,839,659	\$1,678,567	\$1,678,567	\$1,678,567
FY23 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15.00	\$0	\$0	\$3,089,659	\$1,928,567	\$1,928,567
FY24 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15.00	\$0	\$0	\$0	\$3,339,659	\$2,178,567
FY25 Police Staffing Plan - 13 Officers and 2 Civilian - 1/2year*	15.00	\$0	\$0	\$0	\$0	\$3,589,659
Total	75.00	\$2,700,418	\$4,378,985	\$6,307,552	\$8,486,119	\$10,914,686

* Positions funded 1/2 year.

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 and the Office of Professional Standards and Accreditation.

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Crime rate in the lowest third of COG communities	Yes	Yes	Yes	Yes	Yes
Crime rate	13.7	14.0	12.9	14.5	14.0
Residents feel safe in their neighborhoods (community survey)	93%	96%	96%	94%	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	0.2	0.2	0.2	0.2	0.3

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Police Leadership & Management	\$4,351	\$5,139	\$5,825	\$4,874	\$5,023
Police Public Information	\$410	\$428	\$545	\$434	\$465
Social media followers	-	-	170,622	175,000	180,000
News Releases issued	-	-	102	120	120
Media interviews conducted	-	-	122	200	150

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 Wellness and Resiliency Unit, the Animal Control Bureau, the Criminal Justice Academy, and Public Safety Communications (which is jointly administered with the Department of Fire & Rescue).

Key Measures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
OSHA recordable incident rate among police employees	11.7	11.4	7.0	10.0	10.0
Animal Control effectively protects citizens and animals (community survey)	89%	92%	92%	91%	91%
Total number of identifications made from fingerprint impressions	332	349	407	350	375
Sworn turnover rate without retirement and terminations	7.3%	4.5%	6.8%	5.0%	7.0%
Property evidence material audit discrepancies	0	0	0	0	0

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Administrative Services Bureau	\$7,714	\$7,504	\$7,878	\$6,094	\$6,719
Property received entered into systems within 48 hours	100%	100%	100%	100%	100%
Permits and licenses processed	4,700	4,629	3,266	4,750	3,800
Annual inspections conducted	-	211	192	200	195
Parking Citations Processed	-	21,534	20,292	22,000	20,700
New Alarms Registered	-	2,839	2,629	2,750	2,700
False Alarms Processed	-	11,940	11,696	11,000	12,000
Calls handled by Tele-Serv	3,008	3,609	2,553	3,000	2,400
Calls handled by online reporting	2,216	2,351	2,179	2,000	1,800
Records Section	\$1,577	\$1,662	\$1,648	\$1,674	\$1,889
Records service requests	33,996	34,786	36,028	34,000	34,000
Identification Bureau	\$1,425	\$1,445	\$1,387	\$1,477	\$1,680
Fingerprint packages recovered	931	1,111	961	1,200	1,200
Personnel Bureau	\$2,000	\$2,302	\$2,651	\$2,620	\$2,976
Employment applications received including personal history statement	-	-	626	650	642
In-Service Training Section	\$7,292	\$6,118	\$5,313	\$4,726	\$5,709
Total hours of in-service training	54,346	41,550	36,553	42,000	42,000
Compliance with VA mandatory training standards	100%	100%	100%	100%	100%
Basic Recruit Training Section*	\$0	\$305	\$565	\$1,174	\$1,109
Basic training hours	73,632	58,582	31,984	60,000	60,000
Supervisors & training officers reporting satisfactory preparedness of recruits	100%	100%	100%	100%	100%
Animal Enforcement Section	\$901	\$157	\$215	\$259	\$829
Calls for Animal Control services	8,373	7,821	8,154	7,600	8,000
Animal Care Section	\$1,097	\$2,082	\$1,981	\$2,103	\$1,792
Adjusted live release rate	-	-	91	-	75
Animals entering shelter	4,121	4,024	3,704	4,000	3,800
Animals adopted	47%	51%	50%	50%	-

FY17 expenditures can be found in the In-Service Training Section.

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Police officers are courteous and helpful to all community members	92%	92%	92%	92%	92%
Police emergency response time (minutes)	5.2	5.1	5.1	5.5	5.5
Total calls for service	217,306	228,639	245,584	230,000	230,000
Calls for service requiring officer response	90,165	89,672	88,374	90,000	90,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Patrol Services	\$35,577	\$39,683	\$43,829	\$49,546	\$48,055
Criminal arrests made	8,610	10,937	12,166	10,000	10,000
Traffic citations issued	-	36,676	37,910	37,000	37,000
Crime Prevention Unit	\$650	\$718	\$828	\$864	\$903
Crime Prevention programs conducted	287	157	271	150	200
Number of community watch groups	-	-	578	625	590
Special Operations, Traffic Safety & Accident Investigation	\$5,509	\$6,214	\$6,795	\$6,517	\$6,931
Reportable traffic crashes	4,228	4,198	4,431	4,500	4,200
Traffic arrests made	34,169	36,676	36,766	36,500	34,000
Hours of speed control via radar	9,333	10,276	11,285	10,000	10,000
Hours monitoring high-risk intersections	4,089	6,032	6,568	4,500	5,000
Crossing Guard Safety Programs	\$1,597	\$1,660	\$1,752	\$1,982	\$2,573
Safety programs conducted	378	373	372	370	370
Community/School satisfaction with Crossing Guard services	100%	98%	93%	100%	100%
School crossings that are safe	100%	100%	100%	100%	-
Parking Enforcement	\$160	\$164	\$143	\$271	\$303
Parking tickets issued	9,372	10,579	8,972	11,500	11,000

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Violent crime closure rate (murders, rapes, robberies)	55%	52%	49%	50%	50%
Hours logged by officers in schools	28,863	32,274	44,017	37,000	52,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Violent Crimes	\$8,895	\$8,702	\$8,741	\$9,111	\$9,524
Total crimes against persons	3,847	4,165	4,511	4,200	4,200
Total crimes against property	8,994	8,888	8,119	9,500	9,200
Total crimes against society	2,570	3,616	3,995	3,000	3,200
Special Investigations Bureau	\$3,800	\$3,886	\$3,624	\$3,334	\$3,673
Total drug arrests	1,572	2,100	2,581	1,800	2,000
Youth Services and Special Victims Bureau	\$5,417	\$6,460	\$8,593	\$7,768	\$8,186
Juvenile violent crime arrests as a percentage of all violent crime arrests	17%	14%	7%	14%	10%
Juvenile criminal arrests as percentage of overall arrests	13%	14%	14%	13%	13%

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Annual unplanned unavailability of mobile data computers based on 8,760 hours	3	13	14	5	5
Internal processes reviewed that require corrective action	-	-	11%	2%	7%

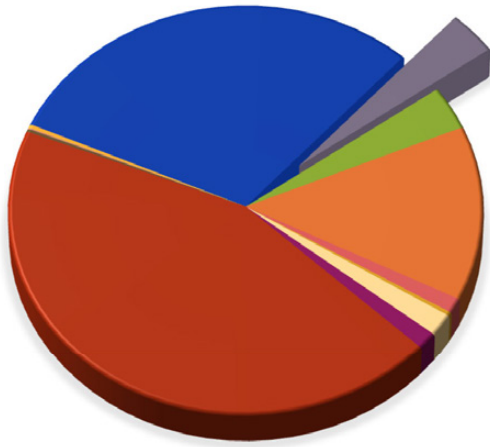
Police

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Financial & Technical Services	\$5,586	\$5,750	\$5,566	\$5,570	\$5,501
Value of vendor transactions completed	-	-	\$6.3M	\$8.4M	\$6.4M
Number of vendor transactions completed	-	966	3,386	1,085	3,800
Value of payroll payments issued	-	-	\$86M	\$91M	\$96M
Number of payroll payments issued	-	21,759	16,964	23,853	17,982
Information Technology Management Bureau	\$2,968	\$2,628	\$2,880	\$3,774	\$4,396
Total Police Technology Projects	5	5	5	1	3
Special projects and studies conducted	-	200%	200%	200%	200%
Total Police Capital Projects	4	3	4	3	2

Public Safety Communications

Mission Statement

The mission of the 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:
\$392,725,556

Expenditure Budget:
\$13,455,813



3.4% of Public Safety

Programs:

- Public Safety Communications:
\$13,455,813

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 “911”)

County Code: [Chapter 7](#) (Emergency Medical Services), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 13](#) (Enforcement of Parking Restrictions on Private Property)

Public Safety Communications



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Public Safety Communications	\$10,125,469	\$10,336,004	\$10,770,016	\$11,741,791	\$13,455,812	14.60%
Total Expenditures	\$10,125,469	\$10,336,004	\$10,770,016	\$11,741,791	\$13,455,812	14.60%

Expenditure by Classification

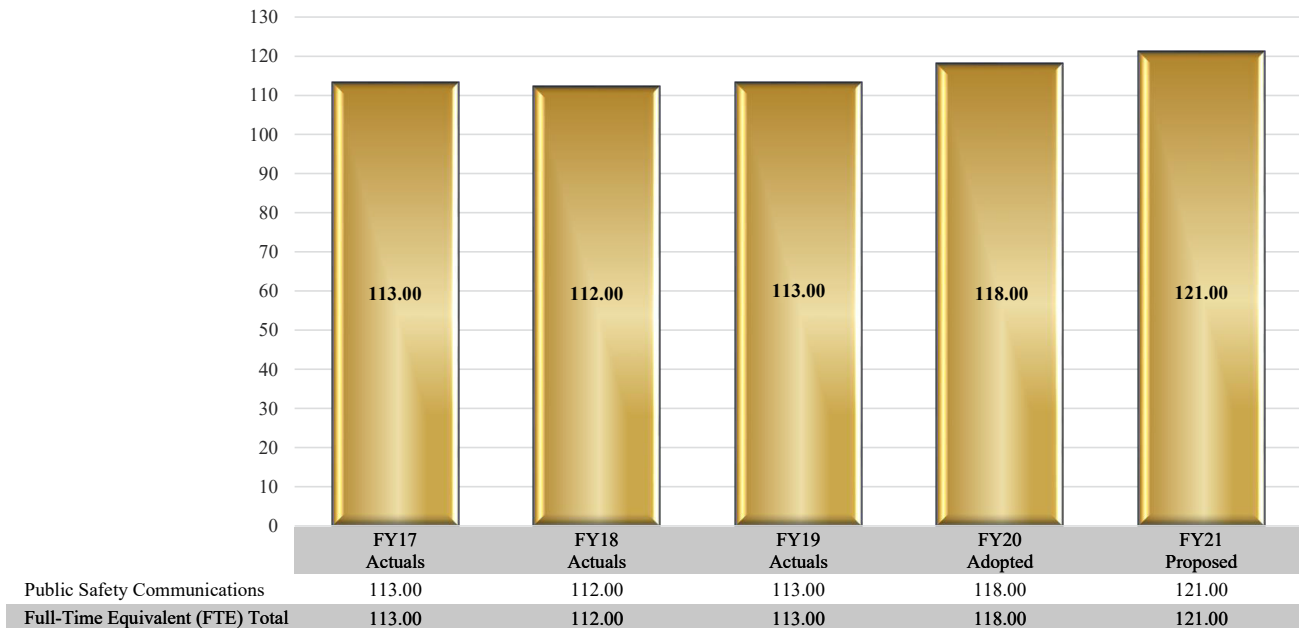
Salaries and Benefits	\$8,765,676	\$8,950,883	\$9,277,398	\$9,755,340	\$11,166,117	14.46%
Contractual Services	\$506,109	\$704,664	\$740,217	\$1,178,992	\$1,482,236	25.72%
Internal Services	\$353,452	\$347,037	\$352,235	\$297,505	\$297,505	0.00%
Purchase of Goods & Services	\$456,506	\$330,245	\$396,993	\$492,658	\$492,658	0.00%
Capital Outlay	\$31,301	\$0	\$0	\$2,342	\$2,342	0.00%
Leases & Rentals	\$9,250	\$0	\$0	\$11,780	\$11,780	0.00%
Transfers Out	\$3,174	\$3,174	\$3,174	\$3,174	\$3,174	0.00%
Total Expenditures	\$10,125,469	\$10,336,004	\$10,770,016	\$11,741,791	\$13,455,812	14.60%

Funding Sources

Revenue from Other Localities	\$284,373	\$284,373	\$284,373	\$249,640	\$249,640	0.00%
Revenue from Commonwealth	\$2,242,604	\$2,233,547	\$2,605,667	\$3,070,885	\$3,406,006	10.91%
Transfers In	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	0.00%
Total Designated Funding Sources	\$2,596,977	\$2,587,920	\$2,960,040	\$3,390,525	\$3,725,646	9.88%
Net General Tax Support	\$7,528,491	\$7,748,083	\$7,809,976	\$8,351,266	\$9,730,166	16.51%
Net General Tax Support	74.35%	74.96%	72.52%	71.12%	72.31%	



Staff History by Program



Future Outlook

Recruiting and Retention – Staffing shortages in 911 centers is a national epidemic that is mostly caused by an ineffective selection process, employee burnout, improper job classification, and low starting salaries, therefore, recruiting is a high priority for Public Safety Communications Center (PSCC). Extensive background investigations are required for all applicants of the PSCC, which is mandated by state and federal law due to the sensitive and confidential criminal justice information they will be exposed to. From the time a potential candidate applies to become a telecommunicator, to the time they are working without a trainer, can take up to six months. The current hiring process will be replaced with a new process which outsources background investigations thereby expediting the recruitment and hiring of qualified candidates.

Call Complexity – Approximately 85% of all 911 calls are initiated by cellular telephones. Therefore, a constant challenge for call takers is working with callers to confirm the location of the incident. Location accuracy, along with the future capability that will allow citizens to transmit photos and videos to 911 will require enhanced Next Generation 911 (NG911) technical capabilities, as well as staffing to process data sets that have never been sent to the 911 center.

Future Technologies – Alarm calls (fire, medical, law enforcement) represent 3.86% or 15,740 calls received in calendar year 2018. PSCC intends to streamline this effort by working with technology that will allow most private alarm companies to transmit calls for service from their computer aided dispatch (CAD) directly into PSCC creating a CAD-to-CAD environment and bypassing the call taker process. This will not only allow a call taker to remain available for other calls for service but may potentially decrease the dispatch time of alarm calls as they will be sent directly to the dispatcher. This technical capability is known as Automated Secure Alarm Protocol to Public Safety Answering Points and is currently in place at 911 centers across the United States. Prince William County's (PWC) membership is pending in the regional CAD-to-CAD functionality and will remain a high priority.

General Overview

- A. **Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. **Position Shifts from Police Department to PSCC** – Three FTEs were shifted from the Police Department to PSCC to consolidate the Teletype and Warrant Units into one unit assigned to PSCC. These positions, one Administrative Coordinator and two Public Safety Technicians, were shifted to improve workflow processes, reduce redundancy, and provide 24-hour staffing related to the Teletype and Warrant Units. The total cost of the shifted positions is \$205,861.
- C. **NG911 – Public Safety Communications Center** – The implementation of NG911 in fall 2020 will allow PSCC 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 of NG911 in FY21 is \$722,754 and will be funded by the Virginia 911 Services Board. This project fully supports the Safe & Secure Community strategic goal.

Public Safety Communications

Program Summary

Public Safety Communications Center

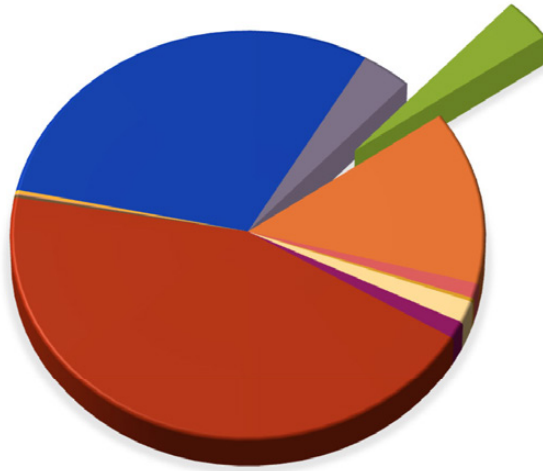
PSCC is a 24-hour consolidated call processing and dispatch center for all 911 and non-emergency requests for the Police Department and Fire & Rescue services within PWC and the incorporated towns. Also, Fire & Rescue calls for service are processed and dispatched for the City of Manassas and the City 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Police calls that require more than 1 continuous hour of dispatcher time	30%	31%	31%	30%	30%
Fire & Rescue calls that require more than 1 continuous hour of dispatcher time	45%	41%	43%	49%	45%
911 calls answered in 10 seconds	77%	87%	88%	88%	88%
Police emergency calls received through 911 dispatched within 120 seconds	45%	50%	65%	55%	55%
Fire & Rescue emergency calls received through 911 dispatched within 120 seconds	73%	71%	89%	80%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Telephone Call Processing	\$5,595	\$5,630	\$6,118	\$6,613	\$7,648
Calls answered on E-911 (emergency) phone lines	163,507	156,910	158,192	189,000	160,000
Calls answered on non-emergency phone lines	254,583	258,757	250,356	300,000	259,000
Outbound calls completed	155,000	153,538	159,686	155,000	160,000
Police and Fire & Rescue Dispatch Services	\$4,180	\$4,395	\$4,319	\$4,741	\$5,327
Police incidents dispatched	111,012	111,293	111,543	107,000	111,000
Fire & Rescue incidents dispatched	39,972	44,918	46,068	41,000	45,000
Teletype Processing	\$351	\$311	\$333	\$388	\$481
Record requests processed	8,358	11,224	10,349	10,000	10,500
Criminal history requests processed	5,063	9,527	8,904	7,500	9,600
Towed vehicle records processed	4,871	4,274	4,847	4,300	4,300

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.



Expenditure Budget:
\$13,489,234

3.4% of Public Safety

Programs:

- Operations: \$4,504,470
- Court Services: \$6,389,652
- Administration: \$2,595,111

Public Safety Expenditure Budget:
\$392,725,556

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; their powers; how removed.), [1606](#) (Defense of Constitutional Officers; appointment of counsel.), [1609](#) (Sheriff.), [1636.14](#) (Proportion borne by Commonwealth and by localities.), [1711](#) (Providing legal fees and expenses for law-enforcement officers; repayment to locality of two-thirds of amount by Compensation Board.), [2.2-1840](#) (Blanket surety bond plan for state and local employees.), [1841](#) (Blanket surety bond plan for moneys under control of court), [15.2-1527](#) (Bonds of officers.), [1528](#) (Penalties of bonds of sheriffs, clerks of the circuit court and commissioners of the revenue.), [19.2-80](#) (Duty of arresting officer; bail.), [37.2-808](#) (Emergency custody; issuance and execution of order.), [809](#) (Involuntary temporary detention; issuance and execution of order.) [8.01-293](#) (Authorization to serve process, capias or show cause order; execute writ of possession and levy upon property.), [53.1-67.5](#) (Board to prescribe standards.), [113](#) (Transportation of prisoners to jail or jail farm.), [19.2-182.9](#) (Emergency custody of conditionally released acquittee.), [310.2](#) (Blood, saliva, or tissue sample required for DNA analysis upon conviction of certain crimes; fee.)

County Code: [Chapter 16](#) (Riots and unlawful assemblies)

Sheriff's Office



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Operations	\$3,742,041	\$3,987,207	\$4,318,326	\$4,426,640	\$4,504,470	1.76%
Court Services	\$4,692,344	\$4,667,554	\$4,731,290	\$5,192,730	\$6,389,652	23.05%
Administration	\$1,599,853	\$1,666,573	\$1,874,862	\$2,242,907	\$2,595,111	15.70%
Total Expenditures	\$10,034,237	\$10,321,333	\$10,924,478	\$11,862,276	\$13,489,234	13.72%

Expenditure by Classification

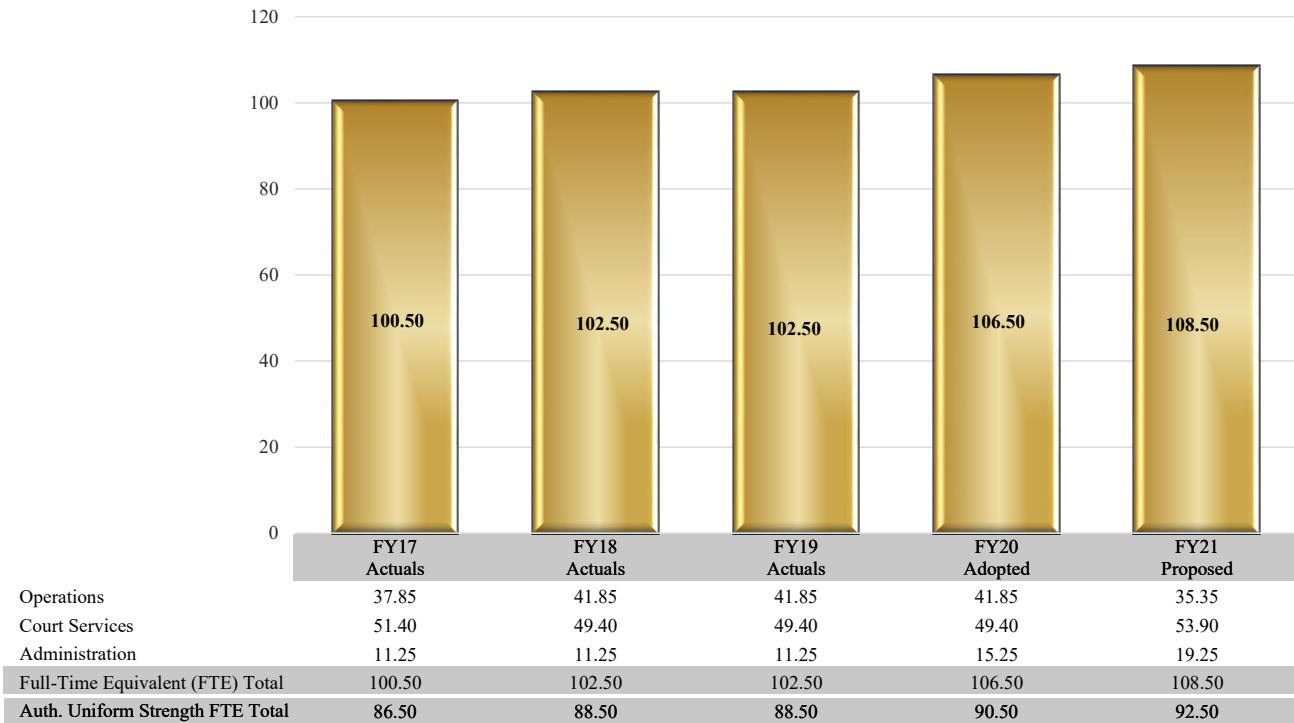
Salaries and Benefits	\$8,756,249	\$9,017,912	\$9,407,546	\$10,256,084	\$11,872,046	15.76%
Contractual Services	\$127,141	\$71,619	\$74,846	\$73,163	\$73,163	0.00%
Internal Services	\$772,297	\$852,278	\$865,910	\$779,346	\$780,139	0.10%
Purchase of Goods & Services	\$320,191	\$291,885	\$512,744	\$500,460	\$567,096	13.31%
Capital Outlay	\$0	\$29,285	\$0	\$192,040	\$135,607	(29.39%)
Leases & Rentals	\$5,575	\$5,571	\$10,650	\$8,400	\$8,400	0.00%
Transfers Out	\$52,783	\$52,783	\$52,783	\$52,783	\$52,783	0.00%
Total Expenditures	\$10,034,237	\$10,321,333	\$10,924,478	\$11,862,276	\$13,489,234	13.72%

Funding Sources

Permits & Fees	\$143	\$0	\$0	\$0	\$0	0.00%
Revenue from Other Localities	\$933,492	\$1,069,452	\$1,069,451	\$1,167,623	\$1,117,965	(4.25%)
Miscellaneous Revenue	\$0	\$1,500	\$1,544	\$0	\$0	0.00%
Charges for Services	\$615,188	\$662,650	\$705,836	\$585,834	\$585,834	0.00%
Revenue from Commonwealth	\$1,770,897	\$1,844,875	\$1,859,457	\$1,913,741	\$1,913,741	0.00%
Total Designated Funding Sources	\$3,319,719	\$3,578,477	\$3,636,288	\$3,667,198	\$3,617,540	(1.35%)
Net General Tax Support	\$6,714,518	\$6,742,856	\$7,288,190	\$8,195,078	\$9,871,694	20.46%
Net General Tax Support	66.92%	65.33%	66.71%	69.09%	73.18%	



Staff History by Program



Future Outlook

The Prince William County (PWC) Sheriff's Office strives to uphold unprecedented levels of standards in all organizations' functions. As the first Sheriff's Office in the Commonwealth of Virginia to receive accreditation by the Virginia Law Enforcement Professional Standards Commission, an exceptionally high standard is supported by teamwork and dedication to the community. The Sheriff's Office proudly provides support to the public safety agencies of PWC and the cities of Manassas and Manassas Park. As the Sheriff's Office strives to enhance quality of life, citizen satisfaction, and local law enforcement support, it is of utmost importance for the Sheriff's Office to meet the challenges of proper staffing, technology, and infrastructure.

Mission Critical Needs – The Sheriff's Office is responsible for providing the highest quality service for those that live, work, and visit in PWC. In order to provide a safe and secure judicial center and surrounding campus, it is necessary for mission critical needs to be met with upgraded x-ray and metal detectors, body-worn cameras, and enhanced information technology. These mission critical needs will promote greater accountability, reduce liability, and increase transparency and public trust while protecting civil liberties. The implementation of the above items will help promote, advance, and support the strategic outcomes outlined in the PWC Strategic Plan.

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, and fenced parking for judges and staff, and emergency call boxes for the parking lots are a necessity. This will ensure a safe and secure environment while enhancing quality of life for all citizens who utilize the judicial center and campus, in conjunction with supporting the mission of all public safety partners within PWC and meeting strategic outcomes.

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 operational tempo of the day-to-day needs of the Sheriff's Office. The multi-purpose complex will provide ample space for the growing number of Sheriff services the community demands. The separation of services from the judicial center and the Sheriff's Office will enhance the quality of life for the citizens and communities of PWC by providing a separate established location for all Sheriff's Office responsibilities not requiring use of the judicial center.

General Overview

- A. Compensation Studies Implementation** – PWC implemented the findings of two compensation studies during the past three years. The Public Safety Retention and Recruitment Study findings for public safety sworn personnel were completed in FY20. Findings from the Classification and Compensation Study for general, non-sworn employees began implementation in FY20 and funding is included in the Proposed FY2021 Budget for completion in FY21. Salary and benefits increases in the Proposed FY2021 Budget are due to implementation of both studies. Please refer to the Compensation section of this document for more information.
- B. Removal of One-Time Costs from Sheriff** – A total of \$252,546 has been removed from the Sheriff's Proposed FY2021 Budget for one-time costs associated with the addition of 4.00 FTEs in the FY2020 Budget. One-time costs included vehicles as well as a van suitable for transporting the disabled and equipment for public safety personnel, including computer hardware, guns, ammunition and uniforms.
- C. 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 Sheriff's Office allocation decreased \$49,658.

Budget Initiatives

A. Budget Initiatives

1. Staffing Plan – Sheriff Administration

Expenditure	\$429,284
Revenue	\$0
General Fund Impact	\$429,284
FTE Positions	2.00

- a. Description** – This initiative funds additional staffing of two deputies, including one-time costs of \$272,208 for vehicles and equipment. These additional deputies allow the Sheriff's Office to properly serve the growing community and maintain security at the Judicial Center which is operating beyond capacity.
- b. Service Level Impacts** – This initiative addresses the Safe and Secure Community strategic goal to reduce the crime rate, reduce the number of crime victims, and reduce the incarceration of mentally ill people. It also helps improve violent crime closure rates and emergency response times and improve the safety of first responders.

c. **Five-Year Staffing Plan** – Below is a summary of the staffing initiatives included in the Five-Year Plan:

Sheriff - Staffing Plan	FTE	FY21	FY22	FY23	FY24	FY25
FY21 Sheriff Staffing Plan - 2 Deputies	2.00	\$429,284	\$157,076	\$157,076	\$157,076	\$157,076
FY22 Sheriff Staffing Plan - 4 Deputies (2 Full-time, 2 Part-Time)	3.00	\$0	\$730,014	\$235,598	\$235,598	\$235,598
FY23 Sheriff Staffing Plan - 2 Deputies	2.00	\$0	\$0	\$400,940	\$153,732	\$153,732
FY24 Sheriff Staffing Plan - 2 Deputies and 1 Civilian	3.00	\$0	\$0	\$0	\$468,270	\$211,062
FY25 Sheriff Staffing Plan - 2 Deputies	2.00	\$0	\$0	\$0	\$0	\$400,940
Total	12.00	\$429,284	\$887,090	\$793,614	\$1,014,676	\$1,158,408

Program Summary

Operations

The Operations 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Civil Process	\$2,098	\$2,241	\$2,188	\$2,505	\$2,057
Civil process papers served	78,567	71,694	68,660	80,000	70,000
Warrants	\$501	\$540	\$410	\$501	\$364
Criminal warrants served	270	269	337	300	345
Extraditions completed	38	32	31	40	31
Sheriff Transportation	\$1,142	\$1,207	\$1,720	\$1,420	\$2,083
Civil transports	907	1,317	1,311	2,500	1,340
Prisoner transports	2,732	2,673	2,391	4,500	2,300

Sheriff's Office

Court Services

The Court Services Program maintains the safety and security of 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. Court Services is 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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Hours spent providing Judicial Center Security	-	-	-	-	68,500
Hours spent providing courtroom security	52,027	39,322	34,198	45,000	-

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Courthouse Security	\$1,984	\$1,856	\$1,526	\$2,102	\$1,673
Security screenings conducted with magnetometer	450,147	490,396	524,411	500,000	515,000
Courtroom Security	\$2,709	\$2,811	\$3,205	\$3,091	\$4,716
Docketed court cases	228,955	240,432	212,053	235,000	225,000
Total prisoners escorted to and from court	11,350	10,906	11,776	11,500	12,000

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	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Maintain state law accreditation	Yes	Yes	Yes	Yes	Yes
FTE equivalent of volunteer hours contributed (Sheriff)	0.11	0.06	0.17	0.06	0.06

Sheriff's Office

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Accreditation	\$238	\$242	\$163	\$270	\$188
Maintain proof of compliance (documentation) as determined by VLEPSC	100%	100%	100%	100%	100%
Sheriff Human Services	\$48	\$49	\$44	\$44	\$51
Applicants processed (Sheriff)	376	186	327	500	335
Internal Affairs	\$0	\$0	\$0	\$1	\$1
Disciplinary actions as a result of internal affairs investigations	4	0	4	0	0
Community Services	\$77	\$72	\$77	\$74	\$91
Funeral escorts	371	335	351	400	360
Identification cards issued	4,600	4,594	3,878	4,600	3,950
Training	\$71	\$64	\$70	\$120	\$44
Staff training hours	7,123	7,500	8,491	9,000	8,900
Administrative Service	\$1,166	\$1,239	\$1,521	\$1,734	\$2,221
Customers served at lobby service counter	40,182	43,272	43,766	45,000	44,500
Payment transactions	702	779	855	900	870
Background checks for concealed weapons permits	5,604	6,658	4,945	6,700	5,100
Hours Sheriff's Office spent supporting public safety agencies	-	-	-	-	6,100
Hours supporting other public safety agencies	459	477	164	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 taxes for tourism and transportation purposes, 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.

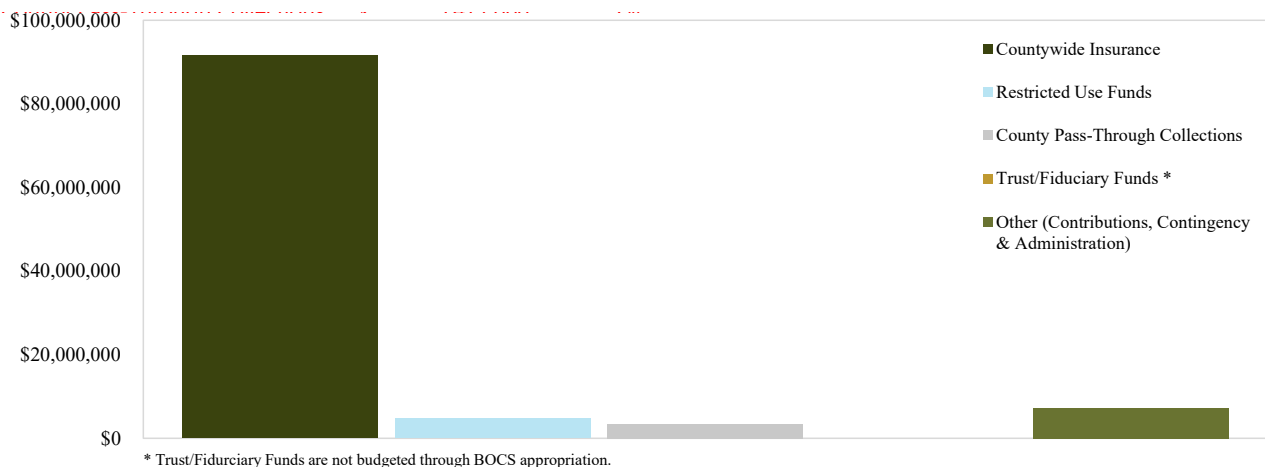
Mandates

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. [58.1-3819](#) (Transient occupancy tax), [58.1-1744](#) (local transportation transient occupancy tax)

Non-Departmental Expenditure Budget by Program Area



Non-Departmental



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Countywide Insurance:						
Medical Insurance Internal Service	\$55,360,887	\$56,902,017	\$57,668,218	\$78,932,000	\$83,719,000	6.06%
Workers Compensation	\$8,415,302	\$6,104,568	\$3,016,771	\$5,170,414	\$5,170,414	0.00%
Casualty Pool	\$1,327,760	\$2,547,340	\$1,783,720	\$1,575,701	\$1,575,701	0.00%
Property & Miscellaneous Insurance	\$827,002	\$776,147	\$1,113,854	\$995,375	\$995,375	0.00%
Unemployment Insurance	\$78,514	\$89,412	\$65,133	\$125,000	\$125,000	0.00%
Restricted Use Funds:						
Transient Occupancy Tax for Tourism	\$2,100,000	\$719,714	\$721,079	\$1,073,189	\$1,075,363	0.20%
Proffers	\$20,586,614	\$9,713,740	\$7,415,659	\$2,492,280	\$1,008,180	(59.55%)
Recordation Tax for Transportation	\$6,082,753	\$4,746,716	\$3,420,000	\$0	\$0	-
Cable Equipment Capital Grant	\$1,488,696	\$1,346,396	\$1,326,537	\$847,290	\$741,415	(12.50%)
Transportation Districts	\$276,200	\$324,200	\$467,700	\$499,530	\$499,530	0.00%
Additional TOT 2% (formerly NVTA Taxes)	\$0	\$0	\$0	\$1,400,000	\$1,400,000	0.00%
County Pass-Through Collections:						
Community Development Authorities	\$2,592,701	\$2,850,429	\$2,915,581	\$2,971,000	\$2,971,000	0.00%
Commonwealth Taxes	\$486,108	\$427,207	\$466,533	\$500,000	\$500,000	0.00%
NVTA Taxes (TOT 2%)	\$1,576,183	\$1,608,437	\$534,926	\$0	\$0	-
Trust/Fiduciary Funds:						
OPEB/LODA Trusts	\$3,877,189	\$3,630,723	\$4,114,914	\$0	\$0	-
Police/Fire Supp. Retirement/LOSAP	\$3,207,269	\$2,976,409	\$2,958,941	\$0	\$0	-
Library Donations_PM_910	\$140,996	\$125,765	\$115,707	\$0	\$0	-
Innovation Property Owners Association	\$1,889,847	\$4,073,309	\$375,344	\$0	\$0	-
Other:						
Contributions - Hylton Performing Arts/NVCC	\$2,906,680	\$3,038,356	\$3,029,278	\$3,062,993	\$3,079,243	0.53%
Contingency	\$10,000	\$1,745,000	\$448,429	\$688,917	\$1,500,000	117.73%
Administration	\$5,765,912	\$1,009,690	\$52,675,311	\$227,620	\$2,710,079	1,090.62%
Total Expenditures	\$118,996,612	\$104,968,215	\$144,702,474	\$100,561,309	\$107,070,299	6.47%

Non-Departmental



Expenditure and Revenue Summary

Expenditure by Classification	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Salaries and Benefits	\$3,852,884	\$3,744,906	\$3,496,941	\$1,384,024	\$1,160,118	(16.18%)
Contractual Services	\$5,949,496	\$6,136,925	\$6,675,087	\$7,600,269	\$6,224,269	(18.10%)
Internal Services	\$351,620	\$393,607	\$663,235	\$6,040,711	\$8,818,076	45.98%
Purchase of Goods & Services	\$69,016,181	\$68,966,574	\$65,100,022	\$77,653,016	\$82,572,349	6.34%
Capital Outlay	\$0	\$0	\$35,449	\$0	\$0	-
Leases & Rentals	\$2,125	\$2,725	\$2,485	\$0	\$0	-
Payments to Other Local Agencies	\$3,790,631	\$2,842,259	\$2,908,081	\$2,971,000	\$2,963,500	(0.25%)
Transfers Out	\$36,033,674	\$22,881,219	\$65,821,173	\$4,912,289	\$5,331,988	8.54%
Total Expenditures	\$118,996,612	\$104,968,215	\$144,702,474	\$100,561,309	\$107,070,299	6.47%
Funding Sources						
Revenue from Federal Government	\$0	\$271,290	\$0	\$0	\$0	-
Permits & Fees	\$1,427,852	\$1,378,873	\$1,326,537	\$1,480,500	\$1,295,500	(12.50%)
Use of Money & Property	\$11,249,109	\$9,153,343	\$9,453,577	\$565,000	\$662,000	17.17%
Miscellaneous Revenue	\$36,979,108	\$25,415,584	\$24,151,983	\$7,631,279	\$5,896,483	(22.73%)
Non-Revenue Receipts	\$4,504,309	\$1,330,896	\$3,617,387	\$500,000	\$500,000	0.00%
Other Local Taxes	\$10,648,169	\$9,682,538	\$18,221,779	\$3,912,500	\$3,912,500	0.00%
General Property Taxes	\$2,869,215	\$3,182,443	\$3,315,392	\$3,470,530	\$3,470,530	0.00%
Charges for Services	\$59,328,420	\$63,467,490	\$67,454,157	\$61,697,000	\$66,851,000	8.35%
Revenue from Commonwealth	\$0	\$54,258	\$0	\$0	\$0	-
Transfers In	\$1,516,105	\$1,611,304	\$53,314,578	\$1,829,041	\$3,939,150	115.37%
Total Designated Funding Sources	\$128,522,286	\$115,548,019	\$180,855,390	\$81,085,850	\$86,527,163	6.71%
(Contribution To) / Use of County-wide Insurance Internal Service Funds	\$1,532,188	(\$2,139,150)	(\$10,559,745)	\$12,153,000	\$11,694,000	(3.78%)
(Contribution To) / Use of Trust/Fiduciary Fund Balance	(\$13,700,617)	(\$12,648,875)	(\$11,649,655)	\$0	\$0	-
(Contribution To) / Use of Transportation District Fund Balance	(\$314)	(\$7,814)	(\$8,891,426)	\$0	\$0	-
Net General Tax Support	\$2,643,069	\$4,216,036	\$5,052,090	\$7,322,459	\$8,849,136	20.85%
Net General Tax Support	2.22%	4.02%	3.49%	7.28%	8.26%	

General Overview

The components of the Non-Departmental 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 as well as required self-insured contributions for Line of Duty Death Act (LODA) benefits. Countywide medical and dental premiums are paid from the medical insurance internal service fund, which is funded primarily from charges to County departments. The FY21 medical insurance budget is \$83,719,000.
- 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 FY21 general fund workers compensation budget is \$5,170,414 and the casualty pool budget is \$1,575,701. The FY21 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 FY21 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. In addition, investment income, or proffer interest, is used to support agency operating budgets. Please see the Budget Initiatives section and the Capital Improvement Program (CIP) section for detail on projected proffers and proffer interest in the budget.
- 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 Circuit Court Clerk. 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 \$1,295,500 in FY21, which is a \$185,000 reduction from FY20. Of this amount, the Schools receive \$741,415 and the County share is \$554,085. 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. **Additional 2% TOT to Support Transportation Purposes** – Section [58.1-1744](#) authorizes the local transportation transient occupancy tax as an additional 2% levied to support transportation improvements authorized as part of the Northern Virginia Transportation Authority (NVTVA) legislation. The revenue is collected by the County and was previously remitted to the state and then NVTVA; 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 Section [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 Section [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 \$2,971,000 in a special revenue fund for the three CDAs in the County: Cherry Hill (\$1,922,000), Virginia Gateway (\$860,000), and Heritage Hunt (\$189,000). 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, Uniformed Fire and Rescue, Sheriff, and Adult Detention Center 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 (CAFR) in [Finance and Revenue Publications](#).

E. Other:

1. **Contributions to the Hylton Performing Arts Center (HPAC) and Northern Virginia Community College (NVCC)** – County contributions to the HPAC (\$1,991,363) and the NVCC (\$1,087,880) are included in the Non-Departmental budget. The FY21 contribution to the HPAC provides \$1,841,363 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.

	FY21	FY22	FY23	FY24	FY25
Debt Service	\$1,841,363	\$1,842,900	\$1,843,875	\$1,844,325	\$1,840,395
Capital	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total	\$1,991,363	\$1,992,900	\$1,993,875	\$1,994,325	\$1,990,395

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 \$1,041,853 to NVCC in FY21. The second component includes a \$46,027 allocation to support maintenance and operations at NVCC.

2. **Contingency** – The budget includes a contingency budget of \$500,000 as 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.” In addition, for FY21 a \$1.0 million increase is added to contingency to support unknown, emerging issues such as legislation under consideration by the Virginia General Assembly, revenue impacts from library inter-jurisdictional agreements, and consideration of future needs related to property code enforcement.
3. **Administration** – The Unclassified Administrative area of the budget includes those general fund expenditures, which are not assigned to specific agency budgets. In FY21, \$2.5 million in additional operating costs are internal services billings for information technology and infrastructure systems support activities. 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 this budget area between budget years, it is difficult to compare different fiscal year totals.

- F. **Transfer from Adult Detention Center (ADC) Fund** – The transfer of \$1,841,150 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 \$1,067,131 in budgeted salary lapse to support general savings throughout the organization.
- H. **Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation increased the Non-Departmental FY21 budget by \$165,000.

Budget Initiatives

1. Information Technology Capital Project Operating Costs

Expenditure	\$2,200,000
Revenue	\$0
General Fund Impact	\$2,200,000
FTE Positions	0.00

a. **Description** – Funding is provided for operating costs to support license and subscription costs for two information technology capital projects, the Human Capital Management (\$1.2 million) and Technology Infrastructure Modernization (\$1.0 million). Please refer to the [CIP section](#) of this document and [Department of Information Technology section](#) of this document for additional information regarding these projects. This is a one-time transfer and there are no Five-Year Plan impacts.

2. Contingency Increase

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

a. **Description** – This initiative includes an ongoing increase of \$1,000,000 to the contingency budget to provide funding for unknown, emerging issues such as legislation under consideration by the Virginia General Assembly, revenue impacts from library inter-jurisdictional agreements, and consideration of future needs related to property code enforcement. The total contingency budget for FY21 will be \$1.5 million.

3. County Proffers and Proffer Interest for Operating

Expenditure	\$329,934
Revenue	\$329,934
General Fund Impact	\$0
FTE Positions	0.00

a. Description – Funding is transferred from proffer accounts to support operating budgets, specifically for development inspections at Potomac Shores and site development activities. The transfer for development inspections at Potomac Shores is increased \$17,000; the total amount transferred in FY21 is \$140,000. The transfer for site development activities is increased \$312,934; the total amount transferred in FY21 is \$800,000. The support for site development activities is provided by proffer interest, which is investment income generated by the monetary proffer account. There are no Five-Year Plan impacts.

4. County Proffers for Capital Projects

Expenditure	\$58,180
Revenue	\$58,180
General Fund Impact	\$0
FTE Positions	0.00

a. Description – Funding is transferred from proffer accounts to support capital projects, specifically a stream restoration in the Powells Creek watershed. This amount is budgeted for capital projects in the Proposed FY2021-2026 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.

5. Allocation of TOT Revenue Designated for Tourism

Expenditure	\$299,724
Revenue	\$0
Use of Fund Balance	\$302,366
General Fund Impact	\$0
FTE Positions	0.00

a. Description – TOT revenue designated for tourism in Non-Departmental is unchanged from FY20 at \$2,512,500 in FY21.

TOT supported expenditures for tourism in the budget total \$2,814,866 and are allocated as follows:

- The budget provides \$1,000,741 to the Parks, Recreation & Tourism, Historic Preservation program and \$1,739,504 to the Parks, Recreation & Tourism, Tourism program. The use of fund balance will support a comprehensive wayfinding and trailblazing signage plan and a County visitor profile study. Additional information can be found in the Parks, Recreation & Tourism budget pages in the Community Development section of this document.
- The budget includes funding for community partners from the TOT funding, including the Dumfries Weems-Botts Museum (\$40,181), Prince William Soccer, Inc. (\$28,700) and Occoquan Mill House Museum (\$5,740). Funding for each of these community partners include a 3% increase funded by TOT revenue.

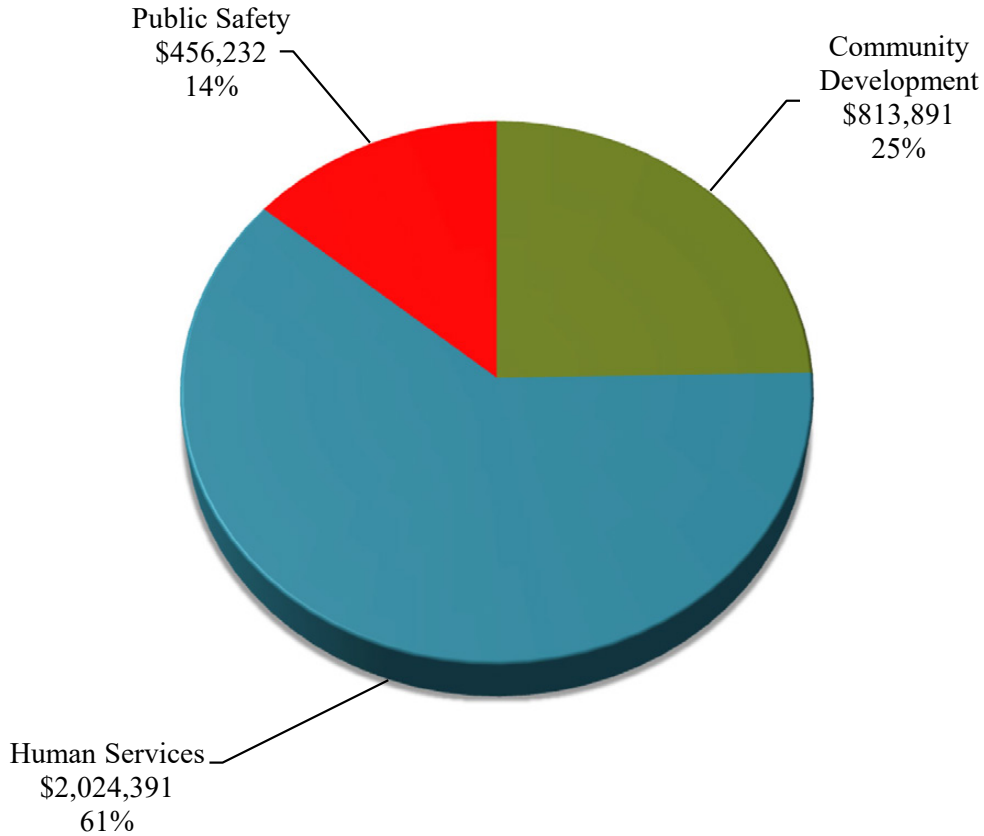
Non-Departmental

The expenditure budget in Non-Departmental will increase \$2,173 and the Parks, Recreation & Tourism budget will increase \$297,550 for a total increased expenditure budget of \$299,724 to be supported by TOT revenue and fund balance. The planned allocations are shown in the table below:

TOT Tourism (Fund 1003) Allocations for FY2021	
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	\$40,181
3. Prince William Soccer, Inc.	\$28,700
4. Occoquan Mill House Museum	\$5,740
Non-Departmental TOT Allocated Subtotal	\$1,075,362
The Parks & Recreation budget allocates the TOT Tourism funding in the following manner:	Amount
5. Parks, Recreation & Tourism - Tourism program	\$1,739,504
Parks, Recreation & Tourism TOT Allocated Subtotal	\$1,739,504
TOT Allocated Grand Total	\$2,814,866
FY21 TOT Revenue Projection	\$2,512,500
Contribution To/(Use Of) TOT Fund Balance	(\$302,366)



Community Partners



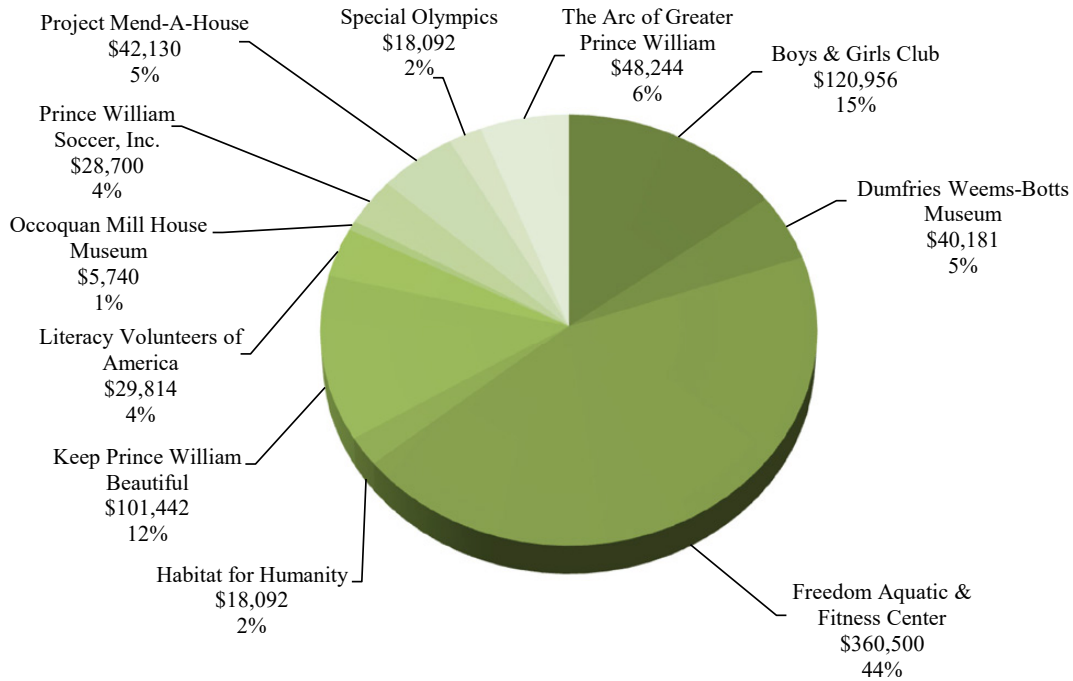
Total Expenditure Budget: \$3,294,513

Partners

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> ▶ Action in the Community Through Service ▶ American Red Cross ▶ The Arc of Greater Prince William ▶ Boys & Girls Club ▶ Catholics for Housing ▶ Dumfries Weems-Botts Museum ▶ Free Clinic ▶ Freedom Aquatic & Fitness Center ▶ Good Shepherd Housing Foundation | <ul style="list-style-type: none"> ▶ Habitat for Humanity ▶ Human Services Coalition ▶ Independence Empowerment Center ▶ Keep Prince William Beautiful ▶ Legal Services of Northern Virginia ▶ Literacy Volunteers of America ▶ The Metropolitan Washington Ear ▶ Northern Virginia Family Service | <ul style="list-style-type: none"> ▶ Occoquan Mill House Museum ▶ Prince William Humane Society ▶ Prince William Soccer, Inc. ▶ Project Mend-A-House ▶ Rainbow Riding Center ▶ Special Olympics ▶ StreetLight Community Outreach Ministries ▶ Volunteer Prince William |
|--|--|--|

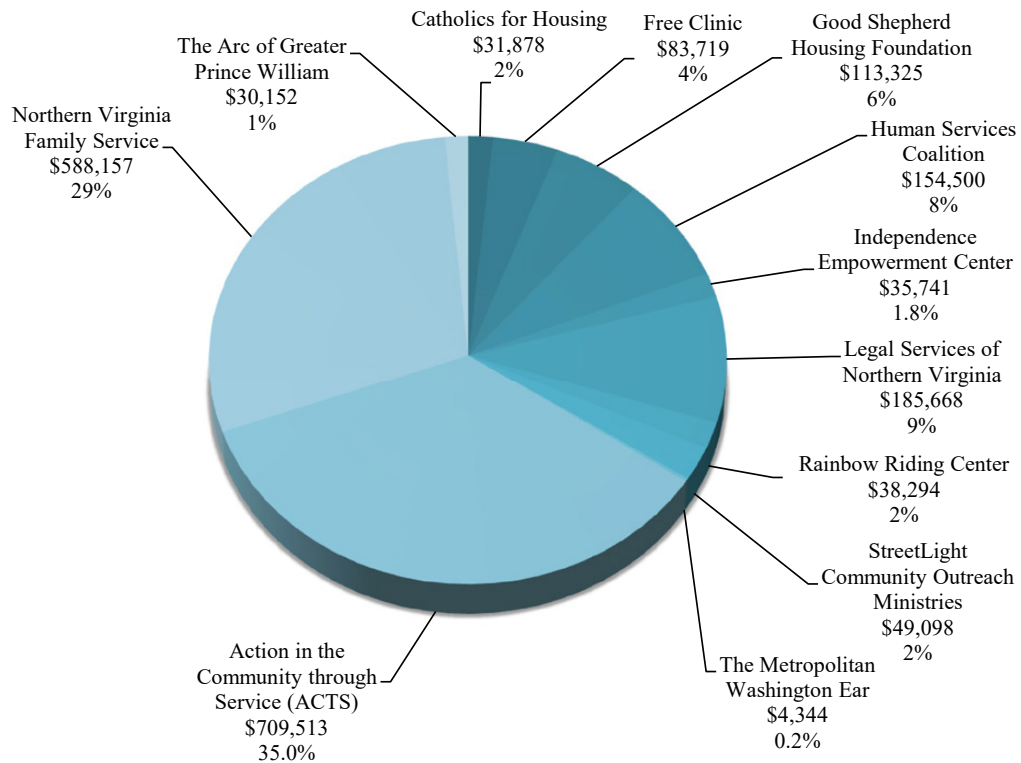
Community Partners

Community Development



Total Expenditure Budget: \$813,891

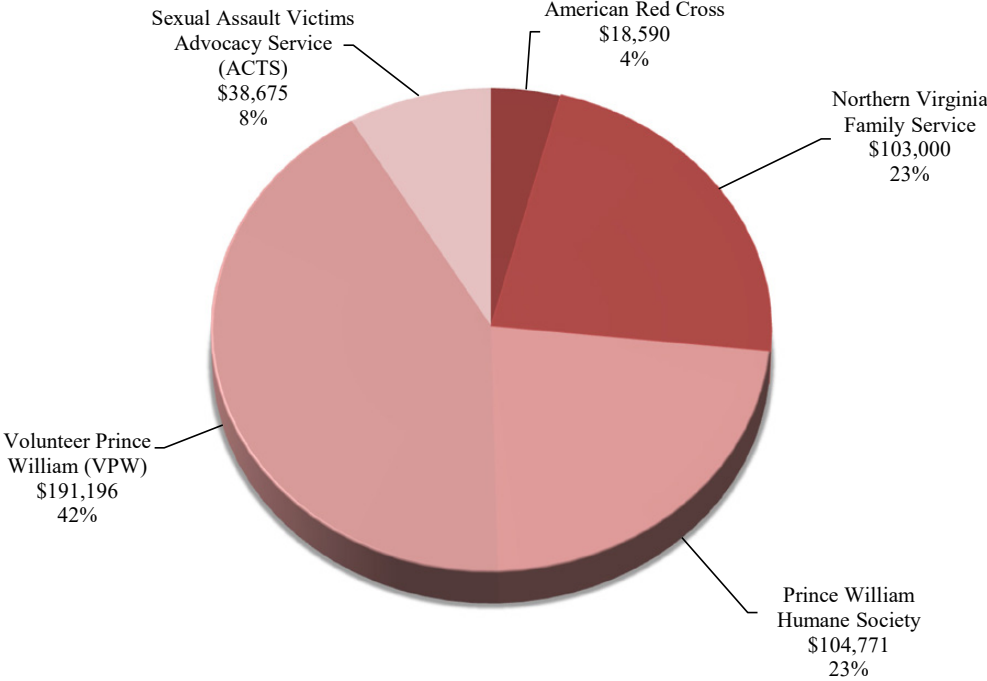
Human Services



Total Expenditure Budget: \$2,024,391

Community Partners

Public Safety



Total Expenditure Budget: \$456,232

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. For more information, please view the County's [Community Partner policy](#).
- 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 FY2021 Budget – The Proposed FY2021 Budget includes a 3% donation increase for current community partners.

Community Partners

Funding Provided to Community Partners

Host Agency	FY20 Adopted	Proposed Change FY20 to FY21	FY21 Proposed	Funding Source
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I. DONATIONS: Funding provided via donation and in accordance with a memorandum of understanding.

COMMUNITY DEVELOPMENT

Library

• Literacy Volunteers of America	\$28,945	\$868	\$29,814	General Fund
Total Library	\$28,945	\$868	\$29,814	

Parks, Recreation & Tourism

• The Arc of Greater Prince William	\$46,839	\$1,405	\$48,244	General Fund
• Boys & Girls Club	\$117,433	\$3,523	\$120,956	General Fund
• Dumfries Weems-Botts Museum	\$39,010	\$1,170	\$40,181	Transient Occupancy Tax
• Freedom Aquatic & Fitness Center	\$350,000	\$10,500	\$360,500	General Fund
• Occoquan Mill House Museum	\$5,573	\$167	\$5,740	Transient Occupancy Tax
• Prince William Soccer, Inc.	\$27,865	\$836	\$28,700	Transient Occupancy Tax
• Special Olympics	\$17,565	\$527	\$18,092	General Fund
Total Parks, Recreation & Tourism	\$604,285	\$18,129	\$622,414	

Public Works

• Habitat for Humanity	\$17,565	\$527	\$18,092	General Fund
• Keep Prince William Beautiful - Litter Control	\$81,768	\$2,453	\$84,221	Solid Waste Fee
• Keep Prince William Beautiful - Recycling	\$16,719	\$502	\$17,220	Solid Waste Fee
• Project Mend-A-House	\$40,903	\$1,227	\$42,130	General Fund
Total Public Works	\$156,955	\$4,709	\$161,663	

TOTAL COMMUNITY DEVELOPMENT	\$790,185	\$23,706	\$813,891	
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Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY20 Adopted	Proposed Change FY20 to FY21	FY21 Proposed	Funding Source
HUMAN SERVICES				
Aging				
• Independence Empowerment Center	\$34,700	\$1,041	\$35,741	General Fund
• Legal Services of Northern Virginia	\$180,260	\$5,408	\$185,668	General Fund
Total Aging	\$214,960	\$6,449	\$221,409	
Community Services				
• ACTS (Total)	\$436,439	\$13,093	\$449,532	General Fund
◦ Behavioral Intervention Program	\$6,894	\$207	\$7,100	
◦ Emergency Shelter	\$326,150	\$9,785	\$335,935	
◦ Helpline	\$103,395	\$3,102	\$106,497	
• The Arc of Greater Prince William	\$29,274	\$878	\$30,152	General Fund
• Good Shepherd Housing Foundation	\$85,238	\$2,557	\$87,795	General Fund
• Rainbow Riding Center	\$37,179	\$1,115	\$38,294	General Fund
Total Community Services	\$588,129	\$17,644	\$605,773	
Public Health				
• Free Clinic	\$81,281	\$2,438	\$83,719	General Fund
• Northern Virginia Family Service - Pharmacy Central	\$87,670	\$2,630	\$90,300	General Fund
• The Metropolitan Washington Ear	\$4,218	\$127	\$4,344	General Fund
Total Public Health	\$173,168	\$5,195	\$178,363	
Social Services				
• ACTS (Total)	\$252,409	\$7,572	\$259,981	General Fund
◦ Homeless Shelter	\$163,346	\$4,900	\$168,246	
◦ Permanent Supportive Housing	\$58,113	\$1,743	\$59,857	
◦ Rapid Re-Housing	\$30,950	\$928	\$31,878	
• Catholics for Housing	\$30,950	\$928	\$31,878	General Fund
• Good Shepherd Housing Foundation	\$24,786	\$744	\$25,530	General Fund
• Human Services Coalition	\$150,000	\$4,500	\$154,500	General Fund
• Northern Virginia Family Service (Total)	\$483,357	\$14,501	\$497,857	General Fund
◦ Healthy Families	\$189,516	\$5,685	\$195,201	
◦ Homeless Prevention	\$30,949	\$928	\$31,878	
◦ Rapid Rehousing	\$30,950	\$928	\$31,878	
◦ SERVE Homeless Shelter	\$231,942	\$6,958	\$238,900	
• StreetLight Community Outreach Ministries (Total)	\$47,668	\$1,430	\$49,098	General Fund
◦ Homeless Prevention	\$30,949	\$928	\$31,878	
◦ Supportive Housing Program	\$16,719	\$502	\$17,221	
Total Social Services	\$989,170	\$29,675	\$1,018,845	
TOTAL HUMAN SERVICES	\$1,965,428	\$58,963	\$2,024,391	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY20 Adopted	Proposed Change FY20 to FY21	FY21 Proposed	Funding Source
PUBLIC SAFETY				
Commonwealth's Attorney				
• ACTS - Sexual Assault Victims Advocacy Service	\$37,549	\$1,126	\$38,675	General Fund
Total Commonwealth's Attorney	\$37,549	\$1,126	\$38,675	
Criminal Justice Services				
• Volunteer Prince William	\$167,580	\$5,027	\$172,607	General Fund
Total Criminal Justice Services	\$167,580	\$5,027	\$172,607	
Fire & Rescue				
• American Red Cross	\$18,048	\$541	\$18,590	General Fund
• Volunteer Prince William	\$18,047	\$541	\$18,589	General Fund
Total Fire & Rescue	\$36,096	\$1,083	\$37,178	
Juvenile Court Service Unit				
• Northern Virginia Family Service - Intervention, Prevention and Education	\$100,000	\$3,000	\$103,000	General Fund
Total Juvenile Court Service Unit	\$100,000	\$3,000	\$103,000	
Police				
• Prince William Humane Society	\$101,719	\$3,052	\$104,771	General Fund
Total Police	\$101,719	\$3,052	\$104,771	
TOTAL PUBLIC SAFETY	\$442,943	\$13,288	\$456,232	
TOTAL DONATIONS	\$3,198,556	\$95,956	\$3,294,513	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY20 Adopted	Proposed Change FY20 to FY21	FY21 Proposed	Funding Source
II. INTERJURISDICTIONAL AGREEMENTS: Funding provided according to formulae, criteria, or other requirements.				
Aging				
• Birmingham Green	\$1,954,496	\$224,473	\$2,178,969	General Fund
Total Aging	\$1,954,496	\$224,473	\$2,178,969	
Board of County Supervisors				
• Prince William Chamber of Commerce	\$7,000	\$0	\$7,000	General Fund
Total Board of County Supervisors	\$7,000	\$0	\$7,000	
Community Infrastructure Support				
• Hylton Performing Arts Center (Final debt service payment: 2/2030)	\$1,841,258	\$105	\$1,841,363	General Fund
• Northern Virginia Community College	\$1,071,736	\$16,144	\$1,087,880	General Fund
• Northern Virginia Criminal Justice Training Academy (Final debt service payment: 6/2026)	\$351,675	(\$7,157)	\$344,518	General Fund
Total Community Infrastructure Support	\$3,264,669	\$9,092	\$3,273,761	
Fire & Rescue				
• National Capital Regional Intelligence Center	\$15,412	\$0	\$15,412	General Fund
Total Fire & Rescue	\$15,412	\$0	\$15,412	
Public Works				
• Soil and Water Conservation District	\$284,745	\$0	\$284,745	Stormwater Fee
Total Public Works	\$284,745	\$0	\$284,745	
Transit				
• Potomac Rappahannock Transportation Commission	\$16,868,300	\$0	\$16,868,300	Motor Fuels Tax
• Virginia Railway Express	\$6,098,311	\$0	\$6,098,311	NVTA 30% Funding
Total Transit	\$22,966,611	\$0	\$22,966,611	
Transportation				
• Stafford Regional Airport Commission	\$50,000	\$0	\$50,000	General Fund
Total Transportation	\$50,000	\$0	\$50,000	
TOTAL INTERJURISDICTIONAL	\$28,542,932	\$233,565	\$28,776,497	

Note: Totals may not add due to rounding.

Community Partners

Funding Provided to Community Partners

Host Agency	FY20 Adopted	Proposed Change FY20 to FY21	FY21 Proposed	Funding Source
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III. MEMBERSHIPS: The County chooses to be a member of some regional and/or national organizations.

Board of County Supervisors				
• National Association of Counties	\$5,205	\$0	\$5,205	General Fund
• Northern Virginia Regional Commission (NVRC)	\$265,718	\$0	\$265,718	General Fund
• Virginia Association of Counties	\$88,440	\$0	\$88,440	General Fund
Total Board of County Supervisors	\$359,363	\$0	\$359,363	
Planning				
• Council of Governments	\$556,980	\$0	\$556,980	General Fund
• Coalition of High Growth Communities	\$6,000	\$0	\$6,000	General Fund
Total Planning	\$562,980	\$0	\$562,980	
Public Works				
• NVRC - Occoquan Watershed Mgmt Program	\$42,070	\$0	\$42,070	Stormwater Fee
• NVRC - NoVA Waste Management Program	\$13,329	\$0	\$13,329	Solid Waste Fee
• Occoquan Watershed Monitoring Lab	\$194,057	\$0	\$194,057	Stormwater Fee
Total Public Works	\$249,456	\$0	\$249,456	
TOTAL MEMBERSHIPS	\$1,171,799	\$0	\$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.

Aging				
• ACTS	\$10,000	\$5,000	\$15,000	Federal Pass-Through
• Legal Services of Northern Virginia	\$8,500	\$6,500	\$15,000	Federal Pass-Through
• Project Mend-A-House	\$10,000	\$5,000	\$15,000	Federal Pass-Through
• Independence Empowerment Center	\$7,550	(\$7,550)	\$0	Federal Pass-Through
Total Aging	\$36,050	\$8,950	\$45,000	
Community Services				
• Prince William Drop-In Center, Inc.	\$328,000	\$0	\$328,000	State Pass-Through
• Little Jack Horner's Corner Bakery	\$27,000	\$0	\$27,000	State Pass-Through
Total Community Services	\$355,000	\$0	\$355,000	
Housing & Community Development				
• CDBG Competitive Awards (Total)	\$265,000	\$0	\$265,000	Federal Pass-Through
◦ INSIGHT Acquisition	\$225,000	\$0	\$225,000	
◦ Streetlight Community Outreach	\$40,000	\$0	\$40,000	
• Emerg Solutions Grant Recipients (Total)	\$121,589	\$0	\$121,589	Federal Pass-Through
◦ ACTS - Emergency Shelter	\$47,184	\$0	\$47,184	
◦ NVFS - Transitional Housing & SERVE Shelter	\$74,405	\$0	\$74,405	
Total Housing & Community Development	\$386,589	\$0	\$386,589	

Community Partners

Funding Provided to Community Partners

Host Agency	FY20 Adopted	Proposed Change FY20 to FY21	FY21 Proposed	Funding Source
Parks, Recreation & Tourism				
• Arts Council Grants	\$193,000	\$0	\$193,000	General Fund
Total Parks, Recreation & Tourism	\$193,000	\$0	\$193,000	
Public Works				
• Keep Prince William Beautiful	\$46,000	\$0	\$46,000	State Pass-Through
Total Public Works	\$46,000	\$0	\$46,000	
Social Services				
• PWC Continuum of Care (CoC) HUD Grant (Total)	\$721,515	\$0	\$721,515	Federal Pass-Through
○ ACTS - Rapid Rehousing	\$206,648	\$0	\$206,648	
○ DSS - CoC Planning	\$52,092	\$0	\$52,092	
○ DSS - Homeless Mgt Info System	\$36,230	\$0	\$36,230	
○ Good Shepherd Leasing Program	\$159,036	\$0	\$159,036	
○ PathWay Homes - PSH Leasing	\$106,550	\$0	\$106,550	
○ StreetLight - PSH House I	\$9,052	\$0	\$9,052	
○ StreetLight Permnt Supprvte Housing	\$151,907	\$0	\$151,907	
• Promoting Safe and Stable Families (Total)	\$245,188	\$0	\$245,188	Federal Pass-Through
○ ARC (Disability Respite/Interpreter Services)	\$12,400	\$0	\$12,400	
○ No Va Family Service (Healthy Families)	\$53,711	\$0	\$53,711	
○ VA Cooperative Extension (Parent Education)	\$102,387	\$0	\$102,387	
○ Dept of Social Svcs (Family Reunification)	\$76,690	\$0	\$76,690	
Total Social Services	\$966,703	\$0	\$966,703	
TOTAL GRANTS AND MATCHING FUNDS	\$1,983,342	\$8,950	\$1,992,292	
GRAND TOTAL	\$34,896,629	\$338,471	\$35,235,101	

Note: Totals may not add due to rounding.

Community Partners

Community Partners In-Kind Donations

Host Agency	Community Partner	FY20 Adopted (Estimated Value)*	FY21 Proposed (Estimated Value)*
Community Services	Rainbow Riding Center <ul style="list-style-type: none"> • Provide mailbox in office. • Provide conference room for monthly board meetings as needed. • Provide use of copier up to 10,300 copies annually. Estimated value of in-kind service is \$51.50. 	\$52	\$52
Library	Literacy Volunteers of America <ul style="list-style-type: none"> • Provide photocopying support up to \$1,000 per fiscal year. • Provide tutor training and event promotion through the Library System's website for 6 events per year. Estimated value is \$110. 	\$1,110	\$1,110
Public Works	Keep Prince William Beautiful <ul style="list-style-type: none"> • Provide van and driver for the completion of a litter survey, no more than four times a year. Estimated value is \$1,220. • Provide Adopt-a-Spot signs when required. Estimated value is \$865. • Provide staff support for Adopt-a-Spot sign installation and VDOT location coordination. Estimated value is \$1,380. 	\$3,465	\$3,465

* Estimated values for in-kind donations are not included in the community partner donation totals.

Community Partners

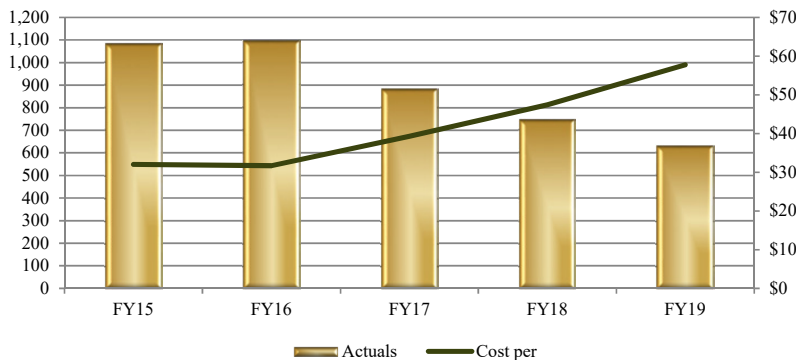
Action in the Community Through Service (ACTS)

ACTS services to County residents include Helpline, a 24 hour/365 day 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Commonwealth's Attorney					
Victim/Witness Support	\$35	\$35	\$36	\$38	\$39
SAVAS total clients served	883	746	631	800	800
SAVAS presentations given	78	46	62	52	55

ACTS - Commonwealth's Attorney Measures Report Chart

SAVAS Total Clients Served

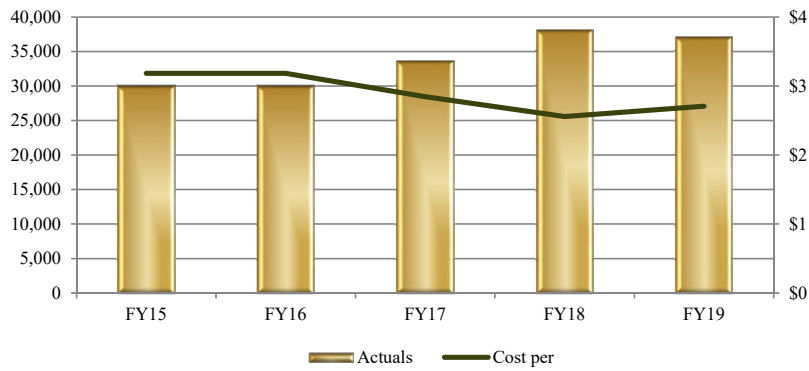


Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community Services					
Emergency Services	\$403	\$411	\$424	\$436	\$450
Helpline Service Calls	33,582	38,092	37,062	36,347	30,000
Emergency Shelter Clients Served	-	345	247	318	250
Number graduating from Behavioral Intervention Program	202	137	120	169	90

ACTS - Community Services Measures Report Chart

Helpline Service Calls



Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$205	\$238	\$245	\$252	\$260
Households obtain and remain in permanent self-sufficient housing	-	51	121	24	45
Shelter bed nights	5,316	5,410	5,949	6,742	4,725
Shelter utilization rate	82%	82%	91%	85%	90%
Transitional Living utilization rate	88%	18%	-	-	-
Permanent supportive housing utilization rate	-	-	-	90%	90%

ACTS - Social Services Measures Report Charts

ACTS Shelter Bed Nights

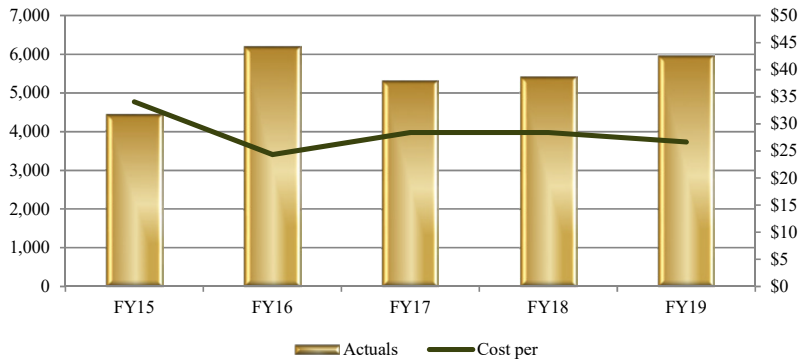


Chart 1 of 2

ACTS Homeless Shelter Utilization Rate

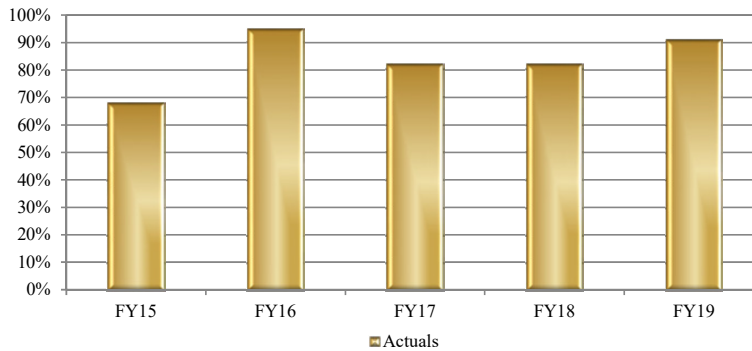


Chart 2 of 2

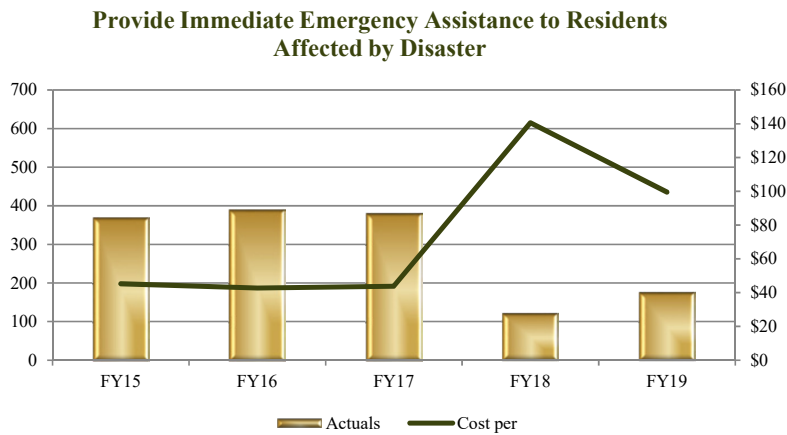
Community Partners

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Fire & Rescue					
Community Safety	\$17	\$17	\$18	\$18	\$19
Provide immediate emergency assistance to residents affected by disaster	381	121	176	350	300

American Red Cross - Fire & Rescue Measures Report Chart



Community Partners

The Arc of Greater Prince William (PW)

The Arc provides quality services and support for children and adults with intellectual and development disabilities to achieve their greatest potential for growth and independence.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks, Recreation & Tourism					
Recreation Services	\$43	\$44	\$45	\$47	\$48
Individuals in fitness programs	64	51	62	50	65
Number attending special events	1,204	1,677	1,205	1,400	1,250

The Arc of Greater PW - Parks, Recreation & Tourism Measures Report Charts

Individuals in Fitness Programs

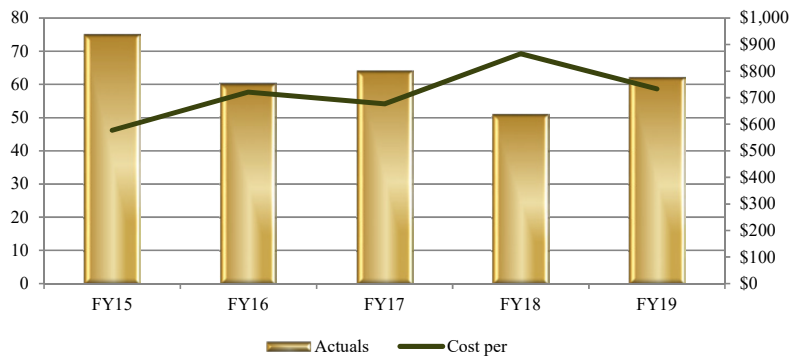


Chart 1 of 2

Number Attending Special Events

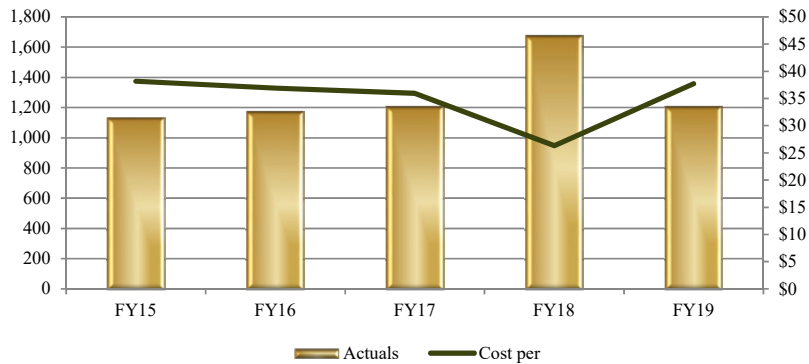


Chart 2 of 2

Community Partners

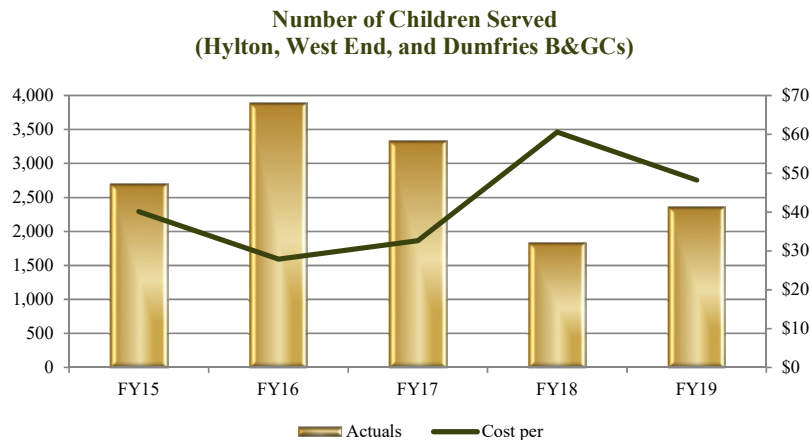
Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community Service					
Family Support Services	-	-	-	\$29	\$30
Information and Referral	-	-	-	750	750
Education Workshops for Families	-	-	-	8	8
Number of Attendees at Workshops	-	-	-	160	160

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks, Recreation & Tourism					
Administration and Communication	\$109	\$111	\$114	\$117	\$121
Number of children served (Hylton, West End, and Dumfries B&GC)	3,333	1,827	2,363	2,800	2,650

B&GC - Parks, Recreation & Tourism Measures Report Chart



Community Partners

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Social Services					
Homeless Initiative	-	\$29	\$30	\$31	\$32
Number of people served at the Drop-In-Center (unduplicated)	-	62	79	110	95

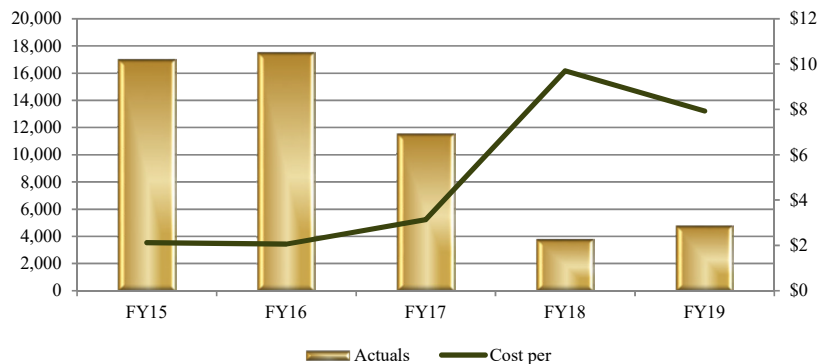
Dumfries Weems-Botts Museum

The museum, operated by Historic Dumfries, Virginia, Inc., features the history of Dumfries, Virginia's oldest chartered town.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks, Recreation & Tourism					
Historic Preservation	\$36	\$37	\$38	\$39	\$40
Museum attendance	11,500	3,789	4,780	10,000	10,000
Volunteer hours	3,500	1,155	647	3,000	3,000

Dumfries Weems-Botts Museum - Parks, Recreation & Tourism Measures Report Chart

Museum Attendance



Community Partners

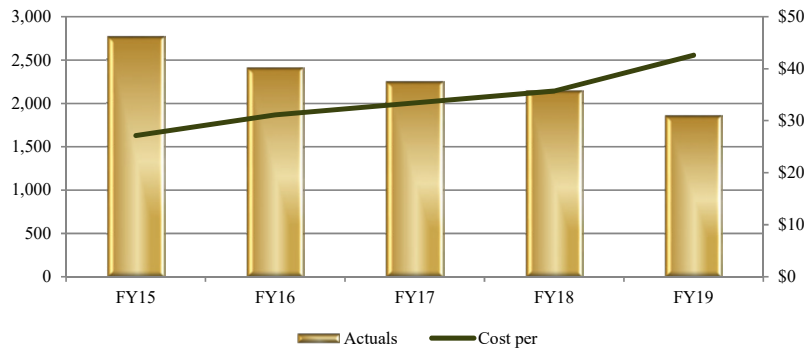
Free Clinic

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Health					
General Medicine	\$75	\$77	\$79	\$81	\$84
Free Clinic patients served	2,247	2,145	1,852	2,000	2,100

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks, Recreation & Tourism					
Aquatics & Fitness	-	-	-	\$350	\$361
Freedom Center Members	-	-	-	5,350	5,350
Freedom Center Annual Members	-	-	-	4,900	4,900

Community Partners

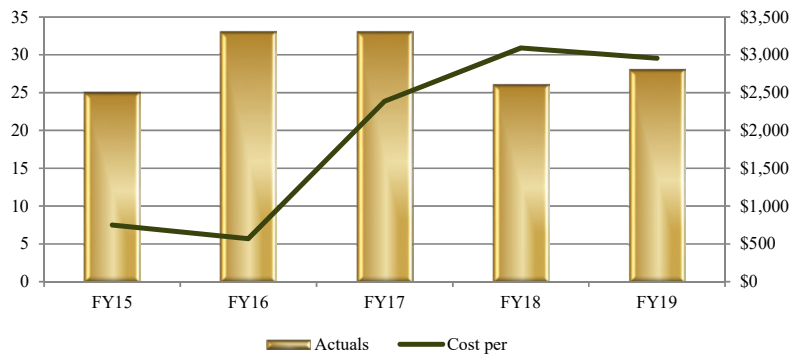
Good Shepherd Housing Foundation (GSHF)

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community Services					
Mental Health Residential Services	\$79	\$80	\$83	\$85	\$88
Clients served by GSHF	33	26	28	28	30

GSHF - Community Services Measures Report Chart

Clients Served

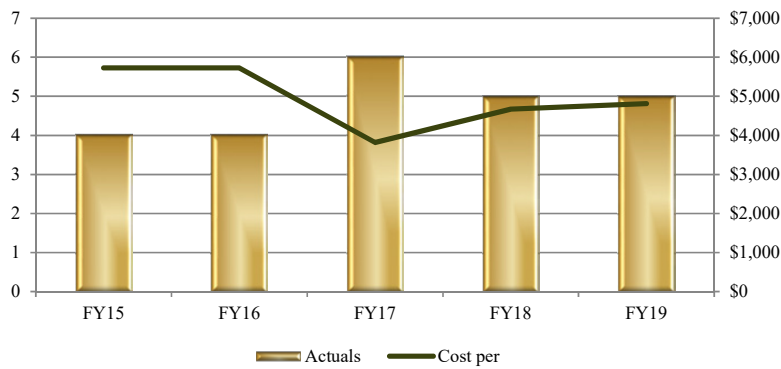


Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$23	\$23	\$24	\$25	\$26
GSHF Partnership families served	6	5	5	4	4

GSHF - Social Services Measures Report Chart

Families Served



Community Partners

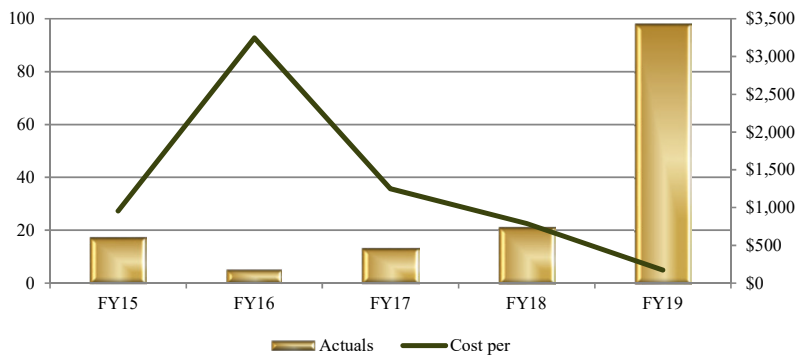
Habitat for Humanity

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Works					
Neighborhood Services	\$16	\$17	\$17	\$18	\$18
Administer and coordinate graffiti abatement projects	0	0	0	0	5
Administer and coordinate property maintenance projects	13	21	98	15	100

Habitat for Humanity - Public Works Measures Report Chart

Administer and Coordinate Property Maintenance Projects



Community Partners

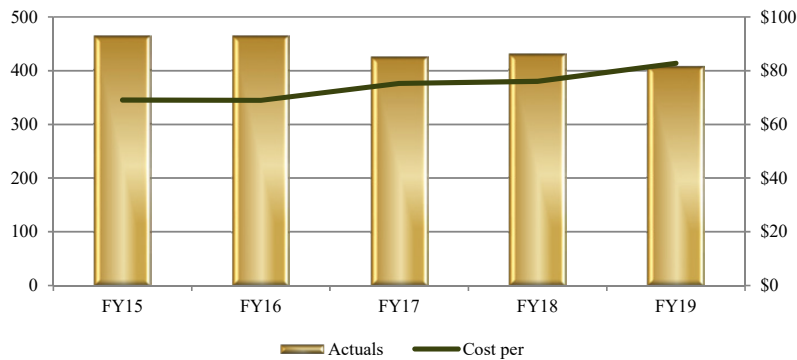
Independence Empowerment Center (IEC)

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Aging					
Supportive Services	\$32	\$33	\$34	\$35	\$36
Persons with disabilities served by IEC case management services	426	430	407	467	432

IEC - Aging Measures Report Chart

Persons with Disabilities Served by IEC Case Management Services



Community Partners

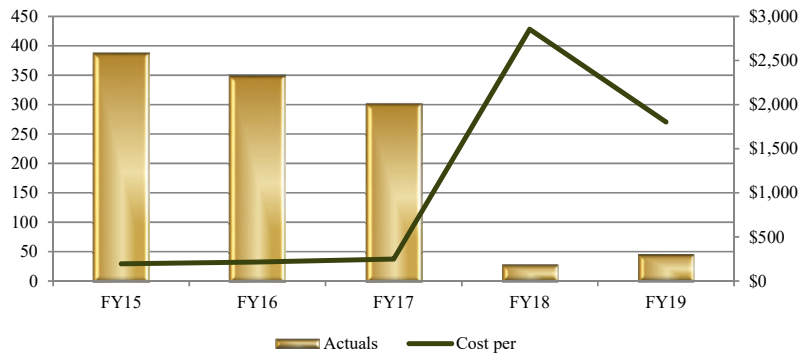
Keep Prince William Beautiful (KPWB)

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Works					
Solid Waste - Litter Control	\$76	\$77	\$79	\$82	\$84
Clean shopping center participants (centers)	22	15	12	20	30
Community Cleanups	302	27	44	50	70

KPWB - Public Works Measures Report Chart

Community Cleanups

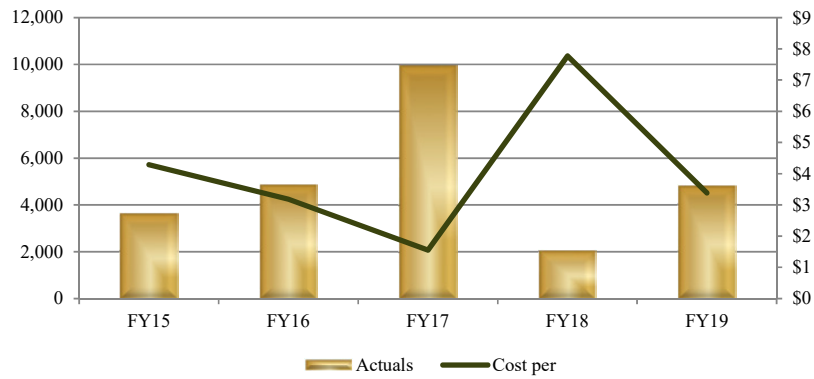


Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Works					
Solid Waste - Recycling	\$15	\$16	\$16	\$17	\$17
Recycling presentation attendees (youth and adults)	9,955	2,028	4,800	5,000	5,000

KPWB - Public Works Measures Report Chart

Recycling Presentation Attendees



Community Partners

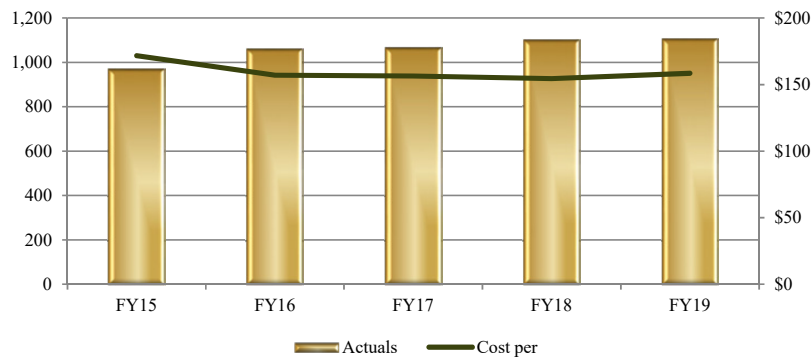
Legal Services of Northern Virginia (LSNV)

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Aging					
Senior Centers	\$167	\$170	\$175	\$180	\$186
Legal services cases	1,065	1,100	1,105	1,100	1,100
Contribution per PWC client (actual dollar amount)	\$156	\$155	\$158	\$164	\$164
Contribution per PWC household member benefit (actual dollar amount)	\$71	\$61	\$61	\$72	\$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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Library					
Public Services Management	\$27	\$27	\$28	\$29	\$30
Literacy Volunteer hours	15,200	16,778	16,842	15,500	15,800
Adults served	752	752	736	720	730

LVA-PW - Library Measures Report Charts

Literacy Volunteer Hours Provided for Adults

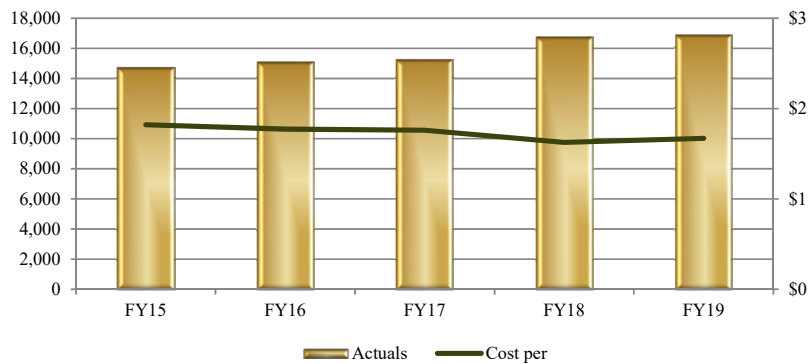


Chart 1 of 2

Number of Adults Served

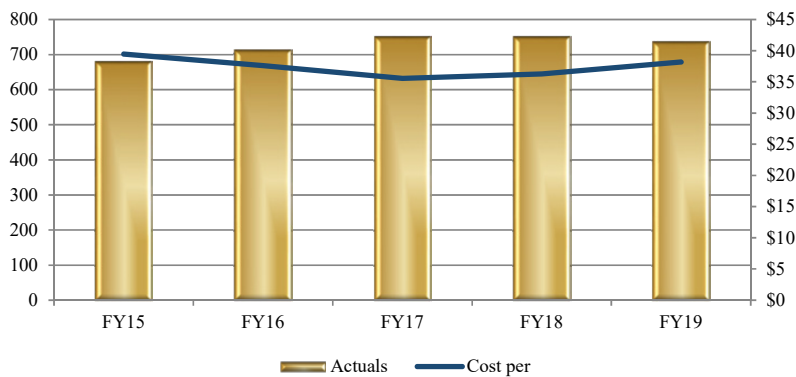


Chart 2 of 2

Community Partners

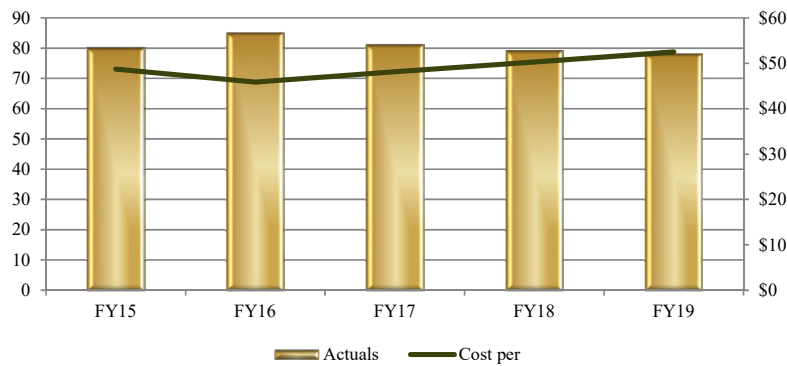
The Metropolitan Washington Ear, Inc.

The Metropolitan Washington Ear, Inc. provides radio reading services, dial-in instructions, newspaper, and magazine services to blind, visually impaired, and disabled individuals who can no longer read ordinary print.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Health					
General Medicine	\$4	\$4	\$4	\$4	\$4
Clients served by Washington Ear	81	79	78	82	82

The Metropolitan Washington Ear, Inc. - Public Health Measures Report Chart

Clients Served by Metropolitan Washington Ear



Community Partners

Northern Virginia Family Service (NVFS)

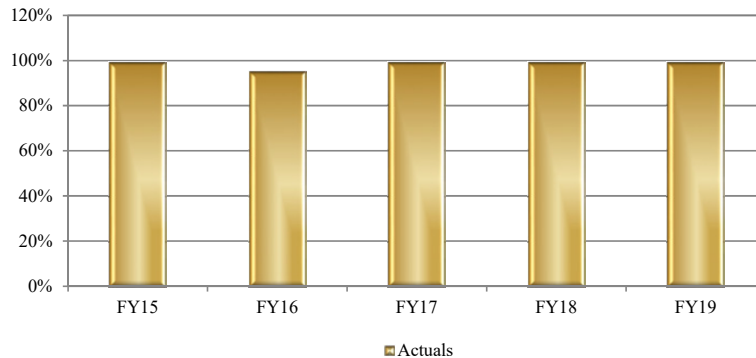
NVFS services to County residents include rapid rehousing, transitional and permanent housing programs for low-income clients, temporary emergency shelter, housing location services, children’s services, life skills and parenting support, child abuse prevention, and linkage to consistent child health 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Health					
General Medicine	\$133	\$83	\$85	\$88	\$90
% of clients reporting an improvement in their health status served by Pharmacy Central	99%	99%	99%	95%	90%

NVFS - Public Health Measures Report Chart

% of Clients Reporting an Improvement in their Health Status

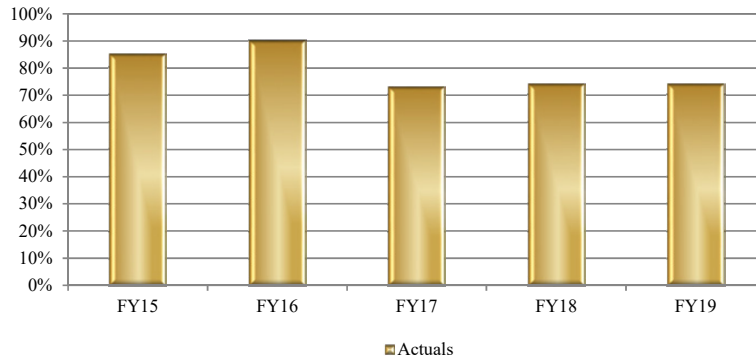


Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Social Services					
Child Welfare, Homeless Emergency Shelter and Overnight Care	\$351	\$456	\$469	\$483	\$498
Healthy families children assigned a primary health care provider within two months of enrollment	99%	98%	99%	85%	85%
SERVE shelter utilization rate	73%	74%	74%	85%	85%

NVFS - Social Services Measures Report Chart

SERVE Shelter Utilization Rate



Community Partners

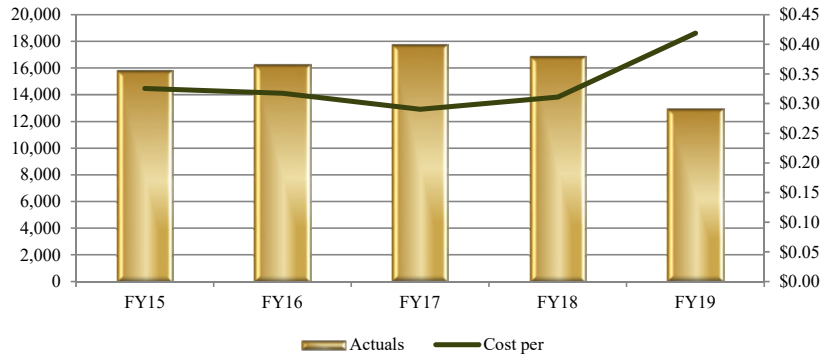
Occoquan Mill House Museum

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks, Recreation & Tourism					
Historic Preservation	\$5	\$5	\$5	\$6	\$6
Museum attendance	17,735	16,889	12,923	18,000	18,000
Volunteer hours	275	600	400	500	600

Occoquan Mill House Museum - Parks, Recreation & Tourism Measures Report Chart

Museum Attendance



Community Partners

Prince William Humane Society

The Humane Society promotes animal welfare and adoption of homeless pets.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Police					
Homeless Pet Adoption	\$94	\$96	\$99	\$102	\$105
Intake and rehome homeless pets from PWC Animal Shelter and PWC residents	-	-	357	220	240
Offsite Adoption Center will be open to the public (hours)	448	704	719	520	520

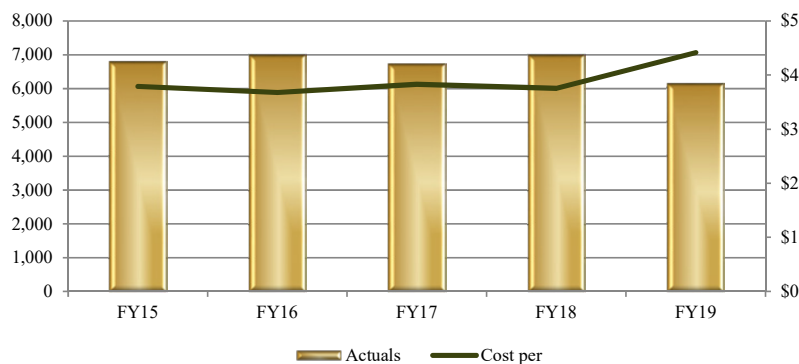
Prince William Soccer, Inc. (PWSI)

PWSI provides recreational opportunities for players of all backgrounds and abilities.

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks, Recreation & Tourism					
Administration & Communications	\$26	\$26	\$27	\$28	\$29
Participants served	6,728	7,000	6,128	6,650	6,550

PWSI - Parks, Recreation & Tourism Measures Report Chart

Participants Served



Community Partners

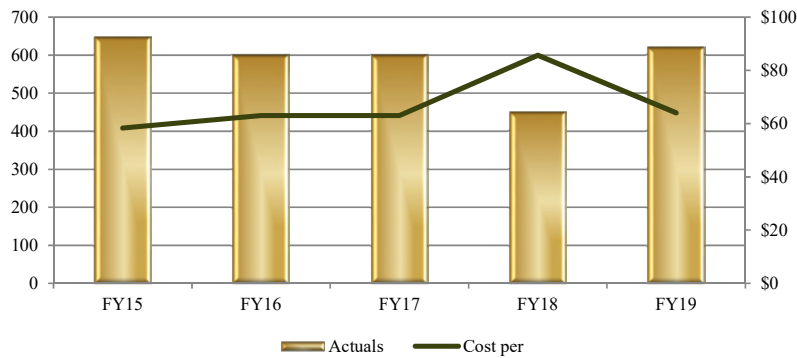
Project Mend-A-House (PMAH)

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Public Works					
Neighborhood Services	\$38	\$39	\$40	\$41	\$42
Total home improvement/modification projects	600	450	620	450	480

PMAH - Public Works Measures Report Chart

Total Home Improvement/Modification Projects



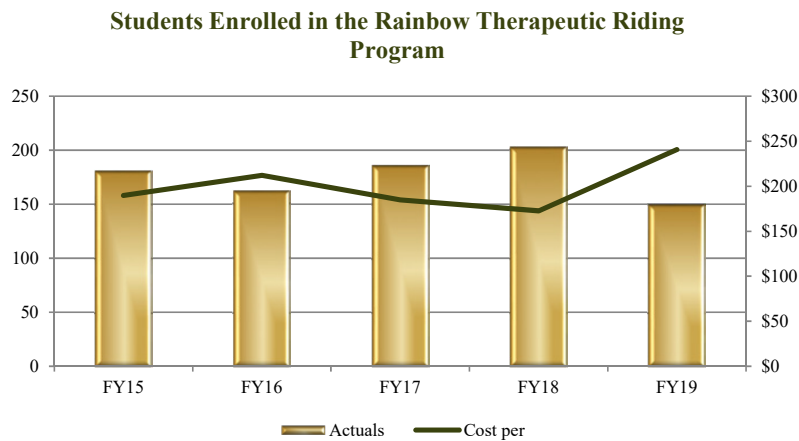
Community Partners

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Community Services					
Administrative Services	\$34	\$35	\$36	\$37	\$38
Students enrolled in the Rainbow Therapeutic Riding Program	186	203	150	230	230

Rainbow Riding Center - Community Services Measures Report Chart



Community Partners

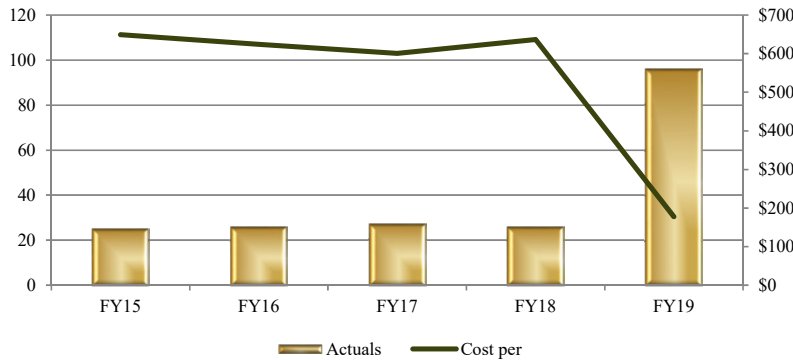
Special Olympics

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Parks, Recreation & Tourism					
Recreation Services	\$16	\$17	\$17	\$18	\$18
Athletic events for the intellectually disabled	27	26	96	27	105

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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Social Services					
Homeless Emergency Shelter and Overnight Care	\$15	\$45	\$46	\$48	\$49
Clients maintain safe, permanent housing	91%	91%	91%	100%	100%
Clients maintaining sobriety	91%	100%	100%	100%	91%

Community Partners

Volunteer Prince William (VPW)

VPW places and tracks court-ordered community service clients and provides written reports to the Office of 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)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Criminal Justice Services					
Local Criminal Justice Support	\$155	\$158	\$163	\$168	\$173
OCJS and General District Court placements	610	613	573	800	600
Community volunteers for short term community projects	35,335	30,139	31,157	30,000	30,000
Community service hours performed	12,600	11,646	20,280	20,000	20,000

VPW - Criminal Justice Services Measures Report Charts

OCJS and General District Court Placements

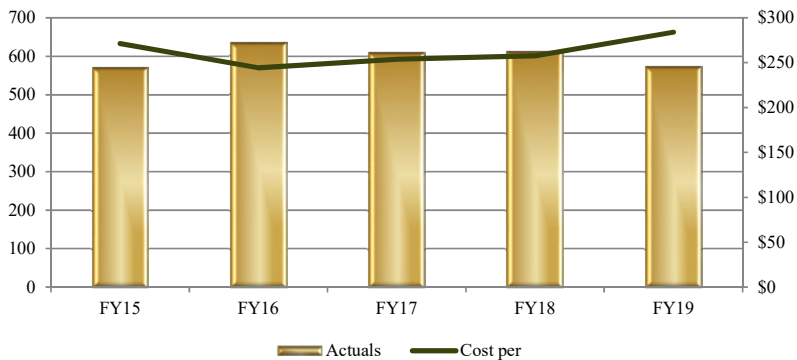


Chart 1 of 2

VPW Community Volunteers for Short Term Community Projects

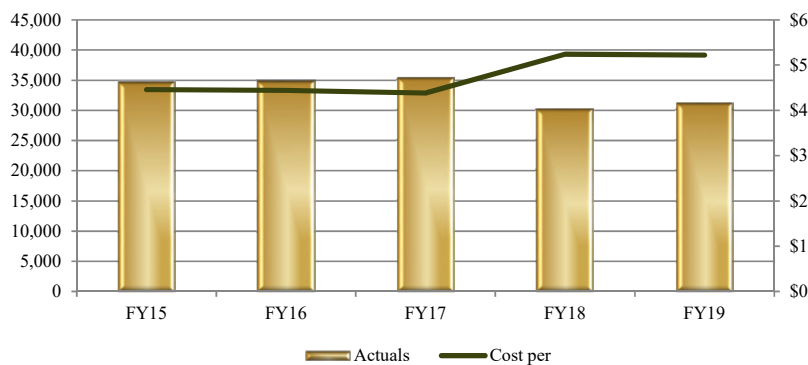


Chart 2 of 2

Community Partners

Measures (Dollar amounts expressed in thousands)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed
Fire & Rescue					
Community Safety	\$17	\$17	\$18	\$18	\$19
Volunteer recruitment	1,989	1,329	1,269	1,500	1,500
Volunteer Outreach and Training	436,628	440,645	436,000	150,000	200,000

VPW - Fire & Rescue Measures Report Charts

Volunteer Recruitment

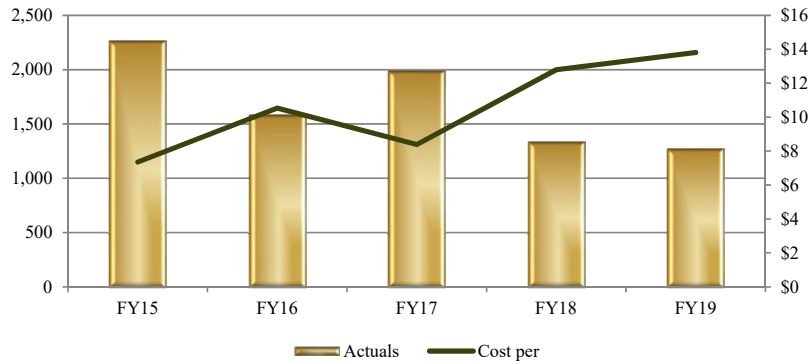


Chart 1 of 2

Volunteer Outreach and Training

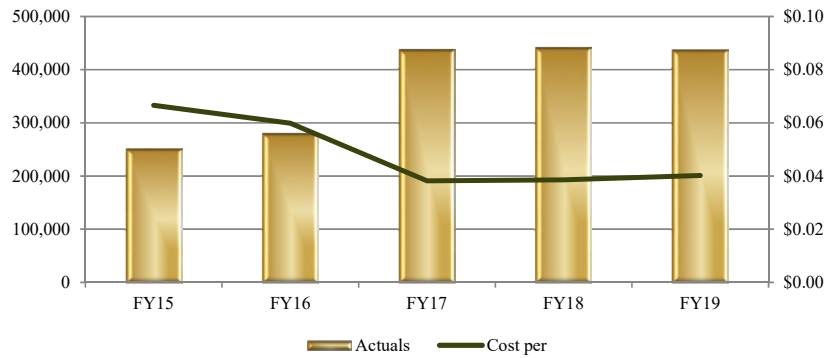


Chart 2 of 2



Debt Service



Expenditure and Revenue Summary

Expenditure by Program	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Proposed	% Change Budget FY20/ Budget FY21
Debt Service	\$56,748,277	\$53,238,966	\$65,112,101	\$49,636,205	\$52,383,166	5.53%
Total Expenditures	\$56,748,277	\$53,238,966	\$65,112,101	\$49,636,205	\$52,383,166	5.53%

Expenditure by Classification

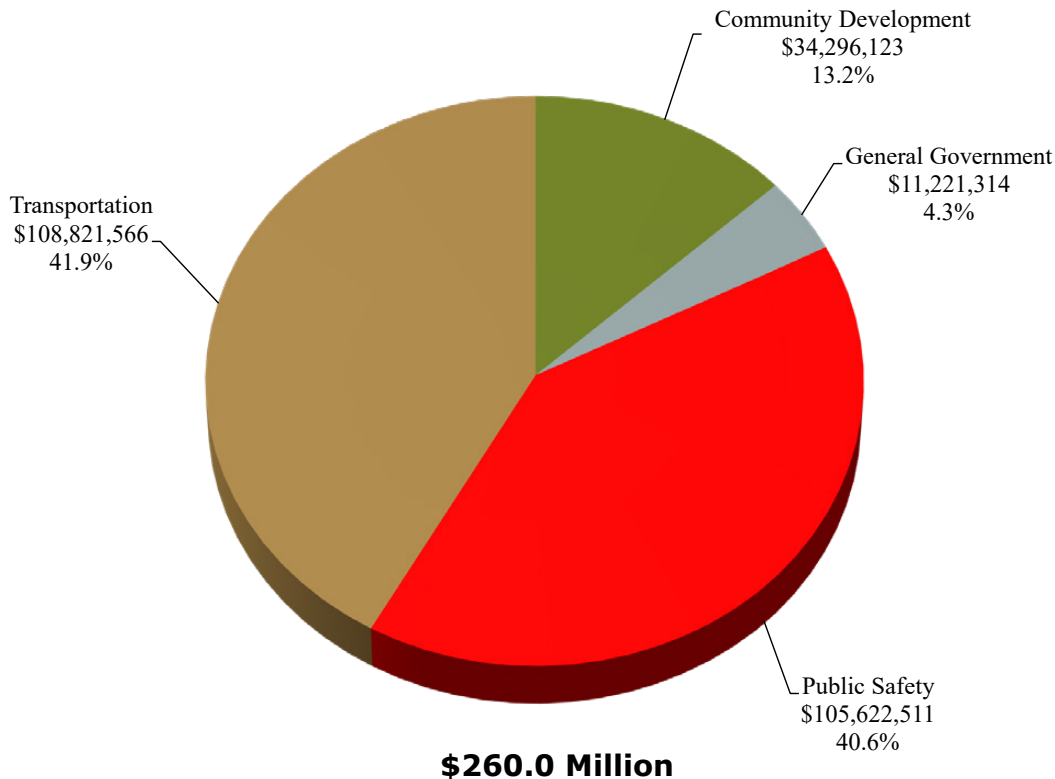
Contractual Services	\$9,513	\$1,612	\$5,625	\$0	\$0	0.00%
Purchase of Goods & Services	\$0	\$0	\$0	\$0	\$72,782	0.00%
Debt Maintenance	\$44,921,472	\$40,379,999	\$40,394,980	\$36,527,553	\$39,336,343	7.69%
Payments to Other Local Agencies	\$383,547	\$372,152	\$358,832	\$351,675	\$344,518	(2.04%)
Transfers Out	\$11,433,746	\$12,485,203	\$24,352,665	\$12,756,977	\$12,629,523	(1.00%)
Total Expenditures	\$56,748,277	\$53,238,966	\$65,112,101	\$49,636,205	\$52,383,166	5.53%

Funding Sources

Revenue from Federal Government	\$1,546,989	\$1,524,590	\$1,477,866	\$1,423,177	\$1,363,316	(4.21%)
Use of Money & Property	\$619,073	\$447,342	\$0	\$41,000	\$41,000	0.00%
Miscellaneous Revenue	\$103,727	\$0	\$0	\$646,195	\$0	(100.00%)
Transfers In	\$16,260,529	\$12,154,141	\$23,996,610	\$12,386,610	\$12,628,969	1.96%
Total Designated Funding Sources	\$18,530,318	\$14,126,074	\$25,474,476	\$14,496,981	\$14,033,285	(3.20%)
Net General Tax Support	\$38,217,958	\$39,112,893	\$39,637,626	\$35,139,223	\$38,349,881	9.14%
Net General Tax Support	67.35%	73.47%	60.88%	70.79%	73.21%	

FY21-26 County Debt Service (Existing and New) by Project Category

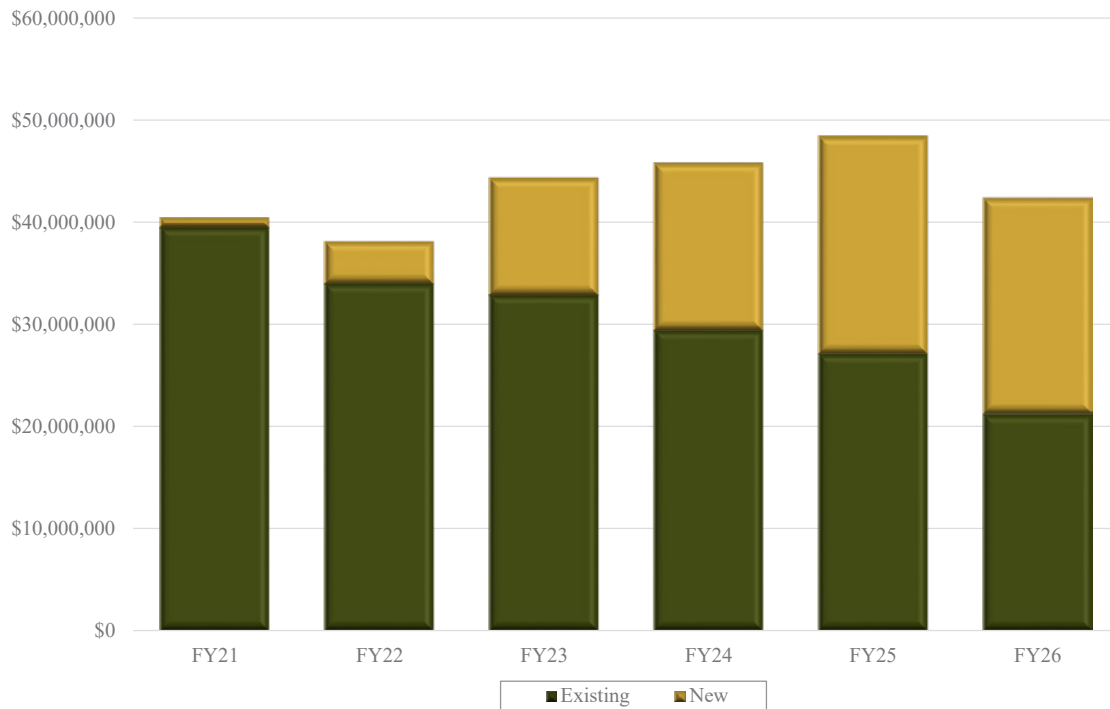
(Does Not Include Schools Debt Service)



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 competitive in the market, thereby helping to lower the County's interest costs.

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 and Debt Financing in Fiscal Year 2021

1. **County Projects** – The second phase of financing for the Adult Detention Center expansion, construction of Fire & Rescue Station 22 (Groveton), and the Animal Shelter Replacement and Renovation is planned for a fall, 2020 (FY21) debt issuance. As a result of the issuance, a total of \$999,631 in debt service is projected to be paid for the Adult Detention Center Phase 2 (\$415,638), Fire & Rescue Station 22 (Fire Levy) (\$301,738), and Animal Shelter Replacement and Renovation (\$282,255) capital projects in FY21. These debt service payments represent a single interest only payment.
2. **School Projects** – The Schools presented their budget and capital plan on February 5, 2020. Information is available on the PWC Schools web site and will be incorporated into the County capital program upon budget adoption.

B. Future Debt Issuances for Major Projects (Fiscal Year 2022-2024)

1. **County Projects** – The construction of the Fire & Rescue Station 27 (\$14.0 million), Juvenile Detention Center (amount TBD, planned annual debt service payment is \$3.0 million), and the Public Safety Training Center Expansion (amount TBD, planned annual debt service payment is \$3.0 million) debt issuances are planned for FY22. The Judicial Center expansion (amount TBD, planned debt service payment is \$5.0 million) debt issuance is planned for FY23. The Countywide Space project (amount TBD, planned debt service payment is \$5.0 million) debt issuance is planned for FY24. First year debt service payments will be due the year after debt issuance occurs. 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 5, 2020. Information is available on the PWC Schools web site and will be incorporated into the County capital program upon budget adoption.

C. **Existing Debt** – The total FY21 debt service on financing issued prior to FY20, including the PWC Schools Capital Improvement Program, is \$137.2 million. The County's portion of existing debt service is \$39.5 million. The Schools' portion of existing debt service is \$97.7 million.

1. **Retired County Debt** – The 2012 A&B refunding for parks and road projects was retired in FY20. On May 7, 2019, the BOCS [authorized](#) the redemption of \$1,985,000 in debt financing for the General's Ridge Golf Course.
2. **Retired School Debt** – The School General Obligation 2012B Refunding and Signal Hill Elementary School debt service were retired in FY21.

Debt Service

- Total Debt Service Principal and Interest** – The FY21 existing debt service consists of principal and interest payments. The estimated FY21 principal payment is \$96.3 million and the estimated FY21 interest payment is \$40.9 million.

D. Additional Debt Service Funding Sources

- Recordation Tax Revenue** – Recordation tax revenue is generated when deeds are recorded in the County. The total estimated recordation tax revenue in FY21 is \$8.6 million; BOCS policy designates 74% (\$6.4 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 FY21 is \$4.5 million. Debt service on the following projects is supported by recordation tax until the debt is retired.

Recordation Tax Revenue		
Project	FY21 Debt Service	Retire Date
Linton Hall Rd	\$ 794,963	2030
Minnieville Rd (Old Bridge to Caton Hill)	\$ 1,352,505	2030
PW Parkway Intersection Improv @ Minnieville Rd	\$ 152,097	2029
PW Parkway Intersection Improv @ Old Bridge Rd	\$ 174,996	2029
Rollins Ford Rd *	\$ 602,550	2034
Route 1 (Neabsco Mills to Featherstone Rd) *	\$ 707,972	2029
Spriggs Rd Phase I	\$ 755,163	2029
Total Supporting Debt Service:	\$ 4,540,246	

* Recordation tax partially supports the total debt service for this project.

Unallocated recordation tax revenue in FY21 totals \$314,754; all 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 FY20 is \$1.2 million. That amount can support transportation cash-to-capital funding as projects are identified.

- Build America Bonds (BAB) Federal Reimbursement** – The BAB program was included in the American Recovery and Reinvestment Act (ARRA) of 2009, and was 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 5.9%.

During CY2010, the County issued debt through the BAB program to construct roads and schools (as part of the Virginia Public School Authority). In FY21, the County will be reimbursed \$879,385 by the federal government in the County's debt service budget. Of this amount, \$158,843 will be retained to help pay County government debt service and \$720,542 will be transferred to the County's School division, which is responsible for the annual debt service payments.

- 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

Debt Service

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 5.9%. 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 FY21, the County will be reimbursed \$483,931 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** – The program administration costs in Debt Service total \$140,000. Administrative costs can include fees for financial analysis and other services necessary to maintain the County's ongoing compliance for regulatory requirements imposed on debt issuances.
5. **Revenue Adjustment** – In FY21, the miscellaneous revenue budget has been eliminated to align that amount with the current projection of anticipated actual revenue that will be received to support debt service expenditures.

Debt Service

FY2021 to FY2026 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 FY26.

	FY21	FY22	FY23	FY24	FY25	FY26
Funding Sources						
School Funding Sources						
VPSA 2010B Build America Bonds Federal Reimb	\$720,542	\$659,849	\$597,203	\$532,936	\$467,010	\$399,757
School 2010 Qualified School Constr Bonds Fed Reimb	\$483,931	\$483,931	\$483,931	\$483,931	\$483,931	\$483,931
Subtotal School Funding Sources	\$1,204,473	\$1,143,780	\$1,081,134	\$1,016,867	\$950,941	\$883,688

County Funding Sources						
PWC GO Bond Series 2010B Build America Bonds Fed Reimb	\$158,843	\$146,008	\$132,430	\$118,818	\$105,206	\$91,593
Transfer in from Stormwater Management Fund	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065	\$84,975
Transfer in from Fire Levy	\$2,022,364	\$2,984,544	\$4,352,925	\$4,321,306	\$4,289,687	\$4,258,069
Subtotal County Funding Sources	\$2,281,632	\$3,227,887	\$4,579,600	\$4,531,279	\$4,482,958	\$4,434,637

New Debt Service						
County New CIP Debt Service						
Adult Detention Center Phase II	\$415,638	\$1,741,025	\$1,697,471	\$1,653,917	\$1,610,363	\$1,566,809
Animal Shelter Replacement and Renovation	\$282,255	\$1,182,307	\$1,152,730	\$1,123,153	\$1,093,576	\$1,063,999
Countywide Space	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
Fire and Rescue Station 22 (Fire Levy)	\$301,738	\$1,263,918	\$1,232,299	\$1,200,680	\$1,169,061	\$1,138,843
Fire and Rescue Station 27 (Fire Levy)	\$0	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000
Judicial Center Expansion	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
Juvenile Detention Center Expansion	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Subtotal County New CIP Debt Service	\$999,631	\$4,187,250	\$11,482,500	\$16,377,750	\$21,273,000	\$21,169,651

Total Debt Service						
Total General Debt						
Total County Existing Debt	\$39,539,062	\$34,031,860	\$32,929,009	\$29,490,703	\$27,199,559	\$21,281,538
Total Schools Existing Debt	\$97,694,738	\$92,191,557	\$86,139,583	\$80,348,104	\$73,584,632	\$68,637,991
Total County New CIP Debt	\$999,631	\$4,187,250	\$11,482,500	\$16,377,750	\$21,273,000	\$21,169,651
Total Schools New CIP Debt (Amounts to be determined)	TBD	TBD	TBD	TBD	TBD	TBD
Grand Total All Debt Service	\$138,233,431	\$130,410,667	\$130,551,091	\$126,216,557	\$122,057,192	\$111,089,180

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

Existing Debt Service

	FY21	FY22	FY23	FY24	FY25	FY26
Existing Debt Service						
Existing Debt Service on County Projects						
BMX Track	\$15,156	\$0	\$0	\$0	\$0	\$0
Delaney Land Parcel Acquisition	\$418,250	\$400,540	\$383,344	\$367,104	\$351,306	\$150,905
Development Services Building	\$1,852,375	\$1,773,940	\$1,697,781	\$1,625,856	\$1,555,889	\$668,337
Fuller Heights Park Phase I	\$284,865	\$275,264	\$266,305	\$257,346	\$250,179	\$243,907
Haymarket Gainesville Community Library	\$853,613	\$827,348	\$801,083	\$774,818	\$748,553	\$722,288
Hellwig Park Sports Complex	\$265,099	\$256,061	\$251,336	\$290,660	\$292,411	\$166,140
Montclair Comm Library	\$1,104,675	\$1,070,685	\$1,036,695	\$1,002,705	\$968,715	\$934,725
Ocoquan River Mill Park	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065	\$84,975
Parks - Forest Greens Golf Course	\$537,193	\$531,371	\$532,895	\$533,215	\$529,382	\$530,776
Parks - Splashdown Waterpark	\$387,857	\$383,654	\$384,755	\$384,985	\$382,218	\$383,224
Prince William Golf Irrigation & Stormwater Improvements	\$39,375	\$37,708	\$36,089	\$34,560	\$33,073	\$14,207
Silver Lake Dam Renovation (Stormwater Mgmt Fee)	\$100,425	\$97,335	\$94,245	\$91,155	\$88,065	\$84,975
Sports Fields Improvements	\$331,650	\$311,139	\$278,588	\$226,623	\$176,130	\$169,950
Sudley Park Land Acquisition	\$36,608	\$28,597	\$22,122	\$10,880	\$0	\$0
Valley View Park	\$135,997	\$36,396	\$28,156	\$13,848	\$0	\$0
Veteran Park	\$63,987	\$61,354	\$47,463	\$23,343	\$0	\$0
WaterWorks Water Park Children's Pool Renovation	\$50,213	\$48,668	\$47,123	\$45,578	\$44,033	\$42,488
Facilities General	\$639,450	\$0	\$0	\$0	\$0	\$0
Owens Building	\$581,864	\$0	\$0	\$0	\$0	\$0
Adult Detention Ctr	\$2,142,000	\$2,054,562	\$1,969,661	\$1,889,480	\$1,811,482	\$822,052
Adult Detention Ctr Expansion (Variable)	\$495,569	\$495,569	\$495,569	\$0	\$0	\$0
Central District Police Station	\$1,922,900	\$1,887,800	\$1,841,000	\$1,782,500	\$1,724,000	\$1,665,500
Judicial Center	\$2,085,234	\$0	\$0	\$0	\$0	\$0
Juvenile Detention Center Phase II	\$669,277	\$0	\$0	\$0	\$0	\$0
Western District Police Station	\$1,509,508	\$1,510,154	\$1,512,613	\$0	\$0	\$0
Rt 234 Bypass	\$15,183	\$14,559	\$11,262	\$5,539	\$0	\$0
Benita Fitzgerald Drive	\$258,466	\$249,499	\$240,506	\$267,286	\$260,819	\$148,190
Heathcote Boulevard	\$379,171	\$366,018	\$352,854	\$392,214	\$382,779	\$217,485
Innovation Loop Road	\$28,198	\$27,037	\$20,916	\$10,287	\$0	\$0
Minnieville Road (existing)	\$151,833	\$145,586	\$112,623	\$55,391	\$0	\$0
Minnieville Road (Cardinal to Spriggs)	\$693,203	\$669,285	\$648,869	\$730,451	\$720,006	\$409,089
PW Parkway Extension to Rt 1	\$493,771	\$473,854	\$377,938	\$221,556	\$62,450	\$35,482
Prince William Parkway	\$278,451	\$236,144	\$185,086	\$98,585	\$13,225	\$7,514
PW Parkway (Old Bridge to Minnieville)	\$652,763	\$632,678	\$612,593	\$592,508	\$572,423	\$552,338
Rt 1 Intersection	\$147,620	\$141,706	\$114,171	\$70,422	\$24,980	\$14,193
Rt 1 Joplin to Bradys Hill	\$3,023,410	\$2,911,853	\$2,832,209	\$2,937,047	\$2,880,781	\$2,269,107
Rt 15 James Madison Highway	\$2,189,521	\$2,112,341	\$2,037,758	\$2,052,013	\$1,995,345	\$1,690,803
Spriggs Road Phase II	\$1,636,453	\$1,550,856	\$1,861,277	\$1,533,669	\$1,195,586	\$1,092,046
Sudley Manor Drive	\$1,361,499	\$1,311,803	\$1,194,881	\$1,152,609	\$988,906	\$561,871
University Boulevard (Hornbaker to Sudley Manor)	\$1,103,716	\$1,044,912	\$1,017,940	\$987,165	\$956,390	\$925,615
Antioch Volunteer Fire Station	\$322,002	\$310,296	\$297,740	\$286,715	\$275,690	\$263,134
Birchdale Volunteer Fire Station	\$302,713	\$292,445	\$281,426	\$271,720	\$262,014	\$250,995
Linton Hall (Nokesville) Fire Station	\$353,624	\$338,303	\$322,982	\$307,661	\$0	\$0
River Oaks Volunteer Fire Station	\$307,849	\$296,630	\$284,586	\$269,114	\$258,770	\$246,982
Spicer Fire Station	\$115,785	\$111,241	\$111,244	\$106,775	\$97,434	\$0
Yorkshire Fire Station	\$318,653	\$321,098	\$317,905	\$0	\$0	\$0
Linton Hall Road	\$794,963	\$762,564	\$733,986	\$707,765	\$682,029	\$653,718
Minnieville Road (Old Bridge to Caton Hill)	\$1,352,505	\$1,304,849	\$1,238,119	\$1,306,423	\$1,234,073	\$747,578
PW Parkway Intersection Improvements at Minnieville	\$152,097	\$146,623	\$135,770	\$136,867	\$122,695	\$69,712
PW Parkway Intersection Improvements at Old Bridge	\$174,996	\$168,697	\$156,191	\$157,404	\$141,062	\$80,148
Ridgefield Road	\$283,490	\$132,067	\$102,165	\$50,248	\$0	\$0
Rt 1 Neabsco (Dale) to Featherstone	\$3,308,203	\$3,200,305	\$3,103,925	\$3,120,428	\$3,046,660	\$2,647,277
Rollins Ford Road	\$1,346,654	\$1,303,035	\$1,261,093	\$1,219,151	\$1,181,889	\$1,146,968
Spriggs Road Phase I	\$755,163	\$674,614	\$605,360	\$559,634	\$458,453	\$260,481
Wellington Road	\$269,027	\$258,122	\$204,362	\$115,201	\$25,715	\$14,610
Police Driver Training Track	\$344,518	\$337,361	\$330,204	\$323,047	\$315,889	\$291,755
Subtotal County Existing Debt Service	\$39,539,062	\$34,031,860	\$32,929,009	\$29,490,703	\$27,199,559	\$21,281,538

Debt Service

Existing Debt Service (Continued)

	FY21	FY22	FY23	FY24	FY25	FY26
Existing Debt Service on School Projects						
Antietam Addition	\$764,401	\$742,894	\$721,388	\$699,882	\$678,375	\$656,869
Alternative Education Ctr	\$244,983	\$238,116	\$231,249	\$224,382	\$217,515	\$210,648
Antietam Renewal	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441
Architectural & Engineering Services	\$386,902	\$344,289	\$332,511	\$320,775	\$292,415	\$283,654
Ashland ES	\$585,779	\$558,027	\$0	\$0	\$0	\$0
Ashland ES Addition	\$234,510	\$226,571	\$217,770	\$209,248	\$201,516	\$193,762
Ashton ES	\$652,450	\$623,973	\$596,892	\$571,207	\$0	\$0
Battlefield High School (Ninth High School)	\$2,336,704	\$2,232,048	\$1,908,147	\$862,571	\$0	\$0
Bel Air ES Addition	\$206,245	\$199,263	\$191,523	\$184,028	\$177,228	\$170,408
Belmont ES Addition	\$648,358	\$628,769	\$609,493	\$590,217	\$570,941	\$551,665
Benton MS	\$372,778	\$357,371	\$41,535	\$41,535	\$41,535	\$41,535
Blackburn Traditional School	\$652,450	\$623,973	\$596,892	\$571,207	\$0	\$0
Braemar ES	\$559,428	\$0	\$0	\$0	\$0	\$0
Braemar MS	\$806,118	\$767,928	\$0	\$0	\$0	\$0
Brightwood ES	\$1,337,721	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514	\$1,105,283
Bristow Run ES Addition	\$103,305	\$98,796	\$94,508	\$90,441	\$0	\$0
Bus Parking Lot at Garfield HS	\$59,626	\$57,640	\$56,246	\$54,791	\$5,576	\$5,576
Catharpin MS	\$988,644	\$465,108	\$0	\$0	\$0	\$0
Dale City ES Addition	\$41,059	\$0	\$0	\$0	\$0	\$0
Dominion ES	\$621,718	\$593,596	\$565,474	\$0	\$0	\$0
Devlin (named Chris Yung) ES	\$2,030,615	\$1,964,453	\$1,898,290	\$1,832,127	\$1,764,403	\$1,711,537
Dumfries ES Renewal	\$238,954	\$230,419	\$221,884	\$213,349	\$38,382	\$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	\$589,262	\$568,385	\$411,544	\$397,137	\$369,243	\$358,270
Ferlazzo ES	\$2,051,914	\$1,987,837	\$1,923,760	\$1,859,683	\$1,795,607	\$1,731,530
Four Year Trail (named Mary Williams) ES	\$793,814	\$759,167	\$726,219	\$694,969	\$0	\$0
Freedom High School (Tenth High School)	\$2,592,682	\$2,476,854	\$2,142,327	\$1,086,675	\$0	\$0
General Non-specific School Projects	\$6,965,120	\$6,681,815	\$6,398,510	\$6,115,205	\$5,827,028	\$3,182,751
General School Renovations	\$1,108,574	\$1,069,269	\$1,029,404	\$989,810	\$951,830	\$913,806
Godwin MS Addition	\$120,488	\$94,199	\$0	\$0	\$0	\$0
Graham Park MS Addition	\$41,059	\$0	\$0	\$0	\$0	\$0
Graham Park MS Renewal	\$120,982	\$0	\$0	\$0	\$0	\$0
Haymarket ES	\$1,727,275	\$1,665,580	\$1,603,885	\$1,542,190	\$277,442	\$277,442
Henderson ES	\$697,067	\$676,009	\$655,288	\$634,567	\$613,846	\$593,126
Kettle Run ES	\$1,335,439	\$1,294,773	\$1,254,532	\$1,214,064	\$983,267	\$946,973
Kettle Run HS, Phase I	\$194,321	\$187,743	\$180,450	\$173,388	\$166,981	\$160,556
Kettle Run HS, Phase II	\$436,291	\$420,713	\$405,134	\$389,555	\$373,977	\$358,398
Kettle Run HS, Phase III	\$2,487,576	\$2,401,297	\$2,315,018	\$2,228,738	\$2,142,459	\$2,064,722
Kettle Run HS, Phase VI	\$2,834,744	\$2,750,166	\$2,660,624	\$2,571,119	\$2,479,327	\$2,385,706
Kilby ES Renewal	\$164,821	\$157,659	\$0	\$0	\$0	\$0
Kilby ES Replacement	\$2,278,449	\$2,209,245	\$2,140,968	\$2,072,691	\$2,004,414	\$1,936,137
Lake Ridge ES Addition	\$805,748	\$783,083	\$760,417	\$737,752	\$715,087	\$692,421
Lake Ridge MS Addition	\$1,015,834	\$985,815	\$955,834	\$925,853	\$895,872	\$865,891
Lake Ridge MS Renewal	\$599,486	\$560,540	\$543,388	\$526,235	\$509,083	\$491,931
Leesylvania ES Addition	\$512,614	\$498,179	\$483,743	\$469,308	\$454,873	\$440,437
Leesylvania ES Renewal	\$627,446	\$609,858	\$592,270	\$574,682	\$557,094	\$539,507
Linton Hall ES - Piney Branch	\$1,525,903	\$1,479,348	\$1,433,577	\$1,387,522	\$1,103,499	\$1,062,874
Loch Lomond ES Addition	\$323,700	\$310,463	\$50,781	\$50,350	\$35,750	\$35,750
Lynn MS Renewal	\$146,907	\$0	\$0	\$0	\$0	\$0
Maintenance Facility East - Joplin	\$745,190	\$721,919	\$698,649	\$675,378	\$652,107	\$628,837
Marshall ES Renewal	\$322,509	\$313,469	\$304,429	\$295,389	\$286,348	\$277,308
Marumsco ES Addition	\$269,773	\$260,140	\$250,507	\$240,875	\$231,242	\$221,609
McAuliffe ES Renewal	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441
Mill Park ES	\$1,337,721	\$1,292,438	\$1,242,232	\$1,193,622	\$1,149,514	\$1,105,283
Minnieville ES Addition	\$902,405	\$877,110	\$851,815	\$826,520	\$801,225	\$775,930
Montclair ES Addition	\$161,639	\$156,168	\$150,101	\$144,228	\$138,898	\$133,553
Montclair ES Renewal	\$163,322	\$158,744	\$154,166	\$149,588	\$145,010	\$140,432
Mountain View ES Addition	\$64,875	\$61,940	\$59,006	\$0	\$0	\$0
Mullen ES Addition	\$310,982	\$298,271	\$49,364	\$48,933	\$34,333	\$34,333
Mullen ES Renewal	\$374,108	\$362,824	\$351,728	\$340,633	\$329,537	\$318,441
Neabsco ES Addition	\$591,269	\$573,402	\$555,819	\$538,236	\$520,653	\$503,070
New Dominion Alternative Ctr	\$155,686	\$151,049	\$146,423	\$141,797	\$137,171	\$132,544

Debt Service

Existing Debt Service (Continued)

	FY21	FY22	FY23	FY24	FY25	FY26
Nokesville K-8	\$1,407,144	\$1,352,841	\$717,856	\$693,331	\$190,569	\$190,569
Occoquan ES Addition	\$64,875	\$61,940	\$59,006	\$0	\$0	\$0
Pace East School Replacement	\$2,549,125	\$2,472,967	\$2,396,998	\$2,321,029	\$2,245,061	\$2,169,092
Pace West School Replacement	\$474,727	\$458,915	\$447,816	\$436,234	\$44,396	\$44,396
Parkside MS Renewal	\$935,768	\$660,544	\$615,108	\$591,558	\$108,783	\$108,783
Parkway East ES	\$2,418,447	\$2,350,391	\$2,282,335	\$2,214,278	\$2,146,222	\$2,078,165
Pattie ES Addition & Renovation	\$1,055,835	\$1,023,758	\$916,767	\$888,567	\$860,367	\$832,167
Penn ES Addition	\$299,255	\$286,887	\$33,343	\$33,343	\$33,343	\$33,343
Potomac High School Addition	\$949,531	\$913,919	\$482,443	\$471,398	\$97,691	\$97,691
Potomac Middle School Addition	\$399,802	\$383,278	\$44,546	\$44,546	\$44,546	\$44,546
Potomac Shores ES, Phase I	\$2,197,206	\$2,130,770	\$2,065,370	\$1,999,970	\$1,934,571	\$1,869,171
Potomac Shores MS - Architectural & Engineering	\$381,245	\$369,814	\$358,497	\$347,179	\$335,862	\$324,545
Potomac View ES Addition	\$218,310	\$210,514	\$202,719	\$194,924	\$187,129	\$179,334
Rippon MS Addition	\$529,834	\$513,288	\$496,743	\$480,197	\$463,652	\$447,106
Rippon MS Renewal	\$21,604	\$0	\$0	\$0	\$0	\$0
River Oaks ES Addition	\$384,640	\$370,814	\$344,497	\$331,312	\$61,020	\$61,020
River Oaks ES Renewal	\$470,246	\$456,269	\$442,292	\$428,314	\$414,337	\$400,360
Rockledge ES Addition	\$350,082	\$337,582	\$325,081	\$312,581	\$300,081	\$287,580
Saunders MS Renewal	\$687,401	\$645,804	\$626,044	\$606,284	\$586,524	\$566,764
School Administration Building	\$1,788,562	\$1,722,959	\$1,660,783	\$1,597,750	\$1,534,717	\$1,471,684
School Site Acquisitions	\$1,778,218	\$1,720,627	\$1,664,340	\$1,607,727	\$1,551,114	\$1,494,501
School Site Acquisitions - Elementary Schools VPSA16	\$149,643	\$145,129	\$140,691	\$136,253	\$131,815	\$127,377
School GO 2016A Refunding	\$2,547,000	\$2,547,000	\$5,676,750	\$5,253,000	\$10,307,625	\$9,928,000
Silver Lake MS 1 and Regan MS	\$1,799,137	\$1,742,961	\$1,692,033	\$1,640,387	\$1,011,999	\$976,324
Sinclair ES Addition	\$331,648	\$318,083	\$51,667	\$51,235	\$36,635	\$36,635
Southbridge ES	\$513,236	\$0	\$0	\$0	\$0	\$0
Springwood ES Addition	\$879,140	\$854,417	\$829,694	\$804,972	\$780,249	\$755,527
Stonewall MS Addition	\$1,273,312	\$1,237,487	\$1,201,663	\$1,165,838	\$1,130,013	\$1,094,189
Stonewall MS Renewal	\$242,438	\$232,785	\$0	\$0	\$0	\$0
Sudley ES Addition	\$339,596	\$325,703	\$52,552	\$52,121	\$37,521	\$37,521
Swans Creek ES Addition	\$281,869	\$272,481	\$265,891	\$259,014	\$26,360	\$26,360
Thirteenth High School - Architectural & Engineering	\$149,664	\$145,150	\$140,711	\$136,272	\$131,833	\$127,394
Thirteenth High School - Site Acquisition	\$1,010,092	\$979,624	\$949,666	\$919,708	\$889,750	\$859,792
Thirteenth High School - Building, Phase I	\$888,411	\$863,110	\$837,809	\$812,508	\$787,208	\$761,907
Transportation Center, Mid County	\$260,980	\$249,589	\$238,757	\$228,483	\$0	\$0
Transportation Center, West	\$937,527	\$908,909	\$770,829	\$747,939	\$725,049	\$702,158
Transportation Center, Western Bus Facility	\$117,562	\$114,067	\$110,573	\$107,079	\$103,584	\$100,090
Triangle ES Replacement Phase I	\$521,517	\$502,896	\$484,274	\$465,652	\$447,030	\$428,408
Triangle ES Replacement Phase II	\$1,225,224	\$1,182,728	\$1,140,233	\$1,097,737	\$1,055,241	\$1,016,953
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase I	\$154,198	\$147,825	\$17,181	\$17,181	\$17,181	\$17,181
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase II	\$499,327	\$481,492	\$463,657	\$445,822	\$80,204	\$80,204
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase III	\$3,549,140	\$3,433,500	\$3,317,860	\$3,202,220	\$3,083,850	\$2,991,450
Twelfth HS (East-named Charles J. Colgan, Sr.), Phase IV	\$3,724,056	\$3,607,762	\$3,491,468	\$3,375,174	\$3,258,880	\$3,142,586
Tyler ES	\$82,502	\$79,476	\$76,608	\$73,700	\$70,793	\$67,885
Wentworth Green MS	\$839,174	\$808,394	\$779,222	\$749,647	\$720,073	\$690,499
Woodbridge MS Renewal	\$21,604	\$0	\$0	\$0	\$0	\$0
Vaughn ES Addition	\$407,858	\$353,702	\$340,605	\$327,508	\$314,410	\$301,313
Westridge ES Addition	\$244,210	\$236,076	\$230,367	\$224,409	\$22,838	\$22,838
Westridge ES Renewal	\$381,789	\$370,276	\$358,952	\$347,628	\$336,304	\$324,981
West Gate ES Addition	\$179,040	\$171,782	\$34,663	\$34,232	\$19,632	\$19,632
Yorkshire ES Replacement Phase I	\$1,579,752	\$1,524,206	\$1,466,951	\$1,410,249	\$1,355,111	\$1,299,931
Subtotal School Existing Debt Service	\$97,694,738	\$92,191,557	\$86,139,583	\$80,348,104	\$73,584,632	\$68,637,991
Total Existing Debt Service	\$137,233,800	\$126,223,417	\$119,068,591	\$109,838,807	\$100,784,192	\$89,919,529





FY2021-2026

CAPITAL

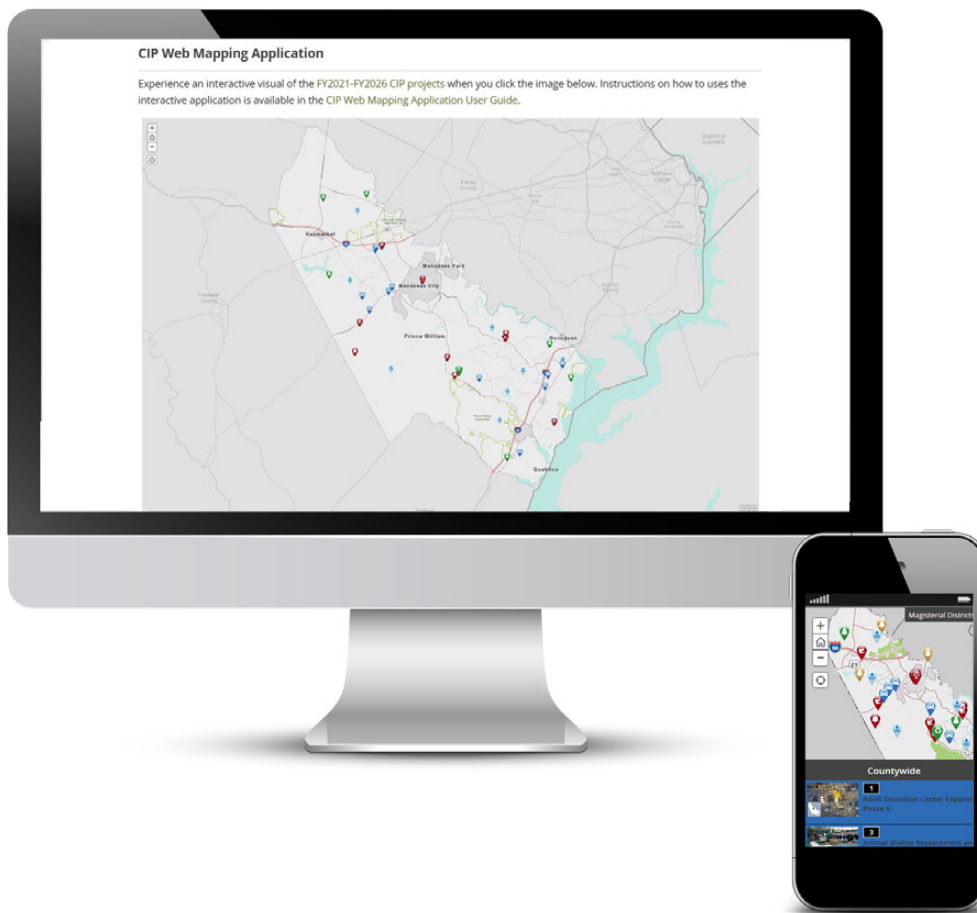
IMPROVEMENT PROGRAM

Capital Improvement Program

FY21-26 Total Projected Expenditures by Functional Area							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
Community Development	\$16,201,733	\$16,654,220	\$10,410,506	\$11,956,000	\$11,830,000	\$11,696,000	\$78,748,459
Human Services & General Government*	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety**	\$27,669,416	\$7,030,932	\$7,450,000	\$5,500,000	\$0	\$0	\$47,650,348
Technology Improvement	\$14,395,431	\$7,082,000	\$1,599,980	\$0	\$0	\$0	\$23,077,411
Transportation	\$113,315,787	\$146,868,567	\$98,072,286	\$33,882,458	\$0	\$0	\$392,139,098
Total	\$171,582,367	\$177,635,719	\$117,532,772	\$51,338,458	\$11,830,000	\$11,696,000	\$541,615,316

*Design and construction costs for Juvenile Detention Center project to be determined; \$3M of debt service is planned to begin in FY23. Design and construction costs for Countywide Space to be determined; \$5M of debt service is planned to begin in FY25.

**Design and construction costs for Public Safety Training Center, Judicial Center Expansion and Fire and Rescue Station 28 projects to be determined. Debt service payments of \$3M begin in FY22 for the Public Safety Training Center Expansion, and operating costs of \$500K begin in FY23. Debt service payments of \$5M for the Judicial Center Expansion begin in FY24. Debt for Fire and Rescue Station 28 will be issued in FY26.



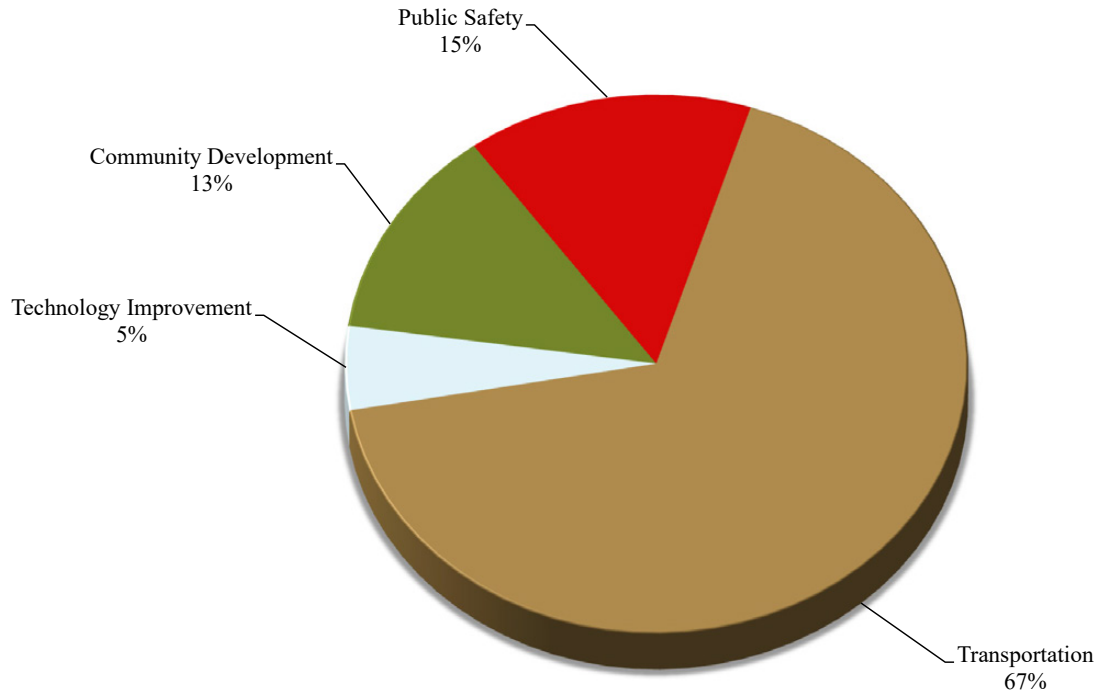
Capital Improvement Program (CIP) Web Mapping Application

The County has created a CIP mapping application accessible to desktop and mobile devices. Please click the image above to access the mapping tool.

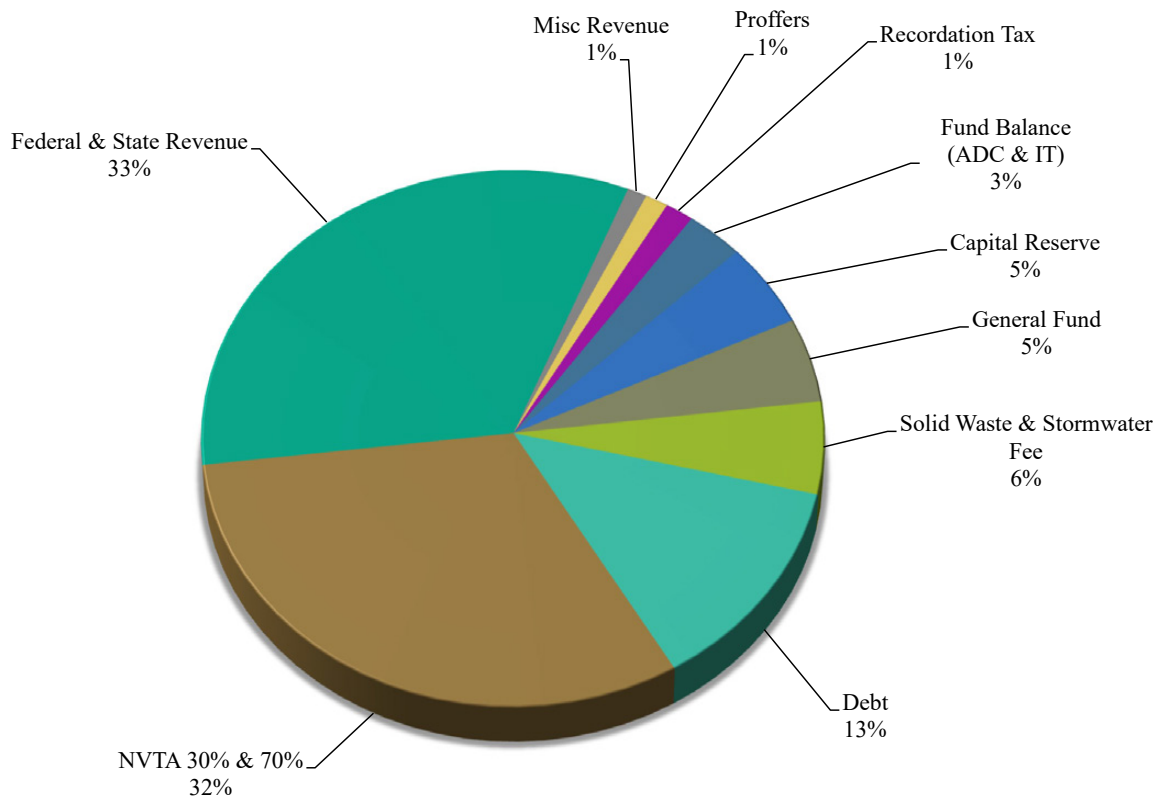
The application allows the community to visualize exactly where CIP projects – such as roads, parks, and facilities – are located and planned in the County. The application also provides the project cost and other information about each project. Moving from static pictures in a print and digital document to a mapping environment simplifies and enhances the distribution of information to the community.

Capital Improvement Program

County Projected Expenditures by Category (Total Project Estimate)



County Funding Sources (Total Project Estimate)



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.
- Address the level of service standards identified in the Comprehensive 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 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
- Mobility Updates
- 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.

The Capital Budget

The capital budget is appropriated on an annual basis and is included in the adopted budget. The FY21 capital projected expenditures for the County government are \$171.6 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), information technology internal service fund balance, solid waste fees, and development fees.

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
- Dove’s Landing Park
- Locust Shade Park Grounds Maintenance Shop
- Long Park Auxiliary Building/Sewer Connection
- Potomac Heritage National Scenic Trail
- Rollins Ford Park – Phase 2
- Trail Development
- Park Bond Projects
- Landfill Caps
- Landfill Liners
- County Watersheds

Other Community Development capital initiatives are described below:

- A. **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.
- B. **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.
- C. **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 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 \$211,738 is funded entirely by solid waste fee revenue.

Capital Improvement Program

- D. Countywide Space** – Debt service of \$5 million is programmed, beginning in FY25 for the construction of additional space for County operations. Existing County facilities are at capacity, and it is anticipated that 350,000 square feet is necessary to accommodate growth, to include, but not be limited to, the No Wrong Door program for Human Services.

Public Safety – Summary

Projects included within the Public Safety section impact Fire & Rescue, Judicial Administration, and Police. The following projects have dedicated project pages:

- Fire and Rescue Station 22 (Groveton)
- Fire and Rescue Station 27
- Fire and Rescue Station 28
- Adult Detention Center Expansion Phase 2
- Adult Detention Center Main Building Repairs
- Courthouse Security System Replacement
- Judicial Center Expansion
- Animal Shelter Expansion/Renovation
- Public Safety Training Center Expansion
- Security Improvements at County Facilities

Other Public Safety capital initiatives are described below:

- A. Public Safety 800 MHz Radio Replacement** – The CIP includes a total of \$1,119,089 to replace public safety 800 MHz radios. The Adult Detention Center (\$115,500), Fire & Rescue (\$553,603), Police (\$394,029), Public Safety Communications (\$3,174), and Sheriff (\$52,783) all contribute toward replacement.

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 System
- Human Resources Electronic Document Management System
- 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.
- B. Land Use Information System** – The project replaces the previous system that manages land, building development, and code enforcement information and is used by 400+ users across all development agencies. The system supports mobile devices, interactive voice response, online scheduling, and customer e-services. The replacement system is live and actively being used. Additional capabilities for electronic review for building and site plans are scheduled to be completed in FY21. The total budget for the project is \$4.5 million with an available balance of \$816,190 to spend on electronic review capabilities.

- C. **PWC Web Site Redesign** – This project will focus on redeveloping the public-facing website aligning with the information technology (IT) modernization of the County’s technology infrastructure. It will also focus on implementing a more robust technology and enabling the use of modern technologies consistent with the County’s Strategic Plan and associated IT strategy. The new PWC website will have a new appearance which will be delivered on a new platform and integrated with the County’s Cloud Infrastructure. The total budget for this project is \$600,000 with an available balance of \$14,674.

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
- Innovation Park Pedestrian Improvements
- Neabsco Mills Road (Route 1 to Dale Boulevard)
- Potomac/Neabsco Mills Commuter Garage
- Route 1 Improvements (Featherstone Road to Marys Way)
- Route 28 Corridor Feasibility Study
- 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
- Mobility Bond Projects

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 four categories.

- 70% of the NVTA funds will be used on projects with regional congestion relief benefits
- 30% of the 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; however, it must be used to improve transportation network capacity.
- Additional categories of regional NVTA funds are made available to the County now that regional NVTA funds have been diverted to Washington Metropolitan Area Transit Authority (WMATA) and PWC is not part of the WMATA compact:
 - 2% of Transient Occupancy Tax funds are to be used for public transportation purposes.
 - Additional Grantors Tax revenue must be used for transportation purposes.

Capital Improvement Program

The following table shows active projects utilizing NVTA 70% and NVTA 30% 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
Devlin Road Widening	\$0	\$4,000,000	\$4,000,000
Minnieville Road/Prince William Parkway Interchange	\$0	\$2,500,000	\$2,500,000
Neabsco Mills Road (Route 1 to Dale Boulevard)	\$0	\$9,378,750	\$9,378,750
Old Bridge Road/Gordon Boulevard Intersection	\$0	\$1,500,000	\$1,500,000
Potomac/Neabsco Mills Commuter Garage	\$0	\$2,280,000	\$2,280,000
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 3 (Linton Hall Road to Pennsylvania Avenue)	\$36,200,000	\$0	\$36,200,000
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	\$195,700,000	\$26,525,831	\$222,225,831

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 FY21 is \$5,930,777.

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.

- 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 FY21 is \$10.5 million. Failure to meet the local maintenance of effort will result in a loss of NVTA 30% revenue at the discretion of PWC and the revenue will revert to the regional NVTA 70% pool of available funding through a regional competitive process.
- 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 January 2020, \$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. The majority of the revenue, \$6.1 million, will be used in FY21 to support mobility debt service and Transportation and Roadway Improvement Program (TRIP) contributions. In addition, the projected FY21 recordation tax fund balance is \$1.5 million and is available for transportation projects and will be allocated through the CIP in the future.

Capital Improvement Program

- E. 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 \$184,000.
- F. 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 16, 2019, the BOCS adopted VDOT’s FY2020-2025 Six-Year Secondary Road Plan ([BOCS Resolution 19-373](#)). The total FY20-25 allocation is \$937,854. 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	FY20	FY21	FY22	FY23	FY24	FY25	TOTAL
Six-Year Secondary Road Plan	\$137,976	\$193,729	\$112,220	\$152,085	\$170,922	\$170,922	\$937,854

Projected funding is estimated. Future allocations are contingent upon state funding.

Completed Capital Improvement Projects

The following projects included in the [FY2020-2025 CIP](#) are scheduled to be completed (or substantially complete) in FY20.

Community Development

BMX Track Improvements – The project upgraded the BMX track to make the facility tournament quality, provide longer hours of operation and extend the racing season.

Harbor Drive Park – This project adds a 2.3 acre neighborhood park in Lake Ridge.

Locust Shade Park Water Line Replacement – This project replaced a 40-year old waterline servicing Locust Shade Park and Forest Greens Golf Course.

Public Safety

911 Call Center Redundancy – This project renovated the existing 911 call center backup and disaster recovery location.

Capital Improvement Program

Technology Improvement

Sheriff Information Management System – This project implemented a customized system to log, track and maintain records for the service of civil and criminal process.

Social Services Electronic Document Management System – This project implemented a system to store, manage, search, and retrieve client documents.

Transportation

Dumfries Road North Shared Use Path (Country Club Drive to Exeter Drive) – This project constructed a pedestrian path along Dumfries Road in the Potomac Magisterial District.

Maureen Caddigan Way (formerly Inn Street) – This project constructed 650 linear feet of urban local roadway from Route 1 to Inn Street, and included construction of a box culvert crossing of Little Creek.



Route 28 Phase 2 (Fitzwater Drive to Vint Hill Road) – This project widened Route 28 to a four-lane divided highway from Fitzwater Drive to Vint Hill Road, and includes pedestrian facilities, traffic signals, retaining walls, bridge replacement, and stormwater management improvements.



Capital Improvement Program

Saratoga Lane Improvements – This project added curb, gutter, sidewalk, and pavement to Saratoga Lane from General Washington Drive to Silverdale Drive



Vint Hill Road (Sudley Manor Road to Garry Glen Drive) – This project widened Vint Hill Road from Sudley Manor Road to Garry Glen Drive and includes sidewalk improvements along Kettle Run Road from Vint Hill Road to Patriot High School.



Capital Improvement Program

FY2021-2026 CIP Functional Area Summary

The following tables show projected FY21-26 capital expenditures by functional area for the County government totaling \$541.6 million.

FY21-FY26 Projected Expenditures							
Community Development							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
Parks & Recreation							
Catharpin Park Phase 2	\$425,000	\$0	\$0	\$0	\$0	\$0	\$425,000
Doves Landing	\$125,000	\$380,000	\$1,342,506	\$600,000	\$0	\$0	\$2,447,506
Locust Shade Park Maintenance Building	\$266,944	\$0	\$0	\$0	\$0	\$0	\$266,944
Long Park Auxiliary Building/Sewer Connection	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
PHNST-Heritage Harbor	\$35,265	\$0	\$0	\$0	\$0	\$0	\$35,265
PHNST-Neabasco Creek Wetland Preserve Boardwalk	\$461,294	\$0	\$0	\$0	\$0	\$0	\$461,294
PHNST-Occoquan	\$289,889	\$0	\$0	\$0	\$0	\$0	\$289,889
PHNST-Port Potomac	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Rollins Ford Park Phase 2	\$3,740,000	\$3,000,858	\$0	\$0	\$0	\$0	\$6,740,858
Broad Run Greenway	\$202,286	\$0	\$0	\$0	\$0	\$0	\$202,286
Catharpin Greenway	\$4,738	\$0	\$0	\$0	\$0	\$0	\$4,738
Lake Ridge Greenway	\$549,137	\$0	\$0	\$0	\$0	\$0	\$549,137
Neabasco Greenway	\$2,000	\$0	\$0	\$0	\$0	\$0	\$2,000
Subtotal	\$6,511,553	\$3,380,858	\$1,342,506	\$600,000	\$0	\$0	\$11,834,917
Solid Waste							
Landfill Caps-Sequence 5	\$0	\$3,192,000	\$1,568,000	\$0	\$0	\$0	\$4,760,000
Landfill Caps-Sequence 6	\$0	\$0	\$0	\$0	\$3,206,000	\$1,544,000	\$4,750,000
Landfill Liner-Phase 3, Cell A	\$3,136,000	\$1,544,000	\$0	\$0	\$0	\$0	\$4,680,000
Landfill Liner-Phase 3, Cell B	\$0	\$0	\$0	\$3,356,000	\$1,624,000	\$3,202,000	\$8,182,000
Subtotal	\$3,136,000	\$4,736,000	\$1,568,000	\$3,356,000	\$4,830,000	\$4,746,000	\$22,372,000
Watershed Management							
County Watersheds	\$2,254,180	\$4,200,000	\$4,500,000	\$4,000,000	\$3,000,000	\$2,950,000	\$20,904,180
Subtotal	\$2,254,180	\$4,200,000	\$4,500,000	\$4,000,000	\$3,000,000	\$2,950,000	\$20,904,180
Building & Facility Capital Program							
Facility Maintenance Projects	\$4,300,000	\$4,337,362	\$3,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$23,637,362
Subtotal	\$4,300,000	\$4,337,362	\$3,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$23,637,362
Community Development Grand Total	\$16,201,733	\$16,654,220	\$10,410,506	\$11,956,000	\$11,830,000	\$11,696,000	\$78,748,459
Human Services & General Government							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
Human Services							
Juvenile Detention Center Improvements*	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government							
Countywide Space**	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Human Services & General Government Grand Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

*Design and construction costs for future Juvenile Detention Center project to be determined; \$3.0M of debt service is planned to begin in FY23.

**Design and construction costs for Countywide Space project to be determined; \$5.0M of debt service is planned to begin in FY25.

Capital Improvement Program

FY2021-2026 CIP Functional Area Summary (Continued)

FY21-FY26 Projected Expenditures							
Public Safety							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
Fire & Rescue							
F&R Station 22 (Groveton)	\$6,417,432	\$0	\$0	\$0	\$0	\$0	\$6,417,432
F&R Station 27	\$275,000	\$775,000	\$7,450,000	\$5,500,000	\$0	\$0	\$14,000,000
F&R Station 28***	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$6,692,432	\$775,000	\$7,450,000	\$5,500,000	\$0	\$0	\$20,417,432
Judicial Administration							
Adult Detention Center Expansion Phase 2	\$3,139,816	\$0	\$0	\$0	\$0	\$0	\$3,139,816
Adult Detention Center Main Building Repairs	\$6,125,000	\$0	\$0	\$0	\$0	\$0	\$6,125,000
Courthouse Security System Replacement	\$3,309,000	\$0	\$0	\$0	\$0	\$0	\$3,309,000
Judicial Center Expansion****	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$12,573,816	\$0	\$0	\$0	\$0	\$0	\$12,573,816
Police							
Animal Shelter Expansion & Renovation	\$6,531,429	\$4,405,932	\$0	\$0	\$0	\$0	\$10,937,361
Public Safety Training Center Expansion	\$1,150,000	\$1,850,000	\$0	\$0	\$0	\$0	\$3,000,000
Security Improvements at County Facilities	\$721,739	\$0	\$0	\$0	\$0	\$0	\$721,739
Subtotal	\$8,403,168	\$6,255,932	\$0	\$0	\$0	\$0	\$14,659,100
Public Safety Grand Total	\$27,669,416	\$7,030,932	\$7,450,000	\$5,500,000	\$0	\$0	\$47,650,348

***Design and construction costs for future F&R Station 28 project to be determined; debt service is planned for FY27.

****Design and construction costs for future Judicial Center project to be determined; \$5.0M of debt service is planned to begin in FY24.

Technology Improvement							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
Technology Improvements							
Human Capital Management	\$4,500,000	\$5,800,000	\$1,599,980	\$0	\$0	\$0	\$11,899,980
Human Resources Electronic Document Management	\$50,000	\$282,000	\$0	\$0	\$0	\$0	\$332,000
Technology Infrastructure	\$8,900,000	\$1,000,000	\$0	\$0	\$0	\$0	\$9,900,000
Land Use Information System Phase 1 & 2	\$816,190	\$0	\$0	\$0	\$0	\$0	\$816,190
PWC Web Site Replacement	\$129,241	\$0	\$0	\$0	\$0	\$0	\$129,241
Technology Improvement Grand Total	\$14,395,431	\$7,082,000	\$1,599,980	\$0	\$0	\$0	\$23,077,411

Transportation							
	FY21	FY22	FY23	FY24	FY25	FY26	FY21-26
Transportation							
Balls Ford Road Interchange	\$32,293,014	\$35,000,000	\$35,000,000	\$15,437,391	\$0	\$0	\$117,730,405
Balls Ford Road Widening	\$8,562,408	\$32,000,000	\$11,696,737	\$0	\$0	\$0	\$52,259,145
Brentsville Road Interchange	\$6,397,000	\$8,000,000	\$18,723,000	\$18,445,067	\$0	\$0	\$51,565,067
Devlin Road Widening	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Fuller Road/Fuller Heights Road Improvements	\$2,075,000	\$1,176,229	\$0	\$0	\$0	\$0	\$3,251,229
Innovation Park Pedestrian Improvements	\$750,000	\$0	\$0	\$0	\$0	\$0	\$750,000
Minnieville Road at Prince William Parkway Interchange	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Neabsco Mills Road (Route 1 to Dale)	\$7,141,000	\$12,000,000	\$9,492,267	\$0	\$0	\$0	\$28,633,267
Old Bridge Road/Gordon Boulevard Intersection Improv	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
Potomac/Neabsco Mills Commuter Garage	\$7,076,928	\$14,153,856	\$14,153,856	\$0	\$0	\$0	\$35,384,640
Route 1 Improvements (Featherstone to Marys Way)	\$14,000,000	\$14,000,000	\$3,491,318	\$0	\$0	\$0	\$31,491,318
Route 28 Corridor Feasibility Study	\$2,389,252	\$0	\$0	\$0	\$0	\$0	\$2,389,252
Route 28 Phase 3 (Linton Hall to Pennsylvania)	\$10,895,000	\$8,288,482	\$0	\$0	\$0	\$0	\$19,183,482
Summit School Road Extension & Telegraph Road	\$3,000,000	\$2,800,000	\$2,845,108	\$0	\$0	\$0	\$8,645,108
TRIP-Annapolis Way and Marina Way Extensions	\$166,569	\$0	\$0	\$0	\$0	\$0	\$166,569
TRIP-Gemini Way Pedestrian Improv	\$243,095	\$0	\$0	\$0	\$0	\$0	\$243,095
TRIP-Old Bridge Road Sidewalk (Tacketts Mill to Minnieville)	\$123,400	\$0	\$0	\$0	\$0	\$0	\$123,400
TRIP-Opitz Boulevard Sidewalk	\$229,871	\$0	\$0	\$0	\$0	\$0	\$229,871
TRIP-Smoketown/Opitz Pedestrian Improvements	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
University Boulevard Extension	\$723,250	\$7,500,000	\$2,670,000	\$0	\$0	\$0	\$10,893,250
University Boulevard Interchange	\$10,650,000	\$10,450,000	\$0	\$0	\$0	\$0	\$21,100,000
Transportation Grand Total	\$113,315,787	\$146,868,567	\$98,072,286	\$33,882,458	\$0	\$0	\$392,139,098

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 \$58,180 in monetary proffers for projects in the FY21 Budget.

	Prior Years Proffers	FY21 Proffers Identified	Total Proffer Funding
Park & Recreation			
Catharpin Park Phase 2	\$500,000	\$0	\$500,000
Doves Landing	\$3,787,264	\$0	\$3,787,264
PHNST-Featherstone	\$120,000	\$0	\$120,000
PHNST-Heritage Harbor	\$95,000	\$0	\$95,000
PHNST-Occoquan	\$232,700	\$0	\$232,700
PHNST-Neabsco Creek Wetlands Preserve Boardwalk	\$554,000	\$0	\$554,000
PHNST-Port Potomac	\$35,817	\$0	\$35,817
Rollins Ford Park – Phase 2	\$2,183,000	\$0	\$2,183,000
Broad Run Greenway	\$484,782	\$0	\$484,782
Lake Ridge Greenway	\$696,316	\$0	\$696,316
Neabsco Greenway	\$55,558	\$0	\$55,558
Subtotal	\$8,744,437	\$0	\$8,744,437
County Watershed			
County Watershed Improvements	\$15,115	\$58,180	\$73,295
Subtotal	\$15,115	\$58,180	\$73,295
Fire and Rescue			
F&R Station 22 (Groveton)	\$615,338	\$0	\$615,338
Subtotal	\$615,338	\$0	\$615,338
Transportation			
Balls Ford Road Widening	\$82,737	\$0	\$82,737
Brentsville Road Interchange	\$67,752	\$0	\$67,752
Fuller Road/Fuller Heights Road Improvements	\$767,683	\$0	\$767,683
Rt 28 Phase 3 (Linton Hall to Pennsylvania)	\$111,159	\$0	\$111,159
TRIP-Old Bridge Road Sidewalk (Tacketts to Minnieville)	\$19,938	\$0	\$19,938
Summit School Road Extension & Telegraph Rd Widening	\$45,108	\$0	\$45,108
Subtotal	\$1,094,377	\$0	\$1,094,377
Grand Total	\$10,469,267	\$58,180	\$10,527,447

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 FY21-26 operating impact of the CIP is \$177.1 million.

Operating Impacts							
Project	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	FY26 Facility and Program Operating	Total
Adult Detention Center Expansion Phase 2	\$7,882,207	\$9,207,594	\$9,164,040	\$8,624,917	\$8,581,363	\$8,537,809	\$51,997,930
Animal Shelter Expansion & Renovation	\$1,038,455	\$2,049,837	\$1,967,070	\$1,868,663	\$1,839,086	\$1,839,086	\$10,602,197
Countywide Space	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000
F&R Station 22 (Groveton)	\$2,934,463	\$3,816,992	\$3,785,373	\$3,753,754	\$3,722,135	\$3,690,516	\$21,703,233
F&R Station 27	\$0	\$0	\$3,420,937	\$5,704,778	\$5,364,119	\$5,364,119	\$19,853,953
Human Capital Management	\$1,200,000	\$1,500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,700,000
Judicial Center Expansion	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Juvenile Detention Center Improvements	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Land Use Information System Phase 1 & 2	\$278,000	\$289,000	\$303,000	\$318,000	\$334,000	\$350,000	\$1,872,000
Potomac/Neabasco Mills Garage	\$0	\$0	\$0	\$230,000	\$460,000	\$460,000	\$1,150,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,500,000	\$3,500,000	\$3,500,000	\$13,500,000
PWC Website Replacement	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$216,000	\$1,296,000
Rollins Ford Park Phase 2	\$67,939	\$67,939	\$67,939	\$67,939	\$67,939	\$67,939	\$407,634
Technology Infrastructure	\$2,435,000	\$3,000,000	\$3,000,000	\$3,000,000	\$1,565,000	\$0	\$13,000,000
Total	\$16,052,064	\$20,147,362	\$28,424,359	\$35,784,051	\$39,149,642	\$37,525,469	\$177,082,947

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 FY21-26 debt service impact of the CIP is \$77.0 million.

Debt Service Impacts							
	FY21 Debt Service	FY22 Debt Service	FY23 Debt Service	FY24 Debt Service	FY25 Debt Service	FY26 Debt Service	Total
Adult Detention Center Expansion Phase 2	\$911,207	\$2,236,594	\$2,193,040	\$1,653,917	\$1,610,363	\$1,566,809	\$10,171,930
Animal Shelter Expansion & Renovation	\$282,255	\$1,182,307	\$1,152,730	\$1,123,153	\$1,093,576	\$1,093,576	\$5,927,597
Countywide Space	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000
F&R Station 22 (Groveton) (Fire Levy)	\$301,738	\$1,263,918	\$1,232,299	\$1,200,680	\$1,169,061	\$1,137,442	\$6,305,138
F&R Station 27 (Fire Levy)	\$0	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$5,600,000
Judicial Center Expansion	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Juvenile Detention Center Improvements	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Public Safety Training Center Expansion	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Total	\$1,495,200	\$4,682,819	\$11,978,069	\$16,377,750	\$21,273,000	\$21,197,827	\$77,004,665



COMMUNITY DEVELOPMENT **PROJECTS**

Building & Facility Capital Program

Total Project Cost – \$39.5M

Project Description

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 County manages 224 buildings and park sites encompassing almost 2 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 (DPW) and 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 \$2.1 million annual operating budget, to address cyclic facility maintenance needs.

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 assets 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, and security features).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



- Maintain hardscaping (e.g., correcting erosion issues).
- Replace field lights and maintain existing field surfaces.
- Replace playground equipment and recreational amenities.
- Resurface pools and replace filtration systems.
- Address Americans with Disabilities Act compliance.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	14,000	14,000	-	-	-	-	-	-	-	-	-
General Funds	25,500	2,000	5,500	-	3,000	3,000	4,000	4,000	4,000	18,000	-
Total Revenue	\$39,500	\$16,000	\$5,500	-	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	\$18,000	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Construction	39,500	10,563	5,300	4,300	4,337	3,000	4,000	4,000	4,000	23,637	-
Total Expenditure	\$39,500	\$10,563	\$5,300	\$4,300	\$4,337	\$3,000	\$4,000	\$4,000	\$4,000	\$23,637	-

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).

Building & Facility Capital Program



Service Impact

- **Extending facility usefulness** – 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** – \$25.5M

Project Milestones

- **Completed projects** include 19 DPRT projects and 35 DPW projects.
- **Projects underway or funded but not yet underway**, include 36 DPRT projects and 18 DPW projects.
- **New project identification, design, and completion** are ongoing.

Catharpin Park Phase 2

Total Project Cost – \$4.9M

Project Description

The Catharpin Park Phase 2 project will build six irrigated and lit rectangular grass fields. An auxiliary building will also be designed and constructed to house restrooms, concessions and storage. A well will be developed to supply potable 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** – \$102K

Project Milestones

- **Design** began in FY17 and was completed in December 2018 (FY19).
- **Construction** began in summer 2019 (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	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	4,305	4,305	-	-	-	-	-	-	-	-	-
General Funds	102	102	-	-	-	-	-	-	-	-	-
Proffers	500	500	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,907	\$4,907	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	352	71	281	-	-	-	-	-	-	-	-
Construction	4,545	-	4,120	425	-	-	-	-	-	425	-
Project Management	11	11	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,907	\$82	\$4,400	\$425	-	-	-	-	-	\$425	-

<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).

Dove's Landing Park

Total Project Cost – \$3.8M

Project Description

Dove's Landing is a 240 acre passive park with hiking trails and waterfront access to the Occoquan River. Phase 2 expands the park to 306 acres, with additional trails, boardwalks across wetland areas, a fishing pier, a kayak/canoe launch, and additional parking.

Service Impact

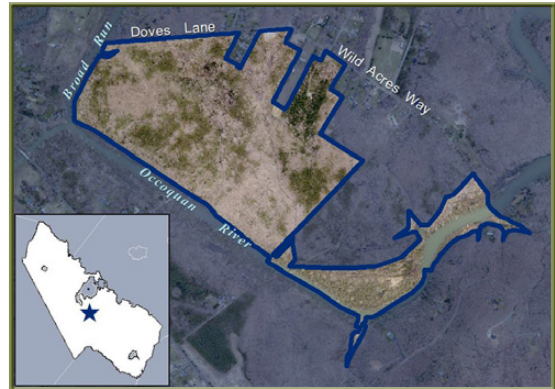
- **Increased Recreation Opportunities** – This project will increase passive recreation and open space trail development in the County. The 2019 Parks, Recreation & Tourism needs assessment ranked trails and open space as the top two citizen priorities.

Funding Sources

- **General fund** – \$20K
- **Developer contributions (proffer funds)** – \$3.8M

Project Milestones

- **Design** began in July 2018 (FY19) and will be completed Winter 2020 (FY20).
- **Property acquisition** was completed in FY20.
- **Construction** is scheduled to begin in March 2022 (FY22) and will be completed by September 2023 (FY24).
- **Occupancy** is scheduled for September 2023 (FY24).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
General Funds	20	-	20	-	-	-	-	-	-	-	-
Proffers	3,787	-	3,787	-	-	-	-	-	-	-	-
Total Revenue	\$3,807	-	\$3,807	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	125	-	-	125	-	-	-	-	-	125	-
Design/Planning	1,000	-	-	-	380	70	550	-	-	1,000	-
Construction	1,148	-	-	-	-	1,148	-	-	-	1,148	-
Right of Way/Land	1,360	-	1,360	-	-	-	-	-	-	-	-
Project Management	175	-	-	-	-	125	50	-	-	175	-
Total Expenditure	\$3,807	-	\$1,360	\$125	\$380	\$1,343	\$600	-	-	\$2,448	-

<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).

Locust Shade Park Maintenance Shop

Total Project Cost – \$1.3M

Project Description

This project includes the design and construction of a 3,000 square foot maintenance shop to house 18-20 Parks grounds maintenance staff. The facility will also include one bay for Public Works, 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 and lean-to shelters.

Funding Sources

- **General fund** – \$750K
- **Capital reserve** – \$550K

Project Milestones

- **Design** was completed in December 2018 (FY19).
- **Construction** is scheduled to begin spring 2020 (FY20), with occupancy in winter 2021 (FY21).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	550	550	-	-	-	-	-	-	-	-	-
General Funds	750	750	-	-	-	-	-	-	-	-	-
Total Revenue	\$1,300	\$1,300	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	237	203	30	4	-	-	-	-	-	4	-
Construction	1,063	-	800	263	-	-	-	-	-	263	-
Total Expenditure	\$1,300	\$203	\$830	\$267	-	-	-	-	-	\$267	-

<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 Building/Sewer Connection

Total Project Cost – \$665K

Project Description

This project designs and constructs an auxiliary building in the front of Long Park near the soccer fields to house restrooms, concessions, and office space. The project will also include a sewer line connection from 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
- **Capital reserve** – \$15K

Project Milestones

- **Design** was completed in spring 2019 (FY19).
- **Construction** is scheduled to begin spring 2020 (FY20), with occupancy 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	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	15	15	-	-	-	-	-	-	-	-	-
General Funds	650	650	-	-	-	-	-	-	-	-	-
Total Revenue	\$665	\$665	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	177	112	66	-	-	-	-	-	-	-	-
Construction	488	-	88	400	-	-	-	-	-	400	-
Total Expenditure	\$665	\$112	\$153	\$400	-	-	-	-	-	\$400	-

<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

Current Project Cost – \$2.4M

Project Description

This project constructs 5 major 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, biking, and makes progress toward the goals of the Parks, Open Space, and Trails chapter of the County’s Comprehensive Plan.

Funding Sources

- **Developer contributions (proffers)** – \$1.0M
- **Federal revenue** – \$568K
- **General fund** – \$440K
- **State funding** – \$312K
- **Capital reserve** – \$15K

Note: Final construction of all planned trail segments will not occur until additional funding is available.

- **Annual operating costs for trail maintenance** are not anticipated. However, any future operating costs will be funded by the general fund. Community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing operating costs.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	North Woodbridge Small Area Plan
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Trail segments** within the project include:
 - **Featherstone Refuge** – United States Fish & Wildlife (USF&W) approved the plan in May 2017 (FY17). The Board of County Supervisors (BOCS) approved the right-of-way agreement in July 2017 (FY18). Construction of the bridges and boardwalk will begin in June 2020 (FY20) and the segment is expected to be commissioned in summer 2020 (FY21).

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Funding Sources (Revenue)											
Capital Reserve	15	15	-	-	-	-	-	-	-	-	-
Federal Revenue	568	568	-	-	-	-	-	-	-	-	-
General Funds	440	440	-	-	-	-	-	-	-	-	-
Proffers	1,038	484	554	-	-	-	-	-	-	-	-
State Revenue	312	-	312	-	-	-	-	-	-	-	-
Total Revenue	\$2,372	\$1,507	\$866	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)											
Design/Planning	451	249	157	45	-	-	-	-	-	45	-
Construction	1,881	188	942	751	-	-	-	-	-	751	-
Conversion	40	40	-	-	-	-	-	-	-	-	-
Total Expenditure	\$2,372	\$477	\$1,099	\$796	-	-	-	-	-	\$796	-

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 Heritage National Scenic Trail



Neabsco Creek Boardwalk

- **Heritage Harbor** – This segment incorporates a road crossing at Featherstone Road and connects with the Featherstone Refuge segment. Work is scheduled for completion in December 2020 (FY21).
 - **Neabsco Creek Wetland Preserve Boardwalk** – This project will build a boardwalk the full length of the trail corridor from the south landing of the Neabsco Creek Boardwalk towards the parking lot at Metz Wetlands. Construction is planned to begin in June 2020 (FY20) and will be completed in winter 2021 (FY21).
 - **Occoquan Refuge** – USF&W 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). Construction is scheduled for completion June 2020 (FY20).
 - **Port Potomac** – This project will construct a paved path connecting Powells Landing Park to Route 1. The project schedule is to be determined.
- **Future trail segments** extending the trail network from the Woodbridge Magisterial District through the Potomac Magisterial District to the Stafford County line are in planning stages. The PHNST route through the Occoquan Magisterial District and into the Woodbridge District is in planning stages, requiring collaboration with the Town of Occoquan.

Rollins Ford Park – Phase 2

Total Project Cost – \$7.3M

Project Description

Rollins Ford Park will be a 69-acre park that includes 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 western Prince William County.

Funding Sources

- **Capital reserve** – \$2.7M
- **Developer contributions (proffers)** – \$2.2M
- **General fund (easement)** – \$1.8M
- **General fund** – \$593K
- **Annual operating costs** will be covered by the general fund.

Project Milestones

- **Design** began July 2018 (FY19) will be completed April 2020 (FY20).
- **Construction** is scheduled to begin in summer 2020 (FY21) to be completed 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	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	2,700	2,700	-	-	-	-	-	-	-	-	-
General Funds	593	593	-	-	-	-	-	-	-	-	-
Other Revenue	1,800	1,800	-	-	-	-	-	-	-	-	-
Proffers	2,183	2,183	-	-	-	-	-	-	-	-	-
Total Revenue	\$7,276	\$7,276	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	535	360	175	-	-	-	-	-	-	-	-
Design/Planning	535	360	175	-	-	-	-	-	-	-	-
Construction	6,741	-	-	3,740	3,001	-	-	-	-	6,741	-
Total Expenditure	\$7,276	\$360	\$175	\$3,740	\$3,001	-	-	-	-	\$6,741	-

Operating Impacts	Operating Expenses	Debt Service	Revenue	General Fund Requirement	Additional Positions (FTEs)
	68	68	68	68	408
	-	-	-	-	-
	-	-	-	-	-
	\$68	\$68	\$68	\$68	\$408
	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Trail Development

Total Project Cost – \$2.2M

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)** – \$1.2M
- **General fund** – \$929K
- **Capital reserve** – \$21K

Note: Final construction of all planned trail segments will not occur until additional funding is available. The parks bond referendum approved by voters in November 2019 included \$20 million for trails and open space including, but not limited to, the Occoquan and Neabsco Greenway projects. Authorized debt financing is not programmed in the proposed CIP.

- **Annual operating costs** are not anticipated at this time. In addition, community volunteers will help provide ongoing trail clean up and maintenance, potentially reducing the need for tax support.

Project Milestones

Trail segments include the following:

- **Broad Run Greenway** – The trail connects communities from Route 28 to Rollins Ford Road. Segments will be

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Dale City Small Area Plan
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

constructed as funding and easements become available. Current activities include the replacement of two bridges on the trail.

- **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. Current activities include easement acquisition and construction of segments three and four of the trail. Other segments will be constructed as funding and easements are available.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	21	21	-	-	-	-	-	-	-	-	-
General Funds	929	929	-	-	-	-	-	-	-	-	-
Proffers	1,237	1,096	141	-	-	-	-	-	-	-	-
Total Revenue	\$2,186	\$2,045	\$141	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	778	617	158	2	-	-	-	2	-
Construction	1,276	85	435	756	-	-	-	756	-
Conversion	133	133	-	-	-	-	-	-	-
Total Expenditure	\$2,186	\$835	\$593	\$758	-	-	-	\$758	-

Operating Impacts	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	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).

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 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	Independent Hill Small Area Plan
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Funding Sources (Revenue)											
Solid Waste Fees	9,510	-	-	-	4,760	-	-	4,750	-	9,510	-
Total Revenue	\$9,510	-	-	-	\$4,760	-	-	\$4,750	-	\$9,510	-

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Cost Categories (Expenditures)											
Design/Planning	1,730	-	-	-	840	-	-	890	-	1,730	-
Construction	7,780	-	-	-	2,352	1,568	-	2,316	1,544	7,780	-
Total Expenditure	\$9,510	-	-	-	\$3,192	\$1,568	-	\$3,206	\$1,544	\$9,510	-

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 – \$14.6M

Project Description

Installation of mandated landfill liners is required to complete the liner systems at the Sanitary Landfill.

Service Impact

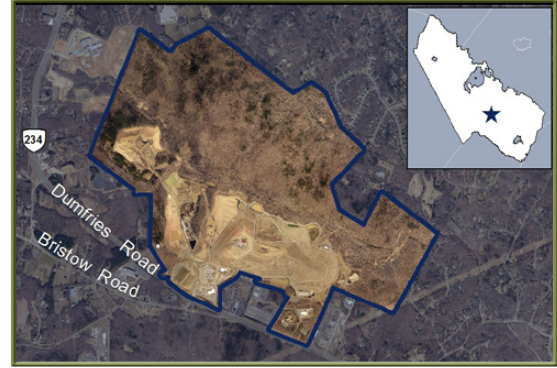
- **Protection of Public Health** – Landfill liners protect public health and the environment by reducing groundwater contamination.
- **Compliance with Virginia Solid Waste Management Regulations** – Regulations mandate liners be installed in all new landfill cells.
- **New capacity with Phase 2 and 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** – \$14.6M

Project Milestones

- **Relocation of the mulch facility** was completed in FY20 and prepared the area for 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.
- **Design and construction of Phase 3, Part C** will begin in FY26 and be completed in FY27.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Solid Waste Fees	14,570	-	-	4,680	-	-	4,980	-	4,910	14,570	-
Total Revenue	\$14,570	-	-	\$4,680	-	-	\$4,980	-	\$4,910	\$14,570	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	2,380	-	-	820	-	-	920	-	640	2,380	-
Construction	12,190	-	-	2,316	1,544	-	2,436	1,624	2,562	10,482	1,708
Total Expenditure	\$14,570	-	-	\$3,136	\$1,544	-	\$3,356	\$1,624	\$3,202	\$12,862	\$1,708

<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

Total Project Cost – \$23.9M

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	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- **Stormwater management (SWM) fee** – \$23.8M
- **Developer contributions (proffers)** – \$73K
- **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 for FY21 through FY26 include the following:

- **Bull Run Watershed**
 - SWM Facility #91 – Water Quality Retrofit, \$400K
 - SWM Facility #416 – Water Quality Retrofit, \$496K
- **Neabsco Creek Watershed**
 - Cow Branch Phase 4 – Stream Restoration, \$3.2M

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Proffers	73	-	15	58	-	-	-	-	-	58	-
Stormwater Mgmt Fee	23,831	-	2,985	2,196	4,200	4,500	4,000	3,000	2,950	20,846	-
Total Revenue	\$23,904	-	\$3,000	\$2,254	\$4,200	\$4,500	\$4,000	\$3,000	\$2,950	\$20,904	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Construction	23,904	-	3,000	2,254	4,200	4,500	4,000	3,000	2,950	20,904	-
Total Expenditure	\$23,904	-	\$3,000	\$2,254	\$4,200	\$4,500	\$4,000	\$3,000	\$2,950	\$20,904	-

<i>Operating Impacts</i>	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
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).



Powells Creek Watershed Water Quality Retrofit

➤ **Occoquan River Watershed**

- Chinn Park Stream Restoration, \$1.7M
- Hooes Run Tributary Reach 9 Stream Restoration, \$2.3M
- Hooes Run Tributary Reach 12 Stream Restoration, \$1.0M
- Hooes Run Tributary Reach 13 Stream Restoration, \$2.0M

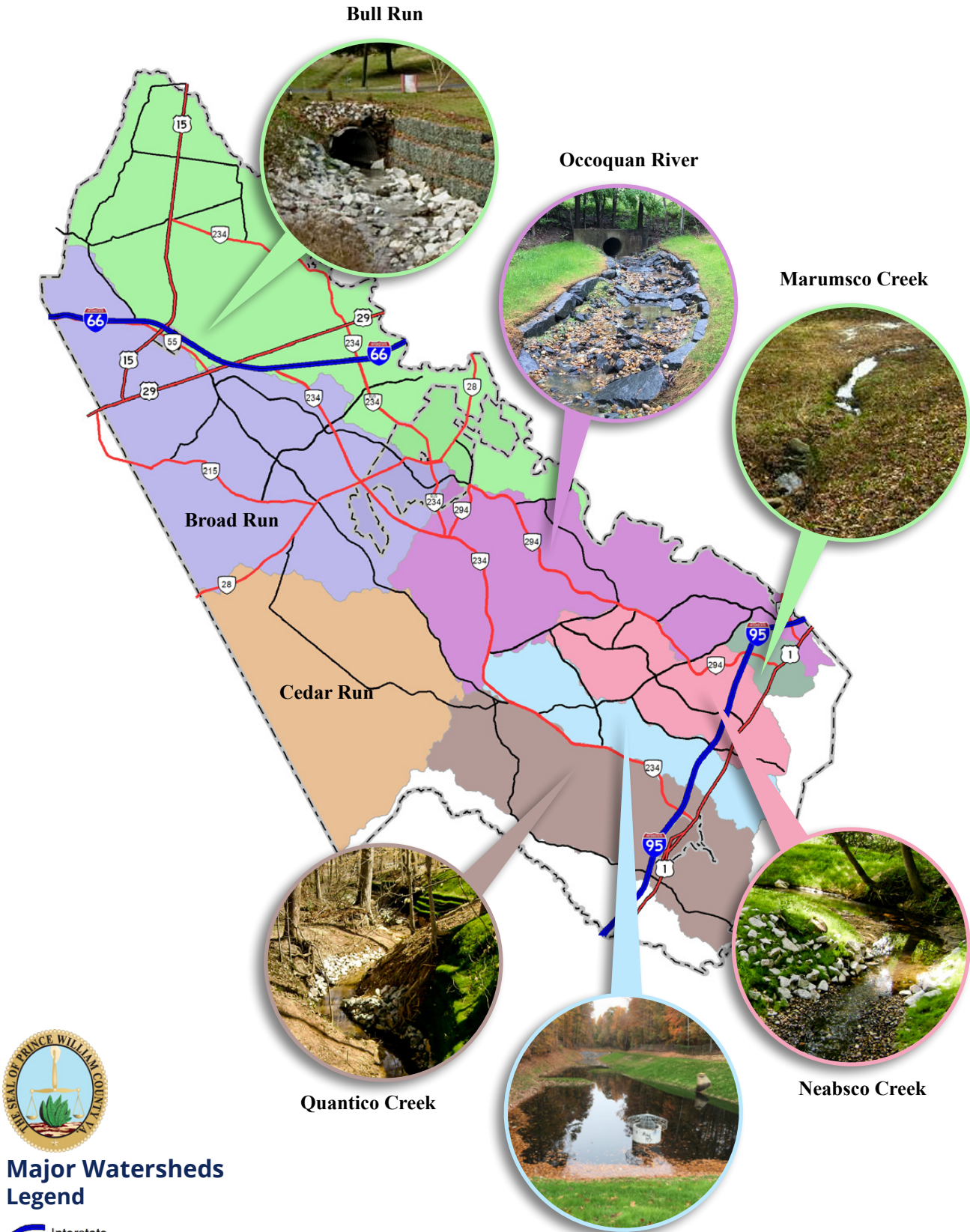
➤ **Powells Creek Watershed**

- Powells Creek Stream Restoration Phase 2, \$3.6M
- Powells Creek Stream Restoration Phase 3, \$3.0M

➤ **Quantico Creek Watershed**

- Upper Dewey's Creek, \$3.2M

County Watersheds



Major Watersheds Legend

- Interstate
- US Highway Route
- State Highway
- County Road (Major)
- County Boundary

2019 Bond Referendum Park Projects

Total Project Cost – \$41.0M

Project Description

The Board of County Supervisors approved a bond referendum question for mobility/road improvements be placed on the November 5, 2019 ballot. The referendum question on the ballot was approved by voters, and included the follow park improvement projects:

- **Countywide Trail, Open Space and Accessibility Projects, \$20.0M** – The project completes the development of partially completed trail projects and new trail projects, including, but not limited to, the Occoquan Greenway and Neabsco Greenway; purchases land for public open space; and completes accessibility projects at various parks throughout the county.
- **Fuller Heights Park Expansion, \$6.0M** – The project constructs up to two new youth baseball fields and supporting amenities near the existing fields.
- **Hellwig Park Artificial Turf Fields, \$3.0M** – The project constructs up to two full size artificial turf fields to replace existing grass fields.
- **Howison Park Improvements, \$6.0M** – The project includes, but is not limited to, a new walking trail, adding outdoor exercise equipment and spectator seating, and expanding the rest room area.
- **New Neabsco Park Development, \$6.0M** – The project constructs a new community park in the Neabsco Magisterial District with features for all ages.

Funding Sources

- **General obligation bonds** – \$41.0 M
- **Annual maintenance costs** will be supported by the general fund.

Note: Annual debt service is not funded in the proposed FY21-25 Five Year Plan; a funding source must be determined.

Project Milestones

Project schedules are undetermined until a funding source for annual debt service is identified.



HUMAN SERVICES **PROJECTS**

Juvenile Detention Center

Total Project Cost – TBD

Project Description

Future funding is programmed to support the development of a juvenile services campus, which includes building and co-locating a new Juvenile Detention Center and non-secure youth shelter. Co-locating these services will allow for greater collaboration among staff and increase operational efficiencies by combining shared services, e.g., food, laundry, maintenance, and medical.

As part of the planning phase, the Department of Social Services initiated a community needs assessment, planning study and site assessment, which is required by the Virginia Department of Juvenile Justice (DJJ) in order to construct new facilities and potentially access up to 50% reimbursement from the Commonwealth. The needs assessment has been approved by DJJ and the planning study will be completed in spring 2020.

Results from the needs assessment reveal that federal and state requirements, along with industry design standards and trends for juvenile facilities, have drastically changed over the past thirty years. These changes have led to a significant amount of functional obsolescence in the existing facilities. Specific study recommendations and facility options will be developed during the design phase.

Service Impact

- **Improve the facility for residents and staff** – Constructing new facilities will provide an improved environment for the short-term care of juveniles who require secure and non-secure custody.

Funding Sources

- **Debt financing** – The Five-Year Plan includes \$3 million annually beginning in FY23 to support project debt financing costs.
- **State reimbursement** – TBD



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Independent Hill Small Area Plan
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	



Project Milestones

- **Planning** began in FY19 and will continue into FY21.
- **Design** is scheduled to begin in FY21 upon separate BOCS action and reimbursement confirmation by the Commonwealth.
- **Construction and occupancy** dates will be determined during the design phase.

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Funding Sources (Revenue)											
Total Revenue	-	-	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Total Expenditure	-	-	-	-	-	-	-	-	-	-	-
Operating Impacts											
	Operating Expenses		-	-	-	-	-	-	-	-	-
	Debt Service		-	-	-	3,000	3,000	3,000	3,000	12,000	-
	Revenue		-	-	-	-	-	-	-	-	-
	General Fund Requirement		-	-	-	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000	-
	Additional Positions (FTEs)		-	-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Juvenile Detention Center





PUBLIC SAFETY
PROJECTS

Groveton Fire & Rescue Station 22

Total Project Cost – \$16.6M

Project Description

Groveton Station (#22) is a Fire & Rescue station that will be located at 7500 Century Park Drive in the west end of the county. The 21,000 square foot 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 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 emergency response call volume 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.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Land Acquisition** was completed in July 2017 (FY18).
- **Design** began in December 2017 (FY18) and was completed in December 2018 (FY19).
- **Construction** began in October 2019 (FY20) and will be completed in January 2021 (FY21).
- **Occupancy** is scheduled for March 2021 (FY21).

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Debt	15,080	15,080	-	-	-	-	-	-	-	-	-
Fire Levy	922	922	-	-	-	-	-	-	-	-	-
Proffers	615	353	262	-	-	-	-	-	-	-	-
Total Revenue	\$16,618	\$16,355	\$262	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	133	133	-	-	-	-	-	-	-	-	-
Design/Planning	757	748	9	-	-	-	-	-	-	-	-
Construction	10,872	52	5,000	5,820	-	-	-	-	-	5,820	-
Right of Way/Land	3,705	3,705	-	-	-	-	-	-	-	-	-
Occupancy	200	-	100	100	-	-	-	-	-	100	-
Telecommunication	250	-	50	200	-	-	-	-	-	200	-
Project Management	650	81	272	297	-	-	-	-	-	297	-
Other Project Costs	50	50	-	-	-	-	-	-	-	-	-
Total Expenditure	\$16,618	\$4,770	\$5,431	\$6,417	-	-	-	-	-	\$6,417	-

Operating Impacts	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
Operating Expenses	2,633	2,553	2,553	2,553	2,553	2,553	2,553	15,398
Debt Service	302	1,264	1,232	1,201	1,169	1,137	6,305	
Revenue	602	1,764	1,732	1,701	1,669	1,637	9,105	
General Fund Requirement	\$2,333	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$12,598
Additional Positions (FTEs)	14.00	-	-	-	-	-	-	14.00

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Station 27 Fire & Rescue

Total Project Cost – \$14.0M

Project Description

Station 27 is a new Fire & Rescue station, with location to be determined. 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 emergency response call volume 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** process began in FY18 and is ongoing. 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	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Debt	14,000	-	-	-	14,000	-	-	-	-	14,000	-
Total Revenue	\$14,000	-	-	-	\$14,000	-	-	-	-	\$14,000	-

Cost Categories (Expenditures)	225	-	-	225	-	-	-	-	-	225	-
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									
Operating Expenses	-	-	2,021	4,305	3,964	3,964	14,254		
Debt Service	-	-	1,400	1,400	1,400	1,400	5,600		
Revenue	-	-	1,650	1,900	1,900	1,900	7,350		
General Fund Requirement	-	-	\$1,771	\$3,805	\$3,464	\$3,464	\$12,504		
Additional Positions (FTEs)	-	-	10.00	14.00	-	-	24.00		

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Station 28 Fire & Rescue

Total Project Cost – TBD

Project Description

Station 28 is a new Fire & Rescue station, with location to be determined. 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 emergency response call volume on existing stations.

Funding Sources

- **Debt financing (supported by the fire levy)** – TBD
- **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** costs are not included in the total project cost, but will be included once acquisition is complete.
- **Design** is scheduled to begin in FY26.
- **Construction** will begin once design has been approved and funding appropriated.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Funding Sources (Revenue)											
<i>Total Revenue</i>	-	-	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
<i>Total Expenditure</i>	-	-	-	-	-	-	-	-	-	-	-
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).

Adult Detention Center Expansion Phase 2

Total Project Cost – \$50.7M

Project Description

The Adult Detention Center (ADC) Expansion 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. Additionally, the ADC Work Release Program will also be relocated from leased space to the ADC complex.

Service Impact

- **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 closure of the Peumansend Creek Regional jail in 2017 eliminated 75 available beds, adding to the current situation. The expansion provides additional capacity with 204 new beds.

Funding Sources

- **State reimbursement** – \$21.0M
- **Debt financing** – \$20.8M
- **Facilities capital reserve** – \$5.1M
- **ADC fund balance** - \$3.8M
- **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 was phased in over three years beginning in FY18 and ending in FY20.

Project Milestones

- **Planning and design** began in April 2015 (FY15) and was completed December 2016 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Construction** began December 2017 (FY18) and will be completed July 2020 (FY21).
- **Occupancy** is scheduled for July 2020 (FY21).
- **State reimbursement** of 50% of construction costs anticipated in FY22.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
ADC Fund Balance	3,779	-	3,779	-	-	-	-	-	-	-	-
Capital Reserve	5,071	5,071	-	-	-	-	-	-	-	-	-
Debt	20,802	21,032	20,802	-	(21,032)	-	-	-	-	(21,032)	-
State Revenue	21,032	-	-	-	21,032	-	-	-	-	21,032	-
Total Revenue	\$50,685	\$26,104	\$24,581	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	5,857	4,102	1,000	755	-	-	-	-	-	755	-
Construction	42,729	30,380	10,539	1,809	-	-	-	-	-	1,809	-
Occupancy	400	-	300	100	-	-	-	-	-	100	-
Telecommunication	602	-	300	302	-	-	-	-	-	302	-
Project Management	923	450	300	173	-	-	-	-	-	173	-
Other Project Costs	173	173	-	-	-	-	-	-	-	-	-
Total Expenditure	\$50,685	\$35,105	\$12,439	\$3,140	-	-	-	-	-	\$3,140	-

<i>Operating Impacts</i>		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
Operating Expenses		6,971	6,971	6,971	6,971	6,971	6,971	6,971	41,826
Debt Service		911	2,237	2,193	1,654	1,610	1,567	1,567	10,172
Revenue		2,200	2,200	2,200	2,200	2,200	2,200	2,200	13,200
General Fund Requirement		\$5,682	\$7,008	\$6,964	\$6,425	\$6,381	\$6,338	\$6,338	\$38,798
Additional Positions (FTEs)		-	-	-	-	-	-	-	-

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Adult Detention Center Expansion 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. Repairs include plumbing fixtures, security systems, heating, ventilation, and air conditioning (HVAC), furniture, and other maintenance systems that require updates. The Main Building is the original building at the ADC complex built in 1982.

Service Impact

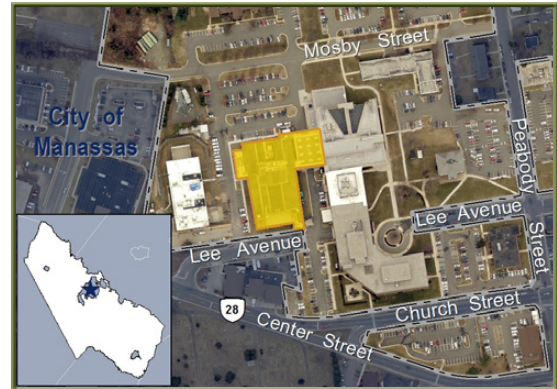
- **Improved safety and security** – Repairs will modernize existing systems which will improve safety and security for staff and inmates.
- **Maintenance costs** – Maintenance costs will be reduced by decreasing the need for service calls.

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.

Project Milestones

- **Planning and design** is scheduled to begin winter 2020 (FY20) to be completed spring 2020 (FY20).
- **Construction** is scheduled to begin July 2020 (FY21) to be completed January 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	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
ADC Fund Balance	6,998	-	6,998	-	-	-	-	-	-	-	-
Other Revenue	502	-	502	-	-	-	-	-	-	-	-
Total Revenue	\$7,500	-	\$7,500	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	250	-	250	-	-	-	-	-	-	-	-
Construction	5,002	-	-	5,002	-	-	-	-	-	5,002	-
Telecommunication	1,998	-	1,000	998	-	-	-	-	-	998	-
Project Management	250	-	125	125	-	-	-	-	-	125	-
Total Expenditure	\$7,500	-	\$1,375	\$6,125	-	-	-	-	-	\$6,125	-

<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 maintain security at the complex.

Funding Sources

- **General fund** – \$4.8M

Project Milestones

- **Planning, design and permitting** was completed August 2019 (FY20).
- **Construction** is scheduled to begin March 2020 (FY20) with completion in July 2021 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
General Funds	4,789	4,789	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,789	\$4,789	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	411	258	50	103	-	-	-	-	-	103	-
Construction	4,356	-	1,150	3,206	-	-	-	-	-	3,206	-
Telecommunication	22	22	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,789	\$280	\$1,200	\$3,309	-	-	-	-	-	\$3,309	-

<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).

Judicial Center Expansion

Total Project Cost – TBD

Project Description

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 (courtroom expansion, annex buildings, etc.) 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 will be updated from funds appropriated in FY18.

Service Impact

- **Improved parking and facility capacity Judicial Center** – Expanding the Judicial Center will provide additional parking for visitors and employees while expanding the complex to meet the future judicial needs of a growing community.

Funding Sources

- **Debt financing** – The Five-Year Plan includes \$5 million in FY24-26 to support debt financing for identified improvements.
- **Facility operating costs** will be funded by the general fund.

Project Milestones

- **Master plan** will be updated in FY21.
- **Specific improvements** will be determined based on updated master plan recommendations.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Funding Sources (Revenue)											
<i>Total Revenue</i>	-	-	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
<i>Total Expenditure</i>	-	-	-	-	-	-	-	-	-	-	-
Operating Impacts											
	Operating Expenses		-	-	-	-	-	-	-	-	-
	Debt Service		-	-	-	-	5,000	5,000	5,000	15,000	-
	Revenue		-	-	-	-	-	-	-	-	-
	General Fund Requirement		-	-	-	-	\$5,000	\$5,000	\$5,000	\$15,000	-
	<i>Additional Positions (FTEs)</i>		-	-	-	-	-	-	-	-	-

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. Construction of the new facility will be performed while the existing facility remains operational. When the new facility is complete and occupied, the demolition of the existing facility will begin, followed by the construction of the new parking lot and site work.

Features of the new facility will include expanded animal adoption areas, quarantine and visitation areas, staff training area, 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 Long-term Support and Operations** – Animal control services will improve as follows:

- Enhanced public accessibility to the shelter.
- House stray surrendered and homeless pets to include feeding, care, and maintenance.
- Quarantine aggressive and potentially rabid animals.
- Public education on animal laws, animal care, and animal behavior.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Debt	14,125	14,125	-	-	-	-	-	-	-	-	-
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$15,125	\$15,125	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	328	328	-	-	-	-	-	-	-	-	-
Design/Planning	1,341	844	497	-	-	-	-	-	-	-	-
Construction	12,185	39	2,000	5,881	4,265	-	-	-	-	10,146	-
Occupancy	472	-	100	300	72	-	-	-	-	372	-
Telecommunication	208	-	50	150	8	-	-	-	-	158	-
Project Management	590	154	175	200	61	-	-	-	-	261	-
Total Expenditure	\$15,125	\$1,365	\$2,822	\$6,531	\$4,406	-	-	-	-	\$10,937	-

Operating Impacts	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
Operating Expenses	756	868	814	746	746	746	4,675	
Debt Service	282	1,182	1,153	1,123	1,094	1,094	5,928	
Revenue	-	-	-	-	-	-	-	
General Fund Requirement	\$1,038	\$2,050	\$1,967	\$1,869	\$1,839	\$1,839	\$10,602	
Additional Positions (FTEs)	-	-	-	-	-	-	-	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Animal Shelter Expansion/Renovation



Concept for Prince William County Animal Shelter

Service Impact (Continued)

- Enforce state and local laws regarding domestic and agricultural animals.
- Adopt and place pets in new homes.
- Administer vaccines to prevent the spread of contagious animal diseases.
- House stray livestock, birds, and reptiles.

Funding Sources

- **Debt financing** – \$14.1M
- **General fund** – \$1.0M
- **Debt service costs and 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 April 2019 (FY19).
- **Construction** is scheduled to begin in March 2020 (FY20) with completion scheduled for September 2021 (FY22).
- **Occupancy** is scheduled for October 2021 (FY22) with demolition and site work completed in May 2022 (FY22).

Public Safety Training Center Expansion

Total Project Cost – \$35.8M
(Current Appropriation – \$400K)
(Planned Appropriation – 3.0M)

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, Prince William Fire & Rescue System, and Sheriff personnel 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. The Five-Year Plan includes \$3 million in FY23-26 to support debt financing for identified improvements.
- **Annual operating costs** will be supported by the general fund.

Project Milestones

- **Master planning** began in spring 2018 (FY18) with completion in FY20.
- **Design** will begin in FY21 and be completed in FY22.
- **Construction** will begin once design has been approved and funding appropriated.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	400	400	-	-	-	-	-	-	-	-	-
Debt	3,000	-	-	3,000	-	-	-	-	-	3,000	-
Total Revenue	\$3,400	\$400	-	\$3,000	-	-	-	-	-	\$3,000	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	400	307	93	-	-	-	-	-	-	-	-
Design/Planning	2,700	-	-	1,000	1,700	-	-	-	-	2,700	-
Project Management	300	-	-	150	150	-	-	-	-	300	-
Total Expenditure	\$3,400	\$307	\$93	\$1,150	\$1,850	-	-	-	-	\$3,000	-

<i>Operating Impacts</i>											
	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

- **Capital Reserve** – \$2.0M
- **General fund** – \$553K

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 September 2019 (FY20) and is scheduled to be completed winter 2020 (FY20).
- **Judicial Center and Gar-Field exterior assessments** began in December 2017 (FY18) and were completed in June 2018 (FY19).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Judicial Center and Garfield exterior security enhancements** began October 2018 (FY19) and are scheduled to be completed fall 2020 (FY21).
- **Garfield Fueling Station assessment** began January 2019 (FY19) and was completed in February 2019 (FY19).
- **Judges Parking Lot Security Fence** began design in August 2019 (FY20) with estimated completion in January 2020 (FY20). Construction is anticipated to begin March 2020 (FY20) and is estimated to be completed in summer 2020 (FY21).
- **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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	2,000	2,000	-	-	-	-	-	-	-	-	-
General Funds	553	553	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,553	\$2,553	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	497	253	244	-	-	-	-	-	-	-	-
Construction	2,056	137	1,197	722	-	-	-	-	-	722	-
Total Expenditure	\$2,553	\$390	\$1,441	\$722	-	-	-	-	-	\$722	-

<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 provides a replacement of the existing system which helps manage and maintain the County’s workforce, including payroll, performance review, recruitment and training functions. The system requirements phase included an assessment of whether to upgrade to a new version with the current vendor or select a new system. The assessment determined that a new system was the best option for replacing the system. The new system is cloud-based, allowing the County to convert its financial system to a cloud format as part of this project at no additional cost.

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. The system 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, benefits 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 audits of payroll and benefits administration in [2018](#), and timekeeping in [2017](#) and [2018](#).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- **General fund** – \$1.0M
- **Capital reserve** – \$6.0M
- **Debt or alternative funding source** – \$6.0M
- **Annual operating costs** will be funded by the general fund.

Project Milestones

- **System and technical requirements consolidation** completed in FY18.
- **Request for information** completed in FY19.
- **Vendor selection and contract award** completed in FY20.
- **System design** will begin in FY21.
- **Conversion** of Ascend will begin in FY21.
- **System implementation** will be completed in FY23.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	6,000	6,000	-	-	-	-	-	-	-	-	-
Debt	6,000	6,000	-	-	-	-	-	-	-	-	-
General Funds	1,000	1,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$13,000	\$13,000	-	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	182	182	-	-	-	-	-	-	-	-	-
Dev Deploy & Eval	12,818	26	892	4,500	5,800	1,600	-	-	-	11,900	-
Total Expenditure	\$13,000	\$208	\$892	\$4,500	\$5,800	\$1,600	-	-	-	\$11,900	-

Operating Impacts											
	Operating Expenses		1,200	1,500	500	500	500	500	500	4,700	
	Debt Service		-	-	-	-	-	-	-	-	
	Revenue		-	-	-	-	-	-	-	-	
	General Fund Requirement		\$1,200	\$1,500	\$500	\$500	\$500	\$500	\$500	\$4,700	
	Additional Positions (FTEs)		-	-	-	-	-	-	-	-	

Amounts expressed in thousands, therefore totals may not add due to rounding (excludes FTEs).

Human Resources Electronic Document Management System

Total Project Cost – \$332K

Project Description

The existing Human Resource Information System Electronic Document Management System (EDMS) 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 EDMS 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

Project Milestones

- **System implementation and acceptance** will begin in FY21 and are anticipated to be completed in FY22.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
General Funds	332	332	-	-	-	-	-	-	-	-	-
Total Revenue	\$332	\$332	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Dev Deploy & Eval.	332	-	-	50	282	-	-	-	-	332	-
Total Expenditure	\$332	-	-	\$50	\$282	-	-	-	-	\$332	-

<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 Infrastructure

Total Project Estimate – \$24.9M

Project Description

Prince William County (PWC) government currently operates a technology infrastructure that serves over 5,000 employees across 35 agencies located in approximately 70 buildings. Legacy infrastructure can inhibit service delivery and compromise the security of government services and data. This project will deliver major performance improvements and modern services to PWC in order to maximize government operations and service delivery to the community. Year two and three of the project timeline will offer new technology platforms and options for innovation with superior performance and disaster readiness.

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).

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	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Funding Sources

- **ISF fund balance** – \$11.9M
- **Capital reserve** – \$8.0M
- **General fund** – \$5.0M
- **Annual operating costs** will be funded by the general fund with the exception of \$1.4M of one-time ISF fund balance in FY21.

Project Milestones

- **Data center modernization** of two locations will be completed in FY20.
- **Security infrastructure modernization** of two locations will be completed in FY20.
- **Enterprise network (LAN/WAN) modernization** of 70 buildings will be completed in FY22.

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Capital Reserve	8,000	8,000	-	-	-	-	-	-	-	-	-
General Funds	5,000	-	5,000	-	-	-	-	-	-	-	-
Internal Service Fund Balance	11,900	-	8,000	3,900	-	-	-	-	-	3,900	-
Total Revenue	\$24,900	\$8,000	\$13,000	\$3,900	-	-	-	-	-	\$3,900	-

<i>Cost Categories (Expenditures)</i>											
Pre-Planning	906	906	-	-	-	-	-	-	-	-	-
Dev Deploy & Eval.	23,923	2,218	11,805	8,900	1,000	-	-	-	-	9,900	-
Oper Main & Eval.	72	72	-	-	-	-	-	-	-	-	-
Total Expenditure	\$24,900	\$3,195	\$11,805	\$8,900	\$1,000	-	-	-	-	\$9,900	-

<i>Operating Impacts</i>									
	Operating Expenses	2,435	3,000	3,000	3,000	1,565	-	13,000	
	Debt Service	-	-	-	-	-	-	-	
	Revenue	-	-	-	-	-	-	-	
	General Fund Requirement	\$2,435	\$3,000	\$3,000	\$3,000	\$1,565	-	\$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 the Route 234 Bypass (Prince William Parkway) and relocated Balls Ford Road (Route 621). A grade-separated overpass crossing of relocated Balls Ford Road over Line B of the Norfolk Southern Railroad will be constructed. The project also relocates Balls Ford Road as a new four-lane facility with a raised median between Devlin Road and Doane Drive. A 10 foot shared use path along relocated Balls Ford Road will also be constructed.



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

- **RFQ process** began in May 2019 (FY19) and was completed in September 2019 (FY20).
- **RFP process** began in September 2019 (FY20) and is scheduled for completion in winter 2020 (FY21)
- **Design-build process** is scheduled to begin in spring 2020 (FY20) with completion in December 2022 (FY23).
- **Project closeout** will occur in FY2024.

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Funding Sources (Revenue)											
State Revenue	142,864	142,864	-	-	-	-	-	-	-	-	-
Total Revenue	\$142,864	\$142,864	-	-	-	-	-	-	-	-	-

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Cost Categories (Expenditures)											
Design/Planning	9,724	1,724	6,000	2,000	-	-	-	-	-	2,000	-
Construction	120,845	338	10,070	25,000	35,000	35,000	15,437	-	-	110,437	-
Right of Way/Land	12,295	2	7,000	5,293	-	-	-	-	-	5,293	-
Total Expenditure	\$142,864	\$2,064	\$23,070	\$32,293	\$35,000	\$35,000	\$15,437	-	-	\$117,730	-

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).

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. 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. A 10 foot shared use trail and 5 foot sidewalk will be constructed the entire length of the facility.

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	Small Area Plans
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 fall 2019 (FY20) and is scheduled for completion in fall 2020 (FY21).
- **Utility relocation and construction** is scheduled to begin in March 2021 (FY21) with completion in November 2022 (FY23).

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Proffers	83	-	83	-	-	-	-	-	-	-	-
State Revenue	66,244	66,244	-	-	-	-	-	-	-	-	-
Total Revenue	\$66,327	\$66,244	\$83	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	15	15	-	-	-	-	-	-	-	-	-
Design/Planning	5,050	941	4,109	-	-	-	-	-	-	-	-
Construction	51,697	-	1,000	7,000	32,000	11,697	-	-	-	50,697	-
Right of Way/Land	9,565	3	8,000	1,562	-	-	-	-	-	1,562	-
Total Expenditure	\$66,327	\$958	\$13,109	\$8,562	\$32,000	\$11,697	-	-	-	\$52,259	-

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).

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 includes the construction of a bridge to grade separation of the Prince William Parkway and Brentsville Road intersection.

Service Impact

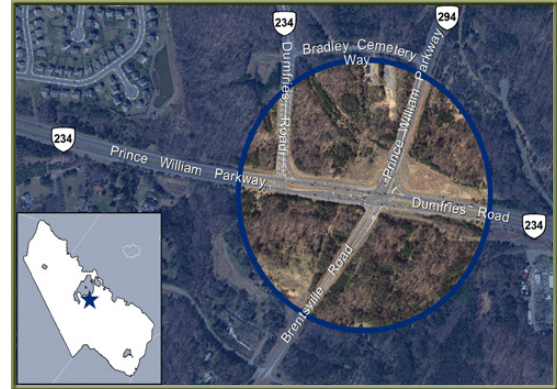
- **Relieve congestion and improve safety** – Constructing the interchange will alleviate congestion and improve safety along the Prince William Parkway at Route 234 and Brentsville Road. The service impact will be most noticeable during peak morning and evening travel periods.
- **Connectivity** – This 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)** – \$68K

Project Milestones

- **Proposal process** for design and construction services is scheduled for completion in March 2020 (FY20) with contract award in summer 2020 (FY21).
- **Design** is scheduled to begin in summer 2020 (FY21) with completion in summer 2021 (FY22).
- **Construction** is anticipated to begin in summer 2021 (FY22) with completion in fall 2023 (FY24).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTa 70%	54,900	54,900	-	-	-	-	-	-	-	-	-
Proffers	68	-	68	-	-	-	-	-	-	-	-
Total Revenue	\$54,968	\$54,900	\$68	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	6,400	3	2,000	4,397	-	-	-	-	-	4,397	-
Construction	47,168	-	-	2,000	8,000	18,723	18,445	-	-	47,168	-
Right of Way/Land	1,400	-	1,400	-	-	-	-	-	-	-	-
Total Expenditure	\$54,968	\$3	\$3,400	\$6,397	\$8,000	\$18,723	\$18,445	-	-	\$51,565	-

Operating Impacts	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	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).

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. A dedicated left turn lane on Joplin Road for eastbound traffic heading north on Route 1 will also be constructed.

Service Impact

- **Relieve congestion and improve safety** – Constructing 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). It was subsequently determined that the Fuller Road segment would be completed by Marine Corps Base Quantico (MCBQ), requiring a redesign of the County’s project. The County’s redesign was placed on hold until MCBQ planned the Fuller Road segment to reduce overall impacts to the area. The County’s redesign was completed in December 2019.
- **Right-of-way and utility relocation** began in September 2019 and is scheduled for completion in spring 2020 (FY20).
- **Construction** is scheduled to begin summer 2020 (FY21) with completion in fall 2021 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	3,659	3,659	-	-	-	-	-	-	-	-	-
Proffers	768	768	-	-	-	-	-	-	-	-	-
Total Revenue	\$4,426	\$4,426	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	690	672	18	-	-	-	-	-	-	-	-
Construction	3,251	-	-	2,075	1,176	-	-	-	-	3,251	-
Right of Way/Land	137	-	137	-	-	-	-	-	-	-	-
Project Management	348	348	-	-	-	-	-	-	-	-	-
Total Expenditure	\$4,426	\$1,020	\$155	\$2,075	\$1,176	-	-	-	-	\$3,251	-

<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 Park Pedestrian Improvements

Total Project Cost – \$2.9M

Project Description

This project includes a comprehensive sidewalk and shared-use path improvement to enhance the walkability and recreational capabilities at 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 distance 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 distance of approximately 2,700 feet.
- **University Boulevard** will be enhanced with a 5-foot sidewalk on the north side of the street for a distance of approximately 1,300 feet.



Service Impact

- **Enhance pedestrian safety** – Enhanced safety and pedestrian connectivity within the County will be provided.

Funding Sources

- **Federal funding** – \$2.9M

Project Milestones

- **Design** began in fall 2018 (FY19) and was completed in spring 2019 (FY19).
- **Right-of-way acquisition** began in November 2018 (FY19) and is scheduled for completion in winter 2020 (FY21).
- **Construction** is scheduled to begin in summer 2020 (FY21) with completion in summer 2021 (FY22).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	2,892	2,892	-	-	-	-	-	-	-	-	-
Total Revenue	\$2,892	\$2,892	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	684	567	117	-	-	-	-	-	-	-	-
Construction	1,912	13	1,149	750	-	-	-	-	-	750	-
Right of Way/Land	295	24	271	-	-	-	-	-	-	-	-
Total Expenditure	\$2,892	\$604	\$1,537	\$750	-	-	-	-	-	\$750	-

<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).

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 project includes 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** – \$12.3M
- **NVTA 30% funding** – \$9.4M

Project Milestones

- **Design** began in June 2017 (FY17). Formal action endorsing the final design occurred on January 22, 2019 (Res. 19-058). Final design is scheduled for completion in February 2020 (FY20).
- **Right-of-way acquisition** began in fall 2019 (FY20) and is scheduled for completion in summer 2020 (FY21).
- **Construction** is scheduled to begin in March 2021 (FY21) with completion in April 2023 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	12,667	12,667	-	-	-	-	-	-	-	-	-
NVTA 30%	9,379	9,379	-	-	-	-	-	-	-	-	-
State Revenue	12,258	12,258	-	-	-	-	-	-	-	-	-
Total Revenue	\$34,304	\$34,304	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	2,529	1,459	1,070	-	-	-	-	-	-	-	-
Construction	25,493	0	-	4,000	12,000	9,492	-	-	-	25,492	-
Right of Way/Land	6,282	-	3,141	3,141	-	-	-	-	-	3,141	-
Total Expenditure	\$34,304	\$1,459	\$4,211	\$7,141	\$12,000	\$9,492	-	-	-	\$28,633	-

<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/Neabsco Mills Commuter Garage

Total Project Cost – \$43.4M

Project Description

The Potomac/Neabsco Mills Commuter Garage is a planned 1,400-space garage which will be located at 2501 Opitz Boulevard in the vicinity of Potomac Town Center and the Neabsco Mills Road widening project. The parking garage will serve as a park and ride lot for commuters, relieving 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 business establishments located within the area of the new garage.

Funding Source

- **Federal funding** – \$36.7M
- **Recordation tax revenue designated for transportation** – \$3.4M
- **NVTA 30% funding** – \$2.3M
- **State funding** – \$900K
- **General fund (Woodbridge TRIP)** – \$140K
- **Annual operating costs** are covered by the general fund.

Project Milestones

- **Conceptual design and transportation impact analysis** was completed in spring 2017 (FY17).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Location study** began in March 2018 (FY18) and was completed in August 2018 (FY19).
- **Land acquisition** was completed in June 2019 (FY19).
- **Preliminary Design** began in April 2019 (FY19) and is scheduled for completion in April 2020 (FY20).
- **Final design and construction** through a design-build contract is scheduled to begin December 2020 (FY21) with completion in spring 2023 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	36,666	36,666	-	-	-	-	-	-	-	-	-
General Funds	140	140	-	-	-	-	-	-	-	-	-
NVTA 30%	2,280	2,280	-	-	-	-	-	-	-	-	-
Recordation Tax	3,420	3,420	-	-	-	-	-	-	-	-	-
State Revenue	900	900	-	-	-	-	-	-	-	-	-
Total Revenue	\$43,406	\$43,406	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	2,515	179	2,336	-	-	-	-	-	-	-	-
Construction	35,385	-	-	7,077	14,154	14,154	-	-	-	35,385	-
Right of Way/Land	5,507	5,507	-	-	-	-	-	-	-	-	-
Total Expenditure	\$43,406	\$5,685	\$2,336	\$7,077	\$14,154	\$14,154	-	-	-	\$35,385	-

<i>Operating Impacts</i>		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
Operating Expenses		-	-	-	-	230	460	460	1,150
Debt Service		-	-	-	-	-	-	-	-
Revenue		-	-	-	-	-	-	-	-
General Fund Requirement		-	-	-	-	\$230	\$460	\$460	\$1,150
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 – \$100.2M

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

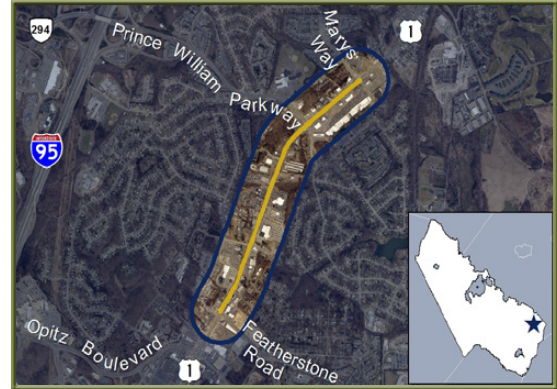
- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.

Funding Sources

- **NVTA 70% funding** – \$63.4M
- **Federal funding** – \$28.8M
- **State funding** – \$4.5M
- **Service Authority reimbursement** – \$3.4M

Project Milestones

- **Design** began in February 2015 (FY15). Utility duct bank design was completed in August 2018 (FY19); roadway widening design is scheduled to be completed spring 2020 (FY20).
- **Right-of-way acquisition** began in fall 2015 (FY16) and was completed in June 2019 (FY19); outstanding payments are pending.
- **Utility duct bank construction** began in August 2018 (FY19) and was completed in November 2019 (FY20).
- **Construction** is scheduled to begin in early summer 2020 (FY20) with completion in summer 2022 (FY23).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	28,837	28,837	-	-	-	-	-	-	-	-	-
NVTA 70%	63,400	63,400	-	-	-	-	-	-	-	-	-
Service Authority Reimbursement	3,436	3,436	-	-	-	-	-	-	-	-	-
State Revenue	4,526	4,526	-	-	-	-	-	-	-	-	-
Total Revenue	\$100,200	\$100,200	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	5,650	4,840	810	-	-	-	-	-	-	-	-
Construction	54,550	9,059	14,000	14,000	14,000	3,491	-	-	-	31,491	-
Right of Way/Land	40,000	29,704	10,296	-	-	-	-	-	-	-	-
Total Expenditure	\$100,200	\$43,602	\$25,106	\$14,000	\$14,000	\$3,491	-	-	-	\$31,491	-

<i>Operating Impacts</i>	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	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).

Route 28 Corridor Feasibility Study

Total Project Cost – \$6.0M

Project Description

The Route 28 corridor feasibility study will evaluate the scope, cost, environmental assessments, traffic forecasts, alternative alignments, and feasibility factors required 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

- **Environmental 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	

	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Funding Sources (Revenue)											
NVTA 70%	6,000	6,000	-	-	-	-	-	-	-	-	-
Total Revenue	\$6,000	\$6,000	-	-	-	-	-	-	-	-	-
Cost Categories (Expenditures)											
Design/Planning	6,000	1,221	2,389	2,389	-	-	-	-	-	2,389	-
Total Expenditure	\$6,000	\$1,221	\$2,389	\$2,389	-	-	-	-	-	\$2,389	-
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).

Route 28 Phase 3 (Linton Hall Rd to Pennsylvania Ave)

Total Project Cost – \$38.2M

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.

Service Impact

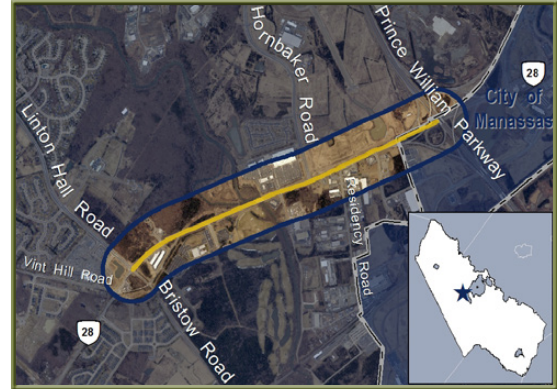
- **Relieve congestion and improve safety** – Widening this roadway will alleviate congestion and improve safety. The service impact will be most noticeable during peak morning and evening travel periods.
- **Enhance connectivity** – This project completes the widening of three Route 28 segments to six lanes from Fitzwater Drive to Pennsylvania Avenue.

Funding Sources

- **NVTA 70% funding** – \$36.2M
- **City of Manassas** – \$1.9M
- **Proffers** – \$111K

Project Milestones

- **Design** began in November 2016 (FY17) and was completed in October 2019 (FY20).
- **Right-of-way acquisition** began in October 2019 (FY20) and is scheduled for completion in June 2020 (FY20).
- **Construction** began in July 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	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 70%	36,200	36,200	-	-	-	-	-	-	-	-	-
Other Revenue	1,863	1,863	-	-	-	-	-	-	-	-	-
Proffers	111	-	111	-	-	-	-	-	-	-	-
Total Revenue	\$38,174	\$38,063	\$111	-	-	-	-	-	-	-	-

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	712	500	212	-	-	-	-	-	-	-	-
Construction	34,744	4,665	10,895	10,895	8,288	-	-	-	-	19,183	-
Right of Way/Land	2,250	12	2,238	-	-	-	-	-	-	-	-
Project Management	469	205	264	-	-	-	-	-	-	-	-
Total Expenditure	\$38,174	\$5,382	\$13,609	\$10,895	\$8,288	-	-	-	-	\$19,183	-

Operating Impacts		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
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 – \$35M

(Current Appropriation - \$11.1M)

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 the 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** – Enhanced safety and pedestrian connectivity within the County will be provided.
- **Traffic flow** – Improved and safer traffic flow throughout the County will be provided.

Funding Sources

- **NVTA 70% funding** – \$11M
- **Developer contributions (proffers)** – \$45K
- **Additional funding sources TBD** – \$24M

Note: Construction will not commence until additional funding is available. Voters approved a mobility referendum in November 2019 which included \$20 million in debt funding for the construction of Summit School Road. Authorized debt financing is not programmed in the proposed CIP.



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	
Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

Project Milestones

- **Design** began in December 2019 (FY20) and is scheduled for completion in June 2021 (FY21).
- **Right-of-way acquisition** is anticipated to begin in July 2021 (FY22) and is scheduled for completion in May 2023 (FY23).
- **Construction** is anticipated to begin in June 2022 (FY22) and is scheduled for completion in October 2023 (FY24), contingent upon additional funding.

Funding Sources (Revenue)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Debt	23,955	-	-	-	-	-	-	-	-	-	23,955
NVTA 70%	11,000	11,000	-	-	-	-	-	-	-	-	-
Proffers	45	-	45	-	-	-	-	-	-	-	-
Total Revenue	\$35,000	\$11,000	\$45	-	-	-	-	-	-	-	\$23,955

Cost Categories (Expenditures)	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	5,400	5	2,395	3,000	-	-	-	-	-	3,000	-
Construction	22,555	-	-	-	-	-	-	-	-	-	22,555
Right of Way/Land	7,045	-	-	-	2,800	2,845	-	-	-	5,645	1,400
Total Expenditure	\$35,000	\$5	\$2,395	\$3,000	\$2,800	\$2,845	-	-	-	\$8,645	\$23,955

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 – \$15.0M

Project Description

TRIP consists of capital funding of \$225,000 per year from recordation tax revenues to 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. District supervisors determine funding allocations for projects to enhance mobility throughout the County. Examples of previous TRIP Projects include small-scale improvements such as sidewalks, multi-use paths, paving, and roadway extensions.

Service Impact

- **Traffic flow** – Improved and safer traffic flow throughout the County will be provided.
- **Enhance pedestrian safety** – Enhanced safety and pedestrian connectivity within the County will be provided.

Funding Sources

- **General fund (TRIP)** – \$1.7M
- **Recordation tax** – \$9.7M
- **Federal funding** – \$3.6M
- **Developer contributions (proffers)** – \$20K

Project Milestones

- **Current TRIP funded projects include the following:**
 - **Annapolis Way and Marina Way Extensions (planning and design only), \$674K** – Scheduled for completion in October 2020 (FY21).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Dumfries Road Sidewalk (Counselor Road to Tayloe Drive), \$1.1M** – Scheduled for completion in August 2020 (FY21).
- **Gemini Way Pedestrian Improvements, \$1.1M** – Scheduled for completion in November 2020 (FY21).
- **Old Bridge Road Sidewalk (Tackett’s Mill to Minnieville Road), \$814K** – Scheduled for completion in summer 2021 (FY22).
- **Opitz Boulevard Sidewalk (Potomac Library to Potomac Center Boulevard), \$1.3M** – Scheduled for completion in summer 2020 (FY21).
- **Smoketown Road/Opitz Boulevard Pedestrian Improvements, \$685K** – Scheduled for completion in November 2020 (FY21).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Federal Revenue	3,558	3,558	-	-	-	-	-	-	-	-	-
General Funds	1,728	1,728	-	-	-	-	-	-	-	-	-
Proffers	20	-	20	-	-	-	-	-	-	-	-
Recordation Tax	9,650	-	200	1,575	1,575	1,575	1,575	1,575	1,575	9,450	-
Total Revenue	\$14,956	\$5,286	\$220	\$1,575	\$1,575	\$1,575	\$1,575	\$1,575	\$1,575	\$9,450	-

<i>Cost Categories (Expenditures)</i>	1,716	871	679	167	-	-	-	-	-	167	-
Design/Planning	1,716	871	679	167	-	-	-	-	-	167	-
Construction	12,651	17	2,487	696	-	-	-	-	-	696	9,450
Right of Way/Land	589	34	554	-	-	-	-	-	-	-	-
Total Expenditure	\$14,956	\$923	\$3,720	\$863	-	-	-	-	-	\$863	\$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. A sidewalk on the north side of the project will also be constructed.



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 enhance safety and provide 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

- **NVTA 30% funding** – \$6.9M
- **State funding** – \$5.7M

Project Milestones

- **Design** began in November 2018 (FY19) and was completed in December 2019 (FY20).

Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
Land Use	Schools	

Impact on Strategic Plan Goals		
Robust Economy	Wellbeing	Mobility
Quality Education	Safe & Secure Community	

- **Right-of-way acquisition** is scheduled to begin in February 2020 (FY20) and be completed in September 2020 (FY21).
- **Construction** is anticipated to begin in April 2021 (FY21) with completion in December 2022 (FY23).

<i>Funding Sources (Revenue)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 30%	6,867	6,867	-	-	-	-	-	-	-	-	-
State Revenue	5,712	5,712	-	-	-	-	-	-	-	-	-
Total Revenue	\$12,579	\$12,579	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Design/Planning	963	255	707	-	-	-	-	-	-	-	-
Construction	10,170	-	-	-	7,500	2,670	-	-	-	10,170	-
Right of Way/Land	1,447	-	723	723	-	-	-	-	-	723	-
Total Expenditure	\$12,579	\$255	\$1,430	\$723	\$7,500	\$2,670	-	-	-	\$10,893	-

<i>Operating Impacts</i>		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26
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 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. The service impact will be most noticeable during peak morning and evening travel periods.
- **Connectivity** – This project will increase connectivity and improve the number of citizens satisfied with ease of travel within the County.

Funding Sources

- **NVTA 70% funding** – \$24.2M

Project Milestones

- **Design** began in December 2018 (FY19) and is scheduled for completion in May 2020 (FY20).
- **Right-of-way acquisition** will begin in February 2020 (FY20) and is scheduled for completion in August 2020 (FY21).
- **Construction** is anticipated to begin in January 2021 (FY21), with completion in January 2022 (FY22).



Impact on Comprehensive Plan Chapters		
Cultural Resources	Libraries	Sewer
Economic Development	Parks & Open Space	Telecommunications
Environment	Police	Transportation
Fire & Rescue	Potable Water	Small Area Plans
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	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
NVTA 70%	24,200	24,200	-	-	-	-	-	-	-	-	-
Total Revenue	\$24,200	\$24,200	-	-	-	-	-	-	-	-	-

<i>Cost Categories (Expenditures)</i>	Project Estimate	Prior Yrs Actual	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	Future
Pre-Planning	6	6	-	-	-	-	-	-	-	-	-
Design/Planning	2,894	478	2,416	-	-	-	-	-	-	-	-
Construction	20,900	-	-	10,450	10,450	-	-	-	-	20,900	-
Right of Way/Land	400	-	200	200	-	-	-	-	-	200	-
Total Expenditure	\$24,200	\$484	\$2,616	\$10,650	\$10,450	-	-	-	-	\$21,100	-

<i>Operating Impacts</i>	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY21 - FY26	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).

2019 Bond Referendum Mobility Projects

Total Project Cost – \$355.0M

Project Description

The Board of County Supervisors approved a bond referendum question for mobility/road improvements be placed on the November 5, 2019 ballot. The referendum question on the ballot was approved by voters, and included the following mobility/road improvement projects:

- **Devlin Road Widening, \$50.0M** – The project widens Devlin Road from two to four lanes between Linton Hall Road and Wellington Road/relocated Balls Ford Road. The total project length is approximately 1.8 miles, and will connect to the Balls Ford Road/Route 234 interchange. The project will improve access to the Route 234 and Interstate 66 corridors, and will include a shared use trail along the full project length
- **Minnieville Road/Prince William Parkway Interchange, \$70.0M** – The project constructs a grade-separated interchange at Minnieville Road and Prince William Parkway. The project improves traffic flow and reduces delays on this section of Prince William Parkway and Minnieville Road. The project will also improve the transportation network and provide enhanced access to major destinations, such as Dale City and Potomac Mills.
- **Old Bridge Road/Gordon Boulevard Intersection, \$15.0M** – The project constructs a flyover ramp from northbound Gordon Boulevard to westbound Old Bridge Road. The project will improve safety by eliminating dangerous weaving movements and will also reduce overall delay and congestion at the intersection.
- **Route 28 Bypass/Widening, \$200.0M** – The project designs and constructs corridor improvements along Route 28 in Prince William County, between the City of Manassas and Fairfax County, to include right-of-way acquisition and utility relocation. The project will either construct a new four-lane bypass or widen existing Route 28 to six lanes. Either option will include pedestrian facilities. The completion of environmental studies (see Route 28 Feasibility Study project page) will determine which option is selected for the project location.
- **Summit School Road Extension, \$20.0M** – The project constructs a four-lane extension of Summit School Road to Telegraph Road, providing for a new and improved connection between Minnieville Road and Telegraph Road. The project improves access to the Horner Road Commuter Lot and the Interstate 95 express lanes, and will include a sidewalk and shared use trail. In FY19, \$11 million was appropriated to begin design (see prior project page).

Funding Sources

- **General Obligation Bonds - \$355.0M**
- **NVTA 30% Funds** – \$8.0M for design

Note: Annual debt service cost to support the \$355.0M in debt financing is not funded in the proposed FY21-25 Five Year Plan.

Project Milestones

- **Project designs** for Devlin Road Widening and the Minnieville Road/Prince William Parkway Interchange will begin in FY21.
- **Project design** for Old Bridge Road/Gordon Boulevard Intersection will begin in FY22.
- **Construction schedules** are undetermined, pending a funding source for annual debt service costs.



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.

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 (BAC): A committee of the Board of County Supervisors (BOCS), supported by the internal audit function, established to assist in governance and oversight responsibilities. All BOCS members comprise the BAC, which consists of three regular voting members and five alternate members. The internal audit function reports directly to the BOCS, through the BAC.

Glossary

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 and are governed by the budget transfer policy.

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.

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.

Glossary

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' (BOCS) requests, made during Supervisors Time at a BOCS meeting, for County staff to provide information and/or take action.

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, 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 (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, (b) where the BOCS has decided that periodic

Glossary

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.

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.

Glossary

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.

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.

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 (NVRTA): The Northern Virginia Transportation Authority is a regional governmental entity established to plan, prioritize, and fund regional transportation programs. The NVRTA 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.

Paratransit: Transit service provided by public transit agencies to people with disabilities who cannot use fixed route bus service because of a disability. In general, the American with Disabilities Act requires complementary paratransit service must be provided within $\frac{3}{4}$ 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.

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.

Glossary

Personal Property: An item of property other than real estate to include Personal effects, moveable property, goods, and chattel.

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.
- 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.

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 & 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 critical information technology infrastructure, 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.

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

AALL: American Association of Law Libraries

ACTS: Action in the Community Through Service

ADC: Adult Detention Center

Admin: Administrative

ADP: Average Daily Population

AED: Automatic External Defibrillator

AFIS: Automated Fingerprint Identification System

ALS: Advanced Life Support

Approp: Appropriated

APS: Adult Protective Services

ARYFS: At-Risk Youth and Family Services

B&A: Budget and Appropriate

B&G: Buildings and Grounds

B&GC: Boys & Girls Club

BAB: Build America Bonds

BAC: Board Audit Committee

BARN: Benedictine Aid and Relief to Neighbors

BECC: Benefits, Employment & Child Care

BEST Lawn: Building Environmentally Sustainable Turf Lawn

BLS: Basic Life Support

BMP: Best Management Practices

Board: Board of County Supervisors

BOCS: Board of County Supervisors

BOD: Ballot on Demand

BPOL Tax: Business Professional and Occupational License Tax

BWC: Body-Worn Camera

CAB: Citizen Advisory Board

CAC: Crisis Assessment Center

CAD: Computer Assisted Dispatch or Computer-Aided Design system (cannot be both simultaneously)

CAFR: Comprehensive Annual Financial Report

CALEA: Commission on Accreditation for Law Enforcement Agencies

CCJB: Community Criminal Justice Board

CDA: Community Development Authorities

CDBG: Community Development Block Grant

CFH: Catholics for Housing

CHDO: Community Housing Development Organization

CID: Communications & Infrastructure Division

CIP: Capital Improvement Program

CISD: Critical Incident Stress Debriefing

CIT: Crisis Intervention Training

CMAQ: Congestion Mitigation and Air Quality

CMP: Cyclical Maintenance Plan

COG: Council of Governments

COLA: Cost of Living Adjustment

CP&D: Community Preservation & Development

CPA: Comprehensive Plan Amendment

CPI: Consumer Price Index

CPS: Child Protective Services

CSA: Comprehensive Services Act

CSB: Community Services Board

CSW: Community Service Work

CVB: Convention and Visitors Bureau

CXO: County Executive

CY: Calendar Year

DART: Days Away Restricted or Transferred

DCJS: Department of Criminal Justice Services

DCSM: Design and Construction Standards Manual

DDS: Department of Development Services

DEQ: Department of Environmental Quality

DFR: Department of Fire and Rescue

DMAS: Department of Medical Assistance Services

DMV: Department of Motor Vehicles

DoIT: Department of Information Technology

DOJ: Department of Justice

Abbreviations

DORM: Drug Offender Rehabilitation Module

DOT: Department of Transportation

DPRT: Department of Parks, Recreation and Tourism

DSS: Department of Social Services

E-911: Emergency 911

EBDM: Evidence Based Decision Making

EBP: Evidenced Based Practices

EBT: Electronic Benefits Transfer

EDA: Economic Development Alliance

EDMS: Electronic Document Management System

EEOC: Equal Employment Opportunity Commission

EIAP: Early Intervention Alternative Program

EM: Electronic Monitoring

EMS: Emergency Medical Services

ENR: Environmental and Natural Resources

ERP: Enterprise Resource Program

ESG: Emergency Shelter Grant

ESI: Engineers and Surveyors Institute

ESOL: English for Speakers of Other Languages

F&R: Fire and Rescue

FAMIS: Family Access to Medical Insurance Security

FAPT: Family Assessment and Planning Team

FCC: Federal Communications Commission

FCM: Facilities Construction Management

FICA: Federal Insurance Contributions Act

FirstNet: First Responder Network Authority

FOIA: Freedom of Information Act

FRA: Fire and Rescue Association

FRS: Fire and Rescue System

FSS: Family Self-Sufficiency

FTE: Full-Time Equivalent

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

GASB: Government Accounting Standards Board

GDC: General District Court

GED: General Equivalency Diploma

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GPS: Global Positioning System

GRIT: Gang Response Intervention Team

GSHF: Good Shepherd Housing Foundation

H&CB: Home & Community Based

HAP: Homeownership Assistance Program

HAZMAT: Hazardous Materials

HCMP: Human Capital Management Payroll

HCVP: Housing Choice Voucher Program

HIDTA: High Intensity Drug Trafficking Area

HIPAA: Health Insurance Portability and Accountability Act

HIV: Human Immunodeficiency Virus

HOA: Homeowners Association

HOC2: Home Occupation Certificate – Family Day Home (Child Care)

HOPWA: Housing Opportunities for Persons with AIDS

HOV: High Occupancy Vehicle

HPAC: Hylton Performing Arts Center

HPC: Homeless Prevention Center

HPDF: Housing Preservation and Development Fund

HRIS: Human Resources Information System

HUD: Department of Housing and Urban Development

HVAC: Heating, Ventilation and Air Conditioning

ICMA: International City/County Management Association

ICT: Intensive Community Treatment

ID: Intellectual Disability

IDA: Industrial Development Authority

IEC: Independence Empowerment Center

IEP: Individualized Educational Plan

Abbreviations

IFB: Invitation for Bid	MIS: Management Information System
IFSP: Individualized Family Service Plan	MOU: Memorandum of Understanding
I-Net: Institutional Network	MPTC: Multi-Purpose Transit Center
IFB: Invitation for Bid	MS4: Municipal Separate Storm Sewer System
IPE: Intervention, Prevention and Education	NA: Not Available
IRM: Information Resource Management	NACO: National Association of Counties
ISF: Internal Service Fund	NADA: National Automobile Dealers Association
ISN: Information Systems Network	NCIC: National Crime Information Center
IT: Information Technology	NCR: National Capital Region
IVR: Interactive Voice Response	NFPA: National Fire Protection Association
JARC: Joint Admissions Review Committee	NG911: Next Generation 911
JCSU: Juvenile Court Service Unit	NOVA: Northern Virginia
JDC: Juvenile Detention Center	NR: Not Reported
JDR: Juvenile and Domestic Relations Court	NVCC: Northern Virginia Community College
JJAT: Juvenile Justice Action Team	NVFS: Northern Virginia Family Service
JJPP: Juvenile Justice Parenting Program	NVRC: Northern Virginia Regional Commission
KPWB: Keep Prince William Beautiful	NVTA: Northern Virginia Transportation Authority
LAN: Local Area Network	NVTC: Northern Virginia Transportation Commission
LCI: Local Composite Index	OCJS: Office of Criminal Justice Services
LEOS: Law Enforcement Officers' Supplement	OEM: Office of Executive Management
LEPC: Local Emergency Planning Commission	OHCD: Office of Housing & Community Development
LGBTQ: Lesbian, Gay, Bisexual, Transgender, Questioning	OMB: Office of Management & Budget
LIS: Land Information System	OMD: Operation Medical Director
LMS: Learning Management System	OPEB: Other Post-Employment Benefits
LNSS: Library Network Support Services	OSHA: Occupational Safety and Health Administration.
LODA: Line of Duty Act	OT: Office of Tourism
LSNV: Legal Services of Northern Virginia	OWL: Occoquan-Woodbridge-Lorton (Volunteer Fire Department)
LTC: Long-Term Care	OZ: Opportunity Zone
LVA-PW: Literacy Volunteers of America – Prince William, Inc.	PAF: Personnel Action Form
MAT: Medication Assisted Treatment	PATH: Projects for Assistance in Transitioning the Homeless
MDC: Mobile Data Computer	PCE: Property Code Enforcement
MDT: Mobile Data Terminal	PCN: Position Control Number
MH: Mental Health	
MHz: Megahertz	

Abbreviations

PCP: Position Classification Plan	Performance
PHNST: Potomac Heritage National Scenic Trail	STI: Sexually Transmitted Infection
PMAH: Project Mend-A-House	SUP: Special Use Permit
PPTRA: Personal Property Tax Relief Act	SWM: Storm Water Management
Prop: Property	TANF: Temporary Assistance to Needy Families
PRTC: Potomac and Rappahannock Transportation Commission	TB: Tuberculosis
PSAP: Public Safety Answering Point	TBD: To Be Determined
PSCC: Public Safety Communications Center	TIP: Technology Improvement Plan
PSFM: Principles of Sound Financial Management	TMDL: Total Maximum Daily Load
PSSF: Promoting Safe and Stable Families	TRIP: Transportation and Roadway Improvement Program
PSTC: Public Safety Training Center	UOSA: Upper Occoquan Service Authority
PWC: Prince William County	USDA: United States Department of Agriculture
PWHD: Prince William Health District	USPS: United States Postal Service
PWSI: Prince William Soccer, Inc.	VaCMS: Virginia Case Management System
PWSIG: Prince William Self-Insurance Group	VACO: Virginia Association of Counties
QC: Quality Control	VCE: Virginia Cooperative Extension
QSCB: Qualified School Construction Bonds	VCIN: Virginia Criminal Information Network
REZ: A formal rezoning action pertaining to land use	VDH: Virginia Department of Health
RFP: Request for Proposal	VDOT: Virginia Department of Transportation
RMS: Records Management System	VFD: Volunteer Fire Department
ROI: Return on Investment	VIEW: Virginia Initiative for Employment not Welfare
SA: Substance Abuse	VLEPSC: Virginia Law Enforcement Professional Standards Commission
SAC: School Age Care	VMT: Vehicle Miles Traveled
SAVAS: Sexual Assault Victims Advocacy Service	VPRAI: Virginia Pre-trial Risk Assessment Instrument
SCBA: Self-Contained Breathing Apparatus	VPW: Volunteer Prince William
SERVE: Securing Emergency Resources through Volunteer Efforts	VRE: Virginia Railway Express
SF: Square Feet	VRS: Virginia Retirement System
SMI/SED: Seriously Mentally Ill/Seriously Emotionally Disturbed	WFGA: When Families Get Angry
SNAP: Supplemental Nutrition Assistance Program	WIC: Women, Infants, and Children
SRO: School Resource Officer	WMATA: Washington Metropolitan Area Transit Authority
STD: Sexually Transmitted Disease	YAS: Young Adult Services
STEP: Systematic Training for Effective Parenting	ZTA: Zoning Text Amendment
STEP-VA: System Transformation Excellence and	

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