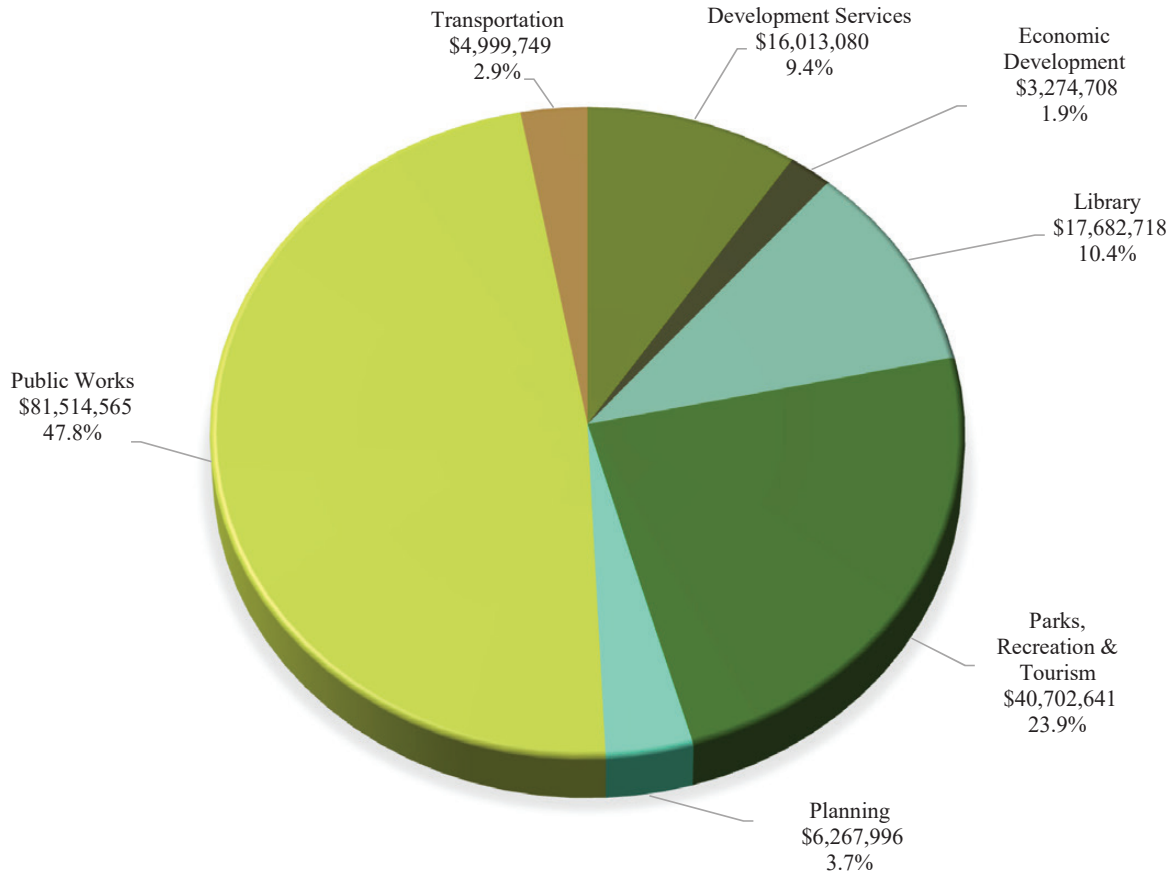


Community Development



Community Development Expenditure Budget: \$170,455,457



Average Tax Bill: \$4,177

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

Department & Agencies

- ◆ Development Services
- ◆ Economic Development
- ◆ Library

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

- ◆ Transit Subsidy
- ◆ Transportation

Development Services

Mission Statement

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



Expenditure Budget:
\$16,013,080



9.4% of Community Development

Program:

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

Community Development Expenditure Budget:
\$170,455,457

Mandates

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

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

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

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

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

Development Services



Expenditure and Revenue Summary

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

Expenditure by Classification

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

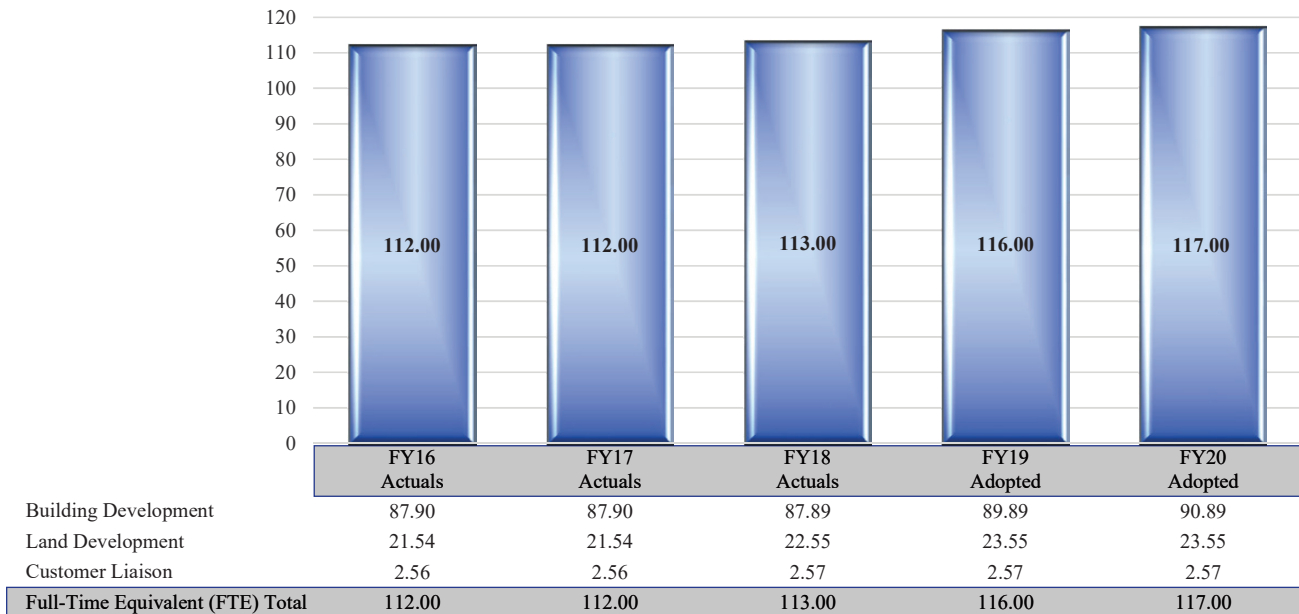
Funding Sources

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

Development Services



Staff History by Program



Future Outlook

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

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

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

Development Services

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

General Overview

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

Budget Initiatives

A. Budget Initiatives

1. Project Management Supervisor – Building Development

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

a. Description – Provide project managers with a single source of supervision. The cost of this position includes \$62,802 in one-time fleet and space reconfiguration expenses.

b. Service Level Impacts – Improve supervisory span of control to optimal levels within department.

2. Operational Cost Increases – Building Development and Land Development

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

a. Description – Using current revenue, increase expenditure budget to maintain current level of operations and enable staff to receive required training.

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

Development Services

Program Summary

Building Development

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

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

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

Land Development

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

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

Development Services

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

Customer Liaison

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

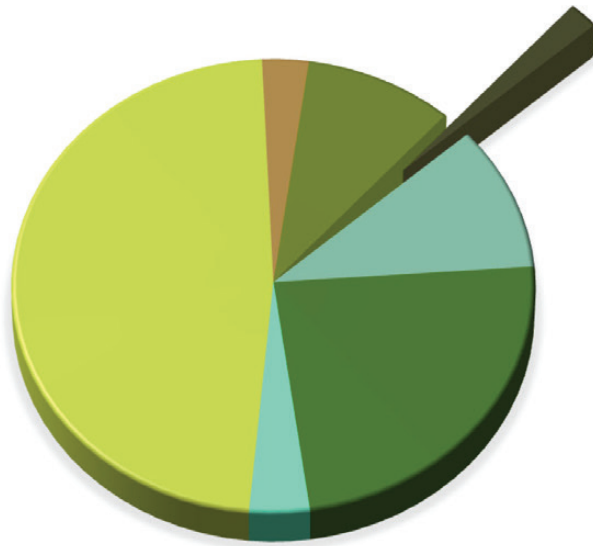
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Customer transactions processed per FTE	22,045	23,265	22,820	23,847	23,000
Overall customer satisfaction	88%	95%	92%	90%	90%

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

Economic Development

Mission Statement

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



Expenditure Budget:
\$3,274,708



1.9% of Community Development

Program:

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

Community Development Expenditure Budget:
\$170,455,457

Mandates

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

Economic Development



Expenditure and Revenue Summary

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

Expenditure by Classification

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

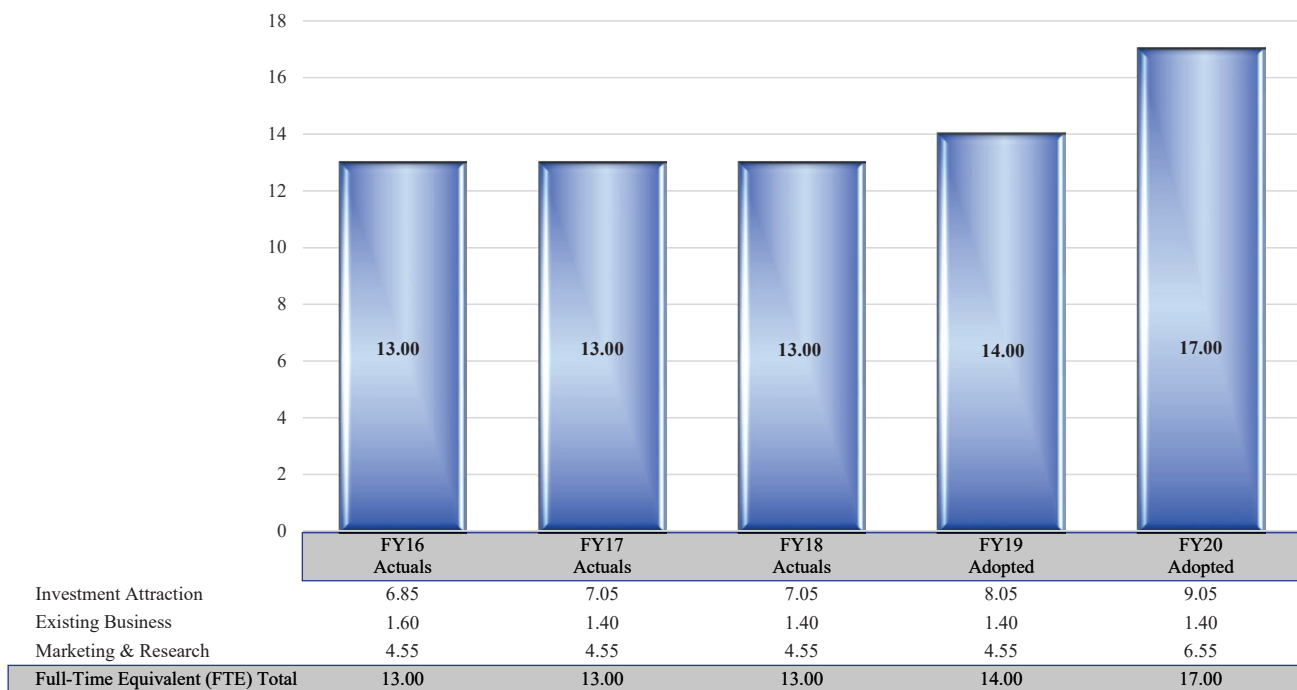
Funding Sources

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

Economic Development



Staff History by Program



Future Outlook

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

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

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

Economic Development

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

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

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

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

General Overview

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

Economic Development

Budget Initiatives

A. Budget Initiatives

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

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

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

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

2. Communications Specialist – Marketing & Research

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

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

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

3. Business Development Manager – Investment Attraction

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

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

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

Economic Development

Program Summary

Investment Attraction

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

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

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

Existing Business & Entrepreneurship

The Existing Business & Entrepreneurship program retains existing businesses, identifies and secures company expansion projects, and acts as a strategic advisor to company executives, assisting them to expand their operations in the County. In addition, the entrepreneurship initiative supports targeted and established firms to grow by offering key resources and customized assistance. The program also pursues initiatives to support small businesses and enhance the County's "entrepreneurial ecosystem." The Department of Economic Development's FY2020 Budget includes funding for the Mason Enterprise Center which provides small business assistance throughout the County. Mason Enterprise Center funding is included in the Entrepreneurship Initiatives activity.

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

Economic Development

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Existing Business Outreach/Expansion	\$235	\$240	\$249	\$268	\$274
Local companies assisted with expansion projects	17	12	13	12	-
Outreach activities	-	-	-	-	3,500
Existing business retention visits	-	-	-	-	50
Entrepreneurship Initiatives	\$231	\$231	\$231	\$231	\$238
Jobs created	131	142	255	150	-
Jobs saved/retained	106	169	12	50	-

FY16-18 Actuals reflect services provided by the Flory Small Business Center. FY20 targets are being developed for Mason Enterprise Center.

Marketing & Research

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Unique visitors to digital content posted	-	-	-	-	40,000
Media coverage return on investment	-	-	-	-	250,000
Link clicks (user engagement)	-	-	-	-	3,000
Increase in social media followers	-	-	-	-	300
Number of E-mail subscribers	-	-	-	-	60,000
Marketing communications online digital content unique views	-	-	42,938	50,000	-
Website visits	-	-	39,420	22,000	25,000

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

Mission Statement

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



Expenditure Budget:
\$17,682,718



10.4% of Community Development

Programs:

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

Community Development Expenditure Budget:
\$170,455,457

Mandates

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



Expenditure and Revenue Summary

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

Expenditure by Classification

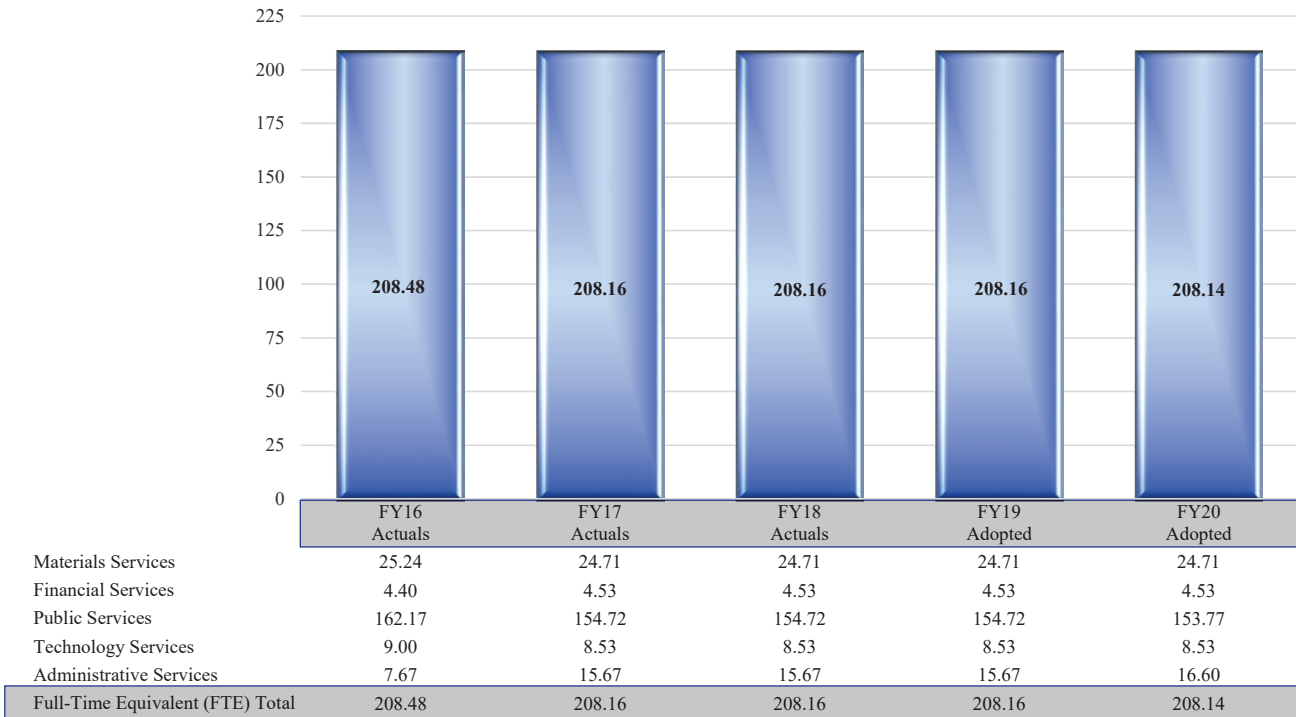
Salaries and Benefits	\$12,390,580	\$12,676,451	\$12,919,066	\$13,639,224	\$13,562,441	(0.56%)
Contractual Services	\$396,040	\$402,893	\$320,973	\$390,296	\$362,908	(7.02%)
Internal Services	\$1,090,829	\$930,779	\$1,150,429	\$1,073,965	\$1,073,965	0.00%
Purchase of Goods & Services	\$2,678,826	\$2,214,533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

Funding Sources

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



Staff History by Program



Future Outlook

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

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

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

Library

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

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

General Overview

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

Library

Program Summary

Materials Services

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

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

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

Financial Services

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

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

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

Library

Public Services

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

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

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

Library

Technology Services

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

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

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

Administrative Services

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Customer schedule actions for Graphics and Web Services completed as scheduled	99%	95%	99%	98%	98%

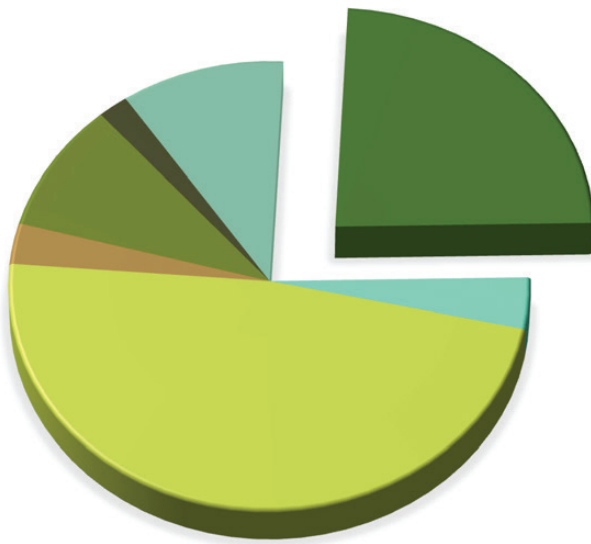
Library

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

Parks, Recreation & Tourism

Mission Statement

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



Expenditure Budget:
\$40,702,641



23.9% of Community Development

Programs:

- Administration: \$3,366,036
- Operations: \$14,531,018
- Recreation: \$18,033,845
- Security Rangers: \$845,341
- Marketing & Communications: \$889,650
- Tourism: \$1,472,574
- Historic Preservation: \$1,564,176

Community Development Expenditure Budget:
\$170,455,457

Mandates

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

Parks, Recreation & Tourism



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted	% Change Budget FY19/ Budget FY20
Administration	\$3,314,982	\$3,543,041	\$3,548,270	\$3,370,494	\$3,366,036	(0.13%)
Operations	\$12,926,419	\$12,385,325	\$13,066,700	\$13,823,401	\$14,531,018	5.12%
Recreation	\$19,237,926	\$25,899,135	\$17,422,520	\$17,734,158	\$18,033,845	1.69%
Security Rangers	\$0	\$0	\$930,574	\$886,925	\$845,341	(4.69%)
Marketing & Communications	\$0	\$0	\$844,292	\$838,145	\$889,650	6.15%
Tourism	\$0	\$0	\$1,199,639	\$1,261,630	\$1,472,574	16.72%
Historic Preservation	\$0	\$0	\$0	\$0	\$1,564,176	-
Total Expenditures	\$35,479,327	\$41,827,501	\$37,011,996	\$37,914,754	\$40,702,641	7.35%

Expenditure by Classification

Salaries and Benefits	\$18,852,837	\$18,855,161	\$21,129,010	\$21,106,960	\$22,975,844	8.85%
Contractual Services	\$5,637,927	\$6,201,306	\$6,567,778	\$6,499,762	\$6,702,000	3.11%
Internal Services	\$1,385,090	\$1,384,744	\$1,452,341	\$1,089,681	\$1,839,933	68.85%
Purchase of Goods & Services	\$5,798,769	\$6,284,220	\$6,231,035	\$6,709,008	\$6,400,371	(4.60%)
Capital Outlay	\$835,290	\$797,943	\$1,569,715	\$1,440,787	\$1,707,657	18.52%
Leases & Rentals	\$72,157	\$96,374	\$136,298	\$228,725	\$238,205	4.14%
Reserves & Contingencies	(\$94,540)	(\$154,000)	(\$864,759)	(\$154,000)	(\$154,000)	0.00%
Debt Maintenance	\$681,049	\$579,253	\$419,663	\$993,831	\$992,632	(0.12%)
Depreciation	\$1,135,318	\$387,106	\$370,915	\$0	\$0	0.00%
Transfers Out	\$1,175,430	\$7,395,393	\$0	\$0	\$0	0.00%
Total Expenditures	\$35,479,327	\$41,827,501	\$37,011,996	\$37,914,754	\$40,702,641	7.35%

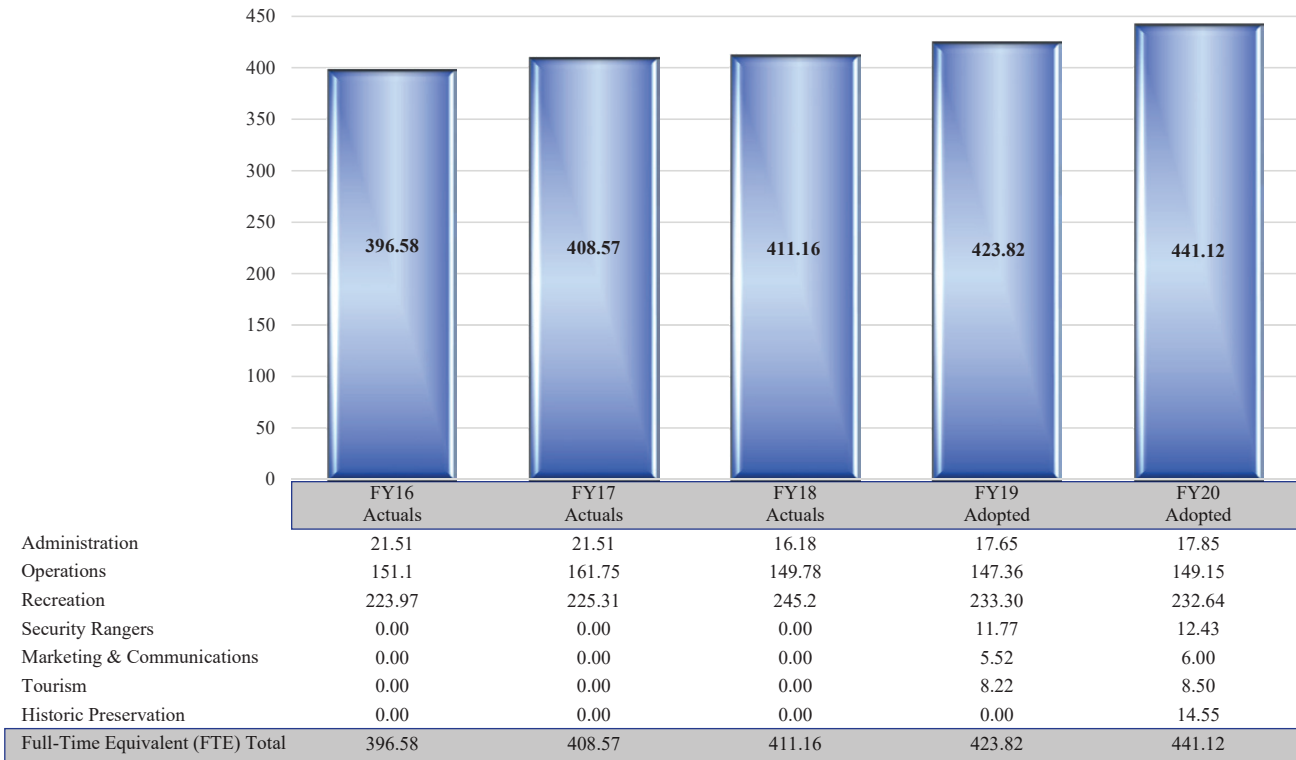
Funding Sources

Use of Money & Property	(\$279,720)	\$0	\$2,075	\$0	\$24,600	0.00%
Miscellaneous Revenue	\$1,060	\$339,953	\$57,072	\$0	\$3,000	0.00%
Non-Revenue Receipts	\$4,292	\$22,582	\$818	\$0	\$0	0.00%
Charges for Services	\$13,589,000	\$13,458,402	\$12,388,582	\$13,719,869	\$13,778,142	0.42%
Revenue from Commonwealth	\$0	\$0	\$14,500	\$0	\$0	0.00%
Transfers In	\$222,664	\$149,266	\$26,265	\$26,790	\$1,073,189	3,905.93%
Total Designated Funding Sources	\$13,537,296	\$13,970,202	\$12,489,311	\$13,746,659	\$14,878,931	8.24%
(Contribution to)/Use of TOT Funds	\$0	\$0	\$1,174,357	\$1,231,010	\$1,441,954	
(Contribution to)/Use of Fund Balance	\$115,333	\$38,913	\$460,948	\$0	(\$46,800)	
Net General Tax Support	\$21,826,697	\$27,818,385	\$22,887,379	\$22,937,084	\$24,428,556	6.50%
Net General Tax Support	61.52%	66.51%	61.84%	60.50%	60.02%	

Parks, Recreation & Tourism



Staff History by Program



Future Outlook

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

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

Parks, Recreation & Tourism

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

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

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

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

General Overview

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

Parks, Recreation & Tourism

Budget Initiatives

A. Budget Initiatives

1. Rollins Ford Park Maintenance Costs – Operations

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

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

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

2. Catharpin Park Phase II Maintenance Costs – Operations

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

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

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

3. Long Park Soccer Building/Restrooms – Operations

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

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

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

4. Increase in Food Costs – Operations

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

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

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

Parks, Recreation & Tourism

5. Tourism – Marketing Support

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

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

6. Tourism – Sports Sales Position and Grant Support

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

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

Program Summary

Administration

Provides oversight for all divisions and facilitates strategic planning.

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

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

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

Parks, Recreation & Tourism

Operations

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

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

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

Recreation

Develops, markets, and administers leisure and educational programs.

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

Parks, Recreation & Tourism

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Parks & Centers*	\$12,047	\$11,780	\$12,025	\$10,199	\$10,466
Participant visits	1.5M	1.5M	1.8M	1.6M	1.8M
Golf	\$4,056	\$11,177	\$4,326	\$4,056	\$4,055
Rounds of golf (18-hole equivalent)	105,875	100,000	92,928	100,000	95,000
Water Parks	\$2,364	\$2,308	\$2,478	\$2,913	\$2,883
Water park admissions	159,848	159,000	139,000	159,000	159,000
Community Sports	\$771	\$751	\$574	\$566	\$629
Sports youth participant visits	1.4M	1.4M	1.4M	1.4M	1.4M
Sports adult participant visits	200,562	155,898	220,000	219,870	220,000
Sports tournament participants	31,604	35,586	37,000	36,577	37,000

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

Security Rangers

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

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

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

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

Marketing & Communications

Promotes public awareness and utilization of recreation programs and amenities.

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

Parks, Recreation & Tourism

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Marketing & Communications*	\$0	\$0	\$0	\$838	\$890
Completed work items	-	-	2,187	-	2,000
Annual website visitors	693,033	630,727	724,239	600,000	600,000
Advertising media distribution	25.8M	23.1M	40.4M	20.0M	25.0M

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

Tourism

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

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

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

Parks, Recreation & Tourism

Historic Preservation

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

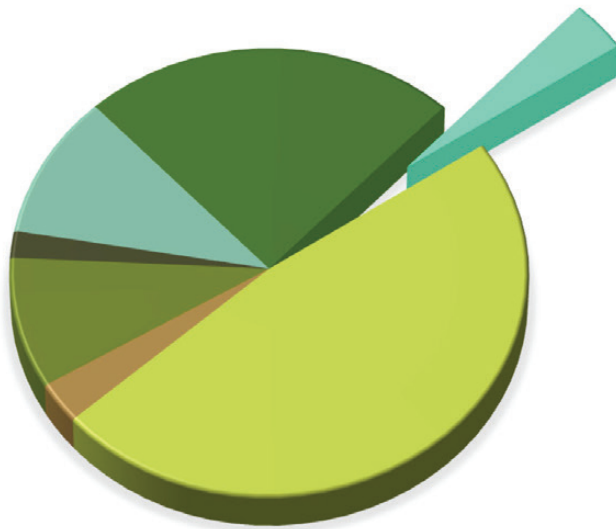
Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Customer satisfaction with visit to historic site	97.0%	99.0%	98.0%	97.0%	97.0%
Volunteer hours value	\$111,498	\$96,519	\$105,823	\$125,000	\$100,000
Revenue recovery rate	4.3%	4.7%	6.2%	5.0%	5.0%

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

Planning

Mission Statement

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



Expenditure Budget:
\$6,267,996



3.7% of Community Development

Programs:

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

Community Development Expenditure Budget:
\$170,455,457

Mandates

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

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

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

Planning



Expenditure and Revenue Summary

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

Expenditure by Classification

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

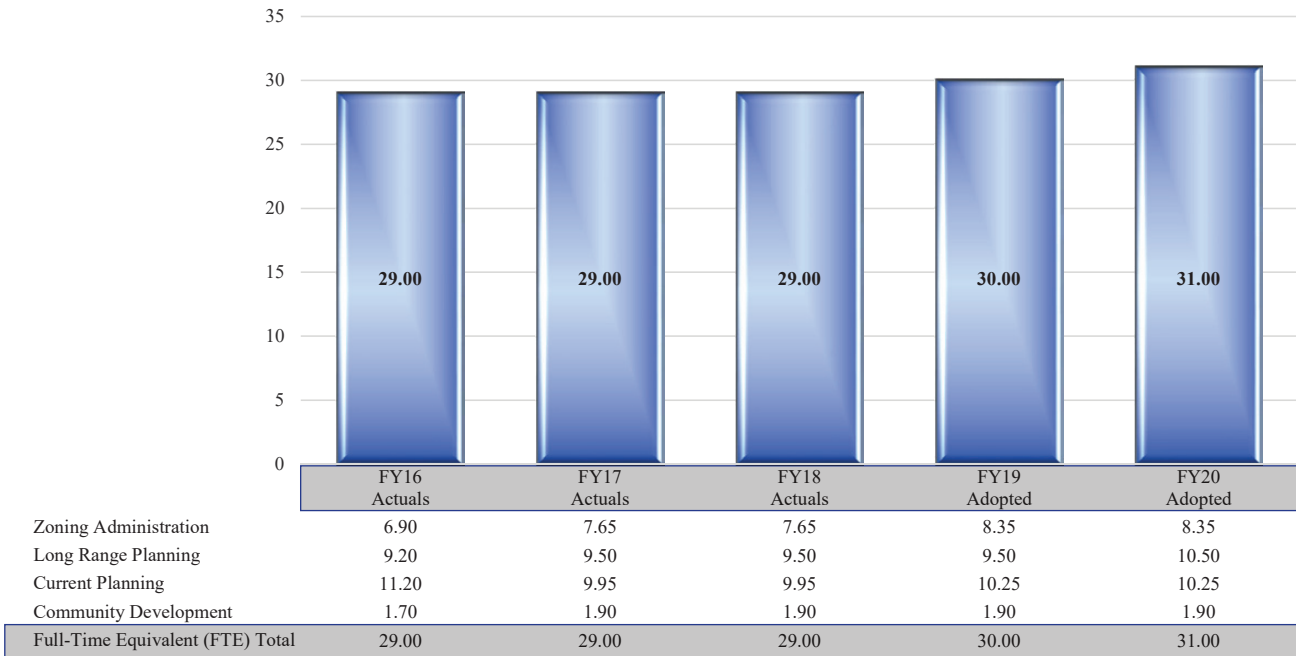
Funding Sources

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

Planning



Staff History by Program



Future Outlook

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

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

Planning

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

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

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

General Overview

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

Planning

Budget Initiatives

A. Budget Initiatives

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

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

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

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

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

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

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

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

Program Summary

Zoning Administration

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
NCU's & NCU recertifications completed within 45 days	-	-	-	-	85%
County has helped preserve the appearance and condition of our neighborhoods	87%	87%	87%	87%	-
Zoning verifications/interpretations/certifications completed within 30 days	71%	31%	69%	75%	85%

Planning

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

Long Range Planning

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

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

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

Planning

Current Planning

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

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

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

Planning

Community Development

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

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

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

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

Public Works

Mission Statement

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



Community Development Expenditure Budget:
\$170,445,457

Expenditure Budget:
\$81,514,565



47.8% of Community Development

Programs:

- Director's Office: \$789,252
- Stormwater Infrastructure Management: \$4,056,120
- Site Development: \$3,892,739
- Watershed Improvement: \$5,232,116
- Fleet Management: \$12,237,289
- Facilities Construction Management: \$125,000
- Sign Shop: \$236,545
- Small Project Construction: \$1,988,454
- Mosquito & Forest Pest Management: \$1,628,540
- Solid Waste: \$21,159,085
- Buildings & Grounds: \$12,036,096
- Property Management: \$13,532,959
- Neighborhood Services: \$4,235,082
- Service Districts: \$365,287

Mandates

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

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

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

Public Works



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted	% Change Budget FY19/ Budget FY20
Director's Office	\$1,326,506	\$1,402,381	\$1,396,542	\$771,566	\$789,252	2.29%
Historic Preservation	\$1,352,263	\$1,429,156	\$1,315,257	\$1,476,229	\$0	(100.00%)
Stormwater Infrastructure Management	\$2,798,956	\$3,211,587	\$3,546,384	\$3,762,204	\$4,056,120	7.81%
Site Development	\$3,129,368	\$3,218,681	\$3,374,458	\$3,664,356	\$3,892,739	6.23%
Watershed Improvement	\$4,326,518	\$4,610,526	\$7,365,168	\$5,023,871	\$5,232,116	4.15%
Fleet Management	\$9,509,587	\$10,328,019	\$9,263,362	\$10,700,295	\$12,237,289	14.36%
Facilities Construction Management	(\$14,110)	\$172,172	(\$30,906)	\$125,000	\$125,000	0.00%
Sign Shop	\$245,535	\$160,318	\$244,324	\$224,436	\$236,545	5.40%
Small Project Construction	\$2,713,579	\$2,509,070	\$2,016,298	\$2,089,249	\$1,988,454	(4.82%)
Mosquito & Forest Pest Mgmt	\$1,431,993	\$1,448,821	\$1,472,725	\$1,855,340	\$1,628,540	(12.22%)
Solid Waste	\$16,579,543	\$16,374,694	\$15,397,112	\$19,923,809	\$21,159,085	6.20%
Buildings & Grounds	\$10,463,388	\$11,582,695	\$11,588,120	\$11,846,225	\$12,036,096	1.60%
Property Management	\$11,096,827	\$12,391,406	\$13,318,745	\$13,495,044	\$13,532,959	0.28%
Neighborhood Services	\$3,783,055	\$3,685,299	\$3,771,062	\$4,318,476	\$4,235,082	(1.93%)
Service Districts	\$226,516	\$459,435	\$321,687	\$365,311	\$365,287	(0.01%)
Total Expenditures	\$68,969,521	\$72,984,262	\$74,360,337	\$79,641,412	\$81,514,565	2.35%

Expenditure by Classification

Salaries and Benefits	\$27,216,854	\$27,101,696	\$27,745,780	\$29,332,685	\$29,625,855	1.00%
Contractual Services	\$11,607,479	\$13,913,982	\$12,925,241	\$13,571,292	\$13,575,799	0.03%
Internal Services	\$3,277,379	\$3,561,507	\$3,907,809	\$2,882,271	\$2,992,383	3.82%
Purchase of Goods & Services	\$11,038,682	\$9,162,176	\$11,945,348	\$14,647,619	\$15,438,604	5.40%
Capital Outlay	\$2,144,190	\$3,661,048	\$1,902,712	\$4,060,299	\$4,661,514	14.81%
Leases & Rentals	\$6,513,416	\$7,032,916	\$7,357,523	\$7,968,156	\$7,569,618	(5.00%)
Reserves & Contingencies	(\$1,407,876)	(\$1,027,699)	(\$2,736,857)	(\$2,823,507)	(\$2,766,957)	(2.00%)
Amortization	\$1,483,825	\$1,950,797	\$656,594	\$2,085,793	\$2,085,793	0.00%
Depreciation	\$1,404,086	\$2,178,910	\$1,492,152	\$2,098,713	\$2,158,713	2.86%
Transfers Out	\$5,691,485	\$5,448,929	\$9,164,036	\$5,818,091	\$6,173,242	6.10%
Total Expenditures	\$68,969,521	\$72,984,262	\$74,360,337	\$79,641,412	\$81,514,565	2.35%

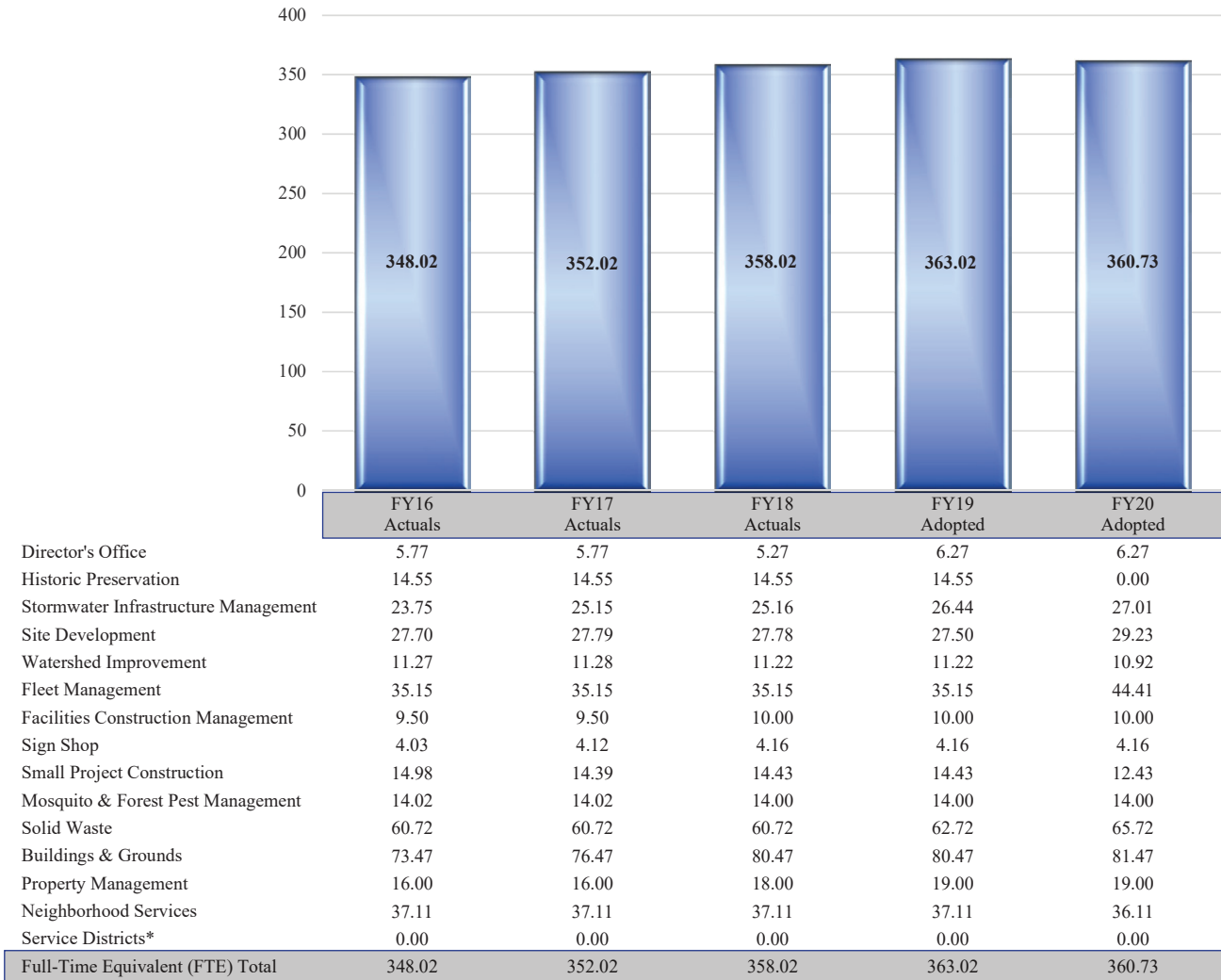
Funding Sources

Revenue from Federal Government	\$330,000	\$0	\$0	\$330,000	\$0	(100.00%)
Permits & Fees	\$2,300,354	\$2,554,061	\$2,479,062	\$2,407,996	\$2,407,996	0.00%
Fines & Forfeitures	\$9,015	\$6,939	\$2,004	\$0	\$0	0.00%
Use of Money & Property	\$1,978,405	\$1,237,373	\$1,306,429	\$2,100,600	\$2,076,000	(1.17%)
Miscellaneous Revenue	\$516,140	\$394,643	\$744,526	\$492,932	\$489,932	(0.61%)
Non-Revenue Receipts	\$423,236	\$306,241	\$277,087	\$173,700	\$243,700	40.30%
General Property Taxes	\$1,710,112	\$1,767,398	\$1,772,646	\$1,794,771	\$1,870,287	4.21%
Charges for Services	\$38,453,850	\$37,894,772	\$38,073,282	\$36,819,833	\$38,307,145	4.04%
Revenue from Commonwealth	\$517,762	\$548,132	\$666,006	\$552,728	\$157,424	(71.52%)
Transfers In	\$2,101,448	\$2,220,690	\$1,827,770	\$1,677,559	\$985,270	(41.27%)
Total Designated Funding Sources	\$48,340,322	\$46,930,250	\$47,148,813	\$46,350,119	\$46,537,754	0.40%
Use/(Contribution) of Fund Balance	(\$7,386,786)	(\$4,120,859)	(\$2,175,022)	\$1,628,677	\$3,499,558	
Net General Tax Support	\$28,015,985	\$30,174,871	\$29,386,546	\$31,662,616	\$31,477,253	(0.59%)
Net General Tax Support	40.62%	41.34%	39.52%	39.76%	38.62%	

Public Works



Staff History by Program



* Bull Run and Lake Jackson

Future Outlook

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

Public Works

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

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

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

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

General Overview

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

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

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

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

Public Works

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

Budget Initiatives

A. Budget Initiatives

1. Lease Escalation and Utility Increase Costs – Property Management

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

a. **Description** – This initiative provides funding for \$280,000 in contractual lease escalation costs and \$85,000 in increases of utility costs.

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

Public Works

2. Increase Landscaping Budget – Neighborhood Services

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

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

3. Replace Track Gradall ES3238 – Small Project Construction

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

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

- **Community improvement projects completed within 10% of estimated cost**

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

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

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

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

FY20 w/o Addition	3
FY20 w/ Addition	8

Public Works

5. Watershed Study – Watershed Improvement

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

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

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

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

FY20 w/o Addition	0
FY20 w/ Addition	1

6. Soil and Water Conservation District Funding – Watershed Improvement

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

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

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

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

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

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

FY20 w/o Addition	0
FY20 w/ Addition	15

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

FY20 w/o Addition	0
FY20 w/ Addition	2

7. Replace 1999 Jeep Cherokee ES1714 – Watershed Improvement

Expenditure	\$35,000	General Fund Impact	\$0
Use of Fund Balance (Stormwater Mgmt.)	\$35,000	FTE Positions	0.00

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

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

Public Works

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

Expenditure	\$900,000	General Fund Impact	\$0
Use of Fund Balance (Solid Waste)	\$900,000	FTE Positions	0.00

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

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

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

FY20 w/o Addition | 85%

FY20 w/ Addition | 95%

- **Refuse processed**

FY20 w/o Addition | 420,000 tons

FY20 w/ Addition | 450,000 tons

- **Fleet maintenance costs**

FY20 w/o Addition | \$553,000

FY20 w/ Addition | \$533,335

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

Expenditure	\$120,000	General Fund Impact	\$0
Use of Fund Balance (Solid Waste)	\$120,000	FTE Positions	0.00

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

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

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

FY20 w/o Addition | 27%

FY20 w/ Addition | 35%

Public Works

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

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

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

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

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

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

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

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

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

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

Public Works

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

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

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

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

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

Program Summary

Director’s Office

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

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

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

Stormwater Infrastructure Management

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

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

Public Works

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

Site Development

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

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

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

Public Works

Watershed Improvement

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

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

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

Fleet Management

Provide County vehicle maintenance and County vehicle replacement. Provide fuel, repairs, vehicle acquisition, equipment disposal, and maintenance services to the County's vehicles and equipment in an efficient and cost effective manner, and minimize downtime due to breakdowns or other unscheduled maintenance. Replace County vehicles at the optimum point in the vehicle life cycle, maximizing cost-effectiveness and vehicle safety and reliability.

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

Public Works

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

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

Facilities Construction Management (FCM)

Support the Capital Improvement Program (CIP) by developing budgets and managing the design and construction of County facilities. The majority of expenditure costs in this activity are recovered from capital projects.

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
FCM customers satisfied with overall project management	100%	93%	98%	90%	90%
CIP construction change order different from original contracted amount	5%	2%	3%	<8%	<8%

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

Sign Shop

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Street signs completed within 10 days of request	-	60%	92%	65%	80%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Street Name Signs	\$215	\$197	\$176	\$207	\$193
Streets requiring street name signs	9,696	9,826	9,826	9,775	9,912
Street name signs fabricated for maintenance	723	1,172	1,592	1,000	1,500
Signs and Graphics	\$30	(\$36)	\$68	\$18	\$43
Signs and graphics fabricated for revenue	11,686	17,199	8,806	12,500	8,000

Public Works

Small Project Construction

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

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

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

Mosquito & Forest Pest Management

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

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

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

Public Works

Solid Waste

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

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

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

Public Works

Building & Grounds

Provide building maintenance services to over 130 County-owned facilities (approximately 1.4 million square feet) and selected leased properties; assist with property beautification by providing landscaping services through internal and contracted grounds maintenance operations; manage security system installation and repair; conduct snow removal, asphalt repairs and installation; and provide moving services. Support County government operations through mail, graphic arts, and printing services. Provide 24/7 emergency response support to address natural or manmade disasters.

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

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

Public Works

Property Management

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

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

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

Public Works

Neighborhood Services

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

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

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

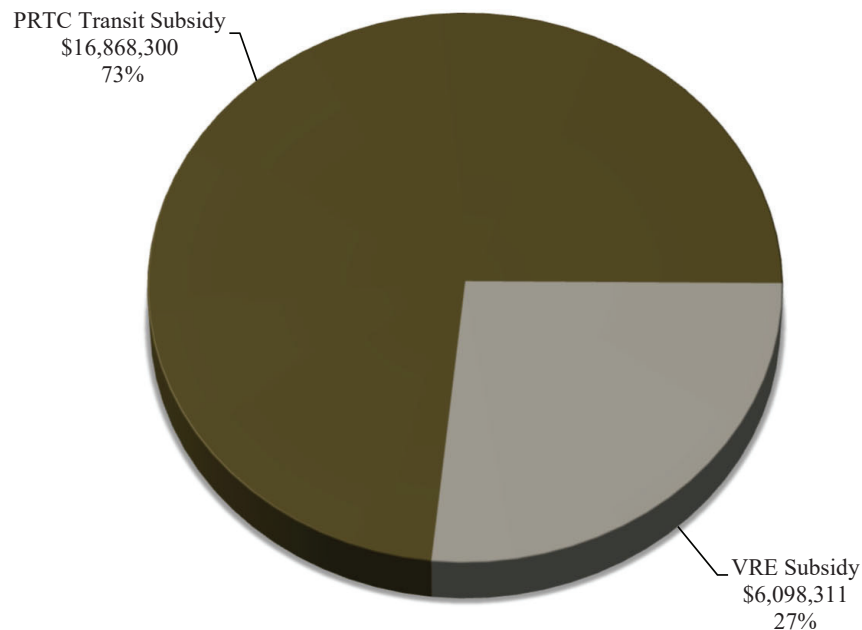
Transit Subsidy

Mission Statement

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

For more information, go to OmniRide.com.

FY2020 Transit Subsidy



Mandates

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

Transit Subsidy



Expenditure and Revenue Summary

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

Revenues

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

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

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

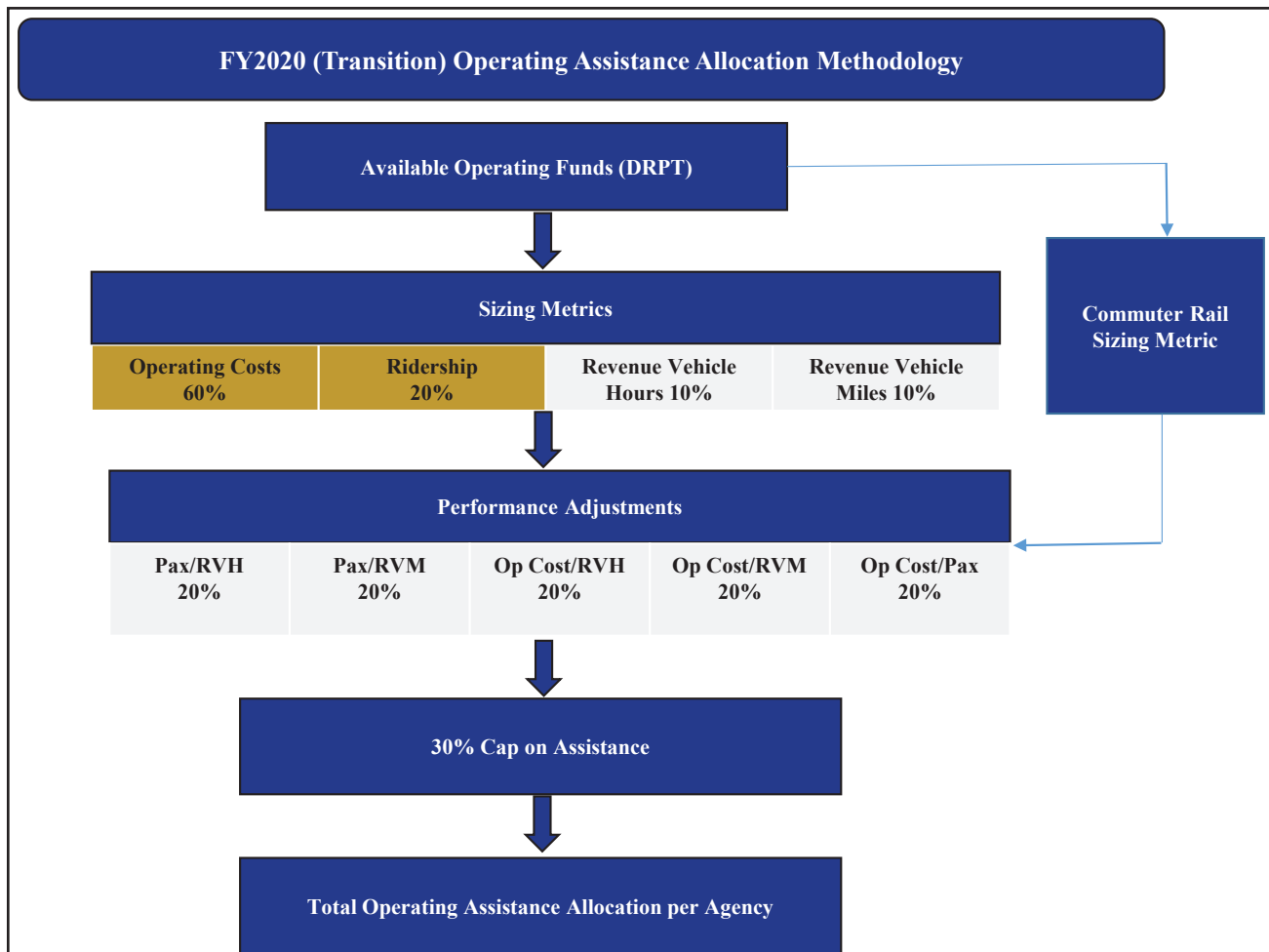
Transit Subsidy

General Overview

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

Transit Subsidy

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



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

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

Transit Subsidy

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

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

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

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

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

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

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

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

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

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

Transit Subsidy

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

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

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

PRTC’s FY20 administrative subsidies are funded based on the County’s FY18 percentage of PRTC fuel tax receipts. The County’s fuel tax receipts budgeted percentage increased from 52.29% in FY19 to 52.31% in FY20.

- M. **Vanpool Program** – \$1.64 million in 5307 federal formula earnings from the Vanpool program has been shifted to OmniRide Express. This shift allows OmniRide Express to utilize earned 5307 federal funding for preventive maintenance at a higher match rate (80%) than if used to support the Vanpool program costs (50%). There is no impact on the total County subsidy for these two programs.
- N. **PRTC Six-Year Plan** – Based on estimates of subsidy expenditures and fuel tax revenues prepared by PRTC, there is sufficient funding to provide subsidies for administrative operations, OmniRide Express, and OmniRide Local operations and fund the County’s share of projected bus capital needs through FY22. Annual revenues from the 2.1% motor fuels tax are expected to fall short of subsidy requirements beginning in FY23 resulting in a projected deficit of approximately \$2.9 million. This projected deficit is estimated at approximately \$7.6 million in FY24 and \$5.8 million by FY25, driven primarily by increasing bus operating

Transit Subsidy

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

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

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

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

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

Transit Subsidy

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

VRE Subsidy						
	FY20 Adopted	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
VRE Subsidy	\$6,098,311	\$6,281,260	\$6,281,260	\$6,469,698	\$6,469,698	\$6,663,789
Additional Required for Operations/Capital Program	-	\$841,770	\$986,445	\$1,433,834	\$1,634,861	\$2,121,837
Total	\$6,098,311	\$7,123,030	\$7,267,705	\$7,903,532	\$8,104,559	\$8,785,626

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

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

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

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

Budget Initiatives

A. Budget Initiatives

1. Employee Compensation – Administration

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

Transit Subsidy

- 2. Personnel Additions** – The FY2020 Budget includes five new positions approved by the Commission at its September 6, 2018 meeting. Total PRTC Full-Time Equivalents (FTE's) will increase from 53 in FY19 to 58 in FY20. Total FTE in the administration program will increase from 14 to 16; total FTE's in the OmniRide Express/OmniRide Local program will increase from 31 to 33 and total FTE's in the Marketing Program will increase from 8 to 9.
- i. Manager of Safety and Security - 1 FTE – Administration**
 - a. Description** – 1 FTE Manager of Safety and Security position in the Administration program is funded in FY20. The total cost of this position is \$102,100 (salary and fringes). The County share is 52.31% or \$53,400.
 - b. Service Level Impacts** – This position is responsible for the comprehensive safety & security planning, to include assessment and response planning to minimize risk to ensure effective emergency coordination.
 - ii. Project Manager – Data and Analysis - 1 FTE – OmniRide Express/OmniRide Local**
 - a. Description** – 1 FTE Project Manager - Data and Analysis position in the OmniRide Express/OmniRide Local program is funded in FY20. The total cost of this position is \$101,500 (salary and fringes). The County share is 97.2% or \$98,700.
 - b. Service Level Impacts** – The position will develop a performance measurement program, report key performance indicators, and develop dashboards for operational and financial performance. This includes external required reporting for state and federal agencies, such as the National Transit Database (NTD) report.
 - iii. Human Resources Support Specialist - 1 FTE – Administration**
 - a. Description** – 1 FTE Human Resources Support Specialist position in the Administration program is funded in FY20. The total cost of this position is \$70,400 (salary and fringes). The County share is 52.31% or \$36,800.
 - b. Service Level Impacts** – This position is responsible for clerical support of human resource functions.
 - iv. Senior Vanpool Program Associate - 1 FTE – Marketing**
 - a. Description** – 1 FTE Senior Vanpool Program Associate position in the Vanpool program is funded in FY20. The total cost of this position is \$81,500 (salary and fringes). This position is 100% funded by the Virginia Department of Rail and Public Transportation.
 - b. Service Level Impacts** – This position is responsible for responding to inquiries for assistance from vanpool operators, local employers, state and local officials, and regional ride share, carpool, and vanpool programs.
 - v. Transit Application Specialist - 1 FTE – OmniRide Express/OmniRide Local**
 - a. Description** – 1 FTE Transit Application Specialist position in the OmniRide Express/OmniRide Local program is funded in FY20. The total cost of this position is \$72,000 (salary and fringes). The County share is 97.2% or \$70,000.
 - b. Service Level Impacts** – This position is software and end-user focused. The position will train employees on effective use of the software, which includes the computer aided dispatch/automated vehicle location system and real-time bus tracking.

Transit Subsidy

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

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

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

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

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

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

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

Transit Subsidy

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

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

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

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

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

Transit Subsidy

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

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

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

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

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

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

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

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

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

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

Transit Subsidy

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

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

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

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

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

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

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

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

Transit Subsidy

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

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

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

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

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

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

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

Transit Subsidy

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

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

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

Program Summary

PRTC Administration

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

Key Measures	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
PRTC Commission meetings	11	11	11	11	11
Public hearings	4	2	4	2	8

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

FY16-FY19 Program Costs are based on Adopted Budgets

Transit Subsidy

OmniRide Express (Commuter Bus Service)

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

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

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

FY16-FY19 Program Costs are based on Adopted Budgets

OmniRide Ridesharing Service/Marketing

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

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

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

FY16-FY19 Program costs are based on adopted budgets

Transit Subsidy

OmniRide Local (Local Bus Service)

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

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

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

FY16-FY19 Program Costs are based on Adopted Budgets

Local Capital Match

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

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

FY16-FY19 Program Costs are based on Adopted Budgets

Vanpool Program

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

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

FY16-FY19 Program Costs are based on Adopted Budgets

Transit Subsidy

VRE (Commuter Rail Service)

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

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

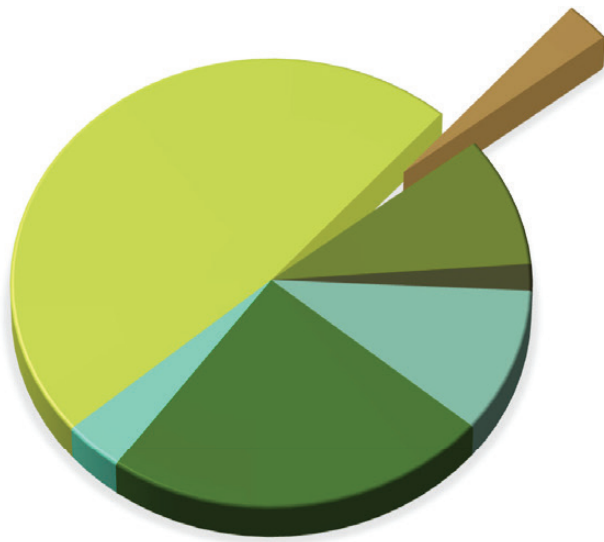
Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
VRE (Commuter Rail Service)	\$5,310	\$5,968	\$5,363	\$6,184	\$6,098
VRE passenger trips	4,441,858	4,761,035	4,705,529	4,750,000	4,712,400

FY16-FY19 Program Costs are based on Adopted Budgets

Transportation

Mission Statement

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



Expenditure Budget:
\$4,999,749



2.9% of Community Development

Programs:

- Administration: \$143,742
- Capital: \$222,959
- Planning & Programming: \$4,633,048

Community Development Expenditure Budget:
\$170,455,457

Mandates

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

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

Transportation



Expenditure and Revenue Summary

Expenditure by Program	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted	% Change Budget FY19/ Budget FY20
Transportation Administration	\$191,320	\$192,259	\$205,176	\$141,437	\$143,742	1.63%
Capital	\$1,507	(\$58,171)	\$16,882	\$140,000	\$222,959	59.26%
Planning & Programming	\$4,735,518	\$4,178,517	\$4,446,150	\$4,864,194	\$4,633,048	(4.75%)
Total Expenditures	\$4,928,345	\$4,312,606	\$4,668,208	\$5,145,631	\$4,999,749	(2.84%)

Expenditure by Classification

Salaries and Benefits	\$2,243,643	\$4,798,173	\$5,073,557	\$4,863,222	\$5,140,311	5.70%
Contractual Services	\$64,434	\$97,427	\$78,480	\$196,390	\$192,390	(2.04%)
Internal Services	\$125,306	\$256,631	\$234,491	\$256,525	\$265,650	3.56%
Purchase of Goods & Services	\$1,959,734	\$1,730,913	\$1,924,141	\$2,218,800	\$2,201,150	(0.80%)
Capital Outlay	\$66,347	\$54,049	\$0	\$77,094	\$116,094	50.59%
Leases & Rentals	\$2,037	\$4,182	\$7,062	\$57,416	\$46,272	(19.41%)
Reserves & Contingencies	\$0	(\$2,906,022)	(\$2,945,227)	(\$2,902,071)	(\$3,129,074)	7.82%
Transfers Out	\$466,844	\$277,253	\$295,705	\$378,255	\$166,956	(55.86%)
Total Expenditures	\$4,928,345	\$4,312,606	\$4,668,208	\$5,145,631	\$4,999,749	(2.84%)

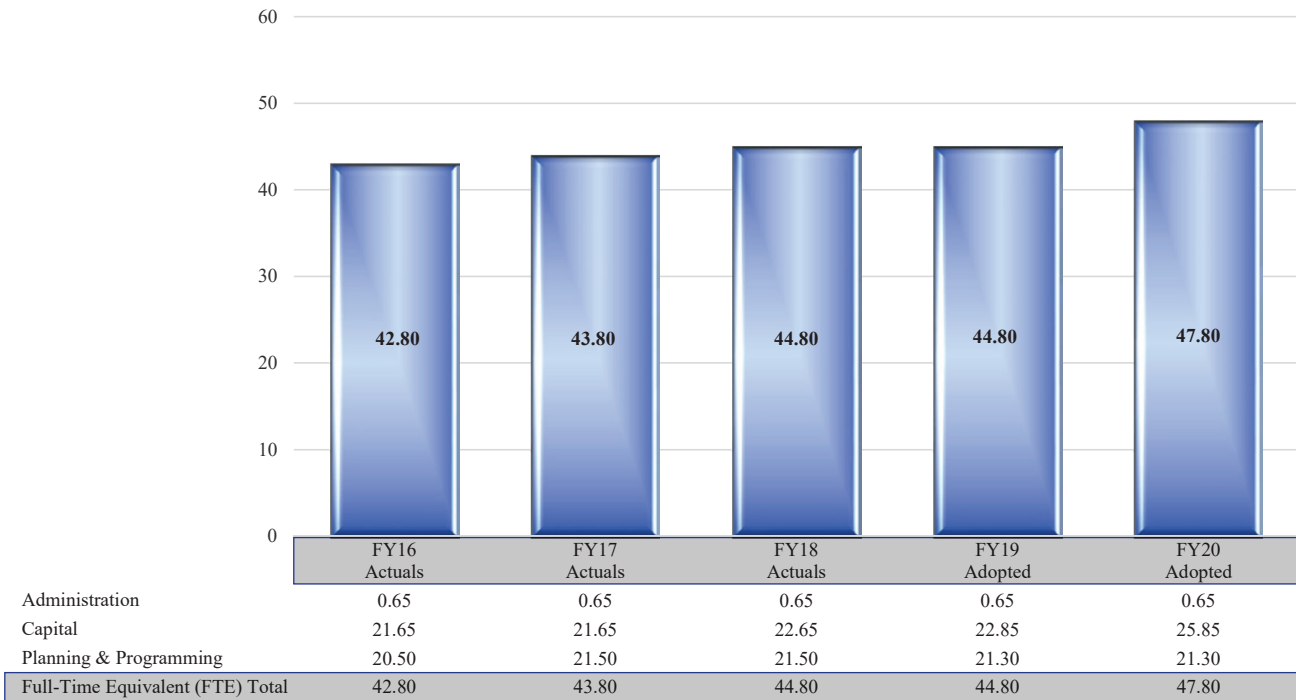
Funding Sources

Permits & Fees	\$1,301,829	\$1,476,009	\$1,235,002	\$1,754,635	\$1,754,635	0.00%
Use of Money & Property	\$15,872	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$20,000	\$800	\$0	\$0	\$0	0.00%
Non-Revenue Receipts	\$0	\$0	\$1,637	\$0	\$0	0.00%
Charges for Services	\$23,355	\$22,057	\$9,326	\$12,483	\$12,483	0.00%
Transfers In	(\$0)	\$140,000	\$240,000	\$190,000	\$272,959	43.66%
Total Designated Funding Sources	\$1,361,056	\$1,638,867	\$1,485,966	\$1,957,118	\$2,040,077	4.24%
(Contribution to)/Use of Fund Balance	\$688,185	\$130,015	\$448,780	\$216,297	(\$14,683)	(106.79%)
Net General Tax Support	\$2,879,104	\$2,543,724	\$2,733,462	\$2,972,216	\$2,974,356	0.07%
Net General Tax Support	58.42%	58.98%	58.55%	57.76%	59.49%	

Transportation



Staff History by Program



Future Outlook

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

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

In 2018, an additional project was endorsed as a priority:

- Devlin Road (Linton Hall Road to Wellington Road)

Transportation

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

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

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

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

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

Transportation

General Overview

- A. Costs Recovered from Capital Projects** – The Capital program includes road design, construction, project management, and right-of-way acquisition activities that recover expenditure costs from BOCS approved mobility projects. Staff provides management and oversight of large- and small-scale road projects, often funded by multiple revenue sources. There are generally 15+ capital transportation projects actively being managed by the Capital program at any point in time. The FY2020 Budget includes \$3.13 million in expenditure costs and 25.85 FTEs recovered from projects, which represents the budgeted cost of administering the capital mobility program in PWC.
- B. Decrease Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. In FY20, the indirect cost transfer amount reimbursing the general fund for DOT decreases by \$211,299 from \$350,765 in FY19 to \$139,466 in FY20.

Budget Initiatives

A. Budget Initiatives

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

Position Cost	\$257,909	Revenue (NVTA 30% Funds)	\$82,959
Expenditure	(\$174,950)	General Fund Impact	\$0
Total Expenditure (Net)	\$82,959	FTE Positions	3.00

- a. Description** – This initiative funds three positions to support construction, planning, and administrative functions in the Capital program. From the FY2019-2024 CIP to the FY2020-2025 CIP transportation capital projects have grown from \$407 million to \$1 billion. The size of the County’s transportation projects, the need to secure external funding, and the complexity of funding sources necessitates these additional positions. The Engineer III and Accountant I positions are funded by cost recovery and the Planner II position is funded with NVTA 30% local funds, resulting in no impact to the general fund.
- The Engineer III position will support the Mega Projects activity as a design engineer for complex transportation projects. The Balls Ford Road Interchange is a \$140 million project added in FY19. The position cost is \$99,415.
 - The Planner II position will support the County’s efforts to secure external funding. There will be multiple competitive grant application cycles in FY20. This position will allow the County to submit more fully realized project plans. The position cost is \$82,959.
 - The Accountant I position will support the financial compliance, especially in the areas of payables and receivables. The amount and complexity of the County’s funding sources have resulted in audit adjustments each of the past three fiscal years. The position cost is \$75,535.
- b. Service Level Impacts** – These positions support the Mobility Strategic Plan Goal of providing an accessible, comprehensive, multi-modal network of transportation infrastructure by putting the County in the best position to utilize transportation funding already received, obtain additional external funding, and properly account for that revenue and associated expenditures. The ability to manage design and construction will be broadened, the County’s competitiveness in applying for various transportation project grants, and the capacity to address the complexity of those funding sources will be improved. In addition, the use of contract services for preliminary engineering to support external grant applications will be significantly decreased.

Transportation

Program Summary

Administration

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

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

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

Capital

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

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

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Adopted	FY20 Adopted
Right-of-Way Acquisition	\$0	\$11	\$0	\$0	\$0
Parcels acquired	99	35	108	75	65
Road Design and Construction	\$2	(\$58)	\$17	\$140	\$223
Contracts and task orders let	20	20	24	22	25
Mega Projects	-	-	-	-	\$0
Project development within 60 days of original schedule	-	-	-	-	100%
Project delivery within 60 days of original contract date	-	-	-	-	100%

Transportation

Planning & Programming

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

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

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

Community Development

