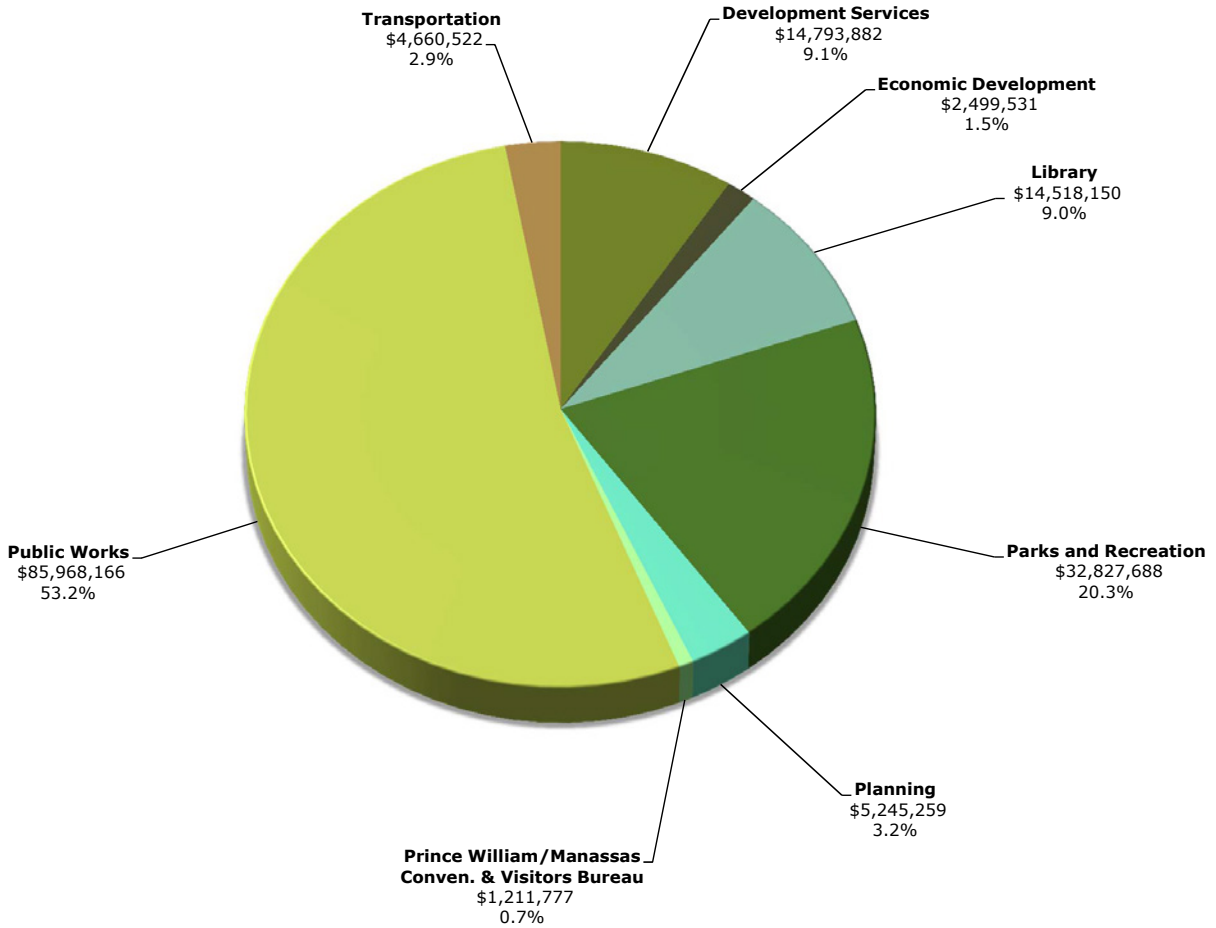


# COMMUNITY DEVELOPMENT



**Community Development Expenditure Budget: \$161,724,975**



**Average Tax Bill:** Community Development accounted for \$145 and 4.1% of the average residential tax bill in FY 15.

## DEPARTMENTS & 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.

	FY 15 Budget Targets
At-place employment	118,442
Targeted jobs associated with new businesses	300
Targeted jobs associated with existing businesses	200
Capital investment associated with new and expansion projects	\$200m
Capital investment in targeted redevelopment areas	\$2m

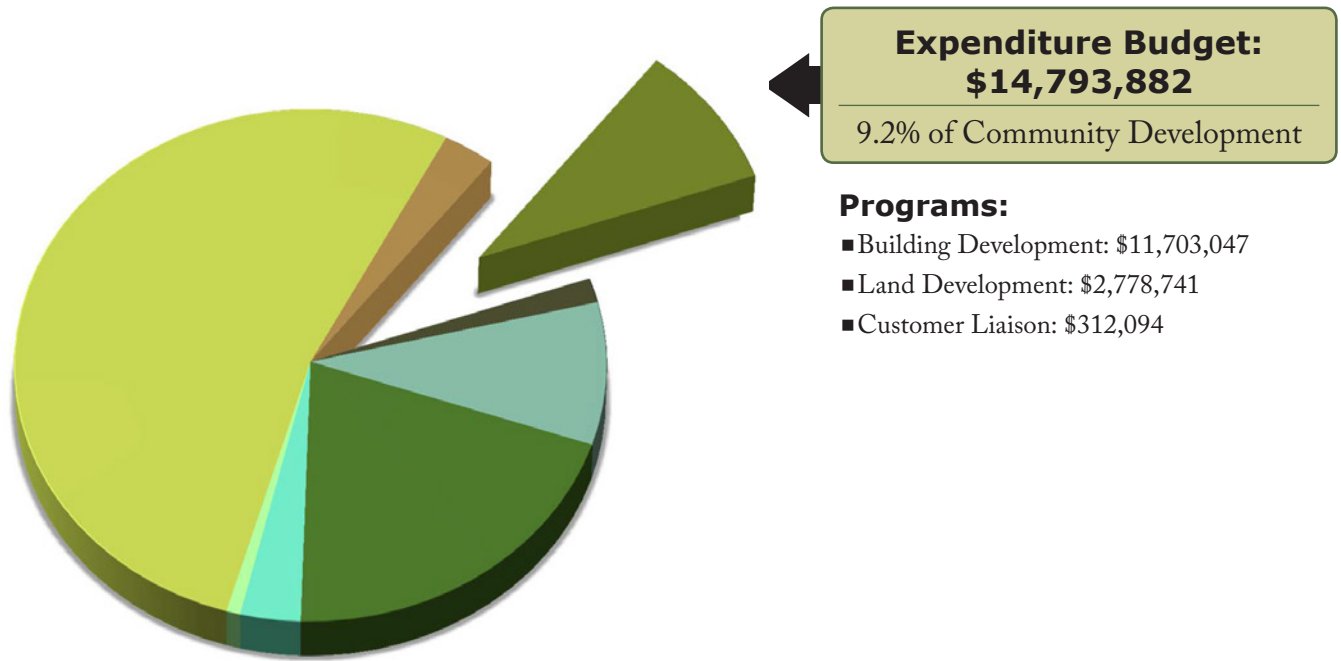
### Transportation

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

	FY 15 Budget Targets
Multi-modal trips	10,252,505
Positive responses to "I can easily get around PWC by car"	>84%
Percentage of 2006 Road Boad projects completed or under construction	80%
Miles of pedestrian trail and sidewalks constructed and added to County's comprehensive plan roads	4
County residents telecommuting (MWCOG survey)	22.25%

## 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.



**Community Development Expenditure Budget**  
**\$161,724,975**

## 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 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

<b>Expenditure by Program</b>	<b>FY 12 Actual</b>	<b>FY 13 Actual</b>	<b>FY 14 Adopted</b>	<b>FY 15 Adopted</b>	<b>% Change Adopt 14/ Adopted 15</b>
1 Building Development	\$9,462,826	\$10,139,953	\$10,536,454	\$11,703,047	11.07%
2 Land Development	\$1,472,972	\$1,707,966	\$1,744,637	\$2,778,741	59.27%
3 Customer Liaison	\$333,392	\$311,414	\$331,675	\$312,094	-5.90%
<b>Total Expenditures</b>	<b>\$11,269,190</b>	<b>\$12,159,333</b>	<b>\$12,612,766</b>	<b>\$14,793,882</b>	<b>17.29%</b>

### Expenditure by Classification

1 Personal Services	\$5,401,622	\$5,733,187	\$6,342,941	\$7,101,457	11.96%
2 Fringe Benefits	\$1,758,609	\$2,039,430	\$2,275,094	\$2,477,707	8.91%
3 Contractual Services	\$39,807	\$32,949	\$23,385	\$239,185	922.81%
4 Internal Services	\$1,791,379	\$1,979,731	\$1,934,236	\$1,910,702	-1.22%
5 Other Services	\$183,857	\$154,834	\$252,711	\$552,501	118.63%
6 Capital Outlay	\$71,736	\$73,423	\$0	\$241,318	—
7 Leases & Rentals	\$8,015	\$7,989	\$9,756	\$11,756	20.50%
8 Reserves & Contingencies	\$0	\$0	(\$55,000)	\$0	-100.00%
9 Transfers	\$2,014,165	\$2,137,790	\$1,829,643	\$2,259,256	23.48%
<b>Total Expenditures</b>	<b>\$11,269,190</b>	<b>\$12,159,333</b>	<b>\$12,612,766</b>	<b>\$14,793,882</b>	<b>17.29%</b>

### Funding Sources

1 Permits, Privilege Fees & Regulatory Licenses	\$8,511,024	\$10,157,547	\$9,958,799	\$12,495,107	25.47%
2 Fines and Forfeitures	\$0	\$805	\$0	\$0	—
3 Revenue From Use of Money & Property	\$18,973	\$5,561	\$0	\$0	—
4 Charges for Services	\$72,698	\$163,400	\$85,563	\$85,563	0.00%
5 Miscellaneous Revenue	\$175,570	\$273,198	\$185,546	\$258,546	39.34%
6 Non-Revenue Receipts	\$8,234	\$4,969	\$0	\$0	—
7 Transfers In (Capital Projects Fund) <sup>1</sup>	\$3,397,578	\$0	\$0	\$0	—
8 Transfers In (Other) <sup>2</sup>	\$192,353	\$84,263	\$217,569	\$147,549	-32.18%
<b>Total Designated Funding Sources</b>	<b>\$12,376,430</b>	<b>\$10,689,743</b>	<b>\$10,447,477</b>	<b>\$12,986,765</b>	<b>24.31%</b>

### Special Revenue Fund

<b>Contribution To/(From) Reserves &amp; Retained Earnings</b>	\$3,502,844	\$1,388,425	(\$254,676)	\$235,789	192.58%
<b>Net General Tax Support<sup>3</sup></b>	\$2,395,604	\$2,858,015	\$1,910,613	\$2,042,906	
<b>Net General Tax Support</b>	21.26%	23.50%	15.15%	13.81%	

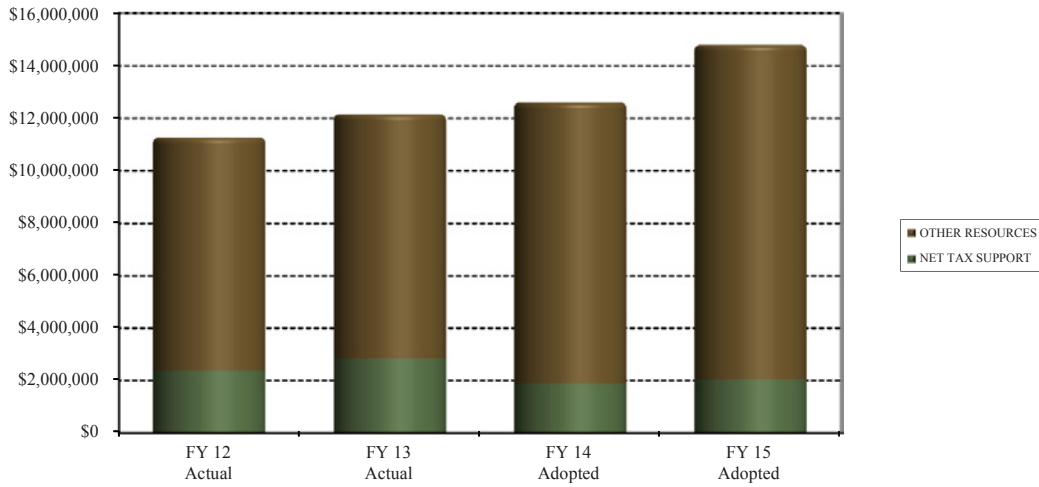
<sup>1</sup> **Capital Projects Fund Transfer** - One-time \$3.4M transfer in FY 12 from the Economic Development capital reserve; Development fee agencies are repaying the general fund over the next five years.

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

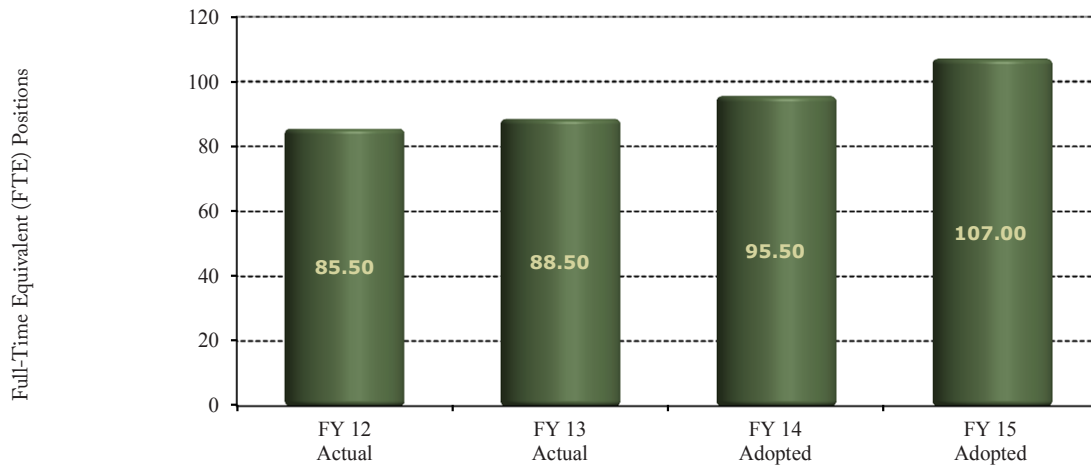
<sup>3</sup> **General Fund Transfer** - General fund support for Building Code Enforcement, hosted enterprise IT application costs and operating transfers between DDS and agencies in the general fund.

# DEVELOPMENT SERVICES

## Expenditure History



## Staffing History



## Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Building Development	69.78	71.04	79.12	83.91
2 Land Development	12.98	14.22	13.66	20.54
3 Customer Liaison	2.74	3.24	2.72	2.55
<b>Full-Time Equivalent (FTE) Total</b>	<b>85.50</b>	<b>88.50</b>	<b>95.50</b>	<b>107.00</b>

## Future Outlook

**Performance “Dashboard”** - Department of Development Services (DDS) identified several key measures to gauge development and construction-related activity. With these measures, DDS created a dashboard management system to monitor development activity in real-time. This information is reviewed on a weekly basis and is used by department managers to make important, data-driven decisions regarding resource deployment, program adjustments, and staffing/contracting needs. As the economic recovery continues, it is imperative that DDS continues to monitor market trends and makes programmatic decisions based on those trends in order to maintain high levels of customer service and responsiveness.

**Future Growth Capacity Position Model** - Given the rapid pace in which development activity can change, the Board of County Supervisors (BOCS) and County Executive (CXO) approved the implementation of the Future Growth Capacity Position Model. This model essentially seeks pre-approval from the BOCS and CXO to address staffing needs in real-time as dictated by the workload and the accompanying fees collected for performing that work. This conservative and timely approach to staffing has been extremely beneficial to the department, and DDS recommends continuing this staffing model in the future to remain flexible and responsive to changes in development-related activity.

**Project Management Model** - This is a very successful program that is recognized by the development community as the preferred business model for development services. This model assigns a Land and Building Project Manager to specific commercial development projects. The project manager provides the developer with a consistent point-of-contact who guides the developer through the permitting process. The development community has embraced this program because it saves them time and money in the development process. However, DDS anticipates increased demand for this level of service, which may not be sustainable with current staffing levels. Failure to provide the service may result in customer frustration, increased time-to-market and loss of money, which would hurt our competitive advantage in the marketplace.

**Resource and Revenue Stability** - On an annual basis, DDS reviews the Land and Building Development Fee Schedule to ensure that all fees are set at an appropriate level to cover development-related program costs. As such, in order to keep pace with program increases, DDS makes fee adjustments as necessary. However, as community development fee revenue drastically declined over the past five years, DDS relied on the Development Fee Reserve to balance the annual operating budget through FY 13. As the economy begins to stabilize and development revenues slowly return to pre-recession levels, it is incumbent upon DDS to designate a portion of the Development Fee Reserve for “future use.” The designated portion of the Development Fee Reserve should be maintained for future down-turns in the economy. It is important for DDS to identify an appropriate “designated” amount, and communicate DDS’s position relative to maintaining a designated fee reserve. A designated fee reserve is appropriate given the multi-year nature of Site Development projects and cyclical nature of development revenue and its relationship to the economy. Lastly, when customers pay building or land development fees, they expect service delivery over a multi-year period, regardless of the economic climate or staffing levels.

## General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, DDS's technology bill increased by \$9,717 to \$1,755,955.
- B. Reduced 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 decreases \$89,623 from \$1,779,643 in FY 14 to \$1,690,020 in FY 15.
- C. Reduce Technology Cost Recovery Budget** - With the new Land Development Information System going live in FY 15, DDS will no longer recover \$55,000 in technology costs from other agencies.
- D. Permit Counter Consolidation** - On June 18, 2013, the BOCS approved consolidation of the development permit counter by transferring six positions (5.50 FTE) from the Planning Office to DDS ([BOCS Resolution 13-410](#)). In addition, \$306,060 in revenue and \$415,427 in expenditure budget authority transferred from Planning to DDS. This transfer of positions, revenue and expenditure budget is reflected in the FY 15 budget.
- E. Fee Supported Vehicle Replacement Plan** - Based on annual mileage projections, approximately seventeen vehicles will reach the terminal mileage threshold of 140,000 miles between FY 15 and FY 17. The FY 15 budget includes \$135,000 for vehicle replacement in order to minimize vehicle downtime and provide services to customers in the field.
- F. Interdepartmental Budget and Salary Shifts** - The FY 15 budget includes operational budget shifts spread across multiple OCAs in order to properly account for program expenditures. These transfers have a total net zero budget impact to the general fund. The FY 15 budget also includes salary shifts for three existing employees. These shifts will align salary expenditures in the correct account codes. These shifts have a net zero budget impact to the general fund.
- G. Fee Supported Increases for Operating Costs** - The FY 15 budget includes \$349,639 for general increases in contractual support, overtime costs and other services as a result of increased construction related activity.
- H. Compensation Increase** - Compensation adjustments totaling \$176,998 are made to support the following rate changes:
  - 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

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



## Program Summary

### Building Development

Ensure 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Inspections performed on day requested	99.8%	99.6%	↓	93.2%	98.0%
Commercial plans reviewed within 6 weeks, first review	40%	34%	↓	90%	90%
Tenant layout plans reviewed within 3 weeks, first review	64%	49%	↓	90%	90%
Code enforcement cases that are resolved or moved to court within 100 days	—	—		—	80%

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Building Plan Review</b>	<b>\$3,035,522</b>	<b>\$2,956,409</b>	<b>\$2,846,439</b>	<b>\$3,393,882</b>
Plan submissions	8,535	10,203	—	10,713
<b>Building Permitting Services</b>	<b>\$838,987</b>	<b>\$999,047</b>	<b>\$1,010,600</b>	<b>\$1,288,213</b>
Permits issued	22,823	25,044	23,508	26,797
<b>Building Construction Inspections</b>	<b>\$4,688,769</b>	<b>\$5,325,098</b>	<b>\$5,614,059</b>	<b>\$5,643,790</b>
Inspections performed	61,102	65,627	62,935	68,908
<b>Building Special Inspections</b>	<b>\$537,478</b>	<b>\$453,647</b>	<b>\$529,337</b>	<b>\$563,115</b>
Field and test results, certifications and shop drawings reviewed	—	—	—	4,493
<b>Building Code Enforcement</b>	<b>\$362,070</b>	<b>\$405,752</b>	<b>\$536,019</b>	<b>\$536,047</b>
Building Code Enforcement cases opened	1,483	1,509	—	1,476

#### A. Budget Reductions

##### 1. Decrease Community Development Applications Support

Expenditure	(\$54,020)
Revenue	(\$54,020)
General Fund Impact	\$0
FTE Positions	0.00



# DEVELOPMENT SERVICES

- a. **Description** - This initiative recognizes a decrease in maintenance support required for the community development technology systems. The reduction is savings to the Technology Improvement Plan (TIP) Holding Account. The reduction is located in Development Services' 4000 series, decreasing revenue to the Information Technology internal service fund. The net decrease in FY 15 is (\$54,020), which includes a maintenance reduction of (\$70,020) to the TIP Holding Account and an increase of \$18,000 for additional maintenance being supported by fee revenue. The general fund support for the maintenance of community development systems in the TIP totals \$297,771, FY 16 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

## B. Budget Initiatives

### 1. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	\$2,451,765
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.

- **Building Development Fee Schedule Adjustment**

The FY 2015 Budget includes a 3% across-the-board fee increase on the Building Development fee schedule to accommodate an increase in construction related activity.

- **Building Development Revenue Budget Increase**

The net impact of budget adjustments between the FY 14 adopted budget and the FY 2015 Budget is an increase of \$2,451,765. 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. The following table details how the revenue increase is allocated between the four agencies:

<b>Land &amp; Building Development Revenue Budget Increase</b>			
Department	Land Development	Building Development	Department Total
Development Services	(\$95,653)	\$2,451,765	\$2,356,112
Transportation	\$107,487	\$0	\$107,487
Planning	\$62,874	\$0	\$62,874
Public Works	\$272,335	\$0	\$272,335
<b>Total Development Revenue Increase</b>	<b>\$347,043</b>	<b>\$2,451,765</b>	<b>\$2,798,808</b>

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

## 2. Add Three Building Development Fee Supported Positions

Expenditure	\$269,916
Revenue	\$0
General Fund Impact	\$0
FTE Positions	3.00

**a. Description** - This initiative adds three fee-funded positions in the Building Development Division of Development Services. The positions are a Combination Inspector (one FTE - Building Constructions Inspections section), a Development Services Technician II (one FTE - to the Plan Intake section) and an Engineer II (one FTE - Special Inspections section). These staffing additions are necessary to meet increased demand for services in Building Development and will maintain current service levels and quality standards for development inspections and plan review.

### b. Service Level Impacts -

- **Daily inspections per one FTE (target ≤ 11)**

<i>FY 15 w/o Addition</i>	12.1
<i>FY 15 w/ Addition</i>	11.1

- **Annual plans processed per one FTE**

<i>FY 15 w/o Addition</i>	2,365
<i>FY 15 w/ Addition</i>	1,892

- **Quality control site inspections conducted on field reports & certifications**

<i>FY 15 w/o Addition</i>	35%
<i>FY 15 w/ Addition</i>	44%

## 3. Add Three Development Fee Supported Positions

Expenditure	\$226,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	3.00

**a. Description** - On August 6, 2013 and January 4, 2013, [BOCS Resolutions 13-487](#) and [14-13](#), respectively, approved the creation of eight total future growth capacity positions supported by development fees. As previously established in [BOCS Resolution 12-742](#), the County Executive is authorized to fill the positions as necessitated by workload demands. Three of the eight approved positions were approved by the County Executive in FY 14 for DDS; this action will incorporate them into the FY 15 budget.

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

## 4. Transfer \$100,000 from Fire Marshall's Office for Land Management System Enhancements

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

**a. Description** - The Land Use Information System manages land and building development and code enforcement information. This system is currently being replaced. The Fire Marshall's Office is contributing \$100,000 toward system enhancements that were not initially included in the original project scope. This project is included in the FY 2015-2020 Capital Improvement Program. See the [FY 2015-2020 Capital Improvement Program](#) pages for complete project detail.

# DEVELOPMENT SERVICES

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

## 5. Increase to Cover “Per Transaction Fee” for Online Payments

Expenditure	\$45,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - DDS currently accepts online payments for small projects such as decks, sheds and the finishing of basements. With the implementation of new land management system, the County’s current e-permitting system will be replaced by a more robust online system. This system will be provided by a vendor that manages online banking transactions. As such, the vendor charges a “per transaction fee” of approximately 3%. This budget increase will cover the “per transaction fee” that will be incurred on an annual basis starting in FY 15 for the new e-permitting system.

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

## 6. Increase for Fee Supported Learning Management System

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

**a. Description** - The code academy is implementing a new Learning Management System (LMS) to manage, track and report state required training initiatives and certification requirements for all DDS staff. The addition of a robust LMS will drastically improve the department’s training initiatives by reducing staff time and increasing reporting and tracking capabilities. Once the LMS is implemented, an annual fee of \$5,000 will be required to maintain and upgrade the system as needed on an annual basis.

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

## Land Development

Manage 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Total bond and escrow activities completed within 21 days	—	—		—	90%
Average number of days from first to final plan approval, non-residential	44	42	↓	44	44
Average number of days from first to final plan approval, residential	46	51	↑	46	59

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Site and Subdivision Plans</b>	<b>\$806,960</b>	<b>\$876,381</b>	<b>\$907,740</b>	<b>\$1,500,287</b>
Plans reviewed	1,148	1,189	1,182	1,250
<b>Bonds and Escrows</b>	<b>\$666,012</b>	<b>\$831,585</b>	<b>\$836,897</b>	<b>\$851,685</b>
Bond and escrow activities performed	2,705	2,200	2,925	2,331
<b>Customer Service/Zoning Permits</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$426,769</b>
Zoning permits processed	6,307	6,386	6,700	6,233

### A. Budget Reductions

#### 1. Development Fund Transfer to the General Fund

Expenditure	(\$519,236)
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - In FY 12, general funds were provided to DDS in order to stabilize service levels during the economic downturn. Beginning in FY 14, DDS will repay the general fund a total of \$3.4 million over six years with final payment scheduled in FY 19. General fund revenues increase \$2,596,180, FY 15 to FY 19.

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

#### 2. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	(\$95,653)
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 FY 2015 Budget includes a 3% across-the-board fee increase and other minor increases to specific fees on the Land Development fee schedule to accommodate an increase in construction related activity. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation.

# DEVELOPMENT SERVICES

## ▪ Land Development Revenue Budget Decrease

The net impact of budget adjustments between the FY 14 adopted budget and the FY 2015 Budget is a decrease of \$95,653. This revenue decrease 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. The following table details how the revenue increase is allocated between the four agencies:

Land & Building Development Revenue Budget Increase			
Department	Land Development	Building Development	Department Total
Development Services	(\$95,653)	\$2,451,765	\$2,356,112
Transportation	\$107,487	\$0	\$107,487
Planning	\$62,874	\$0	\$62,874
Public Works	\$272,335	\$0	\$272,335
<b>Total Development Revenue Increase</b>	<b>\$347,043</b>	<b>\$2,451,765</b>	<b>\$2,798,808</b>

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

## 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer transactions processed per FTE	21,884	22,737	↑	22,978	23,032

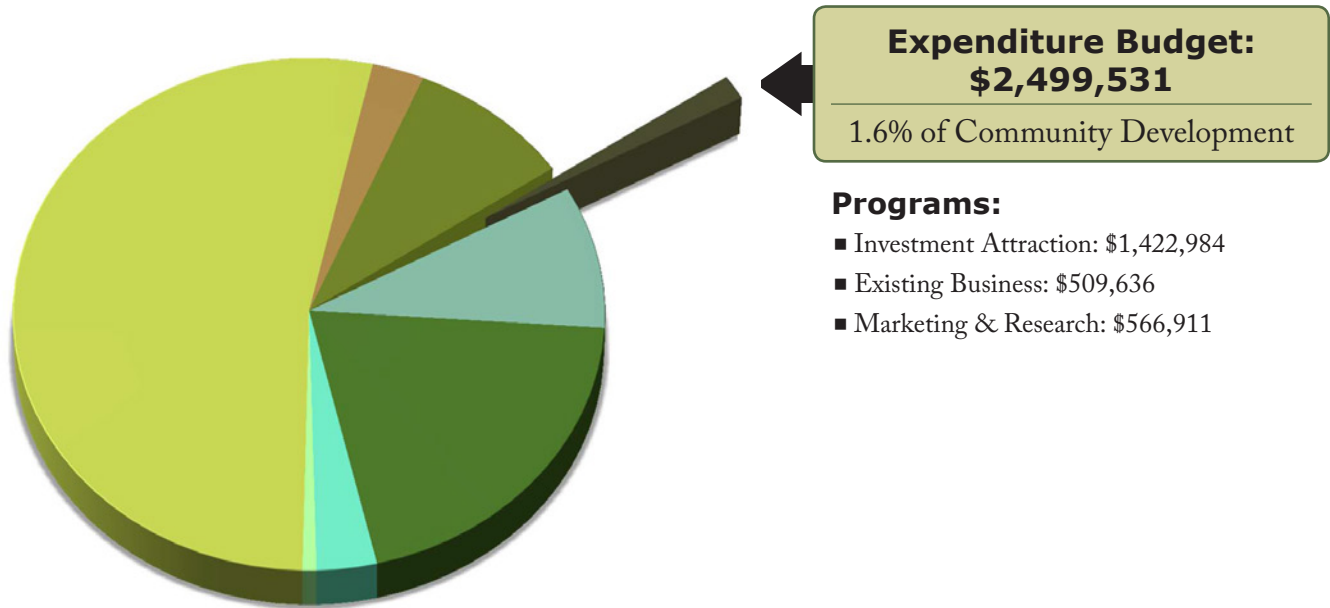
↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Early Assistance Desk	\$333,392	\$311,414	\$331,675	\$312,094
Customer transactions	43,768	45,474	45,956	46,065

## Mission Statement

The mission of the Department of Economic Development is to improve the County's economic base by encouraging new businesses to locate in Prince William County, retain existing businesses and encourage existing businesses to expand.



**Community Development Expenditure Budget**  
**\$161,724,975**

## Mandates

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

# ECONOMIC DEVELOPMENT

## Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
<b>Expenditure by Program</b>					
1 Investment Attraction	\$1,009,077	\$1,256,931	\$1,320,867	\$1,422,984	7.73%
2 Existing Business	\$425,980	\$468,587	\$761,521	\$509,636	-33.08%
3 Marketing & Research	\$336,357	\$306,478	\$330,327	\$566,911	71.62%
4 Contributions	\$249,400	\$231,132	\$0	\$0	—
<b>Total Expenditures</b>	<b>\$2,020,814</b>	<b>\$2,263,128</b>	<b>\$2,412,715</b>	<b>\$2,499,531</b>	<b>3.60%</b>

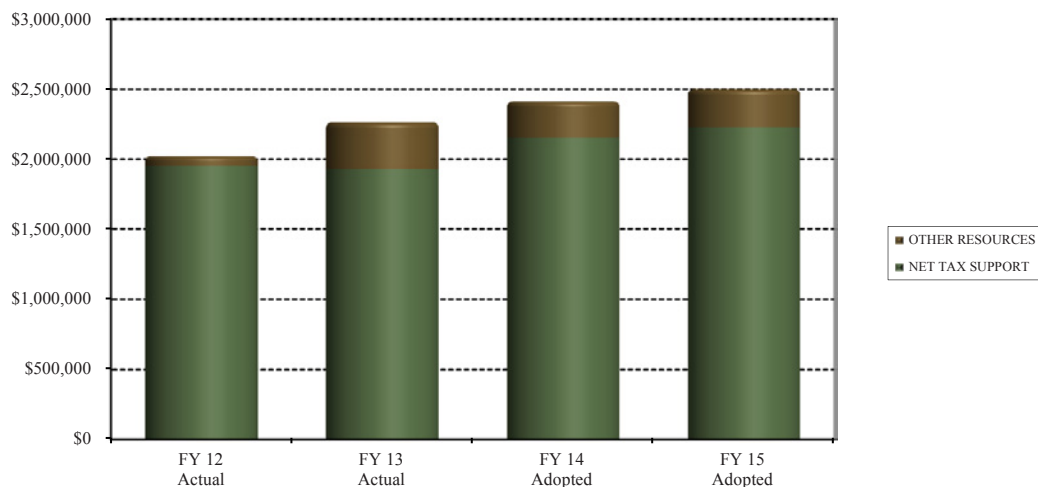
### Expenditure by Classification

1 Personal Services	\$904,945	\$942,897	\$1,050,498	\$1,064,507	1.33%
2 Fringe Benefits	\$246,724	\$300,584	\$351,328	\$333,487	-5.08%
3 Contractual Services	\$420,298	\$427,001	\$302,878	\$332,878	9.90%
4 Internal Services	\$48,647	\$54,645	\$40,799	\$37,494	-8.10%
5 Other Services	\$400,201	\$462,758	\$434,630	\$484,630	11.50%
6 Capital Outlay	\$0	\$0	\$1,000	\$1,000	0.00%
7 Leases & Rentals	\$0	\$75,244	\$231,582	\$245,535	6.03%
<b>Total Expenditures</b>	<b>\$2,020,814</b>	<b>\$2,263,128</b>	<b>\$2,412,715</b>	<b>\$2,499,531</b>	<b>3.60%</b>

### Funding Sources

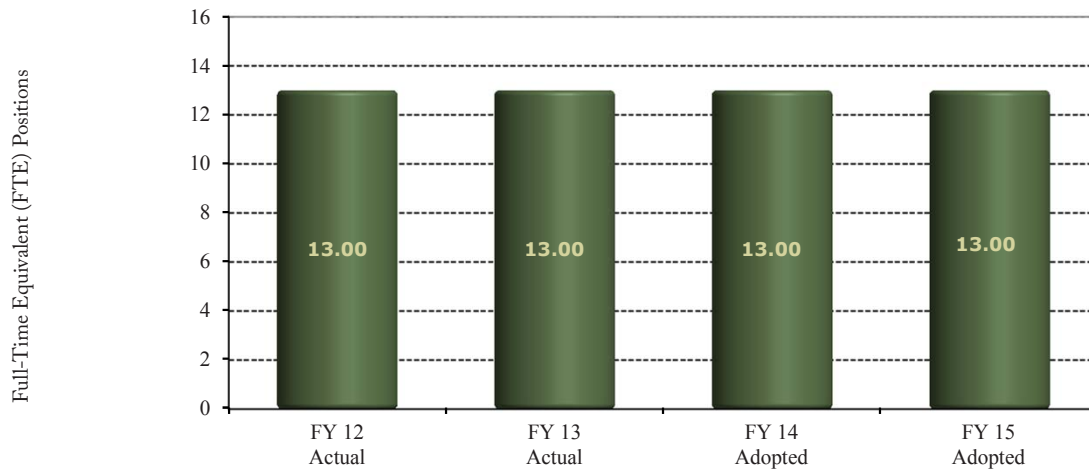
1 Miscellaneous Revenue	\$47,141	(\$9,644)	\$26,568	\$26,568	0.00%
2 Transfers In	\$22,265	\$341,895	\$229,682	\$243,635	6.07%
<b>Total Designated Funding Sources</b>	<b>\$69,406</b>	<b>\$332,251</b>	<b>\$256,250</b>	<b>\$270,203</b>	<b>6.07%</b>
<b>Net General Tax Support</b>	<b>\$1,951,408</b>	<b>\$1,930,877</b>	<b>\$2,156,465</b>	<b>\$2,229,328</b>	<b>3.38%</b>
<b>Net General Tax Support</b>	<b>96.57%</b>	<b>85.32%</b>	<b>89.38%</b>	<b>89.19%</b>	

## Expenditure History





## Staffing History



## Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Investment Attraction	6.35	6.10	6.10	6.10
2 Existing Business	3.95	3.95	3.95	1.85
3 Marketing & Research	2.70	2.95	2.95	5.05
<b>Full-Time Equivalent (FTE) Total</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

## Future Outlook

**2013 Recap** - Last year was a record setting year for economic development in Prince William County as companies announced their intent to invest more than \$1 billion of private capital. This is the highest amount (by more than \$340 million) since the Department of Economic Development (Economic Development) was established in 1997.

Prince William County is an integral part of the Washington, DC Metropolitan Area, which has an economy and labor market that is uniquely dependent upon national, state and local government. Many within the region's workforce are employed by the Federal government as staff, military personnel or government contractors. Each jurisdiction (Virginia, Maryland and District of Columbia) and local communities have varying policies that affect a multitude of economic development factors such as: employment and labor force participation rates, office space absorption, capital spending, land and building costs and income and wage levels. This creates unique competitive challenges for private sector economic development opportunities.

Businesses are remaining profitable due to increased productivity, adoption of new technologies and more employees teleworking, which results in fewer employees required for companies to remain profitable and for reduced demand for office space. As a result, Prince William County is witnessing a decline in space requirements that companies are seeking and in the number of employees they are hiring, particularly in the office market. This trend has been in place for a number of years and is most likely the "new normal".

However, capital expenditures by companies in new machinery, equipment and technologies continue to increase and are particularly attractive in a low interest rate environment. Prince William County's position as a premier location for data centers is a testament to this type of capital expenditure growth.

**Competitive Position** - Economic Development undertook a competitiveness analysis and target market study in 2013 to assess its current competitive position and business proposition both regionally and nationally. In addition, the study examined the targeted industries list established by the Board of County Supervisors (BOCS) in 1999, to examine whether the list ought to be updated and if new target markets ought to be added. The results of this extensive study will result in a highly focused marketing effort.

**Technology Initiatives** - The life sciences have been a focus of the County's economic development efforts for many years. Past successes such as the location of the George Mason University (GMU) Life Sciences campus and attraction of ATCC, Corning Mediatech and the Biomedical Research Laboratory among others, have laid solid groundwork for future life sciences efforts. Acting on the recommendations of our Life Sciences Strategy Assessment completed in 2012, the BOCS approved the construction of a 9,000 s.f. Science Accelerator with wet laboratory space to accommodate growing life science companies. The facility, which will open this spring 2014, is adjacent to GMU's Prince William campus, (which has an applied science and technology focus), and related life science companies and facilities at Innovation Park. This makes the facility (the only wet lab of its type in Northern Virginia), very attractive. Nurturing the growth of the life sciences requires patient investment and a long-term view, but the payoffs can be enormous and will further the County's position as a strong life science cluster.

Information technology is another focus of the County, and Prince William has worked closely with GMU to establish the Simulation & Games Institute (SGI) at the Prince William campus. Computer game design is an \$80 billion worldwide market and is growing 7% annually. The SGI is unique in the mid-Atlantic market and will both spin off new game design companies and attract new ones in the modelling/simulation arena.

**Potomac Communities** - Eastern Prince William County has unique assets, which make it attractive for a variety of development and re-development opportunities. With assets such as Marine Corps Base Quantico, numerous local defense contractors, Potomac Town Center at Stonebridge, Sun Cal's Potomac Shores project and many others, this corridor is attractive to both companies and developers alike. Prince William County has launched the Potomac Communities Initiative to aggressively market this area to both local and national development entities.

**Innovation Park** - Prince William began Innovation Park in the early 1990s with a vision to build a premier, university-anchored research park. That vision continues to be realized, and the park has attracted 54 economic development projects resulting in over 2,500 jobs and more than \$706 million in total capital investment. By any measure, Innovation Park has been a success, but new activities are underway which will take it to an even higher level. The Science Accelerator wet lab, addition of the Simulation & Games Institute, completion of University Boulevard and new signage and landscaping are indicators of continuing investment and growth at Innovation.

**Development Process** - A community's reputation with regard to its business environment is a critical factor when companies are evaluating expansions or a new location. Prince William County has a pro-business reputation that is bolstered by its efforts to make its development process the most user-friendly in the region. It is important that Prince William continues to refine and to improve its development processes so that it remains fast, efficient and responsive to the customer.

Another activity, which will assist in keeping our development processes user-friendly, is the planned update to the economic development chapter of the County's Comprehensive Plan, scheduled to be undertaken later in 2014.

## General Overview

- A. Activity Shift** - In FY 15, the Website Marketing, Public Relations and Special Events activity (\$246,242 and 2.10 FTE) will shift from the Existing Business program to the Marketing & Research program. The Marketing & Research program supports all programs in Economic Development to help achieve their goals and reach their targets.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Economic Development's technology bill decreased by \$3,305 to \$34,253.
- C. Compensation Increase** - Compensation adjustments totaling \$24,998 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
County at-place employment	111,000	114,942	↑	116,692	118,442
Targeted jobs associated with new businesses	303	110	↓	300	300
Capital investment associated with new and existing projects (non-retail)	\$445m	\$423m	↓	\$200m	\$200m

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Investment Attraction Marketing</b>	<b>\$1,009,077</b>	<b>\$1,256,931</b>	<b>\$1,320,867</b>	<b>\$1,422,984</b>
Prospects hosted	67	92	75	85
Target missions/trade shows/special events attended	103	111	80	100

### A. Budget Initiatives

#### 1. Increase Consultant Services and Conference/Travel Budgets

Expenditure	\$80,000
Revenue	\$0
General Fund Impact	\$80,000
FTE Positions	0.00

- a. **Description** - Economic Development will retain a specialized consulting firm to target geographic and industry areas outside of Virginia to expand the business recruitment efforts.
- b. **Service Level Impacts** - Existing service levels are maintained.

#### 2. Increase Life Sciences Facility Lease Costs

Expenditure	\$13,953
Revenue	\$13,953
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - In FY 13, 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 FY 15 total lease payments are \$243,635 or \$13,953 more than the FY 14 budget.
- b. **Service Level Impacts** - Existing service levels are maintained.

## 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
County at-place employment	111,000	114,942	↑	116,692	118,442
Targeted jobs associated with existing businesses	118	484	↑	120	200
Capital investment associated with new and existing projects (non-retail)	\$445m	\$423m	↓	\$200m	\$200m

↑ Trending Upward    ↔ Stable    ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Existing Business Outreach/Expansion</b>	<b>\$247,146</b>	<b>\$262,849</b>	<b>\$284,795</b>	<b>\$278,504</b>
Number of downloads from the Economic Development internet site of the “Guide to Establishing a Business in Prince William County”	—	—	—	100
Local companies assisted with expansion projects	10	8	17	17
<b>Entrepreneurship Initiatives</b>	<b>\$224,400</b>	<b>\$231,132</b>	<b>\$231,132</b>	<b>\$231,132</b>
Jobs created	36	64	60	60
Jobs saved/retained	63	43	100	100

## 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
County at-place employment	111,000	114,942	↑	116,692	118,442
Capital investment associated with new and existing projects (non-retail)	\$445m	\$423m	↓	\$200m	\$200m

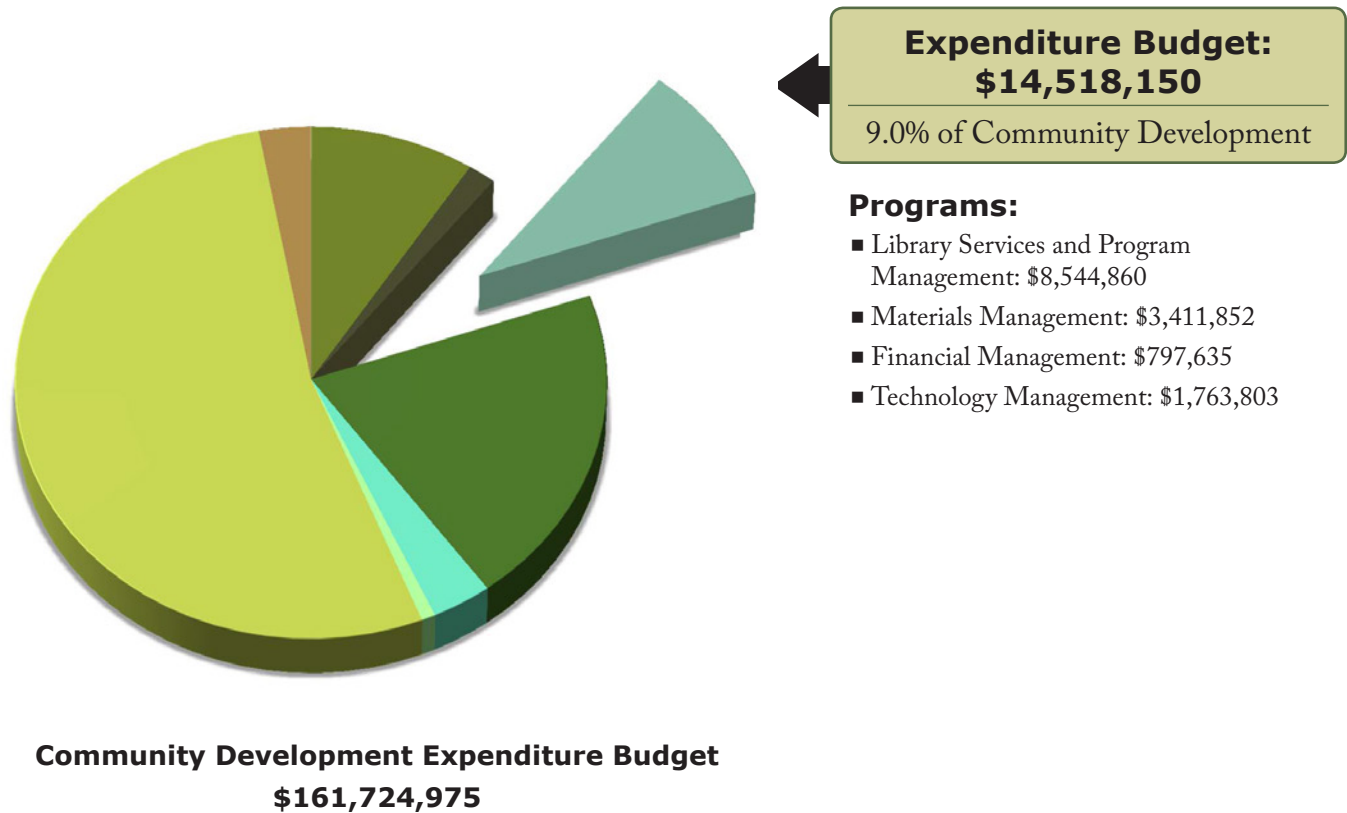
↑ Trending Upward    ↔ Stable    ↓ Trending Downward

## Program Activities & Workload Measures

	<b>FY 12</b> <b><u>Actual</u></b>	<b>FY 13</b> <b><u>Actual</u></b>	<b>FY 14</b> <b><u>Adopted</u></b>	<b>FY 15</b> <b><u>Adopted</u></b>
<b>Business Location and Expansion Research</b>	<b>\$336,357</b>	<b>\$306,478</b>	<b>\$330,327</b>	<b>\$317,515</b>
Site and building inventory maintained and updated	4	4	12	144
Economic development research conducted for or presented to clients	—	6	12	144
<b>Web Site Marketing and Outreach, Public Relations and Special Events</b>	<b>\$178,834</b>	<b>\$205,739</b>	<b>\$245,594</b>	<b>\$249,396</b>
Press releases disseminated or media calls for information/statements fielded	—	20	20	40
Property searches on the Economic Development Site and Building Database	—	6,449	2,000	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.



## Mandates

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



# LIBRARY

## Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
<b>Expenditure by Program</b>					
1 Library Services and Program Management	\$8,039,146	\$7,810,380	\$7,884,403	\$8,544,860	8.38%
2 Materials Management	\$3,267,682	\$3,278,914	\$3,332,518	\$3,411,852	2.38%
3 Financial Management	\$876,917	\$788,483	\$793,336	\$797,635	0.54%
4 Technology Management	\$1,147,806	\$1,599,264	\$1,643,686	\$1,763,803	7.31%
<b>Total Expenditures</b>	<b>\$13,331,551</b>	<b>\$13,477,041</b>	<b>\$13,653,943</b>	<b>\$14,518,150</b>	<b>6.33%</b>

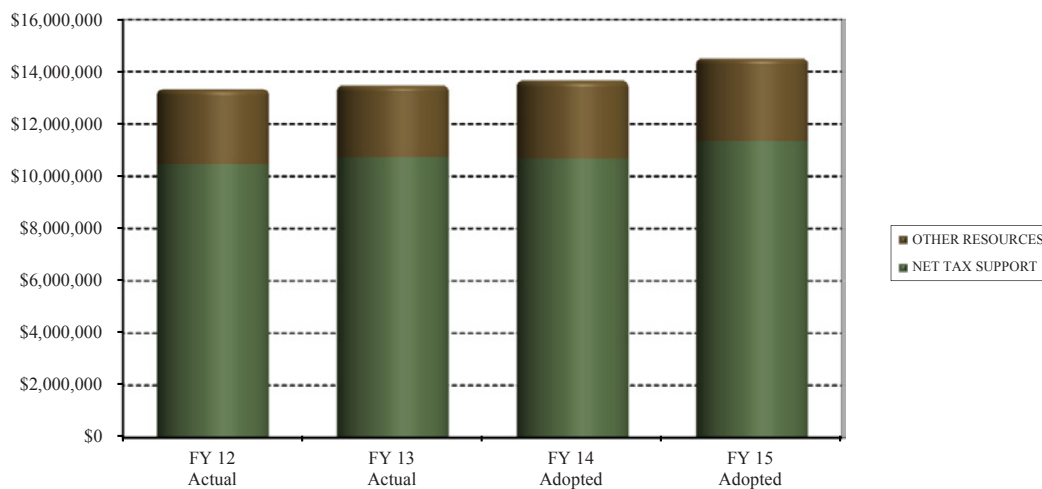
### Expenditure by Classification

1 Personal Services	\$8,241,398	\$8,199,829	\$8,399,703	\$9,060,649	7.87%
2 Fringe Benefits	\$2,010,371	\$2,221,323	\$2,303,480	\$2,429,770	5.48%
3 Contractual Services	\$300,483	\$283,636	\$252,370	\$252,370	0.00%
4 Internal Services	\$819,522	\$870,977	\$718,410	\$781,902	8.84%
5 Other Services	\$1,929,273	\$1,847,565	\$1,952,068	\$1,965,547	0.69%
6 Capital Outlay	\$16,328	\$38,927	\$0	\$0	—
7 Leases & Rentals	\$14,176	\$14,784	\$27,912	\$27,912	0.00%
<b>Total Expenditures</b>	<b>\$13,331,551</b>	<b>\$13,477,041</b>	<b>\$13,653,943</b>	<b>\$14,518,150</b>	<b>6.33%</b>

### Funding Sources

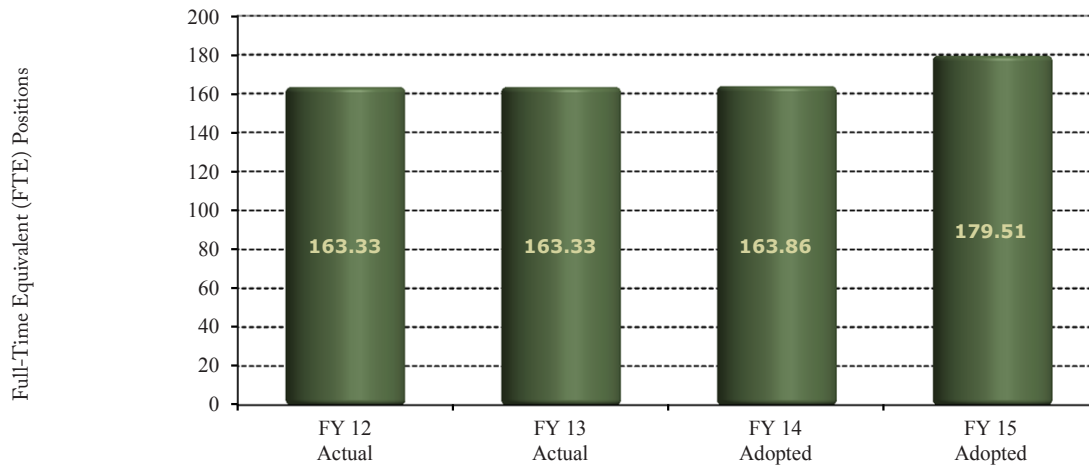
1 Fines and Forfeitures	\$136	\$142	\$0	\$0	—
2 Charges for Services	\$578,239	\$547,522	\$663,492	\$663,492	0.00%
3 Revenue From Other Localities	\$1,720,176	\$1,648,512	\$1,756,068	\$1,957,556	11.47%
4 Revenue From Commonwealth	\$495,988	\$509,287	\$523,962	\$523,962	0.00%
5 Non-Revenue Receipts	\$239	\$31	\$0	\$0	—
6 Transfers In	\$84,510	\$42,510	\$42,510	\$42,510	0.00%
<b>Total Designated Funding Sources</b>	<b>\$2,879,288</b>	<b>\$2,748,004</b>	<b>\$2,986,032</b>	<b>\$3,187,520</b>	<b>6.75%</b>
<b>Net General Tax Support</b>	<b>\$10,452,263</b>	<b>\$10,729,037</b>	<b>\$10,667,911</b>	<b>\$11,330,630</b>	<b>6.21%</b>
<b>Net General Tax Support</b>	<b>78.40%</b>	<b>79.61%</b>	<b>78.13%</b>	<b>78.04%</b>	

## Expenditure History



# LIBRARY

## Staffing History



## Staffing by Program



	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Library Services and Program Management	124.62	124.62	123.62	136.74
2 Materials Management	23.71	23.71	24.24	25.24
3 Financial Management	6.00	6.00	6.00	6.00
4 Technology Management	9.00	9.00	10.00	11.53
<b>Full-Time Equivalent (FTE) Total</b>	<b>163.33</b>	<b>163.33</b>	<b>163.86</b>	<b>179.51</b>

## Future Outlook

**Libraries Continue to Evolve** - The Library System will need to meet the evolving technological, service and facility needs of the community it serves. Building facilities will require updates and adjustments and services will need to be increasingly mobile. The Library System must continue to offer basic library service while also being responsive to the community it serves. This includes incorporating new and emerging technologies and meeting other community needs, such as group study, tutor and meeting rooms.

**Interjurisdictional Agreements** - Changes to inter-jurisdictional agreements governing funding may result in possible reductions in Library System service levels, hours of operation, and library programs and events. Any reduction or loss in funding will impact the amount of state aid received and, as a result, adversely affect the Library System's print and digital materials budget, which would reduce traditional, electronic and digital materials available to citizens and residents.

**Future of Neighborhood Libraries** - The Library System will need to review its concept of neighborhood libraries, which was a methodology originally employed as an interim solution for the delivery of library service to all magisterial districts. As new libraries are added, the Library System will need to determine which neighborhood libraries should remain and which should be closed when an accessible full service library is nearby.

## General Overview

- A. Internal Service Fund (ISF) Fleet Billing** - The County allocates fleet costs to agencies through an ISF. Fleet Management is responsible for fuel, repairs and maintenance for County vehicles and equipment. In previous fiscal years, some of the general fund fleet budget was unallocated within Non-Departmental. Using FY 13 actuals the budget is being shifted to better reflect actual fleet costs within the agencies. In FY 15 the Library's fleet budget increased by \$16,852.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 the Library's salary lapse changed by \$4,576 to -\$91,496.
- C. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 the Library's technology bill decreased by \$853 to \$695,398.
- D. Advance Staff in Preparation for Opening the Montclair and Gainesville Libraries** - This initiative funds 15.65 full time equivalent (FTE) advance staff in Library Services and Program Management, Materials Management and Technology Management programs in order to hire, train and prepare for the opening of both these full service libraries. Funding advance staff allows the Library System to insure that management staff is trained and ready to hire and train all remaining staff. These positions will also insure that library policies, procedures and training materials are available, that supplies have been ordered and stocked and that the hiring and training of the remaining staff is possible prior to the opening of both libraries in September 2015.

Montclair advance staff includes a Librarian III funded for a full year with an additional 5.06 FTEs funded for one-half year for a total of 6.06 FTEs. The balance of Montclair staff is scheduled for funding in FY 16 (14.72 FTEs). Gainesville advance staff includes a Librarian III funded for a full year with an additional 5.06 FTEs funded for one-half year for a total of 6.06 FTEs. The balance of Gainesville staff is scheduled for funding in FY 16 (14.25 FTEs). Four support positions are requested (a general maintenance worker funded for a full year and a courier, graphic artist and a computer information specialist funded for one-half year) for a total of 3.53 FTEs. The computer information specialist will assist with the addition of 120 to 150 new personal computers and associated hardware and necessary changes in library specific automated systems. The graphic artist will assist in the creation of opening day publications and materials as well as the revision of current library print and electronic publications. The courier will enable current library couriers to add two new full service libraries to their route and the general maintenance worker will assist public works with the two new facilities. No additional support positions are programmed for FY 16. The Library System will provide temporary space for the advance staff for both Gainesville and Montclair. Permanent space has already been designated in the Library Administrative Support Center for the support positions.

The total cost of this initiative for 15.65 FTE staff plus support costs is \$613,357 in FY 15. The annualized costs for these positions rolling into FY 16 will be \$923,147. Existing service levels are maintained.

- E. Revenue Increase for City Billings** - City billings is a reimbursement from the City of Manassas and Manassas Park for services rendered in the previous year. Historically, the total city billing reimbursement is used to balance the County-wide budget at budget recap and later allocated to specific agencies. The Library's FY 15 allocation is an increase of \$201,488.
- F. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$779. The increase supports existing service levels. The total donation amount provided to agency community partners is \$26,749 in FY 15. For additional detail please refer to the [Community Partners](#) section.

**G. Compensation Increase:** Compensation adjustments totaling \$208,969 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

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

## Program Summary

### Library Services & Program Management

The Public Services Management Program of the Library System provides direct service to the public by lending materials from both 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 provides systemwide management, direction, policy and procedural formulation, as well as compliance with County policies and procedures through the Library Director's Office, the Human Resources work unit, Marketing and Development, and Facilities Maintenance. The Library System's Community Partner, Literacy Volunteers of America-Prince William is also a part of this program by providing free, basic literacy, computer, workplace, job skills, English as a Second Language and other tutoring services to citizens.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Residents with library cards	67%	72%	↑	59%	65%
Information requests completed within 24 hours	93%	95%	↑	93%	94%
Library services meet residents' needs	94%	94%	↔	94%	94%

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities &amp; Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Circulation</b>	<b>\$2,452,977</b>	<b>\$2,328,827</b>	<b>\$2,344,589</b>	<b>\$2,627,552</b>
Print materials circulated	—	3.5m	—	3.5m
Digital materials circulated	—	109,672	—	120,000
<b>Information Services</b>	<b>\$3,322,263</b>	<b>\$3,335,097</b>	<b>\$3,382,058</b>	<b>\$3,652,961</b>
Information requests handled: staff assisted (in person, telephone, e-mail)	—	381,836	—	350,000
Information requests handled: electronic	—	3.90m	—	3.85m
<b>Library Activities and Events</b>	<b>\$392,350</b>	<b>\$362,039</b>	<b>\$371,695</b>	<b>\$403,758</b>
Attendees at Library programs/events	94,770	94,174	88,000	90,000
Library events and activities	2,111	2,218	2,200	2,200
<b>Neighborhood Libraries</b>	<b>\$959,792</b>	<b>\$934,938</b>	<b>\$938,298</b>	<b>\$971,642</b>
Materials circulated	716,445	775,021	600,000	750,000
Information requests handled (staff assisted)	—	136,677	—	136,000
Events and activities	—	261	—	260
Attendees at events and activities	—	5,699	—	5,600
<b>Library Director's Office</b>	<b>\$266,528</b>	<b>\$266,792</b>	<b>\$254,702</b>	<b>\$235,435</b>
Library services meet residents' needs	94%	94%	94%	94%
<b>Human Resources</b>	<b>\$310,957</b>	<b>\$313,213</b>	<b>\$319,270</b>	<b>\$327,575</b>
FTE of volunteer hours contributed	17.36	17.06	15.38	16.41
<b>Marketing and Development</b>	<b>\$239,606</b>	<b>\$174,877</b>	<b>\$178,682</b>	<b>\$184,840</b>
Generated media stories/media mentions	—	—	—	45
<b>Facilities Maintenance</b>	<b>\$69,458</b>	<b>\$68,628</b>	<b>\$69,139</b>	<b>\$114,348</b>
Maintenance, repair and/or special project requests	444	472	600	400
<b>Literacy Volunteers of America-Prince William</b>	<b>\$25,215</b>	<b>\$25,970</b>	<b>\$25,970</b>	<b>\$26,749</b>
Adults served	659	752	660	650
Tutors trained and supported	212	232	225	232
Literacy volunteer hours provided to students	15,305	15,033	14,750	14,750

## Materials Management

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Materials availability survey title fill rate	76%	74%	↓	75%	74%
Subject/author fill rate	84%	81%	↓	80%	81%
Browser fill rate	94%	95%	↑	93%	93%

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Library Materials Support</b>	<b>\$3,267,682</b>	<b>\$3,278,914</b>	<b>\$3,332,518</b>	<b>\$3,411,852</b>
Items processed	—	83,458	—	82,000

## Financial Management

The Financial Management 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, including survey creation and annual submissions to the Library of Virginia, other specific surveys and requests for statistical information. The program follows all County budget and Finance policies and procedures and ensures that all library locations remain in compliance.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Financial transactions processed on schedule	97%	98%	↑	97%	98%

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
<b>Financial Management Services</b>	<b>\$876,917</b>	<b>\$788,482</b>	<b>\$793,336</b>	<b>\$797,635</b>
Financial transactions processed	21,057	16,705	18,000	17,000

## Technology Management

The Technology Management Program of the Library System provides three distinct areas of support. The program manages the daily operations of all Library-specific automated systems, designs and maintains the Library Web and Intranet sites, and through its Graphics unit, provides library print and electronic publications to support library services and collections.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer scheduled actions, such as new publications, completed according to schedule (Graphics)	—	—		—	95%
Customer on-site hardware/software problems resolved within 8 hours (Library Network Support Services)	99%	99%	↔	98%	98%
Customer scheduled actions (e.g. new services) completed according to schedule (Web Services)	100%	100%	↔	98%	98%

↑ Trending Upward
↔ Stable
↓ Trending Downward

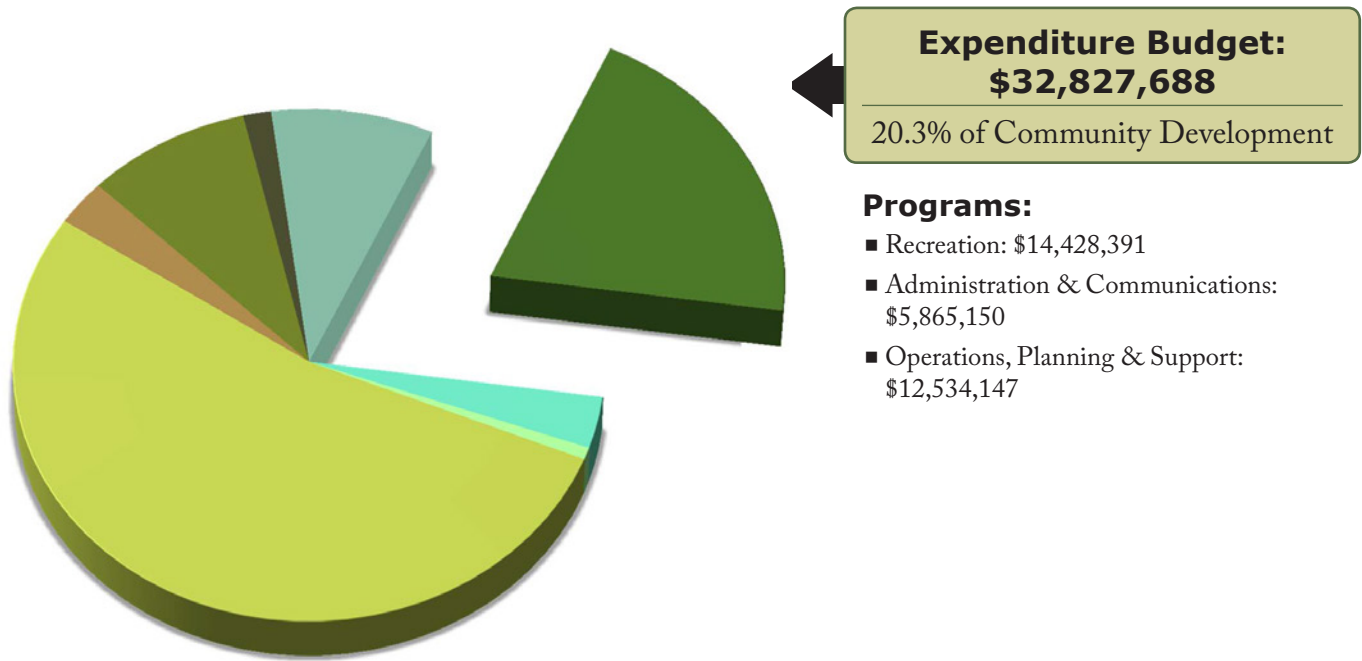
## Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
<b>Library Network Support</b>	<b>\$1,147,806</b>	<b>\$1,599,264</b>	<b>\$1,643,686</b>	<b>\$1,763,803</b>
Support requests assigned to Library Network Support Services	—	—	—	5,500
Web requests produced	—	—	—	2,900
Printed publications produced	—	—	—	3,000



## 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.



**Community Development Expenditure Budget**  
**\$161,724,975**

## Mandates

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

# PARKS & RECREATION

## Expenditure and Revenue Summary

Expenditure by Program	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
<b>Park Authority* (Historical)</b>					
1 Recreation	\$16,504,228	\$16,482,889	—	—	—
2 Administration, Marketing & Contributions	\$4,032,932	\$3,905,749	—	—	—
3 Operations, Planning & Support	\$11,035,266	\$8,825,796	—	—	—
<b>Department of Parks &amp; Recreation</b>					
1 Recreation	—	—	\$14,134,820	\$14,428,391	2.08%
2 Administration & Communications	—	—	\$5,748,740	\$5,865,150	2.02%
3 Operations, Planning & Support	—	—	\$10,802,754	\$12,534,147	16.03%
<b>Total Expenditures</b>	<b>\$31,572,426</b>	<b>\$29,214,434</b>	<b>\$30,686,314</b>	<b>\$32,827,688</b>	<b>6.98%</b>

### Expenditures by Classification

<b>Park Authority* (Historical)</b>					
1 Personal Services & Fringe Benefits	\$15,488,646	\$15,363,223	—	—	—
2 Contractual Services	\$3,135,686	\$3,271,084	—	—	—
3 Other Services	\$6,851,446	\$7,169,757	—	—	—
4 Capital Equipment	\$2,310,933	\$0	—	—	—
5 Debt Service	\$1,878,592	\$1,819,377	—	—	—
6 Cyclical Maintenance	\$1,907,123	\$1,590,993	—	—	—
<b>Department of Parks &amp; Recreation</b>					
1 Personal Services	—	—	\$13,532,015	\$14,100,883	4.20%
2 Fringe Benefits	—	—	\$3,380,523	\$3,338,298	-1.25%
3 Contractual Services	—	—	\$4,856,280	\$6,100,168	25.61%
4 Internal Services	—	—	\$384,967	\$1,118,235	190.48%
5 Other Services	—	—	\$7,703,739	\$6,864,627	-10.89%
6 Debt Maintenance	—	—	\$100	\$0	-100.00%
7 Capital Outlay	—	—	\$340,930	\$412,642	21.03%
8 Leases and Rentals	—	—	\$487,760	\$680,171	39.45%
9 Transfers Out to GF	—	—	\$0	\$212,664	—
<b>Total Expenditures</b>	<b>\$31,572,426</b>	<b>\$29,214,434</b>	<b>\$30,686,314</b>	<b>\$32,827,688</b>	<b>6.98%</b>

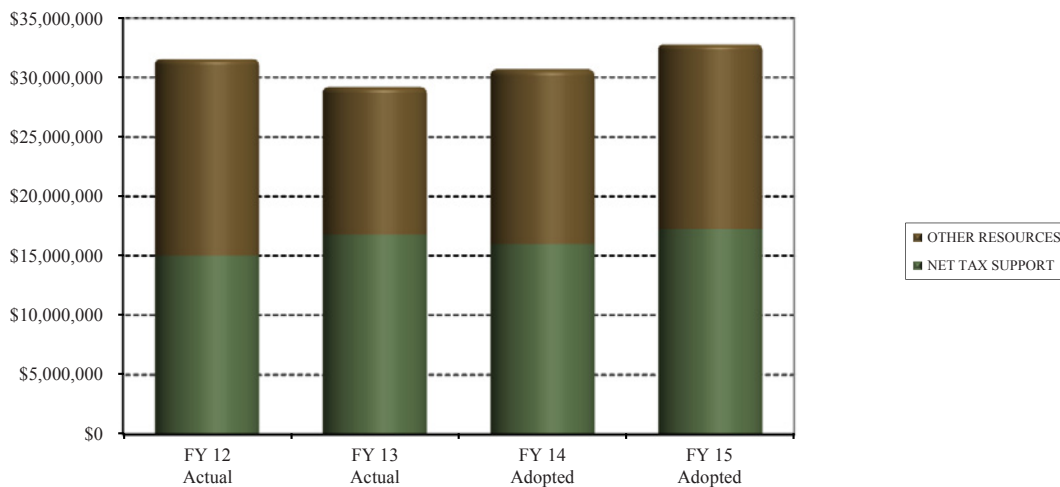
# PARKS & RECREATION

## Expenditure and Revenue Summary

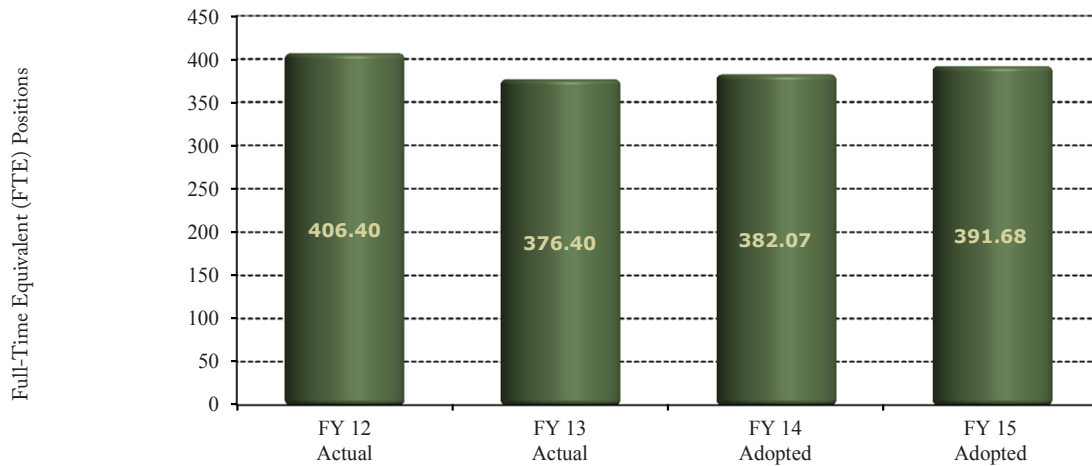
Funding Sources	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
<b>Park Authority* (Historical)</b>					
1 Charges for Services	\$13,711,450	\$13,055,789	—	—	—
2 Interest Income from Investments	\$123,747	\$0	—	—	—
3 Telecom Lease Revenue	\$299,613	\$303,318	—	—	—
4 Stream Mitigation	\$0	\$582,919	—	—	—
5 Lease/Bond/Other Revenue	\$2,000,000	\$0	—	—	—
6 Transfers In PWC GF Operating	\$13,635,223	\$15,396,058	—	—	—
7 Transfers In PWC GF Cyclical maintenance	\$1,390,000	\$1,400,000	—	—	—
<b>Department of Parks &amp; Recreation</b>					
1 Rev fr Use of Money & Prop	—	—	\$344,213	\$344,213	0.00%
2 Charges for Services	—	—	\$14,265,562	\$14,459,801	1.36%
3 Miscellaneous Revenue	—	—	\$76,839	\$76,576	-0.34%
4 Transfers In (from GF to Enterprise Fund)	—	—	\$212,245	\$0	-100.00%
5 Transfers In (from Capital Reserve)	—	—	\$0	\$469,138	—
6 Transfers In (from Enterprise Fund to GF)	—	—	\$0	\$212,664	—
<b>Parks GF Revenue Subtotal</b>	<b>\$15,025,223</b>	<b>\$16,796,058</b>	<b>\$1,109,540</b>	<b>\$1,801,342</b>	<b>62.35%</b>
<b>Parks Enterprise Revenue Subtotal</b>	<b>\$13,711,450</b>	<b>\$13,055,789</b>	<b>\$13,789,319</b>	<b>\$13,761,050</b>	<b>-0.21%</b>
<b>Total Parks Revenue</b>	<b>\$31,160,033</b>	<b>\$30,738,084</b>	<b>\$14,898,859</b>	<b>\$15,562,392</b>	<b>4.45%</b>
<b>Contribution To/(From) Reserves &amp; Retained Earnings (Enterprise Fund)</b>	<b>(\$2,792,778)</b>	<b>(\$3,427,100)</b>	<b>(\$345,501)</b>	<b>(\$454,677)</b>	<b>31.60%</b>
<b>Net General Tax Support</b>	<b>\$15,025,223</b>	<b>\$16,796,058</b>	<b>\$15,999,700</b>	<b>\$17,265,296</b>	<b>7.91%</b>
<b>Net General Tax Support</b>	<b>47.59%</b>	<b>57.49%</b>	<b>52.14%</b>	<b>52.59%</b>	

Note: After the adoption of the FY 2013 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.

## Expenditure History



## Staffing History



## Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Recreation	293.90	263.90	221.35	223.85
2 Operations, Planning & Support	85.00	85.00	136.45	147.44
3 Administration & Communications	27.50	27.50	24.27	20.39
<b>Full-Time Equivalent (FTE) Total</b>	<b>406.40</b>	<b>376.40</b>	<b>382.07</b>	<b>391.68</b>

## Future Outlook

**Sports Fields** - Parks & Recreation continues to address the sports field issues. Many issues have been raised by the citizens and the sports leagues, including, among other issues, the number and type of fields available, the allocation of field use time, the quality of the fields and the lighting of the fields. The Board of County Supervisors (BOCS) is responsive to these needs and, along with Parks & Recreation, continues to address the sports needs of the citizens.

**Realign Hellwig Park Entrance** - Another critical need in Parks & Recreation includes realigning the entrance to Hellwig Park. In 2007, Virginia Department of Transportation (VDOT) realigned Route 234. When that was done, Independent Hill Road was constructed to connect Route 234 to Bristow Road; where that road connects to Bristow Road is approximately ten feet across from the Hellwig Park Entrance/Exit. This creates an extremely dangerous intersection where there have been multiple accidents; a fatal accident occurred September 2013. With the high volume of traffic in and out of Hellwig Park, particularly on weekends, this is a serious concern.

**Aging Infrastructure** - The aging infrastructure of the waterparks is another issue for which a long term solution must be found. For example, the children's pool at Waterworks has major infrastructure concerns. It has a leak that has been patched for years but is to a point now that the pool may have to be closed. Other waterpark structures will require replacement within the next five years. Reinvestment in the waterparks will improve the safety and appearance and would likely improve user revenues, which have stagnated in recent years.

## General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, Parks & Recreation's technology bill increased by \$84,136 to \$469,103.
- B. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Parks & Recreation's salary lapse changed by \$1,850 to -\$90,033.
- C. Operating Costs Increase Associated with Park Projects** - Operating costs for Parks & Recreation increased by \$100,000 to support projects constructed with \$13.7 million of 2006 bond referendum funding.
- D. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$5,644. The increase supports existing service levels. The total donation amount provided to agency community partners is \$193,788 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- E. Compensation Increase** - Compensation adjustments totaling \$398,877 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

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

## Program Summary

### Operations, Planning & Support

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Sports fields, pools and recreation centers meet residents' needs (community survey)	88%	88%	↔	88%	88%
Residents interacting with county parks & recreation centers (community survey)	60%	60%	↔	60%	60%
Fishing, boating and green space meet residents' needs (community survey)	88%	88%	↔	88%	88%

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Grounds and Landscape Maintenance</b>	<b>\$6,923,324</b>	<b>\$4,882,422</b>	<b>\$5,477,557</b>	<b>\$6,416,043</b>
Park acres maintained	806	806	806	1,000
School acres maintained	265	265	265	350
<b>Fleet and Equipment Repair</b>	<b>\$762,524</b>	<b>\$790,654</b>	<b>\$994,452</b>	<b>\$1,578,947</b>
Total work orders	1,595	1,374	—	1,400
<b>Planning and Project Management</b>	<b>\$249,230</b>	<b>\$287,167</b>	<b>\$313,286</b>	<b>\$304,610</b>
Land use plans reviewed	—	55	40	45
Total projects	—	45	71	71
<b>Facility Maintenance</b>	<b>\$1,193,066</b>	<b>\$1,274,560</b>	<b>\$1,578,631</b>	<b>\$1,530,777</b>
Work orders completed	—	1,357	1,500	1,500
<b>Cyclical Maintenance Plan (CMP)</b>	<b>\$1,907,123</b>	<b>\$1,590,993</b>	<b>\$1,678,607</b>	<b>\$1,690,859</b>
Total projects	—	—	—	50
<b>Security/Rangers</b>	<b>\$751,649</b>	<b>\$667,968</b>	<b>\$760,222</b>	<b>\$912,911</b>
Total park patrols	—	25,452	14,000	25,000

## A. Budget Initiatives

### 1. Increase Maintenance at Elementary & Middle School Fields

Expenditure	\$366,287
Revenue	\$212,664
General Fund Impact	\$153,623
FTE Positions	5.60

- a. **Description** - Parks & Recreation currently maintains sports fields at all elementary and middle schools. In FY 14, \$513,087 was added to Parks & Recreation budget to upgrade all middle school fields (16 schools) to the level currently in place for most park game fields. In FY 15, \$366,287 in expenditure and \$212,664 in revenue from increased fees is added to the budget to upgrade all elementary school fields (59 sites) to the level currently in place for all park practice fields. The general fund support for this initiative totals \$768,115, FY 15 through FY 19.
- b. **Service Level Impacts** - This brings the total number of elementary and middle school upgraded sports fields maintained by Parks & Recreation to 160 (75 school sites totaling 253.6 acres). By maintaining all the sports fields at elementary and middle schools, Parks & Recreation can provide a unified level of service to the existing sports leagues.

### 2. Increase for Vehicles and Equipment Replacement

Expenditure	\$497,638
Revenue	\$469,138
General Fund Impact	\$28,500
FTE Positions	0.00

- a. **Description** - Parks & Recreation is phasing out vehicle and equipment leasing and is implementing a cash to capital replacement plan. This increase includes a one-time \$469,138 transfer from the capital reserve to fund the new cash to capital replacement program for Parks & Recreation. Over the next three fiscal years, as lease agreements expire on existing vehicles, Parks & Recreation will transition lease payment funds to the capital replacement plan. This initiative also includes a permanent increase of \$28,500 for the purchase of additional vehicles and equipment needed to maintain existing service levels. The general fund support for this initiative totals \$142,500, FY 15 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

### 3. Add Fuel, Utility and Chemical Increases

Expenditure	\$151,107
Revenue	\$10,000
General Fund Impact	\$141,107
FTE Positions	0.00

- a. **Description** - This addition funds fuel and utility increases (electric and water) at park facilities. Funding is also provided to cover cost increases for chemicals used at recreation centers and community pools, and turf management at park facilities. This initiative includes a \$10,000 revenue increase from user fees for the operation of field lights. The general fund support for this initiative totals \$705,535, FY 15 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

## 4. Operating Increase for Fuller Heights Park

Expenditure	\$237,945
Revenue	\$0
General Fund Impact	\$237,945
FTE Positions	3.12

- a. **Description** - Fuller Heights is expected to open in 2015. This initiative increases operational funding and adds 3.12 FTEs for grounds maintenance. Detailed information about this park can be found in the [Capital Improvement Program \(CIP\) section](#) of this document. The general fund support for this initiative totals \$1,189,725, FY 15 through FY 19.
- b. **Service Level Impacts** - Phase I of Fuller Heights Park will add three lighted Little League fields.

## 5. Operating Increase for Trail Maintenance

Expenditure	\$158,887
Revenue	\$0
General Fund Impact	\$158,887
FTE Positions	2.27

- a. **Description** - New trail segments have been added to the Neabsco Trail, Potomac Heritage National Scenic Trail, Broad Run Trail and Lake Ridge Trail. This funding provides ongoing maintenance of the trails and adds 2.27 FTEs for operational support. More information about these trails can be found in the CIP section of this document. The general fund support for this initiative totals \$794,435, FY 15 through FY 19.
- b. **Service Level Impacts** - Existing service levels are maintained.

## 6. Operating Increase for Rollins Ford Park

Expenditure	\$103,250
Revenue	\$0
General Fund Impact	\$103,250
FTE Positions	0.00

- a. **Description** - Rollins Ford Park is expected to open in 2016. This initiative is a one-time increase to fund supplies and equipment for grounds maintenance at Rollins Ford Park in FY 15. Detailed information about this park can be found in the CIP section of this document.
- b. **Service Level Impacts** - Existing service levels are maintained.



# PARKS & RECREATION

## Recreation

Develops and provides quality indoor/outdoor recreation programs for the general public.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Sports fields, pools and recreation centers meet residents' needs (community survey)	88%	88%	↔	88%	88%
Residents interacting with county parks & recreation centers (community survey)	60%	60%	↔	60%	60%
Fishing, boating and green space meet residents' needs (community survey)	88%	88%	↔	88%	88%

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>District Parks and Centers</b>	<b>\$7,480,440</b>	<b>\$7,406,712</b>	<b>\$7,995,822</b>	<b>\$8,089,763</b>
Park, center and program visits	1,796,000	1,574,000	1,100,000	1,500,000
<b>Golf</b>	<b>\$5,165,433</b>	<b>\$5,189,946</b>	<b>\$3,633,532</b>	<b>\$3,454,465</b>
Rounds of golf (18-hole equivalent)	85,231	91,000	70,000	92,000
<b>Water Parks</b>	<b>\$1,819,581</b>	<b>\$1,796,460</b>	<b>\$1,917,400</b>	<b>\$2,070,415</b>
Water park admissions	191,510	142,855	180,000	180,000
<b>Community Sports</b>	<b>\$487,847</b>	<b>\$532,253</b>	<b>\$588,065</b>	<b>\$810,647</b>
Sports youth participant visits	1,334,000	1,325,055	1,300,000	1,542,664
Sports adult participant visits	181,722	216,414	182,000	216,000
Sports tournament participants	32,940	33,975	33,000	33,000

### A. Budget Reductions

#### 1. Decrease Operating Revenue and Expenditure for Golf Course Management

Expenditure	(\$118,963)
Revenue	(\$107,355)
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - Parks & Recreation utilizes contractual services to oversee all aspects of golf operations including course and property maintenance, marketing, public relations, staffing, training, merchandising, clubhouse, food and beverage, financial management, golf instruction and special events. As part of the annual operational review, operating revenues and expense are being decreased in FY 15 for management of Parks & Recreation's golf sites.

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

## 2. Decrease Transfer for Compensation Adjustments

Expenditure	\$0
Revenue	(\$212,245)
General Fund Impact	(\$212,245)
FTE Positions	0.00

- a. **Description** - As a result of Parks & Recreation’s transition into the County government, funding for compensation adjustments was provided as revenue from the general fund to the enterprise fund. Parks & Recreation’s enterprise budget can support ongoing compensation adjustments; therefore, this funding is eliminated in all years of the five year plan.
- b. **Service Level Impacts** - Existing service levels are maintained.

## B. Budget Initiatives

### 1. Add Fee Supported Positions at Silver Lake Park

Expenditure	\$87,086
Revenue	\$90,275
General Fund Impact	\$0
FTE Positions	2.50

- a. **Description** - In order to increase programs offered to citizens in the western end of the County, Parks & Recreation will offer additional camp programs at Silver Lake Park. These programs are revenue supported and will require an additional 2.5 FTEs.
- b. **Service Level Impacts** - Parks & Recreation will be able to serve 48 additional campers at the Silver Lake camps.

## Administration & Communications

Provides leadership, coordination, oversight and marketing of all Parks & Recreation programs. Also provides financial and administrative support for Parks & Recreation.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Sports fields, pools and recreation centers meet residents’ needs (community survey)	88%	88%	↔	88%	88%
Residents interacting with county parks & recreation centers (community survey)	60%	60%	↔	60%	60%
Fishing, boating and green space meet residents’ needs (community survey)	88%	88%	↔	88%	88%

↑ Trending Upward
↔ Stable
↓ Trending Downward

# PARKS & RECREATION

## Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Executive Management/Administration</b>	<b>\$3,311,208</b>	<b>\$3,151,964</b>	<b>\$3,595,148</b>	<b>\$3,732,888</b>
Part-time employment hours as a percent of total employment hours	62%	63%	65%	65%
Accident rate per 100,000 miles driven	2.03	0.72	2.00	1.00
<b>Marketing</b>	<b>\$721,724</b>	<b>\$753,785</b>	<b>\$823,637</b>	<b>\$778,068</b>
Customer surveys	5	5	13	13
Annual website visitors	—	912,000	600,000	600,000
Advertising media distribution	638,700	516,000	730,000	730,000
<b>Multi-Jurisdictional Agreements and Contributions</b>	<b>\$799,277</b>	<b>\$889,550</b>	<b>\$1,329,955</b>	<b>\$1,354,194</b>
Special Olympics events	—	25	25	25
ARC participants	1,040	1,050	1,080	1,080
Prince William Soccer participants	—	6,800	6,800	6,800
Freedom Center contribution	<b>\$797,201</b>	<b>\$797,201</b>	<b>\$899,882</b>	<b>\$899,882</b>
Dumfries/Manassas/Dale City Boys & Girls Club children served	8,100	3,236	8,200	3,450
Dumfries/Manassas/Dale City Boys & Girls Club volunteers	—	—	300	300

### A. Budget Shifts

#### 1. Shift 3.88 FTEs from Parks & Recreation to Community Development Application Support

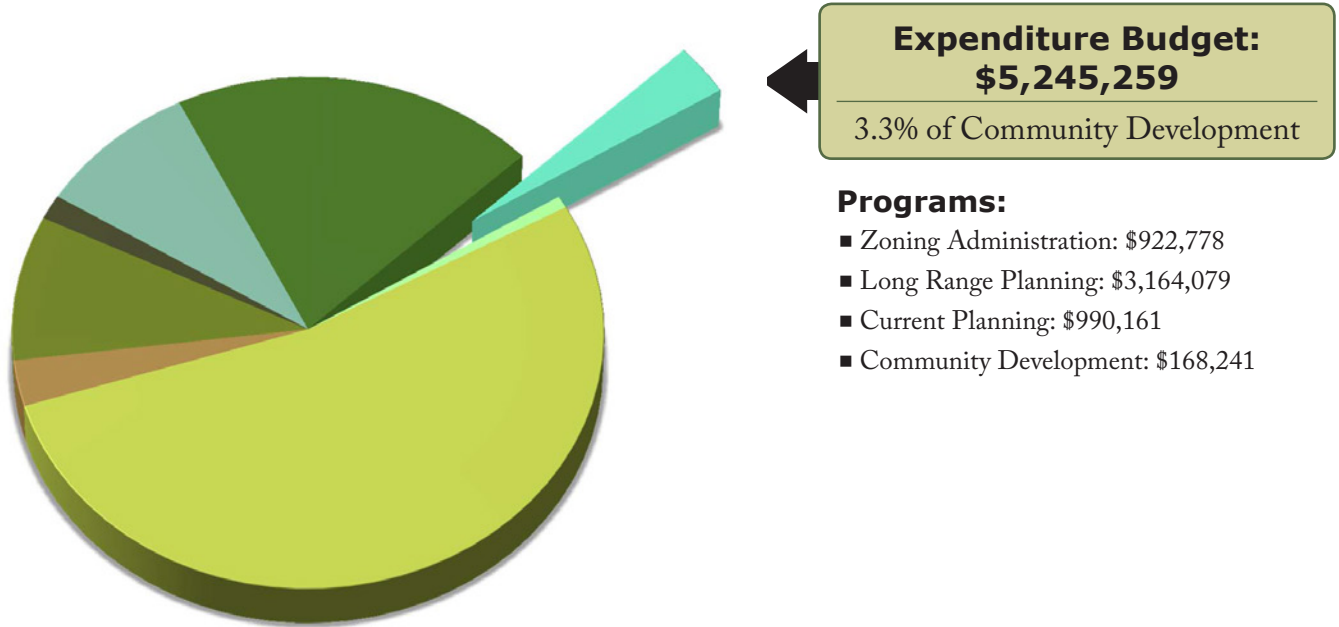
Budget Shift	(\$640,768)
Agency Impact	(\$640,768)
FTE Positions	(3.88)

**a. Description** - As part of the merger of Parks & Recreation into the County organization, 3.88 Parks & Recreation FTEs responsible for the management of technology within Parks & Recreation have been shifted into DoIT. No change in staff responsibilities is anticipated; this shift is aligned with the DoIT policy of retaining supervision over technology staff embedded in other agencies. The revenue to support this shift is in Parks & Recreation 4000 series.

**b. Service Level Impacts** - Existing service levels will be 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.



**Community Development Expenditure Budget**  
**\$161,724,975**

## 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](#))

# PLANNING

## Expenditure and Revenue Summary

<b>Expenditure by Program</b>	<b>FY 12 Actual</b>	<b>FY 13 Actual</b>	<b>FY 14 Adopted</b>	<b>FY 15 Adopted</b>	<b>% Change Adopt 14/ Adopted 15</b>
1 Zoning Administration	\$743,428	\$847,128	\$871,807	\$922,778	5.85%
2 Long Range Planning	\$920,874	\$923,345	\$2,725,728	\$3,164,079	16.08%
3 Office Management	\$455,602	\$1,252,799	\$1,205,363	\$0	-100.00%
4 Current Planning	\$549,758	\$525,113	\$600,656	\$990,161	64.85%
5 Community Development	\$0	\$49,334	\$115,266	\$168,241	45.96%
<b>Total Expenditures</b>	<b>\$2,669,662</b>	<b>\$3,597,719</b>	<b>\$5,518,820</b>	<b>\$5,245,259</b>	<b>-4.96%</b>

### Expenditure by Classification

1 Personal Services	\$2,030,540	\$2,053,668	\$2,258,702	\$2,097,711	-7.13%
2 Fringe Benefits	\$653,723	\$716,858	\$784,151	\$675,560	-13.85%
3 Contractual Services	\$46,716	\$21,025	\$46,782	\$47,182	0.86%
4 Internal Services	\$117,775	\$135,171	\$1,817,092	\$1,749,233	-3.73%
5 Other Services	(\$216,978)	\$534,405	\$520,252	\$544,939	4.75%
6 Capital Outlay	\$21,482	\$49,334	\$0	\$0	—
7 Leases & Rentals	\$16,404	\$14,845	\$19,428	\$19,116	-1.61%
8 Transfers Out	\$0	\$72,413	\$72,413	\$111,518	54.00%
<b>Total Expenditures</b>	<b>\$2,669,662</b>	<b>\$3,597,719</b>	<b>\$5,518,820</b>	<b>\$5,245,259</b>	<b>-4.96%</b>

### Funding Sources

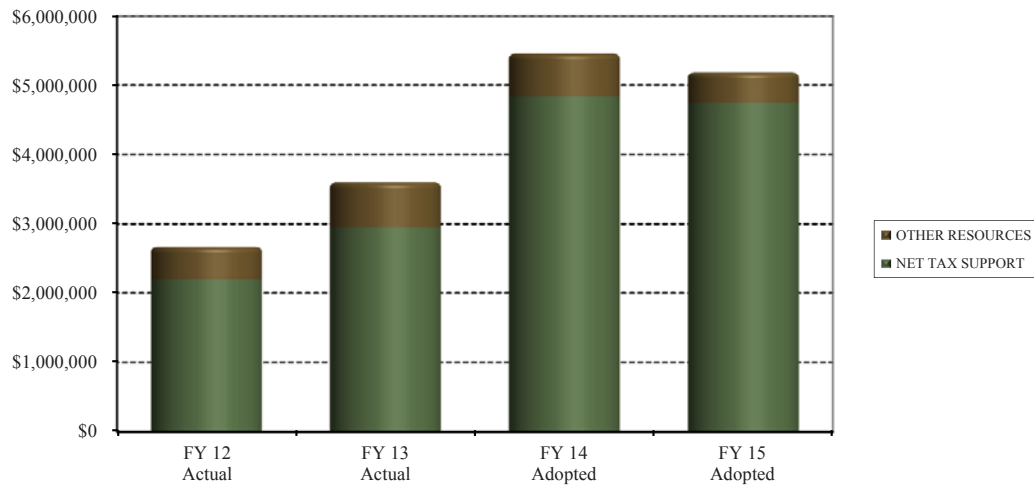
1 Permits, Privilege Fees & Regulatory Licenses	\$509,025	\$583,859	\$579,985	\$407,664	-29.71%
2 Fines and Forfeitures	\$0	\$35	\$0	\$0	—
3 Charges for Services	\$25,214	\$29,042	\$36,347	\$36,347	0.00%
4 Miscellaneous Revenue	\$6,910	\$250	\$150	\$150	0.00%
5 Revenue from Commonwealth	\$1,579	\$0	\$0	\$0	—
6 Revenue from Federal Government	(\$37,552)	\$0	\$0	\$0	—
7 Non-Revenue Receipts	\$0	\$220	\$0	\$0	—
<b>Total Designated Funding Sources</b>	<b>\$505,176</b>	<b>\$613,406</b>	<b>\$616,482</b>	<b>\$444,161</b>	<b>-27.95%</b>
<b>Net General Tax Support [includes general fund transfer to land development and GIS System application hosting]</b>	<b>\$2,203,572</b>	<b>\$2,951,860</b>	<b>\$4,838,557</b>	<b>\$4,740,843</b>	<b>-2.02%</b>
<b>Net General Tax Support</b>	<b>82.54%</b>	<b>82.05%</b>	<b>87.67%</b>	<b>90.38%</b>	

### Special Revenue Fund - Land Development

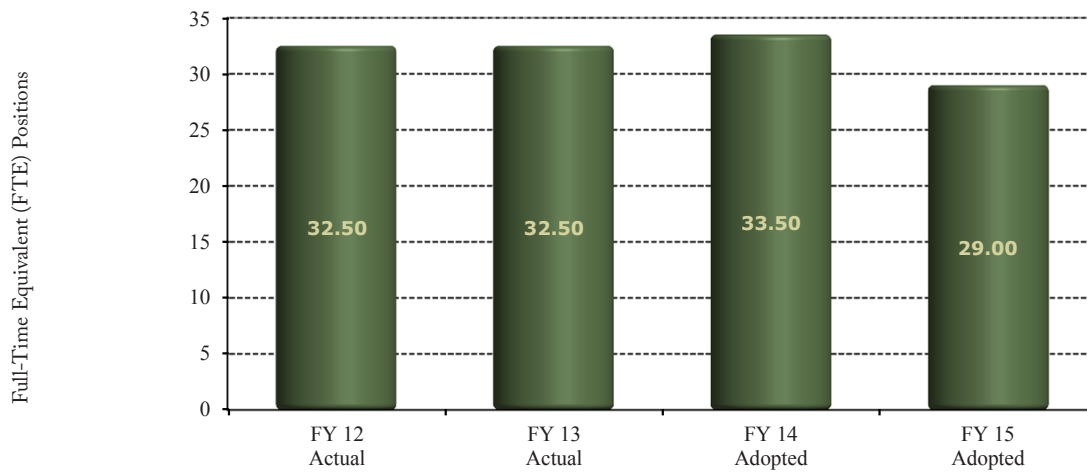
<b>Contribution To/(From) Reserves &amp; Retained Earnings</b>	<b>\$244,386</b>	<b>\$242,548</b>	<b>\$136,219</b>	<b>(\$60,255)</b>	<b>-144.23%</b>
--	------------------	------------------	------------------	-------------------	-----------------

# PLANNING

## Expenditure History



## Staffing History



## Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Zoning Administration	8.04	7.39	8.59	7.50
2 Long Range Planning	10.25	9.90	9.80	10.20
3 Office Management	8.61	9.61	8.61	0.00
4 Current Planning	5.60	5.60	5.50	9.80
5 Community Development	0.00	0.00	1.00	1.50
<b>Full-Time Equivalent (FTE) Total</b>	<b>32.50</b>	<b>32.50</b>	<b>33.50</b>	<b>29.00</b>

## Future Outlook

**Land Use Tool** - There is a tremendous amount of growth and development opportunity in the County, particularly in strategic development areas and targeted redevelopment corridors. Many of the land use tools currently available to the County do not adequately implement Comprehensive Plan goals. This is especially so with regards to mixed use development, infill development, redevelopment and rural preservation. Prince William 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** - Ensuring public participation in the land use planning process provides a venue to engage our community, to identify and to evaluate alternative viewpoints/scenarios and to identify and to mitigate potential impacts. Because the issues we face have become more complex, the public's expectation regarding both the ways in which we engage the community and the timeliness of public input opportunities has changed. The Planning Office utilizes a variety of mechanisms to inform citizens about land use planning issues. In addition, it provides staff support to several appointed Boards, Committees and Commissions. Recently, the Planning Office has begun to be more active in soliciting input from a broad base of stakeholders. Projects such as the Stone Haven Comprehensive Plan Amendment, the Potomac Communities Design Guidelines and the Rural Preservation Study employed a variety of citizen engagement strategies. These public input opportunities have been successful and generated positive outcomes. However, they are extremely resource intensive and require a significant amount of staff time. 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 Area 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. Upon implementation of the Potomac Communities Initiative, the Community Development Program will work with the Department of Economic Development to prepare similar marketing materials for other targeted redevelopment opportunity areas (e.g. Sudley Road, Dale City and Yorkshire). PWC must closely monitor program activity and performance to ensure that adequate capacity exists to respond to market opportunities.

**Organizational Development** - Although the Planning Office is currently operating at core staffing levels, several major planning initiatives have either been initiated recently or are on the horizon. In addition to significant amendments to the County's Comprehensive Plan and being more responsive to citizen concerns and changes in the market as we evaluate and amend our land development ordinances, the Planning Office also anticipates an increase in development activity. Further, the County looks to expand citizen engagement opportunities, to continue evaluation and improvement of planning processes and to note increasingly complex issues that require solutions across divisions (i.e. Long Range, Current, Zoning, Community Development) and across agencies. The Planning Office must consider and employ organizational changes to ensure that the needs of the community are met and that the Planning Office can maintain service levels. Work program activity will need to be carefully monitored to ensure that goals are accomplished with existing resources and to address staffing and resource issues as they are encountered.



## General Overview

- A. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15, the Planning Office's technology bill decreased by \$72,178 to \$1,738,458.
- B. Permit Counter Consolidation** - On June 18, 2013, the Board of County Supervisors (BOCS) approved consolidation of the development permit counter by transferring six positions (5.50 FTE) from the Planning Office to the Department of Development Services (DDS) ([BOCS Resolution 13-410](#)). In addition, \$306,060 in revenue and \$4,976 in expenditure budget authority transferred from Planning Office to DDS. This transfer of positions, revenue and expenditure budget is reflected in the FY 15 budget.
- C. Internal Shifts to Reorganize Office Management** - This reorganization has a \$0 net impact to the Planning Office and reallocates staff and operating costs within the department. Revenue totaling \$200,000 in proffer interest and \$287,188 general fund support shifts to the special revenue fund as a result of the reallocation of staff and resources.
- D. 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. This is the first year that the Planning Office development activities will pay indirect costs to the general fund; the indirect cost allocation expense for the Planning Office is \$39,105 in FY 15.
- E. Compensation Increase** - Compensation adjustments totaling \$48,595 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II employees.

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



## Program Summary

### Zoning Administration

Prepare, administer and interpret the County's Zoning Ordinance. Process appeals and variances to the Board of Zoning Appeals. Assist with preparing zoning text amendments and responds to zoning and proffer verification requests. Collect and manage monetary proffers and track implementation of non-monetary proffers and conditions.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
By enforcing zoning standards, the County has helped preserve the appearance and condition of our neighborhoods (community survey)	84%	84%	↔	84%	85%
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	↔	85%	85%
The County effectively manages land use and development (community survey)	77%	77%	↔	77%	77%

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Zoning Administration</b>	<b>\$743,429</b>	<b>\$847,128</b>	<b>\$871,807</b>	<b>\$922,778</b>
Zoning verifications/interpretations/certifications completed within 30 days	96%	95%	98%	98%
Zoning verifications/interpretations/certifications issued	135	182	140	185
Zoning text amendments initiated	10	10	5	10
Zoning text amendments completed	10	10	5	10

## Long Range Planning

Prepare, administer, interpret and implement the Comprehensive Plan. Provide case management services for comprehensive plan amendment requests to the BOCS and process administrative and formal public facility reviews. Provide project management and technical support for planning studies, zoning text amendments, special projects related to economic/community development and transportation and other planning projects identified by the BOCS.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
The County effectively manages land use and development (community survey)	77%	77%	↔	77%	77%
Neighborhoods have or are planning adequate community facilities (community survey)	76%	76%	↔	76%	76%
County does a good job protecting our natural environment (community survey)	86%	86%	↔	86%	86%
County does a good job of preserving open space (community survey)	78%	78%	↔	78%	78%

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Comprehensive Plan Maintenance and Update</b>	<b>\$920,874</b>	<b>\$923,345</b>	<b>\$2,725,728</b>	<b>\$3,164,079</b>
Comprehensive Plan Amendments initiated	—	—	—	5
Public facility review determinations requested	—	—	—	5
Case closeout updates to GIS system completed within 14 days	—	—	—	80%

### A. Budget Initiatives

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

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

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

# PLANNING

## 2. Increase GIS Applications Support

Expenditure	\$4,023
Revenue	\$0
General Fund Impact	\$4,023
FTE Positions	0.00

**a. Description** - This initiative shifts the maintenance support of the GIS activity from the Technology Improvement Plan (TIP) Holding Account to the Planning Office, the GIS host agency. The budget is located in the Planning Office's 4000 series, providing revenue to the Information Technology internal service fund. The general fund support for GIS maintenance totals \$20,115, FY 15 through FY 19.

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

## Current Planning

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	↔	85%	85%
The County effectively manages land use and development (community survey)	77%	77%	↔	77%	77%
County does a good job protecting our natural environment (community survey)	86%	86%	↔	86%	86%
County does a good job of preserving open space (community survey)	78%	78%	↔	78%	78%

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Current Planning</b>	<b>\$549,758</b>	<b>\$525,113</b>	<b>\$600,656</b>	<b>\$990,161</b>
Development review cases (rezonings & SUP)	45	44	55	60
Development review cases meeting 10 day quality control review goal	—	—	—	80%
Development review cases meeting 42 day first review comments goal	—	—	—	80%
Records Center requests fulfilled	2,542	2,406	2,600	2,500
Records Center requests fulfilled within 24 hours	99%	99%	99%	99%

## A. Budget Initiatives

### 1. Adjust Development Fee Schedule and Revenue Budget

Expenditure	\$0
Revenue	\$62,874
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 FY 2015 Budget includes a 3% across-the-board fee increase and other minor increases to specific fees on the Land Development fee schedule to accommodate an increase in construction related activity. Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation.

▪ **Planning Revenue Budget Increase**

The net impact of budget adjustments between the FY 2014 Budget and the FY 2015 Budget is an increase of \$62,874. This revenue increase includes provisions for the following: 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. The following table details how the revenue increase is allocated between the four agencies:

Land Schedule Increase	
Department	Amount
Development Services	(\$95,653)
Transportation	\$107,487
Planning	\$62,874
Public Works	\$272,335
<b>Total Development Fee Revenue</b>	<b>\$347,043</b>

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

### 2. Future Growth Capacity Positions

Expenditure	\$49,583
Revenue	\$0
General Fund Impact	\$0
FTE Positions	1.00

# PLANNING

- a. **Description** - In FY 13, the BOCS authorized the County Executive to fill future growth capacity positions as necessary to meet workload demands when development fee revenues are sufficient to support the full cost of the positions. On August 6, 2013, [BOCS Resolution 13-487](#) approved the creation of four future growth capacity positions supported by development fees. Of the four approved future growth capacity positions, one FTE was approved by the County Executive for the Planning Office in FY 14 and this action will permanently add the position to the budget in FY 15.
- b. **Service Level Impacts** - Existing service levels will be maintained.

## Community Development

Implement activities and projects across the County that enhance capital investment and job creation. Work with the private sector to identify, promote and implement redevelopment and revitalization strategies of vacant/underused properties, reuse of existing structures and quality mix used developments in strategic locations.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
The visual appearance of new developments in my community reflects well on our area (community survey)	85%	85%	↔	85%	85%
The County effectively manages land use and development (community survey)	77%	77%	↔	—	77%
Capital investment in targeted redevelopment areas	—	\$0.0m		—	\$2.0m

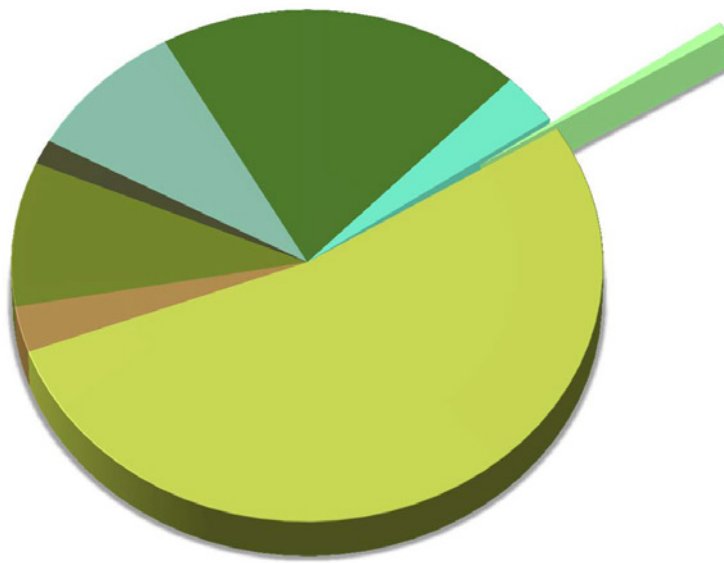
↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Community Development</b>	<b>\$0</b>	<b>\$49,334</b>	<b>\$115,266</b>	<b>\$168,241</b>
Private industry contact inquiries/assists	—	—	—	30
Land use policy and zoning text amendments prepared	—	—	2	3
Marketing programs initiated	—	—	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.



**Expenditure Budget:**  
**\$1,211,777**  
 0.8% of Community Development

- Program:**
- Transfer to PWC/Manassas CVB: \$1,211,777

**Community Development Expenditure Budget**  
**\$161,724,975**

### Mandates

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

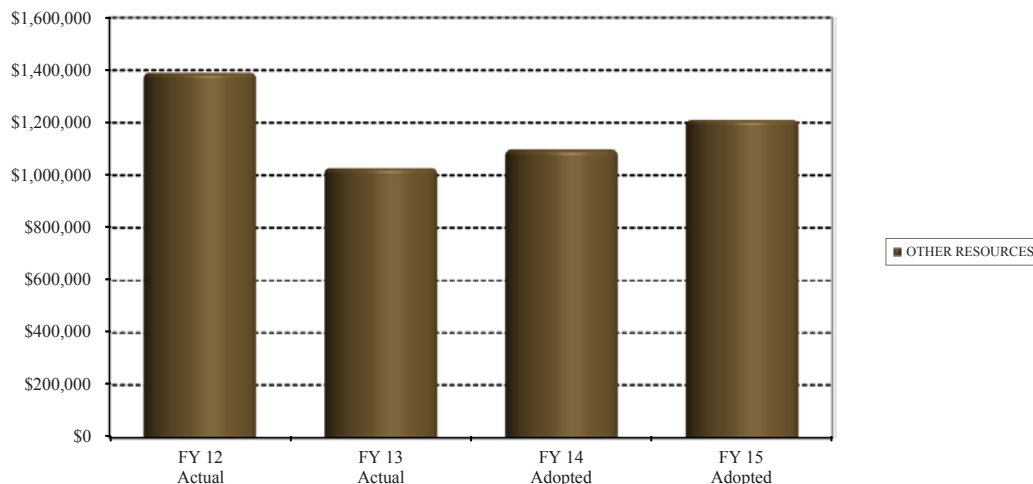
**Expenditure and Revenue Summary**

<b>Expenditure by Program</b>	<b>FY 12 Actual</b>	<b>FY 13 Actual</b>	<b>FY 14 Adopted</b>	<b>FY 15 Adopted</b>	<b>% Change Adopt 14/ Adopted 15</b>
1 Transfer to PWC/Manassas CVB	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%
<b>Total Expenditures</b>	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%

**Funding Sources**

1 Designated Transient Occupancy Tax	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%
<b>Total Designated Funding Sources</b>	\$1,390,308	\$1,028,812	\$1,098,812	\$1,211,777	10.28%
<b>Net General Tax Support</b>	\$0	\$0	\$0	\$0	—
<b>Net General Tax Support</b>	0.00%	0.00%	0.00%	0.00%	

**Expenditure History**



## General Overview

**A. PWC/Manassas Convention & Visitors Bureau (CVB Operating Transfer)** - An independent non-profit organization, the CVB was incorporated by the Board of County Supervisors (BOCS) in 2001 to promote and market Prince William County and the Manassas area as a tourism destination. The CVB is funded with transient occupancy tax (TOT) revenue which is derived from a levy on hotels, motels, boarding houses, travel campgrounds and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days.

Revenues are reinvested in tourism to attract and serve more visitors. The annual operating transfer to the CVB is based on available TOT revenue and the annual marketing plan approved by the BOCS. The CVB also receives revenue from the City of Manassas.

For additional information on TOT revenue and the FY 15 TOT funding allocation, refer to the Non-Departmental/Unclassified Administration, Other Budget Adjustments section of the budget document.

## Program Summary

### PWC/Manassas Convention & Visitors Bureau

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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Annual increase in Transient Occupancy Tax revenue collected	4.7%	7.6%	↑	4.5%	1.5%
Hotel occupancy rate	62.1%	62.8%	↑	62.5%	61.5%
Average Daily Room (ADR) rate	\$83.50	\$84.59	↑	\$84.75	\$83.51
Revenue per room (REVPAR)	\$52.13	\$53.31	↑	\$51.34	\$51.34

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>PWC/Manassas Convention &amp; Visitors Bureau</b>	<b>\$1,390,308</b>	<b>\$1,028,812</b>	<b>\$1,098,812</b>	<b>\$1,211,777</b>
Inquiries	93,036	88,158	92,000	72,000
Tourist Information Center Visitors	28,631	23,924	29,775	22,721
Visitation at attractions and historic sites	3.1m	2.9m	3.2m	3.0m
Unique website visitors	—	—	—	140,094



**A. Budget Initiatives**

**1. Increase Transfer to the CVB**

Expenditure	\$112,965
Revenue	\$112,965
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - Utilizing increased revenue from the Transient Occupancy Tax, the increased transfer from the general fund will support a 3% operating increase (\$32,965), one-time funds for marketing research (\$33,000) and one-time funds for a sports initiative (\$47,000). The one-time allocation of \$33,000 for research will improve the CVB’s ability to assist tourism-related business investors interested in developing or expanding in the County and increase tourism-related grant opportunities. The research will also provide improved target market analysis to increase group business and ensure advertising/marketing effectiveness. The one-time allocation of \$47,000 for sports initiatives will enable the CVB to attract, bid upon and host new sports-related tournaments in the County, many of which require tournament host investments. The goal is to attract and secure a minimum of two new multi-day tournaments.

**b. Service Level Impacts** - The service level impacts are as follows:

- **Marketing Research** - With the research occurring in FY 15, the CVB anticipates that FY 16 will yield a minimum 25% increase in grant funding and 10% increase in CVB booked group business over FY 15.
- **Sports Tourism Initiatives** - Although the anticipated initial investment in attracting and securing these tournaments will occur in FY 15, the tournaments themselves may actually occur beyond the FY 15 fiscal year.

## 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.



**Expenditure Budget:**  
**\$85,968,167**

53.2% of Community Development

### Programs:

- Director's Office: \$724,814
- Historic Preservation: \$1,702,021
- Stormwater Infrastructure Management: \$3,237,988
- Site Development: \$3,154,625
- Watershed Improvement: \$4,252,537
- Fleet Management: \$11,713,326
- Facilities Construction Management: \$113,666
- Sign Shop: \$197,266
- Small Project Construction: \$1,952,950
- Mosquito & Forest Pest Management: \$1,762,906
- Solid Waste: \$31,673,366
- Buildings & Grounds: \$10,502,578
- Property Management: \$10,929,483
- Neighborhood Services: \$3,698,087
- Service Districts (Bull Run & Lake Jackson): \$352,554

**Community Development Expenditure Budget**  
**\$161,724,975**

## 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, [33.1-69.01](#), Wetland Board, [28.2-1303](#), Chesapeake Bay Preservation Area Review Board, [Title 9](#), Virginia Administrative Code, [62.1-44.15:24 et seq](#)

**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	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
1 Director's Office	\$1,207,752	\$1,433,949	\$791,938	\$724,814	-8.48%
2 Historic Preservation	\$1,243,929	\$1,437,429	\$1,340,309	\$1,702,021	26.99%
3 Stormwater Infrastructure Management	\$7,759,986	\$8,211,118	\$9,420,604	\$3,237,988	-65.63%
4 Site Development	\$0	\$0	\$0	\$3,154,625	—
5 Watershed Improvement	\$0	\$0	\$0	\$4,252,537	—
6 Fleet Management	\$10,151,126	\$10,136,244	\$11,505,165	\$11,713,326	1.81%
7 Facilities Construction Management	\$13,447	\$58,470	\$150,000	\$113,666	-24.22%
8 Sign Shop	\$515,689	\$244,810	\$180,041	\$197,266	9.57%
9 Small Project Construction	\$2,935,672	\$3,015,250	\$1,927,860	\$1,952,950	1.30%
10 Mosquito & Forest Pest Management	\$1,612,901	\$1,396,279	\$1,746,512	\$1,762,906	0.94%
11 Solid Waste	\$18,350,988	\$17,962,340	\$33,174,179	\$31,673,366	-4.52%
12 Buildings & Grounds	\$0	\$9,634,426	\$10,173,734	\$10,502,578	3.23%
13 Property Management	\$21,606,516	\$11,233,841	\$10,578,164	\$10,929,483	3.32%
14 Neighborhood Services	\$3,254,911	\$3,312,783	\$3,645,423	\$3,698,087	1.44%
15 Service Districts (Bull Run & Lake Jackson)	\$367,305	\$358,840	\$385,030	\$352,554	-8.43%
<b>Total Expenditures</b>	<b>\$69,020,222</b>	<b>\$68,435,778</b>	<b>\$85,018,958</b>	<b>\$85,968,167</b>	<b>1.12%</b>

### Expenditure by Classification

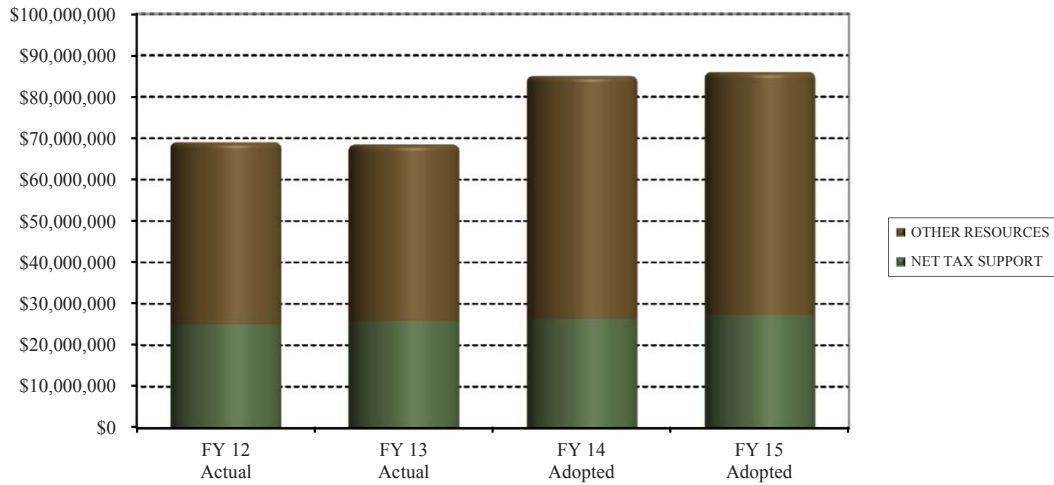
1 Personal Services	\$16,975,549	\$18,065,424	\$18,883,819	\$19,661,469	4.12%
2 Fringe Benefits	\$5,735,161	\$6,516,792	\$6,934,991	\$6,931,767	-0.05%
3 Contractual Services	\$11,809,831	\$9,218,162	\$10,790,813	\$11,766,713	9.04%
4 Internal Services	\$3,107,287	\$3,081,607	\$2,785,036	\$2,784,833	-0.01%
5 Other Services	\$12,140,134	\$13,478,666	\$14,507,924	\$15,168,002	4.55%
6 Debt Maintenance	\$317,484	\$297,314	\$2,180,594	\$2,180,594	0.00%
7 Depreciation	\$4,667,505	\$3,342,356	\$1,007,569	\$1,007,569	0.00%
8 Amortization	\$1,503,278	\$1,748,550	\$5,480,699	\$1,755,699	-67.97%
9 Capital Outlay	\$2,966,655	\$2,314,194	\$14,536,811	\$16,225,425	11.62%
10 Leases & Rentals	\$5,678,701	\$6,293,748	\$6,140,040	\$6,648,573	8.28%
11 Reserves & Contingencies	\$0	(\$646,633)	(\$2,222,049)	(\$2,240,292)	0.82%
12 Transfers	\$4,118,637	\$4,725,599	\$3,992,711	\$4,077,815	2.13%
<b>Total Expenditures</b>	<b>\$69,020,222</b>	<b>\$68,435,778</b>	<b>\$85,018,958</b>	<b>\$85,968,167</b>	<b>1.12%</b>

### Funding Sources

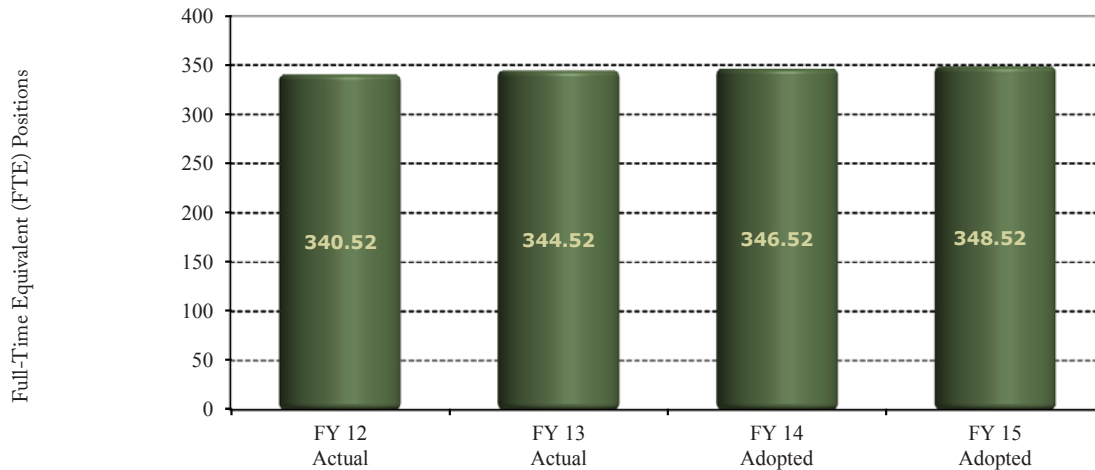
1 General Property Taxes	\$1,443,414	\$1,474,561	\$1,515,330	\$1,634,430	7.86%
2 Permits, Privilege Fees & Regulatory License	\$1,718,728	\$2,112,441	\$2,189,202	\$2,279,845	4.14%
3 Fines & Forfeitures	\$3,040	\$6,000	\$0	\$0	—
4 Revenue From Use of Money & Property	\$1,324,200	\$584,946	\$1,640,316	\$1,618,236	-1.35%
5 Charges for Services	\$33,286,272	\$35,773,031	\$35,661,897	\$36,387,249	2.03%
6 Miscellaneous Revenue	\$202,058	\$87,116	\$220,930	\$140,000	-36.63%
7 Revenue From Other Localities	\$135	\$0	\$0	\$0	—
8 Revenue From Commonwealth	\$463,954	\$482,738	\$552,728	\$552,728	0.00%
9 Revenue From Federal Government	\$2,236,275	\$34,126	\$330,000	\$330,000	0.00%
10 Non-Revenue Receipts	\$361,587	\$331,502	\$239,700	\$239,700	0.00%
11 Transfers	\$2,261,692	\$5,178,335	\$9,190,192	\$2,277,056	-75.22%
12 Non-General Fund Adjustments	\$684,050	(\$3,560,974)	\$7,265,495	\$13,170,699	81.28%
<b>Total Designated Funding Sources</b>	<b>\$43,985,404</b>	<b>\$42,503,821</b>	<b>\$58,805,790</b>	<b>\$58,629,943</b>	<b>-0.30%</b>
<b>Net General Tax Support</b>	<b>\$25,034,817</b>	<b>\$25,931,957</b>	<b>\$26,213,168</b>	<b>\$27,338,224</b>	<b>4.29%</b>
<b>Net General Tax Support</b>	<b>36.27%</b>	<b>37.89%</b>	<b>30.83%</b>	<b>31.80%</b>	

# PUBLIC WORKS

## Expenditure History



## Staffing History



## Staffing by Program

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

## Future Outlook

**Facility Space** - In order to address the impacts of the recession, the County reduced the amount of leased space by 18% from FY 07 to FY 11. The County was able to do this by vacating leases and squeezing agencies into County buildings and lease space that could not be vacated. This strategy saved \$199,000 per year in lease costs. In FY 13, the total amount of commercial square feet leased by Public Works was 323,094 as compared to 366,672 in FY 07.

Currently, there is no longer capacity in County-owned buildings to reduce leased space. Rather, there are needs for additional space for County programs. The Ferlazzo and Sudley North facilities, which house the majority of the County's human services operations, and the Judicial Center are at capacity and cannot accommodate the additional growth of the resident agencies.

In FY 14 Public Works began a countywide space study to update the Facilities Master Plan and to determine the future growth needs of County departments. Furthermore, in FY 13 Public Works instituted a new Space Project Committee that reviews all significant office changes that occur within a fiscal year. This process ensures that all changes to office spaces are done thoughtfully and in line with existing space standards and future County needs. Any future growth in the agencies occupying the Ferlazzo, Sudley North and Judicial Center complexes will need to be housed in additional leased space or new County facilities.

**Chesapeake Bay Regulations** - The clean-up of the Chesapeake Bay is a multistate endeavor as mandated by the Federal order for a Chesapeake Bay Total Maximum Daily Load (TMDL). This TMDL covers all the streams and rivers that flow into the Potomac, including all of Prince William County. This means that the County must reduce, by a specific number, the amount of nitrogen, phosphorus, sediment and other potentially toxic substances flowing into the Bay from the County from non-point sources of pollution. These reduction amounts are detailed in the County's Municipal Separate Storm Sewer System (MS4) permit, new Virginia Stormwater Management Program (VSMP) requirements, Erosion and Sediment Control Program, and United States Environmental Protection Agency (EPA) Consent Order.

In the field, this translates into limits on sediment run-off from construction sites, inspections of potential pollutant "hot spots" to prevent unauthorized discharges of toxics to County storm drains, stream restorations to prevent eroding stream banks, urban nutrient management on County-owned lands to prevent excess nitrogen and phosphorus, and regular inspections and follow-up of older stormwater management facilities to ensure they are still functioning as designed.

New responsibilities include tracking, reporting and managing field data from monitoring and inspecting waterways, run-off and sites. Staff also needs to identify and monitor potential pollution problem spots and follow-up to ensure identified issues are resolved. Follow-up may include working with a variety of state and federal agencies to ensure our community complies with the new requirements as well as the County Attorney to impose penalties, fines and actions if needed to resolve the issues. Watershed is in the process of hiring two new site inspectors and one plan reviewer to address these new requirements, which begin July 1, 2014. In 2015, staff will report to the Board of County Supervisors (BOCS) if the staff level is sufficient to address these new requirements.

Funding for these program efforts is provided directly by County residents and businesses through a stormwater management fee and developers through development fees. Starting July 1, 2014, developers will also pay a new fee authorized by VSMP.

**Fleet/Vehicle Replacement** - Over the next five years the general fund Vehicle Replacement budget will not have sufficient funds to replace all of the County vehicles that are projected to be required in order to meet the County's vehicle replacement criteria.

## PUBLIC WORKS

As shown in the table below, the replacement budget is underfunded over the next four years with a high of \$832,122 in FY 16 (note that one ambulance is scheduled for replacement in FY 16 and could potentially be funded by the Fire Levy in order to reduce the general fund impact). Only in FY 19 do current projections indicate that the existing base budget is sufficient to meet replacement needs.

<b>FY 15 - FY 19 Projected Shortfall</b>	
Fiscal Year	Amount
FY 15	\$568,759
FY 16	\$832,122
FY 17	\$176,848
FY 18	\$473,061
FY 19	—

The replacement of public safety vehicles makes up more than 90% of the vehicles that are due for replacement annually. The addition of public safety staff and corresponding vehicles over the years has been the largest contributor to the increased need for funding. Furthermore, the increased costs of vehicles and their equipment unfitting is the second largest factor in the need for funding.

The replacement criteria used by the County is comparable or exceeds the criteria used by some adjacent localities such as Fairfax County and the City of Alexandria. Furthermore, the data analysis completed by Public Works indicates that replacing the vehicles using the current mileage criteria is at the point where the annual maintenance exceeds the expected return at auction. The ideal time to replace a vehicle is when the annual maintenance is less than 50% of the residual value of the vehicle. The table below shows the replacement mileage criteria used for general fund vehicles.

<b>General Fund Vehicle Replacement Criteria</b>		
Department	Vehicle	Replacement Mileage
Police & Sheriff	Sedans/Cruisers	110,000
Police	Motorcycles	50,000
Police	Sport Utility Vehicles	120,000
Sheriff	Sport Utility Vehicles	130,000
Fire and Rescue	Sport Utility Vehicles	140,000
Fire and Rescue	Medic Units	160,000
General Government	All Vehicles	140,000



**Facility Security** - In FY 13, Public Works created a Security activity within the Buildings & Grounds program. The budget for the new activity had previously been within the facilities maintenance activity. The Security activity manages facility access security systems and after hour security forces. Over the years, the complexity and volume of the security systems has grown exponentially. The addition of more leased facilities, two new libraries and the Central District Police Station are anticipated to increase the workload related to facility security. Furthermore, existing security systems and equipment need to be constantly evaluated and replaced at the end of their useful lives, either when equipment becomes obsolete or unserviceable.

**Right of Way Landscaping** - The right of way landscaping that was planted 10 to 20 years ago is beginning to reach the end of its lifecycle. Some of the plantings are dying, diseased or have grown too large for the right-of-way. Public Works currently has the funding to maintain existing landscaping but not to replace these sites with appropriate plantings.

## General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 Public Works' salary lapse changed by \$5,068 to -\$89,568.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 Public Works' technology bill decreased by \$100,186 to \$873,272.
- C. Community Partners Funding Increase** - This initiative reflects a 3% increase in the donation to the community partners in the agency budget totaling \$5,425. The increase supports existing service levels. The total donation amount provided to agency community partners is \$186,244 in FY 15. For additional detail please refer to the [Community Partners](#) section.
- D. One-Time Reductions** - A total of \$15,856,165 (predominantly for Solid Waste capital expenditures) was removed from the Public Works FY 15 budget for one-time, non-recurring items approved in FY 14.
- E. Resource Shift to Create New Programs and Activities** - The budget includes a resource shift to create two new programs (Site Development and Watershed Improvement) and one activity (Maintenance and Construction in the Historic Preservation program) in the department. Descriptions for the activities and performance measures are included in the budget summary section on the following pages. The shift has no net fiscal impact.
- F. Service Districts** - The Public Works budget includes two service districts, Bull Run Mountain and Lake Jackson, which are supported by a special levy that funds 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. In FY 15, the budget has been reduced by \$32,500 from the FY 14 amount to \$200,000 and the special levy was adopted at a rate of \$0.1471 per hundred dollars of assessed value.

## PUBLIC WORKS

- **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 FY 15, the budget has been increased by \$24 from the FY 14 amount to \$152,554 and the special levy was adopted at a rate of \$0.1650 per hundred dollars of assessed value.

**G. 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. 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.

<b>Indirect Cost Transfer</b>			
	FY 14	FY 15	
	Adopted	Adopted	Change
Solid Waste	\$981,095	\$1,140,025	\$158,930
Mosquito & Forest Pest Management	\$228,137	\$222,021	(\$6,116)
Stormwater/Watershed Management	\$627,273	\$556,912	(\$70,361)
<b>Total Public Works Indirect Cost Transfer</b>	<b>\$1,836,505</b>	<b>\$1,918,958</b>	<b>\$82,453</b>

**H. 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 below:

<b>Non-General Fund Adjustments To Fund Balance</b>					
(Required to Calculate the Net General Tax Support)					
	FY 12	FY 13	FY 14	FY 15	% Change
	Actual	Actual	Adopted	Adopted	Adopt 14/15
Mosquito & Forest Pest Management Fund Balance (Increase)/Use of	\$493,800	\$320,569	\$562,312	\$442,506	-21.31%
Stormwater Management Fund Balance (Increase)/Use of	\$431,243	(\$1,471,291)	(\$668,251)	\$403,724	-160.42%
Fleet Management Fund Balance (Increase)/Use of	(\$27,822)	(\$33,523)	\$0	\$0	—
Service Districts Fund Balance (Increase)/Use of	(\$28,108)	(\$50,405)	\$0	\$24	—
Sign Shop Fund Balance (Increase)/Use of	\$88,199	\$5,138	\$0	\$0	—
Small Project Construction Fund Balance (Increase)/Use of	(\$25,864)	\$111,642	\$107,508	\$32,598	-69.68%
Solid Waste Fund Balance (Increase)/Use of	(\$247,398)	(\$2,443,105)	\$7,263,926	\$12,291,846	69.22%
<b>Total Non-General Fund Adjustments</b>	<b>\$684,050</b>	<b>(\$3,560,974)</b>	<b>\$7,265,495</b>	<b>\$13,170,699</b>	<b>81.28%</b>

**I. Compensation Increase** - Compensation adjustments totaling \$530,268 are made to support the following rate changes:

- 5% Retiree Health;
- -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
- 2.7% Health Insurance;
- 3% Pay-for-Performance;
- 0.13% Group Life; and
- 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II 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. Reviews 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Key department program measures met	100%	100%	↔	—	85%
Public Works DART Score (Days Away, Restricted or Transferred)	4.9	8.1	↑	—	4.5

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Leadership and Management</b>	<b>\$1,207,752</b>	<b>\$1,433,949</b>	<b>\$791,938</b>	<b>\$724,814</b>
BOCS agenda items	61	50	60	55

### 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customer satisfaction with visit to historic site	97%	97%	↔	92%	97%
Volunteer hours value	\$140,522	\$116,114	↓	\$126,000	\$126,000
Revenue recovery rate	3.4%	10.0%	↑	4.0%	12.0%

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Preservation</b>	<b>\$546,028</b>	<b>\$623,396</b>	<b>\$641,739</b>	<b>\$409,463</b>
Annual average hours of service per long term volunteer	40	40	60	50
Archeological collections donated to the County	12	15	14	14
<b>Management and Events Programming</b>	<b>\$697,901</b>	<b>\$814,033</b>	<b>\$698,570</b>	<b>\$830,606</b>
Programs at historic sites	1,183	1,076	1,100	1,100
FTE equivalent of volunteer hours contributed	3.99	3.30	3.33	3.33
Visitors to historic sites	43,485	45,357	47,250	50,000
<b>Maintenance and Construction</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$461,952</b>
Work orders for historic buildings and grounds	—	—	—	170
Construction, restoration and renovation projects	—	—	—	3

### A. Budget Initiatives

#### 1. Transfer from Transient Occupancy Tax for Tourism Fund Balance to General Fund

Expenditure	\$314,000
Revenue	\$314,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative provides a one-time transfer of funding from the Transient Occupancy Tax for Tourism fund balance to Public Works, Historic Preservation program to support one-time capital improvements:

- **Williams Ordinary** (\$247,000) - Wall and foundation repair.
- **Bristoe Battlefield Park** (\$59,000) - Building demolition and septic and well upgrades.
- **Ben Lomand Historic Site** (\$8,000) - Chimney repair.

TOT funding is restricted and can only be used for tourism related purposes; there is no impact to the general fund with this transfer.

**b. Service Level Impacts** - The funding will ensure that historic sites receive necessary maintenance and repairs.

## 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 the watershed, as well as major maintenance of County-maintained facilities.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Drainage assistance requests responded to within 5 business days	92%	90%	↓	90%	90%

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Stormwater Management Infrastructure Inspection</b>	—	—	—	\$1,131,257
County-maintained facilities inspected and/or re-inspected	1,553	1,732	—	1,400
Privately-maintained facilities inspected and/or re-inspected	123	276	200	200
Miles of drainage systems inspected	667	627	650	650
<b>Stormwater Management Infrastructure Maintenance</b>	—	—	—	\$2,106,731
Major maintenance cases completed/closed within 30 business days	134	111	—	65

### A. Budget Initiatives

#### 1. Map Regulated MS4 Areas

Expenditure	\$750,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative will fund completion of one of the requirements of the new MS4 permit to be issued by the Virginia Department of Environmental Quality (DEQ), to provide a map of the regulated MS4 area. This involves mapping all of the County's stormwater outfalls, delineating the associated drainage area for each outfall and determining land use within each drainage area. In addition, the map will exclude other MS4-permitted areas, such as cities, state-owned properties and state-maintained roads not part of a subdivision. The mapping is a one-time expense and the cost is based on consultant estimates and information provided by other jurisdictions. This increase is fully supported by stormwater management fee revenue.
- b. **Service Level Impacts** - The map will satisfy one of the requirements of the County's MS4 permit to be issued by DEQ.

**2. Enforcement-Related Maintenance of Private Stormwater Facilities**

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

**a. Description** - This initiative funds enforcement actions for privately-maintained stormwater management facilities. Per state requirements, the County is responsible for ensuring that the maintenance of all stormwater facilities is performed (which includes private facilities). The County inspects and notifies the owner of required maintenance. If the owner does not respond, then the County performs the maintenance and bills the owner. Maintenance costs will ultimately be borne by the owner of the facility. Maintenance will be performed by the County’s Small Project Construction program; therefore the internal services fund for that program will have a similar expenditure increase to bill the costs of the maintenance.

**b. Service Level Impacts** - The following service level impacts are associated with this initiative:

- **Number of privately-maintained SWM/BMP facilities maintained by enforcement action:**  
*FY 15 w/o Addition* | 1  
*FY 15 w/ Addition* | 10

**3. Map and Digitize Flood Inundation Zones for Dams**

Expenditure	\$75,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative will map the flood inundation zones for all dams within the County. The mapping effort is a one-time expense. This increase is fully supported by stormwater management fee revenue.

**b. Service Level Impacts** - Mapping the inundation zones will ensure the County is in compliance with the Virginia Dam Safety Act.

**4. Add Operating Costs for Mobile Tablet Devices for Drainage Inspections (SWM)**

Expenditure	\$7,690
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative funds the operating costs of mobile tablet devices purchased to streamline field inspections and reporting for drainage inspections. The devices will also integrate inspection reporting with the new land development management software system. Ongoing operating expenses will fund the necessary data plan to utilize the devices and equipment replacement.

**b. Service Level Impacts** - Mobile data access will increase the timeliness of data entry and increase access to inspections data, along with fully utilizing the functionality of the new land management system.

## 5. Increase Virginia Stormwater Management Program (VSMP) Budget

Expenditure	\$6,751
Revenue	\$300,000
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative is associated with increased VSMP requirements that take effect in FY 15. In the FY 14 Budget, three positions were added to provide for the increased plan review and inspections related to the requirements. This increase is associated with the additional revenue that will be received from implementation.

**b. Service Level Impacts** - Existing service levels will be maintained.

## 6. Potomac Shores Development Revenue Adjustment

Expenditure	\$0
Revenue	\$20,036
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative updates estimated revenue to be received for the Potomac Shores (formerly Harbor Station) development project site inspector. Supporting revenue is provided by proffer funding; as part of a rezoning approval, the applicant proffered a plan for the 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.

## 7. Stormwater Management Fee Increase

Expenditure	\$0
Revenue	\$159,799
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative includes a 3.00% stormwater management fee increase to support stormwater requirements and address increasing and aging stormwater infrastructure. Program demands are in the areas of stream assessments and restorations, best management practice retrofits of residential stormwater management facilities, development of sub-watershed management plans, additional dam safety program requirements, expanded erosion control and single-family unit inspections requirements (more time required for each), and drainage systems maintenance.

The fee increase will impact citizens and businesses as follows:

- **Single Family Dwelling** - The annual fee will increase from \$37.10 per year to \$38.21.
- **Townhouses, Apartments, and Condominiums** - The annual fee will increase from \$27.85 per year to \$28.69.
- **Non-Residential** - The annual fee will increase from \$18.02 per 1,000 square feet of impervious area to \$18.56 per 1,000 square feet of impervious area.

**b. Service Level Impacts** - The additional revenue will help support increased program demands associated with additional federal and state compliance with stormwater requirements.

## Site Development

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 the watershed, as well as major maintenance of County-maintained facilities.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Site development plan submissions reviewed within standards set by the County’s Administrative Procedures Manual (APM)	100%	100%	↔	98%	98%
Lot grading plan submissions reviewed within 10 business days	100%	100%	↔	97%	98%

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Plan Review</b>	—	—	—	\$1,218,422
Site development plan submissions reviewed	572	554	600	650
Lot grading lots reviewed	794	1,115	900	950
<b>Site Inspections</b>	—	—	—	\$1,936,203
Site and erosion and sediment control inspections	22,116	23,296	22,500	23,000

### A. Budget Reductions

#### 1. Development Fee Revenue Adjustment

Expenditure	\$0
Revenue	(\$271,706)
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative adjusts specific revenue categories based on actuals in order to align revenue budgets with estimated collections in FY 15.

**b. Service Level Impacts** - Existing service levels will be maintained.

### B. Budget Initiatives

#### 1. Add Operating Costs for Mobile Tablet Devices for Site Inspections (Development Fee)

Expenditure	\$10,210
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

# PUBLIC WORKS

- a. **Description** - This initiative funds the operating costs of mobile tablet devices purchased to streamline field inspections reporting. The devices will also integrate inspection reporting with the new land development management software system. Ongoing operating expenses will fund the necessary data plan to utilize the devices equipment replacement.
- b. **Service Level Impacts** - Mobile data access will increase the timeliness of data entry and increase access to inspections data, along with fully utilizing the functionality of the new land management system.

## 2. Land Development Fee Schedule Increase

Expenditure	\$0
Revenue	\$244,041
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative includes a 3.00% Land Development Fee increase to support land development requirements and economic growth.

- **Land Development Fee Schedule**

Land Development revenue supports expenditures in each of the four land development agencies: Development Services, Planning, Public Works and Transportation. The net revenue budget increase due to the fee schedule change to Public Works is \$244,041.

- 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Industrial or high risk inspections conducted	—	9		25	10
Linear feet of stream restorations completed	2,730	2,050	↓	1,500	2,000

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
<b>Watershed Monitoring</b>	—	—	—	\$3,824,770
Linear feet of stream assessments completed	35,407	63,250	50,000	50,000
Dry weather outfalls monitored and inspected	—	156	150	155
<b>Watershed Improvements</b>	—	—	—	\$427,767
Pounds of phosphorous reduction achieved with BMP retrofits	—	—	—	20

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.

<b>Key Measures</b>	<b>FY 12 Actual</b>	<b>FY 13 Actual</b>	<b>Trend</b>	<b>FY 14 Adopted</b>	<b>FY 15 Adopted</b>
Cost per mile - light duty public safety vehicles	\$0.29	\$0.25	↓	\$0.30	\$0.28
Cost per mile - light duty non-public safety vehicles	\$0.35	\$0.34	↔	\$0.36	\$0.34
Work orders that are scheduled maintenance	58%	58%	↔	58%	58%
Availability of public service light duty vehicles	93%	95%	↔	90%	90%
Public Safety vehicles due or overdue for replacement	11%	10%	↔	<8%	<8%

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
<b>County Vehicle Maintenance</b>	\$7,345,578	\$7,703,488	\$8,409,165	\$8,684,326
Vehicles maintained (<10,000 lbs. gross vehicle weight)	1,064	1,087	1,062	1,094
Heavy equipment maintained (>10,000 lbs. gross vehicle weight)	177	207	200	205
Work orders	6,879	7,040	6,800	7,200
<b>County Vehicle Replacement</b>	\$2,805,548	\$2,432,756	\$3,096,000	\$3,029,000
General fund vehicles purchased	92	119	86	107



**A. Budget Initiatives**

**1. Increase for Fuel and Vehicle Parts**

Expenditure	\$119,217
Revenue	\$119,217
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative increases funding for gasoline and diesel fuel (\$87,484) and vehicle parts (\$31,733) in the Fleet internal service fund. This addition is a companion item to the fuel and parts increase in the Non-Departmental Unclassified Administration section of this document.

**b. Service Level Impacts** - Existing service levels will be maintained.

**2. Vehicle Replacement Budget Increase**

Expenditure	\$405,000
Revenue	\$0
General Fund Impact	\$405,000
FTE Positions	0.00

**a. Description** - This initiative increases the vehicle replacement budget:

- **Additional Funding for Vehicles Due for Replacement** (\$300,000) - Funding to support current vehicles due for replacement based on Fleet replacement criteria. General fund impact is \$1,500,000, FY 15 through FY 19.
- **Additional Replacement for New Vehicles in FY 15 Budget** (\$105,000) - Funding to support future vehicle replacement for new Police vehicles related to the Police staffing plan approved in FY 15 budget. Staffing plan details are in the Police Department budget pages in the Public Safety section of this document. General fund impact is \$525,000, FY 15 through FY 19.

**b. Service Level Impacts** - This addition will reduce the number of public safety vehicles due or overdue for replacement.

### 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customers satisfied with overall project management	95%	100%	↑	—	4.5
CIP construction change orders less than 10% of original contracted amount <sup>1</sup>	100%	100%	↔	<10%	<10%
CIP construction change orders based on user requested changes/scope increase less than 5% total change order costs <sup>2</sup>	NR	100%		<7%	<5%

↑ Trending Upward   ↔ Stable   ↓ Trending Downward

<sup>1</sup> In FY 14 & FY 15, the measure will report actual percent of construction change order difference from the original contracted amount.

<sup>2</sup> In FY 14 & FY 15, the measure will report actual percent of user initiated construction change order difference from the original contracted amount.

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>County Facility Construction</b>	<b>\$13,447</b>	<b>\$58,470</b>	<b>\$150,000</b>	<b>\$113,666</b>
Total CIP projects	—	7	—	8
Total non-CIP projects	—	7	—	4

## Sign Shop

The Sign Shop inspects, fabricates, installs and maintains all street name signs as mandated by the Virginia Code § [33.1-69.01](#), 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 the County's public safety 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Street name signs replaced within 7 days of inspection	97%	94%	↓	95%	95%
			↑ Trending Upward	↔ Stable	↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Street Name Signs</b>	<b>\$515,689</b>	<b>\$244,810</b>	<b>\$180,041</b>	<b>\$197,266</b>
Streets requiring street name signs	9,232	9,357	9,480	9,600
Street name signs fabricated for maintenance	870	760	700	700
<b>Signs and Graphics</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$0</b>
Signs fabricated for revenue	11,519	10,892	10,000	10,000
Sign and graphic jobs completed	541	625	700	785

## Small Project Construction

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Community improvement projects completed within 10% of estimated cost	97%	95%	↓	95%	95%
Community improvement projects completed on time	98%	93%	↓	96%	96%
			↑ Trending Upward	↔ Stable	↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Small Community Improvement Construction</b>	<b>\$3,066,858</b>	<b>\$3,117,874</b>	<b>\$2,080,390</b>	<b>\$1,952,950</b>
Community improvement projects completed	41	46	50	50

## A. Budget Initiatives

### 1. Enforcement-Related Maintenance of Private Stormwater Facilities

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

**a. Description** - This initiative funds maintenance performed on privately-maintained stormwater management facilities. Per state requirements, the County is responsible for ensuring that the maintenance of all stormwater facilities is performed (which includes private facilities). The County inspects and notifies the owner of required maintenance. If the owner does not respond, then the County performs the maintenance and bills the owner, therefore any maintenance actions will ultimately be funded by the owners of the facility. Since the maintenance will be performed by the County's Small Project Construction Program, this increase in the internal services fund will allow for billing the expenditure costs of the maintenance.

**b. Service Level Impacts** - The following service level impacts are associated with this initiative:

- **Number of privately-maintained SWM/BMP facilities maintained by enforcement action:**  
*FY 15 w/o Addition* | 1  
*FY 15 w/ Addition* | 10

## Mosquito & Forest Pest Management

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

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Mosquito traps identified within 48 hours	—	—		—	90%
Gypsy moth egg mass surveys done within allotted time frame	—	—		—	90%
Citizen site visit requests responded to within 24 hours	94%	97%	↑	—	98%

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Mosquito/Forest Pest Control Monitoring</b>	<b>\$980,135</b>	<b>\$826,874</b>	<b>\$988,257</b>	<b>\$1,025,085</b>
Larval mosquito habitat inspections	2,669	4,265	2,500	4,000
<b>Reduction and Response</b>	<b>\$632,766</b>	<b>\$569,405</b>	<b>\$758,255</b>	<b>\$737,821</b>
Mosquito larvicide applications	1,295	1,549	1,100	1,300

## B. Budget Initiatives

### 1. Revenue Adjustment

Expenditure	\$0
Revenue	\$136,200
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 FY 15 is \$1,273,500. The levy amount remains unchanged at \$0.0025 cents per \$100 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Refuse recycled	40.7%	41.3%	↑	40.0%	42.0%
Tons of refuse processed	320,751	320,058	↓	320,000	325,000

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Solid Waste Management and Administration</b>	<b>\$6,302,625</b>	<b>\$5,010,077</b>	<b>\$8,456,224</b>	<b>\$8,757,709</b>
Non-residential accounts processed	3,889	3,914	3,900	3,950
Appeals completed within 30 days	100%	100%	>99%	>99%
<b>Yard Waste Composting</b>	<b>\$3,051,036</b>	<b>\$3,322,576</b>	<b>\$3,592,989</b>	<b>\$3,637,267</b>
Tons of County yard waste diverted from waste stream	22,990	22,174	25,000	23,000
<b>Solid Waste Facilities Operation</b>	<b>\$8,403,206</b>	<b>\$8,960,444</b>	<b>\$7,442,219</b>	<b>\$7,753,846</b>
Refuse trucks inspected	3,347	4,401	3,500	4,000
Pounds of Household Hazardous Waste and eWaste collected	1,600,000	1,474,520	1,700,000	1,700,000
Citizens trips to Solid Waste facilities	518,413	479,695	500,000	500,000

**Program Activities & Workload Measures (continued)**

	<b>FY 12</b> <b><u>Actual</u></b>	<b>FY 13</b> <b><u>Actual</u></b>	<b>FY 14</b> <b><u>Adopted</u></b>	<b>FY 15</b> <b><u>Adopted</u></b>
<b>Recyclable Materials Collected, Processed and Marketed</b>	<b>\$594,121</b>	<b>\$669,243</b>	<b>\$769,711</b>	<b>\$1,330,544</b>
Tons of recyclables processed by County and marketed	14,394	13,174	15,000	15,000
Revenue generated from sale of recyclables	\$606,242	\$561,694	\$600,000	\$600,000
<b>Capital Projects</b>	—	—	<b>\$12,913,036</b>	<b>\$10,194,000</b>
CIP projects completed within budget	100%	100%	100%	100%

**A. Budget Initiatives**

**1. Increase Solid Waste Capital Projects**

Expenditure	\$10,194,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - The following Solid Waste projects are included in the FY 2015-2020 CIP:

- **ECO Park Complex** - \$6,000,000
- **Landfill Wetlands Mitigation** - \$4,194,000

All of the above capital projects are fully funded by existing Solid Waste Fee revenues and reserve fund balances. For more information on these projects, please review the project pages in the [capital improvements section](#) of this document.

**b. Service Level Impacts** - Service level impacts associated with these projects are detailed in the CIP.

**2. Increase Solid Waste Equipment and Vehicle Replacement**

Expenditure	\$670,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

**a. Description** - This initiative funds the scheduled replacement of solid waste equipment. Machines and vehicles are scheduled for replacement in FY 15 and are fully supported by existing revenue from the Solid Waste Fee. The equipment being replaced includes a wheel loader (\$400,000), a roll-off truck (\$165,000) and seven recycling trailers (\$105,000).

**b. Service Level Impacts** - Existing service levels will be maintained.

### 3. Engineering and Groundwater Protection

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

- a. **Description** - This initiative funds additional engineering at the landfill to meet laws and regulations mandated by the DEQ. This also funds the maintenance of DEQ's solid waste management groundwater protection standards.
- b. **Service Level Impacts** - Existing service levels will be maintained.

### 4. Fuel Increase

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

- a. **Description** - This initiative increases funding for gasoline and diesel fuel to support landfill operations.
- b. **Service Level Impacts** - Existing service levels will be maintained.

### 5. Replace Tanks and Add Lights at Balls Ford Road Facility

Expenditure	\$45,000
Revenue	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** - This initiative will replace the used oil and antifreeze tanks at the Balls Ford Road Facility. Also, light poles will be installed in the citizen convenience and yard waste processing areas.
- b. **Service Level Impacts** - The original tanks were purchased when the facility opened in 1995. Replacement will help the facility adhere to the state facilities permit requirements regarding spill prevention control. Lights in the processing areas will provide a more safe and secure facility for citizens and county employees.

### 6. Recycling Education

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

- a. **Description** - This initiative will support recycling education events, including the annual Recycles Day event, the annual Compost Awareness Day event and community special events. Donations from private community partners offset the costs of these events.
- b. **Service Level Impacts** - The events engage citizens and emphasize the importance of recycling and composting in our community. Increased recycling and composting helps to extend the life of the landfill.

7. Revenue Adjustment

Expenditure	\$0
Revenue	\$302,020
General Fund Impact	\$0
FTE Positions	0.00

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

Buildings & 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Cost per square foot for custodial services	\$2.22	\$2.31	↑	\$2.30	\$2.31
Routine maintenance work requests completed within ten (10) working days	—	—		—	73%
Cost per square foot for building maintenance program service	\$3.54	\$3.06	↓	\$3.40	\$3.06
Printing jobs completed on time	—	—		—	95%
Routine grounds maintenance requests completed within ten (10) working days	—	—		—	97%

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Building Maintenance</b>	<b>\$4,690,930</b>	<b>\$4,398,755</b>	<b>\$4,746,595</b>	<b>\$4,942,525</b>
Work orders	4,933	5,072	4,920	4,920
<b>Grounds Maintenance</b>	<b>\$1,512,725</b>	<b>\$1,122,668</b>	<b>\$1,026,321</b>	<b>\$1,052,994</b>
Grounds work requests	665	798	675	798
<b>Custodial Services</b>	<b>\$2,459,975</b>	<b>\$2,474,592</b>	<b>\$2,696,996</b>	<b>\$2,773,094</b>
Square footage maintained	1,068,964	1,068,964	1,068,630	1,068,964



**Program Activities & Workload Measures (continued)**

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Graphics Arts and Print Shop</b>	<b>\$653,466</b>	<b>\$679,331</b>	<b>\$647,872</b>	<b>\$671,037</b>
Copies produced in-house	8.1m	7.2m	7.5m	7.2m
Printing jobs completed	1,388	1,241	1,300	1,241
<b>Mail Room and Courier Service</b>	<b>\$356,135</b>	<b>\$246,382</b>	<b>\$359,441</b>	<b>\$353,131</b>
Total pieces of mail handled	1.4m	1.3m	1.4m	1.4m
<b>Security</b>	<b>\$0</b>	<b>\$712,698</b>	<b>\$696,509</b>	<b>\$709,797</b>
Citizen meetings supported by guard service	—	95%	85%	88%
Alarms and access devices work orders	—	—	—	830

**A. Budget Initiatives**

**1. Contract Increases and Facility Maintenance Costs**

Expenditure	\$206,006
Revenue	\$0
General Fund Impact	\$206,006
FTE Positions	0.00

**a. Description** - This initiative includes the following budget adjustments:

- **Grounds Maintenance** (\$84,850) - Contract increase for landscaping/mowing services, snow removal, lot sweeping, tree removal and storm damage support; non-cyclic asphalt and concrete projects and other related services. The five year plan impact is \$424,250, FY 15 through FY 19.
- **Unarmed Security Guards** (\$58,256) - Contract increase for unarmed security guard services at County facilities. The five year plan impact is \$291,280, FY 15 through FY 19.
- **Custodial** (\$48,500) - Contract increase for custodial services at County facilities. The five year plan impact is \$242,500, FY 15 through FY 19.
- **Additional Facility Maintenance Costs** (\$14,400) - Several County facilities require additional funding for maintenance support and supplies, including the Fleet facility, Animal Shelter grounds and Police impound lot grounds. Custodial supplies at the Manassas Senior Center and building maintenance at the Gar-field fuel facility. The five year plan impact is \$72,000, FY 15 through FY 19.

**b. Service Level Impacts** - Existing service levels will be maintained.

**2. Preventive MRSA Treatments and Pest Control**

Expenditure	\$74,800
Revenue	\$0
General Fund Impact	\$74,800
FTE Positions	0.00

# PUBLIC WORKS

**a. Description** - This initiative includes the following budget adjustments:

- **Preventive MRSA Treatment** (\$46,800) - Costs for preventive MRSA treatment of public safety exercise facilities. MRSA was detected at the Public Safety Training Center in FY 11 and preventive cleanings will help to mitigate risk of future occurrences. The five year plan impact is \$234,000, FY 15 through FY 19.
- **Pest Control/Bed Bug Removal Contract** (\$28,000) - Costs for pest control and ongoing inspection of County facilities. The five year plan impact is \$140,000, FY 15 through FY 19.

**b. Service Level Impacts** - Funding preventive MRSA treatments will reduce the potential for MRSA outbreaks in County facilities. The pest control contract will ensure ongoing inspection and treatment of County facilities.

### 3. Advanced Staffing for Montclair and Gainesville Libraries

Expenditure	\$47,064
Revenue	\$0
General Fund Impact	\$47,064
FTE Positions	2.00

**a. Description** - This initiative funds advanced staffing of two full-time equivalent positions for the Montclair and Gainesville community libraries. The new positions include a Maintenance Mechanic II and a Maintenance Worker. In FY 15, the positions are half year funded and the total cost includes salary and benefits. The five year impact is \$423,576, FY 15 through FY 19.

**b. Service Level Impacts** - The positions will support the facility maintenance at both libraries.

## 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Customers satisfied with overall project management	99%	98%	↓	97%	98%
Average cost per square foot of leased space	\$16.31	\$16.74	↑	\$18.50	\$16.86
Cost avoidance realized by redeploying surplus items	—	\$184,079		—	\$175,000

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Property Management</b>	<b>\$1,634,011</b>	<b>\$2,221,843</b>	<b>\$1,302,002</b>	<b>\$1,336,080</b>
Projects completed	—	405	—	350
<b>Energy Management</b>	<b>\$4,256,368</b>	<b>\$2,982,524</b>	<b>\$3,122,813</b>	<b>\$3,023,022</b>
Annual facility electric cost per square foot	\$1.72	\$1.67	\$1.72	\$1.72
<b>Real Estate</b>	<b>\$5,614,768</b>	<b>\$5,909,507</b>	<b>\$6,018,883</b>	<b>\$6,433,483</b>
Commercial square feet leased	322,404	323,094	325,000	331,094
<b>Records Management</b>	<b>\$428,138</b>	<b>\$119,967</b>	<b>\$134,466</b>	<b>\$136,898</b>
Boxes delivered/picked up	—	4,497	4,000	4,000
Records checked in/checked out	13,576	14,638	11,000	14,000

### A. Budget Initiatives

#### 1. Additional Funding for Leased Space

Expenditure	\$313,965
Revenue	\$0
General Fund Impact	\$313,965
FTE Positions	0.00

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

- **Lease Cost Escalation** (\$190,203) - Funds lease contract escalations for existing County leased space. General fund impact is \$951,015, FY 15 through FY 19.
- **Additional Space for Community Services** (\$123,762) - Funds to support additional leased space for Community Services' Intellectual Disability Case Management program approved in [BOCS Resolution 13-700](#). In FY 16 the cost of the lease will escalate to \$127,475 per year. The five year impact is \$618,810, FY 15 through FY 19.

**b. Service Level Impacts** - Additional funding will fully fund the lease budget.

### 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Founded current year Property Code Enforcement cases resolved or moved to court action within 100 days	96.3%	96.0%	↔	94.0%	94.0%
Average litter rating for designated County roads (Note: one represents no visible trash and five represents a trash dumping site)	1.23	1.39	↑	1.45	1.45
First inspection of complaint within five days	85%	86%	↔	75%	86%
Average time to resolve cases (calendar days)	—	30		40	35

↑ Trending Upward      ↔ Stable      ↓ Trending Downward

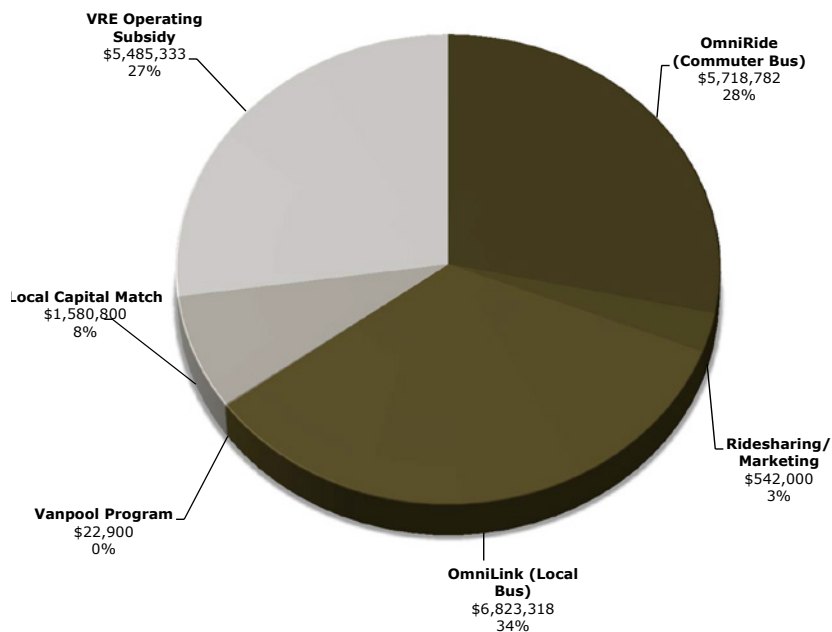
### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Litter Control</b>	<b>\$648,647</b>	<b>\$671,739</b>	<b>\$747,726</b>	<b>\$747,775</b>
Tons of trash removed by County Litter Crew	182.22	173.99	170.00	170.00
Illegal signs removed from State right-of-way	21,638	10,938	15,000	12,500
<b>Landscaping</b>	<b>\$306,241</b>	<b>\$321,727</b>	<b>\$277,000</b>	<b>\$277,000</b>
Landscaping areas maintained	44	38	44	39
Acres of medians and rights-of-way maintained	23	23	23	27
<b>Property Code Enforcement</b>	<b>\$2,300,023</b>	<b>\$2,329,318</b>	<b>\$2,620,697</b>	<b>\$2,673,312</b>
Total cases resolved	6,111	4,608	4,200	4,600
Total inspections conducted	13,701	11,505	11,000	11,000

## 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](http://www.prtctransit.org)



**Expenditure Budget:**  
**\$20,173,133**

### Programs:

- OmniRide (Commuter Bus): \$5,718,782
- Ridesharing/Marketing: \$542,000
- OmniLink (Local Bus): \$6,823,318
- Vanpool Program: \$22,900
- Local Capital Match: \$1,580,800
- VRE Operating Subsidy: \$5,485,333

## Community Development Expenditure Budget

**\$161,724,975**

## 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 \$25,489,910 of which \$15,646,208 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.

# TRANSIT

## Expenditure and Revenue Summary

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted	% Change Adopt 14/ Adopted 15
<b>PWC Net Local Transit Expenditure PRTC</b>					
1 PRTC Admin Subsidy*	\$0	\$0	\$0	\$0	—
2 OmniRide (Commuter Bus)	\$2,381,847	\$3,868,221	\$5,542,536	\$5,718,782	3.18%
3 Ridesharing/Marketing	\$664,100	\$652,000	\$557,000	\$542,000	-2.69%
4 OmniLink (Local Bus)	\$6,112,853	\$6,364,465	\$7,508,164	\$6,823,318	-9.12%
5 Vanpool Program	\$0	\$0	\$0	\$22,900	—
6 Local Capital Match	\$689,995	\$1,099,800	\$952,000	\$1,580,800	66.05%
<b>PRTC Sub-Total</b>	<b>\$9,848,795</b>	<b>\$11,984,486</b>	<b>\$14,559,700</b>	<b>\$14,687,800</b>	<b>0.88%</b>
7 VRE Operating Subsidy	\$5,495,551	\$5,687,222	\$5,748,203	\$5,485,333	-4.57%
8 VRE Debt Service - Bi-Level Railcars	\$363,456	\$0	\$0	\$0	—
<b>VRE Sub-Total</b>	<b>\$5,859,007</b>	<b>\$5,687,222</b>	<b>\$5,748,203</b>	<b>\$5,485,333</b>	<b>-4.57%</b>
<b>Total Expenditures</b>	<b>\$15,707,802</b>	<b>\$17,671,708</b>	<b>\$20,307,903</b>	<b>\$20,173,133</b>	<b>-0.66%</b>
<b>Recurring Funding Sources</b>					
1 Fuel Tax Receipts	\$13,139,828	\$14,250,517	\$15,315,213	\$15,236,014	-0.52%
2 Interest on Investments	\$5,000	\$5,000	\$5,000	\$5,000	0.00%
<b>One-Time Revenues</b>					
1 Trust Fund Balance	\$8,466,775	\$12,608,614	\$15,779,882	\$14,346,280	-9.08%
2 Operating Fund Balance	\$3,220,232	\$1,965,132	\$2,138,399	\$0	-100.00%
3 Use of Virginia Railway Express Railcar Reserve	\$363,456	\$0	\$0	\$0	—
4 Spotsylvania Deferred VRE/PRTC Subsidy	\$0	\$985,598	\$0	\$0	—
5 Surplus in First Year of Five Year Plan	(\$9,487,489)	(\$12,143,153)	(\$12,930,591)	(\$9,414,161)	-27.19%
<b>Net General Tax Support</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>—</b>

\*Note: FY 15 PRTC Administrative Subsidy of \$246,700 has been reallocated to OmniRide (46%) and OmniLink (54%).

## Future Issues

**Evolving Requirements of Title VI of the Civil Rights Act Pertaining to Public Transportation** - Title VI of the Civil Rights Act requires recipients of federal transit funds to establish a plan to insure that there is no discrimination based on race, color or national origin in federally supported programs. In October 2012, the federal government issued new guidance on the subject - enumerating planning, policy analysis and service delivery requirements. Grantees must create updated plans to account for the new guidance no later than April 1, 2015. PRTC has commenced work on its update in conjunction with VRE staff.

PRTC's current Title VI practice has been to conduct analyses of prospective fare and service changes so comparisons are within a service type (e.g., OmniRide) rather than across service types. While PRTC envisions the update emulating this approach, it remains to be seen whether the Federal Transit Administration will accept that approach, or insist on more all-encompassing analysis across service types common to a particular service provider. If analysis across service types ends up being required, there is greater potential for claims of discrimination.

**VRE Capital Investments - System Projects vs. Jurisdictionally Sponsored Projects** - VRE-related capital projects have been distinguished in this fashion since VRE's inception. "System investments" are those that VRE's member governments collectively sponsor, while "jurisdictionally sponsored investments" are those that individual member jurisdictions sponsor. For reasons described next, this distinction is becoming harder to make and thus a reexamination of this issue is looming.

First, the incidence of riders boarding at certain stations who reside outside that jurisdiction is growing (e.g. Broad Run), such that station/parking improvements benefit more than one jurisdiction's residents. Second, the statute levying taxes for regional transportation investments (HB 2313) requires careful accounting of which jurisdictions' residents benefit from each investment to insure that, over time, taxpayers are receiving value commensurate with the investments they have made.

**Jointly Sponsored PRTC Bus Services - An Assessment of the Current Local Cost-sharing Model** - The only bus service PRTC operates that is jointly sponsored locally is the OmniLink service on the western side of the County, which serves Prince William County and the cities of Manassas and Manassas Park. Local costs are shared using a formula weighted 40% by the residency of riders and 60% based on the population.

An unintended consequence of this model is that the subject service is limited by the lowest level of financial support a sponsoring jurisdiction is willing to provide (for many years, that has been the City of Manassas). This explains, in part, why the frequency and duration of the westerly OmniLink routes are more limited than those on the eastern side of the County. That difference also reflects the fact that development densities are generally higher in the area served by the easterly routes and the easterly area has a higher incidence of "transit dependent" riders. However, the willingness of the joint sponsors of the westerly routes to fund service unmistakably plays a part.

Looking ahead, the policy question - whether the level of service offered on the westerly routes should continue to be limited to only as much as the least willing local sponsor is prepared to fund - could become a bone of contention. Already, residents in the area served by the westerly routes repeatedly ask PRTC why they do not provide service comparable to what is provided elsewhere in the County.

It should also be said in the context of this discussion that the County is the sole local sponsor of the OmniRide services, including services that have a sizable number of Manassas and Manassas Park riders. However, the routes are configured to best serve County residents and the routes must be operated in an "open door" fashion such that anyone wanting to ride them can do so without discrimination because they are federally and state supported.



## 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 FY 15, 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 93.39%.

Total subsidy requirements in FY 15 for both PRTC and VRE are \$20.2 million, a decrease of \$135K or less than 1% than the FY 14 budget. Of this amount PRTC utilizes 73% of the total subsidy and VRE the remaining 27%.

PRTC’s subsidy requirements have increased by \$128K in FY 15 to \$14.7 million or less than 1% compared to the FY 14 budget.

VRE subsidy requirements decreased by \$262,870 in FY 15 to \$5.5 million or 4.6% compared to the FY 14 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 2013.

**1. Bus and Administrative Operations** - Bus and administrative operations over the six year plan are shown in *Table A: Bus and Administrative Operations*:

<b>Table A: Bus and Administrative Operations</b>						
	<b>FY 15 Adopted</b>	<b>FY 16 Forecast</b>	<b>FY 17 Forecast</b>	<b>FY 18 Forecast</b>	<b>FY 19 Forecast</b>	<b>FY 20 Forecast</b>
Administration	\$1,107,200	\$1,041,700	\$1,084,000	\$1,107,600	\$1,148,500	\$1,191,600
OmniRide	\$21,126,200	\$21,942,700	\$23,144,300	\$24,223,300	\$25,390,300	\$26,618,100
OmniLink	\$9,711,500	\$10,083,100	\$10,490,600	\$10,818,400	\$11,214,000	\$11,634,400
Marketing/Ridesharing	\$1,150,600	\$1,183,600	\$1,225,100	\$1,257,200	\$1,298,200	\$1,342,400
Vanpool Incentive Program	\$1,217,200	\$1,509,500	\$1,675,200	\$1,679,100	\$1,686,800	\$1,696,100
<b>Total Operating Expenses</b>	<b>\$34,312,700</b>	<b>\$35,760,600</b>	<b>\$37,619,200</b>	<b>\$39,085,600</b>	<b>\$40,737,800</b>	<b>\$42,482,600</b>
<b>County Subsidy Percentage</b>	<b>38.2%</b>	<b>38.6%</b>	<b>39.7%</b>	<b>38.4%</b>	<b>39.7%</b>	<b>38.7%</b>



- **Administration** - A combined three percent cost of living/merit adjustments for PRTC employees in FY 15 have been included contingent upon how PRTC member governments choose to handle these adjustments for their own staffs. In addition, one additional full-time equivalent (FTE) customer service agent position has been included in the FY 15 budget beginning in January 2015 for the Customer Service department in case it is needed to maintain call waiting and other call center performance standards. It remains to be seen whether technological enhancements such as computer aided dispatch and the automated vehicle locator system targeted for completion in FY 14 will lessen the need for this position. A final determination will be made once the project has been completed. If the position is added, it will increase the total number of FTEs handling calls in customer service from 6.5 to 7.5 FTEs and would increase the total of PRTC FTEs from 53 in FY 14 to 54 in the second half of FY 15. The partial year for this additional position is included at a cost of \$39,100 (salary and fringes). The County's share is 93% or \$36,400.
- **OmniRide Bus Service Expansions** - The following bus service expansions are provided for in the six year plan.

  - Additional Service on I-95 During the Express Toll Lanes Construction - During the development of the I-95 Express Toll Lanes Plan a number of PRTC's existing express bus service trips were experiencing overcrowding. PRTC and the Virginia Department of Rail and Public Transportation (DRPT) agreed to remedy this situation by PRTC deploying retirement age buses with the understanding that DRPT would bear both the operating and the capital expense for the acquisition of replacement buses for this service beginning in FY 15. PRTC's adopted budget assumes state funding for 55% of the gross operating costs of the additional revenue hours (i.e. the hours that the bus is picking up and discharging riders) that were added to provide overcrowding relief, 45% from farebox recovery and 100% funding for the acquisition of the four buses to replace the retirement aged buses PRTC deployed: *Reference Table A1: Additional Service on I-95:*

Table A1: Additional Service on I-95						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Additional Revenue Hours	16.5	16.5	16.5	16.5	16.5	16.5
County Subsidy	\$0	\$0	\$0	\$0	\$0	\$0

- Retention of Saturday Metro-Direct Service - For the past few months, PRTC has been operating Saturday Metro-Direct service linking eastern Prince William County with the Franconia-Springfield Metrorail station. Subsidies for this service are currently being funded by the Virginia Megaprojects office as an I-95 express toll lanes mitigation project. Megaprojects funding will cease in May 2014 because weekend construction of the express toll lanes project in the area traversed by this route is scheduled to be completed. PRTC is proposing to retain this as locally funded service in FY 15 because it is one of the most frequently requested service additions requested by PRTC riders. Service will run every 90 minutes between 7:30 a.m. and 11:00 p.m. and is expected to average 300 riders per day. The County's share of the subsidy is shown in *Table A2: Saturday Metro-Direct Service:*

Table A2: Saturday Metro-Direct Service						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Additional Revenue Hours	16	16	16	16	16	16
County Subsidy	\$67,064	\$65,855	\$67,889	\$69,476	\$68,780	\$67,956

- **OmniRide Bus Service Adjustments** - The following OmniRide service adjustments are provided for in the six year plan:

  - OmniRide Route Restructuring - In July 2010, the Commission endorsed a multi-staged route restructuring plan in anticipation of the extension of the I-66 High Occupancy Vehicle lanes (now completed), the new commuter park-ride lot at the junction of the Prince William Parkway and I-66 (Cushing Road) and the

# TRANSIT

planned opening of the first phase of the Metrorail Silver Line. The first stage (to serve the park-ride lot) and the second stage (the launch of the new Gainesville to DC route) were implemented on July 8, 2013 and November 4, 2013, respectively, while the last stage (rerouting of the Linton Hall and Manassas Metro-Direct services to Tysons instead of the West Falls Church Metrorail station) will be implemented when the first phase of the Metrorail Silver line opens in the spring of 2014. This means that the Linton Hall and the Manassas Metro-Direct extension to Tysons will be operational for all of FY 15. The County's share of the subsidy is shown in *Table A3: OmniRide Route Restructuring*.

<b>Table A3: OmniRide Route Restructuring</b>						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Daily Revenue Hours	5.14	5.14	5.14	5.14	5.14	5.14
County Subsidy	\$58,907	\$62,040	\$68,972	\$65,474	\$71,271	\$67,080

- **Contingency Hours** - An additional 14 daily revenue hours are included as part of the FY 15 budget and ten daily revenue hours 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.
- **Tysons Express Route** - This route is currently subsidized through the Virginia Megaprojects office as an express toll lanes construction mitigation project. No local subsidy is included in the FY 15 adopted budget to sustain this service. Ridership is approximately 140 per day with riders paying one-half fare. State subsidies for this route will end around the end of calendar 2014. It is expected that ridership would drop if full fares were instituted. Moreover, Fairfax County recently implemented service from the Lorton VRE station to Tysons with lower fares and more frequent service than PRTC. Should no other source of funding materialize, this should lessen the impact on existing riders.

## 2. PRTC Capital Expenditures - The PRTC capital expenditure plan is shown in *Table B: PRTC Capital Expenditures*:

<b>Table B: PRTC Capital Expenditures</b>						
	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Bus Replacement/Rehab/Other Capital (State)	\$3,915,700	\$10,419,400	\$17,828,600	\$888,000	\$5,801,200	\$2,500,800
Bus Replacement/Rehab/Other Capital (PWC)	\$1,580,800	\$1,525,600	\$1,539,100	\$1,967,100	\$3,028,000	\$2,186,000
Bus Replacement/Rehab/Other Capital (Federal)	\$39,100	\$2,317,600	\$841,700	\$417,700	\$1,829,600	\$1,645,700
Bus Replacement/Rehab/Other Capital (Bond Proceeds)	\$0	\$245,200	\$7,578,600	\$0	\$1,231,200	\$521,900
Bus Replacement/Rehab/Other Capital (NVRTA Regional)	\$0	\$14,625,100	\$0	\$0	\$0	\$0
Capital Carryover (PWC)	\$0	\$0	\$571,700	\$0	\$0	\$0
<b>Total Capital Expenditures</b>	<b>\$5,535,600</b>	<b>\$29,132,900</b>	<b>\$28,359,700</b>	<b>\$3,272,800</b>	<b>\$11,890,000</b>	<b>\$6,854,400</b>
<b>County Subsidy Percentage</b>	<b>28.6%</b>	<b>5.2%</b>	<b>5.4%</b>	<b>60.1%</b>	<b>25.5%</b>	<b>31.9%</b>

# TRANSIT

- **OmniRide Expansion Buses** - Purchases of expansion buses over the six year plan are shown in *Table C1: OmniRide Expansion Buses*. Four MCI (over-the-road) buses are funded in FY 15. These four buses are 100% state-funded due to the fact that PRTC deployed retirement age buses to ease OmniRide overcrowding while the I-95 Express Toll Lanes plan was being prepared, which the Department of Rail and Public Transportation agreed warranted state funding.

	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Expansion Cost	\$2,506,000	\$0	\$0	\$0	\$0	\$0
Federal Share of Expansion Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Expansion Cost	\$2,506,000	\$0	\$0	\$0	\$0	\$0
PWC Local Match	\$0	\$0	\$0	\$0	\$0	\$0
# Buses	4	0	0	0	0	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 sturdy construction. 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 56 OmniRide buses programmed for replacement over the six year plan 51 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 21<sup>st</sup> Century (MAP-21) funding and authorization bill substantially reduced the magnitude of federal formula funding PRTC received. Replacement buses do not qualify for Northern Virginia Transportation Authority (NVTA) regional funding but do qualify for the “Tier 1” state funding share of 68% of the total cost of the bus. 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 55 buses in order to spread the expense.

	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Replacement Cost	\$0	\$1,766,400	\$25,254,800	\$468,400	\$5,640,800	\$3,631,000
Federal Share of Replacement Cost	\$0	\$800,000	\$800,000	\$374,700	\$1,785,300	\$1,600,000
State Share of Replacement Cost	\$0	\$721,200	\$16,304,500	\$93,700	\$2,764,600	\$1,509,100
Local Carryforward	\$0	\$0	\$571,700	\$0	\$0	\$0
PWC Local Match (Bond Proceeds)	\$0	\$245,200	\$7,578,600	\$0	\$1,090,900	\$521,900
# Buses	0	4	38	1	8	5
County Subsidy Percentage	0.0%	13.9%	30.0%	0.0%	19.3%	14.4%

# TRANSIT

- 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 2006 and 2010 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 beginning in FY 19.

Table C3: OmniLink Replacement Buses						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
PWC Share of Replacement Cost*	\$1,559,000	\$0	\$0	\$0	\$438,600	\$0
Federal Share of Replacement Cost	\$0	\$0	\$0	\$0	\$0	\$0
State Share of Replacement Cost	\$1,060,100	\$0	\$0	\$0	\$298,300	\$0
PWC Local Match	\$498,900	\$0	\$0	\$0	\$140,300	\$0
# Buses	4	0	0	0	1	0
County Subsidy Percentage	32.0%	0.0%	0.0%	0.0%	32.0%	0.0%

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

- 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						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Bus Overhaul Costs	\$0	\$2,403,500	\$2,003,200	\$927,200	\$3,756,300	\$1,229,500
# Buses	0	11	9	4	17	5
Powertrain and Engine Replacements/Extended Warranties/Line Inspections Costs	\$112,900	\$273,700	\$227,900	\$179,000	\$356,300	\$189,600
Federal Share	\$0	\$0	\$0	\$0	\$0	\$0
State Share	\$19,200	\$1,681,000	\$1,401,000	\$660,900	\$2,614,800	\$868,000
PWC Local Match	\$93,700	\$996,200	\$830,100	\$445,300	\$1,497,800	\$551,100
County Subsidy Percentage	83.0%	37.2%	37.2%	40.3%	36.4%	38.8%

- 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 153 buses, five of which are being stored on adjacent property. The new facility design at full build out includes a

building with eight maintenance bays and four specialty bays, limited administrative offices, 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 construction of the facility will have to be accomplished in phases. The first phase will consist of an eight-bay maintenance facility, a limited employee parking area, bus parking for 68 buses and a fleet service building with fueling and bus wash.

Total cost of the first phase of the project is estimated at \$34.7 million. Virginia DRPT grants (\$227,000), federal earmarks (\$2.3 million) and Congestion Mitigation and Air Quality funding (\$7.7 million) combined with \$347,000 in required local match (of which the County's share is 92.3% or \$320,189) totaling \$10.6 million has already been secured. The balance of \$24.1 million will be submitted as part of a state grant application (\$8.1 million) that will be used to match NVTa funding of (\$16 million) in FY 16.

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 84 buses in PRTC's Long Range Plan, with ultimate capacity for 118 buses. 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 FY 15 after which construction can commence with occupancy no later than FY 17. Approximately \$100,000 in FY 17 and \$200,000 in FY 18 and beyond are programmed in the six year plan for facility and other operating costs.

3. **Bus Shelters** - PRTC has programmed \$281,000 (\$20,300 federal funding, \$88,700 state and \$172,000 local of which the County's share is 97.35% or \$167,495) for the installation of seven bus shelters in FY 15. A bus shelter siting plan was completed in September 2007 and is updated annually. Stops having the highest boardings or near identified neighboring uses such as schools, senior centers, libraries, clinics or hospitals receive the highest priority. This funding purchases the shelters and solar lighting (if warranted), site design and permits, site preparation and construction including any needed sidewalks, inspections and shelter installation.
4. **Vanpool Incentive Program** - PRTC is the administrative home for a regional vanpool incentive program that is expected to be financially self-supporting by FY 17. Increased Federal Transit Administration formula funding is available based on the PRTC vanpool statistics submitted to the annual National Transit Database. Because of the two year lead time for formula funding to materialize \$3.5 million has been provided by the Virginia DRPT to offset start-up expenses. In addition, \$131,800 in County local subsidy (\$22,900 in FY 15 and \$108,900 in FY 16) will be required. It is estimated that vanpool program revenues in the form of additional formula earnings will exceed program expenses by \$22,100 in FY 17, \$535,200 in FY 18, \$845,000 in FY 19 and \$1,026,000 in FY 20. Anticipated net program earnings will be used to support the County's bus expenses, reducing the strain on the 2.1% motor fuels tax.
5. **Virginia Railway Express** - The VRE FY 15 enterprise budget totals almost \$128 million: \$74.3 million in operating expenses, \$7.3 million in non-operating expenses and \$46.4 million in capital expenditures. This is a \$35 million or 37.6% increase over the FY 14 adopted budget. The FY 15 VRE operating budget funds 34 total trains (of which 32 are revenue trains) with no fare increase. Copies of the VRE FY 15 budget can be obtained from the VRE executive offices in Alexandria, Virginia.
  - **VRE Operating Expenses** - VRE's operating expenses increased \$6.9 million or 10.2% over the FY 2014 Adopted Budget. Significant increases in the FY 15 budget include the following: Mobilization costs for a potential new commuter rail contract operator (existing contract with the current operator Keolis expires in July 2015) - \$2 million; the addition of two revenue trains on the Fredericksburg line commencing with the opening of the new Spotsylvania station estimated completion in October 2014 - \$1.6 million; repairs and maintenance increases - \$707,000; salaries and benefits increases including \$266,000 for two additional full-time equivalent personnel (offset by reductions in contract services) - \$630,000; diesel fuel cost increases - \$332,000.



- **VRE Non-Operating Expenses** - VRE's non-operating expenses decreased 49.6% or almost \$7.2 million from the FY 14 budget. The decrease was almost entirely due to reductions in debt service expenses. Non-operating expenses are primarily composed of debt service and operating reserves.
- **VRE Capital Program** - VRE's capital program increased 316% or \$35.3 million over the FY 14 budget. This was due to significant increases in federal formula funding allocated to the Capital Improvement Program under MAP-21 in FY 15 (\$15.2 million); increased state funding provided under HB 2313 and a change from allocating state funding provided by the Virginia DRPT on the basis of the non-federal share of project costs to the total cost of the project with a minimum 4% local match (\$11.1 million). A total of \$5.5 million of other funding is also included. Projects include \$13.1 million for the acquisition of five expansion railcars, \$17.1 million for a heavy maintenance facility at the Crossroads Yard, \$5.3 million for equipment storage and \$2 million for installation of positive train control equipment in VRE locomotives and cab cars.
- **Fare Revenue** - Total fare revenue is projected to increase less than 1% or \$300,000 over the FY 14 budget in spite of a decrease in average daily ridership from 20,100 in FY 14 to 19,200 in FY 15. Fare revenue projections are based on the assumption that the Spotsylvania station will open in October 2014 with 1,500 parking spaces. Average daily ridership projections in the FY 14 budget were based on the assumption that the Spotsylvania station would open in January 2014 hence the average daily ridership decrease. Despite the decrease in average daily ridership a policy of 100% ticket checks instituted in July 2013 by VRE is expected to maintain VRE fare revenues.
- **Jurisdictional Subsidy** - The FY 15 VRE budget maintains the total \$16.4 million jurisdictional subsidy with no increase over the FY 14 budget level. The County's share of the VRE subsidy based on the October 2013 ridership survey is \$5,485,333, a decrease of \$262,870 or 4.6% less than the FY 14 budget. The County's share of the subsidy decreased due to the percentage share of Prince William County residents riding VRE trains rising less compared to other participating jurisdictions percentage shares in FY 15. For subsidy allocation purposes, the County has 33.4% of the total jurisdictional ridership and 33.4% of the total jurisdictional subsidy.
- **VRE Six Year Budget Subsidy Projection** - Projected subsidies are shown in *Table E: Virginia Railway Express*. Assumptions include a 3% annual jurisdictional subsidy increase programmed through FY 20. Total number of trains operated increases from 32 in FY 14 to 34 in FY 15 (with the number of revenue trains increasing from 30 to 32 in FY 15) and remains at 34 through FY 20. County subsidy amounts are calculated on VRE's budget projections contained in their six year plan but do not include local subsidy requirements for \$113 million in non-programmed projects identified by VRE during this time period.

Table E: Virginia Railway Express						
	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Net VRE Subsidy (PWC Share)	\$5,485,333	\$6,067,343	\$6,125,798	\$5,802,691	\$6,294,226	\$6,000,095

**B. 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*.

# TRANSIT

**Table F: PRTC Tax Revenue**

	FY 10	FY 11	FY 12	FY 13	FY 14 Revised Estimate
Percentage	2% until 12/31/09 and 2.1% thereafter	2.1%	2.1%	2.1%	2.1%
Fuel Tax	\$11,345,652	\$14,089,151	\$17,043,061	\$17,061,648	\$15,247,882

**1. 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 14 Revised Estimate	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Fuel Tax Receipts	\$15,247,882	\$15,236,014	\$14,804,644	\$14,679,683	\$14,644,423	\$14,696,604	\$14,784,783
Van Pool 5307 (Net of Expenses)	\$0	\$0	\$0	\$22,100	\$535,200	\$845,000	\$1,026,000
Farebox (Net of Returned Checks)	\$11,462,300	\$11,393,700	\$11,974,200	\$12,308,200	\$13,606,100	\$13,984,400	\$15,356,600
Fuel Tax Interest	\$5,000	\$5,000	\$5,000	\$4,000	\$2,000	\$1,000	\$0
State Formula Assistance	\$3,114,200	\$4,807,600	\$4,807,700	\$4,807,600	\$4,807,500	\$4,807,500	\$4,807,500
State Capital Grants - Bus Repl/Engine Rebuild	\$1,437,700	\$3,915,700	\$10,419,400	\$17,828,600	\$888,000	\$5,801,200	\$2,500,800
State Ridesharing	\$151,700	\$150,600	\$150,600	\$150,600	\$150,600	\$150,600	\$150,600
State T/A/TEIF/Match to Federal Ridesharing/Intern	\$79,100	\$93,200	\$93,300	\$93,300	\$93,300	\$93,300	\$93,300
PRTC VRE Reimbursements	\$44,200	\$40,300	\$41,400	\$42,700	\$44,100	\$45,800	\$46,900
Interest Income-Operating Fund	\$1,800	\$1,700	\$3,800	\$5,500	\$7,500	\$9,000	\$11,000
Advertising Revenue	\$136,200	\$183,600	\$183,600	\$183,700	\$183,600	\$183,600	\$183,600
Federal 5307	\$2,837,600	\$2,676,700	\$2,758,300	\$2,842,300	\$2,928,800	\$3,018,000	\$3,109,800
Misc. Revenue	\$0	\$46,500	\$221,300	\$0	\$0	\$0	\$0
<b>Total Recurring Revenue</b>	<b>\$34,517,682</b>	<b>\$38,550,614</b>	<b>\$45,463,244</b>	<b>\$52,968,283</b>	<b>\$37,891,123</b>	<b>\$43,636,004</b>	<b>\$42,070,883</b>

- **Fuel Tax** - Total fuel tax revenues over the six year plan (FY 15 - FY 20) are forecast to decrease approximately 2.3% from the FY 14 to FY 19 adopted six year plan. This slight decline is due to a lower percentage of total fuel tax revenues for Prince William County compared with other PRTC jurisdictions despite slightly higher average cost per gallon per year over the prior six year plan and modest increases in consumption.
- **Farebox** - Farebox revenues should increase from \$11.4 million to \$15.4 million over the six year plan due to a programmed 10% fare increase in FY 16, FY 18 and FY 20. While no fare increase is included in FY 15, the roll-back of the maximum allowable commuter benefit from \$245 per month at the beginning of calendar 2014 to \$130 per month is equivalent to a sizable fare increase for the two-thirds of PRTC OmniRide riders who receive this benefit. For six year plan purposes, PRTC has assumed the \$130 per month commuter benefit for ridership and revenue estimation.
- **State Formula Assistance** - Additional funding provided by HB 2313 passed by the 2013 General Assembly coupled with a new formula for allocating state operating assistance of over \$160 million results in a \$1.7 million increase in FY 15 over the FY 14 budget of \$3.1 million. State formula assistance is held constant at the FY 15 level over the six year plan.

▪ **State Capital Assistance** - State capital assistance allocations for FY 15 and beyond were revised to 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%)

Revenue from PRTC’s overall level of state capital assistance remains essentially unchanged over the adopted six year plan at approximately \$42 million.

▪ **Federal 5307 Formula Funding** - Federal 5307 formula funding increases slightly over the six year plan exclusive of funding generated by the vanpool incentive program. The existing federal transportation bill (MAP-21) expires on September 30, 2014. 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 with only modest out year increases.

**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							
	FY 14 Revised Forecast	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
One-Time Revenue	\$22,936,675	\$16,197,180	\$28,332,761	\$14,063,562	\$2,666,900	\$5,328,500	\$4,455,800

▪ **Debt Financing for OmniRide and OmniLink Bus Purchases** - PRTC will seek debt financing of the local match for the acquisition of 55 OmniRide and one OmniLink replacement bus 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 FY 16 through FY 20 of the six year plan.

Table I: PRTC Debt Financing						
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
PWC Local Match from Bond Proceeds for OmniRide Bus Purchases	\$0	\$245,200	\$7,578,600	\$0	\$1,090,900	\$521,900
Number of Buses	0	4	38	0	8	5
PWC Local Match from Bond Proceeds for OmniLink Bus Purchases	\$0	\$0	\$0	\$0	\$140,300	\$0
Number of Buses	0	0	0	0	1	0

▪ **Federal Capital Assistance** - Federal capital assistance to PRTC decreases \$7.5 million over the adopted six year plan. MAP-21 significantly lessened federal capital assistance for bus only systems. 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. For six year plan purposes federal capital assistance has been assumed to continue at prevailing levels.



**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 FY 16. 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 just 75% of current subsidies in FY 15.

There remain two significant uncertainties which could impact PRTC six year plan estimates. The first is the composition of a successor transportation bill to MAP-21 which expires on September 30, 2014. As noted above MAP-21 significantly lessened federal capital assistance for bus systems and funding for bus service in HOV lanes. Whether the new authorization can be completed in time to impact the FY 16 budget and restore some or all of the previous level of bus funding remains to be seen. The second is the commuter benefit reduction from \$245 per month in calendar 2013 to \$130 per month in calendar 2014. Restoration by Congress in calendar 2014 would provide a more favorable fare revenue variance for PRTC than has been assumed in FY 15 and the six year plan but this too remains uncertain.

No general fund subsidies or NVTA local funding for transit is assumed in the County's five year plan. The Board of County Supervisors on April 15, 2014 created a task force of appropriate experts to investigate all available options that would avert a projected shortfall in FY 17. PRTC expenditures and revenues in the six year plan are shown below in *Table J: PRTC Six Year Plan*.

<b>Table J: PRTC Six Year Plan</b>						
	FY 15 Adopted	FY 16 Forecast	FY 17 Forecast	FY 18 Forecast	FY 19 Forecast	FY 20 Forecast
Bus and Admin Operations	\$34,312,700	\$35,760,600	\$37,619,200	\$39,085,600	\$40,737,800	\$42,482,600
Capital Expenditures	\$5,535,600	\$29,132,900	\$28,359,700	\$3,272,800	\$11,890,000	\$6,854,400
Virginia Railway Express	\$5,485,333	\$6,067,343	\$6,125,798	\$5,802,691	\$6,294,226	\$6,000,095
Sub-Total Expenditures	\$45,333,633	\$70,960,843	\$72,104,698	\$48,161,091	\$58,922,026	\$55,337,095
Recurring Revenues	\$38,550,614	\$45,463,244	\$52,968,283	\$37,891,123	\$43,636,004	\$42,070,883
One-Time Revenues	\$16,197,180	\$28,332,761	\$14,063,562	\$2,666,900	\$5,328,500	\$4,455,800
Sub-Total Revenues	\$54,747,794	\$73,796,005	\$67,031,845	\$40,558,023	\$48,964,504	\$46,526,683
Surplus (Deficit)	\$9,414,161	\$2,835,162	(\$5,072,853)	(\$7,603,068)	(\$9,957,522)	(\$8,810,412)

## 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Complaints per 10,000 passenger trips	8.1	6.8	↓	8.0	8.0
Farebox recovery	57.9%	61.1%	↑	47.4%	45.3%
Passenger trips per vehicle revenue hour	23.5	22.5	↓	19.5	19.2
PWC local subsidy per passenger trip	\$1.09	\$1.82	↑	\$2.51	\$2.57

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Commuter Bus Service (OmniRide)</b>	<b>\$2,381,847</b>	<b>\$3,868,221</b>	<b>\$5,542,536</b>	<b>\$5,718,782</b>
Passenger trips	2,365,366	2,258,836	2,301,112	2,319,436

# TRANSIT

## 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 ¼ mile away from the route.

Key Measures	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Complaints per 10,000 passenger trips	5.8	5.6	↓	5.25	5.25
Farebox recovery	9.6%	9.0%	↓	7.9%	7.9%
Passenger trips per vehicle revenue hour	16.6	15.7	↓	15.9	15.7
PWC local subsidy per passenger trip	\$6.11	\$6.58	↑	\$7.33	\$6.74

↑ Trending Upward    ↔ Stable    ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
Local Bus Service (OmniLink)	\$6,112,853	\$6,364,465	\$7,508,164	\$6,823,318
Passenger trips	1,079,274	1,028,317	1,068,445	1,056,099

## 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Trips on-time	95%	96%	↑	92%	92%
Cost recovery ratio	57%	58%	↑	54%	50%
Passenger trips per vehicle revenue hour	72.4	69.8	↓	75.5	73.0
Local subsidy (all jurisdictions) per passenger trip	\$3.39	\$3.54	↑	\$3.27	\$3.38

↑ Trending Upward    ↔ Stable    ↓ Trending Downward

# TRANSIT

## Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
<b>Virginia Railway Express</b>	<b>\$5,859,007</b>	<b>\$5,687,222</b>	<b>\$5,748,203</b>	<b>\$5,485,333</b>
Passenger trips	4,702,161	4,643,898	5,045,100	4,857,600

## 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.

<b>Key Measures</b>	<b>FY 12 Actual</b>	<b>FY 13 Actual</b>	<b>Trend</b>	<b>FY 14 Adopted</b>	<b>FY 15 Adopted</b>
Annual vehicle trips reduced by slugging/carpool/vanpools	3,161,990	4,465,557	↑	3,266,032	3,365,326

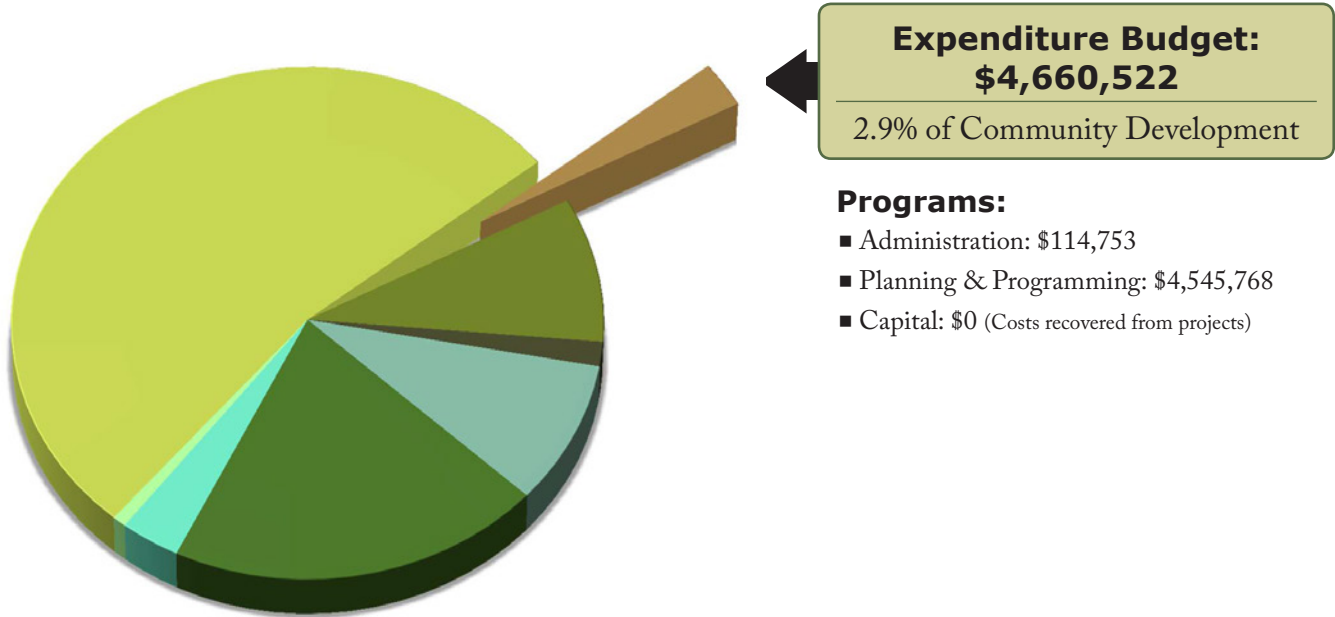
↑ Trending Upward      ↔ Stable      ↓ Trending Downward

## Program Activities & Workload Measures

	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Adopted</u>	<u>FY 15 Adopted</u>
<b>Ridesharing Services</b>	<b>\$664,100</b>	<b>\$652,000</b>	<b>\$557,000</b>	<b>\$542,000</b>
Carpool, vanpool, slugging trips	4,346,664	4,809,053	4,611,952	5,254,532
Customer inquiries	107,471	89,321	90,584	92,000

## 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**  
**\$161,724,975**

## 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

<b>Expenditure by Program</b>	<b>FY 12 Actual</b>	<b>FY 13 Actual</b>	<b>FY 14 Adopted</b>	<b>FY 15 Adopted</b>	<b>% Change Adopt 14/ Adopted 15</b>
1 Administration	\$361,661	\$547,882	\$80,136	\$114,753	43.20%
2 Capital	\$255,849	\$278,847	\$409,074	\$0	-100.00%
3 Planning & Programming	\$4,180,849	\$4,250,393	\$4,252,188	\$4,545,768	6.90%
<b>Total Expenditures</b>	<b>\$4,798,359</b>	<b>\$5,077,121</b>	<b>\$4,741,399</b>	<b>\$4,660,522</b>	<b>-1.71%</b>

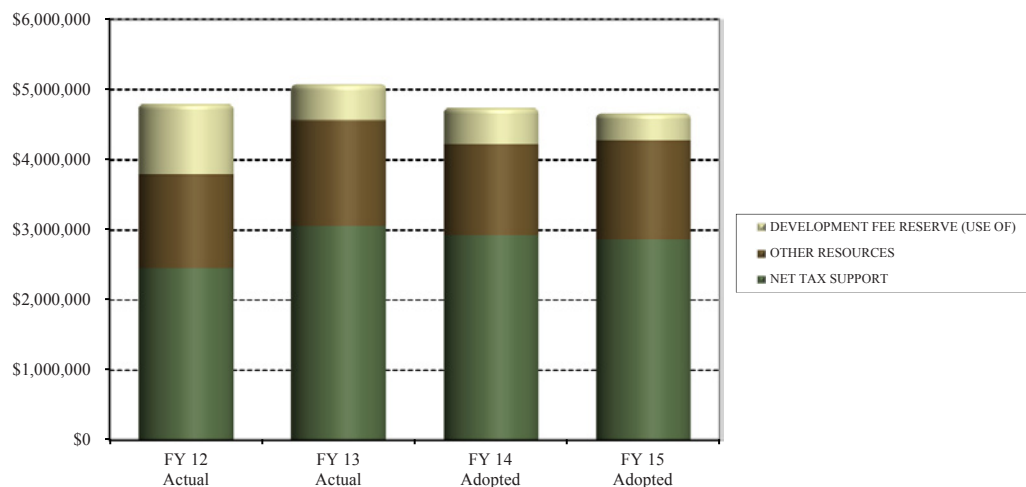
### Expenditure by Classification

1 Personal Services	\$1,674,048	\$1,659,807	\$3,553,577	\$3,675,515	3.43%
2 Fringe Benefits	\$549,120	\$601,032	\$1,220,300	\$1,218,590	-0.14%
3 Contractual Services	\$4,735	\$119,145	\$140,968	\$150,856	7.01%
4 Internal Services	\$146,723	\$157,968	\$188,369	\$203,175	7.86%
5 Other Services	\$1,570,295	\$1,691,559	\$1,910,380	\$2,115,757	10.75%
6 Capital Outlay	\$0	\$0	\$20,776	\$77,094	271.07%
7 Leases & Rentals	\$199,944	\$74,165	\$61,374	\$55,866	-8.97%
8 Reserves & Contingencies	\$0	\$0	(\$2,636,716)	(\$3,053,040)	15.79%
9 Transfers Out	\$653,493	\$773,446	\$282,370	\$216,709	0.00%
<b>Total Expenditures</b>	<b>\$4,798,359</b>	<b>\$5,077,121</b>	<b>\$4,741,399</b>	<b>\$4,660,522</b>	<b>-1.71%</b>

### Funding Sources

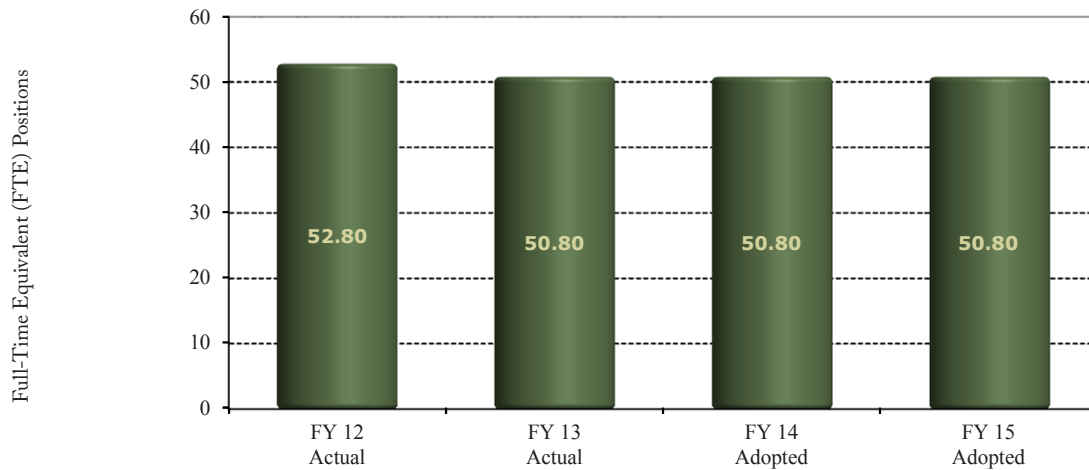
1 Permits Priv Fees & Reg Lic	\$1,039,039	\$1,332,949	\$1,283,829	\$1,390,465	8.31%
2 Charges for Services	\$5,388	\$10,638	\$12,021	\$12,872	7.08%
3 Miscellaneous Revenue	\$128,823	\$0	\$0	\$0	—
4 Revenue from Commonwealth	\$144,219	\$120,990	\$0	\$0	—
5 Transfers In	\$297,133	\$323,003	\$284,824	\$284,824	0.00%
<b>Total Designated Funding Sources</b>	<b>\$1,614,602</b>	<b>\$1,787,580</b>	<b>\$1,580,674</b>	<b>\$1,688,161</b>	<b>6.80%</b>
<b>Contribution To/(From) Reserves &amp; Retained Earnings</b>	<b>(\$1,000,068)</b>	<b>(\$513,107)</b>	<b>(\$514,675)</b>	<b>(\$384,357)</b>	<b>-25.32%</b>
<b>Net General Tax Support</b>	<b>\$2,464,622</b>	<b>\$3,061,257</b>	<b>\$2,930,873</b>	<b>\$2,872,828</b>	<b>-1.98%</b>
<b>Net General Tax Support</b>	<b>51.36%</b>	<b>60.30%</b>	<b>61.81%</b>	<b>61.64%</b>	

## Expenditure History



# TRANSPORTATION

## Staffing History



## Staffing by Program

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
1 Administration	0.40	0.40	0.40	0.70
2 Capital	33.07	30.57	30.57	28.75
3 Planning & Programming	19.33	19.83	19.83	21.35
<b>Full-Time Equivalent (FTE) Total</b>	<b>52.80</b>	<b>50.80</b>	<b>50.80</b>	<b>50.80</b>

## Future Outlook

**Road Projects Underway** - 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. The DOT is currently working on completing the 2006 road bond projects including:

- Route 1 (Neabsco Mills Road to Featherstone Drive)
- Minnieville Road (Spriggs Road to Route 234)
- Prince William Parkway (Hoadly Road to Minnieville Road)
- Route 28 (Linton Hall Road to Fitzwater Drive)
- Rollins Ford Road

In addition to the road bond projects, the DOT is currently working on the following transportation projects listed with funding sources:

- Burwell/Fitzwater Drive Improvements - Brentsville Transportation Roadway Improvement Program (TRIP) funds
- Heritage Center Parkway Design-Build and Route 1 Improvements - Federal Transportation Partnership Opportunity Funds (TPOF), Private Donations and United States Marine Corps

## TRANSPORTATION

- Logmill Road Improvements - Federal Highway Safety Improvement Program (HSIP), State Revenue Sharing, Gainesville TRIP funds and Proffers
- Gideon Drive Sidewalk (Dale Boulevard to Opitz Boulevard) - Neabsco TRIP funds, Proffers and Federal Congestion Mitigation and Air Quality Improvement (CMAQ)
- Telegraph Road Commuter Lot and Road Improvements - Proffers, Private Developer Contribution and Federal CMAQ
- Hoadly Road Sidewalk (Dale Boulevard to Spriggs Road) - Proffers, Coles TRIP
- Old Bridge Road Sidewalk (Dillingham Square to Mohican Road) - Proffers, State Secondary, Federal HSIP and CMAQ

As the DOT continues to work toward goals articulated in the County's Strategic Plan, both new and ongoing issues will be encountered.

**Northern Virginia Transportation Authority Funding** - The newest and most obvious adjustment the DOT will face is transitioning to Northern Virginia Transportation Authority (NVTA) funding. The introduction of HB 2313 provides additional transportation funding for the Commonwealth of Virginia and the Northern Virginia region. The NVTA is the authorized regional entity responsible for the implementation of this funding for the Northern Virginia region, which includes the County. Transportation funding to the County will be split into two categories. Projects with regional congestion relief benefits will constitute 70% of the NVTA funds. The remaining 30% of NVTA funds will be transferred directly to the County for urban or secondary road construction, capital improvements that reduce congestion, projects included in the regional road network plan TransAction 2040 or its future updates and/or for public transportation purposes. This funding may be used at the County's discretion.

HB 2313 funds cannot be used to supplant current transportation funding efforts. HB 2313 requires that each local jurisdiction maintain the same level of spending on transportation as it did on average in FY 11, FY 12 and FY 13 (excluding bonds, bond debt service, state aid and federal funding). If a locality does not contribute this minimum level of local funding, they will not receive any of the regional transportation funding in the following year. HB 2313 requires localities to enact a Commercial and Industrial Property (C&I) tax at \$.125 per \$100 valuation or dedicate an equivalent amount of locally generated funding for transportation in order to receive the 30% funds. HB 2313 states that if a jurisdiction fails to do either, the amount of money it will receive from NVTA as part of the distribution of the 30% of revenue will be reduced. The County has elected to dedicate the equivalent amount for transportation purposes.

<b>NVTA Maintenance of Effort</b>		
Source	Three Year Total	Three Year Average
Local General Fund	\$12,392,808	\$4,130,936
Recordation Tax	\$10,068,812	\$3,356,271
Proffers or Developer Contributions	\$6,911,827	\$2,303,942
Regional Gas Tax	\$46,938,624	\$15,646,208
Other <sup>1</sup>	\$157,660	\$52,553
<b>Total:</b>	<b>\$76,469,731</b>	<b>\$25,489,910</b>

1. Transfer from the Capital Reserve Fund to Wellington Road Right-of-Way in FY 13.



In FY 15 and moving forward, the DOT will work with the NVTA, Virginia Department of Transportation (VDOT) and the Commonwealth Transportation Board to program the funding into the NVTA's Six-Year Program. The DOT is developed a list of road and transit projects for BOCS consideration. These projects included both road and transit needs. The funding received for projects is included in the County's Capital Improvement Program (CIP). The list of County NVTA-funded projects in FY 14 includes:

- 70% (Regionally Significant Projects)
  - Route 28 Improvements Phase II from Vint Hill Road to Fitzwater Drive
  - Route 1 from Mary's Way to Featherstone Road - design only
- 30% (Locally Significant Projects)
  - Minnieville Road from Spriggs Road to Route 234 - to match State Revenue Sharing Funds

**Small Construction Projects/District Requests** - With the elimination of additional funding to the TRIP program, the DOT faces challenges related to construction funding for small-scale capital improvements to County roadways, trails, sidewalks and other transportation facilities. Previously, funding was designated by Magisterial District to complete eligible projects. This funding will no longer be available and other resources will have to be utilized. The DOT, therefore, does not have a budget to cover miscellaneous special projects. Although the DOT is still finishing some small projects using TRIP funding, when these projects are completed no more will be initiated unless another source of funding is identified.

**Federal and State Grant Matches** - Similarly, the DOT has been able to use bond program funds in the past as matches for grants and state funding. The County has received \$25 million in revenue sharing funds in the last three years, which were matched with bond funding on 2006 road bond projects. Previously, Transportation Alternatives Program (TAP) and Safe Routes to School (SRTS) funds were acquired with a local match from magisterial TRIP funds. These fund matching options are no longer available and funds must be found in order to continue leveraging these dollars in the County.

**Traffic Safety** - The Planning & Programming program (which includes streetlights) faces financial and time constraint issues in the future. The cost of streetlight implementation continues to increase and the DOT has limited funds to meet the County's streetlight needs. Furthermore, with the addition of each new streetlight comes an additional cost associated with growing utility bills and maintenance fees as well as our commitment to install and maintain lighting on bridges and overpasses.

Requests for traffic safety studies continue to increase. Limited financial and personnel resources are the two biggest constraints to the Traffic Safety activity. The Traffic Safety activity sign budget is consistently spent prior to the end of each fiscal year. Depending on request type, the time period for review and response of traffic safety issues vary significantly. The average time to complete a request is approximately 30 days; however, some items can be answered instantaneously, while other requests can take over a year for a satisfactory resolution. The longer requests can involve collecting and analyzing traffic counts, coordinating with other departments and/or agencies, public meetings as well as collecting citizen comments.

## General Overview

- A. Compensation Adjustment** - The County uses a budget control measure known as salary lapse in all general fund agencies with more than 20 employees. Salary lapse reduces employee compensation to account for turnover and the associated savings when longer term employees are replaced by individuals coming in at lower points on the pay scale. The amount of anticipated savings allocated to each agency is directly related to the number of FTEs in the general fund portion of the agency. In FY 15 DOT's salary lapse changed by \$994 to -\$19,870.
- B. Internal Service Fund (ISF) Technology Billing** - The County allocates all technology costs to agencies through an ISF. The Department of Information Technology (DoIT) annually recalculates each agency's ISF bill, using the approved cost bases for each technology activity. Technology activities include phone, radio and computer support, business systems support, GIS, web services, capital equipment and administration. In FY 15 DOT's technology bill decreased by \$937 to \$116,140.
- C. Reduced Indirect Costs Transferred to the General Fund from Development Revenue** - 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 decreases \$65,661 from \$282,370 in FY 14 to \$216,709 in FY 15.
- D. Vehicle Replacement** - Funds the purchase of two replacement vehicles each costing \$28,159 (total cost of \$56,318). One for the Capital program and the other for the Planning and Programming program. Neither purchase impacts the general fund. Existing service level impacts will be maintained.
- 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. DOT staff provides project management and oversight of large and small scale road projects, often funded by multiple revenue sources. The FY 15 budget includes \$2.97 million in expenditure costs and 28.75 FTEs that are recovered from projects and this represents the budgeted cost of administering the capital road building program in Prince William County.
- F. Compensation Increase** - Compensation adjustments totaling \$102,384 are made to support the following rate changes:
- 5% Retiree Health;
  - -0.21% and -1.21% VRS employer rate for Plan I and Plan II employees, respectively;
  - 2.7% Health Insurance;
  - 3% Pay-for-Performance;
  - 0.13% Group Life; and
  - 1% Salary adjustment to offset the required VRS contribution by Plan I and some Plan II 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Trackers responded to on time	76%	95%	↑	100%	100%
2006 Road Bond projects completed or under construction	—	69%		73%	80%
Evaluations performed on time	0%	31%	↑	100%	100%

↑ Trending Upward
↔ Stable
↓ Trending Downward

### Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Administration</b>	<b>\$361,661</b>	<b>\$547,882</b>	<b>\$80,136</b>	<b>\$114,753</b>
BOCS agenda items	96	99	85	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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
2006 Road Bond projects completed or under construction	—	69%		73%	80%
Settlement to appraisal value	127%	137%	↑	120%	130%
Projects completed within 60 days of original contract completion date	100%	100%	↔	100%	100%
Projects completed within 20% of original contract amount (without scope change)	100%	100%	↔	100%	100%

↑ Trending Upward
↔ Stable
↓ Trending Downward

## Program Activities & Workload Measures

	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>	<u>FY 14</u> <u>Adopted</u>	<u>FY 15</u> <u>Adopted</u>
<b>Transportation and Roadway Improvement Program (TRIP)</b>	<b>\$255,471</b>	<b>\$270,915</b>	<b>\$409,074</b>	<b>\$0</b>
Total active improvement projects	9	3	10	5
Improvement project designs completed	4	1	6	3
<b>Right of Way Acquisition</b>	<b>\$0</b>	<b>\$182</b>	<b>\$0</b>	<b>\$0</b>
Parcels acquired	45	36	50	40
<b>Road Design and Construction</b>	<b>\$377</b>	<b>\$7,750</b>	<b>\$0</b>	<b>\$0</b>
Contracts and task orders let	7	12	8	10

### A. Budget Reductions

#### 1. Convert TRIP Activity Expenditures to Cost Recovery

Expenditure	(\$269,954)
Revenue	\$0
General Fund Impact	(\$269,954)
FTE Positions	0.00

- a. **Description** - The reduction covers the expenditures for TRIP to cost recovery. The activity designs and manages construction of small scale improvements within the seven magisterial districts. In FY 14, additional funding for TRIP projects was eliminated from the CIP; however there are active projects and remaining balances within districts that will provide roadway improvements over the next several years. Any expenditure in the TRIP activity, from FY 15 forward, will be recovered from existing magisterial district project balances, thus resulting in a savings to the general fund. The five year plan impact is -\$1,329,210, FY 15 through FY19.
- b. **Service Level Impacts** - The staff associated with this activity will continue to provide TRIP projects utilizing the remaining project funding previously appropriated. There will be less project funds for design and construction of small scale roadway improvements due to personnel costs being paid directly by the project budget versus the general fund.

# TRANSPORTATION

## Planning & Programming

Provides 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	FY 12 Actual	FY 13 Actual	Trend	FY 14 Adopted	FY 15 Adopted
Plans reviewed within established deadline	99%	99%	↔	100%	100%
Residents can easily get around PWC by car (community survey)	84%	84%	↔	84%	84%
Street light outages reported to power companies within three working days	98%	96%	↓	100%	100%
Transportation dollars allocated to Northern Virginia obtained by the County (only includes regional grant allocation, not VDOT Primary and Secondary Road Program, which are formula driven)	18.0%	18.0%	↔	17.5%	18.0%

↑ Trending Upward   ↔ Stable   ↓ Trending Downward

## Program Activities & Workload Measures

	FY 12 Actual	FY 13 Actual	FY 14 Adopted	FY 15 Adopted
<b>Plan Review</b>	<b>\$1,108,972</b>	<b>\$995,612</b>	<b>\$988,633</b>	<b>\$1,017,350</b>
Plans reviewed per FTE	116	107	135	110
Total plans reviewed	697	645	—	660
<b>Inspections</b>	<b>\$1,216,456</b>	<b>\$1,145,907</b>	<b>\$1,106,717</b>	<b>\$1,055,168</b>
Construction inspections	15,950	18,066	18,400	18,400
<b>Traffic Safety</b>	<b>\$156,205</b>	<b>\$233,790</b>	<b>\$171,721</b>	<b>\$222,065</b>
Traffic safety requests received and reviewed	310	378	250	320
<b>Street Lighting</b>	<b>\$1,549,873</b>	<b>\$1,719,030</b>	<b>\$1,760,087</b>	<b>\$1,986,298</b>
County-funded street lights installed and upgraded	51	23	40	35
<b>Regional Planning</b>	<b>\$149,343</b>	<b>\$156,055</b>	<b>\$225,030</b>	<b>\$264,887</b>
Transportation planning grants received	0	1	3	2

## A. Budget Initiatives

### 1. Streetlight Electricity & Maintenance/Repair Increase

Expenditure	\$220,000
Revenue	\$0
General Fund Impact	\$220,000
FTE Positions	0.00

- a. Description** - This initiative provides \$200,000 funding for increased electricity costs associated with more than 13,000 streetlights throughout the County. More lights are added to the County's inventory each year.

In addition, this initiative includes \$20,000 for repair and maintenance of installed streetlights that are not maintained by either VDOT or electric utility providers. The lights included are located on bridges on Rollins Ford Road, Old Carolina Road and Route 123 (over the Occoquan Bridge). The added expenditure will be included in each year of the five year plan; the five year impact is \$1,100,000, FY 15 through FY-19.

- b. Service Level Impacts** - This initiative will ensure timely payment to electric utility providers. Streetlights help maintain the percentage of residents satisfied with their ease of getting around PWC. The following service level impacts are associated with this initiative:

- **County-funded street lights installed and upgraded:**
  - FY 15 w/o Addition* | 20
  - FY 15 w/ Addition* | 35

### 2. Adjustment to Land Development Fee Schedule

Expenditure	\$0
Revenue	\$107,487
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 FY 15 Budget includes a 3.0% across the board fee increase to the Land Development fee schedule and revenue increases 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 FY 14 Budget and FY 15 Budget is an increase of \$107,487 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. The following table details how the revenue increase is split between the four agencies.

<b>Land Schedule Changes</b>	
Department	Amount
Development Services	(\$95,653)
Transportation	\$107,487
Planning	\$62,874
Public Works	\$272,335
<b>Total Development Fee Revenue</b>	<b>\$347,043</b>

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