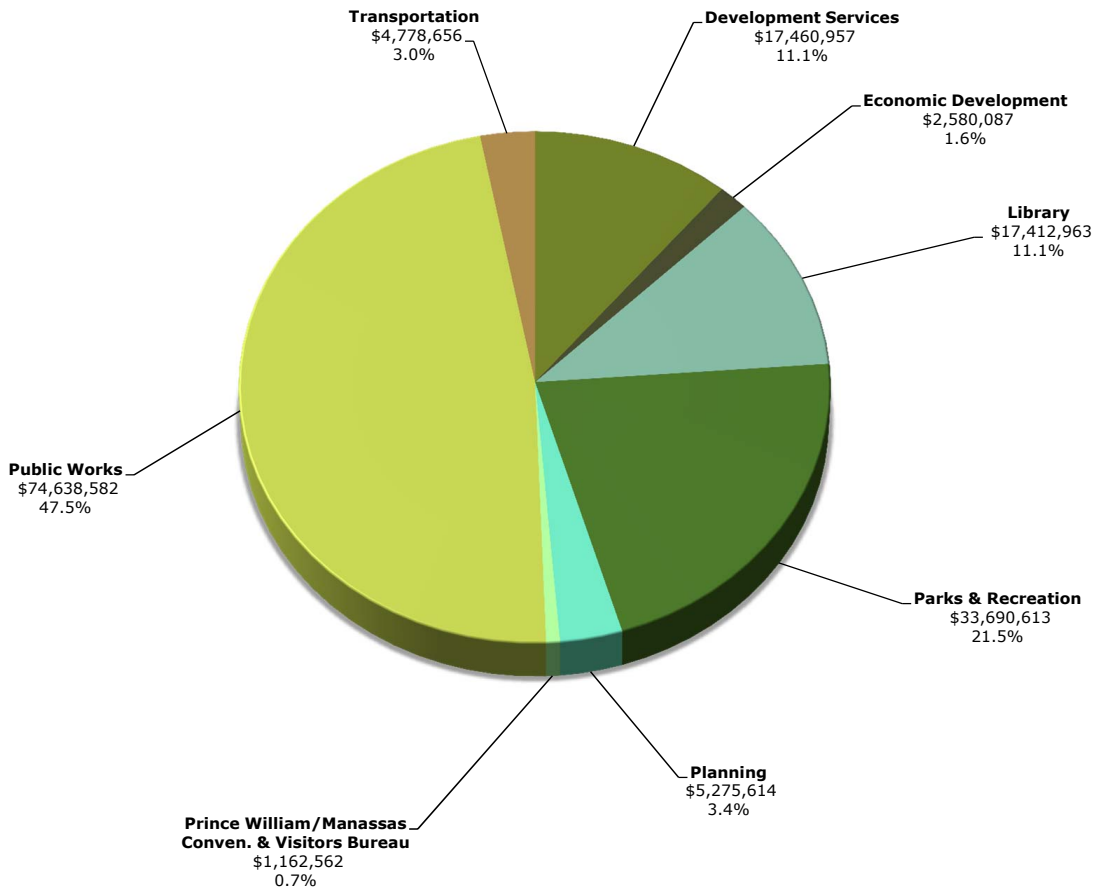


Community Development



Community Development Expenditure Budget: \$157,000,034



Average Tax Bill: Community Development accounted for \$321 and 8.63% of the average residential tax bill in FY16.

Department & Agencies

- Development Services
- Economic Development
- Library

- Parks & Recreation
- Planning
- PWC/Manassas Convention & Visitors Bureau

- Public Works
- Transit
- Transportation





Community Development

Economic Development

Goal Statement: The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.

	FY2016 Strategic Plan Targets
At-place employment	118,000
Targeted jobs associated with new businesses	1,200 Cumulative over 4 years
Targeted jobs associated with existing businesses	800 Cumulative over 4 years
Capital investment associated with new and expansion projects	\$200M Cumulative over 4 years
Capital investment in targeted redevelopment areas	\$8M Cumulative over 4 years

Transportation

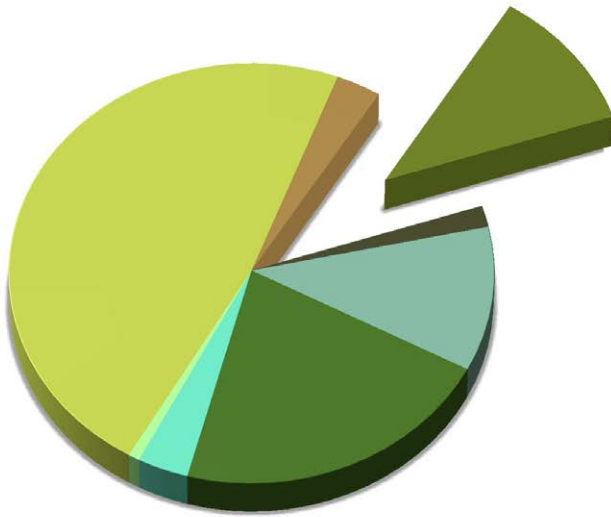
Goal Statement: The County will provide a multi-modal transportation network that supports County and regional connectivity.

	FY2016 Strategic Plan Targets
Multi-modal trips	9.16M
Positive responses to "I can easily get around PWC by car"	>84%
Percentage of 2006 Road Boad projects completed or under construction	92%
Miles of pedestrian trail and sidewalks constructed and added to County's comprehensive plan roads	15 Cumulative over 4 years
County residents telecommuting (MWCOG survey)	23%



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. Our development processes are designed to be effective and efficient, and ensure compliance with federal, state and local regulations. We support economic development, public safety, revitalization, infrastructure improvements and the protection of natural resources. Our staff provides customers the highest quality of service and respect. We supply the public with development information through effective communication and education.



Expenditure Budget:
\$17,460,957

11.1% of Community Development

Programs:

- Building Development: \$12,688,037
- Land Development: \$4,453,074
- Customer Liaison: \$319,846

Community Development Expenditure Budget
\$157,000,034

Mandates

The County operates under a state mandate to enforce minimum safety standards in accordance with the Uniform Statewide Building Code. The Department of Development Services provides these mandated services. The Department of Development Services also serves as the liaison to the state mandated Building Code Appeals Board.

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

State Code: [15.2-2241A5](#), [A11](#), [2241B](#), [2245](#), [36-105.A](#), [10.1-1124-1130](#), [15.2-2240](#), [15.2-2241](#)

County Code: Chapter 3 ([Amusements](#)), Chapter 5 ([Buildings and Building Regulation](#)), Chapter 12 ([Massage Establishments](#)), Chapter 25.1 ([Swimming Pools, Spas and Health Clubs](#)), Chapter 26 ([Tax Exemption for Solar Energy Equipment, Facilities or Devices](#)), Chapter 32 ([Zoning](#)), Chapter 33 ([Expedited Land Development Plan Review](#))

Development Services



Expenditure and Revenue Summary



Expenditure by Program	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
1 Building Development	\$9,462,826	\$10,139,953	\$10,757,170	\$11,703,047	\$12,688,037	8.42%
2 Land Development	\$1,472,972	\$1,707,966	\$2,895,281	\$2,778,741	\$4,453,074	60.26%
3 Customer Liaison	\$333,392	\$311,414	\$319,072	\$312,094	\$319,846	2.48%
Total Expenditures	\$11,269,190	\$12,159,333	\$13,971,523	\$14,793,882	\$17,460,957	18.03%

Expenditure by Classification

1 Personal Services	\$5,401,622	\$5,733,187	\$6,672,024	\$7,101,457	\$7,670,768	8.02%
2 Fringe Benefits	\$1,758,609	\$2,039,430	\$2,314,834	\$2,477,707	\$2,629,584	6.13%
3 Contractual Services	\$39,807	\$32,949	\$36,760	\$239,185	\$106,185	(55.61%)
4 Internal Services	\$1,791,379	\$1,979,731	\$2,132,464	\$1,910,702	\$2,020,054	5.72%
5 Purchase Goods & Supplies	\$183,857	\$154,834	\$271,296	\$552,501	\$554,450	0.35%
6 Capital Outlay	\$71,736	\$73,423	\$104,418	\$241,318	\$259,248	7.43%
7 Leases & Rentals	\$8,015	\$7,989	\$10,084	\$11,756	\$11,756	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$48,713)	—
9 Transfers	\$2,014,165	\$2,137,790	\$2,429,643	\$2,259,256	\$4,257,624	88.45%
Total Expenditures	\$11,269,190	\$12,159,333	\$13,971,523	\$14,793,882	\$17,460,957	18.03%

Funding Sources

1 Permits, Privilege Fees & Regulatory Licenses	\$8,511,024	\$10,157,547	\$10,859,311	\$12,495,107	\$12,079,034	(3.33%)
2 Fines and Forfeitures	\$0	\$805	\$1,260	\$0	\$0	—
3 Revenue From Use of Money & Property	\$18,973	\$5,561	\$38,241	\$0	\$4,790	—
4 Charges for Services	\$72,698	\$163,400	\$144,103	\$85,563	\$138,285	61.62%
5 Miscellaneous Revenue	\$175,570	\$273,198	\$228,634	\$258,546	\$267,872	3.61%
6 Non-Revenue Receipts	\$8,234	\$4,969	\$1,181	\$0	\$0	—
7 Transfers In (Capital Projects Fund) ¹	\$3,397,578	\$0	\$0	\$0	\$0	—
8 Transfers In (Other) ²	\$192,353	\$84,263	\$285,548	\$147,549	\$287,393	94.78%
Total Designated Funding Sources	\$12,376,430	\$10,689,743	\$11,558,278	\$12,986,765	\$12,777,374	(1.61%)

Special Revenue Fund

Contribution To/(From) Reserves & Retained Earnings	\$3,502,844	\$1,388,425	(\$283,107)	\$235,789	(\$2,485,709)	(1154.21%)
Net General Tax Support³	\$2,395,604	\$2,858,015	\$2,130,139	\$2,042,906	\$2,197,874	
Net General Tax Support	21.26%	23.50%	15.25%	13.81%	12.59%	

¹ **Capital Projects Fund Transfer** - One-time \$3.4M transfer in FY12 from the Economic Development capital reserve; Development fee agencies will complete the repayment to the general fund in FY16.

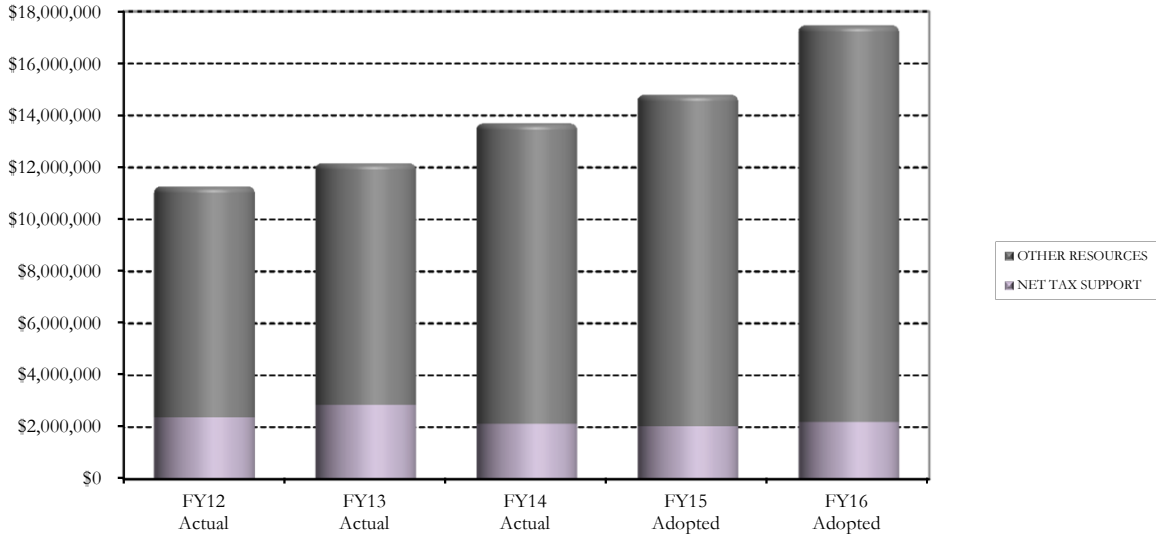
² **Other Funds Transfers** - Operating transfers between DDS and agencies not in the general fund.

³ **General Fund Transfer** - General fund support for Building Code Enforcement, hosted enterprise IT application costs and operating transfers between DDS and agencies in the general fund.

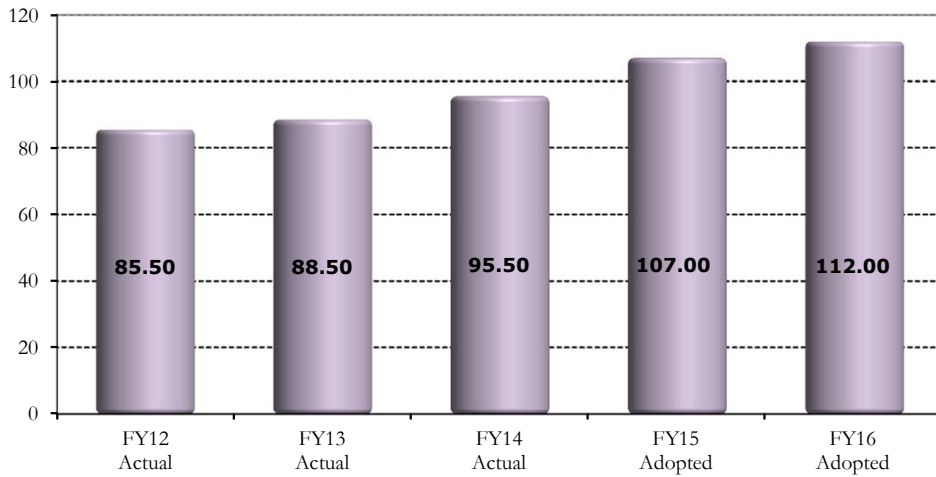
Development Services



Expenditure History



Full-Time Equivalent (FTE) Positions



Staff History

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Building Development	69.78	71.04	79.12	83.91	87.90
2 Land Development	12.98	14.22	13.66	20.54	21.54
3 Customer Liaison	2.74	3.24	2.72	2.55	2.56
Full-Time Equivalent (FTE) Total	85.50	88.50	95.50	107.00	112.00

Staff By Program



Future Outlook

Implementation of the EnerGov Computer System - EnerGov will be replacing the existing Tidemark system, used to house all development plan review comments, project case files, permits, inspections and Code enforcement cases. The rollout for the new system occurred on November 12, 2014. The second phase of the project will include electronic plan review and is projected for implementation during FY16. The learning curve associated with implementing a new system will have an impact on staff workload. Additionally, a great deal of customer training and outreach needs to occur with system implementation.

Proffers and Special Use Permit (SUP) Condition Review and Enforcement - With the implementation of EnerGov, the County will have an improved ability to track and enforce proffers and SUP conditions. In addition, development agencies are taking a more proactive approach to ensure projects comply with adopted Proffer Conditions. These efforts will require additional staff time and resources, but are necessary to ensure compliance with proffers and SUP conditions.

Implementation of the 2012 Virginia Uniform Statewide Building Code - The State adopts the updated International Building Code on a three year cycle. Currently, the County is operating under the 2009 Virginia Uniform Statewide Building Code. The 2012 Code will take effect in the spring of 2015. Implementation of the new Code will require the development of new/revised Building Development policies and outreach to the development community. The challenge is to ensure a smooth transition between Codes, so that development projects are not delayed.

Development Process Improvements - Development agencies partner with customers to continually improve development-related processes. We plan to continue these efforts in FY16; however, sustaining process improvements will be challenging with the implementation of EnerGov and improving project compliance with proffers and SUP conditions.

Matching Staffing Resources to Development Workload - Development activity can ramp-up quickly with little or no advanced notification. If staffing resources are not properly aligned with incoming workload, backlogs and time delays could occur for community development customers. Staffing at appropriate levels and ensuring contracts are in place to help with temporary surges in workload is an ongoing challenge for development agencies. Therefore, adoption of the flex-position concept by the Board of County Supervisors is an important tool that enables development agencies to address staffing needs in real-time as dictated by workload and the accompanying fees collected for that work.

General Overview

- A. Indirect Costs Transferred to the General Fund** - Indirect costs are expenditures charged by one unit of the County government for services rendered by another unit of the County government. These expenditures are reimbursed to the general fund for services rendered. The indirect cost allocation expense increases \$125,660 from \$1,690,020 in FY15 to \$1,825,680 in FY16.
- B. Community Development Support** - The Technology Improvement Plan holding account is no longer funding \$61,056 for Community Development Applications Support; funding will be provided by the general fund.
- C. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16, the Department of Development Services' (DDS) technology bill increased by \$8,054 to \$1,725,253.
- D. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing



expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for the Department of Development Services is \$48,713.

E. Compensation Increase - Compensation adjustments totaling \$266,272 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan 1 employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Inspections performed on day requested	100%	100%	99%	98%	98%
Commercial plans reviewed within 6 weeks, first review	40%	34%	70%	90%	90%
Tenant layout plans reviewed within 3 weeks, first review	64%	49%	81%	90%	90%
Code enforcement cases resolved or moved to court within 100 days	—	—	67%	80%	80%
Overall customer satisfaction	97%	97%	89%	—	95%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Building Plan Review	\$3,036	\$2,956	\$3,098	\$3,564	\$3,919
Plan submissions	8,535	10,203	9,886	10,713	10,364
Building Permitting Services	\$839	\$999	\$1,226	\$1,396	\$1,578
Permits issued	22,823	25,044	24,708	26,797	25,326
Building Construction Inspections	\$4,689	\$5,325	\$5,463	\$5,644	\$5,990
Inspections performed	61,102	65,627	70,672	68,908	74,206
Building Special Inspections	\$537	\$454	\$456	\$563	\$573
Field and test results, certifications and shop drawings reviewed	—	—	1,866	1,853	2,038
Building Code Enforcement	\$362	\$406	\$515	\$536	\$629
Enforcement cases	1,483	1,509	1,035	1,076	1,076

A. Budget Reductions

1. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	(\$10,411)
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This action adjusts the Building Development fee schedule to align development fees with activity costs and current revenue projections.
 - **Building Development Fee Schedule Adjustment**
The FY2016 Budget includes a 3% across-the-board increase of the Building Development fee schedule to accommodate an increase in construction related activity. Building Development revenue supports expenditures in each of the five land development agencies: Development Services, Fire Marshal's Office, Planning, Public Works and Transportation.
 - **Building Development Revenue Budget Decrease**
The net impact of budget adjustments between the FY15 Budget and the FY16 Budget is a decrease of \$10,411. This revenue decrease includes: budgeted fee increases, updated revenue projections, and an alignment of budget projections with historic actuals.
- b. **Service Level Impacts** - Existing service levels are maintained. Without the fee schedule increase, service levels and core staffing levels would be negatively impacted.



B. Budget Initiatives

1. Add Four Building Development Fee-Supported Positions

Expenditure	\$374,309
Revenue	\$374,309
General Fund Impact	\$0
FTE Positions	4.00

a. Description - This initiative adds four fee-funded positions in the Building Development Program within Development Services. The positions are an Assistant Trade Chief, Code Compliance Inspector, Development Services Technician II and a Combination Inspector. These staffing additions are necessary to meet increased demand for services in Building Development and maintain current service levels and quality standards for development inspections and plan review.

b. Service Level Impacts

- **Fire Resistance Related Field Revisions Reviewed**

<i>FY16 w/o Addition</i>	250
<i>FY16 w/ Addition</i>	324

- **Average days from building code complaint opened to first investigation**

<i>FY16 w/o Addition</i>	3.3
<i>FY16 w/ Addition</i>	1.0

- **Annual plans processed per FTE**

<i>FY16 w/o Addition</i>	2,308
<i>FY16 w/ Addition</i>	1,923

- **Number of days per year with a staffing shortage in Construction Inspections**

<i>FY16 w/o Addition</i>	56
<i>FY16 w/ Addition</i>	27

2. Vehicle Replacement Budget Increase

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

a. Description - This initiative increases the vehicle replacement budget. Additional funds are needed to replace vehicles that are reaching the terminal mileage threshold.

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

3. Office Space Reconfiguration

Expenditure	\$70,000
Revenue	\$70,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description - This initiative redesigns current workspace to make more efficient use of existing space, add additional conference rooms for customer meetings and add taller panels to work spaces in high traffic areas.

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



4. Increase Community Development Applications Support

Expenditure	\$85,063
Revenue	\$7,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds the \$85,063 increase in maintenance support required for the community development technology systems. The increase is located in Development Service's 4000 series, increasing revenue to the Information Technology internal service fund. The increase includes \$78,063 supported by the general fund and \$7,000 supported by fee revenue.
- b. **Service Level Impacts** - Existing service levels are maintained. Increased capabilities through the EnerGov system will provide opportunity for increased productivity.

5. Training Budget Increase

Expenditure	\$10,000
Revenue	\$10,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This increase will fund technical and non-technical staff training not currently provided within the code academy.
- b. **Service Level Impacts** - Existing service levels are maintained.

6. Overtime Budget Increase

Expenditure	\$11,500
Revenue	\$11,500
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This increase will provide for overtime charged for Plan Review and Special Inspections based on current actuals.
- b. **Service Level Impacts** - Existing service levels are maintained.

7. Apparel Budget Increase

Expenditure	\$15,000
Revenue	\$15,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - In order to provide a professional and consistent look for field personnel, DDS implemented a uniform policy in FY15. This initiative provides field personnel with weekly uniform rentals and laundry service. For consistency and customer service purposes, all personnel will wear uniforms with DDS insignias.
- b. **Service Level Impacts** - Existing service levels are maintained.



8. Energov System Enhancements

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

- a. **Description** - Energov, the land use information system, manages land and building development and code enforcement information. The system was replaced in FY15 but is still being enhanced. DDS contributed \$200,000 in FY15 and will contribute an additional \$200,000 in FY16 for system enhancements that were not initially included in the project scope. Included in this amount, the Fire Marshall's Office contributed \$100,000 toward system enhancements in FY15 and will contribute an additional \$100,000 in FY16.
- b. **Service Level Impacts** - System performance will be enhanced through funding system upgrades to include: improving the sort and filter functions; improving the tracking capabilities for plan reviews and submittals; creating user task lists; and improving search screens.

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Total bond and escrow activities completed within 21 days	—	—	30%	90%	90%
Average days from first to final plan approval, non-residential	44	42	42	44	44
Average days from first to final plan approval, residential	46	51	48	59	59
Overall customer satisfaction	97%	97%	89%	—	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Site and Subdivision Plans	\$807	\$876	\$1,569	\$1,500	\$3,080
Plans reviewed	1,148	1,189	1,121	1,250	1,250
Bonds and Escrows	\$666	\$832	\$898	\$852	\$862
Bond and escrow cases administered	—	1,187	1,092	1,278	1,206
Lot escrow cases initiated and released	—	1,013	869	1,053	994
Customer Service/Zoning Permits	—	—	\$429	\$427	\$511



A. Budget Reductions

1. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	(\$236,412)
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - This action adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

▪ **Land Development Fee Schedule Adjustment**

The Adopted FY2016 Budget includes a 3% across-the-board increase in the Land Development fee schedule and an additional 2.5% increase on all site development-related fees. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation.

▪ **Land Development Revenue Budget Decrease**

The net impact of budget adjustments between the FY15 Budget and the FY16 Budget is a decrease of \$236,412. This revenue decrease includes: budgeted fee increases, updated revenue projections, and an alignment of budget projections with historic actuals.

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

2. Increase Development Fund Transfer to the General Fund

Expenditure	\$1,557,708
Revenue	\$0
General Fund Impact	(\$1,557,708)
FTE Positions	0.00

a. **Description** - In FY12, general funds were provided to DDS in order to stabilize service levels during the economic downturn. This increase in the repayment amount from the Development Review Special Revenue Stabilization Fund to the general fund will complete the repayment in FY16. The \$1,557,708 is in addition to the \$519,236 which was previously budgeted for a total repayment in FY16 of \$2,076,944. A total of \$3.2 million will have been repaid.

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

B. Budget Shifts

1. Shift Funding Source for 2 FTEs from Development Fees to Proffer Interest

Budget Shift	(\$220,000)
FTE Positions	2.00
Agency Impact	\$0

a. **Description** - DDS will shift funding for two existing Planner II positions from development fees to proffer interest for FY16-FY18 only. In FY19 the funding source will revert to development fees.

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



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.

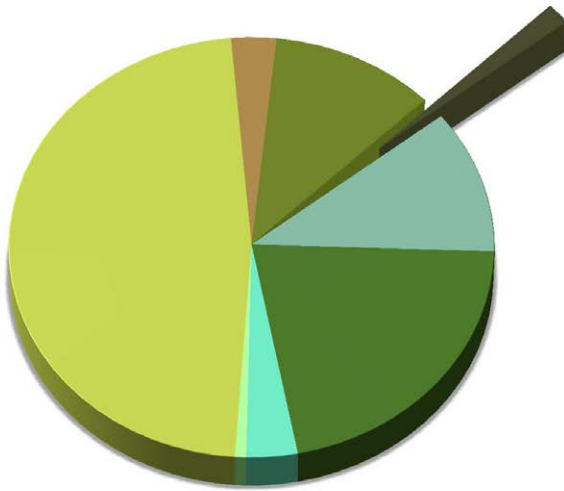
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Customer transactions processed per FTE	21,884	22,737	21,590	23,032	22,000
Overall customer satisfaction	97%	97%	89%	—	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Early Assistance Desk	\$333	\$311	\$319	\$312	\$320
Customer transactions	43,768	45,474	43,179	46,065	44,000



Mission Statement

The mission of the Department of Economic Development is to facilitate a robust, diverse economy with more jobs and an expanded commercial tax base by attracting new companies, retaining and expanding existing businesses and growing new enterprises.



1.6% of Community Development

Programs:

- Investment Attraction: \$1,553,489
- Existing Business: \$494,884
- Marketing & Research: \$531,714

Community Development Expenditure Budget
\$157,000,034

Mandates

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

Economic Development



Expenditure and Revenue Summary



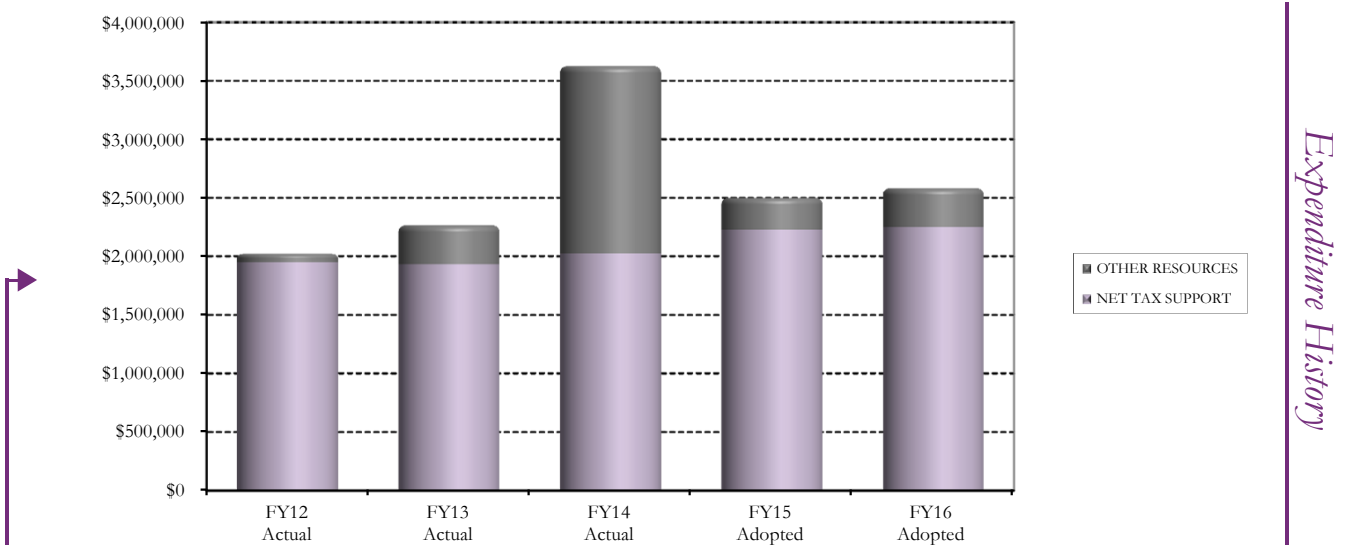
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
1 Investment Attraction	\$1,009,077	\$1,256,931	\$2,866,014	\$1,422,984	\$1,553,489	9.17%
2 Existing Business	\$425,980	\$468,587	\$419,966	\$509,636	\$494,884	(2.89%)
3 Marketing & Research	\$336,357	\$306,478	\$338,362	\$566,911	\$531,714	(6.21%)
4 Contributions	\$249,400	\$231,132	\$0	\$0	\$0	—
Total Expenditures	\$2,020,814	\$2,263,128	\$3,624,342	\$2,499,531	\$2,580,087	3.22%

Expenditure by Classification

1 Personal Services	\$904,945	\$942,897	\$1,060,926	\$1,064,507	\$1,130,058	6.16%
2 Fringe Benefits	\$246,724	\$300,584	\$321,429	\$333,487	\$348,896	4.62%
3 Contractual Services	\$420,298	\$427,001	\$214,834	\$332,878	\$332,878	0.00%
4 Internal Services	\$48,647	\$54,645	\$55,477	\$37,494	\$41,803	11.49%
5 Purchase Goods & Supplies	\$400,201	\$462,758	\$482,378	\$484,630	\$483,647	(0.20%)
6 Capital Outlay	\$0	\$0	\$1,280,546	\$1,000	\$1,000	0.00%
7 Leases & Rentals	\$0	\$75,244	\$208,752	\$245,535	\$250,407	1.98%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$63,613)	—
9 Transfers Out	\$0	\$0	\$0	\$0	\$55,011	—
Total Expenditures	\$2,020,814	\$2,263,128	\$3,624,342	\$2,499,531	\$2,580,087	3.22%

Funding Sources

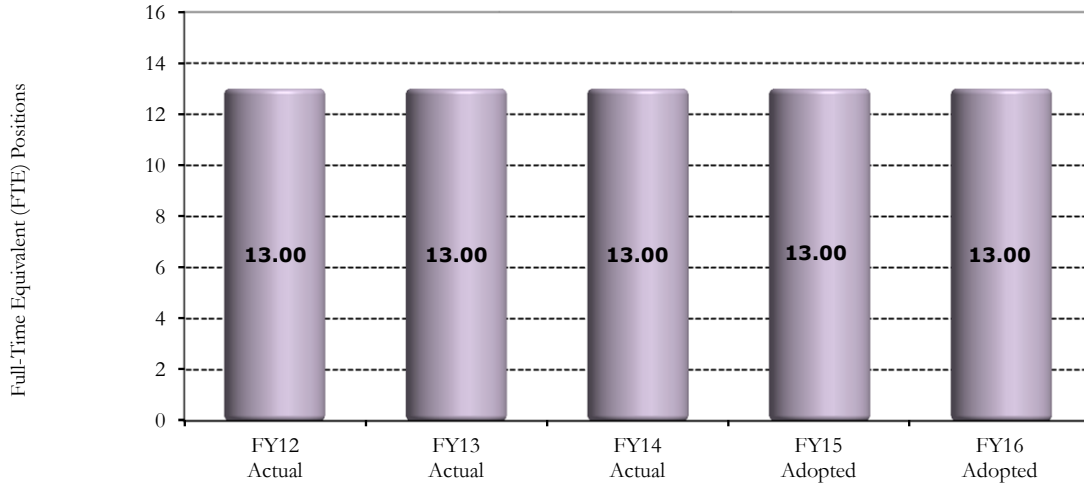
1 Revenue for Use of Money & Property	\$0	\$0	\$0	\$0	\$55,011	—
2 Miscellaneous Revenue	\$47,141	(\$9,644)	\$6,061	\$26,568	\$26,568	0.00%
3 Transfers In	\$22,265	\$341,895	\$1,593,147	\$243,635	\$248,507	2.00%
Total Designated Funding Sources	\$69,406	\$332,251	\$1,599,208	\$270,203	\$330,086	22.16%
Net General Tax Support	\$1,951,408	\$1,930,877	\$2,025,134	\$2,229,328	\$2,250,001	0.93%
Net General Tax Support	96.57%	85.32%	55.88%	89.19%	87.21%	



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Investment Attraction	6.35	6.10	6.10	6.10	6.85
2 Existing Business	3.95	3.95	3.95	1.85	1.60
3 Marketing & Research	2.70	2.95	2.95	5.05	4.55
Full-Time Equivalent (FTE) Total	13.00	13.00	13.00	13.00	13.00

Future Outlook

Economic Development Strategic Goal/Outcomes - The Board's adopted goal for Economic Development is:

The County will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.

Economic Development Success - Over the past several years, the County has had great success in achieving the outcomes desired by the community including adding jobs and commercial revenues. Some indicators of that success include:

- FY2014 was our best year ever in Economic development attracting over \$1 billion in capital investment. To date in FY2015 the County has attracted over \$500 million in capital investment.
- From 2008–2014 (most of which was during the Great Recession) the County attracted over 1,400 targeted jobs.
- Over the same period, the County's at-place employment increased by 13,575 jobs or a 13% growth in jobs.
- Prince William's current unemployment rate is 4.6%.



- In one category alone—Data Centers - we have increased tax revenue from \$3.6 million in 2010 to just over \$10 million annually in 2014, a 177% increase. That \$10 million annually in revenue from data centers represents 2 cents on the tax rate or \$72 for the average residential taxpayer.
- Total commercial revenue has increased by 37% from FY2008-FY2015 from \$103 million to just over \$140 million in FY15, the current fiscal year. That \$37 million on the residential side would represent an approximate \$270 increase annually on the average residential tax bill in today's penny value.

Building a Diverse Economy - The Competitive Analysis and Target Markets Study conducted by the department in 2013 affirmed the county's strong business proposition in our target markets of information technology, life sciences, and federal markets. Additionally, two additional target sectors - advanced logistics/supply chain and advanced manufacturing were added this year to our approved list, which will expand opportunities for business recruitment particularly.

Focus on Technology-Driven Clusters - In order to succeed in the “new economy”, communities in the National Capital Region need to move away from dependence on federal spending and traditional federal agency and federal contractor investment. Instead, they must focus on private sector activities in technology driven “clusters”. Prince William County has been forward thinking in this area, taking advantage of its strengths in information technology and life sciences particularly. Examples of this include:

- **Data Centers** - As of this year, Prince William crossed the 2 million square foot mark for data center locations. We have become a major attractor of data centers in the last several years because of our robust fiber network, ample electric power supply, skilled IT labor force, proximity to Dulles International Airport and our business friendly development processes. Data centers are particularly attractive because they produce significant local tax revenue but have minimal impact on surrounding land uses and generate very little traffic.
- **Prince William Science Accelerator** - With the opening of our Science Accelerator wet lab (the only facility of its kind in Northern Virginia), this past June, we have been able to build on the County's long standing commitment to growing the life sciences sector here. We attracted our first tenant to the wet lab, ISOThrive, a California based company. We have two additional companies very interested in locating in the Science Accelerator in early 2015.
- **Simulation & Game Institute** - In conjunction with George Mason University's Computer Game Design Program, we opened the Simulation & Game Institute (SGI) this past April to take advantage in the exponential growth in the “serious games” area. Serious games are increasingly being used in military, health care, public safety, education, and business applications. There are currently five companies resident at SGI and we expect our first “spinout” into commercial space in early 2015. Additionally, we have partnered with the Commonwealth to transition the SGI from a local enterprise to a statewide initiative under the title of the Virginia Serious Game Institute.

Because both of these facilities are located on or adjacent to George Mason University's Prince William campus and are surrounded by a variety of technology companies in the IT, engineering and life science areas, an ever expanding “technology innovation cluster” has formed and is growing around Innovation Park.

Potomac Communities Initiative - To capitalize on Eastern Prince William County's many notable assets and redevelopment opportunities, the County launched the Potomac Communities Initiative to highlight those attributes to the local and national real estate development community. Our Potomac Communities marketing piece has been very well received and has been distributed at a number of both local and national real estate events. The brochure recently won an award from the International Economic Development Council.

Transportation Assets - We continue to emphasize to company prospects the County's excellent road and rail transportation systems, which provide great access to markets both within the region and along the Atlantic seaboard as well as less congested reverse-commute options for the Northern Virginia workforce. The County's investment in Route 1 road improvements has already resulted in new private investment and will stimulate additional redevelopment opportunities in the future. Finally, our close proximity to Dulles International Airport and the location of Manassas Regional Airport provide a multitude of direct non-stop domestic and international flights as well as cargo capabilities



at Dulles and corporate air travel options at Manassas. Our road infrastructure has been critical to our past economic development success and needs to be continually expanded and upgraded to take advantage of business investment opportunities which arise that depend on efficient workforce and cargo flows.

Marketing Outreach - Our proactive marketing efforts have taken a major leap forward during the past year with freshened print collateral material, better media awareness and relationships, new research activities, improved presentation formats, increased use of social media and a new Customer Relationship Management platform which will allow much more intensive tracking of sales activities and performance. Additionally, our department website is being completely re-engineered in order to compete successfully with “best in class” economic development websites of our national and international competitor jurisdictions. The website work will be completed in late summer, 2015.

We have a robust marketing outreach agenda for the coming year focusing on meetings with site location consultants, a call trip to Chicago in conjunction with VEDP, a county tour with GSA staff, presentations to the major commercial and industrial brokerage firms in the DC metro area, as well as attendance at trade shows in our target markets including data centers, life sciences, logistics/distribution/supply chain and advanced manufacturing. Additionally, we are heightening efforts with our local federal contractors to identify new market opportunities both here in the U.S and internationally.

International Opportunities - Beginning in 2012 with our first international mission to China, we have begun to build business relationships with a number of privately owned Chinese companies in the areas of logistics/distribution, electronics, construction, and pharmaceuticals. Recently, we hosted a business delegation from the Anhui Chamber of Commerce in Shanghai to show them the many assets of Prince William County. We believe this effort to bear fruit in the future with regard to new direct inbound investment as well as export market opportunities for our existing companies.

General Overview

- A. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year’s budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria, year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Economic Development is (\$63,613).
- B. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16 Economic Development’s technology bill increased by \$4,309 to \$38,562.
- C. Increase in Life Sciences Facility Lease Costs** - In FY13, the County signed a five-year master lease for a Life Sciences facility at Innovation Technology Park. On October 15, 2013, [BOCS Resolution 13-635](#) was adopted, extending this lease from five years to ten years. The Economic Development Opportunity Fund will continue to fund the county lease payments and will be reimbursed from the tenant licensee payments. The FY16 total lease payments are \$248,507 or \$4,872 more than FY15.
- D. Property Revenue Increase** - The Economic Development FY16 revenue budget increased by \$55,011. Lease revenue for use of Wet Lab Space increased by \$25,119 per [BOCS Res. 15-101](#) on February 10, 2015 and 29,892 per [BOCS Res. 15-192](#) on March 10, 2015.



E. Compensation Increase - Compensation adjustments totaling \$44,226 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan 1 employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

Program Summary

Investment Attraction

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
County at-place employment	111,000	114,942	117,546	118,442	118,000
Targeted jobs associated with new businesses	303	110	239	300	300
Capital investment associated with new and existing projects (non-retail)	\$445M	\$423M	\$1.074B	\$200M	\$300M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Investment Attraction Marketing	\$1,009	\$1,257	\$2,635	\$1,423	\$1,553
Target missions/trade shows/special events attended	103	111	144	100	100
Contacted leads	—	—	—	—	300
Qualified leads	—	—	—	—	75
Projects managed	—	—	—	—	40
Project wins	—	—	—	—	25



Existing Business

The Existing Business program retains existing businesses, identifies and secures company expansion projects, and acts as a strategic advisor to company leaders, assisting them to grow their operations in Prince William County.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
County at-place employment	111,000	114,942	117,546	118,442	118,000
Targeted jobs associated with existing businesses	118	484	39	200	200
Capital investment associated with new and existing projects (non-retail)	\$445M	\$423M	\$1.074B	\$200M	\$300M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Existing Business Outreach/Expansion	\$247	\$263	\$222	\$279	\$264
Local companies assisted with expansion projects	10	8	47	17	17
Entrepreneurship Initiatives	\$224	\$231	\$231	\$231	\$231
Jobs created	36	64	94	60	100
Jobs saved/retained	63	43	72	100	50



Marketing & Research

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

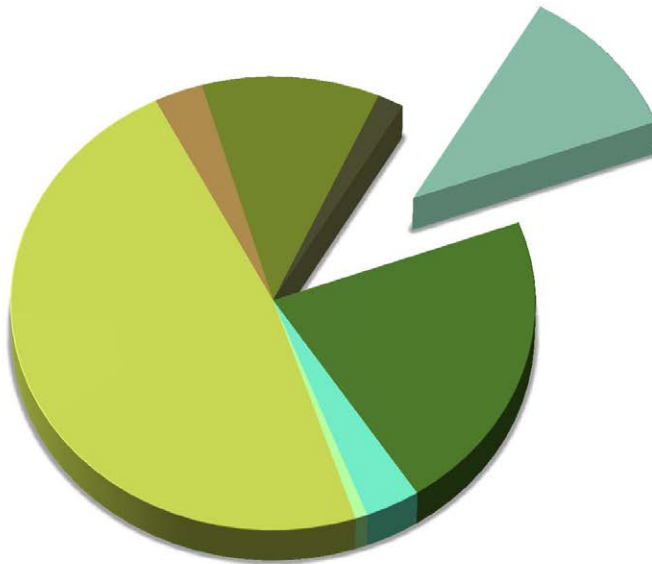
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
County at-place employment	111,000	114,942	117,546	118,442	118,000
Capital investment associated with new and existing projects (non-retail)	\$445M	\$423M	\$1.074B	\$200M	\$300M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Business Location and Expansion Research	\$336	\$306	\$338	\$318	\$310
Site and building inventory maintained and updated	4	4	81	144	144
Economic development research conducted for or presented to clients	—	6	65	144	144
Web Site Marketing and Outreach, Public Relations and Special Events	\$179	\$206	\$198	\$249	\$222
Press releases disseminated or media calls for information/statements fielded	—	20	199	40	40
Property searches on the Economic Development Site and Building Database	—	6,449	5,247	6,750	6,750



Mission Statement

The Prince William Public Library System supports the County vision of “A Community of Choice” through exceptional service, providing lifelong enrichment across both traditional and virtual environments.



Expenditure Budget:
\$17,412,963

11.1% of Community Development

Programs:

- Library Administrative Services: \$688,574
- Public Services: \$9,928,692
- Materials Services: \$3,637,842
- Financial Services: \$766,413
- Technology Services: \$2,391,442

Community Development Expenditure Budget
\$157,000,034

Mandates

There are no states or federal mandates affecting the Library System.



Expenditure and Revenue Summary



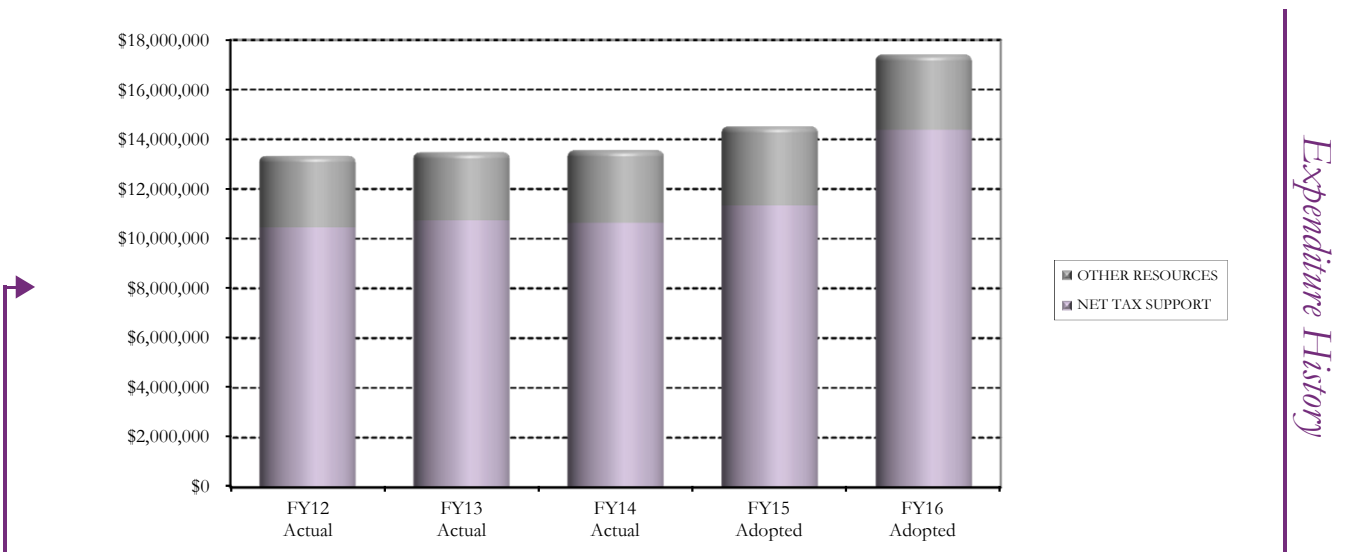
Expenditure by Program	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
1 Library Administrative Services	—	—	—	—	\$688,574	—
2 Public Services	\$8,039,146	\$7,810,380	\$7,954,252	\$8,544,860	\$9,928,692	16.19%
3 Materials Services	\$3,267,682	\$3,278,914	\$3,246,963	\$3,411,852	\$3,637,842	6.62%
4 Financial Services	\$876,917	\$788,483	\$689,081	\$797,635	\$766,413	(3.91%)
5 Technology Services	\$1,147,806	\$1,599,264	\$1,666,386	\$1,763,803	\$2,391,442	35.58%
Total Expenditures	\$13,331,551	\$13,477,041	\$13,556,682	\$14,518,150	\$17,412,963	19.94%

Expenditure by Classification

1 Personal Services	\$8,241,398	\$8,199,829	\$8,424,817	\$9,060,649	\$10,624,182	17.26%
2 Fringe Benefits	\$2,010,371	\$2,221,323	\$2,207,448	\$2,429,770	\$2,793,587	14.97%
3 Contractual Services	\$300,483	\$283,636	\$250,874	\$252,370	\$423,650	67.87%
4 Internal Services	\$819,522	\$870,977	\$846,172	\$781,902	\$1,118,559	43.06%
5 Purchase Goods & Supplies	\$1,929,273	\$1,847,565	\$1,788,314	\$1,965,547	\$2,769,414	40.90%
6 Capital Outlay	\$16,328	\$38,927	\$0	\$0	\$0	—
7 Leases & Rentals	\$14,176	\$14,784	\$39,057	\$27,912	\$54,912	96.73%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$371,341)	—
Total Expenditures	\$13,331,551	\$13,477,041	\$13,556,682	\$14,518,150	\$17,412,963	19.94%

Funding Sources

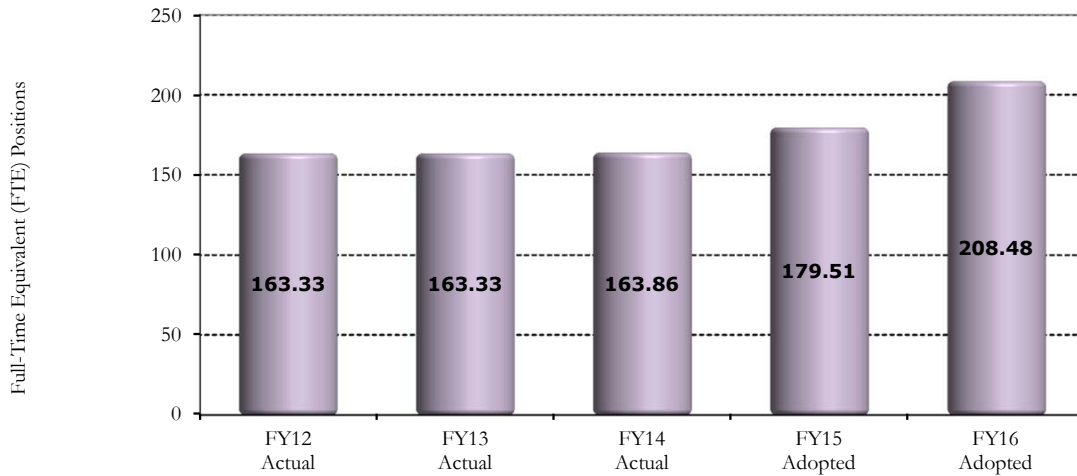
1 Fines and Forfeitures	\$136	\$142	\$0	\$0	\$0	—
2 Charges for Services	\$578,239	\$547,522	\$567,434	\$663,492	\$663,492	0.00%
3 Revenue From Other Localities	\$1,720,176	\$1,648,512	\$1,756,068	\$1,957,556	\$1,834,001	(6.31%)
4 Revenue From Commonwealth	\$495,988	\$509,287	\$543,915	\$523,962	\$523,962	0.00%
5 Non-Revenue Receipts	\$239	\$31	\$0	\$0	\$0	—
6 Transfers In	\$84,510	\$42,510	\$42,510	\$42,510	\$0	(100.00%)
Total Designated Funding Sources	\$2,879,288	\$2,748,004	\$2,909,927	\$3,187,520	\$3,021,455	(5.21%)
Net General Tax Support	\$10,452,263	\$10,729,037	\$10,646,755	\$11,330,630	\$14,391,508	27.01%
Net General Tax Support	78.40%	79.61%	78.54%	78.04%	82.65%	



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Library Administrative Services	0.00	0.00	0.00	0.00	7.67
2 Public Services	124.62	124.62	123.62	136.74	162.17
3 Materials Services	23.71	23.71	24.24	25.24	25.24
4 Financial Services	6.00	6.00	6.00	6.00	4.40
5 Technology Services	9.00	9.00	10.00	11.53	9.00
Full-Time Equivalent (FTE) Total	163.33	163.33	163.86	179.51	208.48

Future Outlook

Libraries Continue to Evolve - Two new community libraries, Montclair and Haymarket-Gainesville will open in the fall of 2015, bringing more robust library services to those areas of the County. During their first eight months of service, Montclair and Haymarket-Gainesville each expect approximately 125,000 visits from their community. These new libraries will emphasize technology and the library as a community center, which demonstrate how libraries continue to evolve in order to remain vital and responsive to changing community needs.

Future of Neighborhood Libraries - From 1985 to 1987, neighborhood libraries were added to the Library System as an interim solution for the delivery of library services to all County magisterial districts until new community or regional libraries could be built. However, even as new libraries were built, neighborhood libraries have remained open. As new libraries are added, the Library System needs to determine which neighborhood libraries should remain and which should be closed when an accessible full service library is available nearby. This strategy can free up funding to support new full-service libraries that come on line.



General Overview

- A. One-Time Reductions** - \$13,600 has been removed from the Library's FY16 budget for non-recurring expenditures associated with computer hardware purchased for the 15.65 full time equivalent advance staff funded in FY15 for the new Gainesville-Haymarket and Montclair libraries.
- B. Reclassification** - \$44,246 has been removed from the Library's FY16 budget due to a reclassification of a position.
- C. Budget Shift** - \$203,000 has been shifted within Library Network Support (\$27,000), Materials (\$161,000) and Financial Management programs (\$15,000) to reflect where expenditures are actually occurring.
- D. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16 the Library technology bill increased by \$21,204 to \$764,095.
- E. Proffer Interest for Book Purchases** - \$42,510 transferred from proffer interest to the Library budget used to support book and material purchases has been removed from the Library's FY16 budget. This increases net general tax support by \$42,510.
- F. Purchase of Books** - \$13,895 has been removed for the purchase of books in the Library's FY16 budget. Service level impacts are as follows:
- **Materials availability title survey fill rate**

<i>FY16 w/o Reduction</i>	74%
<i>FY16 w/ Reduction</i>	73%
 - **Subject/Author fill rate**

<i>FY16 w/o Reduction</i>	82%
<i>FY16 w/ Reduction</i>	81%
 - **Browser fill rate**

<i>FY16 w/o Reduction</i>	93%
<i>FY16 w/ Reduction</i>	92%
 - **Items Processed**

<i>FY16 w/o Reduction</i>	80,000
<i>FY16 w/ Reduction</i>	79,200
- G. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY16 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for the Library is \$371,341.
- H. Library Reorganization** - The Library System has been reorganized to address the following issues:
- The need for an Administrative Services program responsible for long range planning and oversight of Library human resource and facilities operations as well as oversight for the Library's community partner, Literacy Volunteers of America - Prince William.
 - The need for direct supervision and management of the Public Services operations of the Library System to include all branches, neighborhood libraries, and the new Office of Community Engagement which will include communications, marketing and development, graphics, Web services, social media, programming coordination, and grant writing for the Library System.



- This reorganization changes the Library’s organizational structure from four programs with twelve activities in the FY15 budget to five programs and twelve activities in the FY16 budget. There is no increase in net county tax support.

I. Compensation Increase - Compensation adjustments totaling \$327,159 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan 1 employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental

Program Summary

Library Administrative Services

The Administrative Services Program of the Library System provides systemwide management, direction, policy and procedural formulation of all library programs as well as short-term and long-range strategic planning for the Library System. This program also insures compliance with County policies and procedures through the Library Director's Office, the Human Resources work unit, and the Facilities Maintenance work unit. The Library System's Community Partner, Literacy Volunteers of America-Prince William is also a part of this program and provides free, basic literacy, computer, workplace, job skills, English as a Second Language and other tutoring services to citizens.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Residents with library cards	67%	72%	69%	65%	69%
Library services meet residents’ needs	94%	94%	95%	94%	95%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Library Director's Office	\$267	\$267	\$299	\$235	\$242
Library services meet residents' needs	94%	94%	95%	94%	95%
Human Resources	\$311	\$313	\$376	\$328	\$299
FTE of volunteer hours contributed	17.36	17.06	17.76	16.41	17.00
Facilities Maintenance	\$69	\$69	\$72	\$114	\$120
Maintenance, repair and/or special project requests	444	472	504	400	450
Literacy Volunteers of America-Prince William	\$25	\$26	\$26	\$27	\$27
Adults served	659	752	667	650	650
Tutors trained and supported	212	232	230	232	232
Literacy volunteer hours provided to students	15,305	15,033	15,003	14,750	14,750

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, by responding to information requests from the public, and by offering educational, informational, and recreational events and activities for all ages. In addition, this program includes the Community Engagement work unit which is responsible for library marketing and development, library publications and graphics, programming coordination and the library's Web and social media presence. In addition, this unit partners with citizens, businesses, agencies, and organizations throughout the community.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Residents with library cards	67%	72%	69%	65%	69%
Information requests completed within 24 hours	93%	95%	93%	94%	93%
Library services meet residents' needs	94%	94%	95%	94%	95%
Customer scheduled actions, such as new publications, completed according to schedule (Graphics)	—	—	99%	95%	90%
Customer scheduled actions (e.g. new services) completed according to schedule (Web Services)	100%	100%	99%	98%	98%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Circulation	\$2,453	\$2,329	\$2,396	\$2,628	\$3,399
Print materials circulated	—	3.5M	3.5M	3.5M	3.4M
Digital materials circulated	—	109,672	178,846	120,000	170,000
Information Services	\$3,322	\$3,335	\$3,291	\$3,653	\$4,723
Information requests handled: staff assisted (in person, telephone, e-mail)	—	381,836	362,971	350,000	350,000
Information requests handled: electronic	—	3.90M	4.5M	3.85M	4.0M
Library Activities and Events	\$392	\$362	\$364	\$404	\$496
Attendees at Library programs/events	94,770	94,174	96,224	90,000	95,000
Library events and activities	2,111	2,218	2,315	2,200	2,200
Neighborhood Libraries	\$960	\$935	\$960	\$972	\$987
Materials circulated	716,445	775,021	810,241	750,000	750,000
Information requests handled (staff assisted)	—	136,677	128,011	136,000	125,000
Events and activities	—	261	302	260	275
Attendees at events and activities	—	5,699	8,005	5,600	7,500
Community Engagement	\$240	\$175	\$170	\$185	\$324
Generated media stories/media mentions	—	—	232	45	230
Web requests produced	—	—	4,917	2,900	4,000
Printed publications produced	—	—	3,606	3,000	3,500

A. Budget Initiatives

1. Staffing for the Haymarket-Gainesville and Montclair Community Libraries

Expenditure	\$2,582,901
Revenue	\$0
General Fund Impact	\$2,582,901
FTE Positions	28.97

- a. **Description** - In order to open the Haymarket-Gainesville and Montclair Community Libraries as scheduled in fall 2015, the new staff needed for both facilities (14.25 FTE for Haymarket-Gainesville and 14.72 FTE for Montclair) must be hired, trained, and available to serve the public on opening day. In addition, staff at the existing Gainesville neighborhood library (2.59 FTE) will be transferred to the new Haymarket-Gainesville community library to complete the staffing complement. Both Haymarket-Gainesville and Montclair are expected to checkout materials, provide information assistance, provide computer access for the public as well as wireless and mobile services, and offer programs and special events as soon as they open to the public.



Depending upon the opening date for each facility, Haymarket-Gainesville and Montclair are each expected to checkout 1,500 to 3,000 items per month initially. In addition, initially, each library is expected to answer 500 to 1,000 requests for assistance each month.

- b. **Service Level Impacts** - Because both libraries are projected to open in fall 2015, the impact on Library's performance measures is expected to be minimal in FY16.

Materials Services

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Materials availability survey title fill rate	76%	74%	73%	74%	73%
Subject/author fill rate	84%	81%	82%	81%	81%
Browser fill rate	94%	95%	95%	93%	92%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Library Materials Support	\$3,268	\$3,279	\$3,247	\$3,412	\$3,638
Items processed	—	83,458	65,687	82,000	79,200

Financial Services

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Financial transactions processed on schedule	97%	98%	98%	98%	98%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Financial Management Services	\$877	\$788	\$689	\$798	\$766
Financial transactions processed	21,057	16,705	22,756	17,000	20,000

Technology Services

The Technology Services Program of the Library System manages the daily operations of all Library-specific automated systems, such as the library’s automated circulation system and print, time management and credit card payment systems, as well as all library Web-based services, such as meeting room and event reservations, interlibrary loan, summer and winter reading programs; library wireless services; library mobile services; and the Library System’s Public Access Computer (PAC) network and related assets.

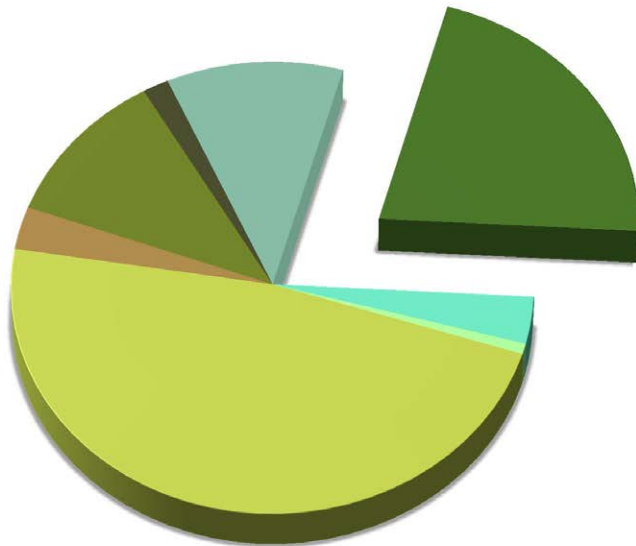
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Customer on-site hardware/software problems resolved within 8 hours (Library Network Support Services)	99%	99%	99%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Library Network Support	\$1,148	\$1,599	\$1,666	\$1,764	\$2,391
Support requests assigned to Library Network Support Services	—	—	7,250	5,500	6,500



Mission Statement

The Department of Parks & Recreation enriches our diverse community's quality of life through citizen-driven recreational experiences, offered in an environmentally and fiscally responsible manner.



Expenditure Budget:
\$33,690,612

21.5% of Community Development

Programs:

- Recreation: \$15,512,274
- Administration & Communications: \$4,772,504
- Operations, Planning & Support: \$13,405,834

Community Development Expenditure Budget
\$157,000,034

Mandates

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

Parks & Recreation



Expenditure and Revenue Summary



	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
Park Authority* (Historical)						
1 Recreation	\$16,504,228	—	—	—	—	—
2 Administration, Marketing & Contributions	\$4,032,932	—	—	—	—	—
3 Operations, Planning & Support	\$11,035,266	—	—	—	—	—
Department of Parks & Recreation						
1 Recreation	—	\$19,729,491	\$14,838,595	\$14,428,391	\$15,512,274	7.51%
2 Administration & Communications	—	\$3,576,741	\$5,567,611	\$5,865,150	\$4,772,504	(18.63%)
3 Operations, Planning & Support	—	\$10,014,476	\$10,546,370	\$12,534,147	\$13,405,834	6.95%
Total Expenditures	\$31,572,426	\$33,320,708	\$30,952,576	\$32,827,688	\$33,690,612	2.63%

Expenditures by Classification

Park Authority* (Historical)						
1 Personal Services & Fringe Benefits	\$15,488,646	—	—	—	—	—
2 Contractual Services	\$3,135,686	—	—	—	—	—
3 Purchase Goods & Supplies	\$6,851,446	—	—	—	—	—
4 Capital Equipment	\$2,310,933	—	—	—	—	—
5 Debt Service	\$1,878,592	—	—	—	—	—
6 Cyclical Maintenance	\$1,907,123	—	—	—	—	—
Department of Parks & Recreation						
1 Personal Services	—	\$10,568,780	\$12,522,968	\$14,100,883	\$14,686,555	4.15%
2 Fringe Benefits	—	\$3,841,192	\$3,015,962	\$3,338,298	\$3,767,867	12.87%
3 Contractual Services	—	\$9,039,198	\$6,967,047	\$6,100,168	\$5,364,267	(12.06%)
4 Internal Services	—	\$4,732	\$1,238,614	\$1,118,235	\$912,773	(18.37%)
5 Purchase Goods & Supplies	—	\$4,767,957	\$4,256,985	\$6,864,627	\$6,425,570	(6.40%)
7 Debt Maintenance	—	\$533,587	\$948,056	\$0	\$1,171,987	—
6 Depreciation	—	\$3,794,794	\$1,074,506	\$0	\$0	—
8 Capital Outlay	—	\$240,557	\$124,055	\$412,642	\$1,698,557	311.63%
9 Leases and Rentals	—	\$6,625	\$27,942	\$680,171	\$50,207	(92.62%)
10 Recovered Costs/Budgeted Savings	—	\$0	\$0	\$0	(\$599,835)	—
11 Transfers Out	—	\$523,286	\$776,441	\$212,664	\$212,664	0.00%
Total Expenditures	\$31,572,426	\$33,320,708	\$30,952,576	\$32,827,688	\$33,690,612	2.63%

Parks & Recreation

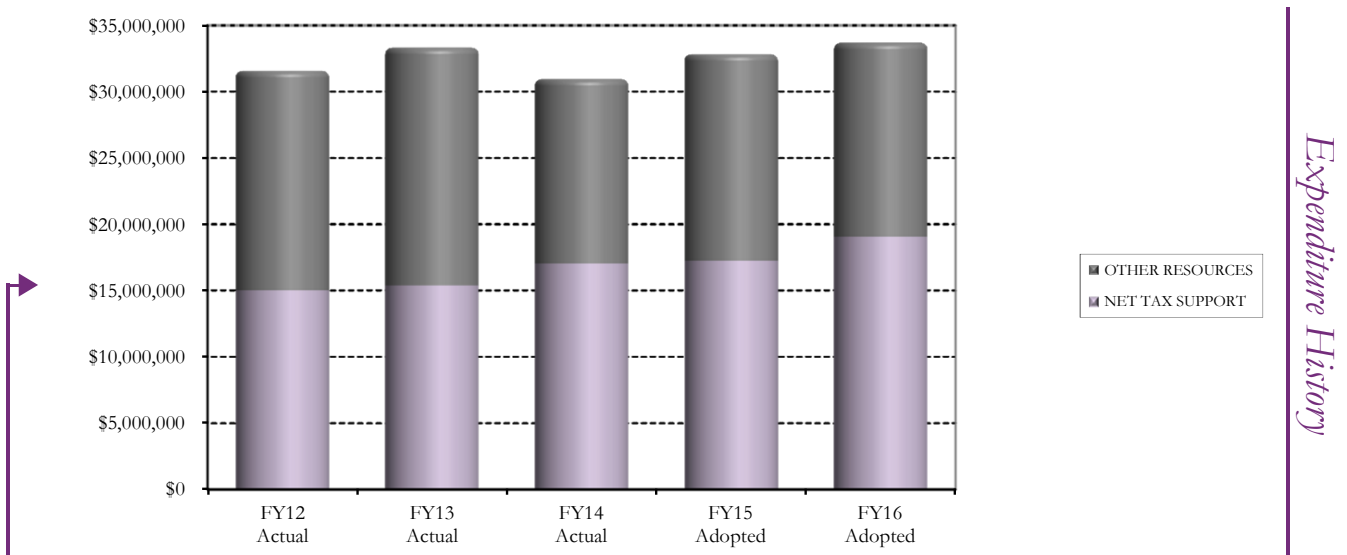


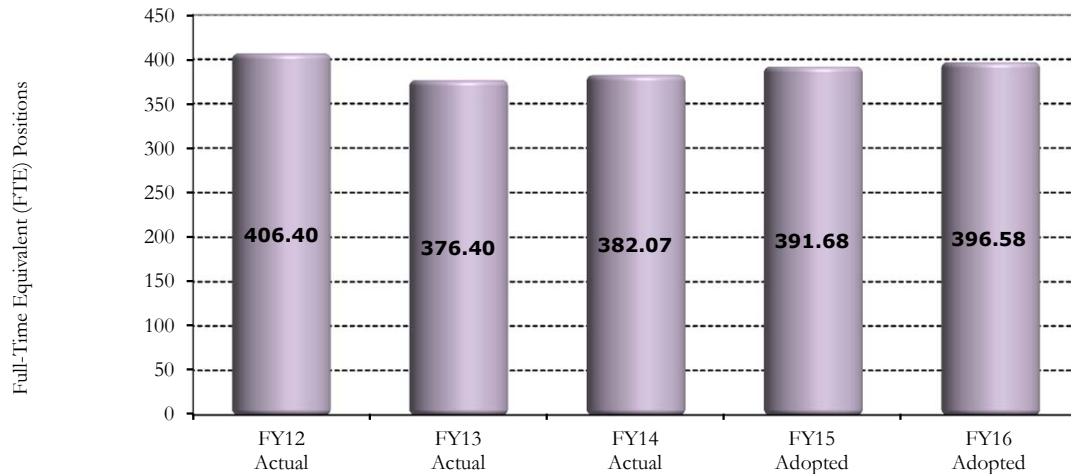
Expenditure and Revenue Summary



	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Funding Sources	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Park Authority* (Historical)						
1 Charges for Services	\$13,711,450	—	—	—	—	—
2 Interest Income from Investments	\$123,747	—	—	—	—	—
3 Telecom Lease Revenue	\$299,613	—	—	—	—	—
4 Stream Mitigation	\$0	—	—	—	—	—
5 Lease/Bond/Other Revenue	\$2,000,000	—	—	—	—	—
6 Transfers In PWC GF Operating	\$13,635,223	—	—	—	—	—
7 Transfers In PWC GF Cyclical maintenance	\$1,390,000	—	—	—	—	—
Department of Parks & Recreation						
1 Rev fr Use of Money & Prop	—	\$298,355	\$84,262	\$344,213	\$0	(100.00%)
2 Charges for Services	—	\$12,091,609	\$12,738,084	\$14,459,801	\$14,332,115	(0.88%)
3 Miscellaneous Revenue	—	\$642,509	\$45,070	\$76,576	\$34,236	(55.29%)
4 Revenue from Federal Government	—	\$0	\$75,500	\$0	\$0	—
5 Non-Revenue Receipts	—	\$1,228	\$47,126	\$0	\$0	—
6 Transfers In from Transient Occupancy Tax	—	—	—	—	\$25,750	—
7 Transfers In From Capital Reserve	—	\$0	\$0	\$469,138	\$10,000	(97.87%)
8 Transfers In From Enterprise Fund	—	\$0	\$45,058	\$212,664	\$212,664	—
Parks GF Revenue Subtotal	\$15,025,223	\$2,062,573	\$1,282,722	\$1,801,342	\$1,010,151	(43.92%)
Parks Enterprise Revenue Subtotal	\$13,711,450	\$10,971,128	\$11,652,378	\$13,761,050	\$13,604,614	(1.14%)
Total Parks Revenue	\$31,160,033	\$13,033,701	\$12,935,100	\$15,562,392	\$14,614,765	(6.09%)
Contribution To/(From) Reserves & Retained Earnings (Enterprise Fund)	(\$412,393)	(\$4,890,381)	(\$983,203)	\$0	\$0	—
Net General Tax Support	\$15,025,223	\$15,396,626	\$17,034,273	\$17,265,296	\$19,075,847	10.49%
Net General Tax Support	47.59%	46.21%	55.03%	52.59%	56.62%	

Note: After the adoption of the FY13 Budget, the BOCS approved the creation of the Department of Parks & Recreation (Parks) by merging the functions of the Park Authority into the County government. Parks integrated into the County's Financial System at the beginning of calendar year 2014. It is important to note that the official financial record prior to the Parks integration into the County's Financial System remains on the Park Authority Financial System.





Staff History

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Recreation	293.90	263.90	221.35	223.85	223.97
2 Operations, Planning & Support	85.00	85.00	136.45	147.44	151.10
3 Administration & Communications	27.50	27.50	24.27	20.39	21.51
Full-Time Equivalent (FTE) Total	406.40	376.40	382.07	391.68	396.58

Staff By Program

Future Outlook

The past two years the Parks & Recreation Department has been fortunate to receive funding to increase the sports field capacity in the County. During that time, funding was provided to construct three new parks as well as adding lights, artificial turf, irrigation and restroom facilities at existing parks:

- lights on 20 fields,
- artificial turf on eight fields,
- seven new restroom facilities,
- 15 new fields with lights,
- Fuller Heights Park - three Little League fields,
- Rollins Ford Park - six soccer fields, and
- Catharpin Park - four soccer fields and two football fields



Unfortunately, the FY16 budget and five-year plan can no longer accommodate all these improvements. The following projects were discontinued as part of the FY16 budget: Catharpin Park (fields and lights), Fairmont Park (fields and lights), Long Park (sewer, irrigation, lights and restrooms) and Rollins Ford Park (fields removed; the existing site will be stabilized). There is an opportunity for two proffered fields at Catharpin Park and one proffered field at Rollins Ford Park, however any construction will require additional funds for operating costs that are not currently anticipated in the five-year plan.

- **Equipment and Vehicle Replacement** - The increased sports fields and amenities have resulted in the need for additional equipment and vehicles to support the additional maintenance. The Parks Department budget does not currently have an ongoing source of funding for vehicle and equipment replacement. A dedicated funding source will ensure the Parks work activities can continue in an efficient manner.
- **Parks Maintenance Shops** - Locust Shade, Veterans and Valley View Parks, and Prince William Golf Course have critical needs related to maintenance facilities. At Locust Shade, there is inadequate room for the staff and equipment; as the result, equipment and materials are stored outside. At Valley View there is an existing barn used for storage that Risk Management has recommended demolishing; a new storage facility is required. At Prince William Golf Course, the existing golf cart barn is in very poor condition. A renovation to the existing building would accommodate the golf carts and provide space for mechanics to work on the equipment.
- **Locust Shade Water Line** - There is a critical need to install a new water main at Locust Shade Park. The existing water line is under Route 1. Water main breaks have caused damage to Route 1 and are a safety concern for drivers. In late September, there was a break in the main, which required a 40-foot section of Route 1 to be milled and repaved. Additionally, the existing water line does not provide the quantity or pressure needed for the existing facilities at Locust Shade or the much needed future maintenance building.
- **Americans with Disabilities (ADA) Improvements** - The County is in the process of engaging a consultant to survey our County facilities for ADA accessibility. This survey will document immediate needs for compliance, and a transition plan for work to be done over the next two to seven years.
- **Splashdown Water Park Updates and Expansion** - Opened in 1996 and built with revenue bonds, Splashdown's infrastructure is aging. In 18 years of operation, no new attractions have been added, resulting in flat revenues and attendance, and making it difficult to market or increase prices. Other local jurisdictions are expanding water park offerings; as these projects are completed, they draw from Splashdown's attendance. Guest surveys at Splashdown mention aging facilities and outdated amenities. In 2011, a leading water park consultant's report identified Splashdown's strength as a known water park in Northern Virginia and the demographics appear to support expansion with a resulting increase in revenues.

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16 Parks & Recreation's technology bill decreased by \$191,318 to \$926,917.
- B. **One-Time Reductions** - The FY16 budget has been reduced by \$589,333 to reflect one-time equipment purchases for Fuller Heights Park, Rollins Ford Park, and fleet.
- C. **Debt Service** - The FY16 budget shifts \$851,923 in expenditure and revenue from the general fund to the enterprise fund to support debt service payments for recreation facilities.
- D. **Audit Services** - The FY16 budget shifts \$51,000 from Parks & Recreation to Finance to cover audit costs now that Parks & Recreation is a department in the County government.
- E. **Additional Full Time Equivalent (FTE) Positions** - As part of the Parks & Recreation merger, one full time equivalent (FTE) was shifted from Transportation into Parks & Recreation after the adoption of the FY15 budget. Additionally, Board [Resolution 14-567](#) created a cost-recovery position to support capital projects.



- F. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria, year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Parks & Recreation is \$445,835.
- G. Reduction in State Aid to Localities (One FTE Eliminated)** - In November 2014, the General Assembly passed [HB 5010](#), which reduced FY15 state aid to local governments by \$30 million. The FY15 reduction for Prince William County was \$754,683. These reductions were approved by the BOCS via [Resolution 14-736](#) as ongoing reductions. One vacant park ranger position was eliminated to accommodate this reduction.
- H. Shifts between General Fund and Enterprise Fund within Agency** - As Parks & Recreation works through their integration from authority to department, shifts between the general fund and enterprise fund continue to occur. In FY15, a total of \$115,806 in revenue and expenditure was transferred from the general fund to the enterprise fund; this transfer has been carried forward into FY16.
- I. Utilities** - The FY16 budget includes \$165,550 for the annual increase for utilities, trash pickup, water, and chemicals for park facilities, including the bond projects that are underway. This expenditure is partially offset by \$16,750 in revenues generated from additional fees paid by leagues that play on lighted fields.
- J. Compensation Increase** - Compensation adjustments totaling \$533,745 are made to support the following rate changes:
- 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.



Program Summary

Operations, Planning & Support

This program builds and maintains all recreational facilities, grounds and equipment in order to provide a quality recreational experience for all patrons.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Residents interacting with county parks & recreation centers (community survey)	60%	60%	56%	60%	56%
Fishing, boating and green space meet resident needs (community survey)	88%	88%	87%	88%	87%
Sports fields meet resident needs (community survey)	88%	88%	89%	88%	89%
Pools meet resident needs (community survey)	88%	88%	87%	88%	87%
Recreation centers meet resident needs (community survey)	88%	88%	90%	88%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Grounds and Landscape Maintenance	\$6,923	\$4,888	\$5,476	\$6,516	\$7,398
Park acres maintained	806	806	825	1,000	1,006
School acres maintained	265	265	265	350	265
Fleet and Equipment Repair	\$763	\$791	\$853	\$1,579	\$1,720
Total work orders	1,595	1,374	1,378	1,400	1,500
Planning and Project Management	\$249	\$287	\$252	\$305	\$489
Land use plans reviewed	—	55	85	45	110
Total capital improvement projects	—	45	66	71	89
Facility Maintenance	\$1,193	\$1,274	\$1,293	\$1,531	\$1,573
Work orders completed	—	1,357	1,425	1,500	1,500
Cyclical Maintenance Plan (CMP)	\$1,907	\$2,107	\$1,982	\$1,691	\$1,400
Total CMP projects	—	—	37	50	20
Security/Rangers	\$752	\$668	\$691	\$913	\$827
Total park patrols	—	25,452	25,120	25,000	26,000



A. Budget Reductions

1. Shift One FTE in Planning and Project Management from General Fund to Cost Recovery

Expenditure	(\$94,000)
Revenue	\$0
General Fund Impact	(\$94,000)
FTE Positions	0.00

a. **Description** - This initiative eliminates general fund support for one Construction Manager; expenses associated with this position will be cost-recovered against Parks capital projects. The general fund impact is -\$470,000, FY16 through FY20.

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

2. Shift One FTE to Human Resources

Expenditure	(\$26,187)
Revenue	\$0
General Fund Impact	(\$26,187)
FTE Positions	(1.00)

a. **Description** - The transition of the Park Authority to the Parks & Recreation Department included the transfer of one FTE from Parks to Human Resources to support the County's personnel policy administration. There are no savings to the general fund because the cost shifted to Human Resources.

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

B. Budget Initiatives

1. Add Orchard Bridge Park Operating Funds

Expenditure	\$242,818
Revenue	\$0
General Fund Impact	\$242,818
FTE Positions	1.77

a. **Description** - This initiative funds the grounds maintenance at Orchard Bridge Park, to include the four athletic fields. Included in this initiative are two positions - a Grounds Technician and a Maintenance Worker - and the purchase of vehicles and equipment. The general fund impact is \$1,214,900, FY16 through FY20.

b. **Service Level Impacts** - Maintenance levels established for sports fields are maintained.

2. Add Sport Field Maintenance Funds

Expenditure	\$168,000
Revenue	\$41,660
General Fund Impact	\$126,340
FTE Positions	0.78

a. **Description** - This initiative funds additional hours for two part-time Parks Caretakers and operating funds for sportsfield improvements. The general fund impact is \$631,700, FY16 through FY20.

b. **Service Level Impacts** - Maintenance levels established for sport fields are maintained.



3. Add Trail Maintenance Funds

Expenditure	\$130,000
Revenue	\$0
General Fund Impact	\$130,000
FTE Positions	1.00

- a. **Description** - This initiative funds maintenance for the existing segments of the Potomac Heritage National Scenic Trail, the Neabsco Greenways Trail, the Broad Run Trail, the Catharpin Trail, and the Lake Ridge Trail, to include the addition of one Grounds Technician. The general fund impact is \$650,000, FY16 through FY20.
- b. **Service Level Impacts** - Maintenance levels established for sport fields are maintained.

4. Add School Field Maintenance Funds

Expenditure	\$123,577
Revenue	\$0
General Fund Impact	\$123,577
FTE Positions	0.90

- a. **Description** - This initiative funds the maintenance associated with fields at Nokesville K-8 and Haymarket Elementary. A part-time Grounds Technician is added with this initiative. The general fund impact is \$617,885, FY16 through FY20.
- b. **Service Level Impacts** - Maintenance levels established for school fields are maintained.

5. Add Dove's Landing Operating Funds

Expenditure	\$10,000
Revenue	\$10,000
General Fund Impact	\$0
FTE Positions	0.20

- a. **Description** - This initiative funds a portion of a Park Ranger I to provide coverage to Dove's Landing. The revenue for this initiative is a transfer from the capital project fund in FY16 through FY20.
- b. **Service Level Impacts** - Routine security patrol is added to this facility, increasing the public's safety.

6. Add Veterans Park Maintenance Funds

Expenditure	\$9,000
Revenue	\$0
General Fund Impact	\$9,000
FTE Positions	0.25

- a. **Description** - This initiative funds the maintenance associated with the restroom improvements at Veterans Park, to include additional hours for a part-time Park Caretaker. The general fund impact is \$45,000, FY16 through FY20.
- b. **Service Level Impacts** - Maintenance levels established for park facilities are maintained.



Recreation

This program develops and provides quality indoor/outdoor recreation programs for the general public.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Residents interacting with county parks & recreation centers (community survey)	60%	60%	56%	60%	56%
Fishing, boating and green space meet resident needs (community survey)	88%	88%	87%	88%	87%
Sports fields meet resident needs (community survey)	88%	88%	89%	88%	89%
Pools meet resident needs (community survey)	88%	88%	87%	88%	87%
Recreation centers meet resident needs (community survey)	88%	88%	90%	88%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Parks and Centers	\$7,480	\$10,145	\$8,071	\$8,093	\$8,470
Participant visits	1,796,000	1,574,000	1,633,000	1,500,000	1,600,000
Golf	\$5,165	\$6,633	\$4,212	\$3,454	\$3,966
Rounds of golf (18-hole equivalent)	85,231	91,000	90,500	92,000	100,000
Water Parks	\$1,820	\$1,929	\$2,002	\$2,070	\$2,267
Water park admissions	191,510	142,855	147,000	180,000	147,318
Community Sports	\$488	\$1,023	\$554	\$811	\$809
Sports youth participant visits	1,334,000	1,325,055	1,366,770	1,542,664	1,421,988
Sports adult participant visits	181,722	216,414	223,578	216,000	232,610
Sports tournament participants	32,940	33,975	25,545	33,000	26,577

A. Budget Reductions

1. Golf Reductions

Expenditure	(\$164,000)
Revenue	(\$164,000)
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative reduces revenues and expenditures for the Billy Casper golf budget, based on the contractor’s assessment of market pricing and rounds of golf anticipated.
- b. **Service Level Impacts** - Existing service levels will be maintained.



B. Budget Initiatives

1. Increase to Food Costs

Expenditure	\$7,564
Revenue	\$7,564
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds the annual increase in the cost of food products that are resold at park facilities.
- b. **Service Level Impacts** - Existing service levels are maintained.

Administration & Communications

This program provides leadership, coordination, oversight, and marketing of all Parks & Recreation programs, as well as financial and administrative support for Parks & Recreation.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Residents interacting with county parks & recreation centers (community survey)	60%	60%	56%	60%	56%
Fishing, boating and green space meet resident needs (community survey)	88%	88%	87%	88%	87%
Sports fields meet resident needs (community survey)	88%	88%	89%	88%	89%
Pools meet resident needs (community survey)	88%	88%	87%	88%	87%
Recreation centers meet resident needs (community survey)	88%	88%	90%	88%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Executive Management/Administration	\$3,311	\$1,799	\$3,660	\$3,733	\$2,575
Accident rate per 100,000 miles driven	2.03	0.72	2.30	1.00	1.50
Marketing	\$722	\$754	\$619	\$778	\$814
Customer surveys	5	5	9	13	9
Annual website visitors	—	912,000	337,623	600,000	400,000
Advertising media distribution	638,700	516,000	280,885	730,000	280,000
Multi-Jurisdictional Agreements and Contributions	\$799	\$1,023	\$1,288	\$1,354	\$1,383
Special Olympics events	—	25	25	25	25



Program Activities & Workload Measures (cont.) (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
ARC participants	1,040	1,050	1,070	1,080	1,080
Prince William Soccer participants	—	6,800	6,800	6,800	6,800
Children served at Boys & Girls Club locations	8,100	3,236	2,868	3,450	3,450

A. Budget Reductions

1. Agency Revenue Reductions

Expenditure	\$0
Revenue	(\$416,213)
General Fund Impact	\$416,213
FTE Positions	0.00

- a. **Description** - This initiative replaces revenues formerly generated from cell tower rents and advertising with general fund dollars. The cell tower rents have been transferred to the Department of Public Works, resulting in a comparable shift of \$344,213 in general fund dollars from Public Works to Parks. The additional \$72,000 reduction is the result of a decision to not sell advertising in Leisure to entities that offer competitive recreational services. The general fund impact, exclusive of the shift from Public Works, is \$360,000, FY16 through FY20.
- b. **Service Level Impacts** - Existing service levels will be maintained.

B. Budget Initiatives

1. Shift Total Community Partner Funding for Prince William Soccer, Inc. (PWSI) into Parks and Recreation

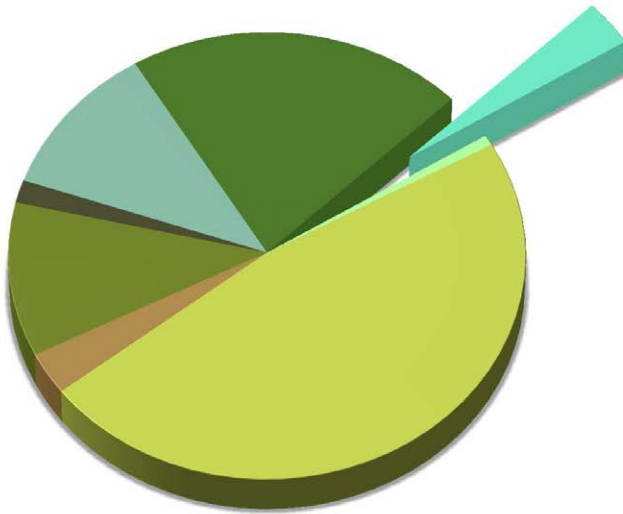
Expenditure	\$25,000
Revenue	\$25,750
General Fund Impact	(\$750)
FTE Positions	0.00

- a. **Description** - In prior years PWSI's community partner contribution was jointly funded by \$750 in general fund support from Parks and Recreation and \$25,000 in Transient Occupancy Tax (TOT) support from Non-Departmental. This initiative places the full funding in Parks and Recreation, supplanting the \$750 from the general fund with TOT funds. The general fund impact is -\$3,750, FY16 through FY20.
- b. **Service Level Impacts** - Existing service levels are maintained.



Mission Statement

The mission of the Office of Planning is to assist the community in developing the County to its best potential. We evaluate and implement policies to support the goals of the community as it prospers and matures.



Expenditure Budget:
\$5,275,614

3.4% of Community Development

Programs:

- Zoning Administration: \$908,444
- Long Range Planning: \$3,066,743
- Current Planning: \$1,108,480
- Community Development: \$191,946

Community Development Expenditure Budget
\$157,000,034

Mandates

Prince William County operates under state mandates to maintain a Comprehensive Plan and Zoning Ordinance. The Plan is required to contain certain elements and must be reviewed every five years. The Zoning Ordinance is also required to contain certain elements. The Planning Office serves as liaison to several State mandated advisory boards: the Agricultural and Forestal Districts Advisory Committee, the Zoning Appeals Board and the Planning Commission.

The Board of County Supervisors has enacted additional local mandates for which the Office of Planning has responsibility including liaison to the Historical Commission.

State Code: [62.1-44.15:74](#), [15.2-2223](#), [15.2-2285](#), [15.2-4304](#), [15.2-2210](#)

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



Expenditure and Revenue Summary



Expenditure by Program	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
1 Zoning Administration	\$743,428	\$847,128	\$632,535	\$922,778	\$908,444	(1.55)%
2 Long Range Planning	\$920,874	\$923,345	\$2,747,437	\$3,164,079	\$3,066,743	(3.08)%
3 Office Management	\$455,602	\$1,252,799	\$1,217,893	\$0	\$0	—
4 Current Planning	\$549,758	\$525,113	\$631,631	\$990,161	\$1,108,480	11.95%
5 Community Development	\$0	\$49,334	\$110,046	\$168,241	\$191,946	14.09%
Total Expenditures	\$2,669,662	\$3,597,719	\$5,339,542	\$5,245,259	\$5,275,614	0.58%

Expenditure by Classification

1 Personal Services	\$2,030,540	\$2,053,668	\$2,004,072	\$2,097,711	\$2,164,258	3.17%
2 Fringe Benefits	\$653,723	\$716,858	\$649,443	\$675,560	\$703,885	4.19%
3 Contractual Services	\$46,716	\$21,025	\$201,693	\$47,182	\$47,182	0.00%
4 Internal Services	\$117,775	\$135,171	\$1,851,987	\$1,749,233	\$1,785,043	2.05%
5 Purchase Good & Supplies	(\$216,978)	\$534,405	\$507,464	\$544,939	\$562,483	3.22%
6 Capital Outlay	\$21,482	\$49,334	\$0	\$0	\$0	—
7 Leases & Rentals	\$16,404	\$14,845	\$15,554	\$19,116	\$19,116	0.00%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	\$0	(\$114,186)	—
9 Transfers Out	\$0	\$72,413	\$109,329	\$111,518	\$107,833	(3.30)%
Total Expenditures	\$2,669,662	\$3,597,719	\$5,339,542	\$5,245,259	\$5,275,614	0.58%

Funding Sources

1 Permits, Privilege Fees & Regulatory Licenses	\$509,025	\$583,859	\$604,018	\$407,664	\$419,894	3.00%
2 Fines and Forfeitures	\$0	\$35	-\$25	\$0	\$0	—
3 Charges for Services	\$25,214	\$29,042	\$31,437	\$36,347	\$37,437	3.00%
4 Miscellaneous Revenue	\$6,910	\$250	\$381	\$150	\$155	3.33%
5 Revenue from Commonwealth	\$1,579	\$0	\$0	\$0	\$0	—
6 Revenue from Federal Government	(\$37,552)	\$0	\$0	\$0	\$0	—
7 Non-Revenue Receipts	\$0	\$220	\$0	\$0	\$0	—
Total Designated Funding Sources	\$505,176	\$613,406	\$635,811	\$444,161	\$457,486	3.00%

Net General Tax Support [includes general fund transfer to land development and GIS System application hosting]

	\$2,164,486	\$2,984,313	\$4,703,730	\$4,801,098	\$4,818,128	0.35%
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Net General Tax Support

	81.08%	82.95%	88.09%	91.53%	91.33%
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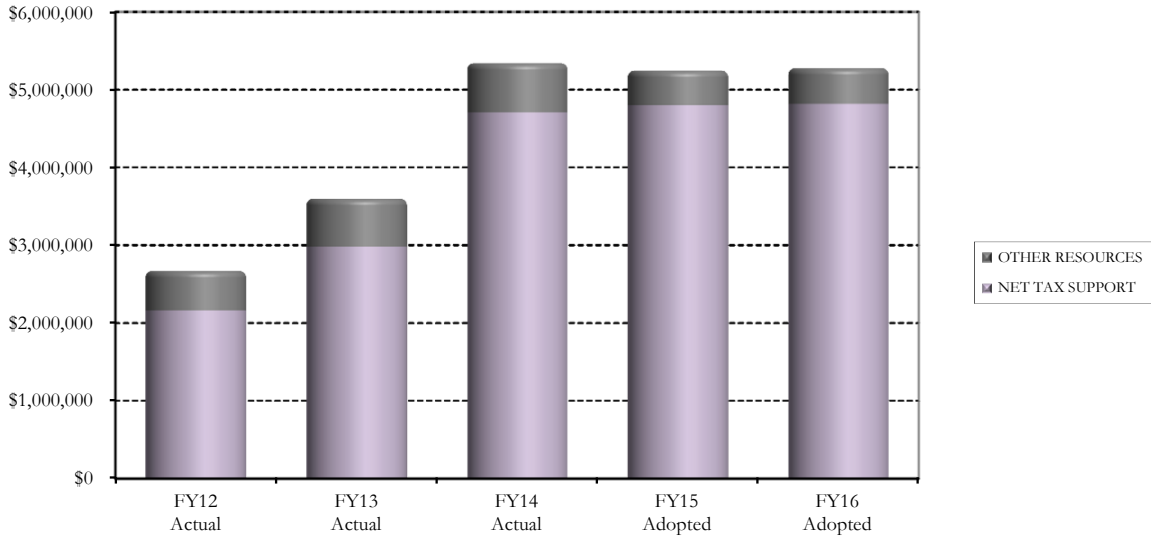
Special Revenue Fund - Land Development

Contribution To/(From) Reserves & Retained Earnings	\$244,386	\$242,548	\$300,405	(\$60,255)	(\$146,010)	(142.32)%
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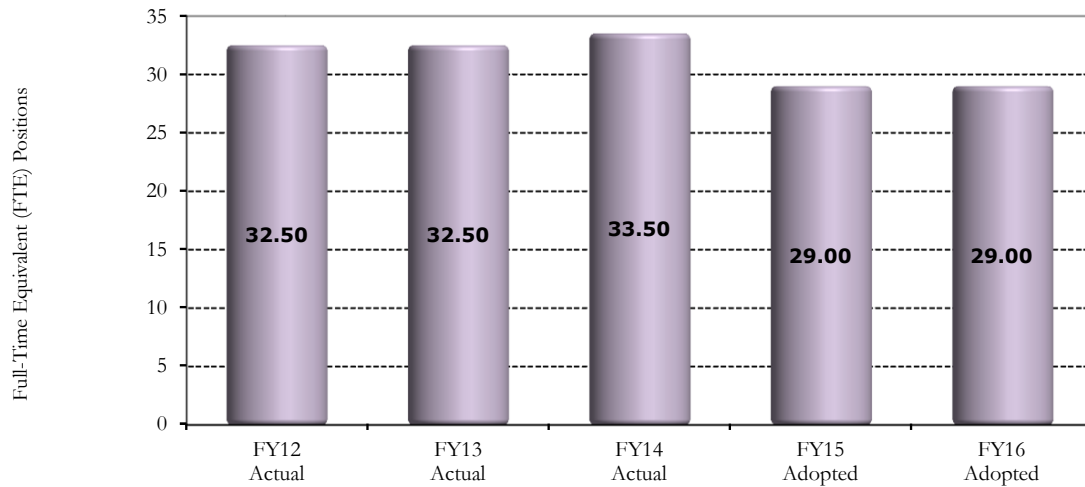
Planning



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Zoning Administration	8.04	7.39	8.59	7.50	6.90
2 Long Range Planning	10.25	9.90	9.80	10.20	9.20
3 Office Management	8.61	9.61	8.61	0.00	0.00
4 Current Planning	5.60	5.60	5.50	9.80	11.20
5 Community Development	0.00	0.00	1.00	1.50	1.70
Full-Time Equivalent (FTE) Total	32.50	32.50	33.50	29.00	29.00



Future Outlook

Land Use Tools - Prince William County has the opportunity to update our land use planning tools to better implement our Comprehensive Plan goals, particularly with regards to mixed use development, redevelopment, environmental and cultural resource preservation, and rural preservation. The County should refine existing tools (e.g. Redevelopment Overlay District) and develop additional tools to meet stated goals and to achieve strategic objectives. Future updates to the Comprehensive Plan should be tied to achievable implementation measures.

Citizen Engagement - The Planning Office informs citizens about planning issues and provides staff support to several boards, committees and commissions. Recently, the Planning Office has become more 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.

Comprehensive Plan Update - There are several updates to the Comprehensive Plan that need to be addressed over the next two years. In particular, the Planning Office must consider a technical update to the entire Comprehensive Plan, potential incorporation of recommendations from the Potomac Communities Design Guidelines and the Rural Preservation Study, amendments to the levels of service standards and public facility review guidelines as appropriate, and updates to the Transportation and Economic Development Chapters of the Comprehensive Plan.

Redevelopment Opportunities - The Community Development program will continue to work on enhancing the County's redevelopment/infill development land use planning tools and also continue to market redevelopment opportunities. Over the next year, the Community Development Program will be responsible for preparing the Dale City Design Guidelines. This project, initiated by BOCS in 2014, will build on the processes and strategies utilized in the Potomac Communities Design Guidelines and the Potomac Communities Initiative.

Resource Limitations - The Planning Office is operating at core staffing levels and several major projects either have been recently initiated or are on the horizon. We cannot adequately accomplish many initiatives outlined in the Comprehensive Plan with existing resources. Program activity will need to be carefully monitored to ensure that the highest priority goals are accomplished.

General Overview

- A. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16 Planning's technology bill increased by \$35,810 to \$1,778,588.
- B. Decrease in Indirect Costs** - Indirect costs are expenditures charged to one unit of the County government for services rendered by another unit of the County government. The indirect costs paid to the general fund by Planning decreased \$3,685 in FY16 to \$35,420.
- C. Support for Proffer Administration** - Since FY11, \$200,000 of interest earned on cash proffers that have not been budgeted and appropriated to specific projects is transferred annually to Planning to support the proffer administration function. To cover the full cost of the Proffer Administrator and Accounting Services Coordinator II positions, an additional \$37,066 of proffer interest will be transferred to Planning.
- D. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria, year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million.



This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Planning is \$114,186.

E. Compensation Increase - Compensation adjustments totaling \$74,096 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan 1 employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
By enforcing zoning standards, the County has helped preserve the appearance and condition of our neighborhoods (community survey)	84%	84%	85%	85%	85%
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	85%	85%	85%
The County effectively manages land use and development (community survey)	78%	78%	72%	77%	72%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Zoning Administration	\$743	\$847	\$636	\$923	\$908
Zoning verifications/interpretations/certifications completed within 30 days	96%	95%	90%	98%	90%
Zoning verifications/interpretations/certifications issued	135	182	154	185	175
Zoning text amendments initiated	10	10	7	10	10
Zoning text amendments completed	10	10	7	10	10



A. Budget Initiatives

1. Adjust Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	\$2,130
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This action adjusts the Zoning Administration fee schedule to account for a 3% across the board fee increase.
- b. **Service Level Impacts** - Existing service levels are maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.

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 BOCS and processes administrative and formal public facility reviews. Additionally, the program provides project management and technical support for planning studies, zoning text amendments, special projects related to economic/community development, transportation, and other planning projects identified by the BOCS.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
The County effectively manages land use and development (community survey)	78%	78%	72%	77%	72%
Neighborhoods have or are planning adequate community facilities (community survey)	77%	77%	77%	76%	77%
County does a good job protecting our natural environment (community survey)	86%	86%	84%	86%	84%
County does a good job of preserving open space (community survey)	78%	78%	73%	78%	73%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Comprehensive Plan Maintenance and Update	\$921	\$923	\$2,708	\$3,164	\$3,067
Comprehensive Plan Amendments initiated	—	—	2	5	4
Public facility review determinations requested	—	—	3	5	4
Case closeout updates to GIS system completed within 14 days	—	—	97%	80%	85%



A. Budget Initiatives

1. Adjust Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	\$1,062
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This action adjusts the Long Range Planning fee schedule to account for a 3% across the board fee increase.
- b. **Service Level Impacts** - Existing service levels are maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.

2. Metropolitan Washington Council of Governments (COG) Membership Dues Increase

Expenditure	\$17,544
Revenue	\$0
General Fund Impact	\$17,544
FTE Positions	0.00

- a. **Description** - This increase covers the annual increase in COG for membership dues.
- b. **Service Level Impacts** - Existing service levels are maintained.

Current Planning

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	85%	85%	85%
The County effectively manages land use and development (community survey)	78%	78%	72%	77%	72%
County does a good job protecting our natural environment (community survey)	86%	86%	84%	86%	84%
County does a good job of preserving open space (community survey)	78%	78%	73%	78%	73%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Current Planning	\$550	\$525	\$632	\$990	\$1,108
Development review cases (rezonings & SUP)	45	44	46	60	50
Development review cases meeting 10 day quality control review goal	—	—	70%	80%	70%
Development review cases meeting 42 day first review comments goal	—	—	87%	80%	85%
Records Center requests fulfilled	2,542	2,406	3,027	2,500	2,500
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%	99%

A. Budget Initiatives

1. Adjust Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	\$10,133
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This action adjusts the Current Planning fee schedule to account for a 3% across the board fee increase.
- b. **Service Level Impacts** - Existing service levels are maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.



Community Development

Community Development implements activities and projects across the County that enhance capital investment and job creation. 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.

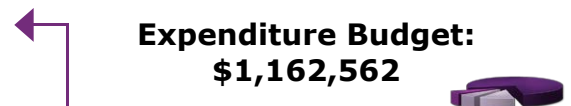
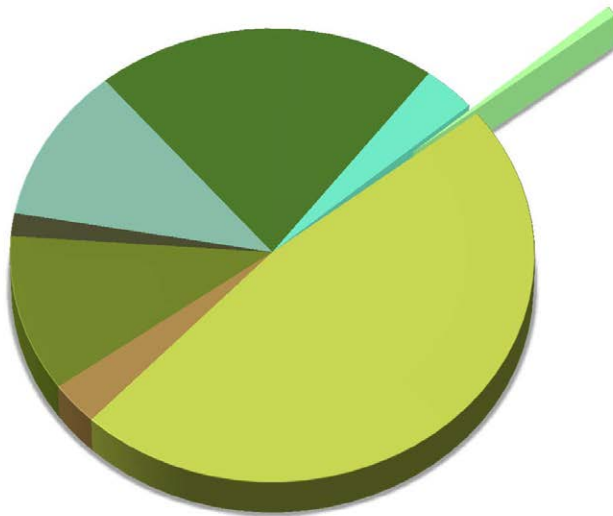
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	85%	85%	85%
The County effectively manages land use and development (community survey)	78%	78%	72%	77%	72%
Capital investment in targeted redevelopment areas	—	—	\$3.0M	\$2.0M	\$3.0M

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Community Development	\$0	\$49	\$110	\$168	\$192
Private industry new contact inquiries/assists	—	—	86	30	40
Land use policy and zoning text amendments prepared	—	—	1	3	2
Marketing programs initiated	—	—	1	1	1



Mission Statement

PWC/Manassas Convention & Visitors Bureau markets, promotes and develops Prince William County and Manassas, Virginia as a tourism and group destination thereby stimulating economic growth and vitality.



0.7% of Community Development

Program:

- Transfer to PWC/Manassas CVB: \$1,162,562

Community Development Expenditure Budget
\$157,000,034

Mandates

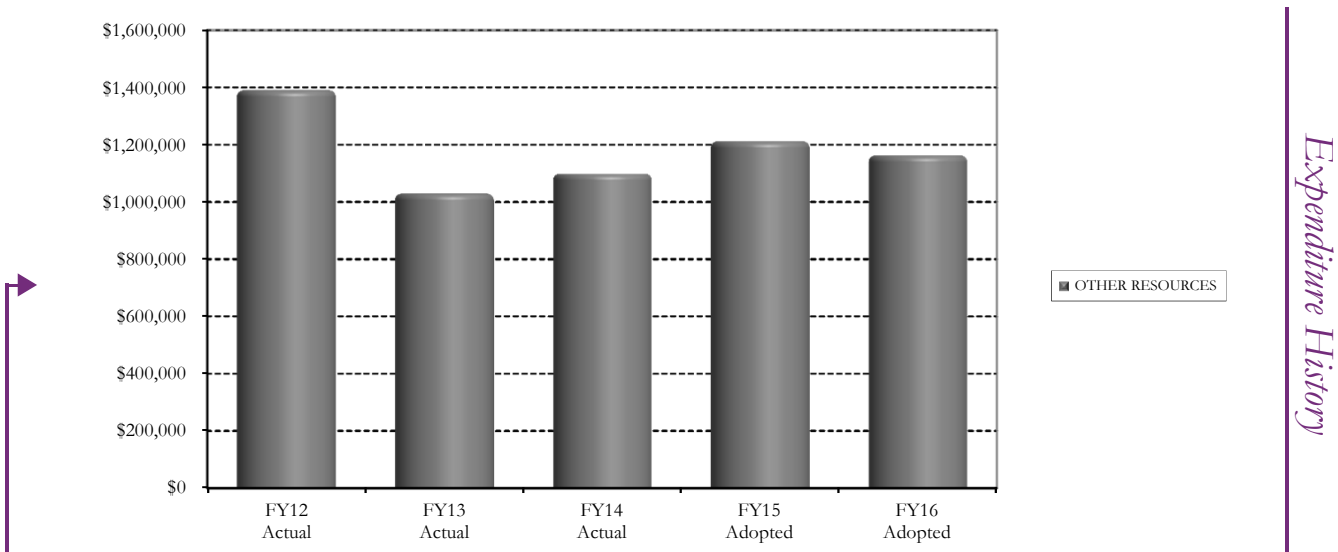
The PWC/Manassas Convention & Visitors Bureau does not provide a state or federal mandated service.



Expenditure and Revenue Summary



	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
Expenditure by Program						
1 Transfer to PWC/Manassas CVB	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	(4.06%)
Total Expenditures	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	(4.06%)
Funding Sources						
1 Designated Transient Occupancy Tax	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	(4.06%)
Total Designated Funding Sources	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	\$1,162,562	(4.06%)
Net General Tax Support	\$0	\$0	\$0	\$0	\$0	—
Net General Tax Support	0.00%	0.00%	0.00%	0.00%	0.00%	



Expenditure History



Program Summary

PWC/Manassas Convention & Visitors Bureau (CVB)

The CVB serves as the leader in marketing, promoting and developing PWC and Manassas as a tourism, leisure and corporate destination, thereby stimulating economic growth and improving the quality of life for our community's citizens, businesses and visitors.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Annual increase in Transient Occupancy Tax revenue collected	5%	8%	(13%)	2%	10%
Hotel occupancy rate	62%	63%	59%	62%	62%
Average Daily Room (ADR) rate	\$84	\$85	\$81	\$84	\$85
Revenue per room (REVPAR)	\$52	\$53	\$48	\$51	\$53

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
PWC/Manassas Convention & Visitors Bureau	\$1,390	\$1,029	\$1,099	\$1,212	\$1,163
Inquiries	93,036	88,158	54,850	72,000	75,000
Tourist Information Center visitors	28,631	23,924	18,678	22,721	23,500
Visits to attractions and historic sites	3.1M	2.9M	3.0M	3.0M	3.3M
Unique website visitors	—	—	163,267	140,094	150,000

A. Budget Initiatives

1. Decrease Operating Transfer to the CVB

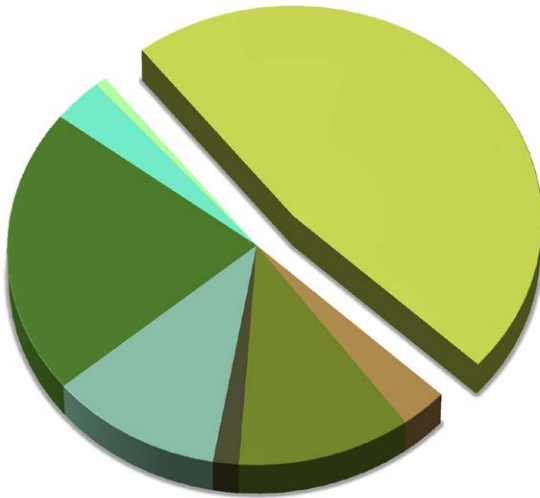
Expenditure	(\$49,215)
Revenue	(\$49,215)
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The FY16 transfer of \$1,162,562 represents 49% of the Transient Occupancy Tax (TOT) funds devoted to tourism, and is equal to the FY15 TOT tax revenue transfer to the CVB. However, in FY15, the County transferred an additional \$49,215 from TOT fund balance to cover some one-time expenses; this additional transfer was not done for FY16.
- b. **Service Level Impacts** - Existing service levels will be maintained.



Mission Statement

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



Community Development Expenditure Budget
\$157,000,034

Expenditure Budget:
\$74,638,581

48.3% of Community Development

Programs:

- Director's Office: \$698,136
- Historic Preservation: \$1,418,429
- Stormwater Infrastructure Management: \$2,942,359
- Site Development: \$3,382,599
- Watershed Improvement: \$4,434,386
- Fleet Management: \$11,689,920
- Facilities Construction Management: \$119,156
- Sign Shop: \$181,082
- Small Project Construction: \$1,860,051
- Mosquito & Forest Pest Management: \$1,769,138
- Solid Waste: \$20,246,749
- Buildings & Grounds: \$10,327,940
- Property Management: \$11,365,486
- Neighborhood Services: \$3,837,839
- Service Districts (Bull Run & Lake Jackson): \$365,311

Mandates

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

State Code: [Chapter 7](#), Virginia Public Records Act; Highways, Bridges and Ferries, [33.2-328](#), Wetland Board, [28.2-1303](#), Chesapeake Bay Preservation Area Review Board, [Title 9](#), Virginia Administrative Code, [62.1-44.15:24](#)

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

Public Works



Expenditure and Revenue Summary



Expenditure by Program	FY12	FY13	FY14	FY15	FY16	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopt15/ Adopted16
1 Director's Office	\$1,207,752	\$1,433,949	\$1,279,245	\$724,814	\$698,136	(3.68%)
2 Historic Preservation	\$1,243,929	\$1,437,429	\$1,451,620	\$1,702,021	\$1,418,429	(16.66%)
3 Stormwater Infrastructure Management	\$7,759,986	\$8,211,118	\$8,716,140	\$3,237,988	\$2,942,359	(9.13%)
4 Site Development	\$0	\$0	\$82,979	\$3,154,625	\$3,382,599	7.23%
5 Watershed Improvement	\$0	\$0	\$243	\$4,252,537	\$4,434,386	4.28%
6 Fleet Management	\$10,151,126	\$10,136,244	\$10,391,824	\$11,713,326	\$11,689,920	(0.20%)
7 Facilities Construction Management	\$13,447	\$58,470	\$197,895	\$113,666	\$119,156	4.83%
8 Sign Shop	\$515,689	\$244,810	\$230,756	\$197,266	\$181,082	(8.20%)
9 Small Project Construction	\$2,935,672	\$3,015,250	\$2,048,951	\$1,952,950	\$1,860,051	(4.76%)
10 Mosquito & Forest Pest Management	\$1,612,901	\$1,396,279	\$1,503,026	\$1,762,906	\$1,769,138	0.35%
11 Solid Waste	\$18,350,988	\$17,962,340	\$19,269,885	\$31,673,366	\$20,246,749	(36.08%)
12 Buildings & Grounds	\$0	\$9,634,426	\$10,727,640	\$10,502,578	\$10,327,940	(1.66%)
13 Property Management	\$21,606,516	\$11,233,841	\$10,795,510	\$10,929,483	\$11,365,486	3.99%
14 Neighborhood Services	\$3,254,911	\$3,312,783	\$3,254,636	\$3,698,087	\$3,837,839	3.78%
15 Service Districts (Bull Run & Lake Jackson)	\$367,305	\$358,840	\$462,222	\$352,554	\$365,311	3.62%
Total Expenditures	\$69,020,222	\$68,435,778	\$70,412,571	\$85,968,167	\$74,638,581	(13.18%)

Expenditure by Classification

1 Personal Services	\$16,975,549	\$18,065,424	\$18,674,308	\$19,661,469	\$20,179,168	2.63%
2 Fringe Benefits	\$5,735,161	\$6,516,792	\$6,521,293	\$6,931,767	\$7,024,048	1.33%
3 Contractual Services	\$11,809,831	\$9,218,162	\$11,066,409	\$11,766,713	\$11,897,089	1.11%
4 Internal Services	\$3,107,287	\$3,081,607	\$2,986,634	\$2,784,833	\$2,701,730	(2.98%)
5 Purchase Goods & Supplies	\$12,140,134	\$13,478,666	\$11,574,683	\$15,168,002	\$15,322,085	1.02%
6 Debt Maintenance	\$317,484	\$297,314	(\$35)	\$2,180,594	\$0	(100.00%)
7 Depreciation	\$4,667,505	\$3,342,356	\$3,171,757	\$1,007,569	\$1,007,569	0.00%
8 Amortization	\$1,503,278	\$1,748,550	\$3,774,243	\$1,755,699	\$1,755,699	0.00%
9 Capital Outlay	\$2,966,655	\$2,314,194	\$2,658,020	\$16,225,425	\$6,986,263	(56.94%)
10 Leases & Rentals	\$5,678,701	\$6,293,748	\$6,247,571	\$6,648,573	\$6,806,411	2.37%
11 Recovered Costs/Budgeted Savings	\$0	(\$646,633)	(\$829,535)	(\$2,240,292)	(\$3,522,700)	57.24%
12 Transfers	\$4,118,637	\$4,725,599	\$4,567,221	\$4,077,815	\$4,481,219	9.89%
Total Expenditures	\$69,020,222	\$68,435,778	\$70,412,571	\$85,968,167	\$74,638,581	(13.18%)

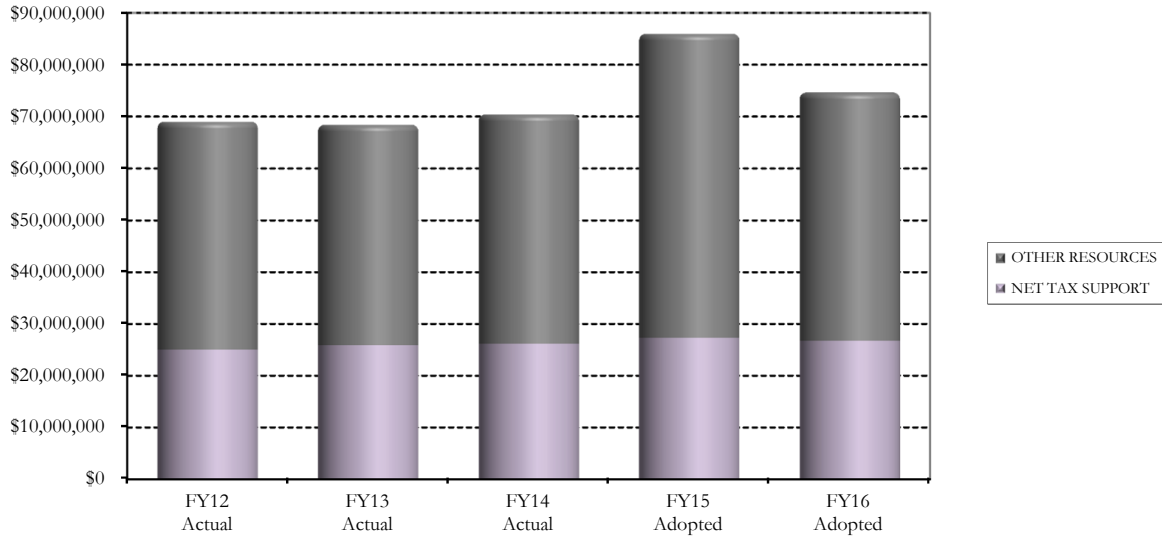
Funding Sources

1 General Property Taxes	\$1,443,414	\$1,474,561	\$1,540,997	\$1,634,430	\$1,714,771	4.92%
2 Permits, Privilege Fees & Regulatory License	\$1,718,728	\$2,112,441	\$1,901,782	\$2,279,845	\$2,546,327	11.69%
3 Fines & Forfeitures	\$3,040	\$6,000	\$1,163	\$0	\$0	—
4 Revenue From Use of Money & Property	\$1,324,200	\$584,946	\$1,761,543	\$1,618,236	\$1,957,067	20.94%
5 Charges for Services	\$33,286,272	\$35,773,031	\$35,346,122	\$36,387,249	\$37,044,787	1.81%
6 Miscellaneous Revenue	\$202,058	\$87,116	\$145,166	\$140,000	\$140,000	0.00%
7 Revenue From Other Localities	\$135	\$0	\$56,997	\$0	\$0	—
8 Revenue From Commonwealth	\$463,954	\$482,738	\$480,227	\$552,728	\$552,728	0.00%
9 Revenue From Federal Government	\$2,236,275	\$34,126	\$267,260	\$330,000	\$330,000	0.00%
10 Non-Revenue Receipts	\$361,587	\$331,502	\$157,526	\$239,700	\$239,700	0.00%
11 Transfers	\$2,261,692	\$5,178,335	\$10,067,561	\$2,277,056	\$2,514,702	10.44%
12 Non-General Fund Adjustments	\$684,050	(\$3,560,974)	(\$7,445,857)	\$13,170,699	\$856,177	(93.50%)
Total Designated Funding Sources	\$43,985,404	\$42,503,821	\$44,280,488	\$58,629,943	\$47,896,259	(18.31%)
Net General Tax Support	\$25,034,817	\$25,931,957	\$26,132,083	\$27,338,224	\$26,742,322	(2.18%)
Net General Tax Support	36.27%	37.89%	37.11%	31.80%	35.83%	

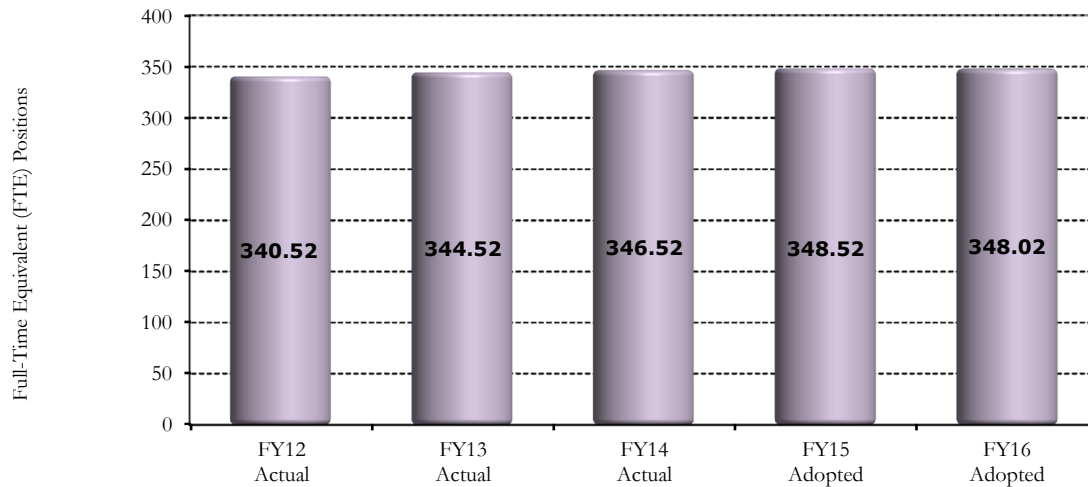
Public Works



Expenditure History



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Director's Office	5.27	6.77	6.77	5.77	5.77
2 Historic Preservation	14.55	14.55	14.55	14.55	14.55
3 Stormwater Infrastructure Management	54.20	57.83	60.90	24.97	23.75
4 Site Development	0.00	0.00	0.00	25.71	27.70
5 Watershed Improvement	0.00	0.00	0.00	11.93	11.27
6 Fleet Management	35.15	35.15	35.15	35.15	35.15
7 Facilities Construction Management	9.67	8.50	8.50	9.50	9.50
8 Sign Shop	3.16	3.84	3.84	4.12	4.03
9 Small Project Construction	18.86	17.34	17.20	15.11	14.98
10 Mosquito & Forest Pest Management	13.71	13.74	13.81	13.91	14.02
11 Solid Waste	58.72	59.72	59.72	59.72	60.72
12 Buildings & Grounds	72.97	72.97	72.97	74.97	73.47
13 Property Management	16.00	16.00	16.00	16.00	16.00
14 Neighborhood Services	38.26	38.11	37.11	37.11	37.11
15 Service Districts (Bull Run & Lake Jackson)	0.00	0.00	0.00	0.00	0.00
Full-Time Equivalent (FTE) Total	340.52	344.52	346.52	348.52	348.02



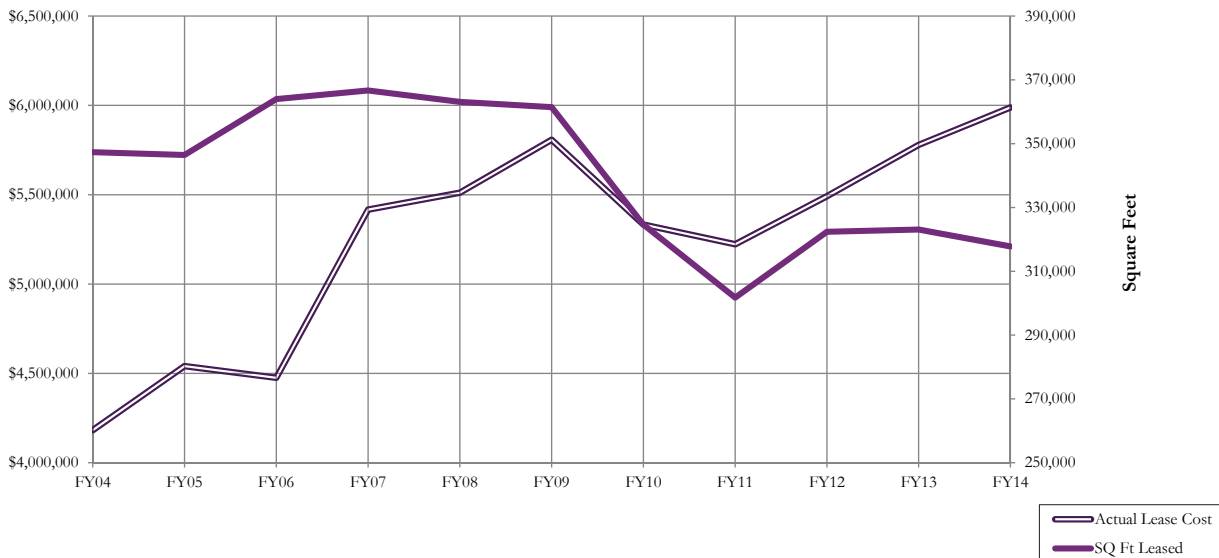
Future Outlook

The Public Works Department is one of the most diverse County departments providing services to both external customers, e.g., landfill and historic preservation and internal customers, e.g., fleet and facilities. The Department has multiple funding streams with General Fund operations as well as fee-based services. In 2012, Public Works received national accreditation from the American Public Works Association (APWA). Prince William Public Works is one of only six accredited departments in the Commonwealth and 95 nationally. The Department continues to receive recognition for its environmental programs receiving a number of Environment Excellence (E3, E4, and Sustainability Partner) certifications from the Virginia Department of Environmental Quality, the Green Government Award through the Virginia Municipal League (VML) and the Virginia Association of Counties (VACO), and a Sustainability award through the Governor’s Office. Citizens continue to give high marks to Public Works services through the annual community survey.

In the future, there are multiple challenges that will need to be addressed by Public Works. These include:

- **Facility Space** - During the Great Recession, FY07 to FY11, the County reduced the amount of leased space by 65,000 square feet for a savings of \$194,000.

Actual Lease Cost and Square Feet Leased



make up for the loss of lease space, employees were squeezed anywhere they physically could be placed without endangering their safety. At this point it is not feasible to add additional employees into many of the County facilities but especially the Ferlazzo, Judicial Center, and Sudley North buildings. Additional lease or owned space will need to be acquired to accommodate any growth. This lack of space has led to acquiring additional lease space at the Sudley North complex and moving new positions in the Commonwealth Attorney’s office to the first floor of the Old Manassas Courthouse. Furthermore, with the growth of the public safety agencies the Fleet Management Division maintenance shop is at capacity and will shortly need additional space to accommodate the growing public safety fleet.

- **Impact of Elimination of Year-End Agency Savings** - The zero based budget efforts have eliminated year-end agency budget savings, re-allocating those savings to cover the debt service and operating on library capital projects and reinstating the public safety staffing plans. While this has provided increased services to citizens it has had an impact on County facilities. In past years departments would use year-end savings to upgrade their spaces, reconfigure to accommodate growth or replace aging and decrepit systems furniture. Also, older County facilities such as the Woodbridge Senior Center, although still fully functional but have become dated and in need of a



refresh would benefit from year-end savings. The funding is no longer available and there is not a central fund to complete these tasks. This is an issue the Board will have to address going forward.

- **Community Landscaping** - County-wide landscaping installed over a decade ago is now in need of replacement. Dying and damaged plantings are routinely replaced in existing beds. Trees have been removed because of vehicle impacts or because maturing trunk size makes them a hazard to traffic. New “Clear Zone” VDOT regulations have been implemented and now requires fixed objects within a right-of-way having a diameter of 4 inches or greater be removed unless the median is more than 25 feet in width. Recently 30 trees on Dale Boulevard were removed from the medians and replaced with ornamental grasses in order to remain in compliance with standards. Moving forward, as trees within the VDOT right-of-ways and other areas reach maturity or are damaged those trees will be replaced with a more suitable, sustainable and cost effective ornamental grass and shrub landscape. Requests for new plantings will require a funding source for the installation, maintenance, and lifecycle costs. Existing community-wide landscaping projects are being maintained but are currently at programmatic maximum capacity.
- **Facility Security** - In FY13, Public Works created a new Security activity within its budget. This budget had previously been within the facilities maintenance budget. The Public Works security budget manages facility access security systems and after hour security forces. Over the years, the complexity and volume of the security systems has grown exponentially. Also, the addition of more leased facilities, two new libraries, and the Central Police Station are anticipated to increase the workload related to facility security. Existing security systems and equipment need to be constantly evaluated and replaced at the end of their useful lives, when equipment becomes obsolete or unserviceable.

General Overview

- A. **Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16 the Public Works technology bill decreased by \$1,402 to \$871,870.
- B. **One-Time Reductions** - A total of \$12,245,900 (mostly \$10.8 million for Solid Waste capital expenditures) was removed from the Public Works FY16 budget for one-time, non-recurring items approved in FY15.
- C. **Permanent Shift to Support Position Upgrades** - A total of \$6,386 has been shifted to support two Buildings & Grounds program positions reclassified into different, upgraded position classifications. Agencies are expected to support position upgrades with permanent shifts if the upgraded position cost is higher than the previous position budget.
- D. **FY15 State Aid Reductions** - On November 10, 2014, the General Assembly passed [HB 5010](#) which requires a \$30 million reduction in state aid to local governments in FY15. The Prince William County reductions for FY15 were \$754,683. These reductions were approved by [BOCS Resolution No. 14-736](#) and are being carried into FY16. Public Work’s budget is reduced \$15,951, including the elimination of 0.50 FTE position. The position was a Maintenance Worker in the Buildings & Grounds program and the reduction subtracts 0.50 from the department’s FTE count.
- E. **Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year’s budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Public Works is \$966,135.



F. Indirect Cost Transfer Decrease - Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government. In Public Works, there are several fee-supported programs which must reimburse the general fund for the cost of office space, utilities and other basic agency support. The indirect cost transfer amounts are listed in the table below:

Indirect Cost Transfer			
	FY15 Adopted	FY16 Adopted	Change
Solid Waste	\$1,140,025	\$940,121	(\$199,904)
Mosquito & Forest Pest Management	\$222,021	\$185,384	(\$36,637)
Stormwater/Watershed Management	\$556,912	\$467,974	(\$88,938)
Total Public Works Indirect Cost Transfer	\$1,918,958	\$1,593,479	(\$325,479)

G. Service Districts - The Public Works budget includes two service districts, Bull Run Mountain and Lake Jackson, which are supported by special levies that fund the maintenance of private local roads that do not meet State standards for acceptance into the State road maintenance system. Each service district levy is collected by the County’s Finance Department and recorded in a separate special revenue fund.

- The Bull Run Mountain Service District is located in the northwest corner of Prince William County. A special levy was established in 1991 to support maintenance of private local roads within the Bull Run Mountain Service District. Public Works coordinates road maintenance work requests with the Bull Run Mountain Estates Civic Association. The FY16 budget is \$200,000 which is the same as FY15 and the special levy rate is \$0.1377 per hundred dollars of assessed value.
- The Lake Jackson Service District is located around Lake Jackson, just west of Route 234. A special levy was established in 1993 to support maintenance of private local roads within the Lake Jackson Service District. Public Works coordinates road maintenance work requests with the Lake Jackson Civic Association. In FY16, the budget is \$165,311 and the special levy rate is \$0.1650 per hundred dollars of assessed value.

H. Transfer Adjustment for Litter Control - Solid Waste fee revenue supports the Litter Control activity in the Neighborhood Service program. The transfer is adjusted to ensure that revenue and expenditure are in balance to accomplish the goals of the activity. The FY16 transfer is reduced by \$27,225.

I. Increase for Clearing and Mowing at Innovation Park - There are specific areas within the Innovation Park that are maintained by the Neighborhood Services program. The County funds clearing and mowing on its own property with land sale proceeds. In addition, the County provides contracted clearing and mowing services to the Innovation Property Owners Association. Additional expenditure budget of \$120,000 is added to support the clearing and mowing activities; \$110,000 in revenue is expected from the Association with the net impact of \$10,000 from land sale proceeds.

J. Non-General Fund Adjustment in Funding Sources - This amount is included to show adjustments to fund balances for non-general fund activities in order to calculate the net general tax support for Public Works. The fund balance changes are listed in the table on the next page:



Non-General Fund Adjustments To Fund Balance (Required to Calculate the Net General Tax Support)							
	FY12 Actual	FY13 Actual	FY14 Actual	FY14 Ending Fund Balance as of 6/30/14	FY15 Adopted	FY16 Adopted	% Change Adopt FY15/ Adopt FY16
Mosquito & Forest Pest Management Fund Balance (Increase)/Use of	\$493,800	\$320,569	\$284,790	\$2,301,069	\$442,506	\$386,154	(16.74%)
Stormwater Management Fund Balance (Increase)/Use of	\$431,243	(\$1,471,291)	(\$1,095,558)	\$3,478,236	\$403,724	(\$327,773)	(223.52%)
Fleet Management Fund Balance (Increase)/Use of	(\$27,822)	(\$33,523)	\$112,771	\$1,184,520	\$0	\$0	—
Service Districts Fund Balance (Increase)/Use of	(\$28,108)	(\$50,405)	\$58,683	\$323,484	\$24	\$24	0.00%
Sign Shop Fund Balance (Increase)/Use of	\$88,199	\$5,138	\$2,155	NA	\$0	\$0	—
Small Project Construction Fund Balance (Increase)/Use of	(\$25,864)	\$111,642	\$191,649	\$1,845,739	\$32,598	(\$7,457)	(122.88%)
Solid Waste Fund Balance (Increase)/Use of	(\$247,398)	(\$2,443,105)	(\$7,000,348)	\$39,939,733	\$12,291,846	\$805,229	(93.45%)
Total Non-General Fund Adjustments	\$684,050	(\$3,560,974)	(\$7,445,858)		\$13,170,699	\$856,177	(93.50%)

K. Compensation Increase - Compensation adjustments totaling \$732,012 are made to support the following rate changes:

- 5.0% Retiree Health;
- -1.0% VRS employer rate for Plan I employees;
- 7.7% Health insurance;
- 3.2% Dental insurance;
- 2.0% Pay Plan adjustment; and
- 1.0% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.

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, County Executive generated tracker reports and interfaces with executive management and the citizens of Prince William County on complex issues within the department.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Key department program measures met	100%	100%	77%	85%	80%
Public Works DART Score (Days Away, Restricted or Transferred)	4.9	8.7	3.0	4.5	4.5

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Leadership & Management	\$1,208	\$1,434	\$1,279	\$725	\$698
BOCS agenda items	61	50	42	55	45



Historic Preservation

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Customer satisfaction with visit to historic site	97%	97%	95%	97%	95%
Volunteer hours value	\$140,522	\$116,114	\$212,186	\$126,000	\$150,000
Revenue recovery rate	3.4%	10.0%	4.9%	12.0%	7.0%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Preservation	\$546	\$623	\$670	\$409	\$393
Annual average hours of service per long term volunteer	40	40	57	50	55
Archeological collections donated to the County	12	15	5	14	9
Management & Events Programming	\$698	\$814	\$782	\$831	\$609
Programs at historic sites	1,183	1,076	1,212	1,100	1,200
FTE equivalent of volunteer hours contributed	4	3	6	3	4
Visitors to historic sites	43,485	45,357	53,708	50,000	56,000
Maintenance & Construction	—	—	—	\$462	\$417
Work orders for historic buildings and grounds	—	—	172	170	170
Construction, restoration and renovation projects	—	—	4	3	3

A. Budget Initiatives

1. Revenue Adjustment - Increased Transient Occupancy Tax Revenue

Expenditure	\$0
Revenue	\$213,750
General Fund Impact	(\$213,750)
FTE Positions	0.00

- a. **Description** - This adjustment increases the revenue received by the Historic Preservation program from the transient occupancy tax (TOT). General fund impact is -\$1,068,750, FY16 through FY20.
- b. **Service Level Impacts** - Existing service levels will be maintained.



Stormwater Infrastructure Management

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Drainage assistance requests responded to within 5 business days	92%	90%	96%	90%	90%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Stormwater Management Infrastructure Inspection	—	—	—	\$1,131	\$873
County-maintained facilities inspected and/or re-inspected	1,430	1,456	1,449	1,400	1,400
Privately-maintained facilities inspected and/or re-inspected	123	276	312	200	250
Miles of drainage systems inspected	667	627	804	650	650
Stormwater Management Infrastructure Maintenance	—	—	—	\$2,107	\$2,069
Major maintenance cases completed/closed within 30 business days	134	65	110	65	—
Major maintenance cases completed/closed	102	183	138	—	130

A. Budget Initiatives

1. Repairs to Silver Lake Park Dam

Expenditure	\$123,525
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds required repairs to Silver Lake Park dam. The total cost of the repairs is estimated at \$2.5 million. The funding for the repairs will come from existing stormwater management revenue and the remaining balance in the Flat Branch Flood Control capital project.
- b. **Service Level Impacts** - This initiative will ensure that the required repairs are made to the dam at Silver Lake Park.



2. Potomac Shores Development Revenue Adjustment

Expenditure	\$0
Revenue	\$17,821
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative updates estimated proffer revenue for the Potomac Shores (formerly Harbor Station) development project site inspector. As part of a rezoning approval, the applicant proffered full-time routine inspection and continuous maintenance of all erosion and sediment control devices for the duration of the project.
- b. **Service Level Impacts** - Existing service levels will be maintained.

3. Increase in Stormwater Management Fee Revenue

Expenditure	\$0
Revenue	\$248,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The Stormwater Management Fee is not being raised in FY16; however, there is still an increase due to development growth in the county which increases the impervious area.
- b. **Service Level Impacts** - Existing service levels will be maintained.

Site Development

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Site development plan submissions reviewed within standards set by the County’s Administrative Procedures Manual (APM)	100%	100%	100%	98%	100%
Lot grading plan submissions reviewed within 10 business days	100%	100%	100%	98%	100%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Plan Review	—	—	\$0	\$1,218	\$1,470
Site development plan submissions reviewed	572	554	540	650	550
Lot grading lots reviewed	794	1,115	1,169	950	1,100
Site Inspections	—	—	\$83	\$1,936	\$1,912
Virginia Stormwater Management Program (VSMP) and erosion and sediment control inspections	22,116	23,296	20,951	23,000	22,000

A. Budget Initiatives

1. Increase Virginia Stormwater Management Program (VSMP) Budget

Expenditure	\$21,800
Revenue	\$200,000
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - VSMP requirements took effect in FY15. Now that fees are being collected a revenue budget is being established based on collections to date in FY15. The expenditures are being increased in non-salary related budget line items.

b. **Service Level Impacts** - Existing service levels associated with VSMP requirements will be maintained.

2. Land Development Revenue Adjustment and Fee Increase

Expenditure	\$21,371
Revenue	\$152,738
General Fund Impact	\$0
FTE Positions	0.00

a. **Description** - This addition adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

▪ **Land Development Fee Schedule Adjustment**

The FY16 Budget includes a 5.5% across the board fee increase to the Land Development fee schedule and revenue adjustments to accommodate economic growth. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation.

▪ **Revenue Budget Increase**

The net impact of budget adjustments between the FY15 Budget and FY16 Budget is an increase of \$152,738 to the Public Works revenue budget. This revenue increase includes provisions for budgeted fee increases, updated revenue projections as a result of an economic recovery in the construction industry and alignment of budget projections with historic actuals.

b. **Service Level Impacts** - Existing service levels will be maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.



Watershed Improvement

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Industrial or high risk inspections conducted	—	9	25	10	10
Linear feet of stream restorations completed	2,730	2,050	1,100	2,000	2,500

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Watershed Monitoring	—	—	\$0	\$3,825	\$3,810
Linear feet of stream assessments completed	35,407	63,250	94,302	50,000	50,000
Dry weather outfalls monitored and inspected	—	156	513	155	500
Watershed Improvements	—	—	—	\$428	\$625
Pounds of phosphorous reduction achieved with BMP retrofits	—	—	NR	20	20

A. Budget Initiatives

1. Increase in Funding to the Soil and Water Conservation District

Expenditure	\$4,652
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The Prince William Soil and Water Conservation District (PWSWCD) is focused on protecting and enhancing the water and soil resources in the county. It is funded by the county via the existing stormwater management revenue and the Virginia Department of Conservation and Recreation. The county’s funding increases are proportionate to employee compensation increases. In FY16, county employees are receiving a 2% pay plan adjustment so the funding to the PWSWCD is increasing 2% from \$232,612 to \$237,264.
- b. **Service Level Impacts** - Existing service levels are maintained.



2. Establish a Flat Branch Operating Reserve

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

- a. **Description** - The Flat Branch Flood Control capital project is being closed and the funds are being used to complete the Silver Lake Dam repairs and establish an operating budget for Flat Branch maintenance and repairs.
- b. **Service Level Impacts** - Existing service levels are maintained.

Fleet Management

Provide county vehicle maintenance and county vehicle replacement. Provide fuel, repairs and maintenance 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Cost per mile - light duty public safety vehicles	\$0.29	\$0.25	\$0.26	\$0.28	\$0.28
Cost per mile - light duty non-public safety vehicles	\$0.35	\$0.34	\$0.35	\$0.34	\$0.34
Work orders that are scheduled maintenance	58%	58%	58%	58%	58%
Availability of public service light duty vehicles	93%	95%	90%	90%	92%
Public Safety vehicles due or overdue for replacement	11%	10%	14%	<8%	<8%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
County Vehicle Maintenance	\$7,346	\$7,703	\$7,745	\$8,684	\$9,065
Vehicles maintained (<10,000 lbs. gross vehicle weight)	1,064	1,087	1,124	1,094	1,143
Heavy equipment maintained (>10,000 lbs. gross vehicle weight)	177	207	226	205	225
Work orders	6,879	7,040	7,390	7,200	7,333
County Vehicle Replacement	\$2,806	\$2,433	\$2,646	\$3,029	\$2,625
General fund vehicles purchased	92	119	109	107	95



A. Budget Reductions

1. Extend Public Safety Vehicle Replacement Criteria

Expenditure	(\$600,000)
Revenue	\$0
General Fund Impact	(\$600,000)
FTE Positions	0.00

- a. **Description** - Currently, police and sheriff sedans/cruisers are scheduled to be replaced once they reach 110,000 miles. This initiative extends the mileage criteria for these vehicles to 120,000 miles, reducing the number of vehicles that need to be replaced each year. On average, over 90% of the vehicles replaced each year are public safety. The general fund impact is \$3,000,000, FY16 through FY20.
- b. **Service Level Impacts** - Existing service levels are maintained.

B. Budget Initiatives

1. Vehicle Replacement Budget Increase

Expenditure	\$127,500
Revenue	\$0
General Fund Impact	\$127,500
FTE Positions	0.00

- a. **Description** - This initiative supports future vehicle replacement for new Police vehicles supporting the FY16 staffing plan. Staffing plan details are located in the Police Department budget pages in the Public Safety section of this document. General fund impact is \$1,912,500, FY16 through FY20.
- b. **Service Level Impacts** - Additional funding for vehicle replacement will ensure that funding is available to replace police vehicles on-time, thus reducing the number of public safety vehicles overdue for replacement.

2. Create Replacement Budget for the Adult Detention Center Vehicles

Expenditure	\$148,725
Revenue	\$0
General Fund Impact	\$148,725
FTE Positions	0.00

- a. **Description** - This initiative shifts the responsibility for future vehicle replacement for Adult Detention Center (ADC) vehicles to Public Works, Fleet Management program. Previously, replacements of ADC vehicles were the responsibility of staff at the ADC. Future replacements of vehicles will be governed by County standards. General fund impact is \$395,632, FY16 through FY20.
- b. **Service Level Impacts** - The funding for vehicle replacement will ensure that funding is available to replace ADC vehicles on-time, thus reducing the number of public safety vehicles overdue for replacement.



3. Create a New Vehicle Purchase Budget in the Internal Service Fund

Expenditure	\$468,804
Revenue	\$468,804
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The FY16 budget includes 25 new police officers. The vehicle purchases for these new officers are coordinated and facilitated through the Fleet Division in Public Works. In the past, the Police Department would have the budget for the vehicle purchases within their new vehicle budget line item which hindered the administrative process for the Fleet Division. To ease the burden on the administrative process, in FY16 Fleet will have the new vehicle budget line item within their internal service fund budget and charge the Police department directly via a bill for service. There is no general fund impact on this change.
- b. **Service Level Impacts** - Existing service levels are maintained.

Facilities Construction Management

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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Customers satisfied with overall project management	95%	100%	90%	90%	90%
CIP construction change order difference from original contracted amount	—	—	5%	<10%	<10%
CIP construction change orders based on user requested changes/scope difference from total change order costs	—	—	4%	<5%	<10%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
County Facility Construction	\$13	\$58	\$198	\$114	\$119
Total CIP projects	—	7	9	8	8
Total non-CIP projects	—	7	5	4	4



Sign Shop

The Sign Shop inspects, fabricates, installs and maintains all street name signs as mandated by the Virginia Code § [32.2-328](#), the Code of Ordinances, County of Prince William Section 24-3 and the County’s Design and Construction Standards Manual (DCSM) Section 604.06. 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Street name signs replaced within 7 days of inspection	97%	94%	83%	95%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Street Name Signs	\$516	\$245	\$209	\$197	\$181
Streets requiring street name signs	9,232	9,350	9,450	9,600	9,650
Street name signs fabricated for maintenance	870	760	664	700	700
Signs and Graphics	—	—	\$22	\$0	\$0
Signs fabricated for revenue	11,519	10,892	13,648	10,000	11,000
Sign and graphic jobs completed	541	625	569	785	625

Small Project Construction

Provide support for a variety of County projects including stormwater maintenance, stream restorations, drainage improvements, park improvements, and transportation improvements.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Community improvement projects completed within 10% of estimated cost	95%	91%	91%	95%	95%
Community improvement projects completed on time	98%	93%	96%	96%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Small Community Improvement Construction	\$3,067	\$3,118	\$2,263	\$1,953	\$1,860
Community improvement projects completed	41	46	57	50	50



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, Oak Splendour Beetle, and minimizing adverse environmental and human health impacts resulting from the treatment of these pests.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Mosquito traps identified within 48 hours	—	—	—	90%	95%
Gypsy moth egg mass surveys done by November 1st	—	—	—	90%	90%
Citizen site visit requests responded to within 24 hours	94%	97%	97%	98%	98%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Mosquito/Forest Pest Control Monitoring	\$980	\$827	\$685	\$1,025	\$929
Larval mosquito habitat inspections	2,669	4,265	4,053	4,000	4,000
Reduction and Response	\$633	\$569	\$818	\$738	\$840
Mosquito larvicide applications	1,295	1,549	2,278	1,300	2,000

A. Budget Initiatives

1. Levy Revenue and Budget Adjustment

Expenditure	\$6,813
Revenue	\$62,584
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative increases the revenue collected from the Mosquito Control and Forest Pest (MCFP) levy. Total anticipated to be collected by the levy revenue in FY16 is \$1,356,484. The levy rate remains unchanged at \$0.0025 cents per hundred dollars of assessed value.
- b. **Service Level Impacts** - Existing service levels will be maintained.



Solid Waste

Provide solid waste management services to all citizens, institutions and businesses of Prince William County. Facilities and programs promote waste reduction and recycling, and efficiently receive and process all acceptable household and commercial wastes generated within the geographical boundaries of Prince William County, 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Refuse recycled	41%	41%	41%	42%	42%
Tons of refuse processed	320,751	320,058	349,276	325,000	350,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Solid Waste Management & Administration	\$6,303	\$5,010	\$4,868	\$8,758	\$6,401
Non-residential accounts processed	3,889	3,914	4,014	3,950	4,000
Appeals completed within 30 days	100%	100%	100%	>99%	>99%
Yard Waste Composting	\$3,051	\$3,323	\$2,851	\$3,637	\$3,642
Tons of County yard waste diverted from waste stream	22,990	22,174	19,016	23,000	22,000
Solid Waste Facilities Operation	\$8,403	\$8,960	\$10,741	\$7,754	\$8,881
Refuse trucks inspected	3,347	4,401	4,087	4,000	4,000
Pounds of Household Hazardous Waste and eWaste collected	1,600,000	1,474,520	1,499,700	1,700,000	1,600,000
Citizens trips to Solid Waste facilities	518,413	479,695	486,199	500,000	500,000
Recyclable Materials Collected, Processed & Marketed	\$594	\$669	\$635	\$1,331	\$1,122
Tons of recyclables processed by County and marketed	14,394	13,174	12,721	15,000	13,000
Revenue generated from sale of recyclables	\$606	\$562	\$594	\$600	\$600
Capital Projects	—	—	\$175	\$10,194	\$200
CIP projects completed within budget	100%	100%	100%	100%	100%



A. Budget Reductions

1. Eliminate Landfill Debt Service Payments

Expenditure	(\$2,180,595)
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This reduction eliminates the bond payment on the County's sanitary landfill property, the Balls Ford Road property, and other capital improvements. The 20 year bond was originally issued in 1990, refinanced in 1994, now has been paid off. The expenditure savings will be used to pay cash for future liner systems and provide stabilized solid waste fees, and additional flexibility in addressing future capital needs at the landfill including landfill caps, liners and maintenance of existing facilities.
- b. **Service Level Impacts** - Existing service levels will be maintained.

2. Reduce Sale of Landfill Gas Revenue

Expenditure	\$0
Revenue	(\$240,000)
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - The revenue budget from sale of landfill gas was reduced from \$290,000 to \$50,000 to reflect the actual amounts being received for the direct sale of landfill gas to the county and school facilities. All other revenues to the County for the use of gas to make electricity are being recorded as energy royalties and sales.
- b. **Service Level Impacts** - Existing service levels will be maintained.

B. Budget Initiatives

1. Increase Solid Waste Equipment and Vehicle Replacement

Expenditure	\$1,280,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds the scheduled replacement of solid waste equipment. Certain machines and vehicles are scheduled for replacement in FY16 and are fully supported by existing revenue from the solid waste fee. The equipment being replaced includes a trash compactor (\$550,000), a track dozer (\$375,000), a roll-off truck (\$165,000), a skid steer (\$45,000), a pick-up truck (\$40,000) and seven recycling trailers (\$105,000). This cost is fully funded by solid waste fee revenue.
- b. **Service Level Impacts** - Existing service levels will be maintained.



2. Increase Solid Waste Capital Project - Ballfield Redevelopment

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

- a. **Description** - This initiative provides funding for the Landfill Ballfield Redevelopment project in the FY16-21 Capital Improvement Program (CIP). The capital project is fully funded by existing solid waste fee revenues and reserve fund balances. For more information on this project, please review the project pages in the capital improvement section of this document.
- b. **Service Level Impacts** - Service level impacts associated with this project are detailed in the CIP.

3. Electronics Disposal Increase

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

- a. **Description** - This initiative provides additional funding for the disposal of electronics, classified as household hazardous waste. The disposal rate for CRT monitors and televisions has increased from \$0.07 per pound to \$0.25 per pound. The household hazardous waste activity receives approximately 1.3 million pounds of CRT monitors and televisions each year. This cost is fully funded by existing solid waste fee revenue.
- b. **Service Level Impacts** - Existing service levels will be maintained.

4. Replace Weigh Scale Software

Expenditure	\$50,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative funds the replacement of the weigh scale software used at County solid waste facilities. The program depends on the current software system for weighing and billing of material arriving at facilities. The current system has been used by Prince William County in excess of 20 years and has reached its maximum data management capabilities. It is not capable of some of the newest features and functions available in other scale software. This is a one-time cost that is fully funded by existing solid waste fee revenue.
- b. **Service Level Impacts** - Existing service levels will be maintained, however upgraded software will allow for more advanced data collection and reliability.

5. Add One Administrative Support Assistant Position

Expenditure	\$48,870
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00



- a. **Description** - This initiative funds one full-time equivalent (FTE) Administrative Support Assistant II position for the Solid Waste program. The program operates a dynamic enterprise serving a variety of stakeholders. The position would be located in the landfill office, support the increasing customer service response needs of the program and provide full office coverage to reduce the need to utilize field and operations staff to work in the office. The position would support payroll and accounts payable administration for the 50+ staff assigned to the landfill and Balls Ford composting facility. The position is fully funded by existing solid waste fee revenue.
- b. **Service Level Impacts** - Existing service levels will be maintained along with additional support to internal and external customers to address the day-to-day business needs of the Solid Waste program, including supporting revenue collection, payroll and accounts payable activities.

6. Recycling Education and Supplies Increase

Expenditure	\$25,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative will increase resources to recycling education and supplies to address a recent drop in the percent of recycled material and an increase in the amount of trash deposited in the landfill.
- b. **Service Level Impacts** - The refuse recycled rate target will increase to 42%.

7. Northern Virginia Waste Management Program Contribution Increase

Expenditure	\$1,887
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - Prince William County is part of the Northern Virginia Regional Commission. In addition to the general contribution there is an \$11,405 contribution to the Northern Virginia Waste Management Program that is paid by the solid waste enterprise fund. This is a \$1,887 increase over FY15.
- b. **Service Level Impacts** - Existing service levels will be maintained.

8. Revenue Adjustment

Expenditure	\$0
Revenue	\$300,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This adjusts the solid waste revenue budget by 2% due to commercial and residential growth. The Solid Waste fee rate remains unchanged.
- b. **Service Level Impacts** - Existing service levels will be maintained.



Building & Grounds

Provide building maintenance services to over 125 owned facilities and selected leased properties; landscaping, grounds maintenance, paving repair and installation, and moving services; custodial services for over one million square feet; and mail and printing services supporting the needs of the County government. Provide 24/7 operation and responsive emergency support to address natural or manmade disasters. Snow removal to keep the County functional is a major effort. Our work is done with an efficient combination of in-house and contract staff.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Cost per square foot for custodial services	\$2.22	\$2.31	\$2.38	\$2.31	\$2.42
Routine maintenance work requests completed with ten (10) working days	—	—	70%	73%	70%
Cost per square foot for building maintenance program service	\$3.54	\$3.06	\$2.73	\$3.06	\$2.89
Printing jobs completed on time	—	—	87%	95%	91%
Routine grounds maintenance requests completed within ten (10) working days	—	—	95%	97%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Building Maintenance	\$4,691	\$4,399	\$5,301	\$4,943	\$4,798
Work orders	4,933	5,072	6,194	4,920	6,200
Grounds Maintenance	\$1,513	\$1,123	\$1,169	\$1,053	\$1,241
Grounds work requests	665	798	789	798	776
Custodial Services	\$2,460	\$2,475	\$2,541	\$2,773	\$2,900
Square footage maintained	1,068,964	1,068,964	1,525,671	1,068,964	1,525,671
Graphics Arts & Print Shop	\$653	\$679	\$638	\$671	\$228
Copies produced in-house	8.1m	7.2m	8.1m	7.2m	7.2m
Printing jobs completed	1,388	1,241	1,074	1,241	1,241
Mail Room and Courier Service	\$356	\$246	\$295	\$353	\$382
Total pieces of mail handled	1.4m	1.3m	1.3m	1.4m	1.4m
Security	—	\$713	\$793	\$710	\$779
Citizen meetings supported by guard service	—	95%	96%	88%	92%
Alarms and access devices work orders	—	—	1,063	830	1,100



A. Budget Reductions

1. Convert the Print Shop to a Cost Recovered Activity

Expenditure	(\$443,036)
Revenue	(\$65,000)
General Fund Impact	(\$378,036)
FTE Positions	(1.00)

- a. **Description** - This initiative converts the Print Shop to a cost recovered activity in FY16 with the goal to fully transition to an internal service fund in FY17. One vacant FTE, a courier position, is eliminated in FY16. The Print Shop provides high-quality printing and copying services for County agencies and outside jurisdictions. Capabilities include color printing and reproduction, design functions and sign production. Jobs completed include a wide range of printing needs in the County, for example printing of Board of County Supervisors meeting dispatch packets and printing for the Finance Department, Tax Administration program and the Police Department. Prior to FY16, the Print Shop provided a \$228,000 allocation to certain departments for recurring print jobs. The allocation will still be included in FY16; however, the salary and benefit expenditures for the five print shop employees and other print shop overhead costs will be billed out to customers for services rendered.
- b. **Service Level Impacts** - Existing service levels are maintained.

B. Budget Initiatives

1. Facility Operating Funds for New Libraries

Expenditure	\$340,476
Revenue	\$0
General Fund Impact	\$340,476
FTE Positions	0.00

- a. **Description** - This initiative funds the ongoing Building & Grounds program cost associated with the opening of the Haymarket Gainesville Community Library and the Montclair Community Library in fall 2015 (FY16). The funds will support maintenance, security, custodial and grounds costs at each of the libraries. The staffing for the libraries, one Maintenance Worker position and one Grounds Technician position, were added as part of the FY15 budget effective January 2015. The costs of operation include the full year cost of the two positions. General fund impact is \$1,702,380 FY16 through FY20.
- b. **Service Level Impacts** - The additional funding will ensure that resources are available to support the building maintenance, custodial, and grounds needs of the two new library facilities.

2. Add Ice Melt Salt Structure on Western End of the County

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

- a. **Description** - This initiative adds a winter safety ice melt salt structure on the western end of the County. The Building & Grounds program is responsible for maintaining County facility parking lots and sidewalks during weather (ice/snow) events. In FY14, the program used more than 278 tons (556,000 pounds) of salt to treat County parking lots and sidewalks. There is currently an eastern end shelter located in Woodbridge. Constructing this is a one-time cost to support facilities on the western end of the County.



- b. **Service Level Impacts** - The new storage structure on the western end of the county will reduce travel time for staff to obtain salt for treatment of parking lots and sidewalks on the western end of the County. In addition, the new structure would allow staff to treat areas earlier, which should help reduce slips/trips/falls associated with ice/snow events.

Property Management

Provide a wide array of internal county services including space planning, agency moves, furniture purchasing and management of surplus furniture items. Manage the leases of county buildings and the utility payments and energy usage monitoring of both owned and leased properties. Manage the County’s Records Center in accordance with the mandated Library of Virginia retention standards.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Customers satisfied with overall project management	99%	98%	99%	98%	98%
Average cost per square foot of leased space	\$16.31	\$16.74	\$18.79	\$16.86	\$19.89
Cost avoidance realized by redeploying surplus items	—	\$184,079	\$191,143	\$175,000	\$180,000

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Property Management	\$1,634	\$2,222	\$1,469	\$1,336	\$1,727
Projects completed	—	327	240	350	250
Energy Management	\$4,256	\$2,983	\$3,082	\$3,023	\$2,901
Annual facility electric cost per square foot	\$1.72	\$1.67	\$1.71	\$1.72	—
Annual facility electrical usage - KWH per square foot	19	19	20	—	20
Real Estate	\$5,615	\$5,910	\$6,115	\$6,433	\$6,597
Commercial square feet leased	322,404	323,094	317,814	331,094	324,309
Records Management	\$428	\$120	\$121	\$137	\$141
Boxes delivered/picked up	—	4,497	5,292	4,000	4,500
Records checked in/checked out	13,576	14,638	NR	14,000	—
Records checked in/checked out <i>(revised method)</i>	—	—	7,996	—	7,000



A. Budget Initiatives

1. Additional Funding for Existing Leased Space and Space Projects

Expenditure	\$556,478
Revenue	\$0
General Fund Impact	\$556,478
FTE Positions	0.00

a. **Description** - This initiative includes the following increases:

- **Lease Cost Escalation (\$156,478)** - Funds for lease contract escalations in existing County leased space. General fund impact is \$782,390, FY16 through FY20.
- **Space Projects (\$400,000)** - Funds for additional space reconfiguration projects and/or additional lease costs as a result of employee growth. General fund impact is \$2,000,000, FY16 through FY20.

b. **Service Level Impacts** - Additional funding will fully fund the lease budget and address facility space constraints.

2. Additional Funding for Utilities

Expenditure	\$160,460
Revenue	\$0
General Fund Impact	\$160,460
FTE Positions	0.00

a. **Description** - This initiative provides additional funding for utility costs at existing facilities (\$60,460) and the two new library facilities (\$100,000) scheduled to open in FY16. General fund impact is \$802,300, FY16 through FY20.

b. **Service Level Impacts** - Additional funding will ensure that utilities at County facilities are available and paid on time.

3. Cell Tower Revenue Adjustment

Expenditure	\$0
Revenue	\$344,213
General Fund Impact	(\$344,213)
FTE Positions	0.00

a. **Description** - This initiative increases revenue collected from cell towers located on County owed property, including property designated at parks. Rent for cell towers located on park property was previously collected by Parks. This is now being shifted to Public Works. There is no impact to the overall county net general fund tax support. The Property Management program is responsible for maintaining existing contracts and vetting future requests for cell towers operating on County property.

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



Neighborhood Services

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96%	96%	95%	94%	94%
Average litter rating for designated County roads (Note: one represents no visible trash and five represents a trash dumping site)	1.23	1.39	1.72	1.45	1.45
First inspection of complaint within five days	85%	86%	91%	86%	86%
Average time to resolve cases (calendar days)	—	30	45	35	35

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Litter Control	\$649	\$672	\$695	\$748	\$792
Tons of trash removed by County Litter Crew	182	174	143	170	170
Illegal signs removed from State right-of-way	21,638	10,938	10,764	12,500	12,500
Landscaping	\$306	\$322	\$288	\$277	\$387
Landscaping areas maintained	44	38	42	39	43
Acres of medians and rights-of-way maintained	23	23	29	27	≥ 234
Property Code Enforcement	\$2,300	\$2,319	\$2,272	\$2,673	\$2,658
Total cases resolved	6,111	4,608	4,773	4,600	4,600
Total inspections conducted	13,701	11,505	11,497	11,000	11,000



A. Budget Initiatives

1. Right-of-Way Landscaping Increase

Expenditure	\$118,000
Revenue	\$0
General Fund Impact	\$118,000
FTE Positions	0.00

- a. **Description** - This initiative provides funding for additional landscaping in the State right-of-way throughout the County, including sites added with the opening of capital project roadway improvements. Funding supports efforts to provide landscaping maintenance services supporting high visibility community beautification projects within the right-of-way. This activity is designed to enhance the scenic beauty along travel ways within the County. The additional funding expands the existing 221 acre inventory of right-of-way landscapes and land designated as open space.
- b. **Service Level Impacts** - The existing budget is spent completely on maintaining the current landscape inventory. Adding more sites along with their annual maintenance costs would require additional funds. The additional funds would provide enough money to increase the landscaping areas maintained by 13 acres for fully developed landscaped right-of-way, which is about two miles of typical roadway. The acres of median and right-of-way supported and maintained by the funding would be 234 acres (fully landscaped) or 286 acres (mowed undeveloped right-of-way) or a combination of the two options.

- **Acres of median and right-of-way maintained**

FY16 w/o Addition | 186

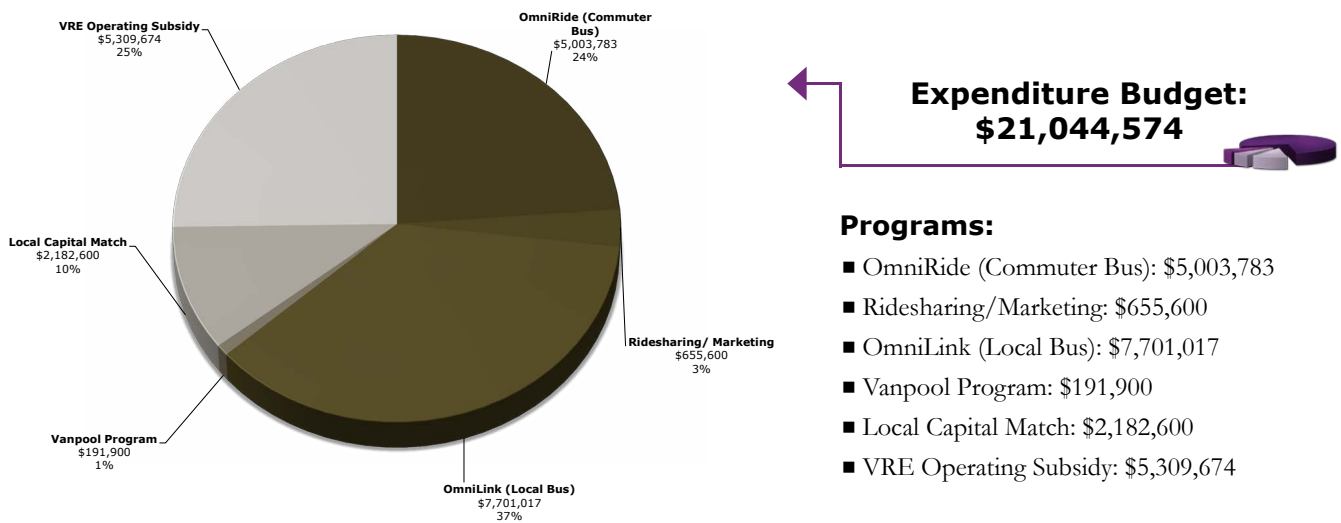
FY16 w/ Addition | ≥ 234



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) and local bus services in the County and the cities of Manassas and Manassas Park (OmniLink). PRTC also offers OmniMatch, a free ridesharing service. Operated by PRTC in partnership with the Northern Virginia Transportation Commission (NVTC), the Virginia Railway Express (VRE) provides commuter rail service along the Manassas and Fredericksburg lines, connecting to transit providers at stations in Virginia and the District of Columbia.

For more information go to www.prtctransit.org



Programs:

- OmniRide (Commuter Bus): \$5,003,783
- Ridesharing/Marketing: \$655,600
- OmniLink (Local Bus): \$7,701,017
- Vanpool Program: \$191,900
- Local Capital Match: \$2,182,600
- VRE Operating Subsidy: \$5,309,674

Community Development Expenditure Budget

\$157,000,034

Mandates

There are no state or federal mandates 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.

HB [2313](#) passed by the Virginia General Assembly in 2013 requires that Prince William County 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 or 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 HB [2313](#) in the immediately succeeding year. The three year average disbursements for transportation purposes for the County is \$25,798,543 of which \$15,954,841 was expended for PRTC bus and rail subsidies. The source of funds for the bus and rail subsidies is the 2.1% wholesale motor fuels tax.



Expenditure and Revenue Summary



	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	% Change Adopt15/ Adopted16
PWC Net Local Transit Expenditure PRTC						
1 PRTC Admin Subsidy*	\$0	\$0	\$0	\$0	\$0	—
2 OmniRide (Commuter Bus)	\$2,381,847	\$3,868,221	\$5,542,536	\$5,718,782	\$5,003,783	(12.50%)
3 Ridesharing/Marketing	\$664,100	\$652,000	\$557,000	\$542,000	\$655,600	20.96%
4 OmniLink (Local Bus)	\$6,112,853	\$6,364,465	\$7,508,164	\$6,823,318	\$7,701,017	12.86%
5 Vanpool Program	\$0	\$0	\$0	\$22,900	\$191,900	737.99%
6 Local Capital Match	\$689,995	\$1,099,800	\$952,000	\$1,580,800	\$2,182,600	38.07%
PRTC Sub-Total	\$9,848,795	\$11,984,486	\$14,559,700	\$14,687,800	\$15,734,900	7.13%
7 VRE Operating Subsidy	\$5,495,551	\$5,687,222	\$5,748,203	\$5,485,333	\$5,309,674	(3.20%)
8 VRE Debt Service - Bi-Level Railcars	\$363,456	\$0	\$0	\$0	\$0	—
VRE Sub-Total	\$5,859,007	\$5,687,222	\$5,748,203	\$5,485,333	\$5,309,674	(3.20%)
Total Expenditures	\$15,707,802	\$17,671,708	\$20,307,903	\$20,173,133	\$21,044,574	4.32%
Recurring Funding Sources						
1 Fuel Tax Receipts	\$13,139,828	\$14,250,517	\$15,315,213	\$15,236,014	\$11,464,352	(24.75%)
2 Interest on Investments	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	0.00%
One-Time Revenues						
1 Trust Fund Balance	\$8,466,775	\$12,608,614	\$15,779,882	\$14,346,280	\$7,247,200	(49.48%)
2 Operating Fund Balance	\$3,220,232	\$1,965,132	\$2,138,399	\$0	\$4,860,807	—
3 Use of Virginia Railway Express Railcar Reserve	\$363,456	\$0	\$0	\$0	\$0	—
4 Spotsylvania Deferred VRE/PRTC Subsidy	\$0	\$985,598	\$0	\$0	\$0	—
5 Surplus in First Year of Five Year Plan	(\$9,487,489)	(\$12,143,153)	(\$12,930,591)	(\$9,414,161)	(\$2,532,785)	(73.10%)
Net General Tax Support	\$0	\$0	\$0	\$0	\$0	—

*Note: FY16 PRTC Administrative Subsidy of \$229,700 has been reallocated to OmniRide (39%) and OmniLink (61%).

Future Outlook

Fuel prices have plummeted over the past six months, and consequently so has the projected 2.1% motor fuel tax yield because the 2.1% tax lacks a protective floor (unlike the statewide sales tax on fuel enacted in HB [2313](#)). Projections of the County's fuel tax yield produced in conjunction with PRTC's adopted FY2016 budget are \$16 million lower through FY2020 than last year's projection (i.e., \$73 million vs. \$89 million). If a floor like the HB [2313](#) floor were legislated to take effect in July 2016, \$13 million of that \$16 million loss could be averted.

For many years, the County's 2.1% motor fuel tax annual yield has been less than the County's combined subsidy for PRTC and VRE services, so local funding supplemental to the annual tax yield has been necessary to sustain existing transit services. PRTC sought to prompt a supplement beginning in FY2018 (when the prior years' fuel tax surplus was projected to be fully depleted, presenting several scenarios in cooperation with the County's Budget Director, at a workshop in September 2014). The plummeting fuel prices discussed above have greatly compounded this problem, with a supplement needed now in FY2017.

In lieu of a supplement beginning in FY2017, PRTC will be forced to contemplate major service cuts. To put this in perspective, without a supplement, the projected shortfall through FY2021 approximates the County's local subsidy for all the local bus services (OmniLink) serving the County over that same period. So the wholesale elimination of local bus services or a variant thereof is what is at risk.



General Overview

- A. PRTC Expenditures** - The County share of PRTC expenditures is made up of three parts: PRTC bus and administrative operations, VRE and PRTC capital expenditures. System generated revenues (such as fares, advertising, interest earnings and other incidentals) that support bus and rail operations do not fully cover operating expenditures in providing these transportation services. The difference between operating expenditures and system generated revenues (referred to as subsidy) is made up utilizing a 2.1% tax on the price of motor fuels sold by distributors to retailers in the County and fuel tax fund balance, coupled with state and federal funding. In addition, 100% of system capital expenditures (e.g. equipment purchases) must be funded with a combination of federal and state grants and the 2.1% motor fuels tax.

The County funds 100% of the local subsidies required for OmniRide and Metro-Direct routes. Local subsidies for the eastern OmniLink routes are funded 100% by the County, while the subsidies for the western OmniLink routes are shared with the Cities of Manassas and Manassas Park on a 60% population, 40% ridership basis. This percentage was calculated based on a survey of riders conducted in the fall of 2013 to establish “residency” shares (the County had 41% of the ridership) and updated population estimates from the Weldon Cooper Center for Public Service at the University of Virginia. For FY2016, the local subsidy percentage for the County’s share of westerly OmniLink services is 69.32%. The County’s overall subsidy percentage for OmniLink is 93.31%.

Total subsidy requirements in FY2016 for both PRTC and VRE are \$21 million, an increase of \$871K or 4.3 percent more than the FY2015 adopted budget. Of this amount PRTC utilizes 74.8% of the total subsidy and VRE the remaining 25.2%.

PRTC’s subsidy requirements have increased by slightly more than \$1 million in FY2016 to \$15.7 million or 7.2% more than the FY2015 adopted budget.

VRE subsidy requirements decreased by \$175,659 in FY2016 to \$5.3 million or 3.2% compared to the FY2015 budget due to the percentage share of the County’s residents riding VRE trains rising less compared to other participating jurisdictions percentage shares during the annual ridership survey conducted in October 2014. The total jurisdictional subsidy for VRE remained unchanged in FY2016 at \$16.4 million.

- 1. Bus and Administrative Operations** - Bus and administrative operations over the Six-Year-Plan are shown in *Table A: Bus and Administrative Operations*:

Table A: Bus and Administrative Operations						
	FY16 Adopted	FY17 Forecast	FY18 Forecast	FY19 Forecast	FY20 Forecast	FY21 Forecast
Administration	\$929,000	\$915,400	\$938,700	\$970,500	\$1,007,300	\$1,041,200
OmniRide	\$20,836,700	\$22,138,900	\$22,946,900	\$23,940,400	\$24,990,600	\$26,063,700
OmniLink	\$10,176,700	\$10,643,500	\$10,990,600	\$11,441,300	\$11,926,900	\$12,406,600
Marketing/Ridesharing	\$1,174,500	\$1,213,300	\$1,246,200	\$1,285,700	\$1,329,600	\$1,369,200
Vanpool Incentive Program	\$1,471,900	\$1,659,500	\$1,688,000	\$1,694,200	\$1,702,400	\$1,708,200
Total Operating Expenses	\$34,588,800	\$36,570,600	\$37,810,400	\$39,332,100	\$40,956,800	\$42,588,900
County Subsidy Percentage	39.2%	42.1%	41.1%	42.6%	42.1%	43.3%

- Administration** - A combined two percent cost of living/merit adjustments for PRTC employees in FY2016 have been included contingent upon how PRTC member governments choose to handle these adjustments for their own staffs.



- **OmniRide Bus Service Adjustments** - The following OmniRide service adjustments are provided for in the Six-Year-Plan:

- Elimination of the Route 1 OmniRide Route - The OmniRide Route 1 route consists of two trips - one AM and one PM providing service along the Route 1 corridor from Triangle to Route 123 to and from Washington D.C. and the Pentagon. The route is PRTC's least productive averaging just six riders per revenue hour in FY2014. Approximately 40% of the AM boardings take place at the I-95 and Route 123 commuter lot, where ample capacity exists on the Lake Ridge OmniRide route to absorb these additional riders. On the southern end of the route, alternative service to the Pentagon and 14th Street is available via the South Route 1 OmniRide Route. A total of 13 individual riders would be impacted by this change. *Reference Table A1: OmniRide Route 1*

Table A1: OmniRide Route 1						
	FY16	FY17	FY18	FY19	FY20	FY21
Daily Revenue Hours	(3.55)	(3.55)	(3.55)	(3.55)	(3.55)	(3.55)
County Subsidy Savings	(\$58,654)	(\$62,815)	(\$66,692)	(\$71,601)	(\$76,690)	(\$81,964)

- Dale City/State Department Frequency Adjustment - In December of FY2015 four trips (two AM, two PM) were removed from the Dale City State Department schedule to account for decreased demand in the wake of the reduction of the transportation fringe benefit from \$245 to \$130 per month. Previously this route featured 25 AM and 24 PM trips. Peak frequencies were every 6-8 minutes. Current service features 23 AM and 22 PM trips with peak frequencies every 6-10 minutes. *Reference Table A2: Dale City/State Department Frequency Adjustment*

Table A2: Dale City/State Department Frequency Adjustment						
	FY16	FY17	FY18	FY19	FY20	FY21
Daily Revenue Hours	(6.02)	(6.02)	(6.02)	(6.02)	(6.02)	(6.02)
County Subsidy Savings	(\$126,281)	(\$135,551)	(\$142,272)	(\$150,749)	(\$159,533)	(\$168,326)

- Montclair Route Reconfiguration - In December of FY2015 the Montclair OmniRide route was restructured to separate trips that serve Washington, DC from trips that serve the Pentagon, in effect creating two routes. Over the past several years the Montclair route had experienced more overcrowding than any other route in the OmniRide system. The route restructuring allowed for an increased number of trips to be operated without an increase in operating costs. Previously trips would serve stops both in Washington and at the Pentagon with 14 morning trips (including 1 trip that serves only the Pentagon) and 19 afternoon/evening trips (including 2 that serve only the Pentagon). Current service features 16 morning trips (7 to the Pentagon only, 6 to D.C. only and 3 serving both destinations) and 22 afternoon/evening trips (10 from the Pentagon, 8 from D.C., and 4 serving both destinations). *Reference Table A3: Montclair Route Reconfiguration*

Table A3: Montclair Route Reconfiguration						
	FY16	FY17	FY18	FY19	FY20	FY21
Daily Revenue Hours	(3.54)	(3.54)	(3.54)	(3.54)	(3.54)	(3.54)
County Subsidy Savings	(\$120,875)	(\$123,652)	(\$126,105)	(\$129,546)	(\$133,121)	(\$136,835)



- **Contingency Hours** - An additional 8 daily revenue hours are included as part of the FY2016 budget and each year thereafter in the Six-Year-Plan to adjust schedules as necessary to compensate for slowing traffic and associated on-time performance challenges. These hours are used as necessary during PRTC’s twice-annual schedule adjustments. There are no additional buses required.
 - **State Sponsored Bus Service Expansion** - The following state sponsored bus service expansions are provided for in the Six-Year-Plan:
 - **I-95 Express Toll Lanes** - Two state sponsored I-95 express toll lanes bus routes are planned to commence when the Mark Center off/on ramps are completed sometime in the fall of FY2016. The new service which will require seven 40 foot Gillig buses will be wholly paid for (capital and operating) using I-95 Express Toll Lane Transit/TDM plan funding. The next set of state sponsored services after the Mark Center related routes are programmed to occur in FY2021 with the state funded operating subsidy programmed in FY2021 and the capital subsidy required for bus purchases programmed in FY2020.
- 2. PRTC Capital Expenditures** - The PRTC capital expenditure plan is shown in *Table B: PRTC Capital Expenditures*:

Table B: PRTC Capital Expenditures						
	FY16 Adopted	FY17 Forecast	FY18 Forecast	FY19 Forecast	FY20 Forecast	FY21 Forecast
Bus Replacement/Rehab/Other Capital (State)	\$10,514,700	\$13,517,100	\$717,100	\$3,235,900	\$14,149,000	\$1,684,200
Bus Replacement/Rehab/Other Capital (PWC)	\$2,182,600	\$1,850,300	\$1,824,900	\$4,446,500	\$2,799,300	\$1,970,700
Bus Replacement/Rehab/Other Capital (Federal)	\$2,304,500	\$827,500	\$406,500	\$1,707,400	\$2,227,300	\$1,827,300
Bus Replacement/Rehab/Other Capital (Bond Proceeds)	\$0	\$7,553,000	\$0	\$2,307,000	\$574,600	\$10,661,100
Bus Replacement/Rehab/Other Capital (NVTA Regional)	\$14,625,800	\$0	\$0	\$0	\$0	\$0
Capital Carryover (PWC)	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditures	\$29,627,600	\$23,747,900	\$2,948,500	\$11,696,800	\$19,750,200	\$16,143,300
County Subsidy Percentage	7.4%	7.8%	61.9%	38.0%	14.2%	12.2%

- **OmniRide Expansion Buses** - Purchases of expansion buses over the Six-Year-Plan are shown in *Table C1: OmniRide Expansion Buses*. Nineteen MCI (over-the-road) buses and one Gillig bus are funded in FY2020. These twenty buses are 100% state-funded.

Table C1: OmniRide Expansion Buses						
	FY16	FY17	FY18	FY19	FY20	FY21
Expansion Cost	\$0	\$0	\$0	\$0	\$13,379,400	\$0
Federal Share of Expansion Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Expansion Cost	\$0	\$0	\$0	\$0	\$13,379,400	\$0
PWC Local Match	\$0	\$0	\$0	\$0	\$0	\$0
# Buses	0	0	0	0	20	0
County Subsidy Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



- OmniRide Replacement Buses** - Purchases of replacement buses reaching retirement age over the Six-Year-Plan are shown in *Table C2: OmniRide Replacement Buses*. While the Federal Transit Administration (FTA) standards are 12 years for the use of federal funds for bus replacement purchases, OmniRide 45 foot buses of the “over-the-road” coach design are kept in service for 16 years. OmniRide buses that are conventional “transit bus” design are replaced when they are 12 years old due to their less heavy duty design. Keeping the over-the-road coaches in service for 16 years increases the return on investment and is possible because most mileage is on well-maintained interstate highways, the coaches are used on weekdays only, the buses receive mid-life overhauls and a rigorous preventative maintenance program is in place. Of the 62 OmniRide buses programmed for replacement over the Six-Year-Plan, 57 are the 45 foot “over-the-road” coach design. The remaining five are the 40 foot “transit” bus design. In general, replacement buses will be acquired using mostly state and local funding because the Moving Ahead for Progress in the 21st Century (MAP-21) funding and authorization bill substantially reduced the magnitude of federal formula funding PRTC received. In order to ensure that buses are not kept beyond their retirement age, the Six-Year-Plan provides debt financing for the County’s share of the local match for 56 buses in order to spread the expense. The other six buses are funded on a pay-go basis.

Table C2: OmniRide Replacement Buses						
	FY16	FY17	FY18	FY19	FY20	FY21
Replacement Cost	\$2,390,100	\$20,466,600	\$474,200	\$5,263,200	\$3,388,450	\$6,979,000
Federal Share of Replacement Cost	\$800,000	\$800,000	\$379,400	\$1,680,000	\$2,200,000	\$1,800,000
State Share of Replacement Cost	\$1,050,700	\$12,113,600	\$94,800	\$1,546,100	\$613,850	\$922,900
Local Carryforward	\$0	\$0	\$0	\$0	\$0	\$0
PWC Local Match	\$539,400	\$0	\$0	\$0	\$0	\$0
PWC Local Match (Bond Proceeds)	\$0	\$7,553,000	\$0	\$2,037,100	\$574,600	\$4,256,100
# Buses	5	33	1	8	5	10
County Subsidy Percentage	22.6%	36.9%	0.0%	38.7%	17.0%	61.0%

- OmniLink Replacement Buses** - Purchases of replacement buses over the Six-Year-Plan are shown in *Table C3: OmniLink Replacement Buses*. An OmniLink bus has a federally prescribed average life expectancy of ten years. The Six-Year-Plan also assumes a retirement age of ten years or 350,000 miles whichever comes first. No increased replacement life expectancy is assumed for OmniLink buses because they are used more intensively, are subject to stop and go traffic and they traverse streets that are not as well maintained as interstate roadways. Due to the lead time between contract and delivery, funding is budgeted two years prior to anticipated delivery. They will replace 2010 and 2013 model year buses respectively. As with OmniRide buses, in order to ensure that buses are not kept beyond their retirement age, the Six-Year-Plan provides debt financing of the County’s share of the local match for 1 bus in FY2019 and 16 buses in FY2021 respectively.

Table C3: OmniLink Replacement Buses						
	FY16	FY17	FY18	FY19	FY20	FY21
PWC Share of Replacement Cost*	\$0	\$0	\$0	\$419,200	\$0	\$7,116,700
Federal Share of Replacement Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Replacement Cost	\$0	\$0	\$0	\$149,300	\$0	\$711,700
PWC Local Match	\$0	\$0	\$0	\$269,900	\$0	\$6,405,000
# Buses	0	0	0	1	0	16
County Subsidy Percentage	0.0%	0.0%	0.0%	64.4%	0.0%	90.0%

* OmniLink bus replacements are shared with the Cities of Manassas and Manassas Park.

* PWC share of the total cost is approximately 93.2%



- Bus Rehabilitation and Powertrain Replacements** - Expenditures for mid-life bus overhauls including powertrain replacements are shown in *Table D: Bus Overhauls and Powertrain Replacements*. Mid-life overhauls of 45 foot “over the road” coaches are programmed when they reach eight years old and the 40 foot “transit” buses when they reach six years old.

Table D: Bus Overhauls and Powertrain Replacements						
	FY16	FY17	FY18	FY19	FY20	FY21
Bus Overhaul Costs	\$2,383,700	\$2,004,700	\$919,200	\$3,970,600	\$1,218,500	\$0
# Buses	11	9	4	17	5	0
Powertrain and Engine Replacements/Extended Warranties/Line Inspections Costs	\$326,100	\$539,700	\$205,800	\$428,500	\$218,700	\$149,000
Federal Share	\$0	\$0	\$0	\$0	\$0	\$0
State Share	\$1,508,700	\$1,309,500	\$594,100	\$1,467,900	\$143,700	\$14,900
PWC Local Match	\$1,201,200	\$1,235,100	\$531,100	\$2,931,100	\$1,293,200	\$133,700
County Subsidy Percentage	44.3%	48.5%	47.2%	66.6%	90.0%	89.7%

- Western Maintenance Facility** - A western maintenance facility is needed because the existing bus maintenance facility in Woodbridge constructed in 1997 is operating well beyond its design capacity. The existing facility was originally designed to maintain and store 100 buses. A yard expansion project increased the storage capacity to 124 buses. The maintenance design capacity remains unchanged while the active bus fleet has grown to 154 buses, ten of which are being stored on adjacent property. The new facility design at full build out includes a building with eight maintenance bays, limited administrative offices, dispatch and drivers’ areas, a fueling station, bus washer and farebox recovery building. Limited maintenance would be performed at the western facility such as brake work and oil changes; major maintenance would continue to be performed at the PRTC Transit Center. Due to funding constraints the facility has been scaled back so that specialty bays, while not included in the design, won’t be precluded from being added in the future. The bus chassis wash, one bus wash, maintenance pits in the maintenance building as well as parking for 18 buses have been eliminated.

Total cost of the project which includes all construction and non-construction costs is estimated at \$37.4 million. Virginia Department of Rail and Public Transportation grants (\$0.23 million), federal earmarks (\$2.3 million) and Congestion Mitigation and Air Quality funding (\$10.3 million) combined with \$0.35 million in required local match (of which the County’s share is 92.3%) totaling \$13.2 million has already been secured. The balance of \$24.2 million will be submitted as part of a state grant application (\$8.2 million) that will be used to match NVTa funding (\$16 million); currently being sought in FY2016.

PRTC has determined that initially 31 buses (26 OmniRide and 5 OmniLink) would be maintained and stored at this facility, although the facility is being designed to accommodate the 80 buses in PRTC’s Long Range Plan. PRTC acquired the preferred site in July 2013 after Federal Transit Administration concurrence on the appraised fair market value. In January 2014 a contract was awarded for final design, which is anticipated to be finished before the end of FY2015 after which construction can commence with occupancy in late FY2017. Approximately \$100,000 in FY2017 and \$200,000 in FY2018 and beyond are programmed in the Six-Year-Plan for facility and other operating costs.

- Bus Shelters** - PRTC has programmed \$17,700 (\$3,009 state and \$14,691 local of which the County’s share is 97.35% or \$14,302) for the purchase of five shelters to be installed in FY2016. The engineering, design, permitting, and site construction will be funded with funds from FY2015. A bus shelter siting plan was completed in September 2007 and is updated annually. Stops having the highest boardings or near identified



- VRE Six Year Budget Subsidy Projection** - Projected subsidies are shown in *Table E: Virginia Railway Express*. Assumptions include a 5% increase in total jurisdictional subsidy in FY2017 with no increases thereafter through FY2021. A 5% fare increase is also programmed in FY2018 and FY2020. Total number of trains operated remains at 34 throughout the Six-Year-Plan. County subsidy amounts are calculated on VRE's budget projections contained in their Six-Year-Plan but do not include local subsidy requirements for \$166 million in unfunded capital projects and \$397 million in partially funded capital projects identified by VRE during this time period.

Table E: Virginia Railway Express						
	FY16 Adopted	FY17 Forecast	FY18 Forecast	FY19 Forecast	FY20 Forecast	FY21 Forecast
Net VRE Subsidy (PWC Share)	\$5,309,674	\$5,572,000	\$5,058,679	\$5,403,907	\$5,014,847	\$5,339,943

- PRTC Revenues** - PRTC revenues are comprised of two parts: recurring and one-time revenues. Recurring revenues are predictable with a high degree of certainty over the Six-Year-Plan. The largest recurring revenue is the motor fuel tax. The 2.1% tax is collected from the distributors of motor fuels. Historical amounts collected in Prince William County from the motor fuels tax are shown in *Table F: PRTC Tax Revenue*.

Table F: PRTC Tax Revenue					
	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Revised Estimate
Percentage	2.1%	2.1%	2.1%	2.1%	2.1%
Fuel Tax	\$14,089,151	\$17,043,061	\$17,061,648	\$15,989,842	\$12,321,886

- Recurring Revenue** - Total recurring revenues in the Six-Year-Plan are shown in *Table G: PRTC Recurring Revenue Forecast*.

Table G: PRTC Recurring Revenue Forecast							
	FY 15 Revised Estimate	FY 16 Adopted	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast	FY 21 Forecast
Fuel Tax Receipts	\$12,321,886	\$11,464,352	\$11,726,766	\$11,996,530	\$12,631,332	\$12,889,582	\$13,070,036
Van Pool 5307 (Net of Expenses)	\$0	\$0	\$24,100	\$716,200	\$921,600	\$1,167,400	\$1,167,400
Farebox (Net of Returned Checks)	\$11,393,700	\$11,280,400	\$11,604,400	\$12,687,100	\$12,950,400	\$14,073,200	\$14,365,200
Fuel Tax Interest	\$5,000	\$5,000	\$2,500	\$0	\$0	\$0	\$0
State Formula Assistance	\$4,807,600	\$3,968,000	\$3,990,900	\$3,979,400	\$3,968,000	\$3,956,500	\$3,990,200
State Capital Grants - Bus Repl/Engine Rebuild	\$3,915,700	\$10,514,700	\$13,517,100	\$717,100	\$3,235,900	\$14,149,000	\$1,684,200
State Ridesharing	\$150,600	\$150,500	\$150,500	\$150,500	\$150,500	\$150,500	\$150,500
State T/A/TEIF/Match to Federal Ridesharing/Intern	\$93,200	\$87,800	\$87,800	\$87,800	\$87,800	\$87,800	\$97,500
PRTC VRE Reimbursements	\$40,300	\$32,500	\$33,500	\$34,500	\$35,600	\$36,600	\$37,700
Interest Income-Operating Fund	\$1,700	\$1,700	\$3,400	\$5,100	\$6,800	\$8,500	\$10,200
Advertising Revenue	\$183,600	\$96,600	\$96,600	\$96,600	\$96,600	\$96,600	\$96,600
Federal 5307	\$2,676,700	\$2,455,500	\$2,455,500	\$2,455,500	\$2,455,500	\$2,455,500	\$2,455,500
Misc. Revenue	\$46,500	\$389,600	\$0	\$0	\$0	\$0	\$0
Total Recurring Revenue	\$35,636,486	\$40,446,652	\$43,693,066	\$32,926,330	\$36,540,032	\$49,071,182	\$37,125,036



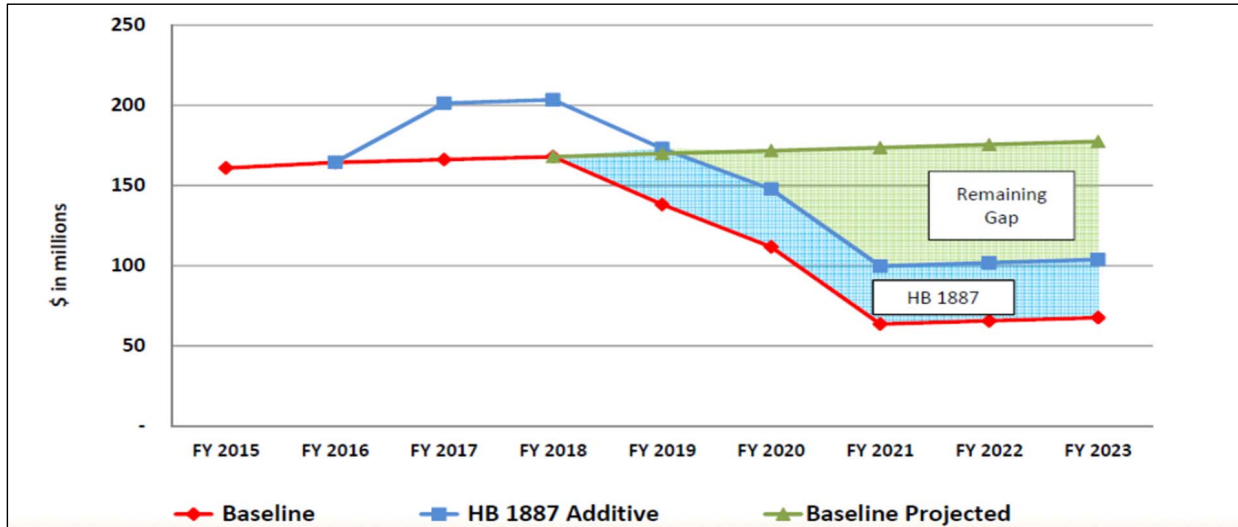
- **Fuel Tax** - Total fuel tax revenues over the Six-Year-Plan (FY2016 – FY2021) are forecast to decrease \$16 million or approximately 17% from the FY2015 to FY2020 adopted Six-Year-Plan. This significant decline in revenue is due to lower motor fuel prices which have declined substantially in the past six months and a lower percentage of total fuel tax revenues for Prince William County compared with other PRTC jurisdictions despite a modest increase in fuel consumption. Overall, the numbers show how sensitive motor fuel tax revenues are to motor fuel price declines.
- **Farebox** - Farebox revenues increase from \$11.3 million to \$14.4 million over the Six-Year-Plan due to an average 7.5% increase in FY2016, and a 9.5% programmed increase in FY2018 and FY2020. For Six-Year-Plan purposes, PRTC has assumed the \$130 per month commuter benefit for ridership and revenue estimation. Fare increases in FY2016 are shown in the table below:

Existing and FY2016 Adopted PRTC Bus Fares				
		Current Fare	Adopted Fare	% Change
OmniRide	Regular SmarTrip	\$5.75	\$6.20	7.83%
	Regular Cash	\$7.70	\$8.30	7.79%
	Reduced (Senior/Disabled)	\$3.85	\$4.15	7.79%
Metro Direct	Regular SmarTrip	\$2.90	\$3.10	6.90%
	Regular Cash	\$3.60	\$3.85	6.94%
	Reduced (Senior/Disabled)	\$1.80	\$1.90	5.56%
OmniLink	Regular	\$1.30	\$1.40	7.69%
	Reduced (Senior/Disabled)	\$0.65	\$0.70	7.69%

- **State Formula Assistance** - State formula assistance is estimated at almost \$4 million in FY2016. Revenue sources that the Virginia Department of Rail and Public Transportation rely on for its operating and capital assistance grant awards have been lagging behind estimates produced when the Commonwealth transportation funding legislation was enacted in 2013. As a result, the Virginia Department of Rail and Public Transportation advised its grantees to assume that FY2016 awards will be 10% lower than FY2015 awards. State formula assistance has been programmed to be essentially flat over the Six-Year-Plan.
- **State Capital Assistance** - State capital assistance allocations for FY2016 and beyond reflect state participation based on the total cost of the project instead of being based on the non-federal share. All projects require a minimum 4% local match. The Commonwealth Transportation Board in December 2013 adopted the following funding levels for state participation in capital projects:
 - Tier 1 - Rolling stock for replacement or expansion and related items (68%)
 - Tier 2 - Infrastructure and facilities (34%)
 - Tier 3 - All other e.g. support vehicles, shop equipment, spare parts, etc. (17%)



Supporting these funding percentages are capital project revenue bonds issued by the Commonwealth. The total bonding authority was \$3 billion with 20% dedicated to transit (\$60 million annually) over a ten year term. This bonding authority will be exhausted in FY2018 resulting in significant declines in the state capital matching percentage. During the 2015 session of the General Assembly [HB 1887](#) was enacted which provided approximately \$40 million a year for transit capital. This averts a portion of the transit capital revenue decline as depicted in the graph below:



Revenue from state capital assistance totals approximately \$43.8 million over the Six-Year-Plan.

- **Federal 5307 Formula Funding** - Federal 5307 formula funding is estimated at \$2.5 million in FY2016 exclusive of funding generated by the vanpool incentive program. The existing federal transportation bill (MAP-21) expired on September 30, 2014 but Congress enacted stop-gap legislation to sustain the authorization to mid-May 2015. Given the length of time it took for MAP-21 to be enacted, revenue estimates in the Six-Year-Plan are assumed to continue at prevailing levels.

2. One-Time Revenue - Total one-time revenues in the Six-Year-Plan are shown in *Table H: One-Time Revenue*.

Table H: PRTC One Time Revenue							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
	Revised Forecast	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
One-Time Revenue	\$17,124,021	\$31,612,207	\$15,247,985	\$4,784,500	\$8,432,100	\$7,251,300	\$17,018,000

- **Debt Financing for OmniRide and OmniLink Bus Purchases** - PRTC will seek debt financing of the local match for the acquisition of 56 OmniRide and 17 OmniLink replacement buses over the Six-Year-Plan in order to ensure that buses are not kept in service beyond their retirement age. Prince William County match is shown in *Table I: PRTC Debt Financing*. Estimated debt service expense for these projects has been programmed in FY2016 through FY2021 of the Six-Year-Plan.
- **Federal Capital Assistance** - MAP-21 significantly lessened federal capital assistance for bus only systems.



Table I: PRTC Debt Financing						
	FY16	FY17	FY18	FY19	FY20	FY21
PWC Local Match from Bond Proceeds for OmniRide Bus Purchases	\$0	\$7,553,000	\$0	\$2,037,100	\$574,600	\$4,256,100
Number of Buses	0	33	0	8	5	10
PWC Local Match from Bond Proceeds for OmniLink Bus Purchases	\$0	\$0	\$0	\$269,900	\$0	\$6,405,000
Number of Buses	0	0	0	1	0	16

Funding that was available previously for bus purposes was halved by MAP-21 and turned into a formula grant program. Equally significant, funding that was previously received under prior authorizations for express bus services in HOV lanes was lost when HOV lanes were eliminated from the federal definition of fixed guideway. Over the Six-Year-Plan total federal capital funding totals \$9.3 million.

- **Carryforward** - PRTC’s carryforward uses savings from FY2014 to support expenditures in the FY2016 budget. For FY2016 this amount totals \$4,860,807. PRTC has programmed \$1.6 million in carryforward savings each year of the Six-Year-Plan beginning in FY2017.

C. PRTC Six-Year-Plan - There is sufficient motor fuels tax funding to maintain bus and rail operations and fund the County’s share of projected bus and base rail capital needs through FY2016. Annual revenues from the 2.1% motor fuels tax continue to fall short of the combined VRE and PRTC annual subsidies resulting in PRTC utilizing prior year fund balances to bridge the gap. Overall, recurring revenues fund 54.5% of current subsidies in FY2016.

Beginning in FY2017 it is projected that only \$2.5 million in fuel tax fund balance will be available to support projected subsidies for bus and rail operations leaving a projected deficit of almost \$7 million requiring either reductions in existing services or additional funding sources or some combination of both to balance recurring revenues with VRE and PRTC subsidies.

No general fund subsidies or NVRTA 30% local funding for transit is assumed in the County’s five year plan. PRTC expenditures and revenues in the Six-Year-Plan are shown below in *Table J: PRTC Six-Year-Plan*.

Table J: PRTC Six Year Plan						
	FY16 Adopted	FY17 Forecast	FY18 Forecast	FY19 Forecast	FY20 Forecast	FY21 Forecast
Bus and Admin Operations	\$34,588,800	\$36,570,600	\$37,810,400	\$39,332,100	\$40,956,800	\$42,588,900
Capital Expenditures	\$29,627,600	\$23,747,900	\$2,948,500	\$11,696,800	\$19,750,200	\$16,143,300
Virginia Railway Express	\$5,309,674	\$5,572,000	\$5,058,679	\$5,403,907	\$5,014,847	\$5,339,943
Sub-Total Expenditures	\$69,526,074	\$65,890,500	\$45,817,579	\$56,432,807	\$65,721,847	\$64,072,143
Recurring Revenues	\$40,446,652	\$43,693,066	\$32,926,330	\$36,540,032	\$49,071,182	\$37,125,036
One-Time Revenues	\$31,612,207	\$15,247,985	\$4,784,500	\$8,432,100	\$7,251,300	\$17,018,000
Sub-Total Revenues	\$72,058,859	\$58,941,051	\$37,710,830	\$44,972,132	\$56,322,482	\$54,143,036
Surplus (Deficit)	\$2,532,785	(\$6,949,449)	(\$8,106,749)	(\$11,460,675)	(\$9,399,365)	(\$9,929,107)



Program Summary

Commuter Bus Service (OmniRide)

OmniRide provides services from eastern Prince William County 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Complaints per 10,000 passenger trips	8.1	6.8	6.8	8.0	8.0
Farebox recovery	57.9%	61.1%	50.0%	45.3%	45.7%
Passenger trips per vehicle revenue hour	23.5	22.5	21.6	19.2	18.5
PWC local subsidy per passenger trip	\$1.09	\$1.82	\$2.62	\$2.57	\$2.30

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Commuter Bus Service (OmniRide)	\$2,382	\$3,868	\$5,543	\$5,719	\$5,005
Passenger trips	2,365,366	2,258,836	2,205,373	2,319,436	2,283,880

Local Bus Services (OmniLink)

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Complaints per 10,000 passenger trips	5.80	5.60	5.60	5.25	5.25
Farebox recovery	9.6%	9.0%	14.0%	7.9%	7.1%
Passenger trips per vehicle revenue hour	16.6	15.7	14.8	15.7	14.0
PWC local subsidy per passenger trip	\$6.11	\$6.58	\$8.08	\$6.74	\$8.27

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Local Bus Service (OmniLink)	\$6,113	\$6,364	\$7,508	\$6,823	\$7,700
Passenger trips	1,079,274	1,028,317	968,711	1,056,099	979,340



Commuter Rail Services (Virginia Railway Express)

The VRE is a transportation partnership of the Northern Virginia Transportation Commission and PRTC, the counties of Fairfax, Prince William, Stafford, Spotsylvania, 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Trips on-time	95%	96%	93%	92%	92%
Cost recovery ratio	57%	58%	57%	50%	52%
Passenger trips per vehicle revenue hour	72.4	69.8	68.8	73.0	74.0
Local subsidy (all jurisdictions) per passenger trip	\$3.39	\$3.54	\$3.61	\$3.38	\$3.38

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Virginia Railway Express	\$5,859	\$5,687	\$5,748	\$5,485	\$5,310
Passenger trips	4,702,161	4,643,898	4,547,911	4,857,600	4,863,600

Ridesharing Services

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

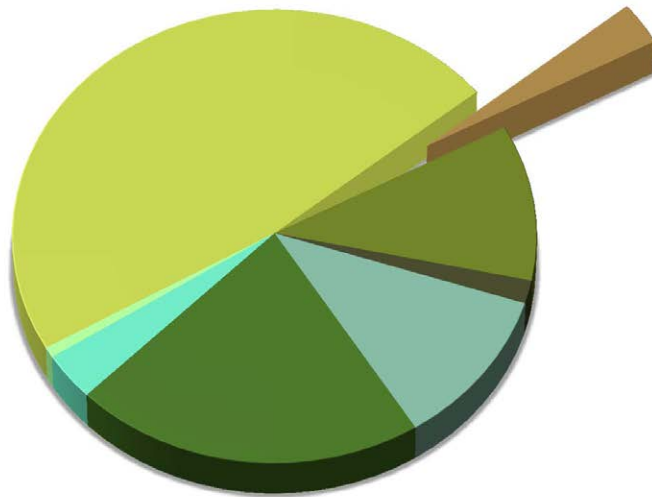
Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Annual vehicle trips reduced by slugging/ carpool/vanpools	3,161,990	3,465,557	3,502,303	3,607,232	3,715,821

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Ridesharing Services	\$664	\$652	\$557	\$542	\$656
Carpool, vanpool, slugging trips	4,346,664	4,809,053	4,858,831	5,254,532	5,152,866
Customer inquiries	107,471	89,321	91,367	92,000	208,210



Mission Statement

The Department of Transportation will construct and enhance a transportation network that meets the needs of our growing community.



Community Development Expenditure Budget
\$157,000,034



3.0% of Community Development

Programs:

- Administration: \$100,400
- Capital: \$0 (costs recovered from projects)
- Planning & Programming: \$4,678,256

Mandates

The Department of Transportation does not provide a state or federal 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 HB [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 HB [2313](#) in the immediately succeeding year.

Transportation



Expenditure and Revenue Summary



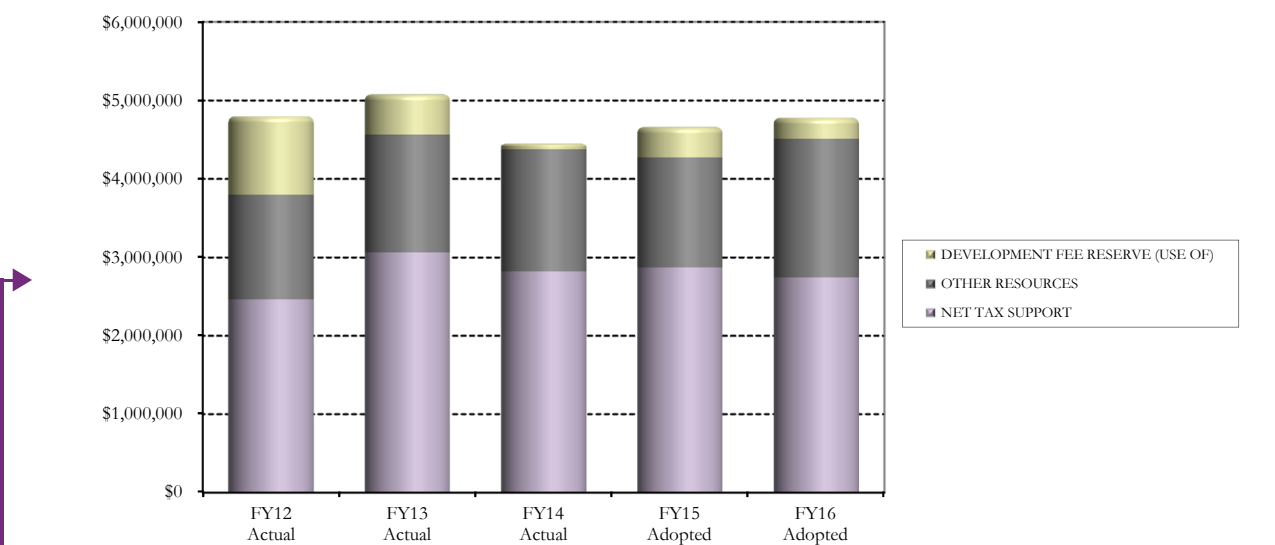
Expenditure by Program	FY12	FY13	FY14	FY15	FY16	% Change
	Actual	Actual	Actual	Adopted	Adopted	Adopt15/ Adopted16
1 Administration	\$361,661	\$547,882	\$133,452	\$114,753	\$100,400	(12.51%)
2 Capital	\$255,849	\$278,847	\$209,583	\$0	\$0	—
3 Planning & Programming	\$4,180,849	\$4,250,393	\$4,106,453	\$4,545,768	\$4,678,256	2.91%
Total Expenditures	\$4,798,359	\$5,077,121	\$4,449,489	\$4,660,522	\$4,778,656	2.53%

Expenditure by Classification

1 Personal Services	\$1,674,048	\$1,659,807	\$1,711,710	\$3,675,515	\$3,321,114	(9.64%)
2 Fringe Benefits	\$549,120	\$601,032	\$583,904	\$1,218,590	\$1,089,375	(10.60%)
3 Contractual Services	\$4,735	\$119,145	\$44,763	\$150,856	\$146,529	(2.87%)
4 Internal Services	\$146,723	\$157,968	\$139,238	\$203,175	\$208,416	2.58%
5 Purchase Goods & Supplies	\$1,570,295	\$1,691,559	\$1,669,727	\$2,115,757	\$2,111,424	(0.20%)
6 Capital Outlay	\$0	\$0	\$0	\$77,094	\$77,094	0.00%
7 Leases & Rentals	\$199,944	\$74,165	\$1,891	\$55,866	\$57,416	2.77%
8 Recovered Costs/Budgeted Savings	\$0	\$0	\$0	(\$3,053,040)	(\$2,699,555)	(11.58%)
9 Transfers Out	\$653,493	\$773,446	\$298,256	\$216,709	\$466,844	115.42%
Total Expenditures	\$4,798,359	\$5,077,121	\$4,449,489	\$4,660,522	\$4,778,656	2.53%

Funding Sources

1 Permits Priv Fees & Reg Lic	\$1,039,039	\$1,332,949	\$1,547,298	\$1,390,465	\$1,754,635	26.19%
2 Charges for Services	\$5,388	\$10,638	\$11,007	\$12,872	\$12,483	(3.02%)
3 Miscellaneous Revenue	\$128,823	\$0	\$0	\$0	\$0	—
4 Revenue from Commonwealth	\$144,219	\$120,990	\$0	\$0	\$0	—
5 Transfers In	\$297,133	\$323,003	\$285,774	\$284,824	\$277,703	(2.50%)
Total Designated Funding Sources	\$1,614,602	\$1,787,580	\$1,844,079	\$1,688,161	\$2,044,821	21.13%
Contribution To/(From) Reserves & Retained Earnings [Development Fee Area]	(\$1,000,069)	(\$513,107)	(\$69,476)	(\$384,357)	(\$263,791)	(31.37%)
Net General Tax Support	\$2,464,621	\$3,061,258	\$2,820,758	\$2,872,828	\$2,747,747	(4.35%)
Net General Tax Support	51.36%	60.30%	63.40%	61.64%	57.50%	

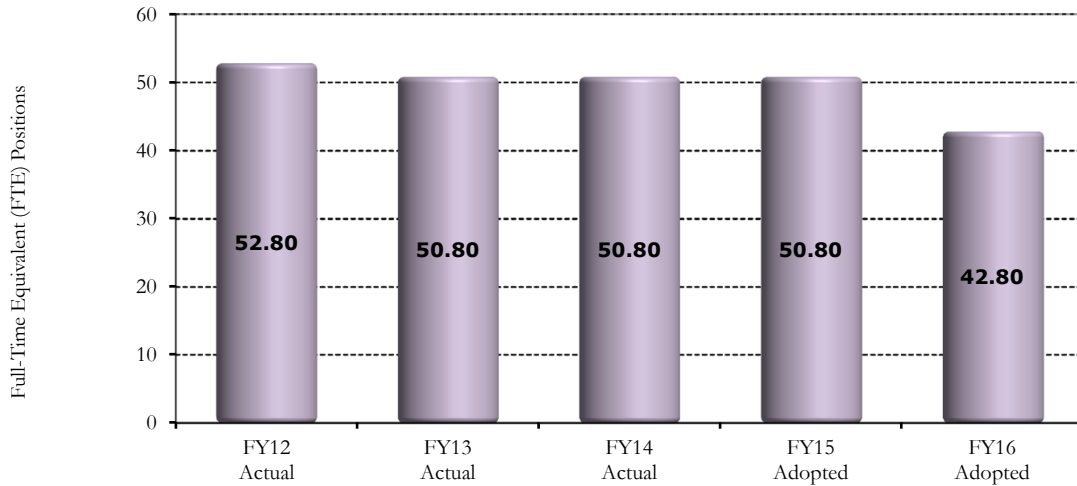


Expenditure History

Transportation



Staff History



Staff By Program

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
1 Administration	0.40	0.40	0.40	0.70	0.65
2 Capital	33.07	30.57	30.57	28.75	21.65
3 Planning & Programming	19.33	19.83	19.83	21.35	20.50
Full-Time Equivalent (FTE) Total	52.80	50.80	50.80	50.80	42.80

Future Outlook

Transportation Success - The Department of Transportation (DOT) has implemented six road bonds to build 246.5 miles of roads throughout the County over the past 25 years. DOT is currently working on completing the final three 2006 road bond projects. Completing active Transportation Roadway Improvement Program (TRIP) funded projects is also a DOT priority. These small-scale projects consist of pedestrian improvements, local roadway construction, or traffic safety projects. DOT will also focus on the design and construction of projects funded by various sources, including the Northern Virginia Transportation Authority (NVTA) and state and federal agencies.

Funding for Major Capital Projects - DOT partners with regional, state, and federal agencies to fund Capital Transportation Projects throughout Prince William County.

- **NVTA 30% Implementation** - In FY14, DOT received approximately \$11M and anticipates the receipt of approximately \$11.9M of NVTA 30% funding in FY15. DOT will work with County departments and the Town of Dumfries to implement a process compliant with NVTA requirements. The 30% NVTA funds will be used for urban or secondary road construction, congestion reducing capital improvements and TransAction 2040 projects



for public transportation purposes. DOT has prepared a list of projects in order of priority (project costs are FY14 estimates):

1. Minnieville Road (Rte. 234 to Spriggs Rd.) - \$27.3M
2. Neabsco Mills Road (Rte. 1 to Dale Blvd) - \$19.6M
3. Vint Hill Road (Schaeffer Ln. to Sudley Manor Dr.) - \$18.2M
4. University Boulevard (Sudley Manor Dr. to Devlin Rd.) - \$22.2M
5. Telegraph/Summit School Road (Minnieville Rd. to existing) - \$21.5M
6. Van Buren Road (Rte. 234 to Cardinal Dr.) - \$49.5M
7. Balls Ford Road (Ashton Ave. to Groveton Rd.) - \$28.4M
8. Wellington Road (Devlin Rd. to Rte. 234 Bypass) - \$38.8M

Additionally, DOT will also use NVTAs 30% funding to support two FTE positions that will focus on small transportation projects.

- **Virginia Department of Transportation (VDOT) Funding Shortage** - The VDOT annual budget for FY15 was \$4.35B; this represents a 6.6% decrease from the previous year. The Six-Year Secondary Road Plan was anticipated to receive funding in FY17, but will not be funded until FY20 at the earliest. DOT works closely with VDOT to coordinate and fund County transportation projects. This shortage may reduce or delay projects around the County where funding is not already in place. As a result, DOT will rely more on local funding or seek other funding sources to complete projects. As an immediate impact, VDOT has reduced funding for active projects. Funding reductions have already been identified for the following projects:

1. Mountain Road - \$51,524 state funding reduction
2. Burwell Road - \$8,075 state funding reduction

- **Federal and State Grant Matches** - In the past, DOT has used the bond program funds as local matches for grants and state funding. Over the past year, the County has received more than \$10 million in revenue sharing funds and Transportation Alternatives Program (TAP) funds that require local matching dollars. To meet the matching requirements, magisterial TRIP funds were previously considered an eligible local source. As this funding source continues to be depleted, it will be necessary to determine other options for leveraging these dollars in the County.

Funding for Small Construction Projects—DOT completes small safety and construction projects annually at the request of supervisors and citizens.

- **TRIP Funding Elimination** - With the elimination of additional funding to the TRIP program, DOT faces challenges completing the design and construction of small-scale capital improvements to County roadways, trails, sidewalks and other transportation facilities in the absence of TRIP funding. Previously, funding was designated annually by Magisterial District to complete eligible projects. As of FY15, funding to the TRIP holding accounts is no longer accumulated for small-scale projects and other resources will have to be utilized for these projects. DOT, therefore, will not have a budget to cover miscellaneous special projects once the existing TRIP budgets are depleted. The following existing projects may be impacted due to depletion of TRIP account funds:

1. Antietam Road Sidewalk
2. Gideon Drive Sidewalk (Dale Blvd to Opitz Blvd)
3. Burwell Road/Fitzwater Drive Improvements
4. Speed Table Projects



General Overview

- A. Indirect Cost Transfer Increase** - 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 FY16, the indirect cost transfer amount reimbursing the general fund for Transportation increased \$248,062 to \$464,771.
- B. Eliminate Vacant Positions** - The budget eliminates six cost recovery and one special revenue full-time equivalent (7.0 FTE) positions. The cost recovery FTEs were allocated to the Capital program and were available to support capital roadway improvements. The special revenue position was allocated to the Planning & Programming program and is eliminated due to a reallocation of existing positions. The elimination of these positions has no impact on the general fund.
- C. Internal Service Fund (ISF) Technology Budget** - The County annually allocates all technology costs to agencies through an ISF, using the approved cost basis for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment replacement, and administration. In FY16 the Transportation technology bill increased by \$5,241 to \$121,381.
- D. Shift Vacant Position to Parks & Recreation** - As part of the Parks & Recreation merger, one cost recovery FTE was shifted from Transportation into Parks & Recreation after the adoption of the FY15 Budget. This action reduces the number of FTEs in the department by 1.0.
- E. Cost Recovery from Capital Projects** - The Capital program includes road design, construction, project management, and right of way acquisition activities that cost recover expenditure costs from BOCS approved road improvement projects. Staff provides management and oversight of large and small scale road projects, often funded by multiple revenue sources. The FY16 budget includes \$2.55 million in expenditure costs and 21.65 FTEs recovered from projects, which represents the budgeted cost of administering the capital road building program in Prince William County.
- F. Budgeted Savings** - For over two decades, the County has had a long-standing practice of using year-end savings as a funding source in the next year's budget. Utilizing these savings has provided significant tax bill savings for County residents. The three major credit rating agencies have recently revised their rating criteria used to evaluate the creditworthiness of jurisdictions using bond proceeds to finance capital infrastructure projects. Under the new criteria, year-end savings are considered to be one-time funds, which should not be used to support ongoing expenditures. In order to address this issue, the FY2016 Budget includes a 2.5% reduction to the general fund portion of agency expenditure budgets (with the exception of state courts and magistrates), totaling \$13.0 million. This reduction has been implemented by adding a negative budget line item to agencies, similar to the budgeted salary lapse. The savings amount for Transportation is \$63,137.
- G. Compensation Increase** - Compensation adjustments totaling \$117,637 are made to support the following rate changes:
- 5.0% Retiree Health;
 - -1.0% VRS employer rate for Plan 1 employees;
 - 7.7% Health insurance;
 - 3.2% Dental insurance;
 - 2.0% Pay Plan adjustment; and
 - 1.0% Salary adjustment to offset the required VRS contribution by Plan 1 and some Plan 2 employees.

Additional detail concerning these adjustments can be found in the Unclassified Administrative section of Non-Departmental.



Program Summary

Administration

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

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Trackers responded to on time	76%	95%	73%	100%	95%
2006 Road Bond projects completed or under construction	—	69%	85%	80%	95%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Administration	\$362	\$548	\$133	\$115	\$100
BOCS agenda items	96	99	108	95	95

Capital

Manage and oversee the design and construction of improvements to County roadways through bond, local, 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.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
2006 Road Bond projects completed or under construction	—	69%	85%	80%	95%
Settlement to appraisal value	127%	137%	147%	130%	135%
Projects completed within 60 days of original contract completion date	100%	100%	100%	100%	100%
Projects completed within 20% of original contract amount (without scope change)	100%	100%	100%	100%	100%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Transportation & Roadway Improvement Program (TRIP)	\$255	\$271	\$210	\$0	—
Total active improvement projects	9	3	2	5	—
Improvement project designs completed	4	1	1	3	—
Right of Way Acquisition	\$0	\$0	\$0	\$0	\$0
Parcels acquired	45	36	135	40	64
Road Design and Construction	\$0	\$8	\$0	\$0	\$0
Contracts and task orders let	7	12	26	10	20

Planning and Programing

Provide plan review, inspections, traffic and safety engineering, street lighting and regional planning transportation activities. Through these activities, transportation planning, geographic information system and site/plan review is completed for the County. Additionally, the program provides transportation inspection and material testing, traffic safety planning/engineering and site review, coordination of street light installation and maintenance and providing County representation at the regional and state planning level.

Key Measures	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Plans reviewed within established deadline	99%	99%	100%	100%	100%
Residents can easily get around PWC by car (community survey)	84%	84%	80%	84%	80%
Street light outages reported to power companies within three working days	98%	96%	100%	100%	100%
Transportation dollars allocated to Northern Virginia obtained by the County (only includes regional grant allocation)	18%	18%	18%	18%	18%



Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted
Plan Review	\$1,109	\$996	\$895	\$1,017	\$1,073
Plans reviewed per FTE	116	107	102	110	100
Total plans reviewed	697	645	612	660	651
Inspections	\$1,216	\$1,146	\$1,017	\$1,055	\$1,236
Construction inspections	15,950	18,066	14,281	18,400	16,100
Traffic Safety	\$156	\$234	\$264	\$222	\$236
Traffic safety requests received and reviewed	310	378	347	320	350
Street Lighting	\$1,550	\$1,719	\$1,667	\$1,986	\$1,928
County-funded street lights installed and upgraded	51	23	14	35	34
Regional Planning	\$149	\$156	\$262	\$265	\$206
Transportation planning grants received	0	1	0	2	1

A. Budget Reductions

1. Reduction of Stafford Airport Membership Fee

Expenditure	(\$8,000)
Revenue	\$0
General Fund Impact	(\$8,000)
FTE Positions	0.00

- a. **Description** - This initiative reduces the membership fee for the County's participation in the Stafford Regional Airport Authority based on the projected fee for FY16. The Authority owns and operates the Stafford Regional Airport and is comprised of representatives from Stafford County, Prince William County, and the City of Fredericksburg. The remaining budget will fully fund the contribution to the Authority.
- b. **Service Level Impacts** - There are no service impacts related to this reduction.



B. Budget Initiatives

1. Land Development Revenue Adjustment and Fee Increase

Expenditure	\$8,828
Revenue	\$363,781
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This addition adjusts the Land Development fee schedule to align development fees with activity costs and current revenue projections.

▪ **Land Development Fee Schedule Adjustment**

The FY16 budget includes a 5.5% across the board fee increase to the Land Development fee schedule and revenue adjustments to accommodate economic growth. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works, and Transportation.

▪ **Revenue Budget Increase**

The net impact of budget adjustments between the FY2015 Budget and FY2016 Budget is an increase of \$363,781 to the DOT revenue budget. This revenue increase includes provisions for budgeted fee increases, updated revenue projections as a result of an economic recovery in the construction industry and alignment of budget projections with historic actuals.

- b. **Service Level Impacts** - Existing service levels will be maintained. Without the revenue increase, service levels and core staffing levels would be negatively impacted.