

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Adult Detention Center	Physicians	Always	No	Unable to staff	\$174,955
Adult Detention Center	Psychiatrist	Always	No	Unable to staff - limited hours provided	\$50,481
Adult Detention Center	Dentist	Always	No	Unable to staff - equipment provided by contractor	\$81,744
Area Agency on Aging	In-home personal care services	15+ years	No	Improved services; contract provides Certified Nurse Aides to provide care in the home for older clients who have been assessed as needing assistance with activities of daily living. By providing the services in the home 7 days a week, clients are able to remain in the community.	\$710,264
Area Agency on Aging	Bluebird Tour Program	7 years	Yes	Board Action	\$53,500
Area Agency on Aging	Temporary Staff at Adult Day Healthcare Center	2 years	Yes	Difficulty getting and keeping on-call staff	\$5,730
Area Agency on Aging	Registered Dietitian	1.5 year	No	More appropriate to contract out	\$35,006
Area Agency on Aging	Recreation Staff through Temp Agency	1.5 year	Yes	More appropriate to contract out	\$16,500
Area Agency on Aging	Transport clients to and from ADHC program via Yellowcab	6+ years	Yes	The in-house service was eliminated through Board action	\$25,500
Area Agency on Aging	Medicaid Nursing paperwork ADHC program	1 year	No	Required by Medicaid; no permanent RN position	\$7,200
Audit Services	Internal audits	2013	Yes	Moved from CXO to BOCS control	
Clerk of the Circuit Court	Case Management	2009	Yes	Lower Cost	\$34,450
Clerk of the Circuit Court	Land Records Management	2000	No	Lower Cost, enabled digitization of more records	\$65,115
Clerk of the Circuit Court	Digitizing	2008	Yes	Lower cost, higher quality service, frees up personnel	\$169,265
Community Services	Residential Services for Individuals with an Intellectual Disability	Greater than 10 years	Lower intensity residential services are provided directly by CS staff.	One-time cost considerations for purchasing housing and the availability of existing providers.	Multiple Vendors - \$445,000 budgeted annually
Community Services	Crisis Stabilization Program	2013	No	Prince William CSB contracted out its crisis stabilization program using state funds allocated to the region. Primary reasons for outsourcing the programs were expediency of implementation and expertise.	Community Residences - \$1,018,802 annually, Fellowship Health Resources -\$585,500 annually
Community Services	Transportation Services for CS clients	Greater than 10 years	No	One-time cost considerations for purchasing additional vehicles and the availability of existing providers.	Multiple Vendors - \$665,692 budgeted annually
Community Services	Drop-In Center for Mental Health clients	2013	No	Prince William CSB assumed oversight responsibilities of this contract from the regional office. The contract is funded 100% with state funds.	Trillium Drop in Center - \$328,000 annually
Community Services	Therapy for Infants and Toddlers	Greater than 10 years	These services are split between in-house CS staff and contracted providers	Availability of existing providers that help meet demand.	Multiple Vendors - \$527,534 budgeted annually
Community Services	Mental Health Intensive Residential Services	Greater than 10 years	Lower intensity residential services are provided directly by CS staff.	One-time cost considerations for purchasing housing and the availability of existing providers.	Multiple Vendors - approximately \$800,000 budgeted annually.
Community Services	Child Care and Respite Services	2013	No	Private vendors offered expertise in this area.	ARC of Greater Prince William - \$587,780 annually

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Community Services	Medical Access Assistance Services	2014	Yes	Private vendors offered expertise in this area.	Northern Virginia Family Service - \$58,774 annually
Community Services	Electronic Health Record System	Greater than 10 years	No	Complexity of reporting and billing requires a record system developed and maintained by a private provider.	Credible - \$142,860 annually
Community Services	Sexual Offender Assessment and Treatment	Greater than 10 years	No	Private vendors offered expertise in this area.	Multiple Vendors - approximately \$10,000 annually
Community Services	Behavioral Health Coordinated Specialty Care Team	2015	No	Private vendors offered expertise in this area and the program needed to be implemented quickly to satisfy funding requirements.	Community Residences - \$485,520 annually
Community Services	Cognitive Remediation System	2015	No	Private vendors offered expertise in this area.	Center for Cognition and Recovery - \$4,000 monthly
Community Services	Substance Abuse Residential Treatment and Detoxification Services	Greater than 10 years	No	Availability of existing providers that help meet demand.	Multiple Vendors - \$178,725 budgeted annually
Community Services	Employment and Day Support Services for Individuals with an Intellectual Disability	Greater than 10 years	CS provides some employment services directly.	Availability of existing providers that help meet demand.	Multiple Vendors - \$2,109,270 budgeted annually
Community Services	Job Skills Training for Mental Health Consumers	2013	CS provides some employment services directly, but nothing specifically related to food service preparation skill development	Prince William CSB assumed oversight responsibilities of this contract from the regional office. The contract is funded 100% with state funds.	National Foundation for Acquiring Employable Skills - \$27,000 annually
County Attorney	Bond counsel	Greater than 10 years	No	Specific expertise needed in this area of law	\$0
County Attorney	Outside Counsel - various types of cases	2013	No	Specific expertise needed in this area of law	\$73,850
County Attorney	Shredding services	4 years	No	No current in-house option for this service	\$250
Criminal Justice Services	Courier Service	Prior to 2006	No	Time and Cost efficiency	
Criminal Justice Services	Lab Service/Urine Screens	Prior to 2006	No	Agency uses in house drug test when possible, some need testing confirmation and require lab services not available in house	\$1,465
Criminal Justice Services	Anger Management Groups	Prior to 2006	No	Staff not trained/insufficient availability by staff to meet client needs	\$21,900
Criminal Justice Services	Substance Abuse Counseling	Prior to 2006	No	Staff not trained/insufficient availability by staff to meet client needs	\$14,100
Criminal Justice Services	Electronic Monitoring	Prior to 2006	No	Lower cost, improved service	\$52,350
Development Services	existing contract for outsourcing Architectural Plan Review Services	Contract entered into 8/14/2012	Yes - Is currently performed by staff.	Keep up with demand for timely plan review	\$60,000
Economic Development	Site and building database/template	2010	Unsure	Economic development contracts with GIS Planning for the architecture of the site and building database. This is an essential foundation of any economic development agency engaged in recruitment and retention. It also includes a robust demographic package that allows analysis by drive times and/or radii. This is popular with small businesses in the County as it helps with developing business plans, etc.	\$20,000

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Economic Development	Economic development site and building database update	2011	Yes	We do a comprehensive update of the site and building database ONCE OR TWICE A YEAR . We confirm/update 235 active properties and 334 inactive properties. While we update listings as we learn of them, we still do a comprehensive update. It is labor intensive and requires repeated communications with brokers and developers.	\$2,000
Economic Development	VA Scan - the state economic development agency site and building database.	2011	Yes	VA Economic Development Partnership (VEDP) requires all local economic development agencies to update the listing on the VEDP site twice a year. This database has a different template and specific criteria for listing property on their site. The County page has 248 listings. Much like the DED database, this one too is labor intensive.	\$1,500
Elections	Election Programming and Ballot Printing	42156	No	The voting system is new to PWC. We could buy the software to program and print ballots in house using the PWC Print Shop, a cost analysis needs to be done to see if there is true saving	\$158,785
Elections	Secure delivery of Voting Equipment to precincts before and after election day	Over ten years	No	Predecessors did not look the option of delivery being done by staff or Officers of Election	\$40,040
Elections	Secure Shredding	4 years	No	Need to be in compliance with secure destruction of PII	<\$3,000
Executive Management	State and Federal lobbying	Since 2010	Yes	Improved service; private contractors have political access that local government does not	
Finance	Bond counsel	more than 20 years	No	Lower cost than in-house, highly technical niche expertise	\$165,000
Finance	Financial Advisory Services	more than 20 years	No	Lower cost than in-house, difficulty to find specialized staff in this sector, we reap the benefit of practitioner's knowledge of industry trends	\$160,000
Finance	Cost allocation plan	more than 20 years	No	Specialized knowledge required; difficulty of getting/keeping staff	\$18,000
Finance	Biennial inventory valuation and appraisal services	more than 20 years	No	Independent appraisal certificate is needed for insurance purposes; County-wide inventory count of fixed assets	\$198,000
Finance	Annual landbook files printed on microfiche	more than 20 years	No	Do not have the ability/equipment to do it in-house.	\$700
Finance	Annual printing of real estate assessment notices	more than 5 years	Yes	Cost and efficiency. This is one of the things we planned to do in-house this year with the Print Shop, but they approved the outsourcing because of the complexity and time sensitivity of the job.	\$5,600
Finance	Broker Insurance Services	more than 20 years	No	Broker services needed to procure insurance	\$100,000
Finance	Actuarial Services for PWSIG, LoSAP, Public Safety supplemental retirement	more than 20 years	No	Required by the State Corporation Commission Bureau of Insurance - no expertise in-house	\$48,000
Finance	Accounting Services for PWSIG, LoSAP, Public Safety supplemental retirement	more than 20 years	No	Required by the State Corporation Commission Bureau of Insurance - limited expertise in-house	\$63,000
Finance	Insurance Pool Administrative Services for the Prince William Self Insurance Group (PWSIG)	more than 10 years	Yes	Cost and efficiency. Did not have the time or resources to do it in-house.	\$20,000
Finance	Employee Health, Medical Services and Wellness	more than 5 years	No	Specialized knowledge needed for these services	\$790,000
Finance	Claims Administration	more than 20 years	No	Cost and efficiency	\$129,000
Finance	Environmental Compliance Consulting	more than 10 years	No	Specialized knowledge and lack of resources in-house	\$24,000
Finance	Safety training	more than 10 years	No	Some specialized training is outsourced	\$30,000
Finance	Personal Property Tax Bills	more than 20 years	No	Due to Volume and not having adequate staffing	\$130,000

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Finance	Large Mailings ie BPOL, Verification, Delinquent notices	more than 20 years	No	Due to Volume and not having adequate staffing	\$80,000
Finance	Investment Advisors / Consultant (pension and pension-like trusts)	more than 20 years	Yes (some)	While the County has typically outsourced the vast majority of trust and pension management activities in the past, the County's smaller size and fewer involved dollars made it impractical to perform this work effectively in-house. Today the inhibitor to in-housing this function would more likely be the inability to attract the appropriately skilled staff including the necessary technology.	\$150,000
Finance	Investment Advisors / Consultants (fixed income portfolios)	more than 20 years	Yes (some)	County's General Portfolio and several smaller pools are managed in-house, however, the management of bond issuance proceeds is outsourced due to the extreme technical nature, degree of governmental oversight and the regulatory risk of issuing tax-exempt financing.	\$75,000
Finance	Arbitrage Rebate Calculations	more than 20 years	No	Lower cost than in-house, highly technical niche expertise	\$6,000
Finance	Printing / Reproduction of Bond Documents /OS	more than 20 years	No	Cheaper and more efficient to outsource	\$3,000
Finance	Broker dealer services	more than 20 years	No	Not enough transaction volume to consider alternatives, i.e. becoming a broker-dealer	\$450,000
Fire & Rescue	EMS Billing Revenue Collection	6 years	No	Inability to build infrastructure (staff, technology, expertise) within organization to meet need; lower cost; more efficient; external subject-matter experts	\$400,000
Fire & Rescue	Volunteer EMT Certification	Always	No	Lower cost (in lieu of career OT); efficiency in night/weekend scheduling	\$1,040 per student for full EMT course and \$610 for an EMT refresher course
Fire & Rescue	Promotional process assessment centers	Always	No	External subject matter expert; objectivity/disassociation of external entity with internal competitive promotional process; higher quality product; lack of internal resource to meet need	\$65,000
Fire & Rescue	New hire written test	Always	No	External subject matter expert; objectivity/disassociation of external entity with internal competitive promotional process; higher quality product; lack of internal resource to meet need	
Fire & Rescue	Vehicle outfitting	Always	No	Lower cost; improved service; lack of internal resource to meet need	
Fire & Rescue	Medical Physicals	4 years	No	Inability to build infrastructure (staff, technology, expertise) within organization to meet need; lower cost; more efficient; external subject-matter experts	
General District Court	DoIT- Seat Management Services	2000	Yes		\$3,442
Housing & Community Development	Federal Environmental Reviews	2006	Yes	Small CPD staff and activity is very time consuming	To be provided
Housing & Community Development	Produce Annual Action Plan using HUD E-Planning Suite	2015	No	No training provided by HUD; outsource with training	To be provided
Housing & Community Development	Produce CAPER using HUD E-Planning Suite	2015	No	No training provided by HUD; outsource with training	\$0
Housing & Community Development	Produce 5-Year Consolidated Plan & AAP	2005	Yes	Only done every 5 years - Small CPD staff and activity is very time consuming	\$0
Housing & Community Development	Analysis of Impediments to Fair Housing Choice	2005	No	Only done every 5 years - Small CPD staff and activity is very time consuming	\$0

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Housing & Community Development	Fair Housing Plan	2014	Yes	Only done every 5 years - Small CPD staff and activity is very time consuming	\$0
Human Resources	Desktop Computer training, Project Management training, Leadership and Organizational Development training, Notary training and Business Writing training		Yes (Desktop Comp Training), No (Others)	County technology training program was eliminated years ago. Leadership & Org Development not funded to provide in-house resources. Notary and business writing in-house resources unavailable	\$164,000
Human Resources	Learning Management System (LMS)	5+ years	No	Improved service by greatly enhanced technical capabilities/scheduling/enrollment/reporting	\$62,000
Human Resources	NEOGOV Applicant Tracking System	7 years	Yes	More cost efficient to use customizable cloud solution than to develop and maintain in-house	\$28,000
Human Resources	NEOGOV Onboarding	12 months	Yes	Improved Compliance Efforts Consistent Communication and Processing	\$18,500
Human Resources	Temporary Staffing Services	2013	No	Need to place staff within 24 hours/remove unemployment insurance costs	Funded by agency
Human Resources	Criminal History/Background Checks-Screening One	4 years	Historically some where conducted by Police Dept.	Need for reliable and fast turnaround- reduce burden on Police Dept.	\$5,500
Human Resources	Language Testing Service	10+ years	No	Ability to test language skills using recognized standards	Funded by agency
Human Resources	Executive Recruitment Services		Yes		\$29,750
Human Resources	Shredding Services	2016	Yes	Confidentiality/Employee Documents	\$5,500
Human Resources	Classification Studies		Yes	Periodically - On special projects depending on number if classification studies are requested	\$65,000 (Library study - funded by agency)
Human Resources	Job Evaluation System	1999	Yes	Hay Mgt Group - Provides PWC on-going position classification evaluation system for 700 class specifications	\$15,875
Human Resources	Administrator of the Police and Fire Supplemental Retirement Plan		No	Administrative fees for PF&R Supplemental Retirement	\$50,840 (paid through Carday, trustee administrator)
Human Resources	ACA Reporting (Bolton)		No	Affordable Care Act (ACT) - Compliance and Reporting	\$64,049
Human Resources	Employee Assistance Provider (EAP)		No	Administer the Employee Assistance Program	\$58,500
Human Resources	Disability for Hybrid employees (VA Corp)		No		\$106,486
Human Resources	Retiree Health Credit, COBRA, Retiree Health Mgmt		No	Administrative, Actuarial, Advisory Services for RHICP, COBR, LODA	\$116,00
Human Resources	Flexible Spending Account Administration		No		\$39,000
Information Technology	Seat Management Services (includes Network Operations Center)	Since at least 2000	Not Recently	Lower cost	\$1,958,491
Information Technology	Cabling/Wiring Repairs and Services	Always	Yes	Some in-house work, some outsourced. Insufficient staffing to handle all jobs. Outsource the jobs outside of normal hours and larger projects. Do not believe there is sufficient work to hire a FTE since a lot of the work is project driven.	\$22,423
Information Technology	SharePoint Configuration/Development	Always	Yes	Some in-house work, some outsourced to Ctech - insufficient staffing in house to accommodate all needs. Needs are consistent, but had to scale back FY2016 due to budgetary savings constraints. Will evaluate for FY2018 Budget.	\$38,184

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Information Technology	Audio Visual	Always	Yes	Some in-house work, some outsourced. There is a single audio visual tech employed with PWC. We outsourced some services to ensure coverage during periods of leave, etc. In House Audio Visual Engineer position was FY2013 position.	\$0
Information Technology	Network Connectivity	Always	Yes	On-site labor for network connectivity break/fixes during off-hours. In-house services provided during standard business hours.	\$0
Information Technology	Administrative Assistance	Always	No	Used as needed for staff turnover and special projects, not used permanently.	\$11,426
Information Technology	Cisco Engineers	N/A - New	No	Specialized services required by contractor	\$0
Information Technology	Voice Engineering	Always	Yes	In-house and outsourced. Some work performed by a technician is outsourced. Services for off hours and projects which can't be accommodated by in-house staffing due to staffing levels. Contract ensures access to technical expertise, parts and system should be have a Voice system failure. One technician is full time and savings could be realized by bringing in house. However, the contract allows for backup capabilities, i.e. they have a substitute resource who has passed a full background and is familiar with PWC. The activity manager does not support transitioning to an in-house position due to concerns over the lack of backup staffing in the in-house position model.	\$362,004
Information Technology	Network Engineering			In-house and outsourced. Some work performed by a technician is outsourced. Services for off hours and projects which can't be accommodated by in-house staffing due to staffing levels.	\$93,536
Information Technology	Systems Engineering			In-house and outsourced. Some work performed by a technician is outsourced. Services for off hours and projects which can't be accommodated by in-house staffing due to staffing levels.	\$225,874
Information Technology	Maintenance	Always	No	Specialized Services and limited engagement type work.	\$41,848
Information Technology	Oracle Database Administrator	1992	No	Specialized services. No Oracle DBA Position. A SQL DBA position was requested with FY2017 budget, but each system is different requiring different specialties	\$41,700
Information Technology	Radio Repairs	Always	No	Specialized services by trained technicians.	\$14,209
Information Technology	SQL Database Administrator	Always	Yes	In house position was moved to contract since we couldn't get sufficient candidate pool. Requested to have in house for FY2017 in hopes of better results to save funds to accommodate increased costs anticipated with the seat management contract escalation.	\$222,978
Information Technology	System Developers	FY2013	Yes	In house and outsourced. One position is full time/permanently on site through a contractor (Steve Wong) This position will be reviewed to bring in house for FY2018.	\$118,989
Information Technology	System Developers	Always	No	Specialized work for upgrades as needed.	\$52,013
Information Technology	Tech Writer	FY2015	No	Services used as needed.	\$94,968
Information Technology	Test Engineer	New	Yes	Done in house and externally via contractors. Testing systems for compliance with operating systems upgrades and patches. Not enough capacity for an full time position.	\$0
Information Technology	Translation Services	Always	No	Specialized services in multiple languages.	\$42,108

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Juvenile Court Service Unit	Mediation for custody, support, visitation from J&DR Court and GD Ct. Restorative Justice services for juveniles diverted from JCSU Intake	2009	Yes	Lower cost	\$171,000
Library	Collection services for delinquent library customer accounts for patrons who owe the Library System more than \$25.00 in fines and fees	Since February 2004	Yes	Prior to 2004, Library staff had worked with the County Attorney's Office for significant delinquent library accounts. Service was outsourced due to limited staff time, reasonable cost, and expected return of materials and/or fines and fees owed.	\$24,363
Library	Courier service among Washington Metropolitan Council of Government libraries for the transport of interlibrary loan and other materials	Since 1997	Unknown	Service is outsourced since the transport of materials among COG libraries in Virginia, Maryland and the District of Columbia would be a significantly higher cost in terms of staff and transportation. The service insures that interlibrary loan items borrowed from, or loaned to, other MWCOG libraries are received/returned quickly. Other materials, returned to libraries in error, can also be transported to the correct library through this service.	\$2,787
Library	Cataloging and processing of selected Audio-Visual materials, such as DVDs	Since July 2013	Yes	Service is outsourced due to difficulty producing replacement artwork for A-V items. In addition, A-V items are staff-intensive for cataloging and processing. Service enables production to occur at a lower cost.	\$31,605
Management & Budget	Community Survey	Always	No	Independent validation	\$71,500
Parks and Recreation	Field/Land grading	Always	No	Requires specialized equipment and skills not available in-house	\$0
Parks and Recreation	Turf blanket installation	since 2008	Yes	Limited need and use	\$7,275
Parks and Recreation	Deep aeration services	Always	No	Requires specialized equipment and skills not available in-house	\$0
Parks and Recreation	Turf Sprigging	Always	No	Requires specialized equipment and skills not available in-house	\$41,440
Parks and Recreation	Irrigation pump station servicing	Always	No	Requires specialized equipment and skills not available in-house	\$2,809
Parks and Recreation	HDPE Irrigation installation and repairs	Always	No	Requires specialized equipment and skills not available in-house	\$35,565
Parks and Recreation	Hazardous tree removal	Always	No	Requires specialized equipment and skills not available in-house	\$14,788
Parks and Recreation	Soil Analysis	Always	No	Requires specialized equipment and skills not available in-house	\$1,500
Parks and Recreation	Rental Equipment	Always	No	Requires specialized equipment not available in-house	\$4,806
Parks and Recreation	Stadium bleacher metal welding and repairs	Always	No	Requires specialized equipment and skills not available in-house	\$0
Parks and Recreation	Chain link fence installation and repairs	Since 2013	Yes	Requires specialized equipment and skills not available in-house	\$0
Parks and Recreation	Landscape installation - sometimes	When appropriate	Yes	Outsourced when in-house manpower is unavailable	\$0
Parks and Recreation	Dumpster services	Always	No	Requires specialized equipment and skills not available in-house	\$0
Parks and Recreation	Porta-jon services	Always	No	Requires specialized equipment and skills not available in-house	\$0
Parks and Recreation	Design services				\$0
Parks and Recreation	Construction services				\$0
Parks and Recreation	Paving				\$0
Parks and Recreation	Parking lot striping				\$0
Parks and Recreation	Pre-employment physicals				Paid by HR
Parks and Recreation	Drug and Alcohol testing				Paid by HR
Parks and Recreation	Fleet Maintenance - Vehicle emissions testing	Always	No	No in-house emission testing equipment or space to install if purchased	\$48

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Parks and Recreation	Fleet Maintenance - body work and repairs	Always	No	No in-house body repair facility	\$7,629
Parks and Recreation	Fleet Maintenance - some vehicle repairs/reprogramming	Always	No	No manufacturer specific code programming equipment for reprogramming vehicle systems	\$1,034
Parks and Recreation	Fleet Maintenance-automotive glass repair/replacement	Always	No	Shop does not have required tools or expertise to perform this function.	\$264
Parks and Recreation	Fleet Maintenance-replacement of tires larger than 18" in diameter	Always	No	Do not have equipment to change/balance tires larger than 18" in diameter	\$2,449
Parks and Recreation	Fleet Maintenance-fabrication of replacement hydraulic hoses	Always	No	Do not have equipment or supply area to perform replacement hydraulic hose fabrication	\$3,197
Parks and Recreation	Fleet Maintenance-work uniform rental/shop rag maintenance	Always	No	No facility to launder/clean uniforms and shop rags	\$6,848
Parks and Recreation	Fleet Maintenance-automotive lift repairs & inspection	2014	No	Requires expertise/certification to perform this function	\$1,524
Planning	Land Use Planning Studies and Analyses	20+ years	Yes	Special projects of short duration that require more resources than staff can provide and/or specific expertise that staff doesn't have	\$107,845
Public Work - Fleet Management	Fleet routine preventive maintenance (PM oil changes/inspections)	Fall 2006	Yes	Increase volume of vehicles serviced by outsource of work that can be done at County user location and simultaneously increase customer convenience.	\$160,000
Public Work - Fleet Management	Vehicle Body Restoration	Always	No	Body Shops require special skills and environmental controls that are a barrier to entry. Much easier to use outsource capability.	\$200,000
Public Work - Fleet Management	Aerial Truck Certifications	Always	No	Fire One provides certification that meets or exceeds regulations and protects employees and citizens from failed aerial equipment.	\$1,500
Public Work - Fleet Management	Fuel Dispensing and billing system	2007	Yes	Mileage control for dispenser authorization was too difficult to maintain, so this function was outsourced.	\$75,000
Public Work - Fleet Management	Upfitting of Police Patrol Vehicles	2008	Yes	Unable to perform maintenance and upfitting with existing staff and facility.	\$750,000 includes parts, service, and shipping
Public Work - Fleet Management	Warranty Repairs of Vehicles		No	Reporting system deficient and complex procedures to claim funds for in-house work.	\$30,000
Public Work - Fleet Management	Tire Mounting	2006	Yes	Heavy Truck and Tractor tire mounting.	\$10,000
Public Work - Fleet Management	Work order Consultant	2016	DoIT	Prepare RFP and Confirm installation of software.	\$88,925
Public Work - Fleet Management	Towing	Always	No	24/7 forever	\$5,000
Public Work - Fleet Management	Glass Replacement	Always	No		\$11,000
Public Work - Fleet Management	Work on Caterpillar equipment	Always	No	Some work beyond shop equipment capability or volume	\$30,000
Public Work - Fleet Management	Generator	Always	No	Some work beyond shop equipment capability	\$10,000
Public Work - Fleet Management	Allison Transmission	Always	No	Some work beyond shop equipment capability	\$10,000
Public Work - Fleet Management	Parts Washing Solvent	2002	Yes	Environmental control recycle by Zep	\$500
Public Work - Fleet Management	Vehicle Washing and Detail	Always	Yes	No facility to handle volume of cars. Heavy wash is OK	\$500
Public Work - Fleet Management	Uniform Service	Always	No	Rental and washing of uniforms	\$15,600
Public Work - Fleet Management	Repair of Shop lifts, piping, etc.	Non B&G repairs	Yes	Wanted a 3rd Party trained on lift requirements for safety reasons	\$5,200

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Public Works - Buildings & Grounds	Mowing services	20 + years	Yes	It is a seasonal service, not suited to in house work by full time year round employees.	\$230,616
Public Works - Buildings & Grounds	Security Guard Services	15 + years	No	Lower cost	\$650,000
Public Works - Buildings & Grounds	Snow Removal	25 + years	Mixed	Seasonal work, uncertain quantity. Contractor augments in-house personnel	\$330,405
Public Works - Buildings & Grounds	Custodial Services	25 + years	Mixed	Lower cost.	\$1,500,000
Public Works - Buildings & Grounds	Plumbing Services	25 + years	Mixed	Technical requirements or required licensing not available in house, more work than in house can handle. Contractor is more expensive.	\$16,000
Public Works - Buildings & Grounds	Electrical Services	25 + years	Mixed	Technical requirements not available in house, more work than in house can handle. Contractor is more expensive.	\$9,219
Public Works - Buildings & Grounds	HVAC Energy Management	20 + years	No	Technical requirements/skills not available in house.	\$122,432
Public Works - Buildings & Grounds	Closed Loop Water Treatment Services	25 + years	No	Technical requirements not available in house, more work than in house can handle. Contractor is more expensive.	\$8,500
Public Works - Buildings & Grounds	Hazmat recycling services	10 + years	No	Technical & EPA requirements	\$5,400
Public Works - Buildings & Grounds	Printing Services	25 + years	Mixed	Printing specialty items that are not needed frequently enough to warrant purchasing the equipment needed and sometimes more work than in house printer can handle.	\$214,000
Public Works - Buildings & Grounds	Printing equipment repair	25 + years	No	Technical skills not available in house	\$12,531
Public Works - Buildings & Grounds	Paving Services	25 + years	No	Sporadic requirements, technical skills, lack of equipment required	\$29,616
Public Works - Buildings & Grounds	Small construction/repair projects	25 + years	Mixed	Contractor augments in house personnel	
Public Works - Buildings & Grounds	Elevator Repair/Inspection Services	25 + years	No	Technical skills/licensing not available in house	\$10,000
Public Works - Buildings & Grounds	Fitness equipment repair/maintenance	15 + years	No	Technical skills not available in house	\$3,000
Public Works - Buildings & Grounds	Painting	25 + years	Mixed	Insufficient in house staff for larger jobs	
Public Works - Buildings & Grounds	Pavement marking services	25 + years	No	Sporadic requirements for service, lack of equipment required.	\$34,517
Public Works - Buildings & Grounds	Towing Services	20 + years	No	Sporadic requirements not conducive to in house staffing or equipment requirements.	\$1,000
Public Works - Buildings & Grounds	Underground Utility Location Services	25 + years	No	Sporadic requirements not conducive to in house staffing or equipment requirements.	\$1,000
Public Works - Buildings & Grounds	Parking lot sweeping services	25 + years	No	Seasonal work, uncertain quantity not suited to in house staffing	\$34,600
Public Works - Buildings & Grounds	Glazier services	25 + years	No	Sporadic requirements, technical skills	??
Public Works - Buildings & Grounds	Septic Tank/Grease Trap cleaning	25 + years	No	Sporadic requirements, lack of equipment.	\$4,000
Public Works - Buildings & Grounds	Carpet installation	25 + years	No	Sporadic requirements not conducive to in house staffing	\$112,695
Public Works - Buildings & Grounds	Fire, Burglar, Video surveillance systems	25 + years	No	Technical/licensing requirements, lack of sufficient in house personnel	\$197,449
Public Works - Buildings & Grounds	Pest Management Services	25 + years	No	Licensing requirements, technical skills not available with current in house personnel.	\$248,080
Public Works - Buildings & Grounds	Refuse/Recycling Services	25 + years	No	Lower cost, lack of equipment.	\$35,000
Public Works - Buildings & Grounds	Roofing Services	25 + years	No	Technical requirements/skills not available in house.	\$5,000
Public Works - Buildings & Grounds	Concrete repair/installation	25 + years	No	Technical skills, equipment not available in house. Sporadic needs not conducive to providing in house.	\$21,955

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Public Works - Buildings & Grounds	HVAC Service	25 + years	Mixed	Technical requirements not available in house, more work than in house can handle. Contractor is more expensive.	\$253,834
Public Works - Environmental Services	Engineering services	2010	Yes	Specialized service, staff limitation	\$400,000/year
Public Works - Environmental Services	Surveying services	2010	Mixed	Specialized service, Licensed Surveyor	\$15,000/year
Public Works - Environmental Services	Geotechnical engineering services	2010	Yes	Staff limitation, specialized service	\$25,000/year
Public Works - Environmental Services	Assessments and studies (i.e. watershed studies)	2008	Yes	Staff limitation, specialized service	\$200,000 every two years
Public Works - Environmental Services	Water Quality Monitoring	2005	Yes	Specialized services	\$100,000/year
Public Works - Environmental Services	Planting contracts	2013	No	Specialized services	\$10,000/acre (~\$50,000/year)
Public Works - Environmental Services	Construction contracts	2014	Yes	Specialized services	\$750,000-\$2,000,000+/year
Public Works - Environmental Services	Mobile inspection application development	2015	No	Specialized services	\$200,000
Public Works - Environmental Services	Cloud hosting services	2015	No	Specialized services	\$10,000/year
Public Works - Environmental Services	Mowing/Landscaping services	2006	No	Cheaper, quick response time, availability	\$22,000/year
Public Works - Environmental Services	Aerial spraying for Forest pests		No	Lower costs, improved service, only done occasionally	\$22.95 per acre
Public Works - Environmental Services	Mobile field data application programming	4 years	No	DoIT was not properly staffed at the time to do the programming	\$75,000
Public Works - Environmental Services	Heavy truck and equipment repair	10 years	Yes	Fleet did not have enough mechanics	\$95,000
Public Works - Environmental Services	Concrete curb, sidewalk, slabs, etc.	18 years	Yes	County crew could not keep up with work load	\$157,700
Public Works - Environmental Services	Asphalt Paving	18 years	No	County does not own necessary equipment	\$120,000
Public Works - Environmental Services	Pavement Marking	18 years	No	County does not own necessary equipment	\$11,000
Public Works - Environmental Services	Dump Truck rental and Equipment w/operators	18 years	Yes	County does not own enough trucks for large jobs	\$50,000
Public Works - Environmental Services	Tire replacement/repair	10 years	Yes	Fleet did not have enough mechanics	\$5,200
Public Works - Environmental Services	Erosion control installation	18 years	Yes	Contractor can install silt fence for less cost	\$7,200
Public Works - Facilities Construction Mgmt	General Contractors (Construction)		No		
Public Works - Facilities Construction Mgmt	Architecture / Engineering Services	4 years	Yes	Staff limitations, specialized service	
Public Works - Facilities Construction Mgmt	Geotechnical Services (Special Inspections)		Yes	Transportation had a geotechnical testing lab in the past. It is believed that the County outgrew the internal staffing capabilities of the lab.	Approximately \$200,000 per capital building project. Cost per year will vary depending on approved projects.
Public Works - Facilities Construction Mgmt	HVAC Controls / Building Automation Services		No		Approximately \$50,000 per capital building project. Cost per year will vary depending on number of approved projects and project type.

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Public Works - Facilities Construction Mgmt	Building Security (Access Control Systems, CCTV, Intrusion Detection Systems)		No		Services vary dramatically based on the type of building project. Non secured facilities have a very minimal cost associated with them (less than \$25,000) whereas secured facilities such as the ADC are high (\$250,000). Cost vary per year based on approved projects and type.
Public Works - Facilities Construction Mgmt	Building Commissioning (HVAC, lighting, hot water)		No		Approximately \$100,000 per capital building project. Cost per year will vary depending on number of approved projects and project type.
Public Works - Historic Preservation	Small Construction for historic sites	2005	Yes-still is	Staff and timing constraints	\$140,000
Public Works - Historic Preservation	Roof replacement	2005	No	Liability associated with roofing work	\$15,000
Public Works - Historic Preservation	Custodial Services	2008	Yes	Staff resources	\$4,900
Public Works - Neighborhood Services	EL-X MOWING (Landscaping/mowing)	2014	No	Service not provided and/or available through County/NSD	\$34,846
Public Works - Neighborhood Services	RIVAS DESIGN(Landscaping/mowing)	2011	No	Service not provided and/or available through County/NSD	\$296,708
Public Works - Neighborhood Services	SUNTRUST (Banking/Credit Card Services)	2010	No	Service not provided and/or available through County/NSD	\$1,118
Public Works - Neighborhood Services	VIRGINIA NEWS GROUP (Advertising)	2013	No	Service not provided and/or available through County/NSD	\$1,640
Public Works - Neighborhood Services	AJ ASSOC. DBA SILLS CAR WASH (Car Wash)	2009	No	Service not provided and/or available through County/NSD	\$200
Public Works - Neighborhood Services	HOADLY RD ADVENT. (Car Wash)	2012	No	Service not provided and/or available through County/NSD	"
Public Works - Neighborhood Services	12831 HARBOR DRIVE VENT (Car Wash)	2009	No	Service not provided and/or available through County/NSD	"
Public Works - Neighborhood Services	VAZO (Training/Certification/Membership)	2007	No	Service not provided and/or available through County/NSD	All training/membership etc. \$7700
Public Works - Neighborhood Services	VBCOA (Training/Certification/Membership)	2008	No	Service not provided and/or available through County/NSD	"
Public Works - Neighborhood Services	ICC (Training/Certification/Membership)	2007	No	Service not provided and/or available through County/NSD	"
Public Works - Neighborhood Services	PWCSA (Water)	2007	No	Service not provided and/or available through County/NSD	\$700
Public Works - Property Management	A/E Design		No	Task cannot be performed by in-house staff.	Varies. \$147,000 in FY15
Public Works - Property Management	Forklift and manlift maintenance		No	Task cannot be performed by in-house staff.	\$1,000 per year
Public Works - Property Management	Locksmith		No	Task cannot be performed by in-house staff.	\$2,500 per year
Public Works - Property Management	Electrician		No	Task cannot be performed by in-house staff.	Varies. \$25,000 to \$35,000
Public Works - Property Management	HVAC/plumbing		No	Task cannot be performed by in-house staff.	\$2,000
Public Works - Property Management	Office moving		No	Task cannot be performed by in-house staff.	\$15,000 per year
Public Works - Property Management	Systems furniture installation		No	Task cannot be performed by in-house staff.	\$60,000 per year
Public Works - Property Management	Document shredding		No	Task cannot be performed by in-house staff.	\$5,000 per year
Public Works - Property Management	Construction		No	Task cannot be performed by in-house staff.	Varies. \$324,000 in FY15.
Public Works - Solid Waste	Landfill Design Services	1990	Yes	Expertise needed, and work is not year round	\$2,600,000

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Public Works - Solid Waste	Landfill Construction - Caps, Liners, Wetlands etc.	1990	Yes	Change in regulations - expertise needed. Large equipment and operators needed to complete projects in a timely manner.	\$9,300,000
Public Works - Solid Waste	Septic Pumping and Portable Toilets	1998	No	The County does not have the capability to provide this type of service. Not needed every day.	\$17,500
Public Works - Solid Waste	Groundwater and Surface Water Sampling and Analysis	1988	No	The County does not have the capability to provide this type of service. Not needed every day.	\$50,000
Public Works - Solid Waste	Analysis of Water and Soil Samples - Laboratory	1988	No	The County does not have the capability to provide this type of service. Not needed every day.	\$30,000
Public Works - Solid Waste	Household Hazardous Waste Collection and Processing	1990	No	Special work requiring technical expertise and off-site processing and disposal	\$327,000
Public Works - Solid Waste	Electronics Collection and Processing	2000	No	Special work requiring technical expertise and off-site processing and disposal	\$322,000
Public Works - Solid Waste	Landfill Gas Collection and Energy Production	1996	No	Public private partnership to take advantage of private tax credits and financing.	\$0
Public Works - Solid Waste	Hydroseeding	2000	Yes	More efficient and reduced costs. No need to purchase and maintain hydroseeder	\$20,000
Public Works - Solid Waste	Landscaping Services	2013	No	County does not have the capability to provide this type of service	\$60,000
Public Works - Solid Waste	Mowing and Groundskeeping	2012	Yes	More efficient and reduced costs. No need to purchase and maintain lawn mowers.	\$10,000
Public Works - Solid Waste	Uniform Rental/Cleaning	2010	No?	County does not have the capability to provide this type of service	\$26,000
Public Works - Solid Waste	Rural Waste Collection/Saturday Park-Outs	1999	No	County does not own the type of refuse vehicles required. More efficient operation.	\$120,000
Public Works - Solid Waste	Emergency Debris Removal	2012	No	Back-up contracts in emergency. County does not have capabilities to respond to large disasters with existing staff and equipment.	\$0
Public Works - Solid Waste	Emergency Debris Removal Monitoring Services	2012	No	Back-up contracts in emergency. County does not have capabilities to respond to large disasters with existing staff and equipment.	\$100,000
Public Works - Solid Waste	Yard Waste Processing/Compost Services	1992	Yes	Specific equipment and expertise needed. Greater efficiency using private contractor.	\$1,500,000
Public Works - Solid Waste	Electrician/Repairs of Electric	2000	No	Expertise needed, and work is not year round	\$9,000
Public Works - Solid Waste	Recycling Processing	2008	Yes	Greater efficiency and cost savings. Expertise required to market materials.	\$0
Public Works - Solid Waste	Plumbing/Sprinkler System Maintenance	2000		Expertise needed, and work is not year round	\$5,000
Public Works - Solid Waste	Pump Repairs	1995		Specialty service needed for unique pumps.	\$32,000
Public Works - Solid Waste	Recycling Services - Batteries, Scrap Metal, Oil, Antifreeze	1986	No	Specialty recycling and marketing services. County does not have expertise.	\$0
Public Works - Solid Waste	Architectural/Planning Services for Landfill Facilities	1999	No	Expertise needed, and work is not year round	\$533,000
Public Works - Solid Waste	Car Wash Services	1998	Yes	Car wash contracts are quicker and environmental regulations are met.	\$104
Public Works - Solid Waste	Janitorial Services/Cleaning	2008	Yes	Contract is more efficient and saves costs.	\$7,500
Public Works - Solid Waste	Security/Monitoring	1985	No	Equipment and 24 hour monitoring required. County does not have expertise.	\$3,000

EXISTING OUTSOURCING

Agency	Service that is currently outsourced	How long has the service been outsourced?	Was the service ever provided in-house?	Why is it outsourced? (lower cost, improved service, difficulty getting/keeping staff, etc.)	Cost
Public Works - Solid Waste	Security Personnel	2012	Yes	Additional landfill security required throughout night and weekends. Contract is more efficient and saves money.	\$120,000
Public Works - Solid Waste	Road Construction/Paving and Striping	1995	No	The County does not have the capability to provide this type of service. Not needed often.	\$100,000
Public Works - Solid Waste	Pest Management/Exterminators	2015	No	The county does not have the capability to provide this type of service.	\$300
Public Works - Solid Waste	Surveying	1988	Yes	Due to timely response and scheduling, and expertise required, outside surveying services is needed.	\$100,000
Public Works - Solid Waste	Small Construction Projects/Landfill Maintenance	2014	Yes	Use internal construction crew and outside contractor as needed and based upon schedules	\$200,000
Public Works - Solid Waste	Pipe Flushing	2014	No	Specialty equipment and intermitted services	\$8,000
Public Works - Solid Waste	Stone and Gravel Delivery	1985	Yes	Contractor is more efficient and timely to deliver gravels as needed.	\$20,000
Public Works - Solid Waste	Solar Development and Energy Generation	2015	No	Private contractor able to obtain better price and take advantage of tax credits.	\$0
Sheriff	Physicals	6 years	Yes	Staff person retired and then service was contracted out	\$7,586
Sheriff	Employment Polygraphs	3 years	Yes	Staff Person from ADC retired and service was contracted out	\$3,740
Sheriff	Repair/Maintenance- Judicial Center security system	At least 10 years	No	No county agency performs this service	\$7,121
Sheriff	Cell phones - Sprint	At least 10 years	No	No county agency performs this service	\$21,160
Sheriff	MDC's - Sprint	At least 10 years	No	No county agency performs this service	\$16,231
Sheriff	Maintenance for MDC QuickVoice	At least 10 years	No	No county agency performs this service	\$1,496
Sheriff	Copier Rental	At least 15 years	No	No county agency performs this service	\$5,590
Sheriff	Banking Services	1981	No	No county agency performs this service	\$2,136
Sheriff	Traffic Control Devices	At least 5 years	No	Global Technology and VDOT are the only ones allowed to have access to boxes that control the traffic signals to make the device will work	\$1,562
Sheriff	Document Shredding	At least 10 years	No	No county agency performs this service	\$172
Sheriff	Catering		No	No county agency performs this service	\$0
Sheriff	Car Wash	At least 10 years	No	No county agency performs this service	\$7,645
Social Services	Hilda Barg Homeless Prevention Center management	Over 20 years	No	Cost and complexity	\$600,000
Social Services	Security Guard at Winter Shelter	5 Years	No	Cost and complexity	\$18,000
Social Services	Education for Child Care providers	10 Years	No	Specialized Service	\$32,000